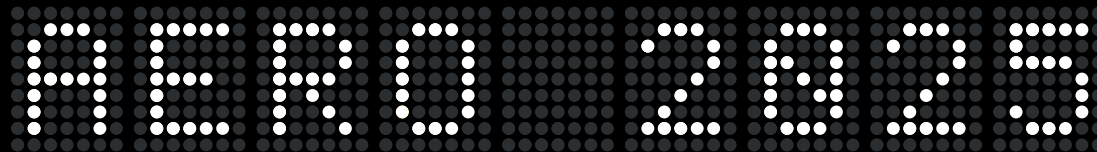




TIME



STATUS



ANNUAL REPORT
2025



WE SHAPE THE FUTURE.
WITH EXPERIENCE, A SPIRIT OF
INNOVATION AND THE HIGHEST
STANDARDS, WE ARE SETTING
OUT FOR NEW HORIZONS.



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MONTANA AEROSPACE AG – SELECTED KEY FIGURES

(financial figures in M€)	2025	2024 restated**	yoy change
Net Sales	979.3	851.0	+128.3
EBITDA	160.6	124.7	+35.9
Adjusted EBITDA	161.3	129.0	+32.3
Adjusted EBITDA margin (%)	16.5%	15.2%	+1.3%
Operating result	68.8	40.0	+28.9
Result from continuing operations	11.4	18.1	-6.7
Result for the period*	-3.0	35.8	-38.8
Cash Flow from operating activities*	167.5	118.1	+49.4
Cash Flow from investing activities*	-146.6	3.4	-150.0
Cash Flow from financing activities*	-38.9	-162.3	+123.3
Free Cash Flow*	21.0	121.6	-100.6
CAPEX spent*	-74.8	-87.0	+12.3
Trade Working Capital	294.7	353.6	-58.9
Equity Ratio (%)	62.5%	50.8%	+11.7%
Net Debt (cash)	128.1	210.9	-82.7
Total Assets	1,597.6	1,830.7	-233.2
Employees	6,346	6,138	+208.0

* Including discontinued operations in FY 2025.

** The comparative information has been restated due to a discontinued operation (see Note 23). However, cash flow activities, free cash flow, Capex spent and balance sheet positions include continued and discontinued operations.



THE MONTANA AEROSPACE EQUITY STORY

What arguments support an investment in Montana Aerospace:

a) Positioning in Distinct Future and Growth Markets

Montana Aerospace presents shareholders with a focused investment opportunity in attractive, high-growth aerospace markets with strong long-term fundamentals. Global megatrends such as rising air traffic, fleet renewal, increasing efficiency requirements and the decarbonisation of aviation are driving sustained demand for advanced aerospace structures and complex components. As a pure play aerospace company, Montana Aerospace is fully aligned with the future of global aviation. Our scalable and integrated business model is designed to expand market shares across Europe, the Americas and the APAC region, while further strengthening our position as a technology leader in critical aerospace programs.

Our Aerostructures activities address the most dynamic segments of the aerospace value chain. Growth is driven by increasing passenger numbers, the ramp-up of new aircraft platforms, the replacement of ageing fleets and the growing demand for lightweight, high-performance and cost-efficient structures. Montana Aerospace benefits from long-term contracts, high entry barriers and close partnerships with leading OEMs and Tier-1 customers. Our strategy is to play an active role in shaping the profound structural changes in the aerospace industry with our globally vertically integrated manufacturing operations. As a full-service provider following a global local-to-local strategy, and with over 6,300 highly skilled employees across 16 locations worldwide, we are ideally positioned to offer forward-thinking solutions for the next generation of aerospace platforms – creating long-term value for customers and shareholders alike.

b) Entering the Profit Phase

The past years have been defined by strong growth—both organic and inorganic—as well as significant countercyclical investments. Since 2018, we have invested over EUR 800 million of capital expenditures (CAPEX), with the majority directed toward expanding capacities and expertise. These investments fueled our growth in an increasingly dynamic supplier landscape.

In fiscal year 2025, following fiscal year 2024, we once again delivered a positive free cash flow and result from continuing operations. We are now beginning to reap the benefits of our countercyclical investments, which position us to generate over proportionate value in the years ahead.

REVENUE GROWTH
2024-2025

+15.1%



c) Our ESG Journey Continues

In the fiscal year 2025, we continued our efforts to enhance our ESG reporting and to define a clear roadmap towards sustainability by 2050.

Science Based Targets initiative (SBTi): Targets Validated

The validation of our science-based targets by the Science Based Targets initiative (SBTi) in 2025 marks a major milestone in this journey. Our overall net-zero target is to achieve net-zero greenhouse gas emissions across our value chain by 2050.

In the near term, Montana Aerospace AG:

- commits to reducing absolute Scope 1 and Scope 2 greenhouse gas (GHG) emissions by 60% by 2034, compared to a 2023 base year;
- commits that 78% of its suppliers, by emissions covering purchased goods and services, will have science-based targets by 2029; and
- commits to reducing Scope 3 GHG emissions from purchased goods and services, capital goods, fuel- and energy-related activities, upstream transportation and distribution, waste generated in operations, business travel, employee commuting, upstream leased assets, downstream transportation and distribution, processing of sold products, and use of sold products by 63.8% per EUR value added by 2034, compared to a 2023 base year.

In the long term, our goal is to reduce absolute Scope 1 and Scope 2 GHG emissions by 90% by 2050, compared to a 2023 base year, and to reduce absolute Scope 3 GHG emissions by 90% by 2050, compared to the same base year.

Third-Party Verification of GHG Emissions

To disclose GHG emissions and evaluate its corporate carbon footprint (CCF), Montana Aerospace AG submitted relevant data relating to Scope 1 and Scope 2 emissions to an external auditor for review. The verification confirmed that all relevant Scope 1 and Scope 2 GHG sources are included, that conservative assumptions were applied where data gaps existed, and that the risk of underestimating Scope 1 and Scope 2 emissions by more than 5% is very low.

Sustainability Ratings

In 2025, the EcoVadis rating improved to 53 out of 100 points, compared to 50 points in the previous year.

CDP scores companies and cities from A to D (including plus and minus levels), with F indicating a failure to disclose. In 2025, Montana Aerospace achieved a C score for both water and climate.

Further details on the EcoVadis rating and CDP scores are provided in later sections of this report.



d) Our Unique Value: A one-stop-shop Experience with Deep Vertical Integration Across Our Locations

As a pure aerospace player, Montana Aerospace differentiates itself through deep vertical integration and a one-stop shop offering for OEMs and Tier-1 suppliers, positioning the Group as a game changer within the global aerospace supply chain.

We provide our customers with vertical integration of the aerospace value chain, resulting in significant time savings and reductions in transportation routes and CO₂ equivalent emissions (CO₂e). This creates substantial additional value, positioning us as an optimal partner.

From the processing of raw materials to the assembly of entire components, we offer the highest quality from a single source. Our integrated manufacturing model reduces interface risks, increases reliability and eliminates inefficiencies typically associated with fragmented supplier structures.

The end products of our customers, such as passenger aircrafts, consist of thousands of individual parts. The value chain is often highly fragmented, requiring extensive coordination across numerous suppliers and creating operational and execution risks. We position ourselves as a strategic partner capable of covering many parts of the value chain. As Montana Aerospace, we can handle everything from development to the production of system-critical components and complex assemblies, providing our customers with substantial savings and creating a positive ESG impact.

Our one-stop-shop concept is a core pillar of our pure aerospace strategy and underlines our ambition to reshape the supplier landscape through scale, integration and proximity. “Everything from a single source, precisely where it’s needed.” Regional proximity is a decisive success factor. We operate integrated one-stop shops across the globe – in the Europe, Americas and Asia, strategically positioned to support our customers’ local-to-local manufacturing strategies.

ADJ. EBITDA GROWTH
2024-2025
+25.1%



LETTER TO THE SHAREHOLDERS

Dear shareholders,

The year 2025 marked a pivotal moment for Montana Aerospace AG. With the divestiture of our Energy segment in September 2025 – following the sale of our E-Mobility business in November 2024 – we successfully completed our transformation into a pure play aerospace company. By exiting non core activities, we sharpened our strategic focus and positioned Montana Aerospace squarely around its core strengths: developing and manufacturing high performance components and systems for the global aerospace industry.

This sharpened strategic focus is also reflected in our financial performance. In 2025, we generated strong revenues of EUR 979.3 million, delivered a solid EBITDA of EUR 160.6 million, achieved positive free cash flow and result from continuing operations, and closed the year with net debt of EUR 128.1 million, corresponding to a Net Debt/EBITDA ratio of 0.8x. These results demonstrate that our transformation was not only strategic but also value accretive.

Operationally, 2025 was a year of major milestones. We further deepened our long-standing partnership with Airbus through a new contract on the A330 program, reinforcing our position as a trusted supplier on one of the most important widebody platforms worldwide. In addition, we secured a multi-year extension for the supply of aluminum extrusions across the full Airbus aircraft family, which enhances visibility and long-term stability across our European production footprint. Our role in the defense sector was also strengthened with an extension of our collaboration on the F-35 program – reaffirming our technological capability and reliability on one of the world's most advanced platforms.

