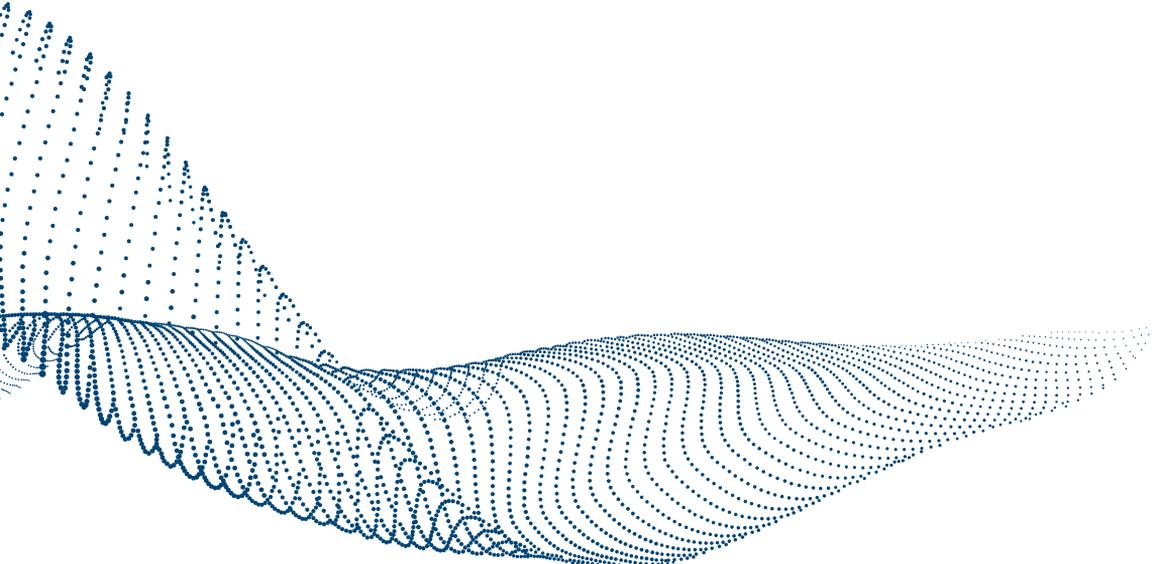




INFICON

Inspired by visions. Proven by success.



ANNUAL REPORT

2025

Company Overview

INFICON provides world-class instrumentation and data analytics for vacuum-based applications.

The company is a global leader and innovator in gas analysis, sensor technologies, and smart manufacturing software for the semiconductor industry and other advanced industries.

Our products are integral to semiconductor manufacturing, where our technology enables efficient and precise process control, increased yield and quality and lower resource use – supporting our customers' transition to a cleaner economy.

In addition, our technologies support thin-film coating applications (optics, displays, solar, industrial coatings), high-sensitivity leak detection for Automotive battery manufacturing, HVAC and refrigeration.

Other advanced industrial applications include life sciences, space and robotics, data center HVAC, and large-scale research institutions. INFICON also provides dedicated solutions for emergency response, security, and environmental monitoring.

Innovation is key at INFICON and is driven by short development cycles and strong customer proximity. In our 26 years of existence, we have developed and launched over 100 new products.

Building on a strong instrumentation foundation, we have expanded our portfolio over the past two decades with data analytics, AI-enabled solutions and Smart Manufacturing capabilities.

INFICON was formed in June 2000 from the instrumentation businesses of three well-known international vacuum technology companies which were merged in 1996 under the Swiss company OC Oerlikon.

Our initial public offering was November 9, 2000, both on SIX Swiss Exchange and NASDAQ.

In 2005, INFICON delisted its stock from NASDAQ.

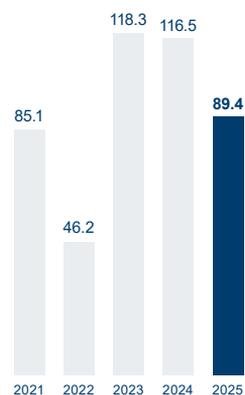
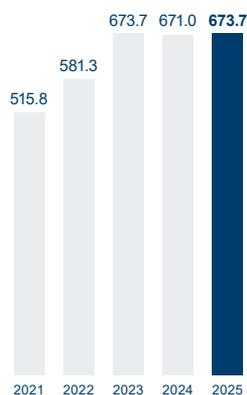
INFICON started to pay out dividends in 2006. Since our inception, we have acquired and integrated various companies and technologies.

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INFICON publishes its annual report online. This edition has been optimized for easy reading on your computer and mobile devices.

Additional copies of this report may be downloaded from the Investors section of our website, www.inficon.com

Key Figures – At a Glance



Net sales
(US Dollars in Millions)

Operating income
(in % of Net sales)

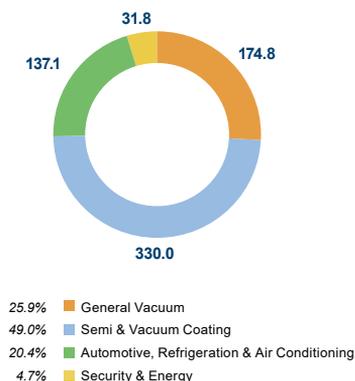
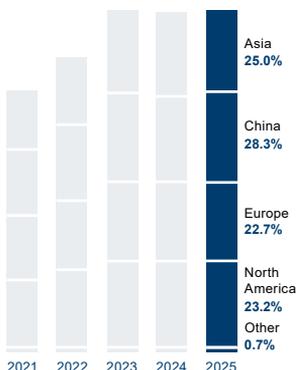
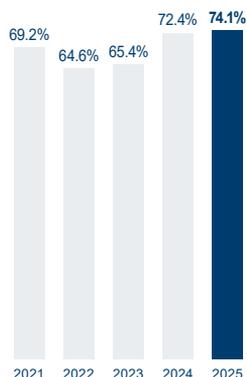
Cash flow from operations
(US Dollars in Millions)

According to Swiss GAAP FER
(US Dollars in Millions, except per share amounts)

	2021	2022	2023	2024	2025
Net sales	515.8	581.3	673.7	671.0	673.7
Research and development	47.0	45.5	48.5	51.5	55.4
Selling, general and administrative expense	99.5	109.6	125.9	128.7	134.8
Operating income	100.4	111.6	135.2	136.0	112.3
<i>in % of net sales</i>	19.5%	19.2%	20.1%	20.3%	16.7%
EBITDA	111.8	122.3	146.4	155.1	126.3
<i>in % of net sales</i>	21.7%	21.0%	21.7%	23.1%	18.8%
Net income	80.3	88.5	105.7	112.8	85.8
<i>in % of net sales</i>	15.6%	15.2%	15.7%	16.8%	12.7%
Cash and short-term investments	65.6	45.9	101.6	119.2	131.9
Free Cash Flow*	61.4	10.9	94.8	88.1	67.8
Cash flow from operations	85.1	46.2	118.3	116.5	89.6
Capital expenditures	30.3	33.7	23.4	28.4	21.8
Total assets	365.2	429.4	519.5	528.0	575.3
Stockholders' equity	252.6	277.4	340.0	382.0	426.4
<i>Equity Ratio in %</i>	69.2%	64.6%	65.4%	72.4%	74.1%
Employees	1,297	1,456	1,616	1,685	1,731

* Free cash flow results from net cash provided by operating activities less purchases of PPE and Intangibles

Key Figures – At a Glance



Equity Ratio

Direct Sales by Geographic Region

2025 Sales by End Market

(US Dollars in Millions)

According to Swiss GAAP FER

(US Dollars in Millions, except per share amounts)

	2021	2022	2023	2024	2025
Ratios per Share					
Earnings per share – diluted**	3.29	3.62	4.32	4.61	3.51
Shareholders' equity per share – diluted**	10.34	11.35	13.91	15.63	17.44
Free cash flow per share* – diluted**	2.51	0.45	3.88	3.60	2.77
Return on equity %	33.8%	33.4%	34.2%	31.2%	21.2%
Dividend/Distribution per share (CHF)	2.10	1.80	2.00	2.10	2.00
Share price (CHF) at December 31**	133.80	80.90	120.60	103.60	98.80

Direct Sales by Geographic Region

	2021	2022	2023	2024	2025
Asia-Pacific	126.2	140.0	119.0	141.4	168.6
China	121.8	136.3	206.8	188.5	190.7
Europe	133.6	145.3	166.7	158.0	153.2
North America	128.1	155.3	176.8	178.5	156.4
Other	6.1	4.4	4.4	4.6	4.8

Sales by End Market

	2021	2022	2023	2024	2025
Semi & Vacuum Coating	261.4	305.3	311.8	339.9	330.0
General Vacuum	133.4	152.0	196.5	156.4	174.8
Automotive & Refrigeration, Air Conditioning	99.8	100.9	131.5	133.8	137.1
Security & Energy	21.2	23.1	33.9	40.9	31.8

* Free cash flow results from net cash provided by operating activities less purchases of PPE and Intangibles

** Restated 2021–2024 due to the 1:10 share split in April 2025

Recent Milestones and Achievements

Corporate

CHF 2.10 distribution per share for 2021 from retained earnings	CHF 1.80 distribution per share for 2022 from retained earnings	CHF 2.00 distribution per share for 2023 from retained earnings	CHF 2.10 distribution per share for 2024	CHF 2.00 proposed distribution per share for 2025
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Acquisitions / Divestments

+ Fil-Tech Inc, Assets of a Designer and Manufacturer of Quartz Crystal Microbalance (QCM) sensors, April 30, 2021	+ Assets of a distribution partnership with Meisa – Montjaes Electromecánicos e Ingeniería SA de CV., June 2022	+ Foundation of INFICON Malaysia in February 2024	+ Assets of FabTime Inc., San Luis Obispo, CA/USA, January 2024
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Sales / Marketing / Achievements

<p>New and expanded sales office & service centre in Guangzhou.</p> <p>New website launched March 31, 2021.</p> <p>Technology Day for Analysts, Investors and Media, November 24, 2021 in Balzers/FL.</p> <p>Successful placement of INFICON robotic leak detection combined with 3D vision solution for refrigeration & Air Conditioning.</p>	<p>Establishment of a sales subsidiary in Mexico, April 2022.</p> <p>New merged location in Korea including office, assembly production, service & repair with own clean room.</p> <p>Expansion of worldwide production capacities by 50% (Balzers (LI), Cologne (DE) and Aaland (FI)).</p> <p>Establishment of a global Digital Demand Generation Team to streamline and enhance digital communication.</p> <p>Successful launch of new UL 6000 Fab Plus.</p> <p>Successful launch of HAPSITE® CDT.</p>	<p>Establishment of INFICON Innovation Center in Taiwan for the semiconductor industry.</p> <p>Expansion of the global service footprint, including a new service center in Arizona.</p> <p>Winner of R&D 100 award, HSG Manufacturing Award, and TSMC Supplier Recognition for Production Support & ESG Collaboration.</p> <p>Strengthening global communication and launching website 2.0 with improved usability.</p> <p>Fostering innovation in research projects with renowned research institutions and key customers.</p>	<p>Opening Application Center in Guangzhou, CN and expansion Sales and Service offices in Paris, FR and Monterrey, MX.</p> <p>Supplier Excellence Award 2024 from Lam Research for New Product Introduction Performance.</p> <p>Formation of Advanced Data Science Team to expand AI-focused initiatives in Smart Manufacturing.</p> <p>Rework of brand elements and global communication material to strengthen visibility.</p> <p>Hosting INFICON Techday in Balzers, LI, providing insights into semiconductor and other high-tech industries.</p>	<p>As part of NASA's MSolo instrument, the INFICON mass spectrometer successfully landed and operated on the lunar surface.</p> <p>Quick adjustment of the global production setup to seamlessly serve our customers best.</p> <p>Official opening of the INFICON Malaysia Campus to strengthen our presence in a fast-growing industrial region.</p> <p>Acceleration program to further strengthen and scale our Service offering.</p> <p>Expansion of our global footprint through enhanced channel sales management and targeted geographical expansion.</p>
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Recent Milestones and Achievements

Technology Leadership

Transpector AXP, latest model in the family of market-leading Transpector RGAs.

UL6000 Fab, most precise, durable and thus reliable testing system on the market.

Augent® OPG550 Optical Plasma Vacuum Gauge is a compact and intelligent solution for vacuum monitoring.

xPart Coatings, highly uniform, particle free, atomic layer deposition (ALD) thin films applied on customer specific three dimensional parts for use in extreme harsh applications such as semiconductor production processes.

New UL6000 Fab PLUS, an all-new leak detector featuring the novel I-RISE technology with a rate-of-rise in under 10 seconds.

Ion Reference Gauge IRG080, a first-of-a-kind vacuum sensor developed for precise total pressure measurement in vacuum systems.

Transpector® APX, 3 additional variants were launched to support the emerging customer needs of process monitoring for harsh applications in the evolution of Moore's Law.

HP100, newest sensor in our optical portfolio. The sensor is a self-generating plasma-based sensor which extends the range from our current Quantus LP100 sensor.

IMC-300, newest deposition controller used in OLED and optical coating industries.

HAPSITE® CDT, extended capabilities over the legacy HAPSITE ER continue to show high customer value as demonstrated at military exercises.

IRG080, the award-winning hot ion gauge with a range of 10^{-6} Pa to 10^{-2} Pa with unprecedented accuracy.

Trigon™ BCG552 is an ATM to UHV Vacuum TripleGauge, 3 sensing elements in 1 flange.

ELT3000 PLUS electrolyte leak detector for non-destructive battery leak testing in automated high-speed production lines.

FLUE-Mate™, the all-in-one combustion analyzer to improve efficiency and safety with user-friendly design.

FabGuard® ASG-100 S2 is a fail-to-safe system for abatement control, reducing emissions, fuel and oxidizer consumption.

Quantus® HP100, an optical sensor with improved detection capability supplementing the Quantus LP100.

Magnesium Sensitive Crystals, preserving high stability and reproducibility of OLED processes.

I-Guide^{3D} 350 scanner, is the first fully automated 3D robotic leak testing system that offers millimetric precision for the HVAC-R industry.

SMART-Spray, a wireless, ergonomic helium spray gun for precise and efficient leak detection.

Transpector® CPX is a compact residual gas analyzer for advanced process monitoring in semiconductor manufacturing.

LDS3000 helium leak detector with EcoBoost cuts helium use by up to 90%.

FabTime® software for real-time insights to enhance semiconductor manufacturing efficiency.

ELT Vmax is an electrolyte leak detector for inline leak testing during mass production of battery cells.

Customized sensors for solar cell production in China to enhance efficiency and competitiveness.

HAPSITE® CDT – chemical identification system for lab-quality results on-site.

Trigon®, next generation gauge with new features boosting productivity and longevity.

Ultra Clean Porter delivers pressure measurement for high-purity gas systems.

Transpector® APX with new integrated AceBlock for high-temperature, chemistry-resistant gas sampling.

Impact Manager is a real-time anomaly detection software to improve performance and efficiency.

Conceived to harness nuclear fusion, Gemini® MAG084/086 offer magnetic field immune vacuum measurement to Big Science applications.

BES4000 ensures fast and reliable electrolyte leak detection for battery modules.

D-TEK® Pro delivers ultra-sensitive, fast, and accurate refrigerant leak detection.

Zevision® IMC300 for precise, low-noise thickness measurements of optical coating processes.

Ask INFICON provides FabGuard® users instant AI-powered expert support in real time.

Target Markets

Semi & Vacuum Coating	General Vacuum	Security & Energy	Automotive, Refrigeration & Air Conditioning
Market			
<p>In situ metrology, sensors, components, process control, and smart manufacturing software for semiconductor manufacturers, manufacturers of capital equipment for semiconductor devices (OEMs), and for thin film coating applications including flat panel displays (LCD and OLED), solar cells, LED lighting systems, data storage media, scientific and consumer optics, and architectural glass coatings.</p>	<p>Vacuum technology applications such as aerospace, heat treating, analytical instrumentation, food packaging, vacuum furnace and metallurgy, and research reached through private-label partners who are global manufacturers of vacuum pumps. INFICON also serves a growing portion of this market directly.</p>	<p>Analysis of chemical agents and toxic industrial chemicals in air, water or soil for military, emergency response and environmental events.</p> <p>Gas analysis for petro-chemical industry, including oil and gas production and refining, alternative energy sources.</p> <p>Leak detection and monitoring of landfills, industrial processes, and utilities.</p> <p>Leak-testing of utility gas and water piping.</p>	<p>Leak detection for quality control in the manufacturing of commercial and consumer air conditioners and appliances.</p> <p>Technologies for air conditioners and airbags, fuel tanks, lithium-ion batteries, fuel cells, and other components in the automotive industry.</p> <p>After-sale service for repair.</p>
Growth Drivers			
<p>Growing demand for electronic content in consumer products.</p> <p>Complex manufacturing calls for bespoke process control and smart manufacturing software.</p> <p>Miniaturization for portability and mobile communication.</p> <p>Rising demand for intelligent sensors (MEMS, optical, etc.)</p> <p>Increase sustainability of manufacturing processes.</p> <p>Strong growth of new applications (Big Data, IoT, Virtual/Augmented reality, artificial intelligence, 5G and autonomous driving).</p>	<p>Universities and R&D labs</p> <p>Pharma/life sciences</p> <p>Easier use of vacuum for industrial and research applications.</p> <p>Rising quality standards.</p> <p>Global GDP growth.</p> <p>New energy and fuel applications.</p> <p>Food packaging, extended shelf life.</p>	<p>Imminent threats to national and global political and economic stability.</p> <p>Fear of terror, leads governments to allocate resources to homeland security.</p> <p>Government agencies (military, police, etc.) faced with more and new tasks for national emergencies.</p> <p>Growing environmental concerns and increase needs for alternative energy technologies.</p>	<p>Regulations to reduce environmental pollution and increase energy efficiency.</p> <p>Rising demand for air conditioning and new refrigerants.</p> <p>Growing demand for household appliances in emerging economies.</p> <p>Lithium-ion battery and fuel cell technologies, E-mobility.</p> <p>Increasing demand for leak tight automotive parts.</p>

Target Markets

Semi & Vacuum Coating	General Vacuum	Security & Energy	Automotive, Refrigeration & Air Conditioning
Long-term market trends			
Ambient Intelligence	Ambient Intelligence		
Sustainability/ Smart Manufacturing	Sustainability	Sustainability	Sustainability
Wealth/consumption	Wealth/consumption		Wealth/consumption
International Security		International Security	
Products			
Industrial gas analyzers, mass spectrometers, and process control sensors.	Industrial gas analyzers, mass spectrometers, and process control sensors.		
Vacuum gauges, controllers, components and feedthroughs.	Vacuum gauges, controllers, components and feedthroughs.		Vacuum gauges, controllers, components and feedthroughs.
Leak detectors	Leak detectors	Leak detectors	Leak detectors
Thin film controllers			
		Chemical detectors and monitors	
	Micro gas chromatography	Micro gas chromatography	
Application-based software solutions			
Quartz crystal technologies	Quartz crystal technologies		
RF sensing technology			
xParts coating technology			
			Service tools

Product Highlights 2025

INFICON launched a series of new products and technologies, including various first-of-a-kind innovations as well as updated versions of existing products.



Ultra Clean Porter

A new high accuracy pressure gauge for semiconductor gas delivery systems. Its gas type independent measurement, ultra clean ceramic surfaces, and compact footprint ensure maximum purity and space efficiency, setting a new benchmark for demanding high purity applications.



Transpector® APX with AceBlock

The new integrated AceBlock system enables high-temperature, chemistry-resistant gas sampling with a flexible multi-pressure inlet for selective etch processes. It delivers continuous, real-time analysis that improves reliability, enhances productivity, and reduces total cost of ownership.



BES4000

An advanced electrolyte sniffer leak detection system developed for battery modules and packs. Working seamlessly with the ELT Vmax, it accelerates cycle times, raises operational safety, and ensures reliable, repeatable quality control throughout battery production lines.



D-TEK® Pro Refrigerant Leak Detector

A next-generation refrigerant leak detector engineered for commercial refrigeration technicians. With sensitivity down to 0.1 ppm and superior airflow, it provides fast, accurate location of even the smallest leaks from greater distances.



Impact Manager

A new smart factory solution that detects operational anomalies in real time, prioritizes and assigns issues, and drives actions to completion. Using a digital twin, shared visibility, and integrated workflow execution, it helps manufacturers improve performance and increase operational efficiency.



Passive Gemini® MAG084/086

Developed for high magnetic field immunity and radiation hardness in nuclear fusion, the MAG084/086 cold cathode gauges with the patented Gemini design expand our passive gauge portfolio, delivering best-in-class performance for demanding Big Science vacuum applications.



Zevision® IMC300

The latest Zevision IMC300 deposition controller introduces ModelLock™ technology to all applications for high stability, low-noise thickness measurements. It delivers longer crystal lifetimes, improved process repeatability, and enhanced coating throughput for optical manufacturing.



Ask INFICON

FabGuard® FDC now integrates a real-time AI expert powered by advanced large language models. It provides immediate access to critical product knowledge, helping semiconductor fabs diagnose issues faster and improve overall process performance.

Letter to our Shareholders

Dear Shareholders, dear Stakeholders

2025 will be remembered as a year of trade tensions, accompanied by increased market volatility and geopolitical uncertainty. International business was truly shaken up. Sourcing and shipping of certain goods has become increasingly difficult, and overall, more costly.

Full-year 2025 sales reach historic top result

Against this backdrop, INFICON achieved solid sales of USD 673.7 million, a historic record sales volume. The key factors supporting this strong performance were on the one hand INFICON's strong technology and market position in a broad and diverse range of growth markets. On the other hand, INFICON can rely on strong and long-established customer and supplier relations. Their stability and resilience remained Management's prime focus during the entire year. INFICON stayed closely in touch with all its business partners and strived to find mutually viable solutions to mitigate the most severe consequences of the trade disruptions. This commitment to our business partners was highly appreciated and further strengthened the trust underpinning our results for the year. In addition, the new orders received exceeded sales in all four quarters of the year – a strong confirmation that the chosen approach to customer relationship was the right one.

Let's look at INFICON's initiatives to mitigate the effects of the trade disputes more closely. INFICON's global production spans across all key world regions, i.e. Europe, China, Asia Pacific, and North America. A fine-mesh network of sales, application engineering, and service locations across the globe assures close customer intimacy. INFICON's global footprint proved to be a true asset during the business year 2025. Thanks to a flexible manufacturing set-up, INFICON was able to quickly take measures to counter the worst effects of the trade hurdles. During 2025, INFICON's recently established production site located in Malaysia became fully operational. In addition, we selectively reallocated the manufacturing of several product lines across regions to mitigate the impacts of the escalated trade disputes. Of course, this did not happen overnight. It required the temporary duplication of capacities to build up the respective local capabilities and

enable a smooth transition. The relocation of various production lines allowed INFICON to seamlessly serve its global customers and avoid some heavy tariffs and barriers in the mutual interest of INFICON and its customers.

The sales figures over the course of the year reflect the trade and business challenges discussed above. The first quarter was solid, sales grew by 2.7%, and INFICON looked confidently ahead, not least backed by a strong order intake and improved gross and operating profit margins for that quarter. During the second and third quarters, however, the negative impacts of the trade dispute escalation became tangible. Sales grew over the preceding quarter and year-over-year. During the year, it became increasingly clear that the anticipated ramp in the semiconductor market took longer to materialize. Given the global trade uncertainties, the delay in the semiconductor market surge, and the additional costs incurred in the context of the production relocation initiatives, INFICON narrowed its guidance for the full year. Backed by a broadly positioned business and the strong order intake, INFICON remained, nevertheless, reasonably positive throughout the year. During the last quarter sales increased by 12% to USD 184.2 million compared with the preceding quarter and by 3.8% in comparison with the closing quarter of 2024. This positive trend also led to some improvements and a recovery of profitability.

Resilient results backed by broad target market mix

INFICON reported full-year sales of USD 673.7 million, an increase of 0.4% over the prior year. This figure slightly exceeds the former record result generated in 2023. Excluding positive currency effects of 1.2 percentage points, sales organically decreased slightly by 0.8%. The year-on-year assessment shows a strong and broadly based growth of 11.8% for the **General Vacuum** market to USD 174.8 million. This represents 25.9% of Group sales. The **Semi & Vacuum Coating** market accounted for 49% of Group sales with USD 330.0 million, a drop of 2.9%, mostly because of the international trade and technology disputes. In a competitive market, the **Refrigeration, Air Conditioning, and Automotive** market reports 2.4%

Letter to our Shareholders

higher sales of USD 137.1 million, based on some market share gain in the traditional target industries, and a rising demand for cooling technology from data centers needed for artificial intelligence applications. For its **Security & Energy** market, INFICON reported year-on-year an expected downcycle with a decrease of 22.2% to USD 31.8 million, equaling 4.7% of Group sales.

Dynamic growth in Asia-Pacific

The regional sales development shows a strong sales increase in the Asia-Pacific region of 19.2% to USD 168.6 million. This growth is primarily driven by high demand for latest-generation AI chips, while the now fully operational site in Malaysia strengthens INFICON's strategic footprint through closer proximity to customers in this region. At the same time, INFICON recorded moderate sales growth in China, as revenue increased 1.2% to USD 190.8 million, representing 28.3% of total Group sales. Sales to European customers totaled USD 153.2 million or 22.7% of Group sales, a decline of 3.0%. America contributed USD 156.4 million to Group sales, a drop of 12.4%.

Strong balance sheet, solid cash flow, temporarily reduced margins

As described above, INFICON flexibly adjusted its global production setup and moved the manufacture of a series of products east, i.e. closer to its dominant customer base. Despite these rapidly implemented actions, not all negative effects from the trade and tariff disputes could be avoided. What is more, the measures taken also increased some capacities resulting in additional capital expenditure, set-up costs, and personnel expenses.

In the full fiscal year 2025, the gross profit amounted to USD 302 million, yielding a margin of 44.9% after 47.1% a year ago. After R&D and tightly managed expenses, the operating profit for the full year resulted at USD 112.3 million, or 16.7% of sales. The net result for 2025 amounted to USD 85.8 million or 12.7% of sales. Earnings per share were USD 3.51 after USD 4.61 a year ago.

INFICON achieved a strong operating cash flow of USD 89.6 million for the full year. Inventories increased,

partly due to foreign exchange effects and strong shipments in the fourth quarter, particularly in December. This led to higher accounts receivable, resulting in a working capital of USD 229.1 million. INFICON's balance sheet shows a record-high net cash position of USD 81.2 million and a solid equity ratio of 74.4% after 72.4% a year ago.

Outlook 2026

INFICON looks at 2026 with confidence. During the reporting year, the order intake continuously exceeded sales and thus provides a solid base for the upcoming months. In addition, industry experts currently expect an upturn in the semiconductor market for the current year. The manufacturing relocation now implemented and the opening of the plant in Malaysia in 2025 have positioned INFICON again closer to vital customers. Yet, certain capacity duplications and strategic reserves remain, and the adjustments made to the global workforce result in certain additional costs as well as adverse FX effects.

Dividend proposal

The Board of Directors proposes to the upcoming Annual General Meeting of Shareholders the distribution of an ordinary dividend of CHF 2.00.

In December 2025, the Board of Directors announced that Dimitrij Lisak, currently Corporate Head of Finance & Controlling at INFICON, will succeed Matthias Tröndle as Chief Financial Officer (CFO) of INFICON Holding AG. Dimitrij Lisak joined the company in January 2025 and will assume his new role as member of the Group Management on July 1, 2026. This appointment reflects INFICON's long-term succession planning, which enables the company to fill the CFO position with a highly qualified internal candidate. Matthias Tröndle, who has served as CFO since 2008, will step down from his role on June 30, 2026. He will support a smooth transition before retiring following the handover period. The Board of Directors thanks Matthias Tröndle for his 18 years of outstanding service as CFO and wishes him all the best for the next chapter in his life.

Board and Management would like to extend their sincere thanks to all employees and business partners. We are confident that based on the commitment of all INFICON employees and the strong and resilient relationships with our business partners, we continue to provide best-in-class vacuum technology and excellent smart manufacturing solutions despite the ongoing international challenges.

We look forward to continuing our dialogue with all of you.

Best regards,

Dr. Beat Lüthi, Chairman
Oliver Wyrsch, CEO
Matthias Tröndle, CFO



From left to right: Matthias Tröndle (CFO until June 30, 2026; Successor Dimitrij Lisak effective July 1, 2026 – not pictured), Oliver Wyrsch (CEO), Dr. Beat Lüthi (Chairman)

Investor Relations



Company Capital

The share capital of INFICON HOLDING AG consists of 24,451,610 registered shares with a nominal value of CHF 0.50 each.

Stock Market Trading

The registered shares are listed on SIX Swiss Exchange under

- the SIX Security Number 143159891
- ISIN CH1431598916
- the symbol IFCN

Important Dates*

*Subject to change

April 22, 2026: Annual General Meeting of Shareholders
 April 24, 2026: First quarter 2026 results
 July 30, 2026: Second quarter 2026 results/half-year results 2026
 October 27, 2026: Third quarter 2026 results
 March 2027: Fourth quarter 2026 results/Year-end results 2026

Internet/E-mail Alerts

E-mail alerts: The latest financial information from INFICON can automatically be sent via E-mail alert; sign up is available in the Investors section of the INFICON website www.inficon.com

	2021**	2022**	2023**	2024**	2025
Key figures per share (CHF)					
Price at year-end	133.80	80.90	120.60	103.60	98.80
Highest price	136.20	137.00	122.60	150.80	119.60
<i>Date</i>	<i>Dec 28</i>	<i>Jan 04</i>	<i>Dec 14</i>	<i>Jun 06</i>	Jan 22
Lowest price	80.00	63.30	82.30	98.70	78.10
<i>Date</i>	<i>Jan 04</i>	<i>Sep 29</i>	<i>Jan 03</i>	<i>Nov 19</i>	Apr 9
Earnings per share (diluted)	3.29	3.62	4.32	4.61	3.51
Equity per share	10.33	11.35	13.91	15.63	17.44
Dividend/Distribution per share*	2.10	1.80	2.00	2.10	2.00

* The proposed distribution is to be paid out from legal reserves.

