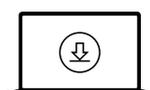


Corporate Governance Report

2025

Corporate Governance

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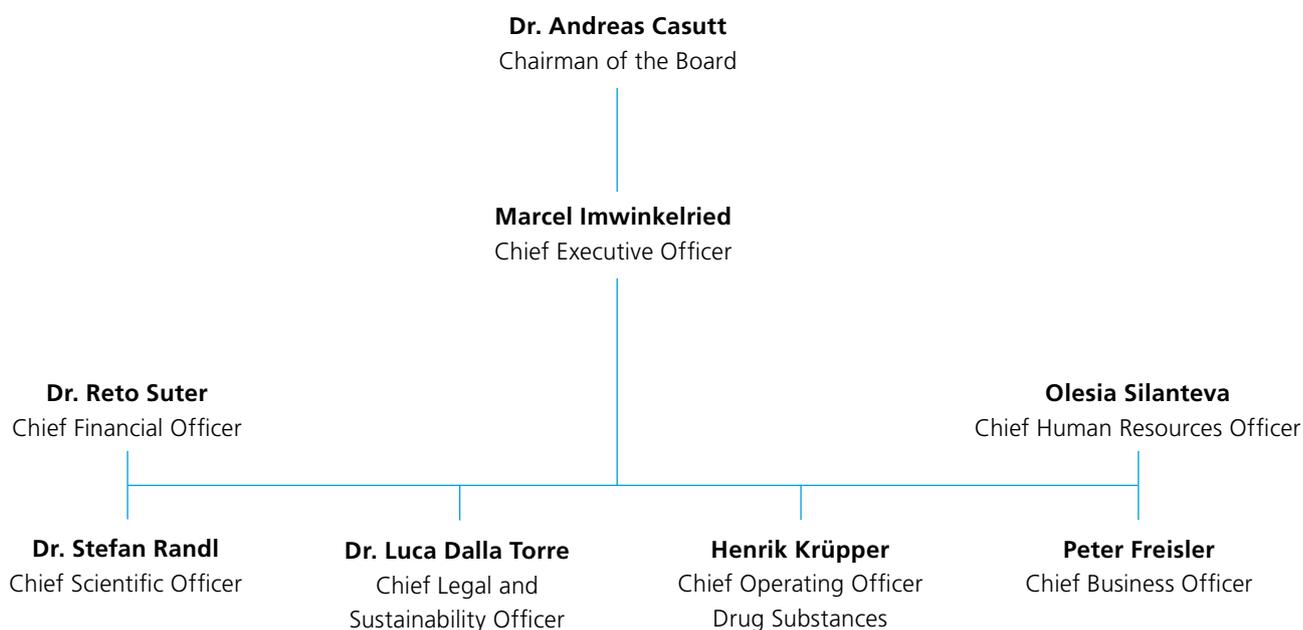
This is an excerpt of Siegfried's Annual Report 2025.
All chapters can be found on our Investor Relations portal:
www.siegfried.ch/investors/reports

At Siegfried, we firmly believe that fostering transparent and contemporary corporate governance enhances our enduring connections with shareholders, customers, and employees, generating value for all.

1. Group structure and shareholders

1.1 Group structure

1.1.1 Operational group structure (as of 31.12.2025)



1.1.2 Legal group structure

Siegfried Holding AG, with its registered office in Zofingen (Switzerland), is the parent company of the Siegfried Group. As of December 31, 2025, the Siegfried Group comprised 19 consolidated operating and holding companies worldwide. Siegfried Holding AG is listed on the SIX Swiss Exchange (valor symbol: SFZN, ISIN:

1429326825). On December 31, 2025, the market capitalization of Siegfried Holding AG amounted to approximately CHF 4 450 million.

Siegfried Holding AG is the only listed company of the Siegfried Group. The Siegfried Group operates a total of thirteen manufacturing sites through the following operational group companies:

	Currency (LC)	Share capital in LC	Holdings in %
Group parent company			
Siegfried Holding AG, Zofingen	CHF	32 565 600	100.00%
Operational companies			
1. Switzerland			
Siegfried AG, Zofingen	CHF	20 000 000	100.00%
Siegfried Evionnaz SA, Evionnaz	CHF	1 000 000	100.00%
SIEGFRIED DiNAMIQS AG, Schlieren	CHF	500 000	95.00%
2. Europe			
Siegfried Hameln GmbH, Hameln, Germany	EUR	751 000	100.00%
Siegfried PharmaChemikalien Minden GmbH, Minden, Germany	EUR	50 000	100.00%
Siegfried St. Vulbas SAS, St. Vulbas, France	EUR	15 200 000	100.00%
Siegfried Malta Ltd, Valletta, Malta	EUR	100 000	100.00%
Siegfried Barbera, S.L., Barcelona, Spain	EUR	503 000	100.00%
Siegfried El Masnou, S.A., Barcelona, Spain	EUR	10 099 778	100.00%
3. USA			
Siegfried USA, LLC, Pennsville, NJ	USD	500 000	100.00%
Alliance Medical Products, Inc., Irvine, CA	USD	116 521	100.00%
Siegfried Grafton Inc., Grafton, WI	USD	1	100.00%
4. Asia			
Siegfried (Nantong) Pharmaceuticals Co., Ltd., Nantong, China	CNY	422 296 722	100.00%

1.2 Significant shareholders

As of December 31, 2025, the shareholders listed in the following table originally reported holdings of 3% or more of the voting rights of Siegfried Holding AG. The detailed disclosure notifications pursuant to article 120 Swiss Financial Market Infrastructure Act (FMIA) can be found on the website of [SIX Exchange Regulations](#).

The actual current shareholdings may deviate from the latest publicly disclosed holdings. The number of shares according to notifications received before April 10, 2025, does not reflect the 1:10 share split approved by the 2025 Annual General Meeting. The implementation of the share split increased the number of shares held by all shareholders by a factor of 10.

	Reported shares	Reported holdings in %
Ernst Göhner Foundation, Zug, Switzerland	324 983 ^{1,9}	7.3
UBS Fund Management (Switzerland) AG, Zurich, Switzerland	268 595 ^{2,9}	5.9
Interogo Foundation, Vaduz, Liechtenstein	224 167 ^{3,9}	5.0
Swisscanto Fondsleitung AG, Zurich, Switzerland	2 264 739 ⁴	5.0
Siegfried Holding AG (own shares)	187 178 ^{5,9}	4.2
Dimensional Holdings Inc., Wilmington, USA	148 078 ^{6,9}	3.3
BlackRock, Inc., New York, USA	1 392 224 ⁷	3.0
René Braginsky, Susanne Braginsky, David Braginsky; Zurich/Tel Aviv	128 000 ^{8,9}	3.0
Total	16 466 973 ¹⁰	36.8

¹ According to the disclosure notification of May 17, 2022, including a purchase position of 2.23%, which was converted into shares on June 14, 2024 and September 4, 2024.

² According to the disclosure notification of May 9, 2024.

³ According to the disclosure notification of July 14, 2023.

⁴ According to the disclosure notification of October 30, 2025.

⁵ According to the disclosure notification of June 25, 2024. Please refer to Note 11 of the Notes to the Consolidated Financial Statement for the actual numbers of Treasury Shares held by December 31, 2025

⁶ According to the disclosure notification of August 13, 2024.

⁷ According to the disclosure notification of September 20, 2025, including 172 096 voting rights that can be exercised at discretion and 11 314 positions based on contracts for difference.