We continued to invest in operational excellence and global competitiveness. At our site in Vietnam, three new fully integrated production lines were successfully launched, increasing automation, vertical integration and capacity. These investments further improve our efficiency, resilience and customer proximity in a global market that increasingly values robust and geographically diversified supply chains. We were also proud to receive external recognition for our sustainability performance in 2025. These acknowledgements reflect our commitment to responsible manufacturing, efficient resource use and long-term ESG excellence throughout the value chain.

A key financial milestone of the year was the successful completion of the approx. EUR 65 million debt to equity conversion, which transformed prior ASCO-related liabilities into equity – without any dilution for existing Montana Aerospace shareholders. This step was made possible through the timely divestiture of the Energy segment and stands as a clear demonstration of our commitment to a focused aerospace strategy. The conversion significantly strengthened our balance sheet, improving our Net Debt/EBITDA ratio and enhancing our financial flexibility for future growth.



With these achievements, Montana Aerospace enters the next phase of its development stronger, more agile and more focused than ever. The global aerospace industry is experiencing structural growth, driven by rising production rates, sustained demand across commercial and defense programs, and increasing supply-chain consolidation. As a vertically integrated, technologically advanced and globally positioned supplier, we are well placed to capture the opportunities of this evolving market environment.

We would like to express our sincere gratitude to our employees around the world for their dedication and commitment throughout this defining phase for our company. Our thanks also go to our customers and partners for their trust and long-standing collaboration – and to you, our shareholders, for your continued confidence and support. Together, we have made 2025 a year of strategic focus and operational progress, laying a strong foundation for sustained and profitable growth in the years ahead.

Reinach, April 2nd, 2026

Sincerely,

For the Management Board,

Kai Arndt, CEO

Patrick Maurer, CFO

Vicky Welvaert, CHRO

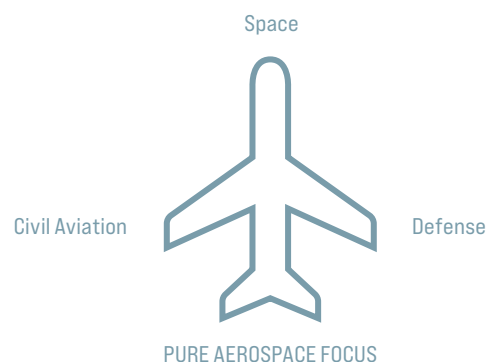
For the Board of Directors,

Michael Tojner, Chairman



OUR COMPANY

Montana Aerospace pioneers advanced technologies in the global aerospace industry. We specialize in the development and manufacture of mission-critical components and complex structures for aircraft and space applications. Our portfolio focuses on high-performance, lightweight and system-relevant solutions that meet the stringent requirements of modern aviation and space programmes. With deep expertise in multi-material solutions, advanced manufacturing technologies and industrial-scale production, Montana Aerospace supports OEMs and Tier-1 suppliers across key stages of the aerospace value chain. Our integrated capabilities enable us to deliver customized, high-quality products tailored to the evolving demands of civil aviation as well as the defense and space sector. With operations across 16 locations and over 6,300 employees, we are dedicated to sustainability and long-term partnerships, serving as a trusted partner to leading OEMs and Tier-1 suppliers.



In 2025 Montana Aerospace completed its strategic portfolio transformation through the divestment of the Energy segment, resulting in a fully focused aerospace portfolio. Following the divestment of the E-Mobility segment in 2024, this step represents a key milestone in the Group's transformation into a pure-play aerospace company.

Our core business, Aerostructures, benefits from decades of aerospace expertise, a globally integrated manufacturing footprint and a strong competitive position in structurally attractive growth markets.

In parallel, Montana Aerospace continues to expand its presence in the space sector, a market characterized by high innovation intensity, increasing institutional and commercial demand, and growing requirements for lightweight, high-performance structures.

At the same time, the Group is further developing its positioning in the defense sector, leveraging its advanced manufacturing capabilities and engineering expertise to address the growing demand for high-performance, mission-critical components in defense applications.

This focused portfolio allows Montana Aerospace to allocate capital, talent and technological capabilities entirely to the aerospace industry, strengthening its competitive positioning and creating a robust platform for sustainable long-term growth.



LEADERSHIP TEAM

Representatives with Profound and Longlasting Experience

The management of Montana Aerospace AG drives the strategic, financial, and entrepreneurial direction of the group. It actively supports the business growth trajectory while overseeing the strategic planning of R&D and ESG initiatives. This ensures a strong market position and an optimized global footprint, enabling the company to serve demanding customers worldwide with excellence in the long run.

The Board of Directors, the members of which are all non-executive, has the highest responsibility for the conduct of business of Montana Aerospace. All management tasks that are not legally or expressly assigned to the Board of Directors or another corporate body by law or the Articles of Association are performed by the Management Board, which is responsible for managing the affairs of the business as well as the company’s corporate functions and for carrying out strategic tasks and resolutions passed by the Board of Directors.

			
CFO Patrick Maurer Finance	CEO Kai Arndt Operations & Sales	Group CHRO Vicky Welvaert Global HR, Communications & Marketing, ESG	Chairman of the Board of Directors Michael Tojner
			Board Members Martin Ohneberg Christian Hosp Michael Pistauer Markus Vischer

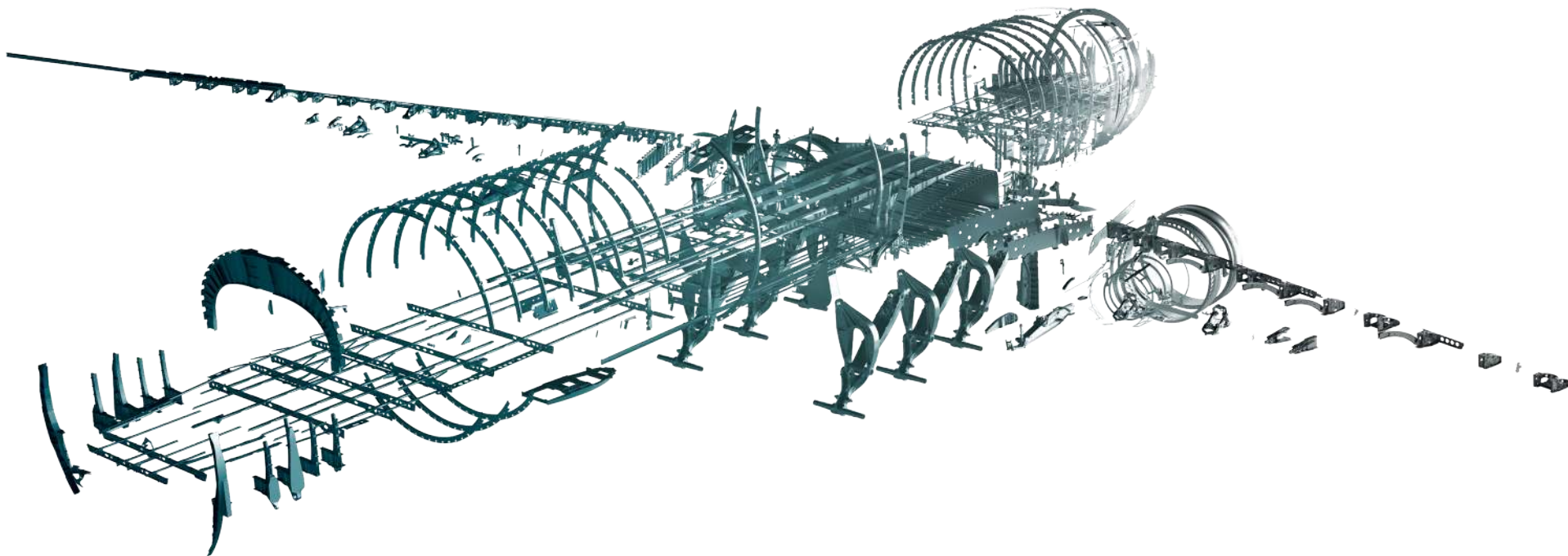
The overview shows the current composition of the Management Board (effective as of January 1). As of December 31 2024, Michael Pistauer stepped down from the Management Board and transitioned to the Board of Directors. Effective January 1 2025, Kai Arndt assumed the role of sole CEO, and Patrick Maurer was appointed CFO. (See Page 104)



MONTANA AEROSPACE AT A GLANCE

Key Facts

As a trusted partner to leading aircraft manufacturers, we contribute to the development of the next generation of aviation and space applications. At our state-of-the-art manufacturing facilities, up to 3 million individual components for a commercial aircraft are manufactured. Part by part, Montana Aerospace shapes the future of aviation – invisible, yet indispensable.



Note:
The figures shown refer solely to the Aerospace core business and do not include the Alpine Metal Tech segment.



Business Insight

A Leading Competence Center in the Aviation and Space Industry

Up to 3 million individual components – from major structural sections for wings and fuselage to vital systems such as high-lift devices, landing gear elements, turbine rings, and seat tracks in the cabin – what may appear as an overwhelming number is, in fact, a testament to our commitment to precision engineering.

We are well positioned as a leading manufacturer of mission-critical components for aviation and space applications. Our product portfolio includes structural components for fuselage, wings, and landing gear, critical engine parts exposed to extreme thermal and mechanical stresses, as well as large-format extrusion products. Additionally, we manufacture high-precision titanium and aluminum components for blue-chip customers in the space industry.

At Montana Aerospace's manufacturing facilities, we contribute to the advancement of global aviation and play a crucial role in improving the sustainability and resource efficiency of modern aircraft design. Simultaneously, as part of our diversification strategy, we are expanding into the space sector by providing high-performance structures for the most demanding space applications. Over the past years, we have successfully fulfilled multiple orders, marking a significant step forward in our strategic development and emphasizing our commitment towards high-tech industries.