** Share Split 1:10 in April 2025, please see details in section 13 (EPS)

Global Presence



● INFICON HOLDING AG, Bad Ragaz, Switzerland, Parent Company

● Syracuse, NY, USA*	○ Phönix, AZ, USA	○ Bungdang, Korea*
● Balzers, Liechtenstein*	○ Corregidora Qro., Mexico*	○ Kumamoto, Japan
● Cologne, Germany*	○ Monterrey, Mexico	○ Hiroshima, Japan
● Longmont, CO, USA*	○ Blackburn, United Kingdom*	○ Kasugai, Japan
● Austin, TX, USA	○ Courtaboeuf, France*	○ Osaka, Japan
● Overland Park, KS, USA*	○ Copenhagen, Denmark*	○ Kawasaki-Shi, Japan*
● Newton, MA, USA	○ Verona, Italy	○ Sendai, Japan
● Linköping, Sweden*	○ Bozen, Italy*	○ Chengdu, China
● Mariehamn, Finland*	○ Dresden, Germany	○ Beijing, China
● Shah Alam, Selangor, Malaysia*	○ Singapore*	○ Guangzhou, China*
● Shanghai, China*	○ Tainan City, Taiwan	○ Hefei, China
○ Santa Clara, CA, USA	○ Chubei City, Taiwan*	○ Hong Kong*

- Group Administration
- Main Centers of Competence
- Specialized Centers of Competence
- Sales, Application and Service Offices

*Legal entities

Group Organization

(as of March 20, 2026)

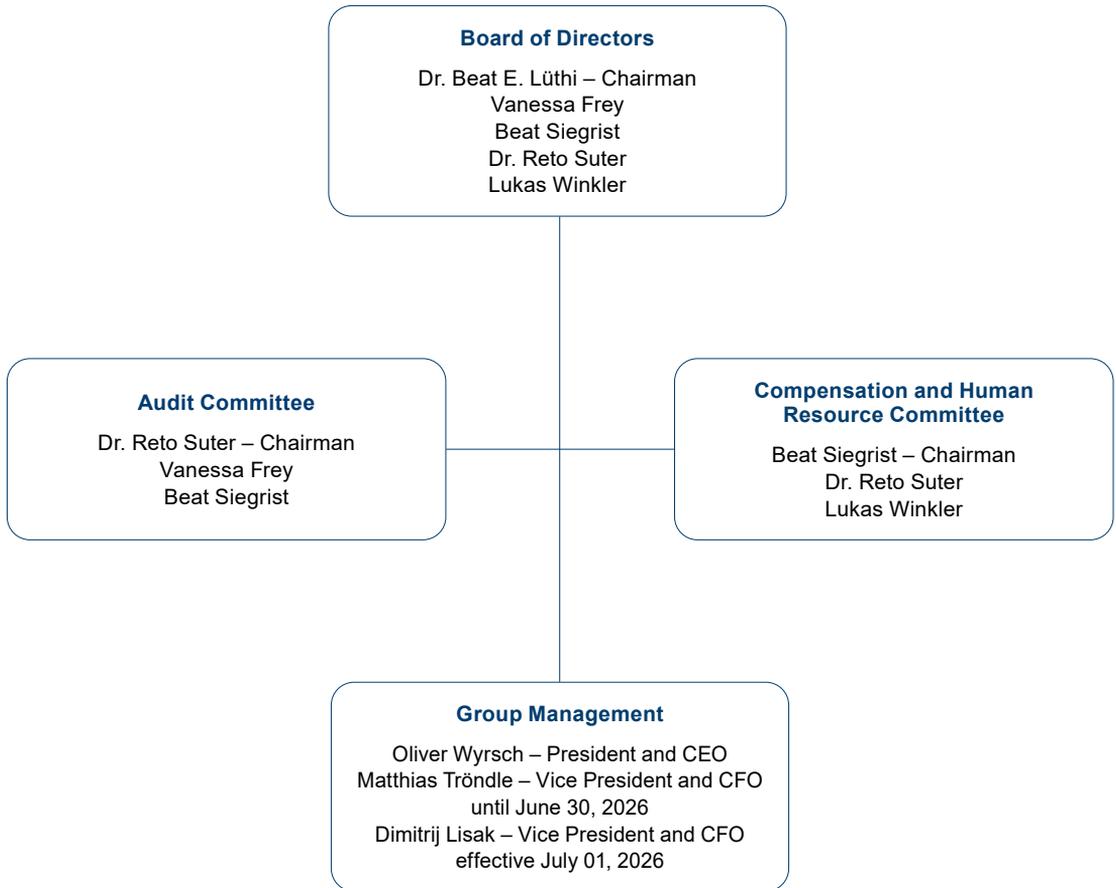
Board of Directors and Group Management



From left to right: Matthias Tröndle (CFO until June 30, 2026; Successor Dimitrij Lisak effective July 1, 2026 – not pictured), Lukas Winkler, Dr. Reto Suter, Oliver Wyrsh (CEO), Vanessa Frey, Dr. Beat Lüthi (Chairman), Beat Siegrist

Group Organization

(as of March 20, 2026)



Corporate Governance

Introduction

This Corporate Governance Report outlines the principles of management and oversight of INFICON HOLDING AG at the highest corporate level in accordance with the Directive on Information (DCG) of SIX Exchange Regulation. All information within the Report refers to the Company Organization, Internal Regulations and Articles of Incorporation that were in effect as of December 31, 2025.

Corporate governance of INFICON HOLDING AG complies with the principles and recommendations of the "Corporate Governance – Swiss Code of Best Practice".

INFICON HOLDING AG is committed to the continual review of its corporate governance framework in light of relevant developments.

Information on Board of Directors and Company Management compensation is outlined in our Compensation Report.

The following Corporate Governance Report follows the structure of the SIX Directive on Information relating to Corporate Governance.

1 Group Structure and Shareholders

1.1 Group Structure

Operational Group Structure

See page 17.

INFICON HOLDING AG serves as the parent company of the INFICON Group, which operates across 18 countries and comprises the parent entity, 9 manufacturing subsidiaries and 11 sales and service subsidiaries. The legal entity structure of the INFICON group is seen on page 15.

Listed Corporation: INFICON HOLDING AG

INFICON HOLDING AG is based in Bad Ragaz, Switzerland. It has a share capital of CHF 12,225,805 divided into 24,451,610 registered shares with a nominal value of CHF 0.50 each. Registered shares are listed on SIX Swiss Exchange under security number 143159891, ISIN CH1431598916 and symbol IFCN.

Since January 3, 2012, the registered shares of INFICON HOLDING AG are traded on SIX Swiss Exchange's Domestic Standard.

Market capitalization at December 31, 2025 was TCHF 2,415,400 based on shares outstanding.

Share Capital and Percentage of Shares Held by Subsidiaries

See statutory financial statements, Note 2.3, "Investments".

1.2 Significant Shareholders

Shareholder Structure

Based on number of registered shareholders as of December 31, 2025.

Number of shares	Number of shareholders
> 500,000	4
100,000–500,000	15
1–99,999	5,476
Total	5,495

Corporate Governance

Shareholders by Country

Based upon number of registered shareholders as of December 31, 2025.

Country	Number of shareholders
Switzerland	4,936
Germany	296
United States of America	61
Liechtenstein	58
Rest of Europe	54
Rest of World	90
Total	5,495

Major Shareholders

See statutory financial statements, Note 3.2, “Significant Shareholders”.

1.3 Cross-shareholdings

INFICON HOLDING AG has no cross-shareholdings.

2 Capital Structure

2.1 Capital (Issued, Authorized & Conditional)

Registered shares of CHF 0.50 each at December 31, 2025:

Issued number of shares	24,451,610
Issued share capital	TCHF 12,226
Capital bandwidth	lower limit TCHF 11,615 upper limit TCHF 12,837

The issued share capital comprises 24,451,610 registered shares of CHF 0.50 each. Each share entitles the registered owner to one vote at the General Meeting of Shareholders, as well as a share of dividends or distribution from capital contribution reserve, if any, declared by the Company and proceeds from liquidation, corresponding to its nominal value as a percentage of the total nominal value of issued share capital.

2.2 Conditional Share Capital

Since the revision in March 2023 the Articles of Incorporation provide no more conditional capital (according to Art. 653 of the Swiss Code of Obligations).

2.3 Capital Bandwidth

The Articles of Incorporation provide a capital bandwidth (according to Art. 653s–653v of the Swiss Code of Obligations) with a lower limit of TCHF 11,615 and an upper limit of TCHF 12,837. Within the scope of the capital bandwidth, the Board of Directors is authorized to increase or reduce the share capital once or several times and in any amount until March 30, 2028, or until the capital bandwidth expires earlier, or to acquire or sell shares directly or indirectly. The Articles of Incorporation can be accessed via the following weblink <https://www.inficon.com/media/9261/download/Articles-of-Association.pdf?v=1&inline=true&language=en>

2.4 Changes in Shareholders' Equity

Changes in shareholders' equity are presented in the consolidated statements of shareholders' equity section of the consolidated financial statements for INFICON HOLDING AG for the years ended December 31, 2025 and 2024.

2.5 Shares

For further information refer to Note 2.1, “Capital” as above. No participation certificates are issued.

2.6 Profit Sharing Certificates

The Company currently has no profit sharing certificates.

2.7 Limitations on Transferability and Nominee Registrations

The Articles of Incorporation contain no special regulations regarding limitations on transferability and nominee registrations.

2.8 Convertible Bonds and Warrants/Options

The Company currently has no convertible bonds or bonds with warrants.

Corporate Governance

3 Board of Directors

3.1 Members of the Board of Directors, other Activities and Vested Interests, and Internal Organizational Structure

Board of Directors and Management Board

Our Articles of Incorporation provide that the Board of Directors may consist of three or more members at any time. Directors are elected and removed by shareholder resolution. Members of our Board of Directors serve one-year terms and may be re-elected upon completion of their term of office. The shareholders may remove the directors without cause. Our five directors currently in office were elected by shareholder resolution.

All members of the Board of Directors are non-executive Board members.

According to the law, the Board of Directors is responsible for the ultimate direction and supervision of INFICON HOLDING AG. The Board of Directors has delegated the conduct of the day-to-day business operations to the Company's Group Management comprising the Chief Executive Officer and Chief Financial Officer. Group Management is responsible for the management of INFICON HOLDING AG and for all other matters except for those reserved by law and the Articles of Incorporation. The Board has the power to resolve all matters which are not expressly reserved to the general meeting of shareholders or other bodies of the Company. According to the Swiss Code of Obligations and to the Articles of Incorporation the following non-transferable and inalienable responsibilities are incumbent on the Board of Directors:

- the ultimate management, i.e. the determination of the strategy, its resources and its supervision, of the Holding and the Group and the issuance of the necessary policies and directives including the definition of corporate goals and the planning of financial resources;
- the determination of the organization of the Holding and the Group;
- the structuring of the accounting system, the financial controls and the financial planning of the Holding and the Group;

- the appointment and the removal of the Members of the Group Management, the approval of their job descriptions and the granting of the signatory power to members of the Group Management and to employees of the Holding;
- the ultimate supervision of the persons entrusted with the management of the Holding and the Group, in particular regarding compliance with the law, the Articles of Incorporation, regulations and directives;
- the preparation of the Holding's business report and other reports including but not limited to the compensation report and the report on non-financial matters pursuant to Article 964c CO as well as the preparation of the Shareholders' Meetings and the implementation of their resolutions;
- the submission of a request for a debt-restructuring moratorium and notification of the judge in case of over indebtedness of the Holding;
- the passing of resolutions regarding the subsequent payment of non-fully paid-in shares;
- the passing of resolutions confirming capital increases in the share capital and regarding the amendments to the Articles of Incorporation entailed thereby;
- the examination of the professional qualifications of specially qualified auditors in those cases in which the law foresees the use of such auditors.

The Board of Directors, as of the date of this report, has established an Audit Committee and a Compensation and Human Resources Committee. Each of these committees has regulations, which outline its duties and responsibilities. The Board of Directors elects the Chairman for each committee. The committees meet regularly carrying out preparatory work to provide the Board of Directors with updates and recommendations at its regular meetings. Their respective chairperson sets the agendas for the committee meetings. The length of the meetings range from an hour up to an entire day, depending on the agenda as decided by the chairman.

Corporate Governance

Sustainability is anchored at all corporate levels at INFICON. The Board of Directors determines the corporate strategy, including all aspects relating to sustainability/ESG. Sustainability topics are discussed several times a year by the Board of Directors and Group Management depending on their urgency. To strengthen its sustainability approach, the Board has implemented a Sustainability Council consisting of the Board members Dr. Reto Suter, Lukas Winkler and CFO Matthias Tröndle. The council defines roadmap, reviews targets, studies the regulatory developments in the ESG area and supports the Audit Committee in non-financial reporting.

Sustainability reporting on all material topics – including results and target achievement for further development (see sustainability report chapter) – is discussed and advanced collaboratively with Group Management and the dedicated Board of Directors representative several times annually. The Board of Directors and Group Management review these matters at least twice a year. The sustainability reporting covers the required elements of non-financial reporting in accordance with the requirements of Art. 964b of the Swiss Code of Obligations and is approved by the Board of Directors.

Overview Board

Board of Directors (5 members)

Chairman	Dr. Beat E. Lüthi
Members	Beat Siegrist, Vanessa Frey, Dr. Reto Suter, Lukas Winkler
Audit Committee Financial- and non-financial reporting, risk management, compliance, audit, accounting & internal controls, financial health	Dr. Reto Suter, Chairman Vanessa Frey Beat Siegrist
Compensation and Human Resources Committee Compensation and benefits, nomination, career development, goal setting, culture	Beat Siegrist, Chairman Dr. Reto Suter Lukas Winkler
Sustainability Council This Council defines roadmap, reviews targets, studies the regulatory developments in the ESG area, supports Audit Committee in non-financial reporting.	Lukas Winkler, Lead Dr. Reto Suter Matthias Tröndle, CFO

The Audit Committee

The Audit Committee consists of three non-executive members of the Board of Directors. Currently, the Audit Committee is comprised of the following members:

Dr. Reto Suter, Chairman
Vanessa Frey
Beat Siegrist

The responsibilities of the Audit Committee include:

- Recommending to the Board of Directors the independent public accountants to be selected to conduct the annual audit of our books and records;
- Reviewing the proposed scope of such audit and approving the audit fees to be paid;
- Reviewing the adequacy and effectiveness of our accounting and internal financial controls with the independent public accountants and our financial and accounting staff;
- Reviewing and approving transactions between the Company, its directors, officers and affiliates; and
- Reviewing and reassessing, on an annual basis, the adequacy of our audit committee charter.

The Compensation and Human Resources Committee

The Compensation and Human Resources Committee is responsible for conducting a comprehensive review of the company's compensation and benefit programs to ensure alignment with corporate financial and strategic objectives. The Committee also makes recommendations to the Board regarding the appointment, dismissal, and career development of executive management positions. The responsibilities of the Compensation and Human Resources Committee also include the goal settings and the administration of employee incentive plans. The Compensation and Human Resources Committee consists of three non-executive members of the Board of Directors. Currently, the Compensation and Human Resources Committee is comprised of the following members:

Beat Siegrist, Chairman
Dr. Reto Suter
Lukas Winkler

Corporate Governance

Frequency of Meetings of the Board of Directors and its Committees

The Board of Directors holds four or more meetings per year and additional ad hoc meetings and conference calls as necessary. The Audit Committee holds three meetings per year in addition to five virtual meetings. The Compensation and Human Resources Committee holds three or more meetings per year in addition to one virtual meeting.

The following table does not include preparation of meetings, travel time as well as various separate meetings:

- Meetings with audit firm
- Meetings with Group Management
- Meetings with shareholders

Number of meetings and conference calls in 2025:

	Board of Directors	Audit Committee	Compensation and Human Resources Committee
Number of meetings in 2025	5	4	4
Approx. average duration of physical meetings (in hours)	6.7	0.8	1.8
Vanessa Frey	5	4	4
Dr. Beat E. Lüthi	5	3	4
Beat Siegrist	5	4	4
Dr. Reto Suter	5	4	4
Lukas Winkler	5	4	4
KPMG calling in	0	3	0
Number of virtual meetings in 2025	0	4	0
Approx. average duration of virtual meetings (in hours)	0.0	1.0	0.0
Vanessa Frey	0	3	0
Dr. Beat E. Lüthi	0	4	0
Beat Siegrist	0	4	0
Dr. Reto Suter	0	4	0
Lukas Winkler	0	4	0
KPMG	0	1	0

The meetings took place in Buchs (Switzerland), Feusisberg (Switzerland), Syracuse (USA), Cologne (Germany) and Balzers (Liechtenstein).

The Company's Board of Directors is composed of:

Dr. Beat E. Lüthi, Citizen of Switzerland, 1962

Chairman of the Board of Directors

Educational Background

1980–1986 Swiss Federal Institute of Technology, ETH, Master in Electrical Engineering
 1987–1990 Ph.D. at ETH/BWI on “Management of Industrial Software Projects”
 1994 INSEAD, Fontainebleau France, International Executive Program

Executive Experience

1987–1990 Zellweger Uster, Project Manager
 1990–1998 Mettler-Toledo, Business Unit Manager
 1994–1998 Mettler-Toledo (Switzerland) AG, General Manager
 1998–2002 Feintool International, CEO and Member of the Board
 2002–2007 Mettler-Toledo, Laboratory Division CEO
 Since 2007 CTC Analytics AG, CEO and Member of the Board

Previous Board Mandates

2007–2010 Uster Technologies AG, Member
 2007–2011 Addex Pharma SA, Member
 2002–2013 Bossard AG, Member
 2017–2020 Orell Füssli Holding AG, Member
 2010–2023 Straumann AG, Member

Current Board Mandates

Since 2012 INFICON HOLDING AG, Chairman
 Since 2015 Apaco AG Duggingen, Member
 Since 2021 Skan AG, Chairman

Vanessa Frey, Citizen of Switzerland, 1980

Director, Member of the Audit Committee

Educational Background

2000–2002 University of St. Gallen, Switzerland
 Undergraduate Studies in Economics, Business Administration and Law
 2003–2004 Stockholm School of Economics, Sweden
 Master of Science in International Economics and Business Major in Finance

Corporate Governance

Executive Experience

2004–2006 Handelsbanken Capital Markets,
Corporate Finance, Stockholm, Sweden
2007 HSZ Group, Asset Manager, Hong Kong
Since 2007 Corisol Holding AG, Family Office, Zug, CEO

Previous Board Mandates

2010–2011 South Pole Carbon Asset Management
2010–2012 Absolute Invest, Member
2012–2018 Garaventa Lift AG, Vice Chairwoman
2016–2019 Zur Rose Group AG, Member

Current Board Mandates

Since 2012 INFICON HOLDING AG, Member
Since 2014 Schweiter Technologies AG, Member
Since 2018 Tata 1mg, Member
Since 2023 Avilan Ocean Foundation, Chairwoman
Since 2023 fit4future Foundation, Chairwoman
Since 2024 Corisol Holding AG, Chairwoman
(since 2002 Member)
Since 2024 Swiss Small Cap Invest, Chairwoman
(since 2008 Member)
Since 2024 KWE Beteiligungen AG, Chairwoman
(since 2008 Member)
Since 2024 Avilan Sport Foundation, Member

Beat Siegrist, Citizen of Switzerland, 1960

Director, Member of the Audit Committee, Chairman of the Compensation and Human Resources Committee

Educational Background

1980–1985 Swiss Federal Institute of Technology,
ETH, Master in Electrical Engineering
1987–1988 INSEAD, Fontainebleau France, MBA

Executive Experience

1985–1986 Contraves AG (Defense Equipment),
Development Engineer
1987–1993 McKinsey&Co. (Consulting), first McKinsey
Fellows in Switzerland, Consultant and
Project Manager
1993–1995 Outsourcing AG (Reorganisation and Out-
sourcing of Productions), Founder and CEO
1996–2008 Schweiter Technologies (Machinery
Equipment for Textiles, Semiconductor
and Optics), CEO

2008–2012 Essilor (Ophthalmic Lens Manufacturer),
Member of the Executive Team and President
of machinery division Satisloh, which was
sold to Essilor from Schweiter Technologies

Previous Board Mandates

2002–2012 Ismeqa Semiconductor Holding SA, Chairman
2000–2013 Satisloh Holding AG, Member
1996–2017 SSM Schärer Schweiter Mettler AG, Chairman
2013–2018 Garaventa Accessibility AG, Chairman

Current Board Mandates

Since 2003 Phoenix Mecano AG, Member
Since 2008 Schweiter Technologies AG, Member
Since 2010 INFICON HOLDING AG, Member
Since 2019 The Island Rum Company AS, Member
Since 2022 Bomatec Holding AG, Member

Dr. Reto Suter, Citizen of Switzerland, 1971

Director, Chairman of the Audit Committee, Member of the Compensation and Human Resources Committee

Educational Background

1991–1996 University of Zurich, Switzerland
Master's Degree in Banking and Finance
1996 University of Washington, Seattle, Visiting
Student MBA Courses
1997–1999 University of Zurich, Switzerland
Ph.D. in Banking and Finance

Executive Experience

1997–1999 Go4Equity AG, Switzerland, Co-Founder
and CFO
2001–2004 Tendo Corporate Finance, Switzerland,
Partner
2004–2013 Horizon21, Switzerland, Partner (–2009),
CEO (–2011), CIO (–2013)
2013–2017 Lonrho Ltd., London, COO/CIO, Member of
the Main Board, Member of the Executive
Management Committee
Since 2017 Siegfried Holding AG, Switzerland, CFO

Previous Board Mandates

2004–2014 Nord-Süd Verlag AG, Chairman
2009–2011 Invision Private Equity AG, Member
2014–2017 Gallimedia Holding AG, Member
2013–2018 Lonrho Holdings Limited, London, Member

Corporate Governance

Current Board Mandates

Since 2021 INFICON HOLDING AG, Member
Since 2025 Schweizerische Cement-Industrie-Aktiengesellschaft, Member

Lukas Winkler, Citizen of Switzerland, 1962

Director, Member of the Compensation and Human Resources Committee

Educational Background

1982–1986 Swiss Federal Institute of Technology (ETH), Zürich, Dipl. Ing. ETH, BWI
1999–2001 Syracuse University, NY, USA, Executive MBA

Executive Experience

1987–1989 General Motors Europe AG, Switzerland, Engineer
1989–1991 Maschinenfabrik Rieter AG, Switzerland, Project Manager
1991–1992 Maschinenfabrik Rieter AG, Switzerland, Department Head
1993–1994 UNAXIS-Balzers AG, Liechtenstein and Switzerland, Manager Logistics
1995–1996 UNAXIS-Balzers AG, Liechtenstein and Switzerland, Manager Production
1996–2003 Balzers and Leybold Instrumentation and INFICON AG, Liechtenstein, Vice President and General Manager (member of the Executive Team)
2004–2022 INFICON HOLDING AG, Bad Ragaz, Chief Executive Officer

Current Board Mandates

Since 2018 Inovu Group AG, Member
Since 2020 Avantama AG, Member
Since 2023 INFICON HOLDING AG, Member
Since 2024 Xovis Invest AG, Chairman

3.2 Other Activities and Vested Interests

Pursuant to Article 21 c) of the company's Articles of Incorporation the Board members maximum number of board mandates is twenty with not listed companies whereof five with listed companies. For further information refer to Note 3.1.

3.3 Elections and Terms of Office

In accordance with the Ordinance and the company's Articles of Incorporation members of the Board of Directors and its Chairman as well as Compensation and Human Resources Committee members are elected for a respective one-year term of office.

Election occurs at the General Meeting of Shareholders. The members of the Board of Directors were elected individually as follows:

Board of Directors	Date First Elected	Term Expires
Dr. Beat E. Lüthi	May 2012	April 2026
Vanessa Frey	May 2012	April 2026
Beat Siegrist	May 2010	April 2026
Dr. Reto Suter	March 2021	April 2026
Lukas Winkler	March 2023	April 2026

3.4 Internal Organizational Structure

Refer to page 17.

3.5 Definition of Areas of Responsibility

The Board of Directors has delegated authority to the Company's Group Management, consisting of the Chief Executive Officer and the Chief Financial Officer, to implement and oversee the execution of the Company's approved annual budget. INFICON HOLDING AG has a comprehensive financial and enterprise reporting system to gather and report its financial results. The quarterly financial results are reviewed and approved by the Audit Committee prior to issuance to the public. Additionally, the Board of Directors provides oversight and approval for potential acquisitions or strategic partnerships.

The responsibility for Sustainability/ESG matters was defined in the year 2020 by the Board of Directors. In 2023, a Sustainability Council was formally established. We have selected and appointed ESG representatives from both the Board of Directors (Lukas Winkler and Dr. Reto Suter) and Group Management (Matthias Tröndle/CFO).

3.6 Information and Control Instruments vis-à-vis Group Management

The Board of Directors receives continuous and comprehensive information regarding the current state of the business during its meetings. This information is

Corporate Governance

presented in an appropriate format by the individuals responsible for overseeing the company's financial and operational performance. The Board of Directors receives monthly reports from Group Management. Furthermore, the Audit Committee reviews the financial performance and assesses the effectiveness of the internal and external audit processes as well as the internal risk management and processes.

Members of the Board of Directors and Group Management attend the Audit Committee meetings.

The external auditors, KPMG AG, Zurich, conduct their audit of the consolidated financial statements in compliance with Swiss GAAP FER and of the INFICON HOLDING AG stand-alone financial statements in compliance with Swiss law and in accordance with the Swiss auditing standards.

3.7 Board independence

In accordance with the Organizational Regulations, the Board evaluates the independence of its members annually based on established criteria. The Board of Directors strives to achieve a balanced gender representation in accordance with statutory guidelines. Additionally, the Board is committed to planning the succession of its members and defining the criteria for selecting candidates. This process is guided by a requirements profile that aligns with the company's needs and ensures the overall effectiveness and relevant competency range of the Board.

The evaluation of Board membership candidates is a key factor in preparing the Board's annual proposal for its composition. We adhere to Swiss law, the "Swiss Code of Best Practice for Corporate Governance," and the independence criteria outlined therein (see below). We also follow the disclosure rules set by the Swiss Stock Exchange (SIX) Regulations. The Board's primary goal is overall independence, complemented by appropriate diversity among its members. Following several age-related changes within the Group and Extended Management Team in the last two years, the Board decided to maintain stability until the new management structure is fully operational.

Independence criteria

A director is considered independent if they:

- Have not been employed as an executive officer or in any other capacity at the Group or its subsidiaries in the past three years.
- Have not been an employee or affiliate of the external auditor in the past three years.
- Do not maintain a material direct or indirect business relationship with the Group or its subsidiaries.
- Have not been part of an interlocking directorate involving a member of the Executive Board serving on the compensation committee of another company that employs the Board member.

While age and tenure are not considered criteria for independence, the Board seeks to maintain a balanced composition of both experienced and newly appointed members.

Significant shareholder status is not considered an independence criterion unless the shareholder holds more than 30% of the Group's share capital.

Members with immediate family relationships are not considered independent.

In 2023 the former CEO Lukas Winkler was elected to the Board. This decision was essential for ensuring stability and supporting INFICON's future success. His extensive industry experience, international network, and continuity are viewed as very valuable assets. Lukas Winkler will be considered independent as of 2026 based on the criteria.

The Board also assesses whether members depend financially on their Board compensation and whether other commitments hinder their ability to dedicate sufficient time to their Board duties.

Potential conflicts of interest, related-party transactions, and other commitments are carefully considered.

While the Group is not subject to certain standards, the Board and the CHR Committee recognize that some proxy advisors apply different independence standards, particularly concerning tenure and significant shareholdings.

Corporate Governance

Independence statement

According to the evaluation carried out by the Board, 4 out of 5 Board of Directors proposed for AGM election in 2026 are considered independent:

Board Member	Independence Rating/ Comments
Dr. Beat E. Lüthi, Chairman	Independent
Dr. Reto Suter, Chairman Audit Committee	Independent
Beat Siegrist, Chairman CHR Committee	Independent/Mr. Beat Siegrist and Ms. Vanessa Frey's family are both holding significant share capital of the SIX listed SCHWEITER Group. Mr. Beat Siegrist serves as non-executive Member and Ms. Vanessa Frey as a non-executive Member of the Board. This fact and the fact that SCHWEITER and INFICON don't have any business interferences are not jeopardizing the independence of Ms. Vanessa Frey and Mr. Beat Siegrist based on INFICON's independence criteria.
Vanessa Frey	Independent / Ms. Vanessa Frey's family is a long-time anchor shareholder with 19.6% of INFICON's share capital.
Lukas Winkler	Mr. Winkler served as CEO of INFICON HOLDING AG until the end of 2022. In accordance with the Swiss Code of Best Practice for Corporate Governance, he will qualify as an independent member of the Board of Directors as of 2026.

4 Group Management

4.1 Members of Group Management, other Activities and Vested Interests, Management Contracts

Our Group Management is responsible for our day-to-day management. The officers have individual responsibilities established by our Organizational Regulations and by the Board of Directors.

Oliver Wyrsch, Citizen of Switzerland, 1977

President and Chief Executive Officer (since January 2023)

Educational Background

1998–2003 Swiss Federal Institute of Technology (ETH), Zürich, Master's Degree in Computer Science and Business Administration

Executive Experience

2004–2006 Accenture, Switzerland and Germany, Consultant

2006–2009 Booz & Company, Switzerland (today: Strategy & PWC), Senior Engagement Manager

2009–2011 Clinerion (Start-up in Health Data Management), Switzerland, Vice President Products & Projects / Head Software Engineering

2011–2018 Mettler Toledo International Inc., Germany (2011–2014) General Manager Vision and Track & Trace Solutions for the Pharma Industry; USA (2014–2018) Head of Strategic Business Unit Machine Vision Inspection

2018–2022 INFICON Inc., USA, President and Head of US Business

from 2023 INFICON HOLDING AG, Bad Ragaz, Chief Executive Officer

Current Board Mandates

Since 2025 RhySearch, Member

Corporate Governance

Matthias Tröndle, Citizen of Germany, 1960

Vice President and Chief Financial Officer
(since September 2008)

Educational Background

1982–1985 University of Cooperative Education,
Mannheim, Degree in Business
Administration (Diplom-Betriebswirt)

Executive Experience

1985–1988 Digital Equipment Corporation (DEC),
Stuttgart, Financial Analyst Software
Development and Sales

1988–1995 Hewlett Packard GmbH, Germany, Senior
Financial Analyst Headquarters Germany
Finance Manager of two subsidiaries in
Germany and Switzerland
Accounts Receivables and Credit Manager
Accounting & Reporting Manager Leasing
& Remarketing
Commercial Manager Leasing &
Remarketing Division

1995–2003 Solectron GmbH, Germany,
Director Finance Germany

2003–2003 Solectron Romania SRL, Timisoara –
Romania, Director Finance Eastern Europe
(9 months)

2003–2008 Solectron Europe BV, Amsterdam,
Senior Director Finance Europe

Since 2008 INFICON HOLDING AG, Switzerland,
Chief Financial Officer

Current Board Mandates

Since 2025 South Pole, Chairman of the Audit & Risk
Committee

4.2 Other Activities and Vested Interests

Pursuant to Article 21 c) of the company's Articles of
Incorporation Group Management members maximum
number of board mandates is five with not listed compa-
nies whereof one with listed companies. Refer to Note
4.1 for any activities and vested interests.

