

KUDELSKI GROUP REPORT ON NON-FINANCIAL MATTERS 2025

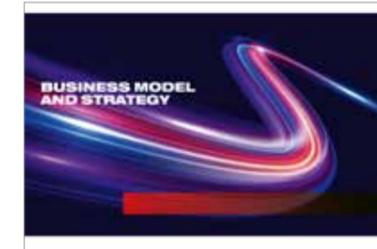


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CHAIRMAN'S LETTER



ANDRÉ KUDELSKI CHAIRMAN AND CHIEF EXECUTIVE OFFICER



Over the long term, we have systematically managed and reduced the environmental footprint of our products and solutions. From the first Nagra recorders designed for low power consumption to today's advanced digital technologies, sustainability has been embedded into our development standards and innovation processes. This approach extends beyond our products to our operations, through energy-efficient facilities and investments in renewable energy, including solar panels that contribute to powering our headquarters in Switzerland.

Growing responsibly means ensuring that our success supports the development of people at every level. We are committed to building an inclusive, respectful, and safe work environment that promotes equal opportunities and long-term employability. By investing in continuous learning, apprenticeship programs, and responsible labor practices, we seek to create sustainable value for our employees and meaningful positive impacts for the communities in which we operate, extending this commitment across our relationships with customers, suppliers, and partners.

In 2025, we continued to advance our transformation by improving processes and organizational structure through the integration of Kudelski Labs with our Digital TV division to create the Core Digital Security business unit. This realignment enables us to innovate faster, reduce complexity, and strengthen our ability to protect customers' data. By building on our core expertise in securing digital interactions across media, cybersecurity, and IoT, we are better equipped to manage resources responsibly while driving long-term growth.

As a leader in digital security, we understand the powerful role technology plays in addressing global challenges. From securing critical infrastructure and combating cyber threats to preventing piracy and intellectual property theft, we are committed to using our expertise to drive positive impact.

This includes active participation in public-private partnerships, research initiatives, and strategic industry collaborations that advance both security and sustainability.

A strong ethical foundation actively guides every decision we make. Integrity is not only a core value of the Kudelski Group, it shapes how we lead, operate, and grow responsibly. We maintain rigorous governance standards, ensure full compliance with applicable laws and regulations, and promote a culture of accountability and ethical conduct across our organization. In a global environment of increasing regulatory and societal expectations, we are clear in our position: long-term performance depends on transparent, responsible, and principled business practices.

Looking ahead, in a world facing persistent economic uncertainty, technological acceleration, and growing societal expectations, we remain committed to advancing our sustainability ambitions. Addressing these global challenges requires long-term vision, collective action, and continuous innovation. By strengthening our core business and embedding sustainability into our strategic decisions, we create resilient, long-term value and deliver lasting positive impact for society and the environment.

I sincerely thank our employees, customers, partners, and stakeholders for their ongoing trust and support. Their dedication and shared commitment drive us forward, inspiring us to build a safer, more sustainable future together.



“A strong ethical foundation actively guides every decision we make. Integrity is not only a core value of the Kudelski Group — it shapes how we lead, operate, and grow responsibly.”

BUSINESS MODEL AND STRATEGY

The background features a dark blue gradient with several glowing, multi-colored streaks in shades of blue, purple, and red. A prominent, large, glowing shape resembling a stylized 'S' or a curved path is composed of these streaks, curving from the bottom left towards the top right. The overall effect is dynamic and futuristic.

KUDELSKI GROUP AT A GLANCE

A worldwide presence to help people
protect their digital future



Key figures

1,600+ employees

24 countries

400+ million daily users

USD 371.0 million revenue

Segments of activity

Core Digital Security

Cybersecurity

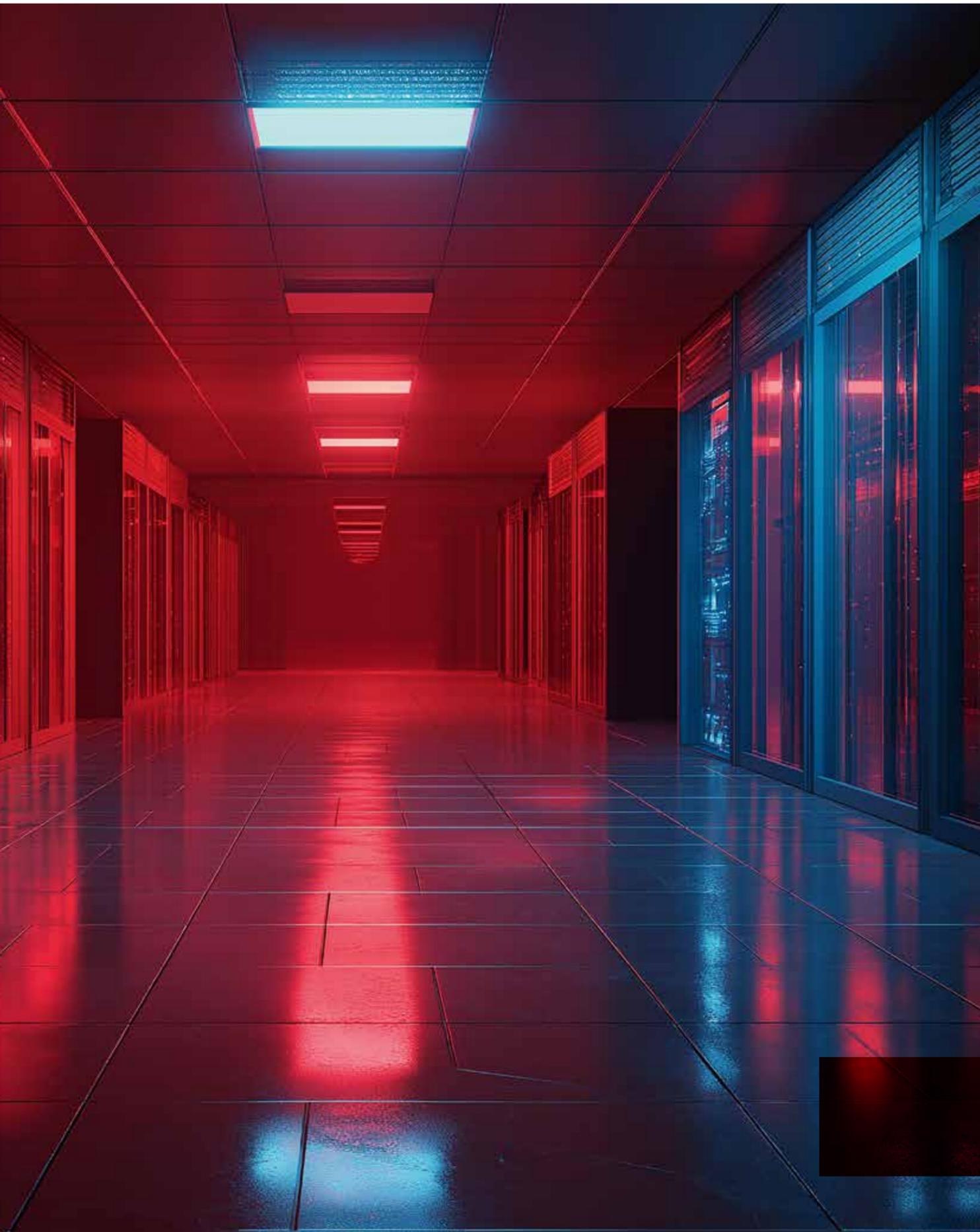
Internet of Things



WHO WE ARE

THE TRUST ENGINEERS

We strive to strengthen trust in human relationships through the digital security solutions we create and provide. We believe in innovation as a way to deliver the most effective protection, supporting people in their everyday activities. We are committed to shaping a safer future.



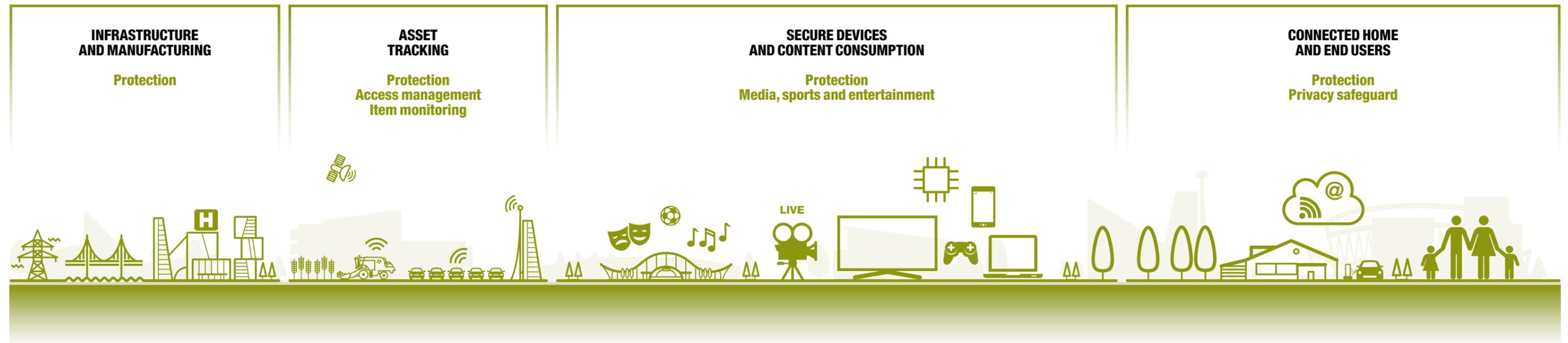
WHAT WE DO

WE PROTECT THE DIGITAL
LIVES OF MILLIONS
OF USERS WORLDWIDE

We aim to make a positive impact on society by simplifying and securing everyday life. Our cybersecurity services protect data and defend against cyber threats, while our media solutions safeguard creators from piracy and enhance user experiences. In the field of the Internet of Things, we secure connected devices and enable reliable asset tracking.

These innovations deliver peace of mind and ensure secure access to critical applications, driven by the passion and commitment of Kudelski Group employees.

BUSINESS MODEL AND PRODUCTS



Core Digital Security

- Protecting creativity, copyright and content
- Fighting against piracy
- Broadcast access and security
- Protecting automated smart homes
- Privacy by design
- Providing chip security
- Securing chipsets and semiconductors
- Protecting infrastructure
- Developing quantum-resistant solutions



Cybersecurity

- Protecting infrastructure
- Protecting IT and OT systems
- Securing data and transactions
- Expert advice to authorities and businesses
- Developing quantum-resistant solutions
- Privacy by design
- Optimizing cloud energy consumption



Internet of Things

- Securing connected devices
- Optimizing inventory management to improve the yield on renewable assets
- Helping people find stolen and lost assets
- Developing quantum-resistant solutions





**SUSTAINABILITY
AT THE KUDELSKI
GROUP**

ABOUT THIS REPORT

This sustainability report was produced in accordance with Art. 964a et seq. of the Swiss Code of Obligations, including the Swiss Ordinance on Climate-Related Reporting. The sustainability report was approved by the Kudelski Group Board of Directors and will be submitted to the Ordinary General Meeting for approval on April 14, 2026.