Aerostructures for aviation and space applications is a perfect growth market. Over the next 20 years, the demand for new aircraft is expected to reach 42,000*, while the space industry is undergoing rapid expansion, driven by increased satellite launches, deep-space exploration, and commercial space travel. We are at the dawn of a new era in global air travel and space exploration, requiring fleet expansions and cutting-edge technological advancements. Additionally, existing aircraft will need to be modernized to enhance energy efficiency and operational performance.

Looking ahead, Montana Aerospace is well positioned for continued growth driven by its pure aerospace focus, vertically integrated one-stop-shop model and scalable production capabilities. Growth in defense programs, increasing efficiency and automation, rising demand for advanced composites and continued expansion in space applications are expected to support long-term value creation.

* Airbus (2025): Global Market Forecast 2025-2044. Toulouse: Airbus S.A.S.





THE MONTANA AEROSPACE BUSINESS MODEL

As a global group, Montana Aerospace specializes in cutting-edge technologies for the aerospace industry. The aerospace market offers strong long-term growth potential and plays a key role in enabling more efficient, sustainable and technologically advanced mobility. In this context, Montana Aerospace positions itself as a driving force in the transformation of global aviation, leveraging decades of industrial expertise and engineering excellence.

As a highly integrated full-service provider with state-of-the-art production facilities across Europe, Americas, and Asia, we align seamlessly with our customers' local-to-local strategies. Leveraging our expertise in advanced materials such as aluminum, titanium, steel, and composites, we provide a comprehensive portfolio of high-performance aerospace solutions tailored to the exacting demands of our global blue-chip customers.

With our strong one-stop-shop concept, we streamline supply chains, offer more competitive lead times, and enable substantial cost savings while reducing CO₂ emissions. From the processing of raw materials to ready-to-install components, we cover the entire range of services.

Our approach integrates development, production, and local-to-local services within a global network. In addition, our material recycling capabilities play a crucial role in meeting our sustainability objectives while also supporting the long-term environmental goals of our customers. We view industry and technology as key drivers of sustainability and are committed to advancing eco-friendly practices, promoting renewable energy solutions, and actively contributing to the ongoing dialogue on environmental responsibility.

EBIT GROWTH
2024-2025 **+72.2%**



MONTANA AEROSPACE STRATEGY

Aerospace is one of the most attractive future markets of our time, driven by long-term growth in global air traffic, fleet modernization and increasing technological and sustainability requirements. We take a leading position in this growth market through our focused portfolio of advanced aerostructures and system-critical components for aviation and space applications. The utilization and advancement of key technologies, along with low-carbon manufacturing, form the foundation of our innovative strength and secure our competitive position.

Global presence, multi-material expertise, vertical integration of the value chain, and the excellent know-how of our employees form the basis of our success. Our key business objectives include increasing added value within the aerospace business, through our integrated one-stop-shop approach, and strengthening our position as a long-term strategic partner to our customers. Through disciplined capital allocation, operational excellence and a focused pure aerospace strategy, Montana Aerospace aims to generate sustainable growth and create long-term shareholder value.

This strategic foundation is supported by six fundamental principles that form the basis of our success:

1

Improve our competitive advantage through
VERTICAL INTEGRATION

2

Increase value sustainably through
TECHNOLOGY AND INNOVATION LEADERSHIP

3

Optimize resources, create economies of scale and improve results through
MANUFACTURING EXCELLENCE AND LEAN MANAGEMENT

4

Achieve organic and inorganic growth through
CAPACITY EXPANSION, PORTFOLIO OPTIMIZATION AND STRATEGIC M&A

5

Attract highly skilled employees and build a strong employer brand through
ESTABLISHING A CORPORATE CULTURE THAT PROVIDES EMPLOYEES
WITH THE OPPORTUNITY TO UNLEASH THEIR TALENTS

6

Embracing future challenges and viewing ESG as growth potential through
BEING AN ACTIVE PLAYER IN THE ONGOING SUSTAINABILITY TRANSFORMATION

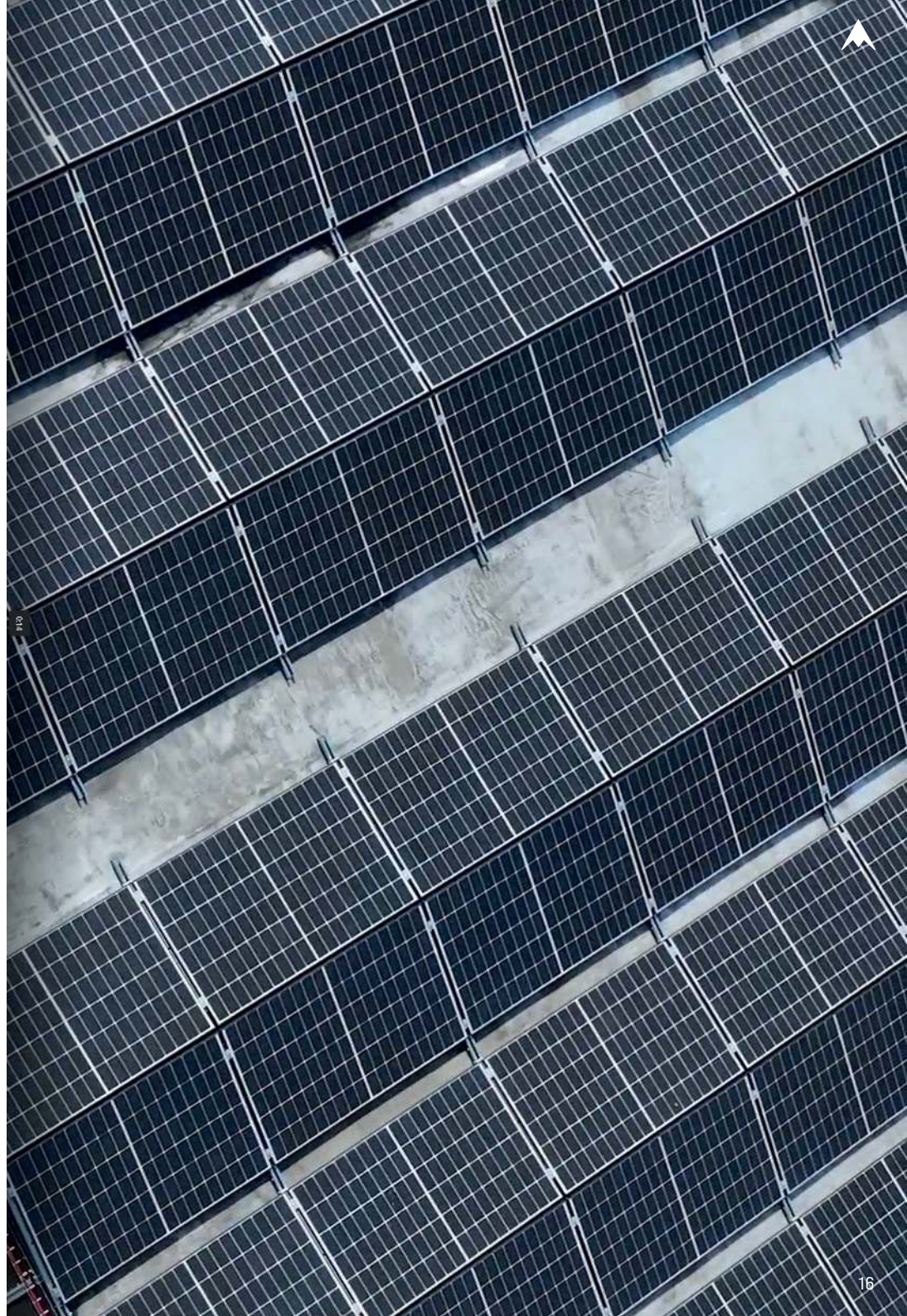
Sustainability is an integral part of our Group's overall strategy, and sustainable entrepreneurship is one of the five corporate values of Montana Aerospace. We are committed to the climate goals of the Paris Agreement. Consistently reducing our carbon footprint along the entire value chain is therefore part of our daily work.

We view ESG as a potential growth opportunity. Our aim is to be an active player in the ongoing sustainability transformation. We see industry as a central part of the solution to existing ecological and social challenges.

We have established a vertically integrated supply chain, which is not only advantageous for our clients but also allows us to reduce long transport routes and climate-harming emissions. We are a key player in the development of a new generation of aircraft that will make flying more resource efficient. Reducing product weight and optimizing the design of our lightweight solutions enable reductions in mass, energy consumption and CO₂e emissions.

We are mindful of the waste we produce. Almost 100% of our cuttings, clippings and scrap are recycled internally at our plants. Furthermore, the highly engineered extrusions used in our products and across many aircraft platforms are manufactured from approximately 70% recycled raw materials. In addition, we place great importance on meeting our energy needs from sustainable sources. Therefore, we have begun gradually transitioning our facilities to green energy.

A new solar panel installation at the production facilities of ASCO Belgium was commissioned in Zaventem in the summer of 2025. It will generate over 407,000 kWh of electricity and enabling a CO₂e reduction equivalent to 4,106 trees.