4.3 Management Contracts

INFICON HOLDING AG has not entered into any man-
agement contracts with third parties outside the Group.

5 Compensation, Shareholdings and Loans

Please refer to Note 3.3 "Shares owned by Group
Management and Members of the Board of Directors,
including any related parties", of the statutory financial
statements of INFICON HOLDING AG for details of Board
members' and Group Managements' shareholdings
and to the Compensation Report for disclosures pertain-
ing to compensation, as well as the content and method
of determining the compensation and shareholdings
programs. Pursuant to Article 21, no loans or advances
were made by the INFICON Group to members of the
Board of Directors or to Group Management during the
financial year.

6 Shareholder Participation

6.1 Voting-Rights and Representation Restrictions

Each INFICON share carries one vote at our share-
holders' meetings. Voting rights may be exercised only
after a shareholder has been registered in our share
register (Aktienbuch) as a shareholder with voting rights.
INFICON may enter into agreements with banks or
financial companies which hold shares for the account
of other person (nominees) regarding the exercise of
the voting rights related to the shares.

INFICON shares are cleared and settled through SIX
Securities Services AG. The shares will not be physically
represented by certificates but will be managed collec-
tively in book-entry form by SIX Securities Services AG.
Shareholders are therefore not entitled to have their shares
physically represented and delivered in certificate form
(aufgehobener Titeldruck). They can, however, request
a statement confirming their ownership of the shares.

6.2 Statutory Quorums

The Articles of Incorporation contain no quorums greater
than set out by the applicable legal provisions.

6.3 General Meetings of Shareholders

The Articles of Incorporation contains no rules on the
convocation of the General Meeting of Shareholders
that differ from applicable legal provisions.

Corporate Governance

6.4 Agenda

Shareholders holding at least 0.5% of the share capital have the right to request in writing, at least 50 days prior to the day of the respective shareholders' meeting, that a specific proposal be discussed and voted upon at such shareholders' meeting.

6.5 Entries into the Share Register

Only those shareholders with voting rights whose names were recorded in the Company's register of shareholders on the respective closing date may attend the General Meeting of Shareholders and exercise their voting rights. The Board of Directors endeavors to set the closing date for registration as close as possible to the date of the General Meeting of Shareholders, i.e. not more than 3 to 4 weeks before the General Meeting of Shareholders. There are no exceptions to this rule regarding the closing date for registration.

The Board of Directors has regular contact to our stakeholders. The Board of Directors is available at any time to address the concerns of stakeholders and shareholders. Matters brought forward by shareholders within the context of the General Meeting are dealt with in accordance with the Articles of Incorporation. During the reporting period 2025 no matters were submitted directly to the Board of Directors.

7 Changes of Control and Defense Measures

7.1 Duty to Make an Offer

The Company's Articles of Incorporation do not include "opting-out" or "opting-up" clauses and accordingly under Article 135 of the Federal Act on Financial Market Infrastructures and Market Conduct in Securities and Derivatives Trading a shareholder who acquires 33 ⅓% or more of the Company's shares is obliged to submit a public offer for the remaining shares.

7.2 Clauses on Changes of Control

The Directors, Management & Key Employee Share-based plans contain a provision whereby all unvested outstanding options vest and blocked shares release upon change in control.

8 Auditors

8.1 Duration of the Mandate and Term of Office of the Lead Auditor

Statutory auditors pursuant to Art. 727 and 728, respectively, of the Swiss Code of Obligations is KPMG AG, Zurich, elected for one year. KPMG AG commenced its mandate as statutory auditors of INFICON HOLDING AG in April 2014. The lead engagement partner, Mr. Roman Wenk, has been responsible for the audit of the statutory and consolidated financial statements of INFICON HOLDING AG since financial year 2021. The significant subsidiaries of INFICON HOLDING AG are audited by member firms of KPMG AG.

8.2 Auditing Fees

Audit fees of the Group Auditor for the 2025 audit were approximately TUSD 406.

8.3 Additional Fees

Additional fees of TUSD 24 were paid to the Group Auditor in 2025.

8.4 Supervisory and Control Instruments Pertaining to the Audit

Each year the Audit Committee reviews and discusses the scope of the proposed audit work and the timely quarterly reviews, and evaluates the performance and fees of the auditors. Periodically the lead auditor participates in the Audit Committee meetings.

Criteria applied to the performance and compensation evaluation of KPMG AG includes: technical and operational competence, independent and objective view, sufficient resources employed, focus on areas of significant risk to INFICON, ability to provide effective, practical recommendations and effective communication and coordination with the Audit Committee and financial management.

Following the audit work, the auditors submit a report on their results, including all communications required, to the Audit Committee and to the Board of Directors in accordance with Swiss auditing standards. The Audit Committee meets with the auditors to discuss and review their feedback. Based on this information, the Audit Committee determines changes and improvements as necessary.

Corporate Governance

9 Information policy

INFICON HOLDING AG pursues an information policy which is based on truthfulness, timeliness, and continuity. Matters affecting the share price are published immediately as ad hoc announcements, in accordance with ad hoc publicity requirements of SIX Swiss Exchange.

Annual financial reports are published online for the benefit of shareholders and potential investors in March following the year-end closing.

Key financial figures are prepared and issued in a press release on a quarterly basis.

A 2025 half-year report was published online in July 2025.

Information available for investors can be found at <https://ir.inficon.com/>.

Information on general trading blackout periods

The Board of Directors and Compliance Committee determines within the Insider Trading Policy the generally applicable trading blackout periods in the context of the quarterly/half-year and annual financial statements.

For the Board of Directors, the Group Management, the Executive Team members and their direct reports, Financial Controller and other persons who have insight into the preparation of the financial figures of the INFICON Group (Corporate Insiders) a trading blackout period applies.

No corporate insider may purchase, sell or enter into any other transaction with respect to INFICON shares during any blackout period. A blackout period will apply from the first day following the last month of each fiscal quarter (i.e., beginning on January 1, April 1, July 1 and October 1 of each year) up to and including two full trading days after the public release of INFICON's quarterly or annual financial results.

In addition to these regularly scheduled blackout periods, INFICON may from time to time impose additional blackout periods during which there exists Material Non-public Information about INFICON. These blackout periods will be determined by the Compliance Officer and will vary in length.

Information available for investors can be found at <https://ir.inficon.com/>.

Compensation Report

Introduction

This Compensation Report describes the principles of remuneration relevant to the Board of Directors and Group Management at INFICON and is prepared in accordance with Articles 734 et seqq. of the Swiss Code of Obligations, item 5 of the Annex to the Corporate Governance Directive of SIX Exchange Regulation and the principles of the Swiss Code of Best Practice for Corporate Governance published by *economiesuisse*. The report is in line with the Articles of Association of INFICON HOLDING AG, which is available online at <https://www.inficon.com/en/company/corporate-governance>

Unless indicated otherwise, all information refers to the financial year closed on December 31, 2025. In this report, all share-based payments are calculated and disclosed with reference to the year of allotment (grant date). Shared based remuneration is calculated using fair value of the share at date of allotment. All other compensation is disclosed according to the accrual principle, i.e. the compensation is reported in the period (i.e. financial year) in which it is recorded in the financial statements.

Compensation Highlights of the Board of Directors and Group Management

	2025	2024
in TCHF		
Board of Directors		
Actual compensation	760	779
Approved compensation AGM	800	800
Number of members	5	5
Group Management		
Actual compensation	1,998	2,001
Approved compensation AGM	2,500	2,450
Number of members	2	2

1. Remuneration Policy

INFICON is a globally active Group, and its remuneration policy aligns with general market practices. It is designed to recognize and reward performance at both the individual and collective levels, taking into account the overall success of the Group. This enables the Group to attract and retain the right talent. Individual remuneration corresponds to the scope of responsibilities and reflects the specific requirements of a position, the competences required, individual performance, and the Group's overall economic success. INFICON's remuneration policy is generally performance-oriented and includes a variable component for all employees.

The variable performance-based compensation structure distinguishes between a short-term incentive plan (STI) and a long-term incentive plan (LTI), with eligibility determined by the employee's function within the company.

The Compensation and Human Resources Committee (hereinafter referred to as "CHR Committee") reviews the principles of the remuneration policy annually. Based on a proposal of CHR Committee, the Board of Directors decides on the target amount of the STI and LTI and level of compensation for the Members of the Board and Group Management annually, once the Board has received the audited financial results. The CHR Committee consists of three Members of the Board of Directors – currently Beat Siegrist (Chairman), Lukas Winkler and Dr. Reto Suter.

2. Compensation of Board of Directors

The compensation to the members of the Board of Directors in 2024 and 2025 consists of a fixed yearly cash element that makes up 2/3 of the total compensation and a defined share allotment that accounts for 1/3 of the total compensation. The compensation includes contributions to the Swiss social security and unemployment insurance. The shares are subject to a 3-year mandatory holding period. The number of shares allotted is calculated based on the average share price on the fifth trading day following the Ordinary Annual General Meeting. The cash component of the remuneration is paid out to the Members of the

Compensation Report

Board of Directors based on the term of office. The allocation of shares takes place five days after the Ordinary Annual General Meeting for the following period of office.

Compensation of Board overview 2025

in TCHF	Annual Board fees	Cash 2/3	Shares 1/3 (*)
Board Chair	240.0	160.0	80.0
Chair AC Committee	120.0	80.0	40.0
Chair CHR Committee	120.0	80.0	40.0
Board Member	94.5	63.0	31.5

(*) Shares at market value. Final amount of shares is subject to roundings.

Neither attendance fees nor flat rate expenses are paid. Direct expenses incurred such as travel and accommodation are reimbursed.

The CHR Committee annually proposes the total compensation levels for the Chairman and the other Members of the Board. The CHR Committee bases its judgement on Committee Member's experience. If required, the CHR Committee may use external compensation surveys and professional insights. The Board of Directors subsequently determines the total compensation level for its members, which is then proposed to the Ordinary Annual General Meeting for approval for the term of office lasting until the conclusion of the next Ordinary Annual General Meeting of Shareholders.

The total compensation paid to the Board of Directors conforms to their responsibilities and market conditions.

3. Compensation of Members of Group Management

Based on a proposal of the CHR Committee, the Board of Directors asks the Ordinary Annual General Meeting annually for the approval of the compensation for the Group Management. The CHR Committee bases its judgement on Committee Member's experience and, if deemed necessary on external compensation benchmarks.

Overview of compensation components for Group Management

The remuneration of the Group Management is comprised of a fixed compensation (annual base salary and additional benefits) and a variable performance-based compensation (Short-Term Incentive STI and Long-Term Incentive LTI). The STI is an annual cash bonus, designed to reward business performance and is based on pre-defined performance objectives, including Operating Income and strategic, non-financial objectives. The LTI aims to drive the company's long-term success. It is awarded in the form of restricted shares, which are subject to a three-year blocking period and granted based on operating income and sales growth targets. The following table summarizes the instruments in further detail.

Element	Instrument
Fixed compensation	
Annual base salary	Monthly cash payment
Additional benefits	Pension plan and fringe benefits
Variable performance-based compensation	
Short-Term Incentive (STI)	Annual performance bonus Basis for target achievement: - Group Operating Income (80%) - Strategic, non-financial targets (20%) Cap: 200% of target amount and 100% of Annual Base Salary
Long-Term Incentive (LTI)	Performance Share plan Performance Period: 3 years, blocked shares Basis for target achievement: - Group Operating Income (50%) - Group Sales (50%) Cap: 200% of target amount and 100% of Annual Base Salary

Compensation Report

The variable performance-based compensation for members of Group Management is weighted as follows:

Target as % of Annual Base Salary	Chief Executive Officer	Other members
Short-Term Incentive (STI)		
Group Operating Income	40.0%	32.7%
Strategic non-financial targets	10.0%	8.2%
Total STI	50.0%	40.9%
Long-Term Incentive (LTI)		
Group Operating Income	25.0%	20.5%
Group Sales	25.0%	20.5%
Total LTI	50.0%	40.9%
Total	100.0%	81.8%

The Group operating Income and sales are measured against the performance of the entire Group. The strategic non-financial targets are based on Group-related individual objectives. To be eligible for both STI and LTI, the financial results must exceed a minimum pre-defined threshold.

For Group Management members, the total target performance-based compensation is 81.8% of the annual base salary and 100.0% for the CEO. The total performance-based annual compensation is capped at 200% of the annual base salary.

The composition and amount of the variable performance-based compensation are in accordance with the sector and labor market and are periodically reviewed.

The Board of Directors – following preparation and recommendation by the CHR Committee – determines the metrics for the target amount as well as the range between maximum and minimum variable performance-based compensation. The achievement levels of the financial performance goals are calculated based on the annual result after the closing of the financial year. The achievement levels of the strategic non-financial targets are determined by the CHR Committee and the proposal is submitted to the Board of Directors.

The following table shows the 2025 performance-based achievements for the CEO.

Key performance indicators and achievement for the CEO

As % of Annual Base Salary	Target weighting	Achieved weighting
Short-Term Incentive (STI)		
Group Operating Income	40.0%	23.7%
Strategic non-financial targets	10.0%	13.0%
Total STI	50.0%	36.7%
Long-Term Incentive (LTI)		
Group Operating Income	25.0%	11.0%
Group Sales	25.0%	20.0%
Total LTI	50.0%	31.0%
Total	100.0%	67.7%

This achievement results in a total variable compensation of TCHF 406 for the CEO, the amount of TCHF 220 for STI and paid in cash and the amount of TCHF 186 for LTI and compensated in restricted shares with a three-year blocking period that are allotted in 2026.

The average share price on the fifth trading day following the Ordinary Annual General Meeting will serve as the calculation base to establish the number of shares. For the Group Management, the base salary increased by 22.3% in 2025. The variable compensation was adjusted according to the Group's financial performance and the strategic non-financial targets.

4. Authority and Determination of Compensation

INFICON's CHR Committee acts as the relevant body in accordance with the Art. 733 of the Swiss Code of Obligation and its Articles of Association.

The CHR Committee prepares the recommendations submitted to the Board of Directors for compensation for the Board of Directors and Group Management.

Compensation Report

The CHR Committee consists of at least three members of the Board of Directors. They are elected by the Ordinary Annual General Meeting of the Shareholders for a term of office that runs until the end of the next Ordinary Annual General Meeting of the Shareholders. Re-election is allowed.

The CHR Committee constitutes itself. It appoints its chairperson from among its members. The Board of Directors has issued rules on the organization and decision-making powers of the CHR Committee.

The CHR Committee has the following duties and competencies in particular to prepare and submit to the Board of Directors:

1. The determination of compensation principles for the Group Management;
2. The total compensation amounts for the Board of Directors and Group Management;
3. The fixed and variable compensation for the Group Management;
4. Amendments and changes to the Articles of Incorporation in respect to the system of compensation.

The compensation of the Board of Directors and the fixed and variable compensation of Group Management are subject to approval by the Ordinary Annual General Meeting of the Shareholders.

5. Severance Compensations

No severance payments have been contractually defined for members of the Board of Directors or the Group Management. For the financial year 2025 and 2024 no severance compensations were paid.

6. Employment Contracts

The Company may enter into fixed-term or open-ended employment contracts with the Members of the Group Management. Fixed-term employment contracts shall have a maximum duration of one year; renewal is allowed.

The employment contracts for Members of the Group Management stipulate no provision for unusually long notice periods or contract terms. Open-ended employment contracts for Members of Group Management have a notice period of a maximum of twelve months and make no provisions for unusually long notice periods or contracts terms.

Non-competition agreements are allowed. In compensation for such agreements, a compensation may be paid for a maximum of one year, not exceeding the affected Member's last annual salary and not exceed the average compensation of the last three financial years.

7. Compensations of the Board of Directors and Group Management

The compensation of the Members of the Board of Directors and the total compensation of the Group Management shown in the below tables are gross values and based on the accrual principle. Shared based remuneration is calculated using the fair value of the shares at the date of allotment.

a) Compensations 2025

Board of Directors

	Base compensation in cash	Compensation in shares	*Other compensation	Total compensation
in TCHF				
Dr. Beat E. Lüthi Chairman	155	78	77	310
Vanessa Frey Member	61	31	7	99
Beat Siegrist Chairman of CHR Committee	78	39	9	126
Dr. Reto Suter Chairman of Audit Committee	78	39	9	126
Lukas Winkler Member	61	31	7	99
Total	433	218	109	760
Approval by the Annual General Meeting				
				800

* Other remuneration comprise payments mainly related to social insurance and pension contributions.

Compensation Report

Group Management

	Fixed compensation			Variable compensation			Total	Total compensation
	Base salary compensation	*Other compensation	Total	STI	LTI	*Other compensation		
in TCHF								
Oliver Wyrsch President and Chief Executive Officer	606	20	626	180	192	224	596	1,222
Total	971	39	1,010	275	317	396	988	1,998
Approval by the Annual General Meeting								2,500

* Other compensations comprise payments mainly related to social insurance contributions and car allowances.

b) Compensations 2024

Board of Directors

	Base compensation in cash	Compensation in shares	*Other compensation	Total compensation
in TCHF				
Dr. Beat E. Lüthi Chairman	158	80	77	315
Vanessa Frey Member	63	33	8	104
Beat Siegrist Chairman of CHR Committee	79	40	9	128
Dr. Reto Suter Chairman of Audit Committee	79	40	9	128
Lukas Winkler Member	63	33	8	104
Total	442	226	111	779
Approval by the Annual General Meeting				800

* Other remuneration comprise payments mainly related to social insurance and pension contributions.

Group Management

	Fixed compensation			Variable compensation			Total	Total compensation
	Base salary compensation	*Other compensation	Total	STI	LTI	*Other compensation		
in TCHF								
Oliver Wyrsch President and Chief Executive Officer	445	20	465	240	241	167	648	1,113
Total	794	39	833	390	446	332	1,168	2,001
Approval by the Annual General Meeting								2,450

* Other compensations comprise payments mainly related to social insurance contributions and car allowances.

The compensation to the Chairman decreased by 1.6% compared to the previous year. The compensation of other Board Members also shows slight decrease therefore the total remuneration of the Board of Directors decreased by 2.4%. The change is in line with the shorter term of office. The shares have been granted for the current term of office until the next Ordinary Annual General Meeting of the Shareholders. The allotment occurs five trading days after the Ordinary Annual General Meeting

of the Shareholders (grant date). The total amount of compensation of TCHF 760 compares to the amount of TCHF 800 approved by the Ordinary Annual General Meeting of Shareholders. The difference mainly reflects higher amounts reserved for potential employer contributions for social security and unemployment insurance as well as pension contributions.

Total compensation of the Group Management amounted to TCHF 1,998, remaining broadly constant with a decrease of less than 0.5% compared to the base year. It remained within the maximum ceiling of TCHF 2,500 approved by the Ordinary Annual General Meeting of the Shareholders, with the variance driven primarily by lower variable compensation, adjusted in line with the achievement of the financial and individual performance targets. In addition, the variance reflects unused reserves included in the approved ceiling for the potential addition of further members to Group Management and for a potential disadvantage compensation, neither of which was required.

In 2025 the average employee pay, including variable compensation and social security contributions reached TCHF 103.3 and in 2024 TCHF 107.9.

This compared to the total compensation of the CEO in the amount of TCHF 1,222 in 2025 represents a factor of 11.8x (after a factor of 10.3x in 2024).

8. Compensations of Former Members of Governing Bodies

There was no compensation to former members of the Board of Directors in 2025 and 2024.

9. Additional Fees and Remunerations

No additional fees or remunerations were paid to members of the Governing Bodies and their related parties in 2025 and 2024.

Compensation Report

10. Loans to Members of Governing Bodies

No loans were granted to current or former members of governing bodies and their related parties during 2025 and 2024. No such loans were outstanding as of December 31, 2025 and December 31, 2024.

11. Shares owned by Group Management and Members of the Board of Directors, including any related Parties

	2025	2024 (restated)**
Board of Directors:		
Dr. Beat E. Lüthi, Chairman	18,019	17,060
Vanessa Frey, Member *	2,724	2,340
Beat Siegrist, Member	148,180	147,700
Dr. Reto Suter, Member	2,060	1,580
Lukas Winkler, Member	46,754	46,370
Total Board of Directors	217,737	215,050
Group Management		
Oliver Wyrsch, President & CEO	13,808	11,510
Matthias Tröndle, Group CFO	4,435	6,180
Total Group Management	18,243	17,690

* Vanessa Frey is a member of a shareholder group and hold shares via KWE Beteiligungen AG of 19.61%.

** During the financial year 2025, the Company implemented a share split in the ratio of 1:10. For comparability purposes, the comparative information relating to the number of shares for the prior year has been restated as if the share split had been effective at the beginning of the comparative period.

12 Comparable Functions of the Members of the Board of Directors and the Group Management

Dr. Beat E. Lüthi, Chairman of the Board of Directors
 Since 2007 CTC Analytics AG, CEO and Member of the Board
 Since 2015 Apaco AG Duggingen, Member
 Since 2021 Skan AG, Chairman

Vanessa Frey, Director, Member of the Audit Committee
 Since 2007 Corisol Holding AG, CEO
 Since 2014 Schweiter Technologies AG, Member
 Since 2018 Tata 1mg, Member
 Since 2023 Avilan Ocean Foundation, Chairwoman
 Since 2023 fit4future Foundation, Chairwoman
 Since 2024 Corisol Holding AG, Chairwoman (since 2002 Member)
 Since 2024 Swiss Small Cap Invest, Chairwoman (since 2008 Member)
 Since 2024 KWE Beteiligungen AG, Chairwoman, (since 2008 Member)
 Since 2024 Avilan Sport Foundation, Member

Beat Siegrist, Director, Member of the Audit Committee, Chairman of the Compensation and Human Resources Committee
 Since 2003 Phoenix Mecano AG, Member
 Since 2008 Schweiter Technologies AG, Member
 Since 2019 The Island Rum Company AS, Member
 Since 2022 Bomatec Holding AG, Member

Dr. Reto Suter, Director, Chairman of the Audit Committee, Member of the Compensation and Human Resources Committee
 Since 2017 Siegfried Holding AG, Switzerland, CFO
 Since 2025 Schweizerische Cement-Industrie-Aktiengesellschaft, Member

Lukas Winkler, Director, Member of the Compensation and Human Resources Committee
 Since 2018 Inovu Group AG, Member
 Since 2020 Avantama AG, Member
 Since 2024 Xovis Invest AG, Chairman

Matthias Tröndle, Vice President and CFO
 Since 2025 South Pole, Chairman of the Audit & Risk Committee

Oliver Wyrsch, President and CEO
 Since 2025 RhySearch, Member



Report of the Statutory Auditor

To the General Meeting of INFICON Holding AG, Bad Ragaz

Report on the Audit of the Remuneration Report

Opinion

We have audited the Remuneration Report of INFICON Holding AG (the Company) for the year ended 31 December 2025. The audit was limited to the information pursuant to Art. 734a-734f of the Swiss Code of Obligations (CO) in the tables a) and b) in section 7 on pages 33 and 34 as well as section 6 and 7 to 12 on pages 33 to 35 of the Remuneration Report.

In our opinion, the information pursuant to Art. 734a-734f CO in the accompanying Remuneration 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 Remuneration 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 a) and b) in section 7 as well as section 5 and 7 to 12 in the Remuneration Report, the consolidated financial statements, the stand-alone financial statements and our auditor's reports thereon.

Our opinion on the Remuneration 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 Remuneration 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 Remuneration 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 Remuneration Report

The Board of Directors is responsible for the preparation of a Remuneration 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 Remuneration Report that is free from material misstatement, whether due to fraud or error. The Board of Directors is also responsible for designing the remuneration system and defining individual remuneration packages.



Auditor's Responsibilities for the Audit of the Remuneration 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 Remuneration 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 Remuneration 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

Roman Wenk
Licensed Audit Expert
Auditor in Charge

Bruno Casutt
Licensed Audit Expert

Zurich, 20 March 2026

INFICON Sustainability Report 2025

Report on non-financial matters 2025

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INFICON Sustainability Report 2025

Report on Non-financial Matters 2025

SUSTAINABILITY – A CORE PILLAR OF INFICON'S STRATEGY

This chapter of the Annual Report outlines how INFICON integrates sustainability into its business model. INFICON products can support customers to achieve environmental objectives. Its manufacturing operations are designed to minimize waste and emissions, reducing potential negative impact on the communities. INFICON also focuses on sustainable profitability and effective risk management to protect long-term value for shareholders.

This chapter describes the general environmental, social, as well as governance and leadership structure of INFICON and serves as report on non-financial matters according to the Swiss Code of Obligations. It covers the business model together with environmental, social, employee-related matters, respect for human rights, and anti-corruption efforts. See also reference table for Art. 964b Swiss Code of Obligations on page 63.

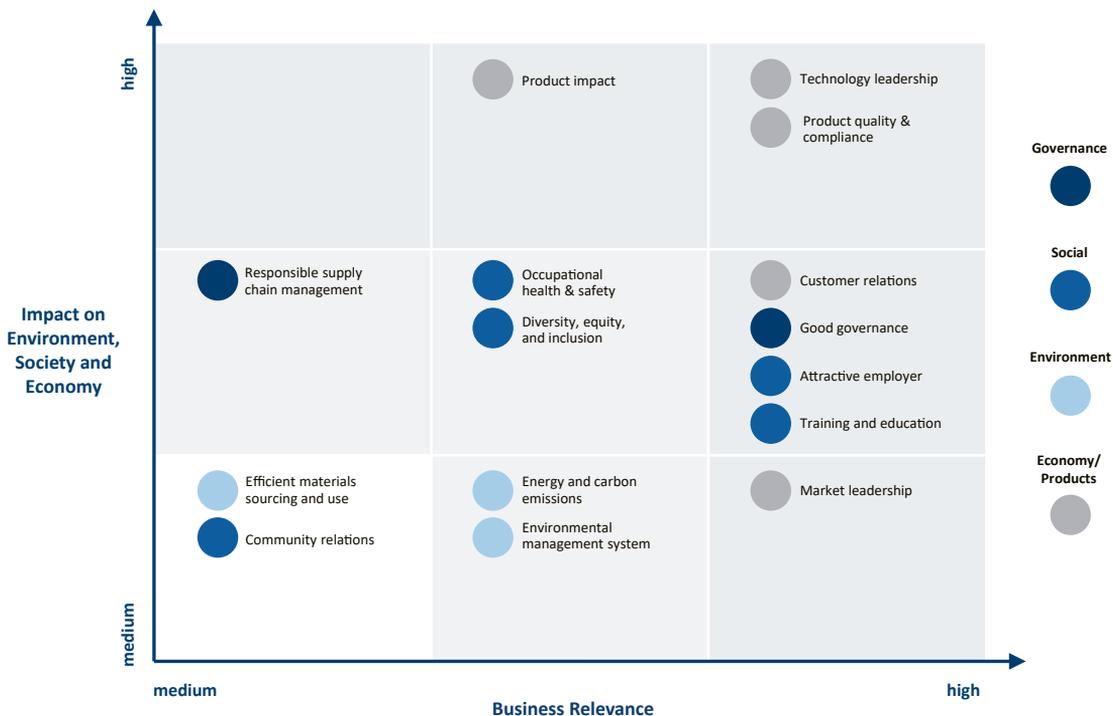
INFICON's lean manufacturing operations and purchasing aim to use resources efficiently and sustainably while ensuring that suppliers also operate and source materials in an environmentally and socially conscious manner. This approach supports the continuity of our operations and long-term stability. Beyond environmental sustainability, maintaining high ethical standards reflected in our corporate social responsibility practices results in reasonable dividends for shareholders, fair compensation for our employees and business partners across the regions in which we operate. It is also a key factor in attracting, recruiting and retaining talent. Employees are drawn to companies that prioritize their well-being, support their communities and act responsibly on a global scale. When employees understand the company's ESG approach and align with its goals, they recognize the broader impact of their work, which in turn increases engagement, commitment, and performance.

IDENTIFICATION OF MATERIAL TOPICS

INFICON carried out a thorough materiality analysis based on the principle of double materiality. Material themes were assessed for their financial materiality (risks and opportunities for our business) and impact materiality (positive and negative impacts on the environment, society, and the economy). In the reporting year, members of the Board of Directors reviewed and confirmed the themes, which form the foundation for this report.

INFICON Sustainability Report 2025

Materiality matrix



STAKEHOLDER MANAGEMENT AND KEY STAKEHOLDER CONCERNS

INFICON identifies and prioritizes key stakeholders, their interest and priorities through formal management reviews, SWOT analyses, and dedicated stakeholder analyses as part of its ISO-certified management system. INFICON defines stakeholders as entities that engage in economic transactions with the Company or as entities affected by its actions. INFICON maintains regular dialogue with stakeholders to understand their needs and to gain insight into changing market requirements and trends. Key stakeholder groups include customers, employees, suppliers, the academic community, shareholders, and local communities.

INFICON Sustainability Report 2025

Customers

INFICON engages with its global customer base through various formats to gain a deep understanding of their needs and expectations. In 2025, customers operated in a complex and evolving global business environment. The tables below summarize the key engagement formats and discussion topics:

Examples of engagement formats	Key needs and concerns
Daily interaction	Reliable customer service
Regular personal contact	Quality/good value products
Video conferences	Changes in international trade, taxes, and tariffs
Workshops/visits	Meeting the technical specs and requirements
Webinars, technical trainings	Fast response times
Conferences, presentations, speaker opportunities	Reliable on-time delivery
Training and application videos	Health and safety impacts of products
Social media, newsletters, case study articles, emails	Explaining features and competitive advantages
Trade shows (virtual and physical)	Providing general information, generating visibility online
Industry associations	Show and explain innovation and performance
Completion of Responsible Business Alliance surveys at customer requests	Assessing overall industry and technology trends

Our key account managers and technical staff frequently meet with customers, and nearly 10% of INFICON's workforce are application engineers providing daily support to customers, with a key emphasis on working directly at customers' locations around the world. This close collaboration helps us to understand customers' most pressing needs and jointly research and develop the next generation of customer-oriented solutions.