Information about the company name, registered office, share capital and holdings owned by non-listed Group companies included in the scope of consolidation and covered by the report is shown on pages 55 and 67 of the Kudelski Group's 2025 Financial Statements.

SUSTAINABILITY AT THE KUDELSKI GROUP

In 2025, the Kudelski Group continued to evolve its sustainability journey by incorporating strategic goals and commitments and by enhancing its governance structure. All of the aforementioned actions have been taken with the shared objective of improving the monitoring and evaluation of the Group's business practices, as well as its commitment to its people, communities and the environment. These actions also ensure that the Group fulfils these commitments in a responsible manner.

While the mission for sustainable development is a key concern, it must not distract the Kudelski Group from undertaking measures that are necessary to restructure its business operations for long-term profitability and to weather the geopolitical turbulence that is causing considerable market instability. We are nonetheless convinced that our ongoing efforts to reorganise and optimise the Group's operations will also help address our commitments to sustainable development in the future.

Our efforts will continue in the coming years as we implement further sustainability efforts, refine our governance model and pursue our roadmap to achieve our long-term goals. These include the objective of net-zero emissions by 2050, in line with Switzerland's national climate targets.

SUSTAINABILITY IN PRACTICE

The Team

In 2024, the Audit Committee of the Board of Directors of the Kudelski Group designated one of its members, Mrs. Marguerite Kudelski, to support environmental, social, and governance (ESG) efforts for the Group. Mrs. Kudelski continued to act in this capacity during 2025. She supervised ESG initiatives in coordination with a project manager, employees within the material consolidated companies of the Group and external experts. As part of these efforts, sustainability workshops were carried out in 2025 to review and analyze the Group's ESG matters.

In 2024, the Group's focus was to analyze the value chain, conduct a stakeholder analysis and materiality assessment and identify the material ESG-related risks for the Group, based on the methodology described below. In 2025, we formalized a governance structure within the organization and established targets and a roadmap for future ESG efforts (see p. 15).

The Methodology

Relevant ESG matters were identified in 2024 by analyzing the Group's value chain. Analysis of stakeholder expectations confirmed the identified matters, and their impacts were assessed using the Double Materiality Matrix. This led to the ESG Risk Analysis (see p. 17 and p. 18). Our goal is to conduct a full materiality assessment and risk analysis every other year, with the next evaluation taking place in 2026.

The Commitments and Roadmap

In 2025, commitments and a roadmap were defined for each relevant ESG matter. In the coming years, we plan to translate these commitments into concrete actions across the Group. Although data collected in 2025 showed that many initiatives directly or indirectly related to sustainable development are being carried out locally by certain Group entities, we are planning to implement a more unified and systematic approach in order to carry out actions at the Group level and apply them across entities, while respecting local cultural and social differences.

MAIN 2025 ACHIEVEMENTS

CO2 emission assessment

This report was prepared in accordance with international standards and the ISO 14064 standard. The identification and acquisition of data on greenhouse gas emissions follow the principles of the Greenhouse Gas Protocol Corporate Accounting and Reporting Standard (Revised Edition) and ISO 14064-1.

The assessment of the Kudelski Group in terms of CO2 emissions, which started in 2024, was expanded in 2025 to include two additional areas of data collection: the commuter mobility and digital footprint. The figures shown in this report are based on 2025 reference data and covers the significant entities of the Group (83% of Group FTE) and its business activities, with the exception of component sourcing. Data concerning commuter mobility and the Group's digital footprint were collected and assessed in 2025 and are reflected in this report. Given the nature of our business, a significant amount of the Group's carbon footprint stems from Scope 3 emissions.

In 2025, we conducted an analysis of the Group's digital carbon emissions, which will form the basis of future planned reduction measures.

Supply chain due diligence

A supply chain analysis was also carried out in 2025 with a primary focus on assessing child labour risks, as part of our compliance requirements under Swiss law.

Governance structure

In 2025, we significantly strengthened the organizational framework underpinning our ESG reporting to enhance clarity, accountability, and strategic alignment.

As part of this effort, we clearly defined roles and responsibilities across all levels of the governance structure, ensuring effective oversight and cross-functional coordination.

We also established a robust set of guiding principles to standardize our approach to ESG management and reporting, promoting consistency, transparency, and integrity in our disclosures. In addition, we developed a comprehensive strategic roadmap that sets out clear priorities, milestones, and performance targets, enabling us to systematically advance our ESG initiatives while aligning them with our broader corporate strategy and long-term value creation goals.

STAKEHOLDERS ANALYSIS

STAKEHOLDERS	DESCRIPTION	EXPECTATIONS	INTERACTION
Customers	B2B, B2C and B2B2C	Quality of product and service, long product lifespan, competitive price, office environment, data security and privacy	Regular meetings, press releases, customer evangelism, social media post, newsletters, trade shows
Employees		Flexibility, fairness, information transparency, diversity, safety, positive societal impact	Training, management and evaluation, Q&A, intranet, e-mails, press release, human resources professionals understanding perception versus reality
Suppliers	Suppliers of products, raw materials and services	Long term relationship, competitive price, shared values	Regular meetings, press releases, social media post, newsletters, trade shows
Shareholders and investors		Share performance, dividend, information transparency, long-term focus	Press release, financial result announcements, annual report, annual general meeting
Local communities	Schools, universities, commercial, research and cultural institutions	Investments, contributions, employment and training, sharing expertise	Press release, social media posts, trade shows, job fairs, community projects, apprenticeship programs, partnerships with educational and local institutions, personal dialogue
Regulators and authorities		Compliance, sharing expertise, information transparency, sensitivity towards practical implications	Interact and partner with authorities, press release, information sharing public authorities
Business partners	Industrial actors and associations, technical organizations	Sharing expertise, improve the market, quality of product and service	Meetings, trade shows, newsletter, press release, social media posts, improving the business ecosystem

The Stakeholders Analysis was conducted to support a sustainability strategy for the Group that is in line with the expectations of our stakeholders. In 2024, we conducted an internal materiality assessment to identify the most important topics of our stakeholders, which provides the foundation of our overall strategic approach.

In 2025, we conducted reviews with a selected sample of our employees, suppliers, partners and customers with the goal of analyzing and assessing the topics identified in the stakeholders analysis using the double materiality matrix. The results of these reviews will be reflected in the evaluation conducted in 2026.

VALUE CHAIN



Resources

- Develop software
- Store data and software (servers)
- Use raw materials
 - Plastic
 - Silicon
 - Lithium
- Produce and use energy

Operations

- Manage employees
 - Training and awareness
 - Health and safety
 - Well-being
- Manage infrastructure
 - Building
 - IT park
 - Restaurants
- Manage administration
- Manage mobility
- Build the relationship with the community
 - Partnerships with schools and universities
 - Sharing knowledge
 - Information sharing with public authorities
 - Partnerships with local institutions

Products and services

- Design and Security
 - R&D
 - Software development
 - Testing
 - Personalisation
 - Updates/upgrades
- Services
 - Monitoring
 - Certification
 - SaaS
 - Consulting
- Sustainable by design
 - Long product lifespan
 - Promoting "second lives" for hardware
 - Efficient lifecycle management

Distribution

- Customer care
- Customer delivery
- Customer training

End of life

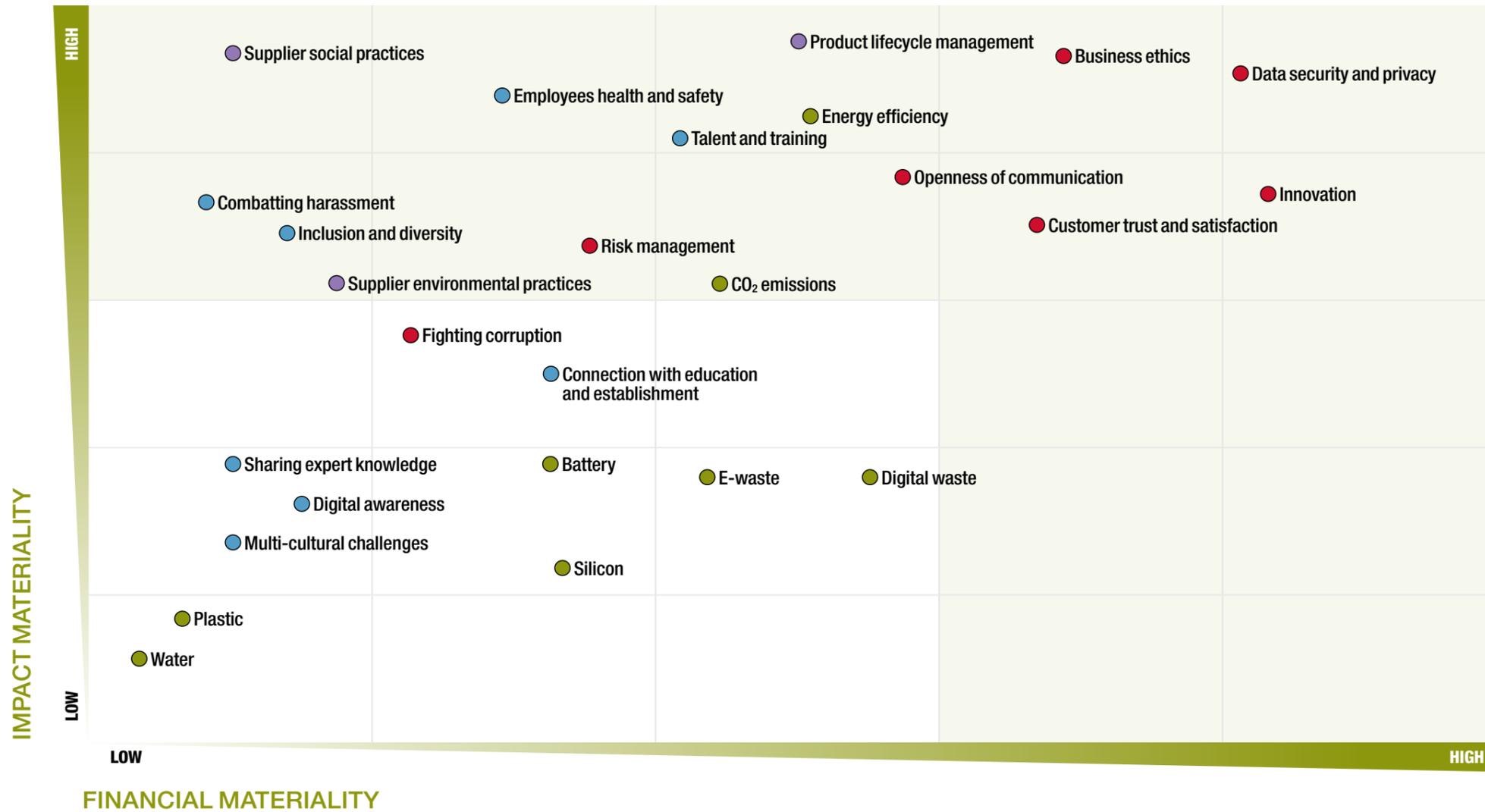
- Destroy data (digital waste)
- Eliminate and recycle hardware (e-waste)
- Manage infrastructure waste (internal)

The Value Chain Analysis was conducted internally in 2024 with the support of employees who have relevant experience with the Kudelski Group's stakeholders, businesses, products and services and outside consultants specialized in ESG matters.