Transforming Supply Chains with Efficiency, Reliability and Sustainability

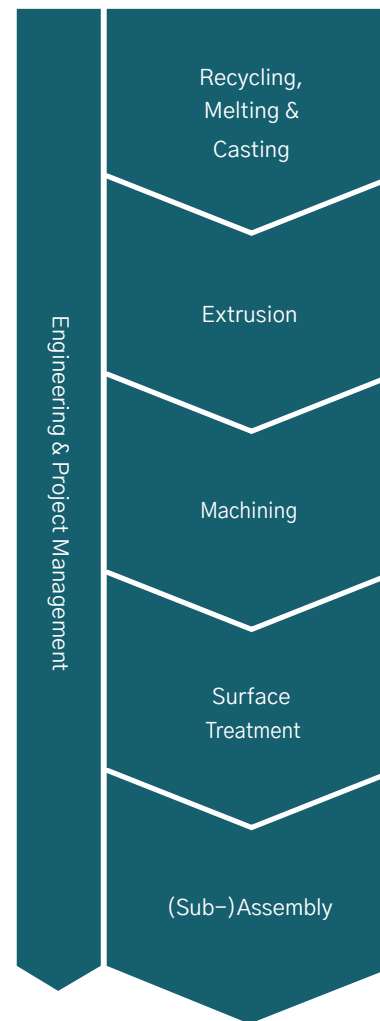
Modern supply chains are highly fragmented and difficult to manage. Montana Aerospace offers a groundbreaking solution for this challenge: our vertical process integration, known as the one-stop shop. Efficiency, speed, quality, and sustainability – the benefits are compelling.

From the processing of raw materials, often acquired through recycling methods, to the assembly of entire components, our one-stop shops provide our global customers with the highest standards in quality, delivery reliability, and service. By optimizing the supply chain, we reduce delivery times, lower CO₂e emissions, and save costs. Our significant investments in new, state-of-the-art production facilities worldwide underscore our commitment to innovation and ensure accessibility locally, precisely where our clients are located.

In times of uncertainty, crisis and disrupted trade routes, Montana Aerospace is a consistent partner, as the one-stop-shop concept means that there is no dependence on supply chains. In previous crisis situations, the company was able to step in and steadily expand our order backlog by replacing failed suppliers.



THE ONE-STOP SHOP FOR THE AEROSPACE INDUSTRY





Re-Usage of Valuable Raw Materials

At the heart of Montana Aerospace's value chain lies the production of high-quality alloys, serving as the foundation for subsequent manufacturing processes. Central to our operations is the emphasis on recycling, a cornerstone of our sustainability efforts. Leveraging decades of material expertise, we produce alloys that incorporate an increasing proportion of recycled material over time, all while maintaining uncompromised quality standards. As part of our commitment to product quality and product safety, we adhere to strict regulations for the manufacture of critical components.

At the same time, we support our customers in achieving their own sustainability goals through our circular economy approach.

The integration of our one-stop shop and recycling capabilities not only drives cost efficiencies but also mitigates transportation expenses and reduces climate-harming emissions.

Value Chain Circle of the Aerospace Segment

Our products are designed for a very long service life, with aerostructures typically remaining in service for around 20 years.





Operational Excellence and Multi-Material Competence

Montana Aerospace stands at the forefront of innovation, where integration meets sustainability to redefine the conventional boundaries of value creation in the aerospace sector. Operational excellence involves optimizing revenues, profitability, and cash flows. Therefore, our primary focus is to achieve enhanced efficiency in resource utilization and synergies while ensuring the highest quality standards. We employ near-net-shape manufacturing, streamline process complexity, adhere to strict lean structures, and concentrate on securing accretive business opportunities.

Product quality and innovation are grounded in our extensive competence. A particularly noteworthy area of expertise lies in the profound materials knowledge of our experts. At Montana Aerospace, multi-material know-how encompasses expertise for aluminum, titanium, composites, and steel, including the development of new alloys, advisory services for customers on optimal material process combinations, recycling know-how for aluminum and the assembly of specific materials.

We employ high-tech materials, optimized designs, and state-of-the-art manufacturing processes. Our production focuses on parts designed for top performance and maximum safety. Consequently, our expertise is in high demand in the aerospace sector, as well as in other industries requiring high quality, resilience, and reliability.

Multi-material competence in



aluminum, titanium, composite and special steels



Best-in-Class Human Capital

Our team is the backbone of our success and a crucial factor in the growth of our business. Their dedication and commitment set the standards for the sustainable success of our customers. Therefore, we are eager to create an attractive, stable, and safe working environment for all Montana Aerospace employees and to support their individual professional development.





A Global Player Acting as a Local Partner

As a highly integrated full-service provider with state-of-the-art production facilities and our local-to-local strategy, we operate where our customers are located.



Note: The locations shown represent those of the core Aerostructures business, including the Alpine Metal Tech segment.



OUR ACHIEVEMENTS

THE YEAR 2025 AT A GLANCE

First Half Year

Expanded Collaboration with Airbus on the A330 Program



A new contract signed by UAC Europe expands long-standing cooperation with Airbus on the A330 program, reinforcing the Group's role as a key supplier.

Contributing to Global Aerospace Safety Standards

Industry expertise was contributed to the development of new global safety standards, reinforcing the Group's position as a trusted aerospace partner.

January

February

March

April

May

June

July

Expansion of Solar Energy in Romania



On-site solar projects in Romania further reduce CO₂e emissions and strengthen energy efficiency at key production sites.

Innovation Drive: New Production Lines Launched in Vietnam

Three new in-house production lines were successfully launched UAC Vietnam, enhancing capacity, automation and vertical integration.

Double Airbus SQIP Award for Operational Excellence



**BEST PERFORMER
AWARD**

AIRBUS - 2025



**SQIP
ACCREDITATION**

AIRBUS - 2025

Two prestigious Airbus SQIP awards recognized outstanding quality, reliability and operational performance across the organization.



THE YEAR 2025 AT A GLANCE

Second Half Year

ASCO Belgium Advances ESG Initiatives



The installation of a new solar energy system and ISO 14001 certification at the ASCO site further enhance environmental performance and operational standards.



Strategic Transformation into a Pure-Play Aerospace Company

The strategic portfolio transformation was successfully completed, resulting in a fully focused pure-play aerospace business model.

Continued Investment in CNC Machinery and Vertical Integration



Ongoing investments in CNC machinery further strengthened the vertically integrated value chain and long-term aerospace capabilities.

Completion of Debt-to-Equity Conversion

The transaction strengthened the balance sheet and increased financial flexibility.

August

September

October

November

December

Strong H1 2025 Performance with Positive Cash Flow and Net Income

The first half of 2025 delivered positive results, reflecting improved operational performance and financial discipline.

Extended Partnership with Lockheed Martin on the F-35 Program



The extension strengthens the Group's role in one of the world's most advanced defense platforms.

Multi-Year Airbus Contract Extension Across the Full Aircraft Family

The agreement secures the supply of aluminum extrusions across the entire Airbus aircraft family.

Commercial Highlights

Beside the highest revenue in the company's history, 2025 was a record year marked by strong business growth, expanded capabilities and major program industrialization.

7
new
customers

>30
new
contracts

~200
new
qualifications



KEY FIGURES

Financial Highlights

Consolidated Statement of Profit and Loss

(in TEUR)	2025	2025 (adjustments)	2024 restated**	2024 (adjustments)
Net Sales	979,331		851,025	
Change in finished and unfinished goods	-9,653		17,818	
Own work capitalized	8,316		13,848	
Other operating income	36,714		33,484	
Cost of materials, supplies and services	-445,879		-410,617	
Personnel expenses	-276,864		-242,556	
Other operating expenses	-131,373		-138,318	
EBITDA*	160,592		124,684	
Legal costs				3,432
Stock option plans (share-based payment) MSOP		747		900
Adjusted EBITDA		161,338		129,016
<i>Adjusted EBITDA margin</i>		16.5%		15.2%
Depreciation and amortization	-91,777		-84,721	
Operating Profit (EBIT)	68,815		39,963	
Financial result	-50,004		-10,058	
Share of result of equity-accounted investees, net of tax	1,125		-2,717	
Result before tax	19,936		27,188	
Income tax expense / income	-8,506		-9,102	
Result from continuing operations	11,430		18,086	
Result from discontinued operation, net of tax***	-14,463		17,701	
Result for the period	-3,033		35,787	
Thereof attributable to:				
Owners of Montana Aerospace AG	-3,071		36,089	
Non-controlling interests	38		-302	

Net Sales

In the 2025 financial year, Montana Aerospace generated consolidated net sales of EUR 979.3 million, an increase of 15.1% on the EUR 851.0 million generated in 2024. This positive net sales development was driven by organic growth across all regions, and was further supported by the full-year consolidation effect of net sales from Alpine Metal Tech, which was reacquired in August 2024.

EBITDA

In 2025, Montana Aerospace generated an adjusted EBITDA of EUR 161.3 million, an increase of 25.1% on the EUR 129.0 million generated in 2024. This translates to an increase in the EBITDA margin to 16.5%, up from 15.2% in 2024. The increase in EBITDA was driven by a combination of top-line growth, cost management efficiencies and operating leverage. The Company expects that the latter will continue to drive EBITDA margin expansion as the top line scales, given the substantial fixed cost base resulting from the considerable investment program undertaken by Montana Aerospace following its IPO in 2021. All major cost categories decreased as a percentage of net sales year-on-year, with the most significant improvements seen in the cost of materials, supplies and services, as well as other operating expenses. The Group expects these positive trends to continue.