INFICON also engages its broader customer base through industry-specific trade shows, conferences, and industry association panels, through webinars and technical training videos as well as newsletters and e-mails. We regularly present at exhibitions and trade shows in North America, Europe and Asia, focusing on market-relevant topics, technological achievements, and new solutions. In the reporting year, INFICON expanded its presence at selected trade shows focused on growth applications including semiconductor, battery and automotive manufacturing, solar, gas and hydrogen energy, as well as security and energy markets. This included "PV CellTech", where INFICON presented advanced process control and critical sensing solutions to optimize cell production in solar or the "Hydrogen Technology Expo", which focuses on technologies supporting a low-carbon hydrogen future.

Digital formats have become more accepted and frequent. INFICON has further expanded its presence on various social media platforms such as LinkedIn, YouTube, Instagram, and Facebook.

Employees

Employees are a key asset to the Group. INFICON aims to be a reliable, fair, and caring employer by prioritizing employee safety, ensuring job security, and attracting and retaining talent. Internal communication plays a central role in supporting these goals. We engage with our workforce through various channels, including on-site staff gatherings, hybrid to virtual town halls, intranet updates, newsletters, job-related trainings, INFICON culture workshops, and special topic meetings. Townhall meetings are held monthly at most locations and quarterly at others.

As INFICON continues to expand globally to support growth and adapt to changing international trade conditions, effective communication remains critical to successful hiring and onboarding. With the addition of a new production and service site in Malaysia, we extended communication efforts to integrate new colleagues into the Group. INFICON also focuses on training employees at specific locations and sharing specific skills and research expertise across sites.

INFICON Sustainability Report 2025



Production Tour at the Grand Opening Event in Malaysia



Exhibition Booth at Semicon Taiwan

Examples of engagement formats	Key needs and concerns
Daily interaction	Health and safety
Regular staff meetings	Job security
Regular town-hall meetings	Flexible communications and information sharing
Intranet, newsletters	Business situation
Trainings	Onboarding, daily workload
Employee representatives	Compensation, training and education
Social meetings and activities at the various sites	People-centered and inspiring work environment

Suppliers

Suppliers are key to INFICON's flexible manufacturing model. International trade, tax, and industrial policy disputes posed major challenges in 2025. Yet resilient, reliable, and mutually beneficial relationships provided a solid foundation for INFICON's supply chain management.

INFICON's purchasing departments and quality specialists interact daily with key suppliers to secure the right quantity and quality of components at competitive prices. Component quality is critical to the overall quality of INFICON products. Quarterly Quality Business Reviews (QBRs) increase the reliability and consistency of the components we use in our sites. We conduct on-site audits at suppliers bi-annually or more frequently if needed and offer specific training for supply partners at INFICON sites. These onsite or virtual visits help maintain high standards. INFICON has increased inspections of incoming components, promotes dual sourcing where feasible, and continues to monitor the quality as the Group expands globally.

Examples of engagement formats	Key needs and concerns
Regular, daily interaction	Pricing
Supplier visits	Required volumes
Supplier audits	Specifications
Quality and pricing meetings	Reliable on-time delivery
Forecasting systems	Volumes, capacity, planning

Local communities

Local communities recognize INFICON as a responsible corporate citizen and frequently reach out regarding sponsorships, support of local events, and public service initiatives. Local communities and the broader public increasingly request greater transparency on environmental, social, and governance (ESG) data. Regulatory developments continue to raise the requirements for non-financial disclosures. INFICON maintains close relationships with international, national, and local media, which serve as impactful intermediaries connecting INFICON with the public at large.

Examples of engagement formats	Key needs and concerns
Engagement projects	Sponsorship
Funding requests	Support with personnel
Open-door events	Other contributions and support
Media relations	Connecting with the public at large

INFICON Sustainability Report 2025

Financial community

The international financial community is essential for a publicly listed company. INFICON engages with investors through Annual and Interim Reports, quarterly earnings releases, presentations and web conferences, its Annual General Meeting of Shareholders, special events such as Technology Days, national and international roadshows, financial conferences, and individual and collective meetings with analysts and investors at the INFICON premises. In 2025, INFICON management interacted with over 150 individual investors and analysts through various personal channels. Investors and analysts seek insight into INFICON's financial performance and core technological competence in vacuum technology, gas analysis, and smart manufacturing. We communicate on these topics on the internet, in financial reports, and presentations.

Examples of engagement formats	Key needs and concerns
Financial reports and press releases	Growth
Annual report and Sustainability report	Profitability
Annual general meeting	Long-term success
Analyst conferences/summits and calls	Results, product pipeline, development projects
Technology days (every three to four years)	End-market developments and key research and technology focus
Roadshows	Results, products and services, sustainability
Reversed Roadshows	Strategic clarity and transparency
Investor Talks	



Analyst Visit in Balzers

Industry associations

International industry associations offer important platforms for interaction and discussion on topics such as industry-specific compliance and conformity issues, products and process certifications, and tax contributions. We support relevant associations in the countries we operate in. INFICON's management holds active memberships in several of these associations, occasionally participates in the yearly programs as speakers or podium members, and actively promote these initiatives.

INFICON is member of the following associations via its subsidiaries:

INFICON AG/Liechtenstein:

- American Vacuum Society (AVS)
- SAQ (Swiss Association for Quality)
- SEMI (Microelectronics Industry association)
- Swiss-American chamber of commerce
- Swiss Association for Standardization (SNV)
- Swissmem
- Swissvacuum
- Vacuum Society

INFICON GmbH/Germany:

- BG ETEM
- Deutscher Kaffeeverband e.V.
- Deutsche Vakuum-Gesellschaft e.V.
- DIL – Deutsches Institut für Lebensmitteltechnik e.V.
- DIN – Deutsches Institut für Normung e.V.
- DLG – Deutsche Landwirtschafts-Gesellschaft e.V.
- IHK – Industrie- und Handelskammer zu Köln
- Köln Metall – Arbeitgeberverband
- SPECTARIS e.V. – Deutscher Industrieverband
- ZLV – Zentrum für Lebensmittel- und Verpackungstechnologie e.V.

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INFICON Inc. (USA)

- Air Conditioning, Heating & Refrigeration Institute (AHRI)
- American Public Gas Association
- CenterState CEO
- Interior Climate Control Committee (ICCC)
- MACNY (Manufacturers Association of Central New York)
- Mobile Air Conditioning Society (MACS)
- Manufacturing Leadership Council
- National Defense Industrial Association
- SEMI Microelectronics Industry Association
- SEMI Smart Manufacturing Group

Academia

Universities and research Institutes are significant technology partners and pools for future talent. INFICON participates in several research projects with leading universities, research institutes, and science partnerships located in the US and in Europe, including CERN, the European Nuclear Research Center; ITER, the international fusion energy project; ETH, the Swiss Federal Institute of Technology; NASA, the US Space Agency; and various universities, colleges, and research institutes worldwide. Collaborations with entities such as NASA, ETH Robotics, the University of Rhode Island, and the Alfred Wegener Institute allow us to present our expertise to leading researchers.

These partnerships provide access to novel expertise in fields ranging from basic research to applied developments and industrial manufacturing, covering areas from physics and chemistry to medical applications. INFICON seeks new core technologies for its vacuum technology components through these collaborations. The complexity and rapid evolution of vacuum technology require close monitoring of developments in core and adjacent disciplines such as optics and acoustics.

We also co-develop advanced materials including ceramics, glasses, metal alloys, and innovative novel coatings, that enhance product performance and longevity and enable new vacuum technology procedures and applications. Additionally, INFICON cooperates with academic partners on data analysis projects, as rapid data processing is key to next-generation innovations. Our experts speak at academic events and mentor young science students during

bachelor or master theses. These collaborations strengthen INFICON's employer attractiveness and help engage with the next generation of talents.

INFICON'S BUSINESS MODEL

INFICON is a leading provider of innovative instrumentation, critical sensor and gas analysis technologies, and Smart Manufacturing /Industry 4.0 software solutions that enhance productivity and quality of tools, processes, complete factories, and our customers' end-products. Our strategy and business model are anchored in the following core competencies:

- We are a technology company specializing in **vacuum technology and smart manufacturing** solutions. We offer bespoke sensors, components, instruments as well as control and smart manufacturing software for a growing range of industries and applications.
- Our goal is to be recognized as the **innovative partner** of choice, delivering the smartest solutions for future customer needs.
- We develop, produce and sell our products and services through a **lean, flexible manufacturing model** built around high-performing R&D, manufacturing, and service units, combined with strong supplier management and customer focus.

We leverage scientific expertise in vacuum technology into a growing range of applications and industries. R&D and manufacturing are coordinated in three Competence Centers: Syracuse (USA) for sensors and software, Cologne (Germany) for leak detection, and Balzers/Liechtenstein for pressure management. The Market Leadership chapter provides a detailed insight of R&D, Sales & Service, and Innovation teams, highlighting their work.

Four defined target markets

We serve four defined target markets:

- (1) Semiconductor & Vacuum Coating
- (2) General Vacuum Application
(industrial and academic customers)
- (3) Refrigeration, Air Conditioning &
Automotive industries
- (4) Security & Energy

INFICON Sustainability Report 2025

Details on market contribution are provided in the Letter to Shareholders and Financial Report of this Annual Report. Our mastery of vacuum technology and smart manufacturing process control forms the backbone of all markets, supporting INFICON's resilience to business cycles.

We serve markets directly under three INFICON brands and indirectly through private-label products, ensuring customer proximity and responsive service.

Lean and flexible manufacturing model

INFICON's innovation, manufacturing, and production competence rests on the three Competence Centers and eight smaller locations with specialized competencies. While we design next-generation solutions, we do not manufacture all components ourselves. Our flexible model relies on effective international sourcing. For details, see "Responsible supply chain management" chapter.

Managing business volatilities

Global trade disputes, technology bans, and geopolitical risk highlighted challenges for our flexible production model. Ensuring the availability of the right products in the required quantities and quality is a critical management responsibility.

INFICON's proven strategy and business model provide a sustainable foundation for long-term stakeholder relations, as discussed further in this report.

ECONOMIC ASPECTS

Technology leadership

INFICON strives to maintain strong market positions through continuous technological innovation. Developing advanced solutions contributes to long-term competitiveness and business resilience. Our innovation activities rely on close collaboration with OEMs, end-users, and research institutions, enabling early identification of technological needs and the transfer of scientific insights into industrial applications. These efforts support the reduction of resource consumption, improved energy efficiency, and technologies essential for the transition to a low-carbon economy.

Key risks include rapid technological change, supply chain disruptions, rising competition, and technology restrictions caused by international politics that could affect INFICON's ability to sustain leadership. Our agile R&D structure, lean manufacturing model, and strong customer proximity help mitigate these risks.

Opportunities arise from global trends such as semiconductor industry expansion, the clean energy transition, and growing demand for smart, efficient production technologies and artificial intelligence.

Market leadership

INFICON's business model focuses on gaining and expanding leading positions in its target markets, which are highly competitive fields where the company already holds strong leadership roles.

Key risks to market leadership include emerging technologies, new competitors, and especially in 2025 the impacts of trade disputes, technology restrictions, and limited access to international knowledge.

INFICON sees strong opportunities through its global manufacturing base, which allows us to adapt production to changing international trade conditions and mitigate impacts from taxes, tariff, and technology restrictions. INFICON delivers comprehensive services, consulting, and training solutions covering every stage of the customer buying cycle. Our global sales and service organization comprises approximately 400 people including functions in sales and marketing, application engineering, customer service, order management, logistics, as well as specific finance and administrative support teams. Customers around the globe benefit from our extensive portfolio of local, efficient services including installation, commissioning, calibrating, maintenance, repair, and device rental. Notably more than 150 of our application engineers work directly at our key customers most of the time. They have access to their production facilities and deeply understand the customers' challenges and most urgent needs. This close collaboration is an essential basis for INFICON's customer-oriented value creation.

INFICON Sustainability Report 2025

Customer relations

Since its formation, INFICON has sought a close connection with its customers, turning emerging needs into innovation targets. Through daily interactions, collaboration, and co-creation with OEMs and end-product manufacturers, we gain valuable insights into their requirements and those of their customers, many of whom are also our end-user clients. This customer-centric approach has secured top positions in our markets and earned INFICON recognition as a trusted partner for innovation and solutions.

Possible risks may arise if direct customer contact or commercial relationships become more difficult due to trade and technology restrictions or geopolitical conflicts.

Opportunities stem from our global sales and service organization of approximately 400 employees – half of whom are highly skilled service and application engineers – who maintain continuous dialogue with our customers. In addition, customers benefit from the trained support provided by INFICON's distributors and agents. We systematically evaluate feedback through spontaneous responses, structured surveys, and ongoing monitoring of both internal and external data sources, including complaints, product rejections, and insights derived from development and quality assurance processes. Based on these analyses we define measures and implement actions to close the feedback loop.

Our commitment to customer orientation includes positioning ourselves geographically close to the markets we serve. Our global manufacturing network near key customer bases has allowed INFICON to mitigate severe trade and tariff impacts during the reporting year by adjusting our production programs and relocating the manufacture of certain products and components to sites better positioned geopolitically to serve customers.

Major customer groups

In our largest target market, **Semiconductor & Vacuum Coating**, we address two major customer groups.

The first includes semiconductor or thin-film coating end-users and their top-tier suppliers, who aim to optimize manufacturing processes, maximize output yields, and operate as environmentally sustainable as possible. INFICON's gas and vacuum instruments, sensors as well as process control and smart manufacturing software

help semiconductor manufacturers ("fabs") optimize production processes and increase the yield and quality of their wafer production. Our solutions also support monitoring of storage, transport, and usage of corrosive or hazardous materials, contributing to environmental protection and overall sustainability of the industry. The second group consists of Original Equipment Manufacturers (OEMs), which integrates INFICON's vacuum and thin film-technology components into their production equipment and tools.

In the **General Vacuum** market, we supply vacuum analysis, control, and measurement instruments to a broad range of customers, including market leader and innovative companies and organizations in the solar, life science and analytics industries, in the food packaging industry, and the global research and academic community.

In the **Refrigeration, Air Conditioning, and Automotive** market, our customers specialize in cooling appliances and services, focusing on quality control, leak tightness, and leak detection for installed products. Leak tightness is critical for many automotive components—from engines and fuel tanks to airbags – and increasingly for lithium-ion batteries, battery stacks, and fuel-cells. The products of INFICON support the shift from internal combustion engines to electric or hydrogen powered vehicles. We have designed and developed specialized leak testing devices to meet the demands of this fast-growing market.

In the **Security & Energy** market, we supply public and private sector clients with devices for rapid detection and analysis of gases and volatile organic compounds. Our products help identify chemical agents and hazardous volatile compounds, enhancing safety for people and the environment.

INFICON Sustainability Report 2025

Product Quality and Compliance

INFICON aims to be recognized as a benchmark supplier in vacuum technology. Awards and recognitions confirm that INFICON products are among the best in their target markets. For a selection of recent innovations and awards, see pages 8–9. Superior product quality is essential for INFICON's long-term success and growth, as it directly impacts our ability to maintain and expand market share.

Our quality principles apply to both design and manufacturing processes. They reduce scrap and waste in our own production, reduce energy and raw material consumption in our customers' processes and applications, and extend products life cycles. Sustainability is embedded in our lean manufacturing and facility management efforts. Compliance with legal requirements ensures that no restricted materials of environmental concern enter production.

All locations set individual goals for scrap reduction and cost of poor quality (COPQ). Identifying and eliminating the root cause for COPQ (scrap, waste, complaints, production problems, sorting, rework etc.) is an important part of our quality management system.

At the corporate level, INFICON monitors and documents quality in line with ISO 9001:2015 through an annual Management Review. All ISO certified locations contribute to a consolidated Group report covering quality performance and indicators. INFICON successfully passed its re-certification audit IN 2024; the new ISO certificate is valid until 2027 and available for download at: [Terms, Standards and Certifications | INFICON](#)

Quality means delivering results that meet defined requirements and ensure lasting customer satisfaction. Both external and internal customers set the standard for our products and services. INFICON's quality principles are documented in our quality policy.

They include the following elements:

1. Customer satisfaction and market knowledge: meeting our customers' expectations is critical for our success. Our strategy is built on a thorough knowledge of the markets we serve.
2. Employees as key to success: Employees represent the cornerstone of our achievements. Teamwork, environmental responsibility, and open com-

munication are cultivated within an attractive work environment. Vocational training, advanced education, and professional development opportunities are provided to dedicated, high-performing staff committed to excellence.

3. Know-how for future success: To deliver innovative solutions, we continuously develop expertise through active collaboration with suppliers and future partners.
4. Quality through managed processes: We constantly optimize our business processes to supply products and services that meet the agreed quality standards. We apply state-of-the-art methods and fulfill special customer requirements, e.g. CE/CC requirement (Copy Exactly / Change Control).
5. Comprehensive continuous improvement: We measure our performance using defined key metrics and implement corrective actions as needed.

INFICON monitors the success of its quality policy through customer feedback collected during quality audits performed on-site.

Products with Economic, Social and Environmental Impacts

INFICON's commitment to innovation and its robust product pipeline reinforce the company's technological leadership, fostering sustainable growth and long-term prosperity.

Our products are designed to help customers conserve resources, supporting environmental protection and positive social impacts. All research, development, and innovation goals inherently aim to promote sustainability.

Understanding how INFICON products support economic, environmental and social objectives is central to our corporate purpose. It fosters employee engagement and strengthens INFICON's reputation.

Our flexible manufacturing model involves sourcing materials and components from diverse suppliers, with a focus on minimizing negative environmental impact. INFICON products help prevent leakages, reduce waste and increase yield for customers.

Key product categories and their positive impact include:

- **Leak detectors** detect microscopic leaks to ensure safety and functionality in products such as airbags, gas pipelines, AC equipment, batteries and battery packs, and food packaging. They also identify harmful gases for rapid containment. In capital-intensive industries like semiconductors, quick leak detection is critical.
- **Vacuum gauges** control production processes, reduce waste, and lower energy consumption. INFICON gauges offer superior accuracy and reliability across the full range of vacuum from ultra-high vacuum up to atmospheric pressure using Pirani (cost-effective measurement in the low and medium vacuum range), Capacitance Diaphragm (precise measurement in the low vacuum range), and Hot or Cold Ionization technologies (ultra- and high-vacuum ranges). Each technology is available as a standalone sensor or combined with complementary measurement technologies.
- **Process control and smart manufacturing software** helps semiconductor manufacturers optimize processes, reduce waste, increase output, and ensure sustainable use of raw and process materials.
- **Gas analyzers/chemical identification systems** generate contamination profiles needed to contain hazardous risks or recover valuable process gases. INFICON's HAPSITE® ER person-portable Gas Chromatograph-Mass Spectrometer (GC/MS) enables rapid identification and quantification of chemicals for emergency response. The new HAPSITE CDT enhances analytical capabilities and usability.

GOVERNANCE TOPICS

Good Governance

Maintaining strong governance, including corruption prevention, is essential for trusted partnerships with our stakeholders and the integrity of our business operations. Good governance promotes transparency, accountability, and ethical decision-making, key elements that strengthen organizational trust and reputation. By upholding the highest standards, we ensure compliance with local and international laws, thereby reducing the risk of fines, sanctions and reputational damage. Strong governance fosters fair market structures, supports healthy competition, and benefits society. Hence, non-compliance or lack of transparency can undermine market, distort competition, and harm society. Such issues in INFICON's operations or value chain could damage our reputation and expose us to legal and financial risks.

INFICON has implemented high standards of corporate governance and business ethics. Separate chapters on corporate governance and compensation practices in this report provide detailed information. The Board of Directors and Group Management consist of distinct individuals, with no overlap or conflicts of interest. Corporate information flows continuously between Management and the Board, supported by a robust information system. Stakeholders regularly receive information about INFICON's business and financial performance.

As a responsible company and corporate citizen, INFICON is committed to fair and ethical business practices. The Group Management integrates ESG criteria into its strategic scope and objectives. In 2025, these objectives included qualitative targets, analysis and implementation of new regulations, and support for internal initiatives. We also recognize the benefits of infrastructure and public services in jurisdictions where we operate. Therefore, good governance also includes fair tax practices.

INFICON Sustainability Report 2025

Risk management

INFICON strives to identify and effectively manage risks that may arise from economic, social, and environmental factors that could potentially impact business operations. Effective risk assessment is an integral part of INFICON's Group-wide enterprise risk management, governed by policies reviewed by the Board of Directors. Continuous monitoring and control of the risks is a key management objective and a critical factor in preserving long-term value.

Risks, threats and opportunities to specific business units and the Group are discussed during INFICON's Annual Strategy review with the Board of Directors. This review covers market analysis, major projects and initiatives, SWOT analysis and key financial data.

INFICON'S risk management process ensures risks are consistently (i) identified, (ii) assessed, (iii) monitored, (iv) managed and (v) reported to minimize negative impacts. Formalized procedures evaluate likelihood and potential impact, define mitigation measures, assign responsibilities, and track actions.

Business Ethics Policy

INFICON's Business Ethics Policy defines the principles of ethical business conduct and the responsibilities of all employees and representatives. Proper conduct includes compliance with law, ordinances, and regulations such as SIX Swiss Stock Exchange listing rules, as well as accounting principles and procedures. Compliance is instrumental to prevent violation of legal or regulatory requirements.

In addition to regular internal reviews, 2025 included external audits at various sites focusing on quality, financial performance, and IT security. INFICON also welcomed several customers' Responsible Business Alliance surveys, underscoring the importance of our ethics policy and commitment to compliance.

Human rights are fundamental to INFICON. Our corporate culture promotes respect for these principles, with policies that explicitly prohibit child and forced labor and emphasize personal integrity and honesty. As new laws regarding child and forced labor emerge, INFICON updates its reporting accordingly.

Our business ethics policy provides guidance on political contributions, gifts, fees, and commissions, conflict of interest, and other potential misconduct. It also addresses international business conduct, handling of confidential information, employment practices, as well as health and safety procedures. INFICON's Business Ethics Policy is publicly available online at www.inficon.com/about-us/company/.

All new employees complete ethics training at their respective Company site and all employees participate in refresher courses, renewing their commitment by signature. This process is overseen by the local HR teams. In 2025, approximately 80% of the workforce completed the refresher training.

Violations of the Code of Conduct must be reported promptly to a direct supervisor or, if necessary, to the audit committee of INFICON corporate management (Dr. Reto Suter, In der Deisten 11, 8125 Zollikerberg, Switzerland, email: INFICON@whistleblowercontact.com). In 2023, we introduced an additional reporting channel via international phone number +49 221 2888375. All reports are treated confidentially to the greatest extent possible. During the reporting year, one incident of concern was raised through this channel. The matter was addressed by INFICON's leadership together with Human Resources and was resolved without requiring further action.

Anti-Corruption

INFICON enforces a strict zero-tolerance policy towards corruption. Comprehensive anti-corruption guidelines are communicated to all employees, supported by regular training to ensure understanding and compliance. Each year, INFICON reviews whether any breaches were reported internally through whistle blowing channels, whether formal incidents of corruption occurred, or if any legal actions related to anti-competitive behavior or any antitrust were issued.

No incidents of corruption nor bribery were reported for the year under review.

INFICON Sustainability Report 2025

Responsible Supply Chain Management

By ensuring responsible sourcing and respect for human rights, we promote fair labor practices and safe working conditions throughout our supply chain. This supports community well-being, sustainable development goals, long-term supply security. Human rights violations not only harm individuals but could damage INFICON's reputation and lead to legal consequences. Failure to ensure ethical sourcing practices could result in supply chain and business disruptions, particularly if key suppliers are found to be non-compliant with human rights or environmental standards. This could also lead to delays, increased costs, and loss of business continuity. Conversely, INFICON's commitment to responsible sourcing and human rights strengthen brand reputation and creates a competitive advantage.

INFICON's global supplier base is broadly diversified with over 1000 suppliers, which materially reduces supplier concentration and strengthens supply chain resilience. The 20 largest account for about 40% of sourcing. Regionally, Europe represents roughly 46% of direct suppliers and 64% of sourcing volume, while North America accounts for about 40% of the suppliers and around 28% of the volume. Most sourcing occurs near INFICON's major production sites, fostering shared values, long-term business relationships, and reduced purchasing risks.

Tier 1 suppliers are primarily located in Europe and North America. However, the proportion of material and components originally manufactured in Asia and China is higher than the 8% direct sourcing volume suggest. Risks in Asian markets remain moderate but include dependency on international logistics and political developments. The significant share of Western Europe suppliers (primarily from Germany and Switzerland) contributes to a relatively low overall risk profile.

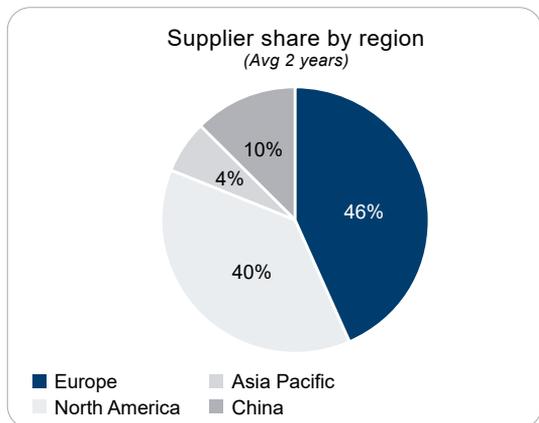
By material category, 28% of INFICON's purchased input is metalworking and mechanical items, electronics account for 15%, vacuum pumps are 21% of the total materials while the remaining 36% is consisting of other materials.

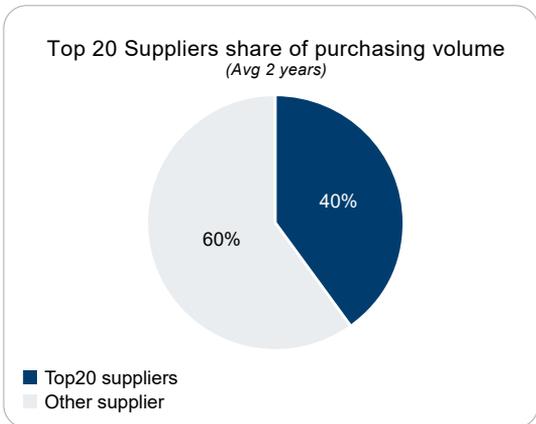
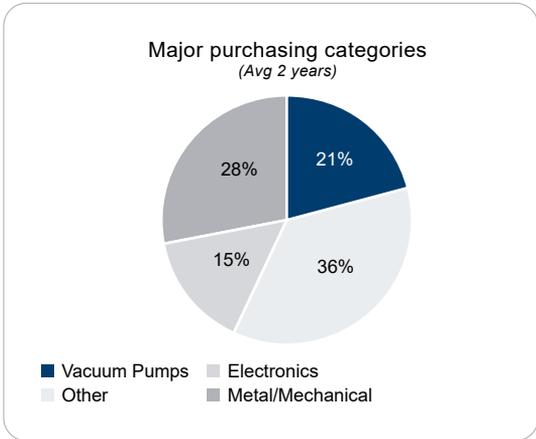
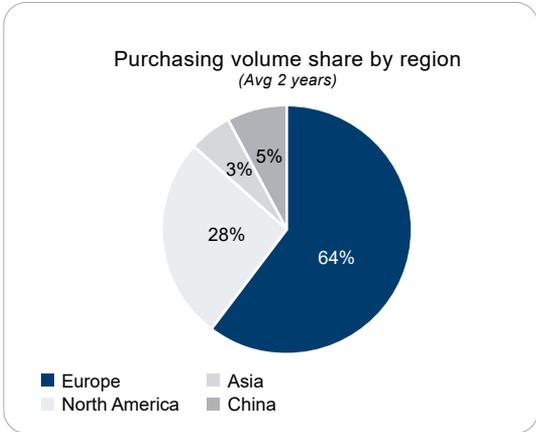
Supplier capacity building

Close cooperation with suppliers is the backbone of INFICON's flexible manufacturing model. We focus on careful selection, ongoing management, and continuous development of our supplier base. Key suppliers have signed agreements outlining INFICON's requirements, production change control process (CE/CC).

Beyond quality aspects, our assessments cover environmental and social topics such as eco-friendly processing, compliance with environmental regulations, labor practices, and occupational safety standards. Prevention of child and forced labor is explicitly included in supplier contracts. Compliance with our Business Ethics Policy is reviewed regularly during meetings and audits. Most supplier relations are long-standing and based on a shared long-term business perspective. Formal quality, technical, and legal meetings and audits are conducted at least once a year with major suppliers.

In 2025, INFICON reviewed due diligence obligations regarding child labor and conflict minerals and metals in accordance with the applicable Swiss law pursuant to Art. 964 j et seq. CO. For the European and Liechtenstein production sites, INFICON was exempt from due diligence and reporting obligations for conflict minerals. The review regarding child labor found no reasonable grounds for suspicion, and INFICON is exempt from related reporting obligations for 2025.





ENVIRONMENTAL ASPECTS

Environmental management system

Environmental protection, safety, and product stewardship and management are key priorities at INFICON. For example, INFICON uses certain gases for calibration and testing its components. Minimizing their use and keeping them in closed loops reduces leaking risk. These measures improve health and safety, optimize production processes, and enhance product quality, longevity, and recyclability. Assessing, studying, and optimizing our environmental management system has brought us valuable insights on how INFICON can continuously optimize its environmental management.

All INFICON manufacturing sites adhere to ISO 14001:2015, requiring systematic analysis of environmental risks and opportunities. Each manufacturing facility prioritizes and implements actions to monitor and lower energy consumption and carbon footprint. The ISO 14001 recertification was successfully completed in 2025.

At INFICON Syracuse the Sustainability Working Group, a volunteer body from all business departments, drives initiatives across five tactical areas: 1) Circular Economy, 2) Education, 3) Packaging 4) Sustainable Transport, 5) Energy, water, effluent and air emission.

The Circular Economy Team focuses on two goals:

- 1) Establishing a cradle-to-cradle business model for finished products during use and end-of-life phases.
- 2) Creating circular processes during design and sourcing to reduce environmental impact.

INFICON Sustainability Report 2025

In 2025, the team launched the INFICON Infinite Reuse Market, an internal platform for reusing material. Employees listed and reused 45 items, from office furniture to advanced instrumentation, diverting 1,117 kg from waste and reducing 1,131 kg CO₂e emission. One project reused intact conflat flanges to blank-off Pfeiffer turbo pumps used on scanners, saving 275 to 545 kg of waste annually and reducing emissions by 1,175–2,330 kg CO₂e. Together with the Packaging Team, the reuse of pallets was studied and introduced. The reuse of a single pallet achieves cost saving and avoids the emission of estimated 5–15 kg CO₂e.

Repair and refurbishment was another important achievement in 2025: 17 thin film controllers were refurbished using parts and components that would otherwise have been discarded, saving 45 kg of metal, plastic, and electronics and generating additional sales revenue. New projects include repairing printed circuit boards for mass spectrometers, potentially avoiding 0.018–0.185 kg CO₂e emissions per repair.