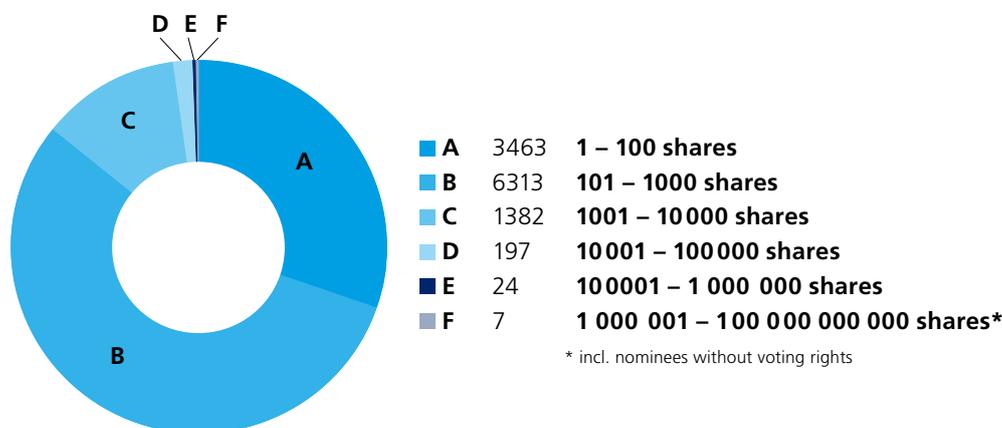
⁸ According to the disclosure notification of December 12, 2018, including 15 000 voting rights that can be exercised at discretion.

⁹ The disclosure notification was made before the 1:10 share split, which was approved by the shareholders of Siegfried Holding AG at the 2025 Annual General Meeting.

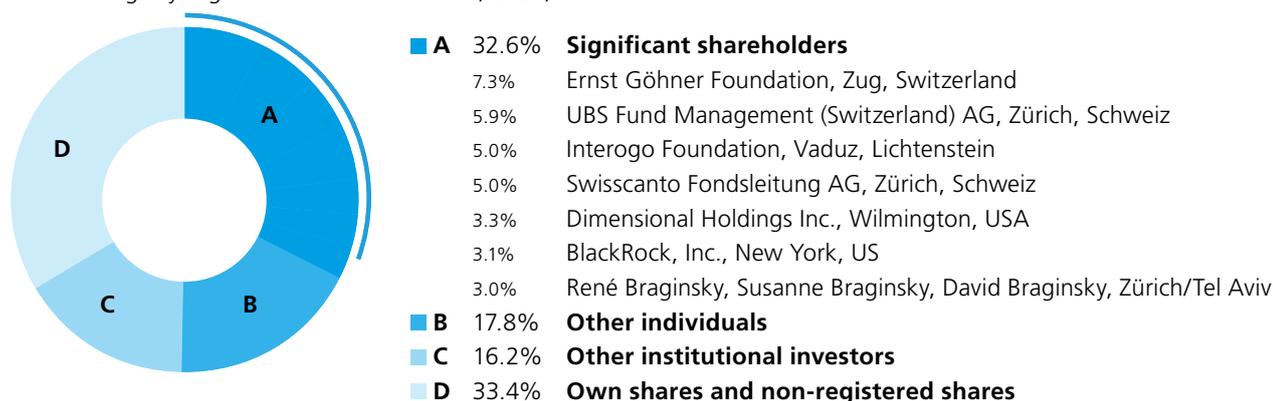
¹⁰ Total calculated taking into account the 1:10 share split.

As of December 31, 2025, 11 386 shareholders (excluding Siegfried Holding AG) with a total of 24 677 588 shares were registered in the share register of Siegfried Holding AG. This corresponds to a

registered shareholding of 55% of the total share capital. The shareholding was distributed as follows:



Shareholdings by segment as of December 31, 2025, were as follows:



1.3 Cross shareholdings

The Siegfried Group has not entered into any capital- or share-based crossholdings with other companies.

2. Capital structure

2.1 Share capital

The share capital of Siegfried Holding AG recorded in the commercial register as of December 31, 2025 amounted to CHF 32 565 600, divided into 45 230 000 fully paid-in registered shares with a par value of CHF 0.72 each. All registered shares (with the exception of own shares) authorize the holder to exercise one vote at the General Meeting of Shareholders and grant the right to receive dividends (subject to the dividend resolution of the General Meeting of Shareholders). There are no preferred rights attached to any Siegfried shares.

The shares are issued as uncertificated securities within the meaning of article 973c of the Swiss Code of Obligations and registered as intermediated securities within the meaning of the Swiss Federal Intermediated Securities Act. Shareholders have no right to request the printing and delivery of share certificates or the conversion of the form in which shares are issued into another form. Shareholders may, however, at any time request from Siegfried Holding AG a written confirmation as to the registered shares listed under their name in the share register.

2.2 Capital band and conditional share capital

2.2.1 Capital band

The 2023 Annual General Meeting of Shareholders of Siegfried Holding AG approved the creation of a capital band. Within the limits of the capital band as defined in article 3^{ter} of the [Articles of Incorporation](#), the Board of Directors is authorized to increase or reduce the share capital of Siegfried Holding AG. The capital band of Siegfried Holding AG is capped at 110% of the current share capital.

As per the resolution of the 2025 Annual General Meeting of Shareholders, the upper limit of the capital band is at CHF 35 822 160 and the lower limit of the capital band is at CHF 32 565 600. The capital band is available to the Company for a maximum of five years, i.e. until April 10, 2030. However, future capital reductions resolved by the Annual General Meeting will lead to the early expiry of the capital band and, hence, the capital band will likely need to be reapproved from time to time.

According to article 3^{ter} para. 3 of the [Articles of Incorporation](#), the Board of Directors shall determine, to the extent necessary, the issue price, the type of contributions, the time of issue, the conditions for the exercise of subscription rights and the commencement of dividend entitlement of the shares issued out of the capital band. The Board of Directors may issue new shares by means of a firm underwriting by a bank, a banking syndicate or another third party and a subsequent offer to the existing shareholders or to third parties (provided that the subscription rights of the existing shareholders have been cancelled or not validly exercised).

The Board of Directors is further authorized to allow, limit or exclude the trading of subscription rights. The Board of Directors may allow subscription rights that have not been validly exercised to lapse or it may place them, or shares for which subscription rights have been granted but not validly exercised, at market conditions or otherwise use them in the interest of the Company. In addition, pursuant to article 3^{ter} para. 4 of the [Articles of Incorporation](#), the Board of Directors is authorized to cancel or limit the subscription rights of existing shareholders and to allocate them to third parties, to Siegfried or one of the Siegfried Group companies:

- a) for the purpose of raising equity capital in a quick and flexible manner which would not be possible or would only be possible with difficulty or on substantially worse terms without the exclusion of the pre-emptive rights of the existing shareholders, and provided that the issue price of the new shares is determined taking into account the market price; or;
- b) for the acquisition of companies, parts of companies or participations, or the acquisition of products, intangible assets or licenses by the Company or one of its Group companies or investment projects of the Company or one of its Group companies or for the financing or refinancing of such transactions through a share placement; or
- c) for the purpose of expanding the Company's shareholder base in certain financial or investor markets, for the participation of strategic partners, including financial investors, or in connection with the listing of new shares on domestic or foreign stock exchanges; or
- d) for granting an over-allotment option (greenshoe) of up to 20% of the shares to be placed or sold to the relevant initial purchasers or firm underwriters in connection with a share placement or sale.

No shares were issued from the capital band in 2025.

2.2.2 Conditional share capital

The 2024 Annual General Meeting of Shareholders of Siegfried Holding AG approved to increase the number of shares of the conditional capital from 2000 to 225 000 shares with a par value of CHF 11.00 each, representing a conditional share capital of CHF 2 475 000.

As of December 31, 2025, a total of 10 000 registered shares had been issued from the conditional capital created in 2024 in accordance with the purpose specified in Art. 3^{bis} of the [Articles of Incorporation](#). As a result, the conditional share capital of Siegfried Holding AG at the end of the reporting year amounted to CHF 1 548 00, divided into 2 150 000 registered shares with a par value of CHF 0.72 each (after share split, see section 2.3 below). This corresponds to approx. 4.7% of the outstanding share capital.