Reported EBITDA totaled EUR 160.6 million, marking a 28.8% increase from EUR 124.7 million in 2024. This translates to an increase in the reported EBITDA margin to 16.4%, up from 14.7% in 2024. The only adjustment made to the reported EBITDA for the 2025 financial year was in relation to EUR 0.7 million of expenses for the management stock option program (MSOP).

* EBITDA is calculated as result for the period before income tax expense, interest income, other financial income, interest expenses, other financial expenses and depreciation and amortization.

** The comparative information has been restated due to a discontinued operation (see Note 23).

*** The Group has elected to present the result after tax of the discontinued operation in a separate amount in the statement of comprehensive income and has disaggregated this separate amount into revenue, expenses and result before tax in Note 23.



Net Sales and adjusted EBITDA development by segment

in EURm	Aerostructures		Alpine Metal Tech		E-Mobility (discontinued operation)		Energy (discontinued operation)	
	FY 2024	FY 2025	FY 2024	FY 2025	2024 (Oct YTD)	2025	FY 2024	2025 (Sep YTD)
Net Sales	815.6	881.3	37.0	98.1	142.1	n/a	642.6	525.6
yoy growth	8.0%		165.3%		n/a		n/a	
Adj. EBITDA	130.5	159.8	4.0	9.1	5.6	n/a	35.8	36.4
yoy growth	22.5%		126.1%		n/a		n/a	

Aerostructures

The Aerostructures segment generated net sales of EUR 881.3 million, an increase of 8.0% on the EUR 815.6 million generated in 2024. This growth was driven by continued expansion with existing customers, as well as new business wins with leading aerospace and space companies.

The significant capital expenditure program in cost-efficient locations such as Romania and Vietnam, combined with state-of-the-art manufacturing capabilities and the Group's operational agility, are expected to contribute to establishing Montana Aerospace as a key strategic partner to leading OEMs in the sector.

Adjusted EBITDA for the Aerostructures segment increased from EUR 130.5 million in 2024 to EUR 159.8 million in 2025, representing growth of 22.5%. This growth rate outpaced the segment's net sales growth. The adjusted EBITDA margin improved from 16.0% in 2024 to 18.1% in 2025.

Alpine Metal Tech segment

The Alpine Metal Tech segment achieved net sales of EUR 98.1 million in 2025. This represents a 165.3% increase compared to the previous year. This substantial growth reflects the full twelve-month contribution in 2025, whereas 2024 included only four months. The underlying adjusted EBITDA for the segment was EUR 9.1 million in 2025, compared to EUR 4.0 million in 2024.

Operating Result (EBIT)

Due to the strong development of EBITDA, EBIT increased to EUR 68.8 million in 2025 compared to EUR 40.0 million in 2024. Consequently, the EBIT margin increased to 7.0%, up from 4.7% in 2024.

Depreciation and amortization expenses totaled EUR 91.8 million in 2025, up from EUR 84.7 million in 2024. No impairment losses were recorded in 2025, compared to impairment of EUR 1.0 million in 2024.

Financial result

The financial result totaled EUR -50.0 million in 2025, compared to EUR -10.1 million in 2024. This was primarily due to significant non-cash net foreign exchange losses of EUR 28.2 million, compared to net foreign exchange gains of EUR 17.6 million in 2024.

This was partially offset by a reduction in net interest expenses to EUR -16.3 million, compared to EUR -23.2 million in 2024, due to lower interest rates.

Result from continuing operations

In 2025, Montana Aerospace reported a result from continuing operations of EUR 11.4 million, compared to EUR 18.1 million in 2024. The result was heavily affected by non-cash net foreign exchange losses.



Trade Working Capital

The trade working capital balance amounted to EUR 294.7 million at year–end 2025, equivalent to 30.1% of net sales generated in 2025. This represents a significant improvement to 34.7% reported at the end of September 2025 and reflects the Group’s continued focus on efficient working capital management.

Cash flow*

In 2025, Montana Aerospace generated an operating cash flow of EUR 167.5 million, compared to EUR 118.1 million in 2024. This increase was driven by improved profitability and more efficient working capital management. This was partially offset by investing cash flow, which amounted to EUR –146.6 million in 2025, compared to EUR 3.4 million in 2024. This reflects a net cash outflow of EUR 51.4 million from the sale of the Energy segment, as well as a EUR 29.8 million deferred purchase price payment relating to the ASCO acquisition. By contrast, 2024 saw proceeds of EUR 88.1 million from the disposal of the E–Mobility segment. The Group expects to receive the majority of the cash proceeds from the Energy divestment in 2026.

Despite the one–off, M&A–related cash outflows, free cash flow remained positive in 2025, reaching EUR 21.0 million.

* The cash flow figures include the results of both the Energy and E-mobility segments

Net Debt

In 2025, Montana Aerospace continued to reduce its net debt, which stood at EUR 128.1 million at the end of the year, equivalent to 0.8 times the EBITDA generated in 2025. This was made possible through the partial repayment of outstanding loans and the conversion of ‘profit certificates’ into equity at ASCO operations, following the successful divestment of the Energy segment.

(in TEUR)	31 December 2025	31 December 2024
Gross Debt	240,879	344,394
Cash and cash equivalents	112,759	133,529
Net Debt	128,120	210,865
Leverage	0.8x	1.7x



Balance sheet

As of 31 December 2025, Montana Aerospace reported total assets of EUR 1,597.6 million, compared with EUR 1,830.7 million at year-end 2024. The year-on-year decrease was primarily driven by the divestment of the Energy segment.

Non-current assets amounted to EUR 1,014.1 million (2024: EUR 1,037.6 million), consisting mainly of intangible assets and goodwill of EUR 280.9 million (2024: EUR 309.8 million) and property, plant and equipment of EUR 547.6 million (2024: EUR 669.9 million).

Current assets totaled EUR 583.5 million, compared with EUR 793.1 million in the previous year. This included inventories of EUR 270.2 million (2024: EUR 389.4 million), trade receivables of EUR 119.3 million (2024: EUR 181.8 million), other receivables and assets of EUR 50.8 million (2024: EUR 60.5 million) and cash and cash equivalents of EUR 112.8 million (2024: EUR 133.5 million).

Total liabilities decreased significantly to EUR 599.7 million as of 31 December 2025 (2024: EUR 901.3 million). Current liabilities amounted to EUR 241.7 million (2024: EUR 426.5 million), while non-current liabilities totaled EUR 358.0 million (2024: EUR 474.8 million).

Within non-current liabilities, bank loans and borrowings stood at EUR 188.3 million (2024: EUR 217.8 million), other financial liabilities at EUR 45.5 million (2024: EUR 101.8 million) and other liabilities and accruals at EUR 38.0 million (2024: EUR 48.9 million). Current liabilities mainly comprised trade payables of EUR 119.5 million (2024: EUR 235.2 million) and other liabilities and accruals of EUR 65.3 million (2024: EUR 100.6 million).

Total equity increased to EUR 997.8 million, compared with EUR 929.4 million in the prior year, and included EUR 808.4 million of share premium (2024: EUR 922.3 million). The equity ratio improved strongly to 62.5% (2024: 50.8%), underlining the Group's robust and resilient financial position after becoming a pure play aerospace company.

(in TEUR)	31 December 2025	31 December 2024
ASSETS		
Non-current assets	1,014,082	1,037,619
Current assets	583,488	793,112
<i>o/w cash and cash equivalents</i>	<i>112,759</i>	<i>133,529</i>
Total Assets	1,597,570	1,830,732
EQUITY AND LIABILITIES		
Total equity	997,834	929,388
Non-current liabilities	358,012	474,825
Current liabilities	241,724	426,519
Total equity and liabilities	1,597,570	1,830,732



ESG Highlights

Reporting period: January 1st, 2025 to December 31st, 2025 (corresponds to Montana Aerospace's financial reporting). Reporting frequency: annually (corresponds to Montana Aerospace's financial reporting)

ENVIRONMENT*	2024	2025	Change (%)
Total emissions, sum market based (t CO ₂ e / a)	1,544,685	583,798	-62.21
Total emissions / Total Net Sales (kg CO ₂ e / €)	1.03	0.596	-42.34
Annual consumption non-renewable energy (MWh)	208,881	154,996	-25.80
Annual consumption renewable energy (MWh)	182,844	109,700	-40.00
Total Water Consumption (m ³)	751,994	120,858	-83.93
Non-renewable materials used (t)	114,865	21,294	-81.46
SOCIAL			
Work-related fatalities	0	0	0
Own employees covered by OH&S Management System	100%	100%	0
Average number of training hours per employee	30	47.27	57.57
ESG-RATING			
CDP (A-D)	C	C	n.a.
EcoVadis (0-100)	50	53	6

Due to the divestment of its energy segment, ASTA Group, during the 2025 financial year, Montana Aerospace's environmental data is subject to deviations compared to the 2024 financial year. CO₂e emissions related to ASTA Group are not included in the 2025 figures. As a result, all key figures show a significant decrease year-on-year. The ratio of total emissions to total net sales declined from 1.03 in 2024 to 0.596 in 2025, representing a reduction of 42.34%.

All employees are covered by our Occupational Health & Safety Management System (OH&S). In 2025, an average of 47.27 hours of training per employee were recorded, compared to 30 hours in 2024. This corresponds to an increase of 57.57%.