The Energy team promoted sustainability in building renovations by installing energy-efficient LED lighting and implementation advanced building management software. Automated controls optimize heating and lighting based on occupancy and demand, significantly reducing energy waste and emissions.

Trees and plants planted in 2024 on the INFICON campus in partnership with the Cornell Cooperative Extension (CCE) are thriving and fully in bloom this year.



EV charging stations in Cologne

Key suppliers must sign quality and environmental agreements to ensure compliance with all applicable laws. Group companies handling chemical substances adhere to the EU REACH regulation on chemical safety and the RoHS directive restricting hazardous substances in electrical and electronic equipment. We monitor SVHC Candidate List and, in the U.S., focus on conflict materials under CMRT, EMRT and TSCA requirements. INFICON also follows the Responsible Business Alliance (RBA) Code of Conduct, promoting sustainability and corporate social responsibility, and observes the UN guidelines on conflict minerals (Report S/2006/525). We remain vigilant regarding emerging regulations and new compliance requirements.

INFICON did not encounter any non-compliance with environmental laws in 2025.

INFICON Sustainability Report 2025

Energy and Carbon Emissions

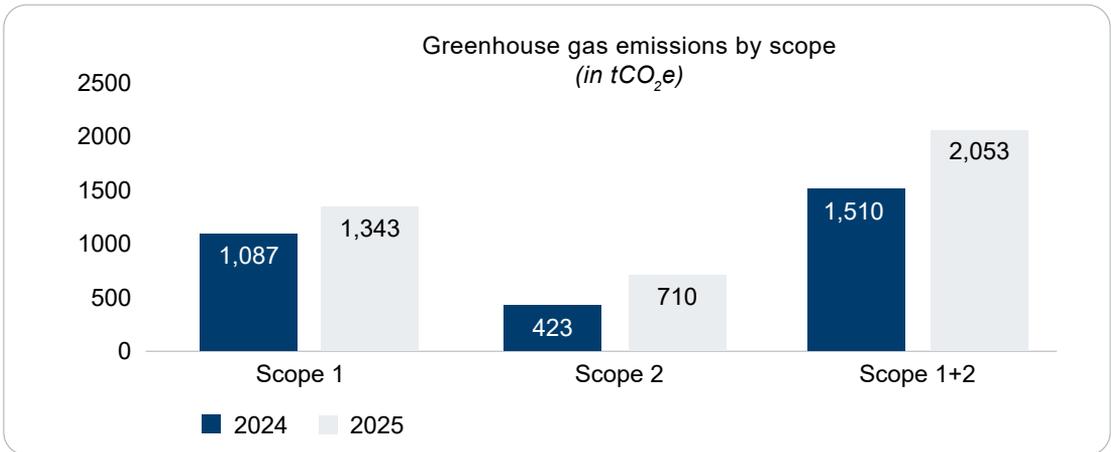
Greenhouse gases are emitted at various stages in our value chain. Certain manufacturing processes for our instrumentation and technologies use fossil fuels resulting in carbon emissions. Some energy-intensive machinery or equipment relies on electricity from non-renewable sources, also resulting in carbon emissions. In addition, producing specific components, such as sensors, involves raw materials and chemicals that generate emissions during their extraction, processing or use.

At the same time, INFICON's innovative measurement and control instruments play a critical role in reducing emissions at customer sites. They detect gas leaks in industries such as refrigeration and automotive, improve efficiency and safety in semiconductor manufacturing, and help minimize scrap and production costs. Overall, our products contribute to making industrial processes less energy-intensive and more environmentally friendly.

INFICON faces climate-related physical and transition risks. These risks and mitigation measures are detailed in our climate reporting section.

Given INFICON's business model and value chain, the operational carbon footprint (Scope 1 and 2) are relatively small. Yet, understanding energy use and emissions is essential for improvements. In 2025, we expanded emissions evaluations to all nine production sites including the newly established Malaysian production site.

INFICON continues to lower its carbon footprint and assesses further reductions through supply chain management and responsibility for product use at customer sites (Scope 3). Screening analysis for Scope 3 categories began in 2024, with plans to extend the analysis accordingly in 2026. The carbon footprint management is critical for stakeholder trust and that insufficient engagement could result in reputational risks.



The year-on-year increase in total emissions in 2025 is primarily attributable to a significant temporary increase in natural gas use at one of our sites resulting from a heating system failure. Additionally, a much colder winter has ramped up our general energy consumption for heating and electricity.

INFICON Sustainability Report 2025

Our main environmental impacts and efforts focus on reducing energy consumption and CO₂ emissions, decreasing resource consumption, and minimizing our ecological footprint. INFICON promotes electric vehicles by installing charging stations at its sites. In 2025, Cologne added EV charging stations for employees and adopted a new car policy prioritizing EVs and plug-in hybrids.

	2024	2025	Delta
Total energy consumption in MWh	21,285	23,963	13%
Electricity	15,428	16,499	7%
of which certified green electricity	96%	90%	
Natural gas ²	3,342	4,347	30%
Petrol	741	1,126	52%
Diesel	933	771	(17%)
District heating (wood chips)	842	1,220	45%
Energy consumption in MWh per employee	15.1	16.3	8%
Greenhouse gas emissions in tCO₂e	1,510	2,053	36%
Scope 1: Natural gas ²	678	882	30%
Scope 1: Petrol	172	261	52%
Scope 1: Diesel	237	200	(16%)
Scope 2: Electricity & district heating	423	710	68%
Greenhouse gas emissions in tCO₂e per employee	1.1	1.4	31%
Scope 3: Process gases use-phase	337	n/a	n/a
Biogenic CO ₂ emissions are reported outside of scopes	295	427	45%

¹ 2025 Data covers INFICON's locations: Aaland in Finland, Balzers in Liechtenstein (incl. INFICON Holding), Cologne in Germany, Linköping in Sweden, Shanghai in China and Syracuse, Overland Park and Longmont in the USA, and Shah Alam in Malaysia (new site added in 2025)

² Emission factors from DEFRA and IEA, market-based emission factors from RECs/GOs from utilities systems and renewable energy purchases). Year 2024: Energy data for prior reporting periods has been restated following the identification of an input data error in historical natural gas consumption data. The correction has been applied retrospectively to maintain consistency and comparability across reporting periods, in line with GHG Protocol requirements.

INFICON has tracked the energy intensity (measured against net sales) for the past seven years, previously shown in a graph. Due to the expanded reporting boundary, these indicators are no longer comparable. However, the trend over the comparable years shows continues downward. For this reporting period, with an energy intensity for 2025 at 35.7 kWh/KUSD net sales (31.0 kWh/KUSD for 2024), we have to report a slight increase again. After thorough analysis, we identified the following highly relevant focus areas.

Renewable electricity: All major production sites now use 100% certified renewable electricity.

Optimized Buildings, technical installations and premises: Our facilities offer significant opportunity to reduce energy consumption and greenhouse gas emissions.

Balzers (Liechtenstein) needs no additional external heating; all heat comes from a new HVAC system including an energy recovery system installed in 2023. In addition, a new closed-loop cooling water concept for the laboratories and production shop floors resulted in an 87% lower water consumption.

In Cologne (Germany), a new air conditioning system was installed. An innovative measurement and control system should further reduce the amount of energy consumed.

In Aaland (Finland), a closed-loop cooling system was installed for all buildings, considerably reducing fresh-water consumption. A joint project with the local government in 2026 will explore further reductions.

Commuter traffic: Balzers partnered with local companies and municipalities to advocate for a new Swiss Railway train station near Balzers, replacing a distant former station. The CHF 12.7 million project is co-financed by industry and local towns; INFICON contributed CHF 100,000. The new train stop at Trübbach/Fährhütte and an additional bus line will improve public transport for commuters and is expected to be fully operational in 2029. Regular bus service to Balzers will complement this public transport project.

INFICON Sustainability Report 2025

Efficient materials sourcing and use

INFICON not only manufactures products that help our customers to optimize their own manufacturing processes, save resources, and maximize output. In our purchasing and manufacturing endeavors, we source and use materials and components that minimize negative environmental impact, both in our production processes and during their use at customer sites. Designing new products or improving existing instruments always considers environmental consequences. Our developers also explore ways to separate and recycle valuable materials at the end of a product's life cycle.

An agreement reached with a major customer last year is a good example for these efforts. Since 2020, INFICON and its customer takes back used parts and components from older and no longer upgradable materials used by the customer. It has also been agreed that INFICON pays a certain amount to recuperate ("harvest") still perfectly working parts to re-use them in new equipment or as a stock of parts for repair work. Through this initiative, parts in perfect working order are used longer and waste overall is reduced.

Often, waste is not only associated with the actual components or products sourced, but rather with packaging. In 2025, INFICON Balzers installed a new, automated double packaging machine which should allow us to reduce the number of plastic rolls considerably. The machine was installed in November 2025, but indications show that up to 20% less plastic should be used in the future.

INFICON Syracuse has created a corporate social responsibility addendum that specifies environmentally sustainable packaging requirements for shipments of materials.

Talking to suppliers, we found ways for them to collect and reuse Isopropanol and Isopentane glass containers that formerly were scrapped when empty.

Reassessing daily routines can lead to positive environmental impacts and savings. For example, at several locations, we replaced hand towel and soap dispensers with more sustainable alternatives. The paper is now eco-certified and the soap dispensers now run battery free.

Waste

	2024	2025	Delta
Total waste in metric tons	430	2,020	369%
Waste diverted from disposal through recycling	219	369	68%
Waste directed to disposal	211	1,652	683%
Incineration with energy recovery	161	183	13%
Other disposal operations	50	1,469	2,864%

2025 Data covers INFICON's locations: Aaland in Finland, Balzers in Liechtenstein (incl. INFICON Holding), Cologne in Germany, Linköping in Sweden, Shanghai in China and Syracuse, Overland Park and Longmont in the USA, and Shah Alam in Malaysia (new site added in 2025)

As a large production site cleaned out one of its storage facilities in 2025, we report a one-time surge in waste for this period



2025 Data covers INFICON's locations: Aaland in Finland, Balzers in Liechtenstein (incl. INFICON Holding), Cologne in Germany, Linköping in Sweden, Shanghai in China and Syracuse, Overland Park and Longmont in the USA, and Shah Alam in Malaysia (new site added in 2025)

The data for 2025 show a significant increase in total waste numbers. However, this is a one-time effect due to our largest US site closing its chemical storage facility. The waste numbers otherwise remained stable over the course of the year. Our objective remains to separate, collect and recycle materials such as plastics.

SOCIAL ASPECTS

Attractive employer

INFICON's corporate culture plays a key role in shaping the engagement, well-being and satisfaction. When employees are motivated and engaged, their commitment directly contributes to overall performance and long-term success. Empowered employees also drive innovation, fostering continued growth. Our commitment to core values strengthens our reputation and helps attract new talent. Conversely, declining employee satisfaction could lead to the loss of valuable team members, reduced productivity, and higher recruitment and training costs.

INFICON operates in a highly competitive marketplace, competing not only with larger corporations but also with universities, research laboratories and scientific institutions. Our success relies on attracting, developing, empowering, and retaining top talent.



The identity statements serve to communicate in simple terms why employees at INFICON get up in the morning, go to work with a smile, and are passionate and enjoy what we do.

Recognition as an attractive, modern, and fair, conscious employer with a strong ESG commitment fosters motivation across all levels and supports the recruitment and retention of the best talents. Identity statements express why employees value working at INFICON and find fulfillment in their roles. Although INFICON does not maintain a formal employer branding policy, its reputation for offering appealing career opportunities is well established within the industry. These aspects are actively discussed with job applicants and supported through collaboration with employment agencies. Beyond competitive compensation, we offer performance-based financial incentives to all employees. Furthermore, sustainability initiatives are acknowledged as critical enablers of strategic objectives and growth plans. Sustainability is firmly embedded in our corporate strategy as a key enabler supporting long-term value creation.

Wellbeing of workforce

INFICON promotes employee well-being through flexible working hours, modern work patterns, lifelong learning and development programs, canteens fostering interaction across all levels, and many after-work social activities often involving families.

A comprehensive HR program structures dialogue with employees. New colleagues receive a formal introduction to the Group and their site on their first day. HR maintains regular contact through programs covering company values, business ethics, health and safety, personal well-being, governance, leadership, and motivation.



Workplace Safety Training in Balzers

To ensure a positive and fulfilling workplace, we apply engagement and satisfaction measurement approaches tailored to regional and business unit needs. Insights from these initiatives inform targeted actions that can enhance employee satisfaction and drive continuous improvement.

Annual performance appraisals address achievements, satisfaction, motivation, development goals, communication. In Balzers and Cologne, employees prepare individually for these discussions; Balzers also conducts mid-year "Energizing talks". HR oversees the process and monitors success using KPIs such as satisfaction, loyalty, turnover, and participation in training and development programs. Employees in Balzers may consult external occupational health specialists for confidential advice.

INFICON Sustainability Report 2025

Social activities take place regularly at all locations. In addition to annual gatherings, INFICON hosted activities at various worksites promoting women in STEM. In Syracuse, the VP of People and Culturespoke at Syracuse University Career Center, sharing her career journey and impart professional knowledge to undergraduate students. INFICON Balzers supported a research project with the University of Applied Sciences of Eastern Switzerland on reducing the shortage of female STEM professionals, developing and implementing concrete measures.

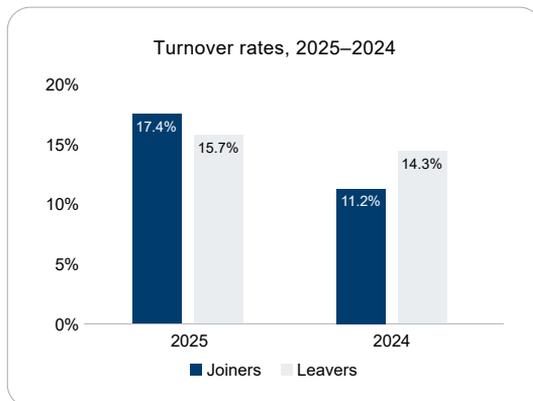
The Women’s Employee Resource Group at INFICON Syracuse launched a Speaker Series featuring the site president Claudia Kessler, visionary space engineer, entrepreneur, and CEO of Astronautin GmbH, who shared insights on leadership and advancing women in STEM.

To reflect the evolving work conditions of many colleagues, INFICON Syracuse launched a Remote Employee Resource Group in December. The kickoff meeting brought together over 60 participants from across the United States, promoting connection and collaboration among remote employees.

INFICON also succeeded in filling open positions within reasonable timeframe. Additionally, HR teams conducted structured farewell interviews with retiring colleagues and employees pursuing careers outside INFICON to systematically gather feedback and strengthen our position as an employer of choice.

All numbers in Headcount	2024	2025
Employee turnover	209	244
Joiners in Headcount	164	270
Leaver Rate	14%	16%
Joiner Rate	11%	17%

- 1 2025 Data covers employees at INFICON’s locations: Aaland in Finland, Balzers in Liechtenstein (incl. INFICON Holding), Cologne in Germany, Linköping in Sweden, Shanghai in China and Syracuse, Overland Park and Longmont in the USA, and Shah Alam in Malaysia (new site added in 2025)
- 2 Rates are calculated by dividing the total number of joiners/leavers by the total number of employees in the respective year.



2025 Data covers INFICON’s locations: Aaland in Finland, Balzers in Liechtenstein (incl. INFICON Holding), Cologne in Germany, Linköping in Sweden, Shanghai in China and Syracuse, Overland Park and Longmont in the USA, and Shah Alam in Malaysia (new site added in 2025)

Diversity, Equity, and Inclusion

Fostering a strong culture of diversity, equity, and inclusion empowers employees and promotes equal opportunities in the technology industry. Embracing diverse perspectives drives innovation and helps attract a broader range of talent. Conversely, a lack of diversity, equity, and inclusion can lead to discrimination, harm our reputation, and hinder recruitment.

At INFICON, we believe performance and innovation improve when we bring together people from varied backgrounds and orientations. Our employment policies ensure equal opportunity, pay, and fairness in employment decisions, complying with the respective laws at our major worksites. This approach reduces interpersonal conflicts, mitigates legal risks, and protects our reputation as a trusted supplier.

INFICON Sustainability Report 2025

We offer competitive, market-based salaries and regularly benchmark against industry standards, such as Swissmem's annual salary comparison, to ensure equal pay for equal work. Employment regulations explicitly prohibit gender-based discrimination in hiring, task allocation, working conditions, remuneration, training, promotion, and dismissal.

Embracing a diverse workforce

INFICON's global workforce includes employees from more than 40 nationalities. In Balzers alone, colleagues represent 15 different nationalities, and similar diversity exists at Cologne and Syracuse. We do not discriminate based on race, color, origin, religion, physical or mental disability, age, gender, sexual orientation, marital or family status, or income source, and we comply with all applicable affirmative action legislation.

Diversity, Equity and Inclusion

At INFICON Syracuse, the Diversity, Equity, and Inclusion Committee supports management and employees in creating a welcoming, fair workplace. In 2025, the DEI Council and the PanAsian Employee Resource Group celebrated Lunar New Year with cultural activities, including traditional decorations, specialty food, and an orange exchange symbolizing good fortune. Employees were also encouraged to refresh their workspace.

Syracuse also sponsored the Building Bridges Community Festival organized by InterFaithWorks, engaging three company groups in cultural activities. Our entry in the Duck Decorating Contest featured the word "INNOVATION" in multiple languages, reflecting our global culture.

Additionally, we partnered with Syracuse University's Engineering faculty to involve over 100 local students in STEM activities such as bridge building and earthquake testing. Proceeds benefited the El-Hindi Center for Dialogue & Action.

The age distribution indicates that all age groups are well represented across INFICON's workforce, with a more balanced spread at staff level, while management and the Board reflect higher average ages. In 2025, no incidents of discrimination were reported throughout the Group.

Occupational Health and Safety

The safety and well-being of our employees are top priorities at INFICON. As in any industrial company, certain job-related risks may arise from production processes, materials, and their handling. Safe, ergonomically optimized, and inspiring workplaces are provided to foster a positive work spirit. These efforts minimize health and safety risks, enhance employee well-being of our workforce and their families at large. At the same time, we reduce potential productivity losses, litigation costs, and reputational risks.

Our Business Ethics Policy declares personal health and safety a core principle. INFICON complies with applicable health and safety laws and industry standards, tracking performance through KPIs on incidents, accidents, absenteeism.

A regularly updated training program ensures implementation of safety policies, covering general workplace safety, equipment-specific instructions, ergonomic adjustments, chemical handling, firefighting, and emergency drills. Safety training is part of the onboarding for all new employees.

Managing health and safety

Employees actively contribute to developing implementation and improving the occupational health and safety management system. All incidents, risks, or suggestions are reported through structured schemes at each site. Cologne uses a formal reporting process and informs the Employer's Liability Insurance Association for accidents with more than three lost workdays. In 2025, Cologne's Work Safety team adopted the Scrum project management method to accelerate improvements. Syracuse operates a ticket system for EHS reporting, while Balzers uses accident form SUVA checklists for root cause analysis and corrective actions.

Site-specific initiatives:

Syracuse: All employees receive health and safety as well as ergonomics training. CPR certification was offered by the EHS Coordinator. To promote safe commuting, a bespoke bicycle workshop was hosted by the Safety Committee and Bike Club. Employees also joined fitness challenges, yoga sessions, and a corporate run with over 40 participants. A healthy eating workshop was well attended.

INFICON Sustainability Report 2025

Balzers: Implementation of a strict “if sick, stay at home” policy and ensuring CE compliance for all equipment. SUVA guidelines support risk assessments. The site promotes the “Bike to work” initiative. In 2025, 72 out of 275 employees participated, aiming to cycle to work at least on 50% of their workdays in May and June. INFICON finished 4th of all Liechtenstein companies and organizations. Free yoga sessions, jogging and walking groups, a corporate soccer team – the IFCN Kickers – who compete with other corporate football teams in a local championship are all encouraging engagement with sports. Freshly cooked lunches, fresh fruit, and water dispensers encourage healthy habits.

Cologne: Reduced bottled water by installing dispensers and offer of free fruit as well as allowances for sport clubs.

Aaland: Support of a “no smoking” program and monthly health team meetings. Employees receive financial support for gym memberships and sports clubs. In 2025, the site participated in local health and sustainability days.

Occupational health and safety

	2024	2025
Accidents resulting in at least one lost work day	1	2
Lost work days	1	17
Accident Frequency Rate (AFR)	0.1	0.1
Accident Severity Rate (ASR)	0.1	1.2

¹ The data for 2025 covers all our all our production sites in Aaland in Finland, Balzers in Liechtenstein (incl. INFICON Holding), Cologne in Germany, Linköping in Sweden, Shanghai in China and Syracuse, Overland Park and Longmont in the USA, and Shah Alam in Malaysia.

² Rates are calculated by dividing accidents or lost work days by total hours worked and are counted per 100 FTEs.

Ongoing education and training

INFICON positions itself as a learning organization and offers continuous training to equip employees with the knowledge and skills needed to fulfil their roles. Internal job openings are transparently communicated to ensure equal opportunities for career advancement. Creating an environment where contributions are valued fosters trust, resilience, and commitment. Investing in education and training remains worthwhile, even when employees pursue opportunities outside INFICON, since they continue to serve as ambassadors for the company.

Training programs address both individual and market requirements, unlocking potential, creativity, and motivation while ensuring knowledge transfer. A lack of ongoing training can lead to skill gaps, reduced productivity, and lower innovation capacity. It may also result in compliance failures, particularly in areas such as health and safety or regulatory requirements, increasing the risk of accidents, legal penalties, and reputational damage. Furthermore, insufficient development opportunities can negatively impact employee engagement and retention, leading to higher turnover and increased recruitment costs.

While INFICON provides limited in-house courses, such as language classes, we actively support participation in external programs focused on job-related skills, leadership development, and academic advancement for high-potential employees.

Data from all our production sites shows that in 2025 the average training hours per employee reached 14.7 hours.

INFICON Sustainability Report 2025

Composition of workforce

All numbers in Headcount	2024	Share	2025	Share
Employees (excl. apprentices, interns, trainees, externals)	1,405	96%	1,461	94%
Apprentices, interns, trainees, externals	59	4%	91	6%

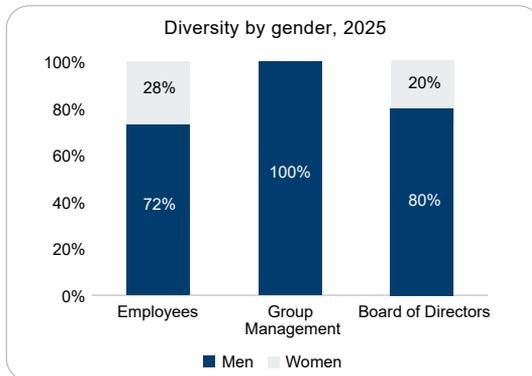
Employees by employment contract (excl. apprentices, interns, trainees, externals)

Permanent	1,336	95%	1,380	94%
Fixed-term	69	5%	81	6%

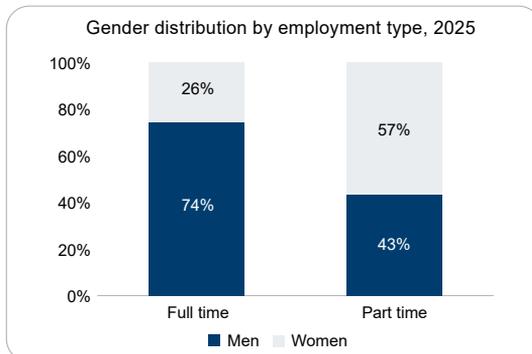
Employees by employment type (excl. apprentices, interns, trainees, externals)

Full time	1,323	94%	1,384	95%
Part time	82	6%	77	5%

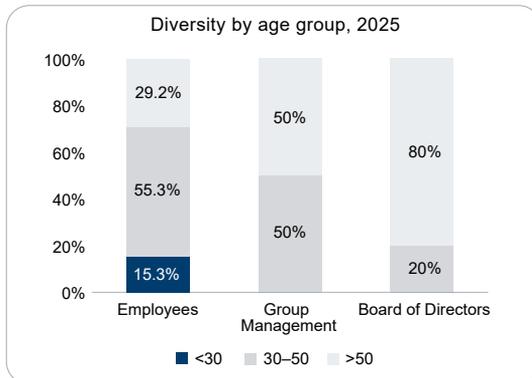
2025 Data covers employees at INFICON's locations: Aaland in Finland, Balzers in Liechtenstein (incl. INFICON Holding), Cologne in Germany, Linköping in Sweden, Shanghai in China and Syracuse, Overland Park and Longmont in the USA, and Shah Alam in Malaysia (new site added in 2025)



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INFICON Sustainability Report 2025

Community Relations

As a global company with entities in 18 countries, our sites are strongly integrated into their local environments and interact with the surrounding communities. We contribute by creating jobs and supporting local economy, and our employees are active members of these communities, strengthening local ties. However, our operations can have negative impacts, such as increased noise, traffic congestion, or resource strain in hosting communities.

INFICON strives for strong relationships with local communities, neighbors, educational institutions, and networks relevant for our employees and business. We support numerous local initiatives where colleagues actively participate reinforcing our reputation as a responsible and caring employer. A lack of engagement, however, could lead to reputational risks, reduced trust, and challenges in talent acquisition.

Opportunities may arise from strong community relations that enhance INFICON's employer attractiveness, foster employee engagement, and create partnerships that support innovation and sustainability goals. The INFICON Management promotes shared values through identity statements discussed in workshops and displayed on posters and materials. These statements focus on authentic, simple, individual, and future-oriented ambitions.

- **Create:** We enable visionary technologies for tomorrow
- **Live:** We live performance, joy and individual growth
- **Care:** We make our world safer and better

Beyond our commitment to training young colleagues and ongoing education for our own work force, INFICON actively engages with local communities through educational and social initiatives. In Liechtenstein, INFICON Balzers hosted the annual "Business Week" in cooperation with the Liechtenstein Gymnasium and the Liechtenstein Chamber of Commerce and Industry. This project combined theory, practice, and production tours, giving students hands-on insights into operational processes and real-life business challenges.

In addition, INFICON sponsors bachelor theses at the local university of applied sciences in southeastern Switzerland.

The INFICON Cares Team, part of our Events Council, reviews donation requests and ensures partnerships align with our values, including education, health, wellness, and sustainability. In 2025, the team organized a food bank drive for Central New York, raising USD 1,000 on the first day and unlocking a company match for a total donation of USD 2,100. In December, the team ran a literacy and hygiene drive for Elmcrest Children's Centre, donating books and essential hygiene products to support children with emotional and developmental challenges.

In the U.S., INFICON organized a Career Closet Drive in 2025 to support students preparing for job interviews and career fairs. Employees donated professional attire, which was delivered to Le Moyne College to assist future professionals. The INFICON Cares Crew Committee partnered with United Way of Central New York for Mother's Day and the annual Day of Caring, where 29 volunteers completed projects such as painting murals, assembling care kits, and landscaping for local nonprofits. Syracuse and other locations also hosted "Bring Your Child to Work" Day, welcoming over 45 children for cleanroom tours, rocket launches, and STEM activities.



Bring Your Child to Work Initiative in Syracuse

In Finland, INFICON participates in "Bärkraft", a local sustainability network founded by the local government to promote collaborate solutions for environmental challenges. Meetings are held bi-monthly with other companies and local authorities to address shared sustainability goals. (www.barkraft.ax)

OUTLOOK AND GOALS

For the coming years, INFICON will focus on the following areas:

- Further improvements in production buildings are developed and analyzed as part of the strategy development process, then continuously discussed in the review and budget process and brought to a conclusion (e.g., energy recovery, geothermal and solar energy, thermal insulation).
- Circularity in Production/Products: Develop circularity initiatives in production and products, with one pilot project serving as a testing ground
- Further extend Scope 3 Emission screening
- Team Health: Prioritize the health and well-being of teams, ensuring a positive and sustainable work environment.
- Champion diversity, equity and inclusion initiatives to create a more equitable and innovative workplace.
- Technology Leadership: Foster technology leadership through continuous innovation and pivot experiments.
- ECO design: launch an ecodesign initiative in innovation process. Includes analysis, review and life cycle assessments to better understand the CO₂ footprint of the products
- Build "Scope 4" screening, measuring the significant impact of our products and services had on supporting decarbonization and efficient use of resources
- Extend the conduction of training and seminars that include INFICON's sustainability goals and principles
- Closely follow the requirements from EU legislation (CSRD, EU Taxonomy).
- To strengthen its sustainability approach, the Board of Directors had defined a dedicated representative for ESG and sustainability matters. The formal Sustainability Council established in 2023 is led by Lukas Winkler, Member of the board of Directors, as Chairperson; Reto Suter, Member of the Board of Directors, and Matthias Tröndle, CFO, complement this task force. The council defines a roadmap, reviews targets, studies the regulatory developments in the ESG area and supports the Audit Committee in non-financial reporting.

INFICON Sustainability Report 2025

REFERENCE TABLE FOR ART. 964B SWISS CODE OF OBLIGATIONS

The table below shows which material topics cover the required elements of non-financial reporting in accordance with the requirements of Art. 964b of the Swiss Code of Obligations. The signature of the Board of Directors confirms its approval of the sections of the report listed below. Also, the vote of the General Meeting to approve the report on non-financial matters pursuant to Art. 964c of the Swiss Code of Obligations in the form of a note is limited to the content of these sections.

Requirements of Art. 964b CO	Referenced chapters in the non-financial report	Page
General Information		
Business Model	INFICON's Business Model	44
Identification of material non-financial matters	Identification of material topics	39
Non-financial matters		
Environmental matters	Environmental management system	51
	Energy and carbon emissions	53
	Efficient materials sourcing and use	55
	Climate report according to TCFD	65
Social issues	Community relations	61
Employee-related issues	INFICON – an attractive employer	56
	Diversity, equity, and inclusion	57
	Occupational Health and Safety	58
	Ongoing education and training	59
Respect for human rights	Good governance	49
	Responsible supply chain management	50
Combating corruption	Good governance	49

For the Board of Directors:



Dr. Beat L. Lüthi
Chairman of the Board of Directors



Dr. Reto Suter
Chairman of the Audit Committee

March 20, 2026

INFICON Climate report 2025

guided by TCFD recommendations

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CLIMATE REPORT

In the year under review, INFICON identified and assessed climate-related physical and transition risks as well as opportunities following the recommendations of the Task Force on Climate-related Financial Disclosures (TCFD). INFICON also initiated the integration of climate considerations into our enterprise risk management framework. This climate report has been prepared in accordance with the Swiss Ordinance on Climate Reporting which refers to Art. 964a ff Swiss Code of Obligations (CO). It provides an overview of how INFICON identifies and manages climate-related risks and opportunities and outlines their potential impacts on the company's long-term business performance. A key strategic component of this report is our climate transition plan.