The Value Chain Analysis included a review of activities and processes that the Group conducts to deliver its products and services to its customers, as well as the related activities of its stakeholders.

The relevant needs of the organization were reviewed, and one value chain for the entire Kudelski Group was defined. For 2025, a further evaluation was performed without significant change to the Value Chain Analysis.

DOUBLE MATERIALITY MATRIX



Double materiality matrix

The objective of the Double Materiality Matrix is to consider the positive and negative impacts of the Group's activities on its stakeholders and environment as well as how issues affect the Group's business operations. The matrix was defined through discussions with employees with a relevant understanding of the Kudelski Group's stakeholders, businesses, products and services and with outside experts in ESG matters.

By mapping ESG factors in this manner, the Kudelski Group is able to identify critical focus areas, evaluate risks and opportunities, and better define sustainability priorities. This matrix helps to guide the Group's decision-making and strategic planning and supports the company in its sustainability efforts by aligning its goals with broader societal and environmental considerations.

The Sustainability Challenges identified in this report have been considered in light of the 17 Sustainable Development Goals (SDGs) adopted by the United Nations. For each of the Group's Sustainability Challenges discussed in this report, the Group has identified the SDGs that are most relevant to the applicable challenge.

In the Double Materiality Matrix, these two dimensions are plotted on a two-axis grid:

- X-axis (Financial Impact): This axis estimates how much a particular ESG issue can influence the Group's financial health, such as profitability, risk exposure, or market value.
- Y-axis (Impact on Stakeholders/Environment): This axis evaluates how much the Group's activities affect the environment, society and other stakeholders, such as communities, ecosystems, or labor conditions.



SUSTAINABILITY STRATEGY

As a leading digital security company operating in the fields of core digital security, cybersecurity, and internet of things (IoT), we play our role in addressing sustainability while driving innovation and growth. The Group's sustainability strategy outlines our commitments across four key areas: environmental stewardship, social responsibility, governance, and sustainable procurement.

In 2025, we revised the organizational structure governing ESG reporting (ESG Edition 2025) and finalized our governance principles and roadmap for our ESG efforts.

These documents define our methodology and establish our strategic objectives for the next five to ten years, as summarized below.

To support the effective integration of ESG considerations while preserving operational efficiency, we have adopted a pragmatic and structured approach. Our reporting scope focuses on material operational units, and our objectives have been calibrated with an appropriate margin of prudence to ensure they remain both realistic and achievable.

1. Environmental stewardship

For purposes of assessing progress against the objective of achieving net-zero emissions by 2050 in accordance with Swiss law, 2025 will serve as our baseline year. The scope of our measurements have been sufficiently expanded to enable meaningful comparisons over time.

The following emission sources have been incorporated into our measurement scope:

- employee mobility: commuting.
- business travel: extension of the scope to trains, private vehicles, and taxis (in addition to air travel).
- digital carbon: assessment of the hardware (equipment) and cloud (data storage) components.

Our commitment to sustainability involves measuring, analyzing and optimizing our environmental footprint.

As part of this commitment, we aim to:

- implement energy-efficient practices across software development and data centers;
- offer the possibility to charge electric vehicles onsite when appropriate;
- monitor energy consumption and automate energy optimization, including through the use of artificial intelligence technology and smart sensors;
- where appropriate, use renewable sources of energy to power our facilities; and
- analyze digital carbon consumption to identify areas for additional efficiency improvement.

2. Social responsibility

As a leader in digital security, we recognize the importance of knowledge sharing and collaboration both internally and externally. Our internal initiatives that support social responsibility include:

- providing regular training and awareness programs to educate employees about their ethical responsibilities;
- offering the next generation of talent programs to provide valuable skills and employment opportunities (such as apprentice and internship programs); and
- promoting initiatives that support employee health.

External initiatives that support social responsibility include:

- hosting workshops, seminars, and webinars to share our expertise in cybersecurity, digital security, and IoT with the broader public;
- collaborating with universities, research institutions, and industry associations to advance innovation and promote best practices;
- assisting clients and end-users in safeguarding their assets and knowledge through digital protection; and
- engaging with private and public stakeholders to shape responsible digital governance frameworks and standards.

3. Governance

Upholding the highest standards of integrity and ethical conduct is fundamental to our sustainability strategy.

Our governance actions include:

- maintaining a strict-tolerance approach to corruption and unethical behavior, with clear channels for reporting and investigating allegations;
- regularly reviewing and updating our compliance program to address emerging risks and evolving regulatory requirements;
- adhering to high standards of data protection and cybersecurity, respecting customer privacy and integrity; and
- protecting the original/authentic content and fighting piracy.

4. Sustainable procurement

Optimizing the life cycles of our products and reviewing our supplier value chain are key to the Group's efforts to ensure sustainable procurement. Our initiatives include:

- designing software and hardware with environmental considerations, such as energy efficiency and long lifespan; and
- reviewing the selection of our suppliers, including our cloud platforms and data center partners, based on their technology leadership and sustainability commitments.

5. Key Focus Areas

5.1 Implementation of Governance Structure

The design, adoption and implementation of a governance structure that is appropriate for the Group's organization and is practical in light of the Group's evolving business objectives and financial targets constitutes a key focus area.

5.2. Carbon Footprint

Optimizing the Group's carbon footprint is a key long-term component of ESG initiatives, particularly in light of Swiss regulatory requirements to achieve carbon neutrality by 2050. The Group has for decades considered as important the carbon footprint of its products and their life cycles. More recently, the Group has taken initial steps to measure its carbon footprint in order to expand optimization efforts across its operations. The Group expects its CO2 optimization efforts to accelerate after 2030 in a manner that is consistent with its values and to satisfy regulatory requirements. The Group also expects that technological innovation will help support these efforts in the future.

5.3. Supply Chain

The Group's supply chain is a key area of assessment, with a particular focus on social and ethical compliance requirements and child labour prevention. Initiatives in this area include an assessment of the Group's key suppliers, which are selected based on several factors, including the importance of the purchased materials and services to the Group's own products and services and their country of origin.



KEY SUSTAINABILITY COMMITMENTS

In 2025, we developed a comprehensive roadmap that includes short, medium, and long-term targets supported by defined performance indicators. Key focus areas in progress include the following targets.

1. Environmental stewardship

Reduce electricity consumption (KWh) in buildings and in the use of equipment through the following activities :

- in the short term, systematically identify, monitor, and decommission equipment that is no longer in use ;
- in the short term, and where possible, replace old cooling systems with energy-efficient air handling units ;
- in the short term, analyze the consumption of all buildings with 50 or more employees in Europe ;
- when choosing a building for lease, prioritize the ability to utilize solar and other renewable energy sources.*

Reduce GHG emissions at every stage of our product/service lifecycle, including in respect of :

- design, material sourcing and manufacturing ;
- packaging and transportation ;
- end-of-life product recovery to maximize recycling, refurbishment and “second lives”.

We also plan to develop a Scope 3 decarbonization plan, identifying actions and reduction pathways through internal initiatives, supply chain engagement, and collaboration with customers and suppliers.

This involves assessing specific actions and their potential to reduce emissions. The objective is to identify appropriate reduction pathways through internal initiatives, supply chain engagement and collaboration with customers.

2. Social responsibility

Key targets include:
Maintain and promote the Kudelski Group’s policy of fair pay.

Improve employee access to skills training

Promote a talent retention policy and minimize voluntary employee turnover.

Assess and review the composition of the workforce, including the balance of women/men in leadership positions and at the Board of Directors level.

Track health/wellness initiatives and expand successful programs to other sites where appropriate.

3. Governance

Our governance priorities include :

Maintain a high level of protection and resilience against cyber-attacks (target of 100% protection coverage with 24/7 monitoring).

Maintain a strong internal audit capability to review compliance issues with associated remediation actions.**

4. Sustainable procurement

Our procurement targets include :
Ensure that by the end of 2027 at least 80% of Tier 1 suppliers (by purchase volume) have signed the Group’s Supplier Code of Conduct or committed to an equivalent code, with full compliance targeted by 2030 ;
Pursue chlorine-free card procurement

Continue optimizing energy-efficient hardware product designs.

Improve product life through the use of quality materials*** and specific design features.

Reduce product replacements and pursue product refurbishment and “second life” programs.****

Proactively monitor product health to maximize product life.

* The objective in 2024 was to reduce the total consumption of the Cheseaux/Vernand site (buildings) by 10% in 2025, which was achieved. We have also increased the share of solar energy by commissioning a solar carport in 2025. The total solar energy production at the Cheseaux/Vernand site was 866,878 kWh for 2025, which covers more than one third of our total consumption.

** 15 audits on various units/departments at 11 different sites were conducted in 2024.

*** e.g. plastic enclosure for RecovR to last minimum 15-20 years, procurement of long-life batteries.

**** returned or decommissioned RecovR units undergo a thorough inspection, data wipe, and component repair or replacement. This program keeps equipment in circulation longer, keeps electronics out of landfills, and conserves valuable raw materials.

ESG GOVERNANCE STRUCTURE

1. Introduction

To monitor and implement ESG-related initiatives at the Kudelski Group, the Board of Directors has appointed one Board member to oversee the establishment and monitoring of ESG guidelines. The designated Board member relies on internal company personnel, including a project manager, and external advisors to fulfill this mandate.

2. Governance Framework

2.1. Role of the Board of Directors

The Board of Directors reviews and approves ESG compliance matters as part of its legal obligations. The Board ensures that adequate resources and organizational structures are in place to meet ESG compliance requirements and reporting obligations.