The conditional share capital is reserved for the issuance of Siegfried shares to members of the Board of Directors and/or the employees of Siegfried Holding AG and/or its group companies. Pre-emptive rights as well as advanced subscription rights of company shareholders are excluded. The issuing of shares or related pre-emptive rights to members of the Board of Directors and/or employees of Siegfried Holding AG and/or its group companies shall take place in accordance with one or more regulations to be issued by the Board of Directors, taking into account such criteria as performance, functions, responsibility levels, and profitability. Shares or pre-emptive rights may be issued to members of the Board of Directors and/or employees of Siegfried Holding AG and/or its group companies at a price below the market price.

2.3 Changes in share capital

In the 2025 financial year, Siegfried Holding AG created a total of 10 000 shares from conditional share capital. The issue was made to members of the Board of Directors and/or employees of Siegfried Holding AG and/or its Group companies in accordance with Article 3^{bis} of the [Articles of Incorporation](#). No shares were created from the capital band in 2025.

In addition, the 2025 Annual General Meeting resolved (i) to reduce the Company's share capital by reducing the par value of the registered shares from CHF 11.00 to CHF 7.20 per share and (ii) to carry out a share split at a ratio of 1:10. As a result of the share split, the number of shares issued was increased by a factor of ten while the share capital remained unchanged. As of December 31, 2025, the share capital of Siegfried Holding AG amounted to CHF 32 565 600, divided into 45 230 000 registered shares with a par value of CHF 0.72 each.

In the 2024 financial year, Siegfried Holding AG issued a total of 45 000 shares from the conditional share capital. In the same year, the Annual General Meeting resolved to reduce the capital by reducing the nominal value from CHF 14.60 per share to CHF 11.00 per share. As a result, the share capital of Siegfried Holding AG as of December 31, 2024, amounted to CHF 49 643 000, divided into 4 513 000 registered shares with a par value of CHF 11.00 each.

In the 2023 financial year, a total of 36 000 shares were issued from the conditional share capital. In the same year, the Annual General Meeting resolved to reduce the capital by reducing the nominal value from CHF 18.00 to CHF 14.60 per share. As a result, the share capital of Siegfried Holding AG amounted to CHF 65 232 800 as of December 31, 2023, divided into 4 468 000 registered shares with a par value of CHF 14.60 each.

2.4 Participation certificates and dividend-right certificates

As of December 31, 2025, Siegfried Holding AG had no participation certificates or dividend-right certificates outstanding.

2.5 Limitations on transferability and registration of nominees

As long as the shares of Siegfried Holding AG are in uncertificated form and registered as intermediated securities, any transfer and collateralization of shares must be made in accordance with the Swiss Federal Intermediated Securities Act.

Voting rights may be exercised only after a shareholder has been registered in the share register of Siegfried Holding AG as a shareholder with voting rights. Registration in the share register is subject to the following statutory restrictions:

- Registration requests are considered granted if the Company has not denied them within 20 days after receipt.
- Petitioners must expressly declare that they have acquired the shares in their own name and for their own account, that there

is no agreement on the redemption or return of corresponding shares and that they bear the economic risk associated with the registered shares.

Individual persons, who refrain from explicitly declaring in the registration application that they hold the shares for their own account ("nominees") may be entered into the share register with voting rights, provided the nominee enters into a corresponding agreement with the Board of Directors, and is subject to a recognized bank or financial market supervision. As of December 31, 2025, no such agreements existed and all nominees were registered in the share register without voting rights.

2.6 Convertible bonds and options

As per December 31, 2025, Siegfried Holding AG had not issued any convertible bonds or options for Siegfried shares. With regard to performance share units granted to the members of the Executive Committee and senior management as part of Siegfried Holding AG's Long Term Incentive Plan, see the Remuneration Report (pages 14 ff.).

3. Board of Directors

The Board of Directors holds the ultimate responsibility for supervising and monitoring the management of the Siegfried Group. It is responsible for all matters vested to it by the law or the [Articles of Incorporation](#) of Siegfried Holding AG. In particular, the Board of Directors decides on group strategy, the allocation of resources and the structure of the Siegfried Group. It is also responsible for drafting the principles of the Siegfried Group's organization, the strategic goals, the accounting system, the financial controlling, internal audit, risk management, financial planning and sustainability. It defines and fosters the culture of the Siegfried Group.

The Board of Directors delegates the responsibilities for the executive management of the Siegfried Group to the CEO, to the extent the Board of Directors does not itself assume these or assigns them to the Chairman of the Board of Directors in line with the [Organizational Regulations](#).

The Organizational Regulations were last updated by the Board of Directors in 2024.

3.1 Diversity and independence

In accordance with the Siegfried Group [Organizational Regulations](#), the Chairman of the Board of Directors and the majority of the members of the Board of Directors must be non-executive and independent. In line with the Swiss Code of Best Practice for Corporate Governance, the Board members are considered non-executive and independent if they (i) are currently not members of the Executive Committee and have not belonged to the Executive Committee in the last three years, and (ii) have no or only relatively minor business relations with Siegfried.

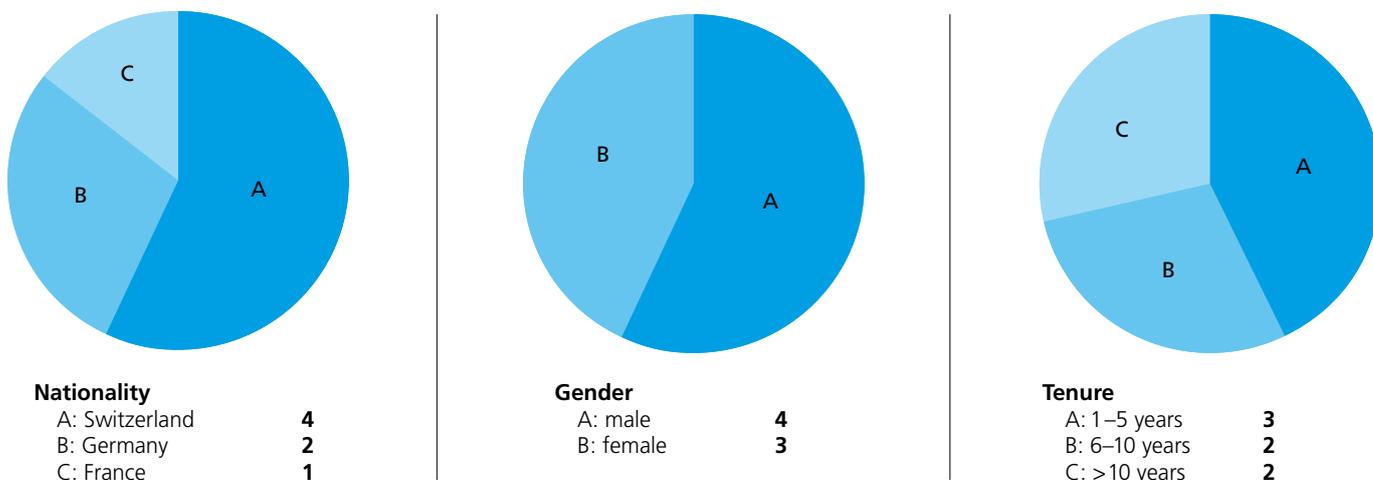
The Board of Directors aims to achieve and maintain an appropriate balance of skills and knowledge, taking into account the core and adjacent business fields of the pharmaceutical industry in which Siegfried is active, its international orientation, the accounting and legal requirements of listed companies, as well as the growing need for board level expertise in the fields of compensation, digitalization and sustainability. Hence, when members are proposed for election to the Board of Directors, a variety of criteria is taken into consideration, including industry experience, experience in executive and management functions, knowledge in finance and accounting, governance, compliance and law, expertise in environmental, social and governance (ESG) and information technology, as well as gender and other diversity criteria in accordance with Siegfried's [Diversity, Inclusion & Equity Policy](#). In accordance with said Policy, Siegfried strives to achieve a gender diversity with women representing no less than 30% of its Board members.

The Board of Directors regularly conducts a self-assessment of the performance of its members as well as its processes and organization, with the target to improve the governance, enhance efficacy, identify gaps in the skill sets and diversity and define future priorities.