Governance

INFICON's Board of Directors determines the corporate strategy and holds the ultimate responsibility for all sustainability matters, including climate-related topics. As part of this role, the Board of Directors oversees and approves the implementation of the climate transition plan including the associated metrics and targets. At least three times a year, the Board of Directors is briefed by Group Management on climate-related developments. Climate-related matters are embedded within our sustainability governance framework. Further information on INFICON's sustainability governance is provided in the Corporate Governance section of this Annual Report.

The Board of Directors is also responsible for corporate risk management and the definition of the risk landscape which include climate-related risks and opportunities.

In 2023, a formal Sustainability Council has been established to strengthen the organization's commitment to sustainable development. This Council is chaired by Board member Lukas Winkler and also includes Board member and Chairman of the Audit Committee, Dr. Reto Suter and CFO Matthias Tröndle. The Council is responsible for defining the sustainability roadmap, setting targets and monitoring regulatory developments in the sustainability area. The Council oversees the management of climate-related impacts, risks and

opportunities. It collaborates with the operational sustainability teams to implement the sustainability strategy and the climate transition plan. This collaboration involves identifying and assessing climate-related risks and opportunities, developing action plans to enhance carbon footprint transparency, reducing emissions, and addressing material risks and opportunities through appropriate measures.

Strategy

Climate-related risks and opportunities

INFICON's business model and value chain can have an impact on our climate, and the company is exposed to climate-related physical and transition risks. Acute physical risks stem from event-driven phenomena such as extreme weather events, including heavy rainfall and flooding. Chronic physical risks arise from long-term shifts in climate patterns such as rising temperatures. Climate-related transition risks are linked to the shift towards a lower carbon economy and may include evolving ESG regulations, changing customer preferences, and technological advancements aimed to address climate change. Efforts to mitigate and adapt to climate change can produce opportunities for organizations, such as development of new products and access to new markets. Climate-related opportunities influence INFICON's strategy, which focuses on technological innovation and collaboration with our customers.

INFICON identified material climate-related risks and opportunities along its value chain and categorised them into short- to long-term. To better understand the potential future impact of these risks and opportunities on our business model and strategy, we conducted risk assessments for climate-related risks related to our activities and locations. In 2025, INFICON conducted a physical risk assessment using the proprietary climate analytics tool Correntics to evaluate risk exposure for several prioritized manufacturing sites.

Scenario Analysis

The climate risk and opportunity assessment involves projecting future societal and environmental conditions in a scenario analysis. INFICON considered the time horizons 2030, 2040 and 2050. Overall, three scenarios aligned with the International Panel on Climate Change (IPCC) were evaluated. These Shared Socio-economic Pathways (SSP) span a range of potential future developments between a generally sustainable (SSP1) and a fossil-fuel – driven by (SSP5) economy and society – accompanied by heating intensities, i.e. 2.6 and 8.5, respectively, that lead to the following warming levels by 2100:

- **SSP1-2.6:** A sustainable world with strong global cooperation, rapid decarbonization, and lifestyle changes that limit warming to below 2 °C.
- **SSP2-4.5:** A “middle-of-the-road” pathway with moderate growth and slow climate action, leading to about 2.5 to 3 °C warming.
- **SSP5-8.5:** A fossil-fueled, high-consumption world with weak climate policies, causing emissions to rise and warming above 4 °C.

Transition risks and opportunities are generally considered to be highest in the “Below 2°C” scenario (SSP1-2.6), physical risks are most severe in the “Above 4°C” scenario (SSP5-8.5). We assessed our transition risks under a Below 2°C scenario that implies a general socioeconomic transition with significant climate adaptation and mitigation. Therefore, this scenario bears the highest transition risks and opportunities.

INFICON has identified floodings and extreme weather as potentially material physical risks to its operations and assets. River or coastal flooding, storm surges or flooding from extreme weather can damage infrastructure, disrupt logistics and pose potential water quality risks for our sites. The conducted risk assessment enables a clear location and prioritization of the highest risk exposure and corresponding measures, e.g. the installment of a mobile flood barrier as a precautionary measure at the Shanghai site. Similarly, acute physical risks like hail and storm hazards were evaluated in the assessment.

Within all considered time horizons and scenarios, flooding and extreme weather-related perils showed stable levels or only slight increases of risk at the assessed locations with an overall low-medium financial impact.

Risk characteristics (Overall risk inventory topic, impacted value chain, time horizon)	Risk description	Potential impact on INFICON	Measures
Supply chain and logistic risk due to natural hazards Materials + suppliers Mid- to long-term	Availability of materials and fluctuations in prices As part of the manufacturing industry, INFICON is dependent on supply of raw materials and intermediate goods for its products. Climate change is expected to lead to an increased likelihood of storms and natural disasters, which could cause temporary disruptions to supply chains globally.	Higher procurement costs, lower availability of materials and energy, disruptions in the supply chain Climate-related Impact: medium	<ul style="list-style-type: none"> – Diversification of supplier base (dual sourcing) – Diversification of materials used
Disruptions of own operations like manufacturing	Productivity losses of capital goods and workforce Flooding, extreme weather events, heat, and water shortages can damage or disrupt the operation of capital goods, and also affect workforce availability and productivity.	Equipment downtime and increased maintenance costs, staff faces health risks, safety concerns, and interruptions in site accessibility Climate-related Impact: low to medium	<ul style="list-style-type: none"> – Emergency and Business Continuity Plans – Technical protection – Adjusted insurance coverage

INFICON has also identified rising temperatures and extreme heat as a relevant physical risk, particularly affecting our Asian sites in China (Shanghai and Guangzhou), Taiwan, Singapore and South Korea as well as our US site in Colorado. For some sites, heat also correlates with periodic concerns regarding air quality, wildfire risk and potential water stress. The workforce across these sites already experience the effects of elevated temperatures, and projections indicated potential heat stress among all considered scenarios with the most significant increase until 2050 in the Above 4°C scenario. Such compound risks could impair our employees' health and cause business disruptions. To ensure a comfortable working environment, INFICON intends to upgrade its water supply and cooling systems, and air filtration while ensuring effective building insulation when needed. Therefore, we consider increasing temperatures and heat as short-, medium and long-term risk with low financial impacts.

Overall, the majority of INFICON's sites are exposed to climate-related physical risks to some degree, but they are well-insured against flooding and extreme weather events and obtain adapted technical protection if required. The climate-related physical risk assessment shall be expanded as it offers a comprehensive under-

standing of potential climate-related physical risks and fosters INFICON's advancement of precautionary measures.

Climate-related transition risks

In our Below 2°C climate scenario, enhanced international cooperation fosters shared climate mitigation efforts and resource-sharing, ensuring a unified global response to climate change. A major shift to renewable energy drastically reduces dependence on fossil fuels, significantly lowering carbon emissions across various industries. The widespread adoption of circular economies minimizes reliance on virgin materials, emphasizing recycling, reusing, and remanufacturing to ensure sustainability. Greenhouse gas emissions are drastically reduced, effectively keeping global warming below a critical 2°C threshold. This improved resilience results in more stable and predictable climate patterns, improving climate resilience and supporting both ecosystems and communities in adapting to future challenges.

INFICON's identified climate-related transition risks align with its enterprise risk inventory, including factors such as supply chain and logistics risk, compliance risk, and competitive risk. Consequently, the same assessment criteria were applied to evaluate these risks.

Risk characteristics (Overall risk inventory topic, impacted value chain, time horizon)	Risk description	Potential impact on INFICON	Measures
Compliance risk, technology development, specific market demand risk Whole value chain Mid- to long-term	Environmental regulations, customer preferences and technological progress Current and future environmental and climate regulations, such as the EU's Ecodesign Directive, as well as changes in customer preferences may affect INFICON and the entire value chain. Evolving regulations and shifting customer preferences toward circularity of products may change product demand and impact material availability, product composition and performance.	Increased operational costs for value chain coordination and documentation, increased R&D and business process change costs, increased procurement costs, decreased revenue/market share Climate-related impact: medium to high	<ul style="list-style-type: none"> – Client-centric innovation – Product portfolio adaptations – Regular tracking of current and upcoming environmental and climate regulations
Competitive risk Reputation overall Short- to long-term	Reputation regarding climate action Reputational risks can arise from different expectations of investors, customers and other stakeholders regarding the ambition of climate goals and the progress towards these goals.	Damage of reputation, lower revenues, availability and attractiveness of financing conditions Climate-related impact: low to medium	<ul style="list-style-type: none"> – Client-centric innovation – Investments in sustainability program and production infrastructure

The prioritized climate-related **opportunities** in the Below 2°C scenario for INFICON are summarized in the following table.

Opportunity characteristics (Overall topic, impacted value chain, time horizon)	Opportunity description	Potential impact on INFICON	Measures
Product/ Services Whole value chain Short- to long-term	Customer preferences and technological progress We support decarbonization and efficient use of resources through our products and services that enable more efficient production processes and manufacturing. For example gas analyzers, leak detectors and smart manufacturing software solutions.	Increase in revenues and market share Impact: medium to high	<ul style="list-style-type: none"> – Client-centric innovation – Joint development projects – Product portfolio adaptations
Market Whole value chain Short- to long-term	Enabler for clients to increase efficiency and reduce emissions With our technology and product portfolio, we are well positioned to capitalize on climate-related opportunities that will expand our business and make our range of services more diverse. For example, renewable energies, in particular solar energy, batteries and electric vehicles, are applications that offer many opportunities.	Increase in revenues and market share Impact: medium to high	<ul style="list-style-type: none"> – Client-centric innovation – Product integration for emissions and energy savings – Optimizing environmental footprint through our software solutions

Resilience of INFICON's business model

INFICON is close to its customers and offers innovative solutions with a customer-centric approach. INFICON's approach to innovation and its efforts to diversify its customer and supplier base can help INFICON increase the resilience of its business model to a variety of risks, including climate-related risks, and help the company take advantage of opportunities. The resilience of INFICON's business model is determined by its flexibility and ability to adapt to different challenges. In a Below 2°C scenario, resilience depends primarily on the effective implementation of mitigation measures, compliance with climate and ESG-related regulations, the integration of more efficient technologies and the development of more sustainable use cases for customers. The Above 4°C scenario enables the identification of natural hazards that might pose the most severe risk and the affected geographies. Adaptive measures are refined and implemented accordingly to guarantee business continuity. Throughout all considered climate scenarios, INFICON considers its business model and approach to be generally resilient in this regard. However, INFICON is in the process of intensifying its climate risk analysis and recognizes the importance of further refining and strengthening its financial impact analysis under the selected climate scenarios.

Transition plan

INFICON's Climate Transition Plan defines its strategic approach to achieving a low-carbon economy. It outlines the company's approach to reducing its carbon footprint, mitigating climate-related risks and capitalizing on climate-related opportunities.

Since 2019, INFICON has been measuring and reporting annually the greenhouse gas emissions of its own operations (Scope 1 and 2), see Sustainability Report. The analysis of greenhouse gas emissions in the value chain (Scope 3) has been initiated for one site. Expanding the analysis across the entire company is underway and will progress as methodologies and data collection processes are further developed.

INFICON supports Switzerland's climate strategy to achieve net-zero emissions by 2050. Compared to 2020, greenhouse gas emissions have already been significantly reduced thanks to energy efficiency measures and the change to electricity from renewable sources in recent years, despite strong business growth.

For our own operations our near-term goal is to reduce Scope 1 and 2 emissions by 40–50% by 2030 compared with the base year 2020, while anticipating business growth and maintaining these reduced levels on a continuous basis. We selected 2020 as the base year because this was the first report which included major elements of GRI standards and data. For this purpose, a reference value of 2581 t CO₂e¹ has been recalculated for INFICON's operational carbon emissions in 2020, taking into account all manufacturing sites around the world. This reference value is higher than the value published in previous reports, as only the four largest production sites were analyzed in these previous reports.

INFICON strives to actively protect the climate by investing in the reduction of greenhouse gas emissions. This includes continuously upgrading its infrastructure to the latest technological standards and increasing the share of renewable energy. Furthermore, in alignment with its innovation strategy, INFICON is continuously transforming its product portfolio to deliver more sustainable performance, helping customers across various applications to increase efficiency and reduce greenhouse gas emissions. Measures and examples are described in the Sustainability Report.

These are often closely linked to INFICON's innovation strategy, which drives the transformation of the product portfolio towards more sustainable performance and helps customers in various applications to use less energy or emit less greenhouse gases.

¹ Energy data for reporting periods prior to 2025 has been restated following the identification of an input data error in historical natural gas consumption data. The correction has been applied retrospectively to maintain consistency and comparability across reporting periods, in line with GHG Protocol requirements. Targets are not otherwise affected by this.

Risk management

Effective risk management and the continuous observation of material risks are key element of INFICON's business success. INFICON maintains a robust, ongoing risk management process for the identification, evaluation, prioritisation and response to risks. The Group-wide enterprise risk assessment is reviewed and approved by the Board of Directors. Early identification, standardised policies, guidelines and professional management of risks are key pillars of the risk management. On a yearly basis, potential risks and opportunities which are material to specific business units as well as the Group are outlined and discussed during the Annual Strategy review. INFICON's Audit Committee / Board defines guidelines for the risk assessment process to be implemented and maintained by the management. The responsibility for the first identification and assessment of risks obtains to the Group Management consisting of the CEO and CFO. In regular Audit Committee meetings, INFICON discusses potential risks and opportunities, agreeing on targets and actions, while also reviewing the internal risk management processes. In the year under review, INFICON identified and assessed climate-related risks and opportunities for the first time. For the future, the company will more explicitly and systematically integrate climate-related issues into their existing risk categories.

Metrics and targets

Detailed information on our decarbonization plans and approaches to reduce greenhouse gas emissions can be found in the Energy and Carbon Emissions section of the sustainability report.

GRI CONTENT INDEX



CONTENT INDEX
ESSENTIALS SERVICE

2026

INFICON has reported in accordance with the GRI Standards for the period from 01 January 2025 to 31 December 2025. For the Content Index – Essentials Service, GRI Services reviewed that the GRI content index has been presented in a way consistent with the requirements for reporting in accordance with the GRI Standards, and that the information in the index is clearly presented and accessible to the stakeholders. The service was performed on the English version of the report.

GRI 1 used	GRI 1: Foundation 2021
Applicable GRI sector standard(s)	None

General Disclosures

GRI Standard	Disclosure	Location/Information	Omission
GRI 2: General Disclosures 2021	2-1 Organizational Details	p. 18	
	2-2 Entities included in the organization's sustainability reporting	p. 82–83	
	2-3 Reporting period, frequency and contact point	Fiscal year 2025, annually Publication date: March 24, 2026 Contact: Matthias Tröndle, Vice President and CFO INFICON HOLDING AG, Hintergasse 15 B CH-7310 Bad Ragaz, Switzerland Tel. +41 81 300 4980 Fax +41 81 300 4988 E-mail: matthias.troendle@inficon.com	
	2-4 Restatements of information	p. 54, 69	
	2-5 External assurance	no external assurance	
Activities and workers			
GRI 2: General Disclosures 2021	2-6 Activities, value chain and other business relationships	p. 44–45, 82–83	
	2-7 Employees	p. 60	
	2-8 Workers who are not employees	p. 60	

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GRI Standard	Disclosure	Location/Information	Omission
Governance			
GRI 2: General Disclosures 2021	2-9 Governance structure and composition	p. 20–24	
	2-10 Nomination and selection of the highest governance body	p. 20–24	
	2-11 Chair of the highest governance body	p. 22	
	2-12 Role of the highest governance body in overseeing the management of impacts	p. 21, 62	
	2-13 Delegation of responsibility for managing impacts	p. 21, 62	
	2-14 Role of the highest governance body in sustainability reporting	p. 21, 62	
	2-15 Conflicts of interest	p. 25, 48	
	2-16 Communication of critical concerns	p. 49	
	2-17 Collective knowledge of the highest governance body	p. 22–24	
	2-18 Evaluation of the performance of the highest governance body	p. 30–33	
	2-19 Remuneration policies	p. 30–33	
	2-20 Process to determine remuneration	p. 30–33	
	2-21 Annual total compensation ratio	p. 33–35	
Strategy, policies and practices			
GRI 2: General Disclosures 2021	2-22 Statement on sustainable development strategy	p. 39	
	2-23 Policy commitments	p. 48–50	
	2-24 Embedding policy commitments	p. 48–50	
	2-25 Processes to remediate negative impacts	p. 49	
	2-26 Mechanisms for seeking advice and raising concerns	p. 49	
	2-27 Compliance with laws and regulations	p. 49	
	2-28 Membership associations	p. 43–44	
	Stakeholder engagement		
GRI 2: General Disclosures 2021	2-29 Approach to stakeholder engagement	p. 40–43	
	2-30 Collective bargaining agreements	Collective bargaining agreements exist in Germany and Sweden (about 21% of work force).	

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MATERIAL TOPICS

GRI Standard	Disclosure	Location/Information	Omission
GRI 3: Material Topics 2021	3-1 Process to determine material topics	p. 39	
	3-2 List of material topics	p. 40	
Economic topics			
Technology leadership			
GRI 3: Material Topics 2021	3-3 Management of material topics	p. 45	
Market leadership			
GRI 3: Material Topics 2021	3-3 Management of material topics	p. 45–46	
Customer relations			
GRI 3: Material Topics 2021	3-3 Management of material topics	p. 46–47	
Product quality and compliance			
GRI 3: Material Topics 2021	3-3 Management of material topics	p. 47	
Product impact			
GRI 3: Material Topics 2021	3-3 Management of material topics	p. 47–48	
Governance topics			
Good governance			
GRI 3: Material Topics 2021	3-3 Management of material topics	p. 48–49	
GRI 205: Anti-corruption 2016	205-1 Operations assessed for risks related to corruption	p. 49	
	205-2 Communication and training about anti-corruption policies and procedures	p. 48–49	
	205-3 Confirmed incidents of corruption and actions taken	p. 49	
GRI 206: Anti-competitive Behavior 2016	206-1 Legal actions for anti-competitive behavior, anti-trust, and monopoly practices	p. 49	
Responsible supply chain management			
GRI 3: Material Topics 2021	3-3 Management of material topics	p. 50	
GRI 408: Child Labor 2016	408-1 Operations and suppliers at significant risk for incidents of child labor	p. 50	
GRI 409: Forced or Compulsory Labor 2016	409-1 Operations and suppliers at significant risk for incidents of forced or compulsory labor	p. 50	

INFICON Sustainability Report 2025

GRI Standard	Disclosure	Location/Information	Omission
Environmental topics			
Environmental management system			
GRI 3: Material Topics 2021	3-3 Management of material topics	p. 51–52	
Energy and carbon emissions			
GRI 3: Material Topics 2021	3-3 Management of material topics	p. 53–54	
GRI 302: Energy 2016	302-1 Energy consumption within the organisation	p. 54	
	302-3 Energy intensity	p. 54	
GRI 305: Emissions 2016	305-1 Direct (Scope 1) GHG emissions	p. 54	
	305-2 Energy indirect (Scope 2) GHG emissions	p. 54	
	305-5 Reduction of GHG emissions	p. 54	
Efficient materials sourcing and use			
GRI 3: Material topics 2021	3-3 Management of material topics	p. 55	
GRI 306: Waste 2020	306-3 Waste generated	p. 55	
	306-4 Waste diverted from disposal	p. 55	
	306-5 Waste directed to disposal	p. 55	
Social topics			
Attractive employer			
GRI 3: Material topics 2021	3-3 Management of material topics	p. 56–57	
GRI 401: Employment 2016	401-1 New employee hires and employee turnover	p. 57	
Diversity, equity, and inclusion			
GRI 3: Material topics 2021	3-3 Management of material topics	p. 57–58	
GRI 405: Diversity and Equal Opportunity 2016	405-1 Diversity of governance bodies and employees	p. 60	
GRI 406: Non-discrimination 2016	406-1 Incidents of discrimination and corrective actions taken	p. 58	
Occupational health and safety			
GRI 3: Material topics 2021	3-3 Management of material topics	p. 58–59	

INFICON Sustainability Report 2025

GRI Standard	Disclosure	Location/Information	Omission
GRI 403: Occupational Health and Safety 2018	403-1 Occupational health and safety management system	p. 58–59	
	403-2 Hazard identification, risk assessment, and incident investigation	p. 58–59	
	403-3 Occupational health services	p. 58–59	
	403-4 Worker participation, consultation, and communication on occupational health and safety	p. 58–59	
	403-5 Worker training on occupational health and safety	p. 58–59	
	403-6 Promotion of worker health	p. 58–59	
	403-7 Prevention and mitigation of occupational health and safety impacts directly linked by business relationships	p. 58–59	
	403-9 Work-related injuries	p. 59	
	Training and education		
GRI 3: Material topics 2021	3-3 Management of material topics	p. 59	
GRI 404: Training and Education 2016	404-2 Programs for upgrading employee skills and transition assistance programs	p. 59	
Community relations			
GRI 3: Material topics 2021	3-3 Management of material topics	p. 61–62	
GRI 413: Local Communities 2016	413-1 Operations with local community engagement, impact assessments, and development programs	p. 61–62	

Financial Review

Net sales

In 2025, net sales reached USD 673.7 million compared with USD 671.0 million in 2024, reflecting an increase of USD 2.8 million (+0.4%) and with this reaching the highest level reported to date. This includes a positive impact of USD 8.2 million (+1.2%) due to foreign exchange (FX) rate fluctuations. Adjusting for FX effects and acquisitions, net sales marginally declined year-over-year by 0.8%.

In the Group's largest market, Semi & Vacuum Coating (representing 49.0% of Group Sales), revenue decreased by 2.9% (USD 9.9 million) to USD 330.0 million. In a market environment strongly affected by the international trade and technology disputes, Asia Pacific remained the largest contributor, achieving double-digit growth. Sales in the General Vacuum market (25.9% of Group sales) increased by 11.8% (USD 18.4 million) to USD 174.8 million, showing a strong recovery across Europe, China and Asia Pacific.

Sales in the Refrigeration, Air Conditioning & Automotive market grew by 2.4% (USD 3.3 million) to USD 137.1 million, despite market continued volatility in the electric vehicle (EV) sector. This market accounted for 20.3% of total Group sales. Sales in the Security & Energy market (4.7% of Group sales) declined by 22.2% (USD 9.1 million) to USD 31.8 million as forecasted, reflecting the cyclical nature of public sector orders. However, 2025 order intake underscores the market's long-term attractiveness, particularly amid rising defense budgets.

Gross profit

Gross profit margin decreased to 44.9% (-2.2 p.a. versus the previous year), primarily reflecting temporary impacts from trade disputes and tariffs, strategic capacity duplication, and continued headwinds from foreign exchange rates.

Operating expenses

We continued to invest in core research and development programs as a key driver of the Group's future growth, with R&D expenses increasing by 7.4% to USD 55.4 million, representing 8.2% of Net Sales. At the same time, selling, general and administrative expenses increased moderately by 4.7% to USD 134.8 million (20.0% of net sales). While the majority of the increase is attributed to adverse foreign exchange rate effects, it incorporates ongoing measures to enhance efficiency and selective strategic investments.

Operating income

The income from operations amounted to USD 112.3 million (16.7% of net sales), compared with USD 136.0 million (20.3% of net sales) in the previous year. While net sales grew moderately, the decline was primarily driven by continued material impacts from tariffs, foreign exchange fluctuations, and capacity duplication resulting from the trade war, particularly in Q2 and Q3. Q4, however, marked a clear recovery in line with the measures implemented.

Financial Result

The financial result has reached USD (5.3) million after USD 0.3 million in 2024. This decrease was primarily driven by increased currency losses, partially balanced by optimized interest income and expenses.

Net Income and Diluted Earnings per Share

Net income and diluted earnings per share were USD 85.8 million and USD 3.51 per share, compared with USD 112.8 million and USD 4.61 per share in 2024 (restated for comparability after the stock split in 2025). The 23.9% decrease in diluted earnings per share aligns with the 23.9% decrease in net income.

Balance Sheet and Liquidity

Cash and cash equivalents as of December 31, 2025, totaled USD 131.9 million, reflecting an increase of USD 12.6 million compared with USD 119.2 million on December 31, 2024.

Financial Review

Inventories increased, partly due to foreign exchange effects by 6.9% to USD 153.9 million as of December 31, 2025, compared with December 31, 2024, maintaining inventory turns at 2.4 consistent with the previous year level, using a 4-point average of quarter-end inventory balances.

Trade accounts receivable increased by 5.5% to USD 93.2 million as of December 31, 2025, compared with the same date in the prior year, partly reflecting strong shipments in the fourth quarter while maintaining an efficient collection process.

Property, Plant & Equipment increased by 11.3% by USD 14.8 million to USD 145.7 million as of December 31, 2025 compared with USD 130.9 million as of December 31, 2024. This growth reflects investments into adjusting INFICON's global production footprint and exchange rate differences.

Short-term financial liabilities at December 31, 2025 increased by USD 6.3 million to USD 50.6 million (December 31, 2024: USD 44.3 million).

Consolidated Balance Sheet

(US Dollars in Thousands, except share and per share amounts)

	Note	December 31, 2025	December 31, 2024
Assets			
Cash and cash equivalents		131,853	119,227
Trade accounts receivable	3	93,162	88,270
Inventories	4	153,867	143,909
Prepayments and accrued income		6,524	4,757
Other current assets		19,842	13,161
Total current assets		405,248	369,324
Property, plant, and equipment	5	145,664	130,877
Intangible assets	6	4,672	5,576
Deferred tax assets		17,635	20,263
Financial assets		2,099	1,945
Total non-current assets		170,070	158,661
Total assets		575,318	527,985
Liabilities and Shareholders' Equity			
Trade accounts payable		17,939	17,377
Short-term financial liabilities	7	50,606	44,278
Short-term provisions	8	26,187	27,595
Income taxes payable		11,012	12,524
Accrued expenses and deferred income	9	16,234	14,983
Other current liabilities		15,965	17,193
Total current liabilities		137,943	133,950
Long-term provisions	8	4,632	6,379
Deferred tax liabilities		6,327	5,643
Total non-current liabilities		10,959	12,022
Total liabilities		148,902	145,972
Common stock		6,860	6,860
Capital reserves		(648)	(160)
Treasury shares		(323)	(1,265)
Retained earnings		424,263	396,623
Foreign currency translation		(3,736)	(20,045)
Total shareholders' equity		426,416	382,013
Total liabilities and shareholders' equity		575,318	527,985

Consolidated Statement of Income

(US Dollars in Thousands, except share and per share amounts)

Year ended December, 31	Note	2025	2024
Net sales		673,715	670,954
Cost of sales		(371,254)	(354,685)
Gross profit		302,461	316,269
Research and development		(55,374)	(51,543)
Selling expense		(34,878)	(35,135)
General and administrative expense		(99,942)	(93,578)
Operating income		112,267	136,013
Financial result	13	(5,332)	319
Ordinary income		106,935	136,332
Earnings before income taxes (EBT)		106,935	136,332
Income taxes	14	(21,119)	(23,579)
Net income		85,816	112,753
Earnings per share:			
Basic*		3.51	4.61
Dilution		0.00	0.00
Diluted*		3.51	4.61

* Restated 2021–2024 due to the 1:10 share split in April 2025

Consolidated Statement of Shareholders' Equity

(US Dollars in Thousands, except share and per share amounts)

	Note	Common stock	Capital reserves	Treasury Shares	Goodwill	Foreign currency translation	Other retained earnings	Total shareholders' equity
Balance at January 1, 2024		6,860	(484)	(1,347)	(56,224)	(6,524)	397,705	339,986
Net income							112,753	112,753
Foreign currency translation adjustments						(13,521)		(13,521)
Acquisition of treasury shares				(1,496)				(1,496)
Stock-based compensation			324	1,578				1,902
Dividend							(55,004)	(55,004)
Adjustment of Goodwill	12				(2,607)			(2,607)
Balance at December 31, 2024		6,860	(160)	(1,265)	(58,831)	(20,045)	455,454	382,013
Balance at January 1, 2025		6,860	(160)	(1,265)	(58,831)	(20,045)	455,454	382,013
Net income							85,816	85,816
Foreign currency translation adjustments						16,309		16,309
Acquisition of treasury shares				(1,355)				(1,355)
Stock-based compensation			(488)	2,297				1,809
Dividend							(58,176)	(58,176)
Balance at December 31, 2025		6,860	(648)	(323)	(58,831)	(3,736)	483,094	426,416

Consolidated Statement of Cash Flow

(US Dollars in Thousands, except share and per share amounts)

Year ended December, 31	<i>Note</i>	2025	2024
Cash flows from operating activities:			
Net income		85,816	112,753
Adjustments to reconcile net income to net cash provided by operating activities:			
Depreciation	5	18,559	16,745
Amortization	6	2,148	2,602
Other expense/income that do not affect the fund		2,297	0
Changes in operating assets and liabilities, excluding effects from acquisition:			
Trade accounts receivable		(532)	5,559
Inventories		(814)	4,299
Other assets		1,130	(2,310)
Trade accounts payable		(1,010)	(8,512)
Accrued liabilities and provisions		(1,570)	(6,649)
Financial expenses		(54)	0
Income taxes payable		(9,644)	(6,920)
Other liabilities		(9,538)	2,826
FX impact excluding cash		2,837	(3,917)
Net cash provided by operating activities		89,625	116,476
Cash flows from investing activities:			
Purchase of property, plant and equipment	5	(20,858)	(27,587)
Disposal of property, plant and equipment	5	238	76
Purchase of intangible assets	6	(971)	(774)
Disposal of intangible assets	6	6	0
Acquisitions of businesses net of cash acquired	17	0	(2,250)
Loans granted		29	3
Net cash used in investing activities		(21,556)	(30,532)
Cash flows from financing activities:			
Cash dividend paid		(58,176)	(55,004)
Purchase/disposal of treasury shares		(1,355)	(1,496)
Proceeds from borrowings		57,922	48,866
Repayments of borrowings		(57,889)	(56,821)
Net cash used in financing activities		(59,498)	(64,455)
Effect of exchange rate changes on cash and cash equivalents		4,055	(3,878)
Change in cash and cash equivalents		12,626	17,611
Cash and cash equivalents at beginning of period		119,227	101,616
Cash and cash equivalents at end of period		131,853	119,227

Notes to Consolidated Financial Statements

(US Dollars in Thousands, except share and per share amounts)

1 Description of Business

INFICON HOLDING AG (INFICON or the “Company”) is a corporation (Aktiengesellschaft) domiciled in Bad Ragaz, Switzerland, and organized under the laws of Switzerland.