2.2. Board Delegate

The Board of Directors appoints a Board Delegate to oversee ESG compliance requirements and reporting obligations. The Board Delegate reports to the Audit Committee and relies on internal company personnel, including a Project Manager, and external advisors to execute these responsibilities.

2.3. Project Manager

A Project Manager supports the Board Delegate to collect data from across the organization, review and analyze the data collected, and report progress and results, including preparation of the report on non-financial matters. In addition, the Project Manager supports the Board Delegate to communicate ESG guidelines with department heads and implement planned actions.

3. Detailed Governance Structure by Mission

3.1. Steering & Control

The Board of Directors and its Audit Committee are responsible for the strategic oversight and control of ESG initiatives. Key responsibilities include defining the ESG strategy and objectives and validating the roadmap. The Board Delegate monitors performance against the roadmap and reports regularly to the Audit Committee on impacts, risks, and opportunities related to ESG-related issues. The organization's internal audit department is consulted periodically as needed concerning these matters.

3.2. Coordination and Monitoring

The Board Delegate oversees internal personnel, including the Project Manager, in establishing a general plan to comply with ESG requirements and reporting obligations and coordinating ESG activities across the organization. This includes structuring, coordinating, and monitoring strategy and performance. The Project Manager compiles ESG data and provides support to department managers, including business units and support functions, in respect of ESG matters and provides regular reports to the Board Delegate on progress and performance in respect of the guidelines and roadmap. The Board Delegate oversees the appropriate dissemination of ESG-related information and awareness-raising and training initiatives throughout the organization. This communication function is formalized annually through the publication of the report described in Section 3.4.

3.3. Organizational Deployment

3.3.1. Business Unit Policies

Each business unit may define specific ESG initiatives that support the company's overall ESG strategy. They are also responsible for monitoring business unit-specific ESG performance to ensure alignment with overall organizational objectives.

3.3.2. Implementation

At the operational level, business unit managers are responsible for following the adopted ESG guidelines. They define and implement annual actions aligned with the overall strategy and report information to the Project Manager. Meetings are held as necessary to review progress, address challenges, and ensure consistent implementation across all units.

3.4. Report on Non-Financial Matters

On an annual basis, a report is prepared under the supervision of the Board Delegate concerning the company's ESG strategy, including appropriate updates to the objectives and roadmap and required disclosures. The Audit Committee receives regular updates concerning the status of the ESG report and reviews the final draft prior to its presentation to the Board of Directors. The Report on Non-Financial Matters is formally approved by the Board of Directors before its publication in accordance with legal requirements.

4. ESG Methodology

4.1. Cross-Functional Coordination

Certain topics such as data privacy and procurement may affect multiple business units and departments. In such cases, coordinated action across the organization is required.

4.2. Objective Setting

The Board Delegate and Project Manager will discuss ESG initiatives with department managers to ensure alignment with business strategy, operational capabilities and financial resources.

4.3. Data Collection

The methodology for obtaining data is documented to ensure consistency across measurement periods. The Project Manager will collaborate with department managers and their staff who are responsible for data collection and implementation of planned activities.

4.4. Results

Results are discussed, explained, and documented, including considerations of financial resources and operational capabilities.

ESG RISKS

Environment

SUBTHEME	RISK EXPOSURE	RISKS LINKED TO THE ISSUE	TYPOLGY OF RISKS	ACTIONS ALREADY IN PLACE TO MINIMIZE THE RISK	ESG MATERIAL TOPICS
	●	High resource consumption (e.g., water and silicon for manufacturing) could lead to higher costs, scarcity of the resource and negative impacts on the environment.	- Financial - Operational - Legal/Compliance	- Efficient supplier management	- Water - Silicon - Battery
	●	Micro plastic might harm the environment and human health and require costly mitigation efforts.	- Legal/Compliance - Public relations - Financial	- Ensure compliance - Audit operations and stakeholders	- Plastic
Resource use	●●●	Energy supply is limited. Without managing our use appropriately, there is a risk of availability and higher costs.	- Operational - Public relations - Financial	- Meeting energy consumption - Plan reduction of energy consumption	- Energy efficiency
Greenhouse gas	●●●	Increasing regulatory concerns over GHG emissions and energy use, particularly for data centers and Artificial Intelligence, could result in reputational risks.	- Legal/Compliance - Public relations - Financial	- Plan reduction of GHG - Ensure compliance	- Energy efficiency - CO ₂ emissions

The purpose of the ESG risk analysis is to understand the organization's level of exposure to ESG risks and the impact of these risks on its value chain. For consistency, this analysis is structured around ESG issues derived from the Double Materiality approach.

Each identified risk has been categorized (risk typology), assessed, and prioritized based on the potential financial impacts it represents for the organization and their probability of occurrence.

A structured mitigation plan was started in 2025 and will be integrated into the sustainability management approach and processes.

The level of risk has been determined based on the likelihood of occurrence and its significance in relation to the Kudelski Group's business and operations.

● Very low ●● Low ●●● Moderate ●●●● High

ESG RISKS

Environment

SUBTHEME	RISK EXPOSURE	RISKS LINKED TO THE ISSUE	TYPOLGY OF RISKS	ACTIONS ALREADY IN PLACE TO MINIMIZE THE RISK	ESG MATERIAL TOPICS
	●●	Accelerated obsolescence of products contributes to growing global e-waste concerns. Improper recycling or disposal might create problematic waste and potentially violate environmental regulations.	<ul style="list-style-type: none"> - Legal/Compliance - Public relations - Financial - Operational 	<ul style="list-style-type: none"> - Ensure compliance - Audit operations and stakeholders - Manage E-waste 	- E-waste
Waste management	●●●	The accumulation of online data creates more CO ₂ and is a major consumer of water; cleaning and segregation of data has a significant impact.	<ul style="list-style-type: none"> - Public relations - Financial - Operational 	<ul style="list-style-type: none"> - Ensure compliance - Audit operations and stakeholders - Manage data destruction 	- Digital waste
	●	IoT devices depend on batteries, which pose risks of environmental damage if not managed properly, such as improper disposal leading to toxic leaks.	<ul style="list-style-type: none"> - Legal/Compliance - Public relations - Financial 	<ul style="list-style-type: none"> - Ensure compliance - Audit operations and stakeholders 	- Battery

Social

SUBTHEME	RISK EXPOSURE	RISKS LINKED TO THE ISSUE	TYPOLGY OF RISKS	ACTIONS ALREADY IN PLACE TO MINIMIZE THE RISK	ESG MATERIAL TOPICS
HR - Management	●●●●	Inadequate employment practices or inadequate employee training in a global, multicultural and diverse legal environment can lead to workforce dissatisfaction, lack of motivation, legal liability, high turnover and, talent loss, hindering innovation.	<ul style="list-style-type: none"> - Operational - Strategic - Financial - Legal/Compliance 	<ul style="list-style-type: none"> - Ensure adequate processes and communication - Monitor processes - Propose training 	<ul style="list-style-type: none"> - Talent and training - Inclusion and diversity - Multi-cultural challenges
	●●●●	Operating in diverse regions may expose the company to risks related to cultural misalignment and miscommunication. Insufficient HR protocols and lack of whistleblower protection may lead to high turnover, legal and reputational risks.	<ul style="list-style-type: none"> - Operational - Financial - Legal/Compliance 	<ul style="list-style-type: none"> - Ensure adequate processes and communication - Monitor processes - Propose training 	<ul style="list-style-type: none"> - Talent and training - Employee health and safety - Combatting harassment - Multi-cultural challenges
	●●●●	Managing employee health and safety in the work environment is critical. Any lapses could result in high turnover, legal liability or reputational damage.	<ul style="list-style-type: none"> - Operational - Financial - Legal/Compliance 	<ul style="list-style-type: none"> - Ensure adequate working environment - Implement training 	<ul style="list-style-type: none"> - Employee health and safety - Talent and training
Community impact	●	Insufficient education around benefits and risks of digital security can limit adoption, and lead to loss of customers.	<ul style="list-style-type: none"> - Strategic - Financial - Public relations 	<ul style="list-style-type: none"> - Market analysis - Share knowledge 	<ul style="list-style-type: none"> - Sharing expert knowledge - Digital awareness
	●●●●	Failing to share expertise or train employees could impact talent acquisition.	<ul style="list-style-type: none"> - Strategic - Financial - Public relations - Operational 	<ul style="list-style-type: none"> - Share knowledge - Ensure efficient marketing 	<ul style="list-style-type: none"> - Talent and training - Community outreach

Governance

SUBTHEME	RISK EXPOSURE	RISKS LINKED TO THE ISSUE	TYPOLGY OF RISKS	ACTIONS ALREADY IN PLACE TO MINIMIZE THE RISK	ESG MATERIAL TOPICS
	●●●●	As a cybersecurity company, ensuring robust data protection is crucial. Data breaches or privacy violations could lead to economic consequences, regulatory action, and reputational damage.	<ul style="list-style-type: none"> - Financial - Strategic - Public relations - Operational - Legal/Compliance 	<ul style="list-style-type: none"> - Ensure compliance - Audit operations and stakeholders 	<ul style="list-style-type: none"> - Data security and privacy
	●●●	Operating in certain markets exposes the company to corruption risks. Any unethical business practices or weak governance could damage its reputation and trigger economic consequences.	<ul style="list-style-type: none"> - Financial - Strategic - Public relations - Legal/Compliance 	<ul style="list-style-type: none"> - Ensure compliance - Audit operations and stakeholders 	<ul style="list-style-type: none"> - Business ethics - Fighting corruption
Business values and ethics	●●●	Failures in data security, device reliability, or ethical practices can have major economic impacts and erode customer trust. It may also lead to potential fines and reputational damage.	<ul style="list-style-type: none"> - Financial - Strategic - Public relations - Operational - Legal/Compliance 	<ul style="list-style-type: none"> - Ensure compliance - Ensure efficient marketing 	<ul style="list-style-type: none"> - Customer trust and satisfaction
	●●●●	Suboptimal investment in innovation (strategy, operations and sustainability) to capture new breakthroughs and trends may lead to less competitive advantage.	<ul style="list-style-type: none"> - Financial - Strategic - Public relations - Technical 	<ul style="list-style-type: none"> - Pursue investment in innovation - Keep company attractive for key employees and new talent - Ensure efficient marketing 	<ul style="list-style-type: none"> - Innovation