The CDP ESG rating remained unchanged at "C" compared to 2024. The EcoVadis ESG rating improved from 50 points in 2024 to 53 in 2025.

Women account for 23% of the total workforce at Montana Aerospace, while men represent 77%. Among new hires in 2025, 15% are women and 85% are men. At the top management level, women account for 33% of positions, compared to 67% held by men.

The majority of employees (51%) are aged between 30 and 50. Employees over the age of 50 account for 22% of the workforce. The age distribution of new hires is as follows: 52% under 30, 39% between 30 and 50, and 9% over 50.

WORKFORCE DIVERSITY		Female (%)	Male (%)
All employees		23	77
Management level positions		33	67
Number of new hires by gender		15	85
	< 30 (%)	30 – 50 (%)	> 50 (%)
Employees by age	27	51	22
Number of new hires by age	52	39	9
	America (%)	Europe (%)	Asia (%)
Number of employees by region	15	64	21



ESG IN DETAIL

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The ESG Report covers the following entities of Montana Aerospace:

ASCO:	AMT:	UAC US	UACE:	UACV:	CEFIVAL:
ASCO Belgium ASCO Germany ASCO Canada ASCO USA	AMT Austria AMT Germany AMT UK AMT USA AMT Italy	UAC US Georgia UAC US Kansas	UACE Dumbravita UACE Tautii Magheraus UACE Mediesu Aurit	UACV	CEFIVAL



COMMITMENT TO THE SUSTAINABLE DEVELOPMENT GOALS OF THE UNITED NATIONS

The Sustainable Development Goals of the United Nations (SDGs) are fundamental to our business model and our corporate culture. Each of these goals is part of our philosophy, and we can contribute in all areas.

These are the SDGs where our contribution is substantial, and where we claim a proactive role as a global company. They have been identified by our management and our global ESG team.





Quality Education

Ensuring inclusive and equitable quality education and promoting lifelong learning opportunities for all.

- 4.4** Eliminate gender disparities in education and ensure equal access to all levels of education and vocational training for the vulnerable
- 4.5** Increase the number of youth and adults who have relevant skills, including technical and vocational skills, for employment, decent jobs and entrepreneurship
- 4.7** Ensure that all learners acquire the knowledge and skills needed to promote sustainable development

Developing our skilled workforce is the foundation of our success. We strive to provide the best environment for our employees to grow, advance and continuously learn. This includes regular training and education, mentoring and guidance for our employees all over the world. Our development programs also create opportunities for students and young professionals that permits them to engage with Montana Aerospace and take active and leading roles in our company. To promote scientific culture, we engage with schools, universities, and other educational institutions to provide young people with the opportunity to participate in workshops and courses to gain practical insights.



Gender Equality

Achieving gender equality and empowering women and girls.

- 5.1** End gender-based discrimination
- 5.5** Ensure women's full and effective participation and equal opportunities for leadership
- 5.9** Adopt and strengthen sound policies and enforceable legislation for the promotion of gender equality and the empowerment of all women and girls at all levels

Montana Aerospace stands for diversity, inclusion and equality. We promote gender equality by offering equal career opportunities for all genders through our employment and workplace policies. We strongly support women's empowerment and improve the gender balance in STEM-related positions and leadership positions. At Montana Aerospace, there is a zero-tolerance policy for any kind of gender-based discrimination.



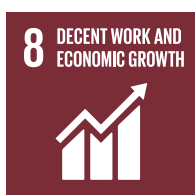
Affordable and Clean Energy

Providing the hardware for the energy transition.

- 7.2** By 2030, increase substantially the share of renewable energy in the global energy mix
- 7.4** By 2030, enhance international cooperation to facilitate access to clean energy research and technology, including renewable energy, energy efficiency and advanced and cleaner fossil fuel technology, and promote investment in energy infrastructure and clean energy technology.

Montana Aerospace has set itself the goal of increasing the share of renewable energy in total energy consumption and energy efficiency by renewing and optimizing the less environmentally friendly processes and equipment. In addition, we rely on e-mobility and biofuels for our vehicle fleet and on our own power generation with PV at our sites.

In 2025, Montana Aerospace's division ASCO commissioned a solar power plant in Belgium and UAC Europe took on three projects at locations in Romania, at our sites in Dumbrăvița, Baia Mare and Satu Mare.



Decent Work and Economic Growth

Promoting sustained, inclusive and steady economic growth, full and productive employment and decent work for all employees.

- 8.2** Achieve higher levels of economic productivity through diversification, technological upgrading and innovation
- 8.5** Achieve full and productive employment and decent work for all women and men, including for young people and persons with disabilities, and equal pay for work of equal value
- 8.8** Protect workers' rights and promote safe and secure working environments for all workers

As an international group, we foster an environment that ensures decent working conditions, while improving our business model and fostering economic growth. Our business model is scalable, sustainable and solid. We do our best to drive our economic productivity through diversification, technological improvements and innovation. To ensure the best working conditions, Montana Aerospace commits itself to the highest internationally recognized standards.

Moreover, we aim to provide a safe, flexible, and respectful working environment where all our employees can work in a setting free from any form of harassment or discrimination. Montana Aerospace reaffirms its commitment to freedom of association and employees' right to collective bargaining. The Group does not tolerate discrimination against trade unions or employee representatives and upholds high standards of occupational health, safety and hygiene across its operations.



Industry, Innovation and Infrastructure

Building resilient infrastructure, promoting inclusive and sustainable industrialization and fostering innovation.

- 9.1** Develop quality, reliable, sustainable and resilient infrastructure
- 9.2** Promote inclusive and sustainable industrialization
- 9.4** Upgrade and retrofit existing infrastructure to make industries sustainable
- 9.5** Enhance scientific research, upgrade the technological capabilities of industrial sectors in all countries

Montana Aerospace invests globally not only to achieve growth but also to improve sustainability and the efficient use of resources in all our processes. We actively promote scientific activities to advance innovation and technological progress. As a global player in the sector of aerospace we provide a huge amount of technology and skills to support the construction and operation of these assets. We engage in research, development and innovative business models that are capable of meeting the world's long-term infrastructure needs.



Reducing Inequality

Ensuring a working environment free of harassment, discrimination and unjust behavior.

- 10.2** Empower and promote the social, economic and political inclusion of all, irrespective of age, sex, disability, race, ethnicity, origin, religion or economic or other status
- 10.3** Ensure equality opportunity and reduce inequalities of outcome

As a global company, we know that our diverse workforce is a major asset. We ensure a workplace where everyone is treated equally, irrespective of race, ethnicity, gender, sexual orientation or religion.



Responsible Consumption and Production

Ensuring sustainability in consumption and production patterns.

- 12.2** Achieve the sustainable management and efficient use of natural resources by 2030
- 12.5** Substantially reduce waste through prevention, reduction, recycling and reuse by 2030

Our efforts in recycling and the reuse of materials enable Montana Aerospace to advance the circular economy. We reduce waste by adopting sustainable and responsible practices. Our products are designed to facilitate lightweight components for aircraft that help reduce the amount of fuel combustion. Our manufacturing methods are state-of-the-art with respect to energy efficiency. The vertical integration of products and processes reduces the logistic requirements for customers and the environment.



Climate Action

Taking urgent action to combat climate change and its impacts.

- 13.3** Improve education, raise awareness, and increase the human and institutional capacity for climate change mitigation, adaptation, impact reduction and early warning

The industries we operate in are under pressure to reduce their climate impact, but they also present significant opportunities. We contribute directly and indirectly by defining targets to mitigate our greenhouse gas emissions and to reduce our energy & water consumption and waste production.

Our climate engagements include, among others, a commitment to the net-zero goal of the Science Based Targets initiative (SBTi), our membership as a research partner and associated member of the Clean Aviation Joint Undertaking Program of the European Union through our ASCO Division, and the establishment of a Climate Protection Education for executives – the Sustainable Leadership Masterclass – in collaboration with Glacier Carbon Reduction GmbH.



DOUBLE MATERIALITY ASSESSMENT & STAKEHOLDER ENGAGEMENT

Montana Aerospace AG conducted its first double materiality assessment in 2024. The following section describes the process used for this analysis.

Including Subsidiaries and Stakeholders

The double materiality assessment was carried out on a consolidated basis at Group level for Montana Aerospace AG, including its subsidiaries. All relevant stakeholder groups were involved in the process of prioritizing sustainability topics. In addition to our employees, these groups include management representatives, suppliers, customers, shareholders, and other contractual partners.

The results of the additional targeted stakeholder survey conducted in 2025 will be taken into account in future updates of the double materiality assessment, including the reassessment of impacts, risks, and opportunities, as part of Montana Aerospace's ongoing due diligence and stakeholder engagement process.

Identification of Impacts, Risks and Opportunities (IROs)

For reporting at the consolidated level, the material impacts, risks, and opportunities of the entire consolidated Group had to be assessed. Following an introductory workshop in which the methodological guidelines of Montana Aerospace AG were presented to ensure a consistent basis, the subsidiaries were invited to submit relevant IROs for their respective entities. These IROs resulted in a long list for further review, enabling a consolidated assessment at Group level.