The Company’s stock is traded on the SIX Swiss Exchange in Switzerland. INFICON provides world-class instruments for gas analysis, measurement, and control. Our products are essential for gas leak detection in automotive manufacturing, refrigeration and air conditioning. They are also vital to equipment manufacturers and end users involved in the complex fabrication of semiconductors and thin-film coatings for optics, flat panel displays, solar cells, and industrial vacuum coating applications. Other users of vacuum-based processes include the life sciences, research, aerospace, packaging, heat treatment, laser cutting, and many other industrial sectors. The Company also leverages its expertise in vacuum technology to provide unique, toxic chemical analysis products for emergency response, security, and environmental monitoring.

INFICON has best in class manufacturing facilities in Germany, Liechtenstein, the United States, Malaysia and China, as well as subsidiaries in China, Denmark, Finland, France, Germany, Hongkong, Italy, Japan, Korea, Liechtenstein, Malaysia, Mexico, Singapore, Sweden, Switzerland, Taiwan, the United Kingdom, and the United States.

2 Summary of Significant Accounting Policies

Basis of Preparation

The consolidated financial statements give a true and fair view of the financial position, results of operations and cash flows of the Company. They have been prepared in accordance with the complete set of Swiss GAAP Accounting and Reporting Recommendations (Swiss GAAP FER) and are based on the subsidiaries’ annual financial statements at December 31, which are prepared using unified classification and accounting policies. The consolidated financial statements are prepared under the going concern assumption, based on the historical cost principle with the exception of certain items such as derivative financial instruments and short-term investments, which are carried on the balance sheet at their fair value. The consolidated financial statements comply with the Listing Rules of the SIX Swiss Exchange and the provisions of Swiss Corporation Law. The Board of Directors of INFICON HOLDING AG approved the consolidated financial statements on March 20, 2026 for submission to the Annual General Meeting on April 22, 2026.

Consolidation

These consolidated financial statements include INFICON HOLDING AG and all companies that INFICON controls. Control exists if INFICON (the “Group”) holds directly or indirectly more than half of the voting rights, or has other means of controlling the company.

The financial statements of subsidiaries are prepared using uniform classification and accounting policies. The reporting date for INFICON HOLDING AG, all subsidiaries and the consolidated financial statements is December 31.

The full consolidation method is applied to all subsidiaries over which control exists. Their assets, liabilities, income and expenses are incorporated in full. The purchase method of consolidation is used to account for the acquisition of subsidiaries. Under this method, the carrying amount of the investment in a subsidiary is offset against the Group’s share of the fair value of

Notes to Consolidated Financial Statements

(US Dollars in Thousands, except share and per share amounts)

the subsidiary's net assets. Intercompany transactions and balances are eliminated. Unrealized intercompany profits on goods and services supplied within the Group but not yet sold to third parties are eliminated on consolidation.

Companies acquired, established or those in which the Group increases its interest and thereby obtains control during the year are consolidated from the date of formation or date on which the control commences. Companies are deconsolidated from the date that control effectively ceases upon disposal or a reduction in ownership interest.

The following companies are included in these consolidated financial statements:

Company	Domicile	Participation rate
INFICON Holding AG	Bad Ragaz (CH)	
INFICON (Guangzhou) Instruments Co., Ltd.	Guangzhou (CN)	100%
INFICON Instruments Shanghai Co. Ltd.	Shanghai (CN)	100%
INFICON GmbH	Cologne (DE)	100%
INFICON Aaland Ab	Mariehamn (FI)	100%
INFICON S.A.R.L.	Courtaboeuf (FR)	100%
INFICON Ltd.	Hong Kong (HK)	100%
INFICON S.r.l.	Bozen (IT)	100%
INFICON Co., Ltd.	Kawasaki-shi (JP)	100%
INFICON Ltd.	Bungdang (KR)	100%
INFICON AG	Balzers (LI)	100%
INFICON AB	Linköping (SE)	100%
INFICON Pte. Ltd.	Singapore (SG)	100%
INFICON Ltd.	Chubei City (TW)	100%
INFICON Ltd.	Blackburn (UK)	100%
INFICON Inc.	Syracuse, NY (US)	100%
INFICON EDC Inc.	Overland Park, KS (US)	100%
INFICON InstruTech LLC.	Longmont, CO (US)	100%
INFICON ApS	Kopenhagen (DK)	100%
IFCN.SW, S. de R.L. de C.V.	Corregidora Qro., Mexico	100%
INFICON Malaysia Sdn Bhd	Shah Alam, Selangor, Malaysia	100%

* There were no changes in scope in 2025

Significant Accounting Policies and Estimates

The preparation of financial statements in conformity with Swiss GAAP FER requires management to make estimates and assumptions that affect the reported and disclosed amounts of (contingent) assets and liabilities at the dates of the financial statements and the reported amounts of revenues and expenses. Management bases its estimates and judgments on historical experience and on various other factors believed to be reasonable under the circumstances that form the basis for making judgments about the carrying values of assets and liabilities that are not readily apparent from other sources. Actual results may differ from these estimates under different assumptions or conditions. The main estimates include provisions, allowances for trade accounts receivables and inventories.

Cash and Cash Equivalents and Short-Term Investments

The Company considers all highly-liquid investments with a maturity of three months or less as of balance sheet date with no significant changes in value to be cash equivalents. The Company classifies investments with a maturity of more than three months as of balance sheet date as short-term investments. Short-term investments consist of certificates of deposit, time deposits, or money market mutual funds.

Trade Accounts Receivable

Trade accounts receivable and other current receivables are recognized at nominal value less allowance for any impairment. Doubtful receivables are provided for by way of specific allowances for known or alleged specific risks. Furthermore, an additional lump-sum allowance is set-up based on accounts receivable aging and taking into account the actual losses expected based on past experience.

Notes to Consolidated Financial Statements

(US Dollars in Thousands, except share and per share amounts)

Inventories

Inventories are stated at the lower of cost and net realizable value. Purchasing discounts received are offset against the production cost of inventories. Production cost comprises all direct material and manufacturing costs as well as those overheads that have been incurred in bringing the inventories to their present location and condition. Cost is determined by the moving average method. Appropriate allowances are made for slow-moving inventories and obsolete inventories are fully written off. If the net realizable value of inventories is lower than their purchase price or production cost, then their carrying amount is written down as necessary.

Property, Plant, and Equipment

Property, plant, and equipment are stated at cost, less accumulated linear depreciation and less any impairment loss. Expenditures for major renewals and improvements that extend the useful lives of property, plant and equipment are capitalized. Expenditures for maintenance and repairs are charged to expense as incurred. When assets are sold or otherwise disposed of, the cost and related accumulated depreciation are eliminated from the accounts and any resulting gain or loss is recognized in earnings. The Group does not depreciate land.

The estimated useful lives and depreciation periods in years are as follows:

Category	Years
Buildings	20-30
Machinery and equipment	5-10
Lease Improvements	5-10
Demonstration equipment	2
Other tangible assets	5-10
Technology*	5-10
Software	3
Trademarks & Patents	5-10
Other intangible assets	5-10

* Technology-related intangible assets include knowledge and processes in form of patents, know-how, proprietary processes, product recipes and formulas, product approvals and certifications, designs, drawings, technical manuals, and more.

Intangible Assets

Acquired intangible assets are recognized in the balance sheet if they are to bring measurable benefits to the company over several years. They are valued at historical cost less straight-line amortization over the estimated useful lives of 3 to 10 years. The adjusted Swiss GAAP FER 30, applicable as of January 1, 2024, mandates that all intangible assets, such as patents, trademarks, and customer relationships, acquired through and used to justify an acquisition transaction, be separately recognized and measured at fair value as of the acquisition. In the past customer and distributor relationships were not capitalised but offset against equity.

Goodwill

Goodwill arising on business combinations represents the excess of the cost of acquisition over the Group's interest in the fair value of the recognized assets and liabilities at the date of acquisition. Goodwill from acquisitions is fully offset against equity at the date of acquisition. The impact of the theoretical capitalization and amortization of goodwill is disclosed in the notes to the consolidated financial statements. For the determination of goodwill from acquisitions, parts of the purchase price contingent on future performance are estimated at the date of acquisition. Any changes in contingent consideration are offset against goodwill in equity.

Impairment of Non-current Assets and Goodwill

At every balance sheet date an assessment is made for non-current assets (in particular property, plant, equipment, intangible assets, financial assets as well as goodwill offset against equity) whether indicators for impairment exist. If indicators for an impairment exist, the recoverable amount of the asset is determined. An asset's recoverable amount is the higher of its fair value less costs to sell and its value in use. Where it is not possible to estimate the recoverable amount of an individual asset, the Group estimates the recoverable amount of the smallest cash-generating unit to which the asset belongs. When the carrying amount of an asset exceeds its recoverable amount, an impairment loss is recognized separately in the income statement.

Notes to Consolidated Financial Statements

(US Dollars in Thousands, except share and per share amounts)

As goodwill is fully offset against equity at the date of acquisition, impairment of goodwill will not affect income, but be disclosed in the notes to the consolidated financial statements.

Pension Benefits

Pension benefit assets and obligations are recognized in the consolidated financial statements according to the group's guidelines. The actual economic impact of pension plans is calculated at each balance sheet date. A pension asset is recorded when an economic benefit exists, meaning that such economic benefit will be used to reduce future pension contributions by the Company. A pension liability is recognized when an economic obligation exists – that is, when the criteria for recording a provision are satisfied.

Trade Payables and Other Payables

Trade accounts payable and Other liabilities are recognized at par value.

Provisions

Provisions are recognized when the Group has a present obligation as a result of a past event, it is probable that an outflow of resources will be required to settle the obligation and a reliable estimate of the amount can be made. A provision for the expected costs associated with restructuring is recognized when a detailed restructuring plan has been developed and the measures have been approved and communicated before the balance sheet date.

Revenue Recognition

Revenues primarily relate to the sale of instruments for gas analysis, measurement and control and is recognized when risks and rewards as well as control has been passed to the acquirer and income and related expense can be determined reliably.

Research and Development

Research and development costs are expensed as incurred.

Shipping and Handling Costs

Revenue and costs associated with shipping products to customers are included in sales or cost of sales.

Share-based Plan

In 2014 a equity based share program for the Board of Directors has been introduced. The shares are subject to a 3-year mandatory holding period.

In 2015 a equity based share program for the Group Management and Key Employees has been introduced. The shares to the Group Management were granted on April 15th in 2025 and July 1st in 2024 and are subject to a holding period of 3 years. INFICON's remuneration policy is generally performance oriented and includes a variable component for all employees.

The variable performance-based compensation structure distinguishes between a short-term incentive plan (STI) and a long-term incentive plan (LTI), with eligibility determined by the employee's function within the company.

As to Key Employees, within this plan, 50% of the shares are allotted on the grant date and are subject to a four-year blocking period. The remaining 50% will be allotted over the next four years – one fourth each year – and will not be subject to any blocking period.

Share-based compensation is stated at fair value at the grant date and recognized in personnel expense in the period in which the service is performed.

Income Tax Expense

Current income tax is calculated on taxable profits for the year and recognized on an accrual basis. Deferred income tax is provided, using the liability method, on all temporary differences and recognized as tax liabilities or assets. Temporary differences arise between the tax bases of assets and liabilities and their carrying amounts in the consolidated financial statements. The same method is also used to provide for differences arising on acquisitions between the fair value and tax base of the assets acquired. Deferred tax assets and liabilities are offset when the Group has a legally enforceable right and intends to settle its current tax assets and liabilities on a net basis. Deferred tax is calculated using local tax rates that have been enacted by the balance sheet date. Tax losses carried forward and tax credits are recognized as deferred tax assets to the extent that it is probable that future taxable profits will be available against which they can be utilized.

Notes to Consolidated Financial Statements

(US Dollars in Thousands, except share and per share amounts)

Foreign Currency Translation

The functional currency of the Company's foreign subsidiaries is the applicable local currency. For those subsidiaries, assets and liabilities are translated to US Dollars at year-end exchange rates. Income and expense accounts are translated at the average annual exchange rates in effect during the year. The effects of foreign currency translation adjustments are taken to retained earnings (currency translation difference) and not recognized in the income statement.

The following foreign exchange rates versus the US Dollar have been applied when translating the financial statements of the Company's major subsidiaries:

Currency		Period-end rates		Average rates	
		2025	2024	2025	2024
Swiss Franc	USD	1.2652	1.1069	1.2060	1.1364
Euro	USD	1.1757	1.0444	1.1297	1.0823
Japanese Yen	USD	0.0064	0.0063	0.0067	0.0066
Hong Kong Dollar	USD	0.1285	0.1288	0.1283	0.1282
Chinese Renminbi	USD	0.1430	0.1370	0.1391	0.1390
Korean Won	USD	0.0007	0.0007	0.0007	0.0007
Taiwan Dollar	USD	0.0318	0.0328	0.0321	0.0321

3 Trade Accounts Receivable

Trade accounts receivable and related bad debt allowance are recorded as follows as at December 31:

	2025	2024
Trade accounts receivable, gross	94,566	89,835
Bad debt allowance	(1,404)	(1,565)
Total trade accounts receivable, net	93,162	88,270

4 Inventories

Inventories and related reserves consist of the following at December 31:

	2025	2024
Raw material	97,940	98,637
Work-in-process	6,637	6,022
Finished goods	62,379	50,607
Advance Payments to suppliers	1,067	1,093
Inventory Valuation Adjustment	(14,156)	(12,450)
Balance at December 31,	153,867	143,909

5 Property, Plant, and Equipment

The components of property, plant, and equipment consist of the following at December 31:

Property, plant, and equipment 2025	Land	Buildings	Machinery and equipment	Leasehold improvements	Prepayments and tangible fixed assets under construction	Demonstration equipments	Other tangible fixed assets	Total property, plant, and equipment
At cost								
At January 1, 2025	10,107	57,423	113,363	29,856	22,733	9,441	20,249	263,172
Additions	288	735	5,714	2,222	9,741	362	2,128	21,190
Disposals	-	-	(1,221)	(31)	(88)	(110)	(357)	(1,807)
Reclassifications	-	2,018	10,383	3,931	(16,408)	(160)	474	238
Exchange Differences	1,243	2,788	11,424	3,481	1,553	515	2,556	23,560
At December 31, 2025	11,638	62,964	139,663	39,459	17,531	10,048	25,050	306,353
Accumulated depreciations:								
At January 1, 2025	-	25,612	70,029	14,710	-	8,438	13,506	132,295
Depreciation	-	2,227	11,267	2,265	-	783	2,017	18,559
Disposals	-	-	(1,083)	(20)	-	(110)	(357)	(1,570)
Reclassifications	-	-	160	-	-	(172)	12	-
Exchange Differences	-	915	6,557	1,740	-	459	1,734	11,405
At December 31, 2025	-	28,754	86,930	18,695	-	9,398	16,912	160,689
Net book values:								
At January 1, 2025	10,107	31,811	43,334	15,146	22,733	1,003	6,743	130,877
At December 31, 2025	11,638	34,210	52,733	20,764	17,531	650	8,138	145,664

Property, plant, and equipment 2024	Land	Buildings	Machinery and equipment	Leasehold improvements	Prepayments and tangible fixed assets under construction	Demonstration equipments	Other tangible fixed assets	Total property, plant, and equipment
At cost								
At January 1, 2024	2,434	55,555	115,369	31,584	17,272	9,595	18,126	249,935
Additions	7,592	2,558	1,743	485	10,996	959	3,254	27,587
Disposals	-	-	(61)	(419)	(1,085)	(688)	(158)	(2,411)
Reclassifications	480	506	2,271	168	(3,546)	(8)	141	12
Exchange Differences	(399)	(1,196)	(5,959)	(1,962)	(904)	(417)	(1,114)	(11,951)
At December 31, 2024	10,107	57,423	113,363	29,856	22,733	9,441	20,249	263,172
Accumulated depreciations:								
At January 1, 2024	-	23,881	64,348	14,144	-	8,570	12,584	123,527
Depreciation	-	2,134	10,001	1,889	-	887	1,834	16,745
Disposals	-	-	(1,121)	(419)	-	(636)	(158)	(2,334)
Reclassifications	-	(1)	20	-	-	(8)	1	12
Exchange Differences	-	(402)	(3,219)	(904)	-	(375)	(755)	(5,655)
At December 31, 2024	-	25,612	70,029	14,710	-	8,438	13,506	132,295
Net book values:								
At January 1, 2024	2,434	31,674	51,021	17,440	17,272	1,025	5,542	126,408
At December 31, 2024	10,107	31,811	43,334	15,146	22,733	1,003	6,743	130,877

Notes to Consolidated Financial Statements

(US Dollars in Thousands, except share and per share amounts)

6 Intangible Assets

Intangible assets 2025	Technology	Software	Trademarks & Patents	Other Tangibles	Total
At cost					
At January 1, 2025	13,140	14,182	1,780	2,406	31,508
Additions	515	473	–	–	988
Disposals	–	(19)	–	(22)	(41)
Reclassifications	–	101	–	(101)	–
Exchange Differences	1,070	1,766	190	177	3,203
At December 31, 2025	14,725	16,503	1,970	2,460	35,658

Accumulated amortization

At January 1, 2025	10,645	12,340	1,483	1,464	25,932
Amortization	778	1,172	123	75	2,148
Disposals	–	(19)	–	(22)	(41)
Exchange Differences	992	1,594	172	189	2,947
At December 31, 2025	12,415	15,087	1,778	1,706	30,986

Net book values

At January 1, 2025	2,495	1,842	297	942	5,576
At December 31, 2025	2,310	1,416	192	754	4,672

Intangible Assets 2024	Technology	Software	Trademarks & Patents	Other Tangibles	Total
At cost					
At January 1, 2024	12,892	14,737	1,784	1,586	30,999
Additions	795	460	100	919	2,274
Disposals	–	(91)	–	–	(91)
Exchange Differences	(547)	(924)	(104)	(99)	(1,674)
At December 31, 2024	13,140	14,182	1,780	2,406	31,508

Accumulated amortization

At January 1, 2024	10,501	11,492	1,400	1,483	24,876
Amortization	654	1,708	168	72	2,602
Disposals	–	(91)	–	–	(91)
Exchange Differences	(510)	(769)	(85)	(91)	(1,455)
At December 31, 2024	10,645	12,340	1,483	1,464	25,932

Net book values

At January 1, 2024	2,391	3,245	384	103	6,123
At December 31, 2024	2,495	1,842	297	942	5,576

7 Short-term financial liabilities

Total short-term financial liabilities at December 31, 2025 amount to USD 50,606 thereof USD 25,303 (2024: USD 22,139) in favor of the Landesbank Baden-Württemberg at December 31, 2025 with an interest rate of 0.95%–1.39% p.a. (2024: 1.40%–2.65% p.a.), and USD 25,303 (2024: USD 22,139) in favor of UBS (formerly Crédit Suisse AG) with an interest rate of 0.81%–1.19% p.a. (2024: 1.35%–2.53% p.a.).

8 Provisions

Provisions 2025	Warranty	Pension	Bonus & Commissions	Other	Total
At January 1, 2025	3,791	3,170	20,101	6,912	33,974
Addition	2,981	180	13,846	4,473	21,480
Usage	(1,676)	(137)	(18,060)	(2,058)	(21,931)
Release of unused amounts	(1,106)	(2,023)	(1,187)	(554)	(4,870)
FX difference	217	305	1,163	481	2,166
At December 31, 2025	4,207	1,495	15,863	9,254	30,819
Short term	3,457	246	15,863	6,620	26,187
Long term	750	1,249	–	2,634	4,632

At January 1, 2025	3,791	3,170	20,101	6,912	33,974
Addition	2,981	180	13,846	4,473	21,480
Usage	(1,676)	(137)	(18,060)	(2,058)	(21,931)
Release of unused amounts	(1,106)	(2,023)	(1,187)	(554)	(4,870)
FX difference	217	305	1,163	481	2,166
At December 31, 2025	4,207	1,495	15,863	9,254	30,819
Short term	3,457	246	15,863	6,620	26,187
Long term	750	1,249	–	2,634	4,632

Provisions 2024	Warranty	Pension	Bonus & Commissions	Other	Total
At January 1, 2024	4,007	4,425	23,653	5,369	37,454
Addition	1,975	795	15,138	4,909	22,817
Usage	(1,882)	(1,786)	(16,573)	(3,155)	(23,396)
Release of unused amounts	(184)	–	(1,220)	(28)	(1,432)
FX difference	(125)	(264)	(897)	(183)	(1,469)
At December 31, 2024	3,791	3,170	20,101	6,912	33,974
Short term	3,061	223	20,101	4,210	27,595
Long term	730	2,947	–	2,702	6,379

At January 1, 2024	4,007	4,425	23,653	5,369	37,454
Addition	1,975	795	15,138	4,909	22,817
Usage	(1,882)	(1,786)	(16,573)	(3,155)	(23,396)
Release of unused amounts	(184)	–	(1,220)	(28)	(1,432)
FX difference	(125)	(264)	(897)	(183)	(1,469)
At December 31, 2024	3,791	3,170	20,101	6,912	33,974
Short term	3,061	223	20,101	4,210	27,595
Long term	730	2,947	–	2,702	6,379

Notes to Consolidated Financial Statements

(US Dollars in Thousands, except share and per share amounts)

Discounting

There are no material discounting effects for the long-term provisions.

Warranty

INFICON provides warranties for its products and services in accordance with applicable local laws and contractual agreements.

The provision is calculated from past experience. The current provision for liability claims is based on actual claims reported, which are generally settled within one year. The long-term provision is based on historical experience for warranties with more than one year remaining warranty period.

9 Accrued Expenses and Deferred Income

The components of accrued liabilities are as follows at December 31:

	2025	2024
Salaries, wages and related costs	5,456	5,353
Deferred revenue	2,511	2,263
Professional fees	551	700
Other	7,716	6,667
Balance at December 31,	16,234	14,983

The "Other" category primarily comprises income tax accruals, development services, and other transactions not yet invoiced as of December 31.

10 Shareholders' Equity

Each share entitles the registered owner to one vote at the General Meeting of Shareholders, as well as a share of dividends or distribution from capital contribution reserve, if any, declared by the Company and proceeds from liquidation, corresponding to its nominal value as a percentage of the total nominal value of issued share capital.

During the financial year 2025, the Company implemented a share split in the ratio of 1:10. For comparability purposes, the comparative information relating to the number of shares for the prior year has been

restated as if the share split had been effective at the beginning of the comparative period.

The Articles of Incorporation provide a capital bandwidth (according to Art. 653s–653v of the Swiss Code of Obligations) with an lower limit of TCHF 11,615 and an upper limit of TCHF 12,837. The Articles of Incorporation can be accessed via the following weblink <https://www.inficon.com/media/9261/download/Articles-of-Association.pdf?v=1&inline=true&language=en>

a) Treasury Shares 2025

	Number of treasury shares	Price per share in CHF		Volume-weighted average
		Highest	Lowest	
Balance as of January 1 (restated)	8,850			
Purchases March 24, 2025 (restated)	7,000	97.00	96.35	96.94
Purchases June 2, 2025	4,461	95.62	95.57	95.62
Purchases June 3, 2025	539	95.62	95.57	95.57
Allocation to Members of the Board of Directors	(2,687)			
Allocation to Group Management and Key Employees	(13,920)			
Balance as of December 31	4,243			

b) Treasury Shares 2024 (restated)*

	Number of treasury shares	Price per share in CHF		Volume-weighted average
		Highest	Lowest	
Balance as of January 1	13,490			
Purchases June 26, 2024	5,000	138.00	135.40	136.90
Purchases August 23, 2024	5,000	121.40	119.00	120.73
Allocation to Members of the Board of Directors	(1,800)			
Allocation to Group Management and Key Employees	(12,840)			
Balance as of December 31	8,850			

* During the financial year 2025, the Company implemented a share split in the ratio of 1:10. For comparability purposes, the comparative information relating to the number of shares for the prior year has been restated as if the share split had been effective at the beginning of the comparative period.

At December 31, 2025, the acquisition costs for a number of 12,000 shares purchased during the year amounted to TUSD 1,471 (TCHF 1,163) compared with TUSD 1,430 (TCHF 1,292) at December 31, 2024, for a number of 10,000 (restated) purchased shares in 2024.

The statutory or legal reserves that may not be distributed, amount to CHF 2,590 at December 31, 2025 (December 31, 2024: CHF 2,590).

Notes to Consolidated Financial Statements

(US Dollars in Thousands, except share and per share amounts)

11 Share-based Plans

Share Plans

In 2014 a share program for the Board of Directors has been introduced. The shares are subject to a 3-year mandatory holding period.

The share program for the Group Management and the Key Employees is intended to provide an additional incentive to maintain continued employment, contribute to the future success and prosperity, and enhance the value of the Company.

The variable performance-based compensation structure distinguishes between a short-term incentive plan (STI) and a long-term incentive plan (LTI), with eligibility determined by the employee's function within the company.

The shares to the Group Management are subject to a holding period of 3 years.

As to Key Employees, within this plan, 50% of the shares are allotted on the grant date and are subject to a four-year blocking period. The remaining 50% will be allotted over the next four years – one fourth each year – and will not be subject to any blocking period.

The average share price on the fifth trading day after the Ordinary Annual General Meeting serves as calculation base to establish the number of shares. The cost is determined by reference to the average market price of the shares as of the fifth trading day after the Ordinary Annual General Meeting. The difference between the acquisition costs and the average market price at grant date is allocated to the retained earnings. The costs of granted shares are recognized in other operating expenses.

In 2025 a number of 16,607 (2024: 14,640 (restated)) shares have been granted.

The impact of all share-based plans on the income statement as per December 31, 2025 amounts to USD 1,789 (2024: USD 1,945)

12 Goodwill

Goodwill from acquisitions is fully offset against equity at the date of acquisition. The impact of the theoretical capitalization and amortization of goodwill is disclosed below:

Theoretical movement schedule for goodwill:

	2025	2024
At cost		
At January 1,	35,941	33,555
Additions from acquisitions of subsidiaries	–	2,607
Subsequent Purchase Price Adjustments		
Exchange Differences	146	(221)
At December 31,	36,087	35,941
Accumulated amortization		
At January 1,	32,796	31,728
Amortization expense	1,167	1,164
Exchange Differences	75	(96)
At December 31,	34,038	32,796
Theoretical net book values		
At January 1,	3,145	1,827
At December 31,	2,049	3,145

Goodwill is theoretically amortized on a straight-line basis usually over 5 years.

Impact on income statement:

	2025	2024
Operating income according to income statement	112,267	136,013
Amortization of goodwill	(1,167)	(1,164)
Theoretical operating income incl. amortization of goodwill	111,100	134,849
Net income according to income statement	85,816	112,753
Amortization of goodwill	(1,167)	(1,164)
Theoretical net income incl. amortization of goodwill	84,649	111,589

Impact on balance sheet:

	2025	2024
Equity according to balance sheet	426,416	382,013
Equity as % of total assets	74.1%	72.4%
Theoretical capitalization of goodwill (net book value)	2,049	3,145
Theoretical equity incl. net book value of goodwill	428,465	385,158
Theoretical equity incl. net book value of goodwill as % of total assets incl. net book value of goodwill	74.2%	72.5%

No indicators of goodwill impairment have been identified. Previously, fully amortized goodwill was reversed in the theoretical goodwill movement schedule. Consequently, the theoretical net carrying amount cannot be reconciled to the statement of changes in equity.

Notes to Consolidated Financial Statements

(US Dollars in Thousands, except share and per share amounts)

13 Financial Result

The financial result consists of the following:

	2025	2024
FX Gain realised	5,641	7,308
FX Loss realised	(12,460)	(8,855)
FX Gain/Loss unrealised	190	1,247
Interest Income	2,288	2,575
Interest Expense	(991)	(1,956)
Total financial result	(5,332)	319

14 Income Taxes

Tax expense consists of the following:

	2025	2024
Current tax expense	20,983	22,798
Deferred tax expense	136	781
Total income taxes	21,119	23,579

As of December 31, 2025, the group average income tax rate for the year was 19.7% (2024: 17.3%).

The capitalization of the effects from tax loss carryforwards is reassessed annually and based on current assumptions and estimates by management. The total amount of tax loss carryforwards that can be used is USD 112 (2024: USD 353). Thereof USD 0 (2024: USD 0) can be used indefinitely. The entitlement for deferred income taxes on tax losses carried forward not yet used was USD 23 at December 31, 2025, as compared with USD 73 at December 31, 2024.

15 Earnings per Share

The Company computes basic earnings per share, which is based on the weighted average number of common shares outstanding, and diluted earnings per share, which is based on the weighted average number of common shares outstanding and all dilutive common equivalent shares outstanding. The dilutive effect of options, if any, is determined under the treasury stock method using the average market price for the period.

The Annual General Meeting on April 8, 2025, resolved to carry out a 1:10 share split. The nominal value per registered share was reduced from CHF 5.00 to CHF 0.50. The number of shares issued increased accordingly from 2'445'161 to 24'451'610. The total share capital remained unchanged at TCHF 12,226.

The following table sets forth the computation of basic and diluted earnings per share for the years ended December 31. Prior year EPS figures are restated according to the above paragraph.

	2025	2024
	(restated)*	
Numerator:		
Net income	85,816	112,753
Denominator:		
Weighted average shares outstanding	24,445,064	24,442,760
Effect of dilutive stock options	0	0
Denominator for diluted earnings per share	24,445,064	24,442,760
Earnings per share:		
Basic	3.51	4.61
Dilution	0.00	0.00
Diluted	3.51	4.61

* Restated 2024 due to the 1:10 share split in April 2025

Notes to Consolidated Financial Statements

(US Dollars in Thousands, except share and per share amounts)

16 Employee Benefit Plans

INFICON employees in Liechtenstein, Switzerland, Germany and Japan participate in contributory and non-contributory defined benefit plans. Benefits under the defined benefit plans are generally based on years of service and average pay. The company funds the plans in accordance with local regulations in the specified countries.