Governance

SUBTHEME	RISK EXPOSURE	RISKS LINKED TO THE ISSUE	TYPOLGY OF RISKS	ACTIONS ALREADY IN PLACE TO MINIMIZE THE RISK	ESG MATERIAL TOPICS
Openness of communication	●●●	Misleading information—both internal (e.g., employee communication) and external (e.g., investor disclosures) —could create distrust among stakeholders and investors, and lead to high turnover, decline in share price and increased operating costs.	- Public relations - Operational - Legal/Compliance	- Ensure adequate communication and openness	- Quality and efficiency of communication
	●●●	Insufficient risk mitigation (environmental, social, governance) may result in operational and financial vulnerabilities.	- Financial - Strategic - Public relations - Operational - Legal/Compliance	- Ensure compliance	- Risk management
Geopolitical evolution	●●●	Risk of instability can lead to loss of customers, market access, reputational risks and increased operating and compliance costs.	- Financial - Strategic - Public relations - Operational - Legal/Compliance	- Monitor the situation and take actions to limit impacts	- Risk management

Sustainable procurement

SUBTHEME	RISK EXPOSURE	RISKS LINKED TO THE ISSUE	TYPOLGY OF RISKS	ACTIONS ALREADY IN PLACE TO MINIMIZE THE RISK	ESG MATERIAL TOPICS
Supplier environmental and social practices	●●●	The company may face risks if its suppliers fail to comply with environmental or social standards (e.g., human rights violations, resource exploitation).	<ul style="list-style-type: none"> - Financial - Strategic - Public relations - Operational - Legal/Compliance 	<ul style="list-style-type: none"> - Ensure compliance - Audit suppliers 	<ul style="list-style-type: none"> - Supplier social practices - Supplier environmental practices
Supplier portfolio management	●●●	The portfolio quality management practices of suppliers can generate additional costs.	<ul style="list-style-type: none"> - Financial - Strategic - Public relations - Operational - Legal/Compliance 	<ul style="list-style-type: none"> - Monitor supplier portfolio - Ensure compliance - Audit suppliers 	<ul style="list-style-type: none"> - Product lifecycle management - Supplier social practices - Supplier environmental practices
Product lifecycle	●●●●	Accelerated obsolescence of products may lead to increased costs, lost customer opportunities and reputational risks.	<ul style="list-style-type: none"> - Strategic - Financial - Operational 	<ul style="list-style-type: none"> - Ensure up to date engineering - Long term strategy 	<ul style="list-style-type: none"> - Product lifecycle management

A dandelion seed head is shown against a clear blue sky. The seed head is on the right side of the frame, with its stem extending downwards. Numerous white, feathery seeds are blowing away from the head towards the left, creating a sense of movement. The text 'SUSTAINABILITY CHALLENGES' is overlaid on the left side of the image in a bold, white, sans-serif font. A solid red horizontal bar is located at the bottom right of the image.

SUSTAINABILITY CHALLENGES

BALANCING INNOVATION WITH RESPONSIBILITY

OUR COMMITMENT TO SUSTAINABILITY

We are committed to optimizing our environmental footprint, fostering a responsible and inclusive workplace, and upholding strong standards of governance and ethics while remaining innovative and competitive globally.

Our environmental, social, and governance initiatives reflect our dedication to creating long-term value for all stakeholders.

ENVIRONMENTAL MATTERS

We are committed to optimizing our environmental impact through efficient energy and resource use, including the adoption of responsible cloud solutions

We actively manage carbon emissions and address waste challenges, such as e-waste and digital waste, to support sustainable operations.

SOCIAL MATTERS

Our people are our strength. We foster engagement through talent development and diversity initiatives while embracing the challenges of a multicultural environment. Apprenticeship programs and partnerships with universities help cultivate future talent, particularly in STEM fields.

By prioritizing health and safety, we work to prevent harassment and create a supportive workplace. Beyond our company, we share our cybersecurity expertise with authorities and SMEs, helping strengthen global cyber resilience.

GOVERNANCE MATTERS

Governance and ethics are at the core of how we operate. We prioritize data security, fight piracy, and promote transparent communication. By upholding strong ethical principles, managing risks, and preventing corruption, we build lasting trust with our customers.

Through innovation and responsible business practices, we contribute to a secure and sustainable future

SUSTAINABLE PROCUREMENT

By adopting sustainable procurement practices, we promote responsible sourcing, support ethical suppliers, and contribute to a positive impact on both the environment and society.

CARBON EMISSIONS

The Kudelski Group is taking a comprehensive approach to environmental sustainability, integrating it into every major aspect of its operations. By adopting this holistic approach, the Kudelski Group is not only addressing its own environmental footprint but also leveraging its technology and partnerships to create positive impacts across its entire value chain and beyond.

The Greenhouse Gas Protocol (GHGP), aligned with ISO 14064, establishes the standard framework for CO₂ accounting by categorizing emissions into three scopes: Scope 1 (direct emissions from fuel use), Scope 2 (indirect emissions from purchased energy), and Scope 3 (other indirect emissions).

In this assessment, general emissions are calculated in accordance with the GHGP framework, while digital emissions are derived from a Life Cycle Assessment (LCA) methodology rather than GHGP. The results presented below therefore represent an aggregation of both approaches, combining digital and general assessments

Emissions can be assessed using market-based or location-based methods, with this report favoring the market-based approach. Scopes 1 and 2 are mandatory for reduction targets.

The CO₂ assessment of the Kudelski Group is based on 2025 reference data and covers the significant entities of the Group (83% of Group FTE; then results extrapolated to the group level) and Scope 1 and 2 plus part of Scope 3.

In 2025 we conducted an assessment of commuter mobility and of the Group's digital footprint. The next step for the Group's assessment is to complete the analyses of Scope 3, especially with respect to component sourcing and consideration of the carbon footprint of the pension fund's investments.

According to the analysis done for this report, the Group's total emissions amount to 7 591 t CO₂. In the table below, emissions are presented according to different categories.

The most significant emission categories are business travel, electricity consumption, and employee commuting, and to a lesser extent digital emission

The changes observed between 2024 and 2025 reflect both an expanded reporting scope and measurable progress in the Group's energy transition strategy. A higher total energy consumption in 2025 is mainly due to the inclusion of additional sites in 2025. For instance, 2024 data covered only building heating energy at the Cheseaux site, whereas 2025 figures incorporate additional locations, including the United Kingdom, Phoenix, and Oslo.

Despite this broader perimeter, the Group significantly enhanced the sustainability of its energy mix. Renewable electricity has more than doubled, with solar energy generated in Cheseaux-sur-Lausanne nearly doubling from 440 916 to 866 878 kWh. It now represents 26.5% of consumption at the Cheseaux-sur-Lausanne site, 15.4% across measured sites (covering 83% of FTEs), and 12.8% of total consumption (across 100% of FTEs). This improvement is particularly evident in Cheseaux-sur-Lausanne, where on-site photovoltaic production reached 866 878 kWh, covering 26.5% of the site's total electricity demand (3 272 848 kWh). This has helped reduce reliance on external energy sources and associated emissions.

While most sites showed a decline in electricity consumption, supporting ongoing efficiency efforts, Bangalore and Madrid experienced notable increases of 26.3% and 23%, reaching 1 268 700 kWh and 150 000 kWh respectively. These rises occurred without a corresponding increase in headcount and with no clearly identified operational drivers at this stage. As such, they will require closer monitoring to ensure alignment with the Group's energy efficiency and decarbonization objectives.

For each of these carbon emission categories, the Kudelski Group is committed to taking the necessary steps to reduce its impact. A detailed action plan with a quantification of measures has been postponed until 2026 and 2027 due to other priorities of the Group.

The Group will focus on a pragmatic and comprehensive approach for reducing its footprint in accordance with the action plan.

NB: Unlike all other emission categories, which are based on the GHG Protocol and ISO 26000, the calculation of the digital footprint is based on the Life Cycle Assessment (LCA) model.

ENVIRONMENTAL MATTERS



SCOPE	SCOPE	COMBINED GROUP DATA	UNIT	TCO2-EQ	%
Electricity	2	6 775 188	kWh	1 985.7	24.6
Office supplies	3		Various	4.0	0.0
Water	3	13 259	m ³	1.0	0.0
Catering**	3		Various	235.0	3.5
Subcontracting: auxiliary services*	3		FTE	25.9	0.3
Waste	3	74 592	kg	40.0	0.5
Transport***	3	31 936	t.km	13.3	0.2
Business travel****	3	9 397 493	km	2 130.7	31.8
Upstream leased assets****	3	1 974 840	kWh	695.8	8.6
Employee commuting	3	11 932 314		1 969.5	24.4
Digital footprint	3		Various	490.0	6.1
TOTAL				7 591.0	100

* Mainly cleaning and maintenance services.
 ** Company cafeterias.
 *** Shipping of items.
 **** Heating of the Cheseaux (Switzerland), Phoenix (USA), Cwmbran (UK), and Oslo (Norway) facilities, with data extrapolated to 100% to provide a group-wide representation.
 ***** Including hotel stays and premium economy flights treated as business class.

The entities selected and analysed (representing 83% of the total FTE of the group)

- Nagravision Sàrl
- Nagra Travel
- Kudelski SA
Cheseaux-sur-Lausanne - Switzerland
- Nagra USA LLC.
- Kudelski Security Holding Inc.
- Kudelski Corporate Inc. (until 31 December 2024)
- Sporfie LLC
Phoenix - US
- Nagra France SAS
- Kudelski Security France SAS
Issy-les-Moulineaux- France
- EDSI SAS
Cesson-Sévigné - France
- NexGuard Labs France S.A.S
Cesson-Sévigné - France
- NagraVision India Pvt Ltd
Bangalore - India
- NagraVision India Pvt Ltd
New Dehli Noida - India
- Nagravision AS
Oslo - Norway
- Nagravision Iberica SL
Madrid - Spain
- Nagra Media UK Ltd
Cwmbran - UK
- Nagra Media Brasil Ltda
Sao Paulo - Brazil

ENERGY EFFICIENCY

In 2025, we continued our efforts to monitor our carbon footprint by pursuing energy-efficient approaches in product development and in our operations. We also furthered our commitment to secure product lifecycle management through ongoing initiatives aimed at crafting resilient software and hardware, while also aiding customers in safeguarding their data. Presented below are key highlights that exemplify our strategy in this domain.

A successful energy efficiency initiative to be applied across the Group

An employee-led initiative at the NexGuard site in Cesson-Sévigné, France has significantly reduced energy consumption through a series of strategic optimizations. By implementing targeted actions such as transitioning to the cloud, replacing inefficient lighting, optimizing heating systems, and precisely monitoring energy usage, the site has reduced its electricity consumption to a third of its 2016 levels. In addition, replacing a 10-year-old, oversized server room air conditioning system with a new, smaller unit has further improved efficiency, reducing AC energy consumption by a factor of ten between January 2024 and January 2025.