In order to evaluate the relevance of deviations between the IROs identified at Group level and those identified by the subsidiaries, different circumstances can be taken into account, such as whether subsidiaries operate in a different sector from the rest of the Group. This was previously the case for Montana Aerospace, as certain subsidiaries operated outside the aerospace sector. Following recent divestments, however, the Group now operates exclusively within the aerospace sector, resulting in a more homogeneous business profile across subsidiaries. The vertical integration of the subsidiaries within the value chain continues to support a combination of top-down and bottom-up approaches to ensure the unbiased identification and assessment of IROs. Against this background, the double materiality assessment and the resulting IROs may be subject to further refinement in future reporting periods. The results were further substantiated through a counterflow procedure, whereby top-down information was supplemented by downstream bottom-up analyses to ensure plausibility and completeness. Furthermore, the IROs from the long list were aggregated or disaggregated based on the principles of the currently valid ESRS 1 AR 16.

After the aggregation of IROs at Group level, the long list was forwarded to the subsidiaries again for further review. These results were then consolidated and reviewed once more at Group level to form the final consolidated list of IROs. Stakeholder input, including the results of stakeholder engagement activities, is reviewed periodically to ensure the continued relevance and completeness of the identified impacts, risks, and opportunities.

Impact Materiality Assessment

The inside-out perspective, as one component of double materiality, requires the determination of the material matters to be reported. Therefore, the long list of impacts was presented to the subsidiaries. Each subsidiary assessed the impacts based on their relevance to its business, using the parent company's assessment method to ensure consistency. The aggregation of the individual results resulted in a list of material impacts at Group level.



We rated the identified IROs on a scale from 0 to 5 based on the criteria mentioned above and determined the positive and negative impacts, both actual and potential, in order to define impact materiality:

- **Actual negative impacts:** Severity was calculated as the mean value of the assessments of scale, scope, and irremediability.
- **Potential negative impacts:** Severity was calculated as the mean value of the assessments of scale, scope, irremediability, and likelihood. In the case of a potential negative human rights impact, the severity of the impact took precedence over the likelihood of occurrence.
- **Actual positive impacts:** Severity was calculated as the mean value of the assessments of scale and scope.
- **Potential positive impacts:** Severity was calculated as the mean value of the assessments of scale, scope, and likelihood.

Financial Materiality Assessment

The outside-in perspective, as the second component of double materiality, assesses the opportunities and risks arising from sustainability matters that affect a company's financial position and the long-term viability of its business model.

As with the impact materiality assessment, the subsidiaries assessed the risks and opportunities based on their relevance to the company, using the long list of impacts. The results of the respective subsidiaries were then aggregated and consolidated into a list of significant risks and opportunities at Group level.

Setting Materiality Thresholds and Deriving Material Topics

After the long list of IROs had been assessed by all subsidiaries and the results had been aggregated by Montana Aerospace AG, thresholds based on internal subject-matter expertise and external support were applied to determine the material IROs at Group level.

The following assumptions were made in order to determine appropriate materiality thresholds:

- Keeping overall scope within a reasonable range (aligned with the company's structure and industry standards)
- Aligning impacts, risks and opportunities with existing data (internal: environmental management systems, GRI evaluation / external: industry-specific ratings, etc.)
- Addressing the views and interests of affected stakeholders, including insights derived from ongoing and targeted stakeholder engagement activities.

The double materiality process led to the following material topics relevant to the Montana Aerospace Group:

Environment	Social Responsibility	Governance
Energy	Employment	Economic performance
Emissions	Occupational Health and Safety	Anti-corruption
Materials	Training and Education	Procurement Practices
Waste	Diversity and Equal Opportunity	
Water	Non-discrimination	
Biodiversity		
Supplier Environmental Assessment		

Montana Aerospace considers stakeholder engagement to be an ongoing process and will continue to review and, where appropriate, update its double materiality assessment to reflect evolving stakeholder expectations and business developments.



ORGANIZATION OF SUSTAINABILITY MANAGEMENT

Montana Aerospace's organization of sustainability management encompasses the structures, processes, and responsibilities to effectively implement and manage its responsibilities. It aims to integrate environmental, social, and economic sustainability into the company's strategy and operational processes.

Montana Aerospace is currently in the process of implementing a group-wide ESG management software solution, to support the structured collection, consolidation, and management of ESG-relevant data across the Group. The implementation aims to further improve data availability, consistency, and transparency for sustainability reporting purposes. The system is intended to serve as a central data repository for ESG information and to support future reporting requirements. The rollout commenced during the reporting year and will be further developed step by step as part of Montana Aerospace's ongoing efforts to strengthen its sustainability management and reporting processes.

1. Strategy

Sustainability is an integral part of Montana Aerospace's overall strategy, as reflected in the following:

- **Streamlining logistics chains through vertical integration:** Our one-stop-shop strategy shortens delivery routes and minimizes logistics costs, significantly reducing CO₂e emissions compared to conventional manufacturing concepts.
- **Recycling:** Sorting and returning raw materials is a key task in our factories. We recycle 100% of our own aluminum scrap back into the production cycle.
- **Reducing product weight:** Using fewer heavy materials and optimized designs, our lightweight solutions help reduce mass, energy consumption, and CO₂e emissions.
- **Optimizing processes:** Near-net-shape production processes contribute significantly to improved material efficiency.
- **Increasing efficiency:** Our internal mechanical engineering expertise supports the continuous optimization of the energy efficiency of our systems and infrastructure.
- **Reducing water consumption:** Our fully automated surface treatment lines are equipped with environmentally friendly water treatment systems, significantly increasing the amount of purified water fed back into our production processes.
- **Best-in-Class Human Capital:** We are eager to create an attractive, stable, and safe working environment for all Montana Aerospace employees and to support their individual professional development. They are the backbone of the Group's success.

A range of measures to enhance environmental compatibility delivers clear benefits for Montana Aerospace and its customers: improved quality, increased process reliability, and cost reductions – all contributing to environmentally responsible operations.



Due Diligence concerning Non-Financial Matters

Our aim is to be an active player in the ongoing sustainability transformation. We perceive industry as a central part of the solution to existing challenges of ecological and social nature. To support this, we began several years ago to establish a closed loop of due diligence processes related to non-financial matters. This framework includes the following elements, is based on the “OECD Guidelines for Multinational Enterprises on Responsible Business Conduct”, and is continuously being expanded.

- **Integration of sustainability into the group’s business strategy**
- **Transparent supply chains:** Measures have been implemented to ensure traceability and accountability of business practices within the value chain. The key elements have been defined and recorded in the People Policy.
- **Respect for human rights:** These principles have also been defined in the People Policy. The implementation of human rights due diligence obligations (such as supplier codes of conduct or audits) has been established.
- **Due diligence obligations regarding child labor and conflict minerals** are defined in the Supplier Code of Conduct – which every supplier is required to sign. Compliance is verified through regular supplier audits. On a yearly basis Montana Aerospace assesses the requirements in relation to minerals and metals from conflict-affected areas (Conflict Materials) and Child Labour pursuant to art. 964j to 964l of the Swiss Code of Obligations (CO) and the Swiss Ordinance on Due Diligence and Transparency in relation to Minerals and Metals from Conflict-Affected Areas and Child Labour (DDTrO).
- **Montana Aerospace ensures fair working conditions across all its locations.** This includes promoting fair wages, working hours, and labor rights for all stakeholders, as well as the continuous training and development of employees, including in the field of sustainability.
- **The group has implemented due diligence mechanisms** to identify, assess, and adverse social and environmental impacts.
- **Sustainable governance structures** are in place to regularly review and further develop compliance and ethics measures.
- **The company is committed to responsible corporate governance.** A key outcome of this is the definition and implementation of concrete measures to prevent and mitigate material ESG impacts. Through this, Montana Aerospace actively contributes to sustainable business practices.



2. Governance & Organization

2.1. ESG Organization

At the operational level, ESG efforts within Montana Aerospace are structured and executed by a global ESG Department, supported by local ESG Teams within each division. Under the leadership of ESG Director Thomas Schwella, the global ESG department is responsible for overseeing data collection and reporting processes, ensuring compliance with regulatory requirements, and defining overarching objectives and targets for the Group. The local ESG Teams drive and implement initiatives within their respective divisions while providing the necessary data for reporting.

Sustainability is also embedded at the highest organizational levels, including the Management Board and the Board of Directors. Within the Board of Directors, an ESG Committee has been established, tasked with the following key responsibilities:

- Overseeing and monitoring regulatory frameworks
- Monitoring ESG strategy and setting targets
- Conducting risk and impact assessments (both inside-out and outside-in perspectives)
- Monitoring Montana Aerospace's ESG management practices
- Evaluating stakeholder expectations and requirements
- Identifying urgent areas for action
- Reporting on ESG compliance and updates regarding evolving regulations

The Board of Directors is regularly informed about ESG-related matters through the Sustainability & Governance Committee, which meets on a quarterly basis and provides updates on ESG processes, developments, and key topics relevant to sustainability management. Matters requiring Board approval are first discussed within the Committee and subsequently brought to the Board of Directors for decision-making.

At the Management Board level, Group CHRO Vicky Welvaert serves as the Chief Sustainability Officer (CSO).



2.2. Policies

Montana Aerospace's company policies serve crucial governance, risk management, and compliance (GRC) functions. The following are available and serve to regulate the subsequent principles:

Code of Conduct

- Establishes ethical guidelines and expected behaviors for employees of Montana Aerospace.
- Defines principles related to integrity, fairness, compliance with laws, and respect in the workplace.
- Helps prevent legal and reputational risks by setting a clear standard for acceptable conduct. Clearly states that no form of corruption will be accepted.
- Supports a positive corporate culture and employee engagement.