The Board of Directors of Siegfried Holding AG currently consists of seven non-executive members from three different countries. Three of the seven members of the Board of Directors are female (quota of 43%).

All members of the Board of Directors for the 2025/2026 term of office are non-executive and independent in accordance with the meaning of the Swiss Code of Best Practice for Corporate Governance. None of the current members ever held a position in Siegfried's Executive Committee or any other Siegfried Group company, nor did they, or the companies or organizations they represent, ever have any significant business relationship with Siegfried.

Siegfried Board of Directors diversity



Siegfried Board of Directors expertise



3.2 Members of the Board of Directors

For the current term of office 2025/2026, the Board of Directors of Siegfried Holding AG consists of the following members:

Name	Birth year	Position	Member since	End of term
Andreas Casutt	1963	Chairman, non-executive and independent	2010	2026
Martin Schmid	1969	Vice Chairman, non-executive and independent	2016	2026
Alexandra Brand	1971	Non-executive and independent member	2022	2026
Wolfram Carius	1961	Non-executive and independent member	2014	2026
Elodie Carr-Cingari	1974	Non-executive and independent member	2023	2026
Beat Walti	1968	Non-executive and independent member	2022	2026
Isabelle Welton	1963	Non-executive and independent member	2020	2026

At the 2026 Annual General Meeting, Andreas Casutt will step down from the Board of Directors of Siegfried Holding AG and will not stand for re-election as Chairman of the Board of Directors. The Board of Directors will propose to the Annual General Meeting the election of Beat Walti as the new Chairman of the Board of Directors.

3.3 Profiles of current members of the Board of Directors

The following information on the current members of the Board of Directors relates to (1) their position at Siegfried; (2) professional activities and mandates as of December 31, 2025; (3) education and training; and (4) nationality. For a detailed list of mandates pursuant to Art. 626 para. 2 no. 1 of the Swiss Code of Obligations as of December 31, 2025, and December 31, 2024, see also the Remuneration Report, p. 27

Dr. Andreas Casutt, Chairman

1. Andreas Casutt (1963) joined the Board of Siegfried Holding AG in 2010 and was elected Chairman in 2014.
2. Andreas Casutt has been a partner at the law firm Niederer Kraft Frey AG, Zurich, since 2002, where he also serves on the Board of Directors and held the position of managing partner from 2006 to 2014. Andreas Casutt primarily provides advisory and forensic services in the areas of corporate law, mergers and acquisitions, stock exchange law, and labor law.

Andreas Casutt is a member of the Board of Directors of the listed company Mikron Holding AG and the unlisted company maxon international AG (as well as its subsidiary maxon motor AG). He is also a member of the Board of Directors of the unlisted companies Dextra Rechtsschutz AG, Format A AG, and Vanco Switzerland AG, and holds various Board positions for the investment company Horizon21, its portfolio companies, and affiliated companies (Horizon21 AG, SO Holding AG, Roymar Corporation SA, Lakeside Services AG, Lakeside Aviation AG, Sole Invest AG, Allwinden Holding AG and Breakaway Capital AG) and for the unlisted ImmSell AG and ImmOthmar AG. Andreas Casutt is also Chairman of the Board of Directors of the unlisted TPIO Holding AG and its subsidiaries Belleview AG and OPG Online Personals Group AG. In addition, he is Managing Director of the privately held HEROS Helvetic Rolling Stock GmbH and HEROS America Middle-East Asia GmbH.

3. Andreas Casutt studied law and received his Ph.D. at the University of Zurich and completed an LL.M. program at the University of Michigan, Ann Arbor.
4. Andreas Casutt is a Swiss citizen.

Dr. Martin Schmid, Vice Chairman

1. Martin Schmid (1969) has been a member of the Board of Directors of Siegfried Holding AG since 2016 and its Vice Chairman since 2016. He is a member of Siegfried's Audit Committee and Remuneration Committee.
2. Martin Schmid is a lawyer, co-founder and partner of the law firm Kunz Schmid, Chur. He has been a member of the Swiss Council of States since 2011, representing the Canton of Graubünden. From 2003 to 2011 he was a member of the government of the canton of Graubünden

Martin Schmid is a member of the Board of Directors of Swiss Life Holding AG (as well as its subsidiary Swiss Life AG). In the energy sector, he is Chairman of the Board of Directors of EKW AG and ELIN AG as well as a member of the Board of Directors of Swissgas AG. In the construction sector, he chairs the Board of Directors of Calanda Holding AG (and its subsidiary Gribag AG). He is president of the Association of the Swiss Gas Industry (VSG ASIG), the Swiss Development Association and the Graubünden Cantonal Hospital Foundation. He is also a Board member of economiesuisse, the umbrella organization of the Swiss economy, a member of the political advisory board of ExpertSuisse and the advisory board of the Institute for Law and Economics at the University of St. Gallen (ILE-HSG).

3. Martin Schmid studied law at the University of St. Gallen, where he received his doctorate in 2005.
4. Martin Schmid is a Swiss citizen.

Dr. Alexandra Brand, Member of the Board

1. Alexandra Brand (1971) joined the Board of Directors of Siegfried Holding AG in 2022. She is a member of Siegfried's Strategy & Sustainability Committee.
2. Alexandra Brand is a member of the Syngenta Group's Global Leadership Team, where she was appointed Executive Vice President for Sustainability, Corporate Affairs, and Transformation in November 2023. Previously, Alexandra Brand headed the Crop Protection business unit as Regional Director for EAME at Syngenta and served as its Chief Sustainability Officer. Alexandra Brand originally joined Syngenta AG at the end of 2015. Before joining Syngenta, Alexandra Brand held various positions of increasing importance and responsibility at BASF for over 15 years.

Alexandra Brand is a member of the Board of Directors of Adama Solutions Ltd., a wholly owned subsidiary of Adama Ltd, a company listed on the Shanghai Stock Exchange.

3. Alexandra Brand studied Chemistry at the University of Darmstadt, where she also received her Ph.D. in inorganic chemistry in 1998.
4. Alexandra Brand is a German citizen.

Prof. Dr. Wolfram Carius, Member of the Board

1. Wolfram Carius (1961) joined the Board of Directors of Siegfried Holding AG in 2014. Wolfram Carius chairs the Strategy & Sustainability Committee and is a member of Siegfried's Audit Committee.
2. Wolfram Carius was Executive Vice President Pharmaceuticals of Bayer Pharma from 2020 to September 2025, where he built up the cell and gene therapy division. Previously, he was Executive Vice President Pharmaceuticals Product Supply since 2016 and in this role a member of the Executive Committee at Bayer Pharma. From 2013 to 2016, he worked for the French pharmaceutical company Sanofi, most recently as Senior Vice President Biologics and member of the Global Leadership Team. From 1987 to 2013, Wolfram Carius worked for the pharmaceutical company Boehringer Ingelheim, where he was responsible for Human Resources & Technical Operations from 2009 and Biopharma & Operations from 2012. Prior to this time, he was instrumental in establishing and expanding the biopharmaceuticals division. He was Deputy Head of the production site in Japan and then headed Technical Operations in Brazil before finally becoming a member of the Executive Board of Boehringer Ingelheim Germany

Wolfram Carius is a member of the Board of Directors of Südpack Medica AG, Switzerland, and the Supervisory Board of Schott Pharma AG, Germany, as well as of the unlisted FinVector Oy, Finland, a company of Ferring Ventures in Switzerland, and Blue Rock Therapeutics, USA, an independently operating subsidiary of Bayer AG in the field of cell and gene

therapy. He is also co-founder and advisory board member of the German Artistratis GmbH.

3. Wolfram Carius holds a Ph.D. in Pharmaceutical Biology and Analytical Phytochemistry from the University of Saarland, Germany. He has been awarded the title of honorary professor in recognition of his long and exceptional service by the Biberach University of Applied Sciences in 2009.
4. Wolfram Carius is a German citizen.