This initiative aligns with France's environmental goals and demonstrates the impact of proactive energy management. The installation of smart meters and dashboards has provided valuable insights, leading to further optimization of server cooling and heating programs.

The expansion of sustainable mobility infrastructure is a key pillar of our environmental commitments. Since January 2025, our site in Cheseaux has been equipped with electric vehicle charging stations, including 12 standard chargers and 4 fast-charging units. These facilities are primarily powered by on-site solar energy — generating 866,878 kWh in 2025 — and help provide a fully renewable, low-carbon charging solution for both employees and visitors.

Given the success of this approach, the Group now aims to pursue these best practices across other sites in the years to come.

This initiative highlights how employee-driven actions can lead to substantial environmental and financial benefits, reinforcing the Group's commitment to sustainability and energy efficiency.

Performance indicators

The Kudelski Group's sustainability initiatives are assessed through key performance indicators (KPIs) including tracking the percentage decrease in overall energy consumption, evaluating the energy efficiency rating of heating and cooling systems, measuring the evolution in lighting energy consumption through motion sensors, and monitoring the percentage of total energy sourced from renewable sources, particularly photovoltaic panels. At its Swiss headquarters in Cheseaux, these energy reduction measures have resulted in a nearly 60% decrease compared to 2020.

In Switzerland, the Group is part of an initiative led by Romande Energie, the Swiss energy utility company, which assesses our effort from one year to another via a "Rapport de suivi annuel".

Upcoming projects

- Implementation of energy optimization measures at the Group's Bangalore and New Delhi facilities in India ;
- discontinuance of obsolete and inefficient machines and installations ;
- ongoing replacement of equipment with more efficient solutions ;
- raising employee awareness of how to best reduce electricity consumption.

Adopting responsible cloud solutions and optimization of IT resources

The Kudelski Group has adopted a public cloud strategy, migrating existing solutions and deploying new ones in AWS and Azure. This shift has improved our energy efficiency.

Public cloud providers run highly efficient data centers often powered by renewable energy and equipped with advanced cooling systems, significantly reducing energy consumption. By consolidating workloads and leveraging virtualization, we have optimized resource use, cut energy costs and boosted performance. The cloud's scalability also allows us to adjust resources based on demand, minimizing waste. This public cloud strategy not only aligns with our sustainability goals, but it also enables the Group to improve its operational efficiency.

Data on the Group's overall digital footprint, including hardware and software used for the Group's operations, is being collected starting in 2025, putting the Group in a position to strengthen our efforts to monitor and optimise our resource use and better manage our equipment inventories and extend their lifespan.

By focusing on energy efficiency through responsible solutions, Kudelski Group is committed to a sustainable and efficient future.

WASTE MANAGEMENT

In alignment with its commitment to comprehensive environmental stewardship, the Kudelski Group is actively addressing waste management challenges with initiatives such as reducing packaging, composting of organic waste and selective waste sorting systems. The Group's approach extends beyond traditional waste management to include responsible handling of electronic and digital waste. By extending the lifecycle of electronic equipment, optimizing data storage, and raising employee awareness, the Group actively contributes to a more sustainable future.

Waste

With about 1,671 employees across multiple global sites, the Group is committed to responsible waste management. It has implemented waste sorting in selected premises, ensuring proper disposal and

recycling of materials. Its sites continuously work to reduce overall waste by minimizing single-use plastics, optimizing packaging, and promoting reuse initiatives. Awareness programs encourage employees to adopt sustainable practices in daily operations. By integrating waste reduction into its global strategy, the Group actively contributes to a circular economy and minimizes our environmental footprint across all our locations.

Electronic waste (e-waste)

End-of-life electronic equipment represents a major environmental challenge. To minimize its footprint, the Group has adopted a proactive approach that includes :

- Extending the lifecycle of equipment : the Group prioritizes repair, upgrades, and reuse of its electronic devices to maximize their longevity.
- Recycling and recovery : the Group collaborates with certified partners to ensure responsible recycling of obsolete equipment, in compliance with local and international regulations.
- Donations and repurposing : whenever possible, the Group donates its old equipment to associations or digital inclusion initiatives to give them a second life.

Digital waste

Beyond physical hardware, digital pollution is a growing concern. The Group is taking action to reduce the impact of its digital consumption through :

- Optimizing data storage : the Group implements data management policies to minimize unnecessary files and optimize the use of its servers.
- Energy-efficient IT infrastructure : the Group's data centers and cloud services are selected based on energy efficiency criteria and commitment to renewable energy sources.
- Employee awareness : the Group encourages responsible digital practices, such as regularly deleting unnecessary emails, limiting large attachments, and making mindful use of online resources.

SOCIAL MATTERS



Recognizing the importance of investing in our workforce and supporting the communities where we operate, we continue our efforts to promote apprenticeship programs and collaborate with educational institutions. We also remain committed to sharing our expert knowledge with the broader public. Below are some of our notable accomplishments in this area.

EMPLOYEE ENGAGEMENT

At the Kudelski Group, responsible and sustainable business practices are intrinsic to our identity. As a family-controlled company for over 70 years, our longstanding values of integrity, excellence, and respect for all people underpin our approach.

Fostering an inclusive workplace is in our DNA. Our offices in over 20 countries embrace diversity in all its forms. People of all backgrounds and beliefs work together at the Kudelski Group.

Empowering our employees through training, development, and engagement initiatives nurtures innovation and passion. We provide dynamic career paths where unique perspectives are cultivated.

Safeguarding health and safety is an uncompromised priority. From robust training to reporting of incidents, we take a proactive stance in preventing workplace accidents and injuries.

Ethics and human rights are cornerstones in our supply chain relationships and business dealings. Through rigorous due diligence and continuous monitoring, we uphold the highest standards of integrity across our global operations.

Mental health

The Kudelski Group places great importance on the mental well-being of its employees. In our main offices, we offer training sessions and workshops focused on stress management, resilience, and the prevention of

psychosocial risks. Additionally, our “Learning Hub” platform provides a variety of mental health resources, enabling employees to learn at their own pace and access tools to better manage their personal and professional balance. These initiatives are part of a proactive approach to fostering a healthy and supportive work environment. Furthermore, mental health is one of the key priorities of the Group’s HR leadership.

Continuous employee training

Continuous learning and skill development are essential pillars of our corporate culture. Thanks to our team of highly skilled experts, we benefit from a collaborative environment that enhances everyone’s growth. Additionally, our “Learning Hub”, a digital platform accessible to all, offers a wide range of continuous training programs tailored to individual needs and technological advancements, covering areas from technical expertise to soft skills and ensuring our employees and interns alike stay competitive and innovative in an ever-evolving industry.

Promoting Youth Development

We firmly believe that learning through practice is the most effective way to progress and excel, which is why we actively support internships and training programs for young talent, including partnerships with schools and universities. In 2025, these initiatives reached 1,070 learners, with 3,131 hours dedicated to practical training and mentorship.

The Group also actively fosters employee engagement by investing in the professional development of young talent through structured internship and training programs. In partnership with vocational schools such as ETML and CPNV, we offer certified internships as part of IT apprenticeship pathways, hosting students each year within our IT Support team in Cheseaux. We also provide six-month Master internships and participate in initiatives such as PiBS and APFI, supporting diverse academic routes and encouraging young people—particularly women—to pursue careers in technology. In addition, the Group contributes to youth employability through outreach initiatives. Through mock interview programs in collaboration with Pro Juventute, our HR

teams help students prepare for their first job applications. We also host the annual “Oser tous les métiers” day, welcoming young participants to explore career opportunities in an inclusive environment, free from stereotypes. These actions reflect our commitment to empowering the next generation and building a strong, diverse talent pipeline.

Pay equity

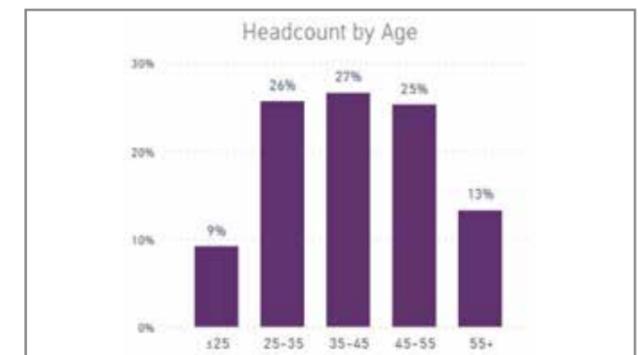
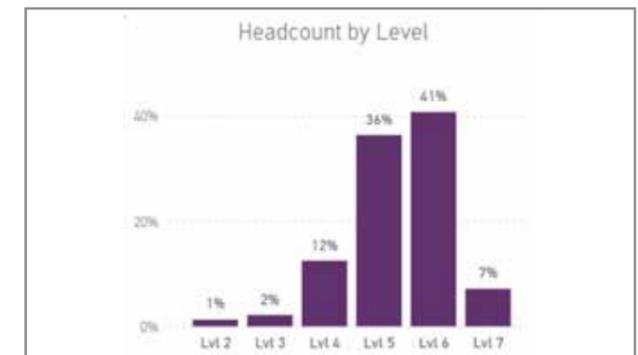
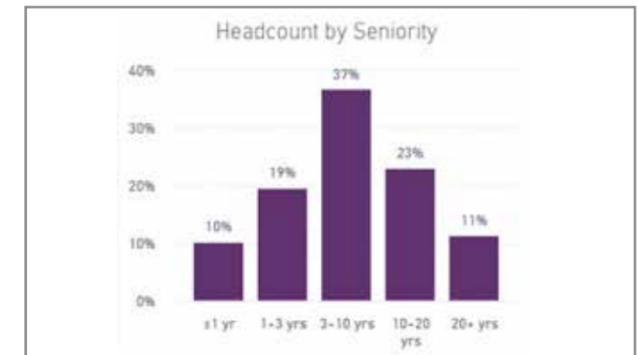
The Kudelski Group is firmly committed to pay equity. This commitment has been validated by an Equal Pay audit report conducted by PWC, in compliance with European standards, confirming our fair and transparent compensation policy. This certification underscores our dedication to ensuring fair pay, free from gender or origin-based discrimination, and reinforces our efforts to promote a positive and equitable corporate culture.

Apprenticeship program

The Kudelski Group takes pride in its commitment to training young talent. With a near 100% success rate, our apprentices benefit from personalized and structured supervision provided by dedicated mentors whose primary mission is to guide them. Our apprenticeship models adapt to local contexts :

- In Switzerland, our apprentices successfully complete their training and go on to start their professional careers either with us or in leading companies in the region.
- In the United States, the majority of our students continue their education at universities after completing their four-year apprenticeship at the Kudelski Group.