Whistleblower Policy

- Provides a secure and anonymous channel for the employees, customers and investors of Montana Aerospace to report unethical or illegal activities without fear of retaliation.
- Encourages transparency and accountability in corporate governance.
- Helps detect fraud, corruption, discrimination or misconduct early, reducing potential financial and reputational damages.

Conflicts of Interest Policy

- Prevents employees and executives from engaging in activities that could compromise their objectivity or the company's integrity.
- Addresses issues such as personal financial interests, gifts and hospitality, outside employment, and relationships with business partners.
- Helps maintain trust with stakeholders by ensuring decisions are made in the best interest of the company and not for personal gain.

People Policy

- Defines Montana Aerospace's approach to human resources, including diversity, inclusion, equal opportunity, career development, and employee well-being.
- Supports compliance with labor laws and workplace safety regulations.
- Montana Aerospace does not tolerate any form of forced labor or child labor, including modern forms of slavery and human trafficking.
- Defines Montana's social responsibility as an employer, including the definition of fair working conditions, diversity, occupational health & safety and social engagement.
- Enhances employer branding and talent attraction by demonstrating a commitment to employee welfare.
- Fosters a productive, inclusive, and motivating work environment. Creating a climate where all employees and business partners are treated with trust and fairness.
- Montana Aerospace reaffirms its commitment to the freedom of assembly, and the right to collective bargaining of our staff and does not discriminate against unions or union staff.
- Morally, ethically and legally sound behavior of all employees is critical. No form of corruption will be accepted.



Supplier Code of Conduct

- Ensures that sustainability standards are met throughout the supply chain. Includes ESG-compliant supplier evaluations, ensuring human rights compliance.
- Suppliers are expected to comply with all applicable laws and regulations. Montana Aerospace only works with suppliers that demonstrate responsible business practices and adhere to the principles of this code:
 - Transparency in supply chains: measures for traceability and responsibility
 - Compliance with human rights: implementation of human rights due diligence obligations, e.g., supplier codes or audits
 - Fair working conditions: Promotion of fair wages, working hours, and labor rights for everyone involved.
 - Fair competition: Montana Aerospace suppliers are committed to fair dealings with their business partners and third parties and support free and fair competition based on compliance with competition and antitrust laws.
 - Zero tolerance towards bribery, fraud, theft, and corruption
- Consideration of conflict-affected and high-risk areas

Policy for Energy Friendly Behavior

Fosters energy-friendly-behaviour by encouraging the following measures:

- Turn off lights in areas that are not in use.
- Turn off computers and monitors when not in use.
- Switch off machines and equipment when allowed and not in use.
- Keep doors that lead to the outside and windows closed.
- Do not keep windows permanently open.
- Reduce temperatures; switch off A/Cs when not needed.
- Training employees to foster these behaviors.

Moreover, the following policies and instruments were implemented: Diversity and Inclusion Statement, Equal Employment Opportunity Policy, Diversity Training and Education Programs, Flexible Work Policies, Recruitment and Hiring Strategies to support diversity and Promotion of Open Communication and Mentorship Programs.

The overall business benefits of these policies and measures include reducing legal, financial and reputational risks, ensuring regulatory compliance, strengthening integrity transparency and accountability, providing clear expectations and fair treatment for employees, customers and other stakeholders, and demonstrating strong corporate governance.



2.3. Memberships

Montana Aerospace is an active member in the following organizations:

- Austrian Economic Chamber (WKO)
- Federation of Austrian Industries (IV)
- Austrian Controller Institute (ÖCI)
- Cercle Investor Relations Austria (CIRA)
- AGORIA (Belgian employers' organization and trade association for the technology industry)
- SIRRIS (Belgian NPO with a focus on technological innovation)
- VOKA Inningsbureau (Flanders' Chamber of Commerce and Industry)
- AmCham Vietnam (American Chamber of Commerce in Vietnam)
- AmCham Romania (American Chamber of Commerce in Romania)
- Maramureş Chamber of Commerce and Industry
- Maramureş Entrepreneurs Association
- IAQG (International Aerospace Quality Group)
- National NDT Board Romania (RoNANDTB)
- ASRO (Romanian Association for Standardization)
- Belgian Security & Defense Industry (BSDI)
- Flemish Aerospace Group (FLAG)
- Belgian Association for Surface Techniques of Materials (VOM)

2.4. Sustainability Management Systems

The divisions of Montana Aerospace hold internationally recognized standards and certificates to integrate sustainability into existing corporate processes.

These are our certificates, programs, methods and guidelines – followed by a definition of each element:





ISO 9001 is a standard for quality management that specifies requirements that ensure that suitable processes are in place within the organization in order to provide products and services of sufficient quality. The requirements of ISO 9001 define how to establish, implement, maintain, and continually improve a quality management system.

IATF 16949 (International Automotive Task Force) was developed as a technical specification based on ISO 9001 and is now regarded as the world's leading quality standard in the automotive industry. The aim of the standard is to continuously improve the system, processes and ultimately product quality of companies in the areas of development and production.

EN 9100 is a globally recognized standard for quality management for development, production and maintenance in the aerospace and defense industries. It contains the requirements for the quality management system according to ISO 9001 and is aimed at all levels of the supply chain.

EN 4179 is an aerospace qualification and certification of personnel for non-destructive testing.

AS 9100 is the standard for the internationally recognized quality management system for the aerospace industry. The standard helps companies to continuously improve their business processes with a focus on customer requirements. The aim of the standard is to ensure customer satisfaction.

NDT (Non-Destructive Testing) is a method of inspecting and evaluating products without affecting the end product. The properties of a structure or component are examined to find faults or defects that could affect the integrity of the product in order to avoid failure during operation. NDT must adhere to the NADCAP regulations.

NADCAP (National Aerospace and Defense Contractors Accreditation Program) defines requirements for special processes and products in aerospace technology and defense, which are evaluated according to industry-wide testing criteria. It is also a standardized and efficient system for assessing conformity within the supply chain and is intended to ensure compliance with official regulations.

EASA Part 21 Subpart G plays a role in the manufacture of aircraft and engines and contains the requirements for manufacturing organizations. Aerospace products may only be manufactured in accordance with applicable manufacturing specifications and the manufacturing organization must demonstrate that a quality system is in operation. This is to ensure that the manufactured aerospace products are safe to operate.

The international standard **ISO/IEC 27001** specifies the requirements for establishing, implementing, maintaining and continually improving a documented information security management system. In addition, the standard includes requirements for the assessment and treatment of information security risks in accordance with the organization's specific needs.

The **ISO 14001** standard provides a systematic approach to planning, implementing and managing an environmental management system. It specifies requirements for an environmental management system that enables an organization to improve its environmental performance, meet legal and other obligations, and achieve environmental targets.

ISO 45001 contains requirements for occupational health and safety management systems that help organizations manage their occupational health and safety risks and improve their performance. This standard leads to the systematization of safety activities, optimization of processes as well as systematic improvement of legal certainty and framework conditions through transparent systems for controllers, agents and managers.

ISO 50001 is an international standard that supports organizations in setting up a systematic energy management system. It sets out requirements for improving energy efficiency, setting targets and monitoring the use of energy. The standard promotes more efficient use of energy and can also be used to certify an energy management system.

ISO 17025 specifies the general requirements for the competence of testing and calibration laboratories and serves as a basis for laboratories that want to ensure that they deliver precise and reliable results with the help of systematic laboratory management. The standard is regarded worldwide as proof of the competence and quality of a laboratory and enables international recognition and comparison of results.



2.5. Employee Training

We established a climate protection education: the Sustainable Leadership Masterclass from Glacier Carbon Reduction GmbH. The Austrian company comprises an international team of climate, product and community experts, with the aim of enabling companies and their employees to integrate climate protection training into their day-to-day work and apply the newly acquired knowledge directly.

The ESG training includes a comprehensive and individual online offering of live and on-demand sessions on the topic of ESG. Our employees contribute significantly to our ESG journey and therefore we want to enable them to gain an even better understanding of the importance and impact of the topic and thus become an active part of our endeavor.

Both executives and employees participated in this group-wide training.

3. Operational Implementation

3.1. Risk Driven Approach

The foundation for ESG work at the operational level is the identification of key ESG risks and impacts for Montana Aerospace. Our aim is to use an ESG risk assessment to identify risks relating to ESG issues at an early stage and to uncover opportunities and anomalies. In addition to assessing the corporate business activities, the company's progress is also compared with that of its competitors. As part of the double materiality process and the climate risk analysis, a wide range of risks were analysed in order to identify key sustainability risks.



Risk Summary

ESG Risks for Business Activities

Topic	Risks	Location
Environment		
Climate Change	Acute and chronic risks due to climate change	Own operation
	Increased emissions trading costs	Own operation
	Increased compliance costs	Own operation
Energy	Reduced energy availability	Own operation
Biodiversity and ecosystems	Increased procurement costs due to strict restrictions in upstream supply chain	Value chain
Resource use and circular economy	Increased procurement costs for primary & secondary materials	Own operation
	Availability of resources	Value chain
Social		
Own Workforce	Increased operational costs due to higher salaries	Own operation
	Increased costs due to pandemics	Own operation
Governance		
Business Conduct	High compliance costs due to increased regulation	Own operation
	Decreased revenue due to over-regulation in Europe	Own operation
	Increased costs due to order principle	Own operation
	Increased procurement costs through restrictions in transportation	Own operation
	Change in consumer and investor decisions