Elodie Carr-Cingari, Member of the Board

1. Elodie Carr-Cingari (1974) was elected to the Board of Directors of Siegfried Holding AG in 2023. She chairs Siegfried's Audit Committee.
2. Elodie Carr-Cingari has been Chief Financial Officer of the Sonova Group since July 2025. From 2020 to 2025, she worked in the same role for the Landis+Gyr Group. Previously, she held the position of Chief Financial Officer of the Hoerbiger Group. Prior to that, Elodie Carr-Cingari spent eleven years at Alstom and, following its acquisition by General Electric, at General Electric, where she held various CFO positions in global business units in the energy and grid sector. She spent the first ten years of her career at Hewlett-Packard, where she held various finance leadership positions.
3. Elodie Carr-Cingari holds a Master of Business Administration from Bocconi University in Milan, Italy and a degree in Business Administration from INSEEC Group, France.
4. Elodie Carr Cingari is a French and Swiss citizen.

Dr. Beat Walti, Member of the Board

1. Beat Walti (1968) was elected to the Board of Directors of Siegfried Holding AG in 2022. He is a member of Siegfried's Remuneration Committee as well as the Strategy & Sustainability Committee.
2. Beat Walti is a lawyer, partner (since 2007) and member of the Board of Directors of the Zurich-based law firm Wenger Vieli AG, specialising in the areas of commercial and corporate law as well as governance issues. Beat Walti chairs the Board of Trustees of the Ernst Göhner Foundation and the Board of Directors of Rahn AG. He is a member of the Board of Directors of DSV A/S in Denmark and EGS Beteiligungen AG.

Beat Walti has been a member of the Swiss National Council since 2014 (from 2017 to 2022 as parliamentary group president of the FDP/The Liberals), where he is a member of the Committee for Economic Affairs and Taxation. Beat Walti is also President of the VIS (Swiss Real Estate Association; Association of Institutional Real Estate Investors), President of the Commission for Competition Issues of *economiesuisse* (umbrella organization of the Swiss economy), member of the political advisory board of *ExpertSuisse* and the board of the ZHK (Zurich Chamber of Commerce), as well as the governing bodies of other private foundations and associations.

3. Beat Walti studied law at the Universities of Zurich and Neuchâtel and received his Ph.D. in 1998.
4. Beat Walti is a Swiss citizen.

Isabelle Welton, Member of the Board

1. Isabelle Welton (1963) was elected to the Board of Directors of Siegfried Holding AG in 2020. She chairs Siegfried's Remuneration Committee.
2. Isabelle Welton is the owner of a consulting company focusing on corporate culture and change processes, which she founded in 2018. From 2013 to 2017, she was as member of the Group Executive Board of the Zurich Insurance Group with responsibility for Human Resources & Corporate Culture. Isabelle Welton started her career with Citibank in Tokyo and subsequently changed to IBM, where she held various positions in marketing and communications before being appointed country general manager of IBM in Switzerland.

Isabelle Welton chairs the Board of Directors of AG für die Neue Zürcher Zeitung and is a member of the board of the Swiss Institute of International Studies as well as the foundation boards of Swisscontact and the Lucerne Festival.

3. Isabelle Welton studied law at the University of Zurich.
4. Isabelle Welton is a Swiss citizen.

3.4 Permitted activities in the managing or administrative body of other companies

Members of the Board of Directors of Siegfried Holding AG may not assume more than twenty additional mandates, of which no more than four for publicly listed companies. This applies to every mandate if it concerns mandates in comparable functions at other companies with economic purposes. Mandates in different legal entities under common control or owned by the same beneficial owner shall be deemed to constitute a single mandate.

Not subject to these limitations are (i) mandates in companies that are controlled by, or which control, Siegfried Holding AG; (ii) mandates that a member of the Board of Directors assumes at the direction of Siegfried Holding AG or a Group company, provided that no member of the Board of Directors may assume more than ten such mandates at companies that are not controlled by, or do not control, Siegfried Holding AG; (iii) mandates in associations, foundations, occupational benefit foundations, educational institutions and similar organizations provided that no member of the Board of Directors may assume more than ten such mandates.

The acceptance of any such additional mandate in a listed company by a member of the Board of Directors requires the prior approval of the Board of Directors.

3.5 Election and term of office

The members of the Board of Directors of Siegfried Holding AG as well as the Chairman of the Board and the members of the Remuneration Committee are elected by the General Meeting of Shareholders. Apart from that, the Board of Directors constitutes itself.

The term of office of the members of the Board of Directors is one year and ends with the conclusion of the next Annual General Meeting of Shareholders. Re-election is permitted. According to the [Organizational Regulations](#), members of the Board of Directors must retire at the next Annual General Meeting of Shareholders after reaching the age of 72.

3.6 Internal organization

The Board of Directors is responsible for the supervision of the Siegfried Group and its business. The Board of Directors determines the Group strategy, the allocation of resources, and the manage-

ment structure of the Siegfried Group. It is also responsible for setting the organizational structure, accounting, financial control, and financial planning. To the extent it does neither exercise these duties itself nor delegate them to the Chairman of the Board, the Board of Directors delegates the management of the business to the CEO of the Siegfried Group. Decisions are taken by the entire Board of Directors. The Organizational Regulations, which was slightly amended and updated in 2024, set forth the Board's power, duties, and internal organization.

During the business year 2025, the Board of Directors met for three one-day ordinary meetings, two half-day ordinary meetings and a strategy meeting of two days. In addition, numerous teleconferences were held. With a few justified exceptions, all members of the Board of Directors consistently attended the meetings.

	Board meetings				
	14.02.2025	10.04.2025	04.07.2025	19.08.2025	14.11.2025
Andreas Casutt	x	x	x	x	x
Martin Schmid	x	x	x	x	x
Alexandra Brand	x	x	x		x
Wolfram Carius	x	x	x	x	x
Elodie Carr-Cingari	x	x	x	x	
Beat Walti	x	x	x	x	x
Isabelle Welton	x	x	x	x	x

For its internal organization and, in particular, the election to and composition of its committees, the Board takes into account the experience and expertise of its members, such as industry experience, experience in executive and management functions, knowledge in finance and accounting, governance, compliance and law,

expertise in ESG and information technology. The following three Board Committees assist the Board of Directors:

- Audit Committee
- Remuneration Committee
- Strategy and Sustainability Committee

Committee	Chair	Members
Audit Committee	Elodie Carr-Cingari	Wolfram Carius, Martin Schmid
Remuneration Committee	Isabelle Welton	Martin Schmid, Beat Walti
Strategy and Sustainability Committee	Wolfram Carius	Alexandra Brand, Beat Walti

The responsibilities and competencies of the Board Committees are governed in article 16 paragraph 4 of the [Articles of Incorporation](#) and the Siegfried [Organizational Regulations](#). The composition, organization and duties and responsibilities of each Board Committee are set forth in detail in the relevant Committee Charters, which are annexed to and form an integral part of the [Organizational Regulations](#). The Board Committees review and discuss important matters in their relevant field of responsibility prior to Board meetings. The Board Committees have a comprehensive right to information and submit recommendations to the Board but generally do not have decision-making authority unless expressly stipulated otherwise in the relevant charter. They may request that an item be included on the agenda of the next meeting of the Board of Directors and the

Chairmen of the relevant committees report on their activities at the meetings of the Board of Directors.

As a rule, each committee consists of three members of the Board of Directors, one of whom chairs the committee. In addition, the Chairman of the Board, the CEO and the CFO, and the responsible members of the Executive Committee regularly attend these meetings.

In the business year 2025, the Audit Committee met four times and the Remuneration Committee and the Strategy and Sustainability Committee three times each for ordinary half-day meetings.

All committee members as well as the Chairman of the Board of Directors participated in the ordinary meetings. In addition, various telephone conferences on specific issues were held.