These programs highlight our dedication to supporting the next generation and contributing to a sustainable professional future for young talent.



SHARING EXPERT KNOWLEDGE AND DIGITAL AWARENESS

Given its position as a recognised technical authority and leader in digital security, the Group plays an important role in shaping media narratives and public understanding of digital issues. Media outlets regularly turn to the Group for authoritative insights on emerging technologies and digital risks, and its experts actively contribute to interviews and public discussions. Through this engagement, the Group fulfils a key responsibility: making complex digital topics accessible and relevant to the wider public. By sharing expertise on security threats, vulnerabilities, and evolving digital challenges, the Group not only supports the responsible advancement of digital technologies but also strengthens public awareness of the risks that accompany their growing use.

This involves a comprehensive approach to address media needs, ensuring that interactions are thoughtfully planned and executed to effectively convey the Group's perspective and expertise on various subjects.

Building on this proactive media engagement, the Group also leverages its presence at major tradeshows, conventions and industry forums as a key platform to interact with the media and showcase its latest innovations and business developments. These high-visibility events provide strategic opportunities to amplify the Group's voice within industry discussions while highlighting its technological leadership. By communicating actively during these gatherings, the Group ensures that its advancements and initiatives are presented to a wide audience of journalists, stakeholders and industry experts. At the same time, these moments of heightened public and media attention allow the Group to reinforce its commitment to innovation and keep stakeholders informed of its ongoing progress.

Extending its engagement beyond media and industry events, the Group also contributes to global dialogue through strategic international partnerships. As a strategic partner of the World Economic Forum, the Group actively participates in collaborative initiatives aimed at shaping a more sustainable, secure and resilient future. Through this partnership, the Group contributes its expertise, resources and innovative capabilities to discussions and actions addressing some of the world's most pressing challenges. This engagement reflects the Group's commitment to playing a meaningful role in global efforts that promote sustainable progress and long-term societal well-being, while helping to build solutions that benefit both communities and the planet.

Cyber advice to authorities and SMEs

As a recognised leader in cybersecurity and digital trust, the Group plays an active role in supporting public authorities in addressing evolving cyber threats and strengthening digital resilience. By providing expert guidance on cybersecurity and digital security matters, the Group contributes to the protection of critical infrastructure and essential services whose disruption could significantly impact society. Through this engagement, the Group supports the development of a safer and more resilient digital environment while fulfilling its broader responsibility to the public.



Kudelski Group's CEO André Kudelski is a regular speaker at the World Economic Forum Annual Meeting and other forums.

In Switzerland, the Group contributes to several national cybersecurity initiatives and maintains close collaboration with key institutional stakeholders. It works with the government's Computer Emergency Response Team, GovCERT.ch, to help identify and mitigate large-scale system vulnerabilities, and cooperates regularly with the National Cyber Security Centre (NCSC) on matters related to national cyber resilience. Within the organisation, the Group CIO Office is responsible for overseeing the implementation of the Group's policy governing collaboration with public authorities in cybersecurity matters. Through regular coordination and strategic oversight, it defines the Group's approach to engagement with regulatory bodies and ensures consistent, effective cooperation with governmental stakeholders.

Strengthening cyber resilience across the business ecosystem

Beyond institutional cooperation, the Group is also committed to reinforcing cyber resilience within the broader economy. Through its partnership with Trust Valley, the Group contributes to the Trust4SME programme, an initiative designed to support Swiss small and medium-sized enterprises that often face cyber threats with limited resources and technical expertise. By sharing knowledge, practical guidance and industry best practices, the Group helps SMEs strengthen their cybersecurity posture and improve their ability to anticipate, prevent and respond to cyber incidents. Through these initiatives, the Group contributes to building a stronger and more resilient digital ecosystem that benefits businesses, institutions and society as a whole.



The Kudelski Group participates in major industry trade shows and conventions, including the Consumer Electronics Show (CES) in Las Vegas, Embedded World (EWN) in Nuremberg, and the International Broadcasting Convention (IBC) in Amsterdam.

CONNECTION WITH EDUCATIONAL INSTITUTIONS

The Group maintains close relationships with local universities and high schools on both the scientific and recruitment fronts, and also supports Masters and Ph.D. programs from local universities and engineering schools. Through its relationships with universities, the Group actively upholds its civic duty to contribute to quality education and advocates for the progress of scientific discourse within the public sphere.

By engaging in partnerships, the Group strives to support the local academic community and foster the broader advancement of knowledge and learning. For instance, it is one of the founding members of the Center for Digital Trust (C4DT) of École Polytechnique fédérale de Lausanne (EPFL), fostering research in trust and cybersecurity. It also participates in initiatives that promote science in public schools through its partnership with Digital Switzerland. Different teams within the Group, such as the CIO Office and Corporate Communications, engage in discussions with university entities or governmental agencies to coordinate events and establish or enhance partnerships.

Promoting STEM to build new talent

Through its partnership with Digital Switzerland, the Group works together with educational institutions in Switzerland to promote STEM (science, technology, engineering, math) and digital professions among young students in Switzerland. The idea behind this initiative, amongst others, is to encourage young people to embrace a professional career in these disciplines, eventually joining a tech company such as the Kudelski Group, where they will be able to develop their talent.

Teams within the Group, such as Human Resources and Corporate Communications, liaise with educational institutions and students to highlight the importance of STEM professions at organized promotion events.

This enables the Kudelski Group to attract the talent of the future by remaining as close as possible to its markets and local talent.

Apprenticeship in Arizona

Our commitment is not only targeted at growing business operations but also to developing the next generation of talent. We are investing in partnerships with leading educational institutions, such as Arizona State University and the University of Southern California, which enables the Kudelski Group to support the next generation of talent as well as to contribute to the development of innovation in the US.

Leveraging our Swiss heritage, we have also been proud to create an apprenticeship program in the US for cybersecurity professionals. Launched in conjunction with the Memorandum of Understanding on apprenticeships signed between the United States and Switzerland during the first Trump administration, our program has since grown from 2 apprentices to 17 today, expanding beyond cybersecurity into other areas of our business.

SOCIAL RESPONSIBILITY INITIATIVES

We believe that thriving communities are the foundation of a thriving business, and we are committed to making a tangible difference where we operate. The Group supports charitable organizations serving these communities and, at selected locations, implements volunteer time-off policies that encourage employees to actively engage and make a positive impact locally.

These initiatives empower employees to make a positive impact on their communities, fostering a culture of civic engagement and shared responsibility for societal well-being. They enable the Group to strengthen its relationships with local institutions and organizations and help to create synergies that can lead to social improvement, effective community development and future talent development.

Through our partnership with the NGO CEWA in Noida, India, we supported the education of underprivileged children by providing financial aid, free tuition, and essential learning resources to children from low-income families. We hosted monthly skill-building workshops focused on communication, confidence, and life skills, empowering students to reach their full potential. This initiative directly contributes to bridging educational inequalities, fostering social inclusion, and creating long-term opportunities for disadvantaged communities, reflecting our commitment to equitable and sustainable development.

In 2025, Nagravisión enhanced digital learning in Madhugiri Taluk, India by donating 37 computer systems with UPS and furniture, 66 LED TVs (directly and via NGOs Samarpaka and Uthishta), and renewing the computer faculty contract for Kodagadala and Kodigenahalli government schools. These initiatives improved access to quality educational resources, strengthened IT-enabled learning, and supported inclusive education for underserved students.

By working with a local NGO, the Group ensures a more profound integration into the community fabric, fostering a two-way understanding that transcends cultural differences. By leveraging the expertise of local organizations, the Group not only enriches its project implementation but also establishes a foundation for sustainable impact.

The Group also continued to support children with Type-1 diabetes. Partnering with the Karnataka Institute of Endocrinology and Diabetic Research Center (KIER) in Bangalore, India, the Group sponsored a one-year free medication program to 12 benefit children at KIER living with Type-1 diabetes.



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ETHICAL CONDUCT AND COMPLIANCE POLICIES

Throughout 2025, we remained steadfast in upholding high standards of integrity and ethical behavior in our activities, focusing on implementing policies for security, compliance and ethics.

Governance and ethics at the Kudelski Group

Under the oversight of the Board of Directors and its Audit Committee, the Kudelski Group seeks to conduct its activities ethically, professionally and in full compliance with the legal and regulatory requirements of the places where it operates. Employees of the Kudelski Group are expected to behave professionally, ethically and in accordance with applicable law. The Kudelski Group also promotes fair and honest practices with its customers, suppliers and partners. The Group does not tolerate corruption or any type of fraudulent or unethical conduct.

The Kudelski Group is a global company with employees, customers, partners and operations located around the world. As a result, the Group's compliance measures must be designed to operate effectively to manage risk on a global basis. The fight against corruption, unethical behavior and unfair business practices is key for the Kudelski Group and applies to all actors, regardless of their level or role within the organization, including not only management and employees, but also third parties with whom we do business, such as our contractors, suppliers and customers. We implement this focus at the Group level by applying a common core of «Business Principles» that embody the values and principles of good conduct within the Kudelski Group.

These principles are applied to our subsidiaries through codes of conduct, employee handbooks, policies and training, which are customized and localized depending on the specific nature of the business concerned and the local laws and regulations.

Pursuant to the Business Principles, Kudelski Group employees must be vigilant and never offer, promise or grant an advantage in any form that would constitute an unethical or unlawful act or a breach of obligations. Employees must also not request or accept such advantages for themselves or for third parties in connection with their role or function within the Group. Conflicts of interest, whether actual or perceived, must be avoided. Only small gifts or donations in accordance with local customs are tolerated without approval. Training programs for employees most exposed to ethical issues are used on a periodic basis to educate our employees. Such training programs are being extended throughout the Group.

The Kudelski Group has implemented an internal control system to monitor our financial reporting, including payments, purchases and expenses within the Group covering the entire value chain. In addition, the Group maintains a dedicated Internal Audit function that carries out systematic and ad hoc assessments of the Group's business units and corporate support functions. Our Internal Audit department, in collaboration with our Legal department, has the responsibility to investigate allegations of fraud, conflicts of interest, whistleblower complaints and other material issues that may be identified from time to time. Employees are encouraged to report any issues or concerns through their management hierarchy, to the Head of Internal Audit, the Legal department or the Human Resources department or anonymously through confidential reporting means.

The Head of Internal Audit reports to the Audit Committee of the Board of Directors concerning its activities.