The economical benefits and economical obligations of the pension plans and the relating pension benefit expenses are summarized in the following table:

	Surplus / deficit	Group's economic share		Change from prior period recognized in the current result of the period	Contributions concerning the business period	Pension costs within personnel expense	
	2025	2025	2024	2025	2025	2025	2024
Pension institutions with surplus	8,137	–	–	–	3,180	3,180	2,683
Pension institutions with deficit	(284)	(1,128)	(2,850)	1,722	1,000	2,722	897
Pension institutions without own assets	–	(117)	(94)	(23)	–	(23)	123
Total	7,853	(1,245)	(2,944)	1,699	4,180	5,879	3,703

	Surplus / deficit	Group's economic share		Change from prior period recognized in the current result of the period	Contributions concerning the business period	Pension costs within personnel expense	
	2024	2024	2023	2024	2024	2024	2023
Pension institutions with surplus	4,311	–	–	–	2,683	2,683	2,699
Pension institutions with deficit	(1,091)	(2,850)	(3,016)	–	897	897	1,806
Pension institutions without own assets	–	(94)	(1,319)	–	123	123	285
Total	3,220	(2,944)	(4,334)	–	3,703	3,703	4,790

The disclosed table covers the employee benefit plans of INFICON GmbH (DE), INFICON AG (LI), INFICON HOLDING AG (CH) and INFICON Co., Ltd. (JP).

17 Acquisitions

FabTime

On January 18, 2024, the company acquired all assets of FabTime Inc, San Luis Obispo, CA/USA. FabTime is a niche provider of cycle time management software and consulting services to semiconductor manufacturers enabling improvements in cycle time, capacity, productivity, and profitability. FabTime's software and expertise is used by front-end and back-end factories in North America and in over 15 countries worldwide.

The purchase price was USD 2,250 at closing. Additionally, there is an earn-out to be paid, based on a defined sales performance over a four-year period. The company has performed a fair value calculation which resulted in USD 1,200 as contingent consideration and was recognised as long-term provision. In 2025 USD 100 earn-out has been paid out.

The following table summarizes the fair values of the assets acquired at the acquisition date.

As of January 1	2024
Contract Liability	(657)
Intangible assets	1,500
Assets acquired	843
Goodwill	2,607
Total	3,450
Accrued contingent consideration	(1,200)
Cash used for acquisition	2,250

Notes to Consolidated Financial Statements

(US Dollars in Thousands, except share and per share amounts)

18 Commitments and Contingencies

A summary of contractual commitments and contingencies is as follows:

At December 31, 2025	Operating Leases	Purchase Commitments	Total
2026	10,022	12,263	22,285
2027	8,790	2,750	11,540
2028	7,314	129	7,443
2029	6,844	56	6,900
2030	4,983	–	4,983
Thereafter	12,450	89	12,539
Total	50,403	15,287	65,690

At December 31, 2024	Operating Leases	Purchase Commitments	Total
2025	8,930	10,112	19,042
2026	8,001	1,492	9,493
2027	7,354	24	7,378
2028	6,241	–	6,241
2029	5,940	82	6,022
Thereafter	13,374	–	13,374
Total	49,840	11,710	61,550

The Company leases some of its facilities and machinery and equipment under operating leases, expiring in years 2026 through 2036. Generally, the facility leases require the Company to pay maintenance, insurance and real estate taxes.

Purchase obligations include amounts committed under legally enforceable contracts or purchase orders for goods or services with defined terms as to price, quantity, delivery and termination liability.

The Group has a number of risks arising in the ordinary course of business from contingent or probable liabilities in connection with litigation and outstanding tax assessments.

Provisions have been recognized to the extent that the outcome of such matters can be reliably estimated.

At year-end 2025, no guarantees in favor of third parties existed. The Group has not given any other guarantees in respect of its business relationships with third parties. There are no subordination agreements with third parties.

INFICON HOLDING AG granted guarantees in favor of affiliated companies to cover credit facilities with various banks in Europe. One of the credit facility is drawn.

19 Business Segments

The Company is a global supplier of instrumentation for gas analysis, measurement and control. The Board of Directors is responsible for the ultimate direction and supervision of INFICON HOLDING AG and delegates the day to day management to Group Management. In 2013, the Board of Directors decided to condense the management of the Company to only comprising the CEO and the CFO as this best reflects the operational management of INFICON.

Group Management steers the business globally and the allocation of resources, assessment of performance and the respective reporting is made for the Group as a whole.

Although the Company discloses net sales into various end markets, the Company uses a key account concept and thus focuses on customers, regardless of products, technologies or regions.

Since the Company operates in one global segment, all information required by FER31 can be found in the consolidated financial statements.

20 Related Party Transaction

In 2025 and 2024 no related party transaction took place, except of compensation to the Board of Directors and Group Management.

Notes to Consolidated Financial Statements

(US Dollars in Thousands, except share and per share amounts)

21 Additional Information Required by Swiss Law and Swiss GAAP FER

As required by article 959 of the Swiss Code of Obligations as well as by Swiss GAAP FER 3.10 the following supplementary information is disclosed:

	2025	2024
Total personnel costs	216,875	207,927

Compensations Disclosure

Please refer to the Compensation Report for disclosures pertaining to compensations to the Board of Directors and Group Management.

Shares and Share Options owned by Members of the Board of Directors and Group Management

The number of shares and options owned by the Board of Directors and Group Management for the years ended December 31:

	2025	2024 (restated)**
Board of Directors:		
Dr. Beat E. Lüthi, Chairman	18,019	17,060
Vanessa Frey, Member *	2,724	2,340
Beat Siegrist, Member	148,180	147,700
Dr. Reto Suter, Member	2,060	1,580
Lukas Winkler, Member	46,754	46,370
Total Board of Directors	217,737	215,050

Group Management

Oliver Wyrsch, President & CEO	13,808	11,510
Matthias Tröndle, Group CFO	4,435	6,180
Total Group Management	18,243	17,690

* Vanessa Frey is a member of a shareholder group and hold shares via KWE Beteiligungen AG of 19.61%.

** During the financial year 2025, the Company implemented a share split in the ratio of 1:10. For comparability purposes, the comparative information relating to the number of shares for the prior year has been restated as if the share split had been effective at the beginning of the comparative period.

22 Subsequent Events

The Company has evaluated subsequent events for the whole Group (including Holding AG and all subsidiaries) through March 20, 2026, which represents the date when the Board of Directors of INFICON HOLDING AG approved the consolidated financial statements. There are no subsequent events to be disclosed.



Statutory Auditor's Report

To the General Meeting of INFICON HOLDING AG, Bad Ragaz

Report on the Audit of the Consolidated Financial Statements

Opinion

We have audited the consolidated financial statements of INFICON HOLDING AG and its subsidiaries (the Group), which comprise the consolidated balance sheet as at 31 December 2025 and the consolidated statement of income, consolidated statement of changes in equity and consolidated statement of cash flows for the year then ended, and notes to the consolidated financial statements, including a summary of significant accounting policies.

In our opinion, the consolidated financial statements (pages 78 to 93) give a true and fair view of the consolidated financial position of the Group as at 31 December 2025, and its consolidated results of operations and its consolidated cash flows for the year then ended in accordance with Swiss GAAP FER and comply with Swiss law.

Basis for Opinion

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

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

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

Revenues are an important metric considered by external and internal stakeholders. Revenues recognized for the year ended 31 December 2025 amounted to USD 673.7 million and primarily related to the sale of instruments for gas analysis, measurement and control.

The Group recognizes revenues related to the sale of instruments when risks, rewards and control are transferred to the counterparty. In general, contractual agreements with customers define when risks and rewards are transferred. There is a risk that revenue may be recognized in the wrong accounting period.

There is an additional risk that revenues may be deliberately overstated or understated as a result of management override resulting from the pressure management may feel to achieve planned results in current or future periods. This could for example occur by manipulating inputs in the Group's accounting system.

Our response

We performed testing of the key controls around revenue recognition, which included performing walkthroughs and testing the design and implementation of internal controls.

Among others, our substantive procedures included detailed cut off testing of revenue transactions to either side of the balance sheet date with reference to shipping documentation. Utilizing audit software tools, we investigated differences in prices and quantity between the sales order, shipping documentation and invoice.

In addition to the procedures described above, we further addressed the risk of management override by utilizing our audit software tools to identify high-risk journal entries that were based on specific characteristic surrounding the risk of an overstatement or understatement of revenues.

For further information on revenue recognition refer to the following:

- Note 2 " Summary of Significant Accounting Policies" to the consolidated financial statements

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 stand-alone financial statements of the company, the compensation report and our auditor's reports thereon.

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

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

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

Board of Directors' Responsibilities for the Consolidated Financial Statements

The Board of Directors is responsible for the preparation of the consolidated financial statements, which give a true and fair view in accordance with Swiss GAAP FER and the provisions of Swiss law, and for such internal control as the Board of Directors determines is necessary to enable the preparation of consolidated financial statements that are free from material misstatement, whether due to fraud or error.

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



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

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

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 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

Roman Wenk
Licensed Audit Expert
Auditor in Charge

Bruno Casutt
Licensed Audit Expert

Zurich, 20 March 2026

Balance Sheet

INFICON HOLDING AG, Bad Ragaz/Switzerland

(CHF in Thousands)

	Notes	December 31, 2025	December 31, 2024
Assets			
Cash		2,120	4,454
Other short-term receivables			
from third parties		–	97
from companies in which the entity holds an investment		880	2,893
from companies in which the entity holds an indirect investment		–	3
Prepaid expenses and accrued income		1,257	402
Total current assets		4,257	7,849
Financial assets			
Long-term loans granted to companies in which the entity holds an investment	2.1	22,161	25,329
Long-term loans granted to companies in which the entity holds an indirect investment	2.2	8,695	9,937
Investments	2.3	149,040	149,040
Intangible assets	2.4	365	732
Total non-current assets		180,261	185,038
Total assets		184,518	192,887
Liabilities and Shareholders' Equity			
Other short-term liabilities			
to third parties	2.5	234	139
to companies in which the entity holds an investment		2,784	4,496
to companies in which the entity holds an indirect investment		26	–
Short-term interest-bearing liabilities			
to third parties	2.6	40,000	40,000
to a company in which the entity holds an investment	2.7	–	6,000
Short-term provisions	2.8	340	420
Accrued expenses and deferred income	2.9	3,055	2,879
Provisions for unrealized exchange gain		–	22
Total short-term liabilities		46,439	53,956
Total liabilities		46,439	53,956
Share capital			
Legal capital reserves	2.10	12,226	12,226
Reserves from capital contributions	2.11	620	620
Legal retained earnings			
Legal retained earnings in the narrower sense		2,590	2,590
Treasury shares	2.12	(406)	(1,132)
Available earnings			
Profit brought forward		72,907	81,111
Profit for the year		50,142	43,516
Total shareholders' equity		138,079	138,931
Total liabilities and shareholders' equity		184,518	192,887

Statement of Income

INFICON HOLDING AG, Bad Ragaz/Switzerland

(CHF in Thousands)

Year ended December 31,	Notes	2025	2024
Dividend income	2.13	43,070	26,896
Royalty income	2.14	15,530	17,401
Management fees income	2.15	17,565	16,524
Other financial income	2.16	1,803	5,146
Total income		77,968	65,967
Personnel expenses		4,602	3,594
Other operating expenses	2.17	15,740	14,818
Amortization/depreciation on non-current assets		396	534
Financial expenses	2.18	5,830	1,739
Direct taxes	2.19	1,258	1,766
Total expenses		27,826	22,451
Profit for the year		50,142	43,516

Notes to the Financial Statements

INFICON HOLDING AG, Bad Ragaz/Switzerland

1 Principles

1.1 General Aspects

The financial statements of INFICON HOLDING AG, Bad Ragaz (the “Company”), were prepared according to the principles of the Swiss Law on Accounting and Financial Reporting (32nd title of the Swiss Code of Obligations). Where not prescribed by law, the significant accounting and valuation principles applied are described below.

The information contained in the financial statements relates to the ultimate parent company alone, while the consolidated financial statements reflect the economic situation of INFICON Group as a whole.

1.2 Valuation Methods and Translation of Foreign Currencies

Assets and liabilities in foreign currencies are translated into Swiss Francs using year-end rates of exchange, except investments which are translated at historical rates. Transactions during the year in foreign currencies are translated at the exchange rates effective at the relevant transaction dates. Foreign currency gains and losses are recognized in the statement of income.

1.3 Financial assets

Loans granted in foreign currencies are translated at the rate at the balance sheet date, whereby unrealized losses are recorded but unrealized profits are deferred. Financial assets include long-term loans to subsidiaries.

1.4 Investments

The investments in subsidiaries are carried at lower of cost or their intrinsic value.

1.5 Treasury Shares

Treasury shares are recognized at acquisition costs including transaction costs and deducted from shareholders' equity at the time of acquisition. The acquisition costs are calculated with the FIFO method (first in – first out). In case of resale, the gain or loss is recognized through the voluntary retained earnings.

1.6 Share-based payments

Share-based compensation programs for the Board of Directors are in place since 2014 and for Group Management and Key Employees since 2015.

Treasury shares are used in these programs and the cost is determined by reference to the average market price of the shares as of the fifth trading day after the Ordinary Annual General Meeting. The difference between the acquisition costs and the average market price at grant date is allocated to the retained earnings.

For the Board of Director's program, costs are allocated over the first year after allocation (vesting period). The costs of granted shares are recognized in other operating expenses.

1.7 Cash Flow statement and additional disclosures

As INFICON HOLDING AG has prepared its consolidated financial statements in accordance with a recognized accounting standard (Swiss GAAP FER), no cash flow statement and notes with additional information are required for the Company.

Notes to the Financial Statements

INFICON HOLDING AG, Bad Ragaz/Switzerland

2 Disclosure on Balance Sheet and Income Statement Items

2.1 Long-term loans granted to companies in which the entity holds an investment

maturity	December 31, 2025		2024	
	interest rate in %		interest rate in %	
Up to ten years	4.75	MUSD 22.0	4.75	MUSD 26.0
Up to five years	4.25	MUSD 5.3	4.25	MUSD 1.1
Up to five years	2.50	MEUR 0.6	2.50	MEUR 0.9

2.2 Long-term loans granted to companies in which the entity holds an indirect investment

At December 31, 2025, long-term loans granted to companies in which the entity holds an indirect investment included a long-term loan in the amount of MUSD 11 (2024: MUSD 11) granted to an indirect held subsidiary. The interest rate is 5% p.a. and the maturity is more than five years.

2.3 Investments

The subsidiaries included in INFICON HOLDING AG's investment portfolio are shown below.

Company	Currency	December 31,	
		2025	2024
INFICON Inc.		(in 1,000)	(in 1,000)
Syracuse, USA			
Share Capital	USD	*	*
Share in capital and voting rights		100%	100%
Purpose: Manufacturing, Sales and Service			
INFICON AG			
Balzers, Liechtenstein			
Share Capital	CHF	6,000	6,000
Share in capital and voting rights		100%	100%
Purpose: Manufacturing, Sales and Service			
INFICON GmbH			
Cologne, Germany			
Share Capital	EUR	1,026	1,026
Share in capital and voting rights		100%	100%
Purpose: Manufacturing, Sales and Service			
INFICON Aaland Ab		(in 1,000)	(in 1,000)
Mariehamn, Finland			
Share Capital		60	60
Share in capital and voting rights		100%	100%
Purpose: Manufacturing			

Company	Currency	December 31,	
		2025	2024
INFICON AB			
Linköping, Sweden			
Share Capital	SEK	3,810	3,810
Share in capital and voting rights		100%	100%
Purpose: Manufacturing and Sales			
INFICON ApS			
Copenhagen, Denmark			
Share Capital	DKK	50	50
Share in capital and voting rights		100%	100%
Purpose: Sales			
INFICON Ltd.			
Blackburn, United Kingdom			
Share Capital	GBP	400	400
Share in capital and voting rights		100%	100%
Purpose: Sales and Service			
INFICON S.A.R.L.			
Villebon sur Yvette, France			
Share Capital	EUR	108	108
Share in capital and voting rights		100%	100%
Purpose: Sales and Service			
INFICON S.r.l.			
Bozen, Italy			
Share Capital	EUR	10	10
Share in capital and voting rights		100%	100%
Purpose: Sales			
INFICON Co., Ltd.			
Kawasaki-Shi, Japan			
Share Capital	JPY	90,000	90,000
Share in capital and voting rights		100%	100%
Purpose: Sales and Service			
INFICON Ltd.			
Chubei City, Taiwan			
Share Capital	TWD	52,853	52,853
Share in capital and voting rights		100%	100%
Purpose: Sales and Service			
INFICON Ltd.			
Bungdang-Ku, Korea			
Share Capital	KRW	600,000	600,000
Share in capital and voting rights		100%	100%
Purpose: Manufacturing, Sales and Service			
INFICON Pte. Ltd.			
Singapore			
Share Capital	SGD	1,797	1,797
Share in capital and voting rights		100%	100%
Purpose: Sales and Service			
INFICON Ltd.			
Hong Kong			
Share Capital	HKD	8,780	8,780
Share in capital and voting rights		100%	100%
Purpose: Sales			

Notes to the Financial Statements

INFICON HOLDING AG, Bad Ragaz/Switzerland

Company	Currency	December 31,	
		2025	2024
INFICON (Guangzhou) Instruments Co., Ltd. Guangzhou			
Share Capital	RMB	9,837	9,837
Share in capital and voting rights		100%	100%
Purpose: Sales and Service			
INFICON Instruments (Shanghai) Co., Ltd. Shanghai			
Share Capital	USD	2,180	2,180
Share in capital and voting rights		100%	100%
Purpose: Manufacturing			
INFICON Malaysia SDN. BHD. Kuala Lumpur, Malaysia			
Share Capital	MYR	2,500	2,500
Share in capital and voting rights		100%	100%
Purpose: Manufacturing			
INFICON EDC Inc. Overland Park, USA			
Share Capital	USD	500	500
Share in capital and voting rights **		100%	100%
Purpose: Manufacturing, Sales and Service			
INFICON InstruTech LLC Longmont, USA			
Limited Liability Company			
Equity Interest **		100%	100%
Purpose: Manufacturing and Sales			
IFCN.SW Corregidora Qro., Mexico			
Share Capital	MXN	10	10
Share in capital and voting rights		100%	100%
Purpose: Sales			

* INFICON Inc. has issued 100 shares at a nominal value of USD 0.01 per share

** Indirect participation

2.4 Intangible assets

Intangible assets mainly consist of capitalised costs of patents, trademarks, technologies and softwares.

2.5 Other short-term liabilities to third parties

In CHF 1,000	December 31,	
	2025	2024
Liabilities to third parties	198	94
Liabilities to governing bodies (Auditors)	36	45
Total	234	139

2.6 Short-term interest-bearing liability to third parties

	interest rate in %	December 31,	
		2025	2024
Landesbank Baden-Württemberg	0.95-1.39	MCHF 20	MCHF 20
UBS AG (formerly Crédit Suisse AG)	0.81-1.19	MCHF 20	MCHF 20

2.7 Short-term interest-bearing liability to a company in which the entity holds an investment

At December 31, 2025, there was no short-term interest-bearing liability from a company in which the entity holds an investment (2024: MCHF 6).

2.8 Short-term provisions

The short-term provisions relate to pending bonuses for the financial year 2025.

2.9 Accrued expenses and deferred income

In CHF 1,000	December 31,	
	2025	2024
Liabilities to third parties	2,557	2,375
Liabilities due to pension fund	124	110
Liabilities to governing bodies (Board of Directors and auditors)	374	394
Total	3,055	2,879

2.10 Issued, authorized and conditional share capital

The Annual General Meeting on April 8, 2025, resolved to carry out a 1:10 share split. The nominal value per registered share was reduced from CHF 5.00 to CHF 0.50. The number of shares issued increased accordingly from 2,445,161 to 24,451,610. The total share capital remained unchanged at TCHF 12,226.

2.11 Reserves from capital contributions

The reserves from capital contributions include the premium from capital increases in the years 2000–2021, less the distributions to shareholders.

Notes to the Financial Statements

INFICON HOLDING AG, Bad Ragaz/ Switzerland

Due to existing different practices regarding the accounting of the stamp duties incurred in connection with the increase in share capital there is a deviation of the reserves from capital contributions stated in the statutory financial statements of INFICON HOLDING AG (CHF 620,476) and the amount the Swiss Federal Tax Administration recognizes (CHF 88,855) at December 31, 2025.

2.12 Treasury shares

a) Treasury Shares 2025

	Number of treasury shares	Price per share in CHF		Volume-weighted average
		Highest	Lowest	
Balance as of January 1 (restated)	8,850			
Purchases March 24, 2025 (restated)	7,000	97.00	96.35	96.94
Purchases June 2, 2025	4,461	95.62	95.57	95.62
Purchases June 3, 2025	539	95.62	95.57	95.57
Allocation to Members of the Board of Directors	(2,687)			
Allocation to Group Management and Key Employees	(13,920)			
Balance as of December 31	4,243			

b) Treasury Shares 2024 (restated)*

	Number of treasury shares	Price per share in CHF		Volume-weighted average
		Highest	Lowest	
Balance as of January 1	13,490			
Purchases June 26, 2024	5,000	138.00	135.40	136.90
Purchases August 23, 2024	5,000	121.40	119.00	120.73
Allocation to Members of the Board of Directors	(1,800)			
Allocation to Group Management and Key Employees	(12,840)			
Balance as of December 31	8,850			

* During the financial year 2025, the Company implemented a share split in the ratio of 1:10. For comparability purposes, the comparative information relating to the number of shares for the prior year has been restated as if the share split had been effective at the beginning of the comparative period.

At December 31, 2025, the acquisition costs for a number of 12,000 shares purchased during the year amounted to TUSD 1,471 (TCHF 1,163) compared with TUSD 1,430 (TCHF 1,292) at December 31, 2024, for a number of 10,000 (restated) purchased shares in 2024. The treasury shares are reserved for compensations due in 2025. These shares are non-dividend bearing shares.

2.13 Dividend income

Dividend income consists of dividends paid by subsidiaries.

2.14 Royalty income

Royalty income consists primarily of licensing income for the use of registered patents and trademarks from subsidiaries.

2.15 Management fees income

Management fees income consists of compensation payments from group companies for management services provided by the Company.

2.16 Other financial income

Other financial income amounts to TCHF 1,803 (2024: TCHF 5,146) and consists of interest income and gains from foreign currency loans to companies in which the entity holds an investment.

2.17 Other operating expenses

	December 31,	
In CHF 1,000	2025	2024
Administrative expenses	2,367	1,890
Share based payments	219	226
Consulting expenses	2,717	3,085
Withholding taxes	331	293
Other operating expenses*	10,106	9,324
Total	15,740	14,818

* In 2025 the main expense items were related to insurance, IT, consulting, patent and marketing expenses as well as to fees for the Board of Directors.

2.18 Financial expenses

Financial expenses amount to TCHF 5,853 (2024: TCHF 1,739) and consist of interest expenses for short-term interest-bearing liabilities and losses from foreign currency loans to companies in which the entity holds an investment.

2.19 Direct taxes

The tax charge includes income and capital taxes.

Notes to the Financial Statements

INFICON HOLDING AG, Bad Ragaz/Switzerland

3 Other Information

3.1 Full-time Equivalents

The annual average number of full-time equivalents for the reporting year, as well as the previous year, did not exceed 10.

3.2 Significant Shareholders

The following shareholders owned more than 5 percent of voting rights:

December 31,	2025	2024
KWE Beteiligungen AG*	19.61%	19.61%
7-Industries Holding B.V.	10.03%	10.03%

* KWE Beteiligungen AG is held by a group of shareholders consisting of A Better World Foundation Switzerland, Vanessa Frey and MARLA Foundation

Any significant shareholder notifications during 2025 and since January 1, 2026, can be accessed via the following weblink to the database search page of the disclosure office:

<https://www.ser-ag.com/en/resources/notifications-market-participants/significant-shareholders.html?issueBy=INFICON&dateFrom=20240127#/>

3.3 Shares owned by Group Management and Members of the Board of Directors, including any related parties

The number of shares owned by the Board of Directors and Group Management for the years ended December 31:

	2025	2024 (restated)**
Board of Directors:		
Dr. Beat E. Lüthi, Chairman	18,019	17,060
Vanessa Frey, Member *	2,724	2,340
Beat Siegrist, Member	148,180	147,700
Dr. Reto Suter, Member	2,060	1,580
Lukas Winkler, Member	46,754	46,370
Total Board of Directors	217,737	215,050
Group Management		
Oliver Wyrsch, President & CEO	13,808	11,510
Matthias Tröndle, Group CFO	4,435	6,180
Total Group Management	18,243	17,690

* Vanessa Frey is a member of a shareholder group and hold shares via KWE Beteiligungen AG of 19.61%.

** During the financial year 2025, the Company implemented a share split in the ratio of 1:10. For comparability purposes, the comparative information relating to the number of shares for the prior year has been restated as if the share split had been effective at the beginning of the comparative period.

The members of the Group Management held together on December 31, 2025 directly and indirectly a total of 0.07% (2024: 0.07%) bearer shares or 0.07% (2024: 0.07%) of the voting rights of INFICON. The members of the Board of Directors held together on December 31, 2025 directly and indirectly a total of 20.49% (2024: 20.48%) bearer shares or 20.49% (2024: 20.48%) of the voting rights of INFICON.

3.4 Shares for Group Management, Key Employees and Members of the Board of Directors

a) Share-based compensations 2025

	Shares granted	
	Quantity	Value in CHF 1,000
Total Board of Directors	2,687	225
Total Group Management and Key Employees	13,920	1,259
Total	16,607	1,484

b) Share-based compensations 2024

	Shares granted	
	Quantity (restated)	Value in CHF 1,000
Total Board of Directors	1,800	226
Total Group Management and Key Employees	12,840	1,483
Total	14,640	1,709

As to the share-based compensations the relevant share price for allocation purposes is the average price of the share as of the fifth trading day after the Ordinary Annual General Meeting. Shares for compensation to Group Management and key employees are transferred at acquisition costs to the respective legal entity.

3.5 Contingent Liabilities

	December 31,	
In CHF 1,000	2025	2024
Guarantees in favor of affiliated companies	1,886	1,948

The guarantees in favor of affiliated companies are to cover credit facilities with various banks in Europe. One of the credit facilities is drawn by TCHF 25 (2024: TCHF 28).

Appropriation of Available Earnings INFICON HOLDING AG, Bad Ragaz/Switzerland

(Proposal of the Board of Directors)

In CHF 1,000	December 31,	
	2025	2024
Reserves from capital contributions at beginning of year	620	620
Distribution to shareholders	–	–
Reserves from capital contributions	620	620
Profit brought forward	124,627	129,707
Results from loss/gain on treasury shares	(405)	285
Distribution to shareholders	(51,315)	(48,881)
Profit for the year	50,142	43,516
Available earnings	123,049	124,627

The Board of Directors proposes to the General Meeting of Shareholders the following appropriation:

Available earnings before proposed distribution	123,049
Distribution from available earnings (2025: CHF 2.00 each share)	48,903
Available earnings after proposed distribution	74,146



Statutory Auditor's Report

To the General Meeting of INFICON HOLDING AG, Bad Ragaz

Report on the Audit of the Financial Statements

Opinion

We have audited the financial statements of INFICON HOLDING AG (the Company), which comprise the balance sheet as at 31 December 2025, and the income statement for the year then ended, and notes to the financial statements, including a summary of significant accounting policies.

In our opinion, the financial statements (pages 98 to 105) comply with Swiss law and the Company's articles of incorporation.

Basis for Opinion

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

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

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 stand-alone 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

Roman Wenk
Licensed Audit Expert
Auditor in Charge

Bruno Casutt
Licensed Audit Expert

Zurich, 20 March 2026

Imprint and Contact

Note regarding forward-looking statements

Forward-looking statements contained herein are qualified in their entirety as there are certain factors that could cause results to differ materially from those anticipated. Any statements contained herein that are not statements of historical fact (including statements containing the words “believes”, “plans”, “anticipates”, “expects”, “estimates”, “continue”, “may” and similar expressions) should be considered to be forward-looking statements. Forward-looking statements involve inherent known and unknown risks, uncertainties and contingencies because they relate to events and depend on circumstances that may or may not occur in the future and may cause the actual results, performance or achievements of the company to be materially different from those expressed or implied by such forward-looking statements.

Many of these risks and uncertainties relate to factors that are beyond the company’s ability to control or estimate precisely, such as future market conditions, currency fluctuations, the behavior of other market participants, the performance, security and reliability of the company’s information technology systems, political, economic and regulatory changes in the countries in which the company operates or in economic or technological trends or conditions. As a result, investors are cautioned not to place undue reliance on such forward-looking statements.

Except as otherwise required by law, INFICON disclaims any intention or obligation to update any forward-looking statements as a result of developments occurring after the date of this report.

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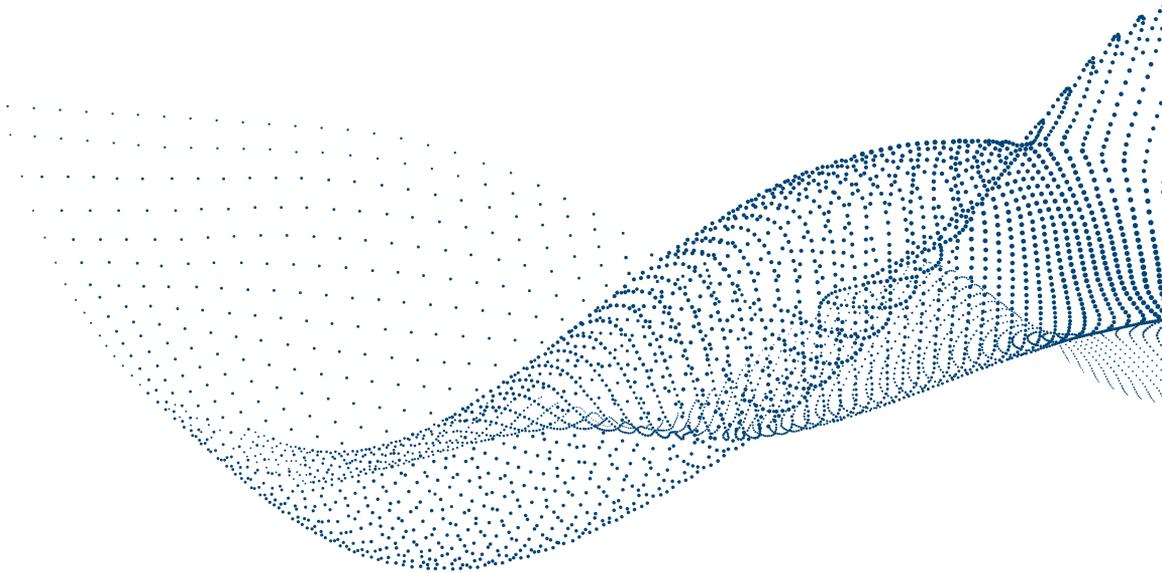
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