	Audit Committee			
	11.02.2025	18.06.2025	15.08.2025	10.11.2025
Elodie Carr-Cingari (Chair)	x	x	x	x
Martin Schmid	x	x	x	x
Wolfram Carius	x	x	x	x
Andreas Casutt	x	x	x	x

	Remuneration Committee		
	11.02.2025	15.08.2025	10.11.2025
Isabelle Welton (Chair)	x	x	x
Martin Schmid	x	x	x
Beat Walti	x	x	x
Andreas Casutt	x	x	x

	Strategy and Sustainability Committee		
	13.02.2025	02.06.2025	13.11.2025
Wolfram Carius (Chair)	x	x	x
Alexandra Brand	x	x	x
Beat Walti	x	x	x
Andreas Casutt	x	x	x

Board of Directors



Dr. Andreas Casutt
Chairman



Dr. Martin Schmid
Vice Chairman



Dr. Alexandra Brand
Board Member



Prof. Dr. Wolfram Carius
Board Member



Elodie Carr-Cingari
Board Member



Dr. Beat Walti
Board Member



Isabelle Welton
Board Member

Detailed portraits of the members of the Board of Directors can be found on the pages 10-11 or on www.siegfried.ch

Executive Committee



Marcel Imwinkelried
Chief Executive Officer



Dr. Reto Suter
Chief Financial Officer



Dr. Luca Dalla Torre
Chief Legal and Sustainability
Officer



Peter Freisler
Chief Business Officer



Henrik Krüpper
Chief Operating Officer
Drug Substances



Dr. Stefan Randl
Chief Scientific Officer



Olesia Silanteva
Chief Human Resources Officer

Detailed portraits of the members of the Executive Committee can be found on the pages 17–18 or on www.siegfried.ch

3.7 Information and control instruments

The internal information and control system of the Board of Directors and the Executive Committee is based on the following monthly reporting instruments: Revenues and other financial results of the Siegfried Group are presented in detail and compared with the budget and the previous year's results – including a financial forecast for the entire year. Quarterly reports focus on budget deviations, important business incidents, and the most important key performance indicators. A five-year plan outlines the financial planning for the next five business years. The Internal Control System (ICS) and a comprehensive risk management procedure (described on page 14 et seq. of the Financial Report) further add to the Board's information and control instruments. In addition, the head of the Internal Audit department reports directly to the Chairman of the Audit Committee.

The results of the reporting are discussed and evaluated with the CEO, the CFO and other members of the Executive Committee at the meetings of the Board of Directors. Furthermore, the Chairman of the Board discusses the course of business and other important topics with members of the Executive Committee on a regular basis.

4.1 Members of the Executive Committee

As per December 31, 2025, the Executive Committee of Siegfried comprised the following persons:

Name	Birth year	Position	Entered	In current function since
Marcel Imwinkelried	1967	Chief Executive Officer	2021	2024
Reto Suter	1971	Chief Financial Officer	2017	2017
Luca Dalla Torre	1975	Chief Legal and Sustainability Officer	2012	2025
Peter Freisler	1980	Chief Business Officer	2025	2025
Henrik Krüpper	1971	Chief Operating Officer Drug Substances	2023	2023
Stefan Randl	1973	Chief Scientific Officer	2025	2025
Olesia Silanteva	1982	Chief Human Resources Officer	2025	2025

Marianne Späne, Chief Business Officer, resigned from the Executive Committee of the Siegfried Group on July 31, 2025. As her successor, Peter Freisler joined the Executive Committee as Chief Business Officer in August 2025.

In 2026, the following additional changes to the Executive Committee will be implemented: Tania Micki will become Chief Financial Officer and member of the Executive Board of the Siegfried Group as of July 1, 2026, succeeding Reto Suter. Tania Micki has been CFO of Tecan Group AG since 2020. She brings more than 20 years of experience in management positions at publicly listed, internationally active companies. Prior to joining Tecan, she held leadership positions at Sulzer, Monsanto andategroup. She holds

4. Executive Committee

The Chief Executive Officer (CEO) is responsible for the operative and results-oriented management of the Siegfried Group. Subject to the competencies and directives of the Board of Directors and its Chairman, the CEO has extensive responsibility for the sales and earnings of the Siegfried Group and for achieving the corporate targets as well as managing and overseeing the Siegfried Group and the Group companies. The detailed responsibilities and functions of the CEO are set forth in article 5 of the Siegfried [Organizational Regulations](#).

As per December 31, 2025, one out of seven members of the Executive Committee was female (quota of 14%). Members of the Executive Committee may hold office until they reach the age of ordinary retirement under Swiss law. As of December 31, 2025, the age of ordinary retirement is 65 years.

an MBA in General Management from INSEAD Business School (Fontainebleau, France) and a degree from ESCP (École Supérieure de Commerce de Paris) specializing in Finance, Auditing and Accounting.

4.2 Profiles

The following information on the current members of the Executive Committee of the Siegfried Group¹ relates to their (1) current position at Siegfried; (2) professional career; (3) outside mandates in accordance with article 626 para. 2 point 1 of the Swiss Code of

Obligations as per 31.12.2025; (4) education and training and (5) nationality.

For former members of the Executive Committee who resigned in 2025, please refer to the [Corporate Governance Report 2024](#), p. 15 et seq.

Marcel Imwinkelried, Chief Executive Officer

1. Marcel Imwinkelried (1967) joined the Siegfried Group in January 2021 and assumed responsibility as Chief Executive Officer on September 1, 2024. Prior to his appointment as CEO, Marcel Imwinkelried held the position of Chief Operating Officer Drug Products since October 2021, which he currently continues to hold on an ad interim basis. From January 2021 to October 2021, he served as Multi-Site Head for Drug Products' sites in Barberà del Vallès and El Masnou (Spain) and Irvine (California).
2. Before joining Siegfried, Marcel Imwinkelried held various management positions with increasing responsibility for Novartis since 2005. In 2018, he was appointed Global Head Technical Operations Solids at Novartis.
3. Marcel Imwinkelried is member of the Board of Directors and the Executive Management of the family-owned Inninova AG.
4. Marcel Imwinkelried graduated in mechanical engineering from the Lucerne University of Applied Sciences and holds a degree in business administration from the University of St. Gallen.
5. Marcel Imwinkelried is a Swiss citizen.

Dr. Reto Suter, Chief Financial Officer

1. Reto Suter (1971) joined Siegfried on May 1, 2017, as Chief Financial Officer, additionally responsible for cyber security.
2. Prior to joining Siegfried, Reto Suter held a range of positions in industry as well as in finance and private equity. In his last function as COO, CIO and Board Member of Lonrho, a long-established company headquartered in London (UK) and Johannesburg (SA), Reto Suter was responsible for overseeing the public takeover and subsequent delisting and restructuring.
3. Reto Suter is a member of the Board of Directors and Chairman of the Audit Committee of Inficon Holding AG, as well as a member of the Board of Directors of the privately held Swiss Cement Industry Company.
4. Reto Suter studied economics at the University of Zurich and the University of Washington in Seattle and completed his doctorate in banking and finance at the University of Zurich.
5. Reto Suter is a Swiss citizen.

Dr. Luca Dalla Torre, Chief Legal and Sustainability Officer

1. Luca Dalla Torre (1975) joined Siegfried's Executive Board as Chief Legal and Sustainability Officer as of January 2025. Luca Dalla Torre joined the Siegfried Group in 2012 and has since taken on increasing responsibility in the areas of legal, intellectual property, compliance, insurance and risk management. Since 2021, he is also Chairman of the Siegfried Sustainability Board.
2. Previously, Luca Dalla Torre worked as a lawyer in commercial law firms in Zurich and New York, with a focus on mergers & acquisitions and corporate law.

3. Luca Dalla Torre is a member of the board of science industries and the Aargau Chamber of Industry and Commerce.
4. Luca Dalla Torre holds a PhD in law and a Bachelor of Economics from the University of Bern. He also holds an LL.M. in Corporate Law from New York University and earned a Professional Certificate in Sustainability from the Massachusetts Institute of Technology (MIT), Boston in 2024.
5. Luca Dalla Torre is a Swiss citizen.