Any employee who fails to comply with Kudelski Group policies, including the Business Principles and the relevant employee handbook, may be subject to disciplinary action, up to and including termination of employment.

Governance and ethics by Kudelski Group suppliers

Given their importance, we recognize that our suppliers are also sensitive to ethical issues that could impact their business operations. The Kudelski Group is therefore committed to maintaining appropriate controls in this area. With the implementation and publication of its Supplier Code of Conduct as well as its Modern Slavery Statement, the Group provides its suppliers with a list of key principles and actions to follow in order to adhere to similar ethical and legal requirements. The Group requires compliance with the Supplier Code of Conduct or equivalent Supplier's principles and rules in all new supply contracts. Group personnel maintain regular communications with its suppliers regarding any potential compliance issues. Any failure by a supplier to comply with the Group's Supplier Code of Conduct would constitute a breach of contract.

Human rights

As a technology company with a highly skilled workforce, one of our longstanding core values is respect for our employees and human rights. One of the key elements of our Business Principles is respect for the health and safety of our employees. The Group does not tolerate discrimination in hiring and employment practices.

We respect all applicable laws and mandatory industry standards pertaining to wages and work hours. We do not tolerate forced or compulsory labor, human trafficking or child labor. These core principles are implemented across our Group through our employee handbooks, and employees receive periodic training on these matters. Through our Supplier Code of Conduct, we similarly require our suppliers to abide by similar principles.

The Kudelski Group also supports the local communities in which it operates by providing local employment opportunities and encouraging employees to engage in local community initiatives.

DATA SECURITY AND PRIVACY

Recognizing the paramount importance of privacy and security in the digital space, the Group dedicates significant resources to develop cutting-edge solutions in data protection, chipset security, device security, and quantum-resistant technologies.

As a security solution provider, the Group embeds privacy by design principles into every facet of its operations across all customer engagements. From the earliest stages of solution architecture and system design, privacy considerations are integrated proactively into development and deployment processes.

The latter incorporate privacy impact assessments, ensuring that any new feature, integration, or operational change in the Group's solutions is evaluated for its effect on the personal data of our customers and their end users. By maintaining transparency in our data-handling practices, we ensure that the protection of personal information is a consistent, measurable outcome of the Group's products and services delivery, supporting both customers' expectations and legal compliance.

Building a secure future

The Group's dedication to quantum-resistant solutions goes beyond addressing current security challenges; it lays the foundation for a secure future. The Group plays a pivotal role in shaping a digital landscape where data privacy and security remain paramount, fostering trust and confidence in emerging technologies.

INNOVATION

Innovation has been at the heart of the Kudelski Group since its foundation, shaping our culture and driving our leadership in digital security. Through continuous research and development, we bring cutting-edge solutions to market, securing new clients and expanding into new industries. Our commitment to innovation not only strengthens our business but also advances the broader cause of digital security.

With a strategic approach to intellectual property, we have built a global portfolio spanning over 70 years, supported by an annual R&D investment of over USD 100 million. This portfolio is a critical asset, reinforcing our ability to develop, protect, and license groundbreaking technologies that power our award-winning solutions.

OPENNESS OF COMMUNICATION

As a publicly listed company, the Kudelski Group upholds the highest standards of transparent communication, adhering to stock exchange requirements while ensuring clarity and accuracy in all disclosures. Openness is fundamental to building trust with our stakeholders, including investors, customers, and the wider public.

Beyond regulatory obligations, we are committed to clear, open, and responsible communication, sharing our expertise in digital security to inform and educate. Through various channels, we engage with customers and the public in a meaningful way, reinforcing our role as a trusted leader in the industry. Our approach ensures that our messages are both accessible and impactful.

CUSTOMER TRUST AND SATISFACTION

The Group actively supports its customers and the media industry in fighting illegal media distribution that harms content creators. Through its cutting-edge anti-piracy solutions, the Group is committed to ensuring that its customers' content is protected from unauthorized use or distribution. By implementing these solutions, the Group not only upholds the rights of content creators but also promotes an environment where creativity can thrive securely.

Engaging in diverse initiatives and alliances, the Group advances the cause of content protection and author rights within civil society. In doing so, it contributes to fostering a more ethical and respectful societal framework.

Together to fight piracy

The Group is a founding member of Latin America-based Alianza contra Piratería de Televisión Paga, an industry association launched in 2013 that aims to fight pay-TV piracy in Latin America. The company is also involved in several anti-piracy alliances such as IBCAP (International Broadcaster Coalition Against Piracy, USA), CAOVP (Coalition Against Online Video Piracy), AAPA (Audiovisual Anti-Piracy Alliance, Europe), ABTA (Brazil), Convergence (Africa) and Broadcast Satellite Anti-Piracy Coalition (MENA).

The activities of these associations and the Group's involvement in their initiatives undergo regular evaluations, which are systematically documented in publications, discussed in meetings, and scrutinized during conventions. This ongoing assessment ensures transparency and accountability in their collaborative efforts. Content piracy and illegal distribution pose severe risks to society by undermining creators' livelihoods, stifling innovation, and facilitating the spread of malicious software. Additionally, these activities contribute to a culture of intellectual property infringement, eroding the ethical and legal foundations that sustain creative industries and technological advancements.

Providing an incorrect or weak response to these threats could potentially reinforce them. Therefore, the Group is dedicated to establishing a robust, coordinated and well-organized effort to combat piracy and illegal distribution.

SUSTAINABLE PROCUREMENT



SUPPLIER ENVIRONMENTAL AND SOCIAL PRACTICES

Our Approach

The Kudelski Group is committed to ensuring that its products and services do not cause harm to individuals, communities, or the environment. To this end, the Group fosters strong, stable, and long-term relationships with its suppliers, built on mutual respect and trust. These relationships are designed to uphold not only the quality and reliability of the goods and services procured but also to ensure compliance with regulatory and ethical standards relating to human rights, labour welfare, environmental preservation, and responsible business conduct.

The Group works with carefully selected suppliers with the main focus on quality, reliability and security of supply with respect to components (e.g. chips and microprocessors) and other equipment and services. Some raw materials may have significant social and environmental impacts, in particular in the context of the supply chain for silicon, lithium and plastics. The digitalisation of products and services in recent years has meant that most of the value added is generated within the Group's units in Switzerland, the EU and the US. However, some raw materials and diverse physical components are still procured by our suppliers across the globe.

Policy Framework

The social and environmental impacts of the Group's sourcing activities are key focus areas, including ensuring a safe, secure and healthy work environment, the prevention of child labour and responsible sourcing of raw materials. For this reason, the Group requires its

suppliers to comply with the Kudelski Group Supplier Code of Conduct, which is a set of principles of legal and ethical business practices that are continually evaluated and developed as the Group's business and market environment evolves.

In 2025, the Kudelski Group further enhanced its supplier management activities. This included the adoption of a risk-based approach to the social and environmental practices of the Group's supply chain. The Group's high standards of quality, safety and sustainability are applied to its partners and suppliers. This includes, in particular, responsible sourcing and manufacturing practices.

As part of this approach, and depending on the materials, countries of origin and production, the Group aims to better control and develop greater transparency requirements for its key suppliers in order to make more informed choices in accordance with its Code of Conduct and applicable laws and regulations.

Supply Chain Monitoring and Risk Assessment

The Group's approach to supply chain oversight is grounded in periodic risk analyses intended to identify and mitigate social and environmental risks. While it is the Group's objective to conduct such analyses on an annual basis, cost-containment measures affecting external consulting engagements and internal workforce capacity may limit the frequency or depth of these assessments in certain periods. This was the case in 2025. Notwithstanding these constraints, the Kudelski Group remains committed to continuous monitoring of its supply chain. The Group actively seeks the cooperation of its suppliers to identify and address any deviations from its policies and standards, thereby maintaining accountability throughout the supply chain.

Child Labor Prevention

The Kudelski Group conducted an internal child labour risk assessment for the 2025 reporting period. This assessment was conducted in accordance with Swiss child labour due diligence regulations, in particular the Swiss Code of Obligations (Art. 964j–964l CO). Because the Group offers some goods and services that may not totally exclude the risk of child labour in its production chain, a risk-based assessment was conducted.

The assessment focused on Tier 1 suppliers. Key suppliers were prioritised based on purchasing volumes across the Group's main procurement entities in Europe and the United States. They were evaluated against seven criteria: product and component type, purchase volume, country of origin (screened against the UNICEF Children's Rights in the Workplace Index), availability of alternative sourcing options and geopolitical context.

The assessment found no major risks and no reasonable grounds to suspect that any Tier 1 supplier directly relies on child labour. The majority of Tier 1 suppliers assessed were located in countries considered not at risk according to the UNICEF Children's Rights in the Workplace Index. However, the assessment identified an area of concern regarding the limited public transparency and ESG disclosures among a subset of suppliers.

Additionally, a small number of suppliers are located in countries that the UNICEF Index considers as carrying an "enhanced" risk for child labour. These suppliers will be subject to a closer, more targeted assessment from 2026 onwards.

Following the methodology used to assess ESG risks, the process of mapping and analysing the supply chain in relation to suppliers is carried out according to pre-defined criteria, such as the volume of purchases, the country of the supplier, the nature of the products or components purchased, geopolitical aspects and the existence or not of an alternative source of supply. The review will involve various stakeholders and will be based on internal company data and external information. Data collection will be improved in terms of process, accuracy and quantity. A check will be carried out to ensure that suppliers comply with applicable laws and the Group's principles and policies. The assessment of suppliers is carried out on a risk-based analysis, with the support of our local staff in applicable countries

PRODUCT LIFECYCLE MANAGEMENT

Sustainability is built into the Group's product design, enabling devices and solutions to be maintained easily over time and to have a minimal environmental footprint. For example, promoting the use of cloud-based solutions, conditional access modules and USB devices for digital television solutions guarantees a longer lifecycle, lower energy consumption and smaller quantities of materials than traditional set-top boxes.

The Group's products are designed with high quality and reliability in mind as well as a secure by design approach and optimal product lifecycle, extending the limits of obsolescence. Offering maintenance and support services across its product lines, the Group also enables long-term use of its products by customers.

GROUP WEBSITE

www.nagra.com

GENERAL INFORMATION

info@nagra.com

MEDIA RELATIONS

communication@nagra.com

EDITING AND GRAPHIC DESIGN

Corporate Communication, Kudelski Group

PHOTOGRAPHY

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KUDELSKI SA

ROUTE DE GENÈVE 22-24 P.O. BOX 134 1033 CHESEAU-SUR-LAUSANNE SWITZERLAND
T+41 21 732 01 01 F+41 21 732 01 00 INFO@NAGRA.COM WWW.NAGRA.COM