Peter Freisler, Chief Business Officer

1. Peter Freisler (1980) joined the Siegfried Group in August 2025 as Chief Business Officer.
2. Peter Freisler previously worked for Evonik, where he held various management positions over the past ten years, most recently as Global Vice President Sales and Services for the Health Care division.
3. –
4. Peter Freisler holds an MBA from Justus Liebig University Giessen (Germany) and a Master of Arts in Economics from the University of Milwaukee-Wisconsin (USA).
5. Peter Freisler is a German citizen.

Henrik Krüpper, Chief Operating Officer Drug Substances

1. Henrik Krüpper (1971) joined the Siegfried Group in September 2023 as Chief Operating Officer Drug Substances.
2. Prior to joining the company, Henrik Krüpper had been CEO of HCS Group, an international specialty chemicals company based in Germany, since 2019. Previously, Henrik Krüpper held various positions at HCS Group since 2012, including Managing Director and Chief Commercial Officer. He started his career at Th. Goldschmidt AG as Site Excellence and Production Manager and subsequently held positions of increasing operational and managerial responsibility at Evonik Industries AG, formerly Degussa AG, City Solar AG, Q-Cells SE and Solteature GmbH.
3. –
4. Henrik Krüpper holds a diploma (Dipl.-Ing.) in mechanical engineering with a specialization in process engineering from the Technical University (RWTH) Aachen in Germany.
5. Henrik Krüpper is a German citizen.

Dr. Stefan Randl, Chief Scientific Officer

1. Stefan Randl (1973) joined the Siegfried Group as Chief Scientific Officer in January 2025.
2. Previously, Stefan Randl worked for Evonik for 16 years, where he held various management positions in several regions, most recently as Vice President Innovation Management Health Care in Frankfurt and Vice President Drug Substance in Indiana, USA. He also headed Sales & Services for Health Care in Asia, based in Tokyo.
3. –
4. Stefan Randl holds a Ph.D. in organic chemistry from the Technical University of Berlin.
5. Stefan Randl is a German citizen.

Olesia Silanteva, Chief Human Resources Officer

1. Olesia Silanteva (1982) joined the Siegfried Group in April 2025 as Chief Human Resources Officer.
2. Prior to joining Siegfried, Olesia Silanteva worked at Sandoz, where she served as Head People & Organization (P&O) for Technical Operations for approximately 11 000 employees at 18 locations. Previously, she held various senior positions in P&O for Novartis in Russia and Switzerland.
3. Olesia Silanteva holds a Corporate MBA from the Stockholm School of Economics and a teaching diploma from the Pskov Pedagogical Institute.
4. Olesia Silanteva is a Russian citizen.

4.3 Permitted activities in the supreme managing or administrative body of other companies

Members of the Executive Committee of Siegfried Holding AG may not assume more than five additional mandates, of which no more than two may be for a publicly listed company. This applies to every mandate if it concerns mandates in comparable functions at other companies with economic purposes. Mandates in different legal entities under common control or owned by the same beneficial owner shall be deemed to constitute a single mandate.

Not subject to these limitations are (i) mandates in companies that are controlled by, or which control, Siegfried Holding AG; (ii) mandates that a member of the Executive Committee assumes at the direction of Siegfried Holding AG or a group company, provided that no member of the Executive Committee may assume more than ten such mandates at companies that are not controlled by, or do not control, Siegfried Holding AG; (iii) mandates in associations, foundations, occupational benefit foundations, educational institutions and similar organizations provided that no member of the Executive Committee may assume more than ten such mandates.

4.4 Management contracts

Siegfried Holding AG and its group companies have not entered into any management contracts with third parties.

5. Remuneration, investments and loans

5.1 Content and method of determining the remuneration and the equity participation plans

For details regarding the remuneration and shareholdings of the members of the Board of Directors and the Executive Committee as well the principles and elements of remuneration and the equity participation plans of members of the Board of Directors and the Executive Committee, together with a description of the authorities and procedures in connection therewith, please refer to the Remuneration Report on page 7 et seq. of this Annual Report.

5.2 Statutory provisions regarding remuneration**5.2.1 Performance-related remuneration and the allocation of equity securities**

Pursuant to article 23 of the [Articles of Incorporation](#) and subject to approval by the General Meeting of Shareholders, the remuneration of the members of the Board of Directors consists of fixed remuneration elements in cash, and/or in the form of shares of the Company and may include other remuneration elements and benefits. The Board of Directors determines the conditions for the allocation of shares as well as the relevant terms and conditions, including the time of their allocation and any restrictions on disposal. Absent exceptional circumstances, the members of the Board of Directors do not receive any performance-based remuneration; any such remuneration would be measured against predefined performance targets only.

Pursuant to article 24 of the [Articles of Incorporation](#) and subject to approval by the General Meeting of Shareholders, remuneration for members of the Executive Committee consists of a fixed base remuneration in cash as well as performance-based variable remuneration elements in cash and/or in the form of shares, entitlements, options or comparable instruments and units. The remuneration may include further compensation elements and benefits. The Board of Directors determines the type and weighting of the performance targets, the respective target values and target achievement for both the short- and the long-term performance-based remuneration in accordance with the principles set forth in the Articles of Incorporation.

In the event of a change of control of Siegfried Holding AG, or in case of other extraordinary events, the Board of Directors may

during the course of an ongoing performance period adapt, shorten or eliminate the targets for performance-based remuneration, exercise conditions and periods as well as vesting periods and the relevant performance-based remuneration may be forfeited or paid out under the assumption that targets would have been achieved.

5.2.2 Statutory provisions regarding payments to members of the Executive Committee appointed after the shareholders' vote on pay

Pursuant to article 25 of the [Articles of Incorporation](#), Siegfried Holding AG or any group company may, with respect to any member of the Executive Committee who joins the Executive Committee during a period for which the General Meeting of Shareholders has already approved remuneration for the Executive Committee, pay out remuneration for such period(s) if the amount already approved is insufficient. The amount per remuneration period may not exceed 40% for the CEO and 25% for each other member of the Executive Committee of the most recently approved maximal total remuneration.

In addition, Siegfried Holding AG may compensate a newly appointed member of the Executive Committee for any losses suffered in connection with assuming the new position as a result of forfeited vested benefits from his previous position. Such compensation may not exceed CHF 1 000 000 for the CEO and CHF 500 000 per person for the other members of the Executive Committee.

5.3 Statutory provisions regarding loans, credit facilities and post-employment benefits

Pursuant to article 27 of the [Articles of Incorporation](#), Siegfried Holding AG may grant loans and credits to members of the Board of Directors and the Executive Committee up to a maximum of the total of their respective individual fixed base remuneration in cash. In addition, Siegfried Holding AG may pay advances on attorney fees, court costs, and the like, up to a maximum of CHF 1 000 000 per member, in order to defend against liability and similar claims by third parties in connection with its activities performed for the company.

5.4 Statutory provisions on the vote on pay at the General Meeting of Shareholders

Pursuant to article 15 of the [Articles of Incorporation](#), Pursuant to article 15 of the Articles of Incorporation, the General Meeting of Shareholders resolves annually on the approval of the motions of the Board of Directors with regard to:

- the maximum total amount of remuneration for the Board of Directors for the term of office expiring at the next Annual General Meeting of Shareholders;
- the maximum total amount of fixed remuneration for the Executive Committee for the following financial year;

- the total amount of short-term performance-based remuneration for the Executive Committee for the most recent financial year;
- the total amount of long-term performance-based remuneration for the Executive Committee for the current financial year

Resolutions on the approval of remuneration for the Board of Directors and the Executive Committee, respectively, are taken separately. The Board of Directors may submit the elements of remuneration for approval either separately or combined. In addition, the Board of Directors may submit proposals to the General Meeting of Shareholders regarding (i) the total amounts and/or remuneration elements for other periods and/or (ii) supplementary amounts for certain remuneration elements. If the General Meeting of Shareholders declines to approve a motion of the Board of Directors, the Board of Directors may submit new motions at the same General Meeting of Shareholders, at an extraordinary General Meeting of Shareholders, or at the next Annual General Meeting of Shareholders.

If variable compensation is approved prospectively, the remuneration report is submitted to the Annual General Meeting for a consultative vote.

6. Shareholder rights

6.1 Voting rights and proxy

Each share registered in the share register with voting rights grants to its holder one voting right at the General Meeting of Shareholders. A shareholder may be represented at the General Meeting of Shareholders by a natural person duly authorized in writing, or by the independent voting proxy.

The General Meeting of Shareholders passes its resolutions by a simple majority of the votes cast, unless a qualified majority is required by applicable law or the [Articles of Incorporation](#). If no absolute majority is reached, the Chairman casts the deciding vote. The approval of at least two-thirds of the votes represented is required for resolutions of the General Meeting of Shareholders with respect to:

- a change to the Company's purpose;
- the consolidation of shares;
- a share capital increase out of equity capital, by way of contributions in kind or by way of offsetting with a claim, and the granting of special privileges;
- the restriction or cancellation of the subscription rights;
- the introduction of conditional capital or the introduction of a capital band;

- any restriction on the transferability of registered shares;
- the introduction of shares with preferential voting rights;
- any change in the currency of the share capital;
- the introduction of a casting vote for the person chairing the meeting of the shareholders;
- a provision of the [Articles of Incorporation](#) on holding the meeting of the shareholders of the abroad;
- the delisting of the equity securities of the Company;
- the relocation of the seat of the Company;
- the introduction of an arbitration clause in the Articles of Incorporation;
- the dissolution of the Company.

6.2 Calling a General Meeting of Shareholders and setting the agenda

The General Meeting of Shareholders is called and the agenda therefore is set in accordance with the applicable provisions of the Swiss Code of Obligations.

Shareholders who alone or in combination with others represent no less than 0.5% of the share capital or the votes may request that an item be added to the agenda of the General Meeting of Shareholders or that a motion relating to an item be included in the notice convening. Any such request must be received by the Company in writing at least 45 calendar days prior to the meeting, setting forth the requested additional agenda item and the proposals of the shareholder(s). No previous request or notification is required for motions concerning items included on the agenda and for debates as to which no vote is taken.

6.3 Entry into the share register and invitation to the Annual General Meeting of April 16, 2026

The Board of Directors has determined that the share register for the Annual General Meeting 2026 will be closed on Friday, April 10, 2026. All Shareholders wishing to attend the Annual General Meeting of April 16, 2026, must submit their application for registration of shares in the share register no later than said date. No entries into the share register will be made from Monday, April 13, 2026, until Thursday, April 16, 2026. Shareholders who sell their Siegfried shares prior to the Annual General Meeting forfeit their voting rights.

7. Change of control and defensive measures

7.1 Mandatory take-over offers

There are no provisions in the [Articles of Incorporation](#) of Siegfried Holding AG regarding opting out or opting up (article 125 and 135 of the FMIA).

7.2 Change of control clauses

The Long Term Incentive Plan of the Siegfried Group (see Remuneration Report, page 14 et seq.) provides that in the event of a change of control of Siegfried Holding AG, plan participants, under the condition that they have not given and/or received notice of termination prior to the date of a change of control, will receive on the date of the change of control, or on a date defined by the Board, a certain number of Siegfried shares for each outstanding PSU. The number of shares will be calculated on the basis of a valuation method to be determined at the sole discretion of the Board of Directors and must adequately reflect and preserve the economic value of the benefits or potential benefits due to the plan participants for the PSUs of all outstanding performance periods. For shares allocated as a result of a change of control event, the restriction periods to which the shares may be subject after grant will no longer apply.

8. Auditors

8.1 Contract duration and lead auditor term length

PricewaterhouseCoopers AG (PwC), Basel (or its predecessor companies) has been the statutory auditor of Siegfried Holding AG since 1920. For the business year 2025, the lead auditor, Korbinian Petzi, carried out the audit for the second time. The auditor is annually elected by the Annual General Meeting of Shareholders.

8.2 Audit fees

PwC billed the Siegfried Group for services in connection with auditing of the annual financial statement of Siegfried Holding AG and of the Siegfried Group companies, the consolidated 2025 financial statement of the Siegfried Group and related auditing services CHF 1 020 000 (2024: CHF 954 000).

8.3 Additional fees

For tax consulting and other services in the financial year 2025, PwC billed the Siegfried Group CHF 129 000 (2024: CHF 344 000).

8.4 External audit informational instruments

The Audit Committee evaluates and discusses the performance, fees, and independence of the auditor every year. It reports to the Board of Directors and proposes a motion at the Annual General Meeting on the election (or re-election) of the auditor. The contract is awarded based on a budget presented to the Audit Committee by the auditor.

The auditor regularly attends the meetings of the Audit Committee; there were four meetings in 2025. During such meetings, the auditor presents detailed audit reports, which are also distributed to the Board of Directors. Assignments for PwC that go beyond the auditing mandate are subject to approval by the head of the Audit Committee.

9. Restricted periods

In each financial year, prior to the publication of the financial results, Siegfried imposes two regular trading restriction periods during which the members of the Board of Directors, the members of the Executive Committee and Senior Management as well as selected members of the Corporate Finance Department and other departments potentially having access to price-sensitive financial information are prohibited from trading in Siegfried shares or related securities. As per Siegfried's Insider Trading Regulations, these restriction periods start two weeks prior to the end the relevant financial reporting period (i.e. mid-June and mid-December) and expire at the end of the day following the date on which the relevant financial results are published. In addition, the Board of Directors, and the CEO in consultation with the Chairman of the Board, may in their discretion and upon consultation with the Chief Legal and Sustainability Officer, impose ad-hoc restriction periods from time to time where they consider it necessary or appropriate, including (without limitation) when Siegfried is involved in a strategic project or when such restrictions are required or appropriate to comply with legal or regulatory requirements.

10. Information policy

The Siegfried Group is committed to an open and consistent information policy. The media, financial analysts and other interest groups are continuously informed about important developments and events.

Shareholders are informed semi-annually on the state of the business and receive the annual report and the semi-annual report upon request. The annual reports, the minutes of previous General Meetings of Shareholders, media releases, important information and the current share price can be found at www.siegfried.ch. A news conference is held semi-annually for the media and financial analysts.

Siegfried Holding AG strictly observes the mandatory disclosure rules of the SIX Swiss Exchange ("ad hoc disclosure") regarding potentially price sensitive facts.

In 2026, the Siegfried Group will inform about the course of business as follows:

- February 20, 2026: publication of the financial results for the business year 2025
- April 16, 2026, 10:00 a.m.: Annual General Meeting of Shareholders
- August 21, 2026: publication of 2026 half-year financial results

Cautionary statement regarding forward-looking statements

This Annual Report contains certain forward-looking statements identified by words such as "believes", "expects", "anticipates", "projects", "intends", "should", "seeks", "estimates", "future" or similar expressions or by discussion of, among other things, strategy, goals, plans or intentions. Various factors may cause actual results to differ materially in the future from those reflected in forward looking statements contained in this Annual Report, among others: (1) pricing and product initiatives of competitors; (2) legislative and regulatory developments and economic conditions; (3) delay or inability in obtaining regulatory approvals or bringing products to market; (4) fluctuations in currency exchange rates and general financial market conditions; (5) uncertainties in the discovery, development or marketing of new products or new uses of existing products, including without limitation negative results of clinical trials or research projects, unexpected side-effects of pipeline or marketed products; (6) increased government pricing pressures; (7) interruptions in production; (8) loss of or inability to obtain adequate protection for intellectual property rights; (9) litigation; (10) loss of key executives or other employees; and (11) adverse publicity and news coverage. The statement regarding earnings per share growth is not a profit forecast and should not be interpreted to mean that Siegfried's earnings or earnings per share for 2026 or any subsequent period will necessarily match or exceed the historical published earnings or earnings per share of Siegfried.

**expect
more**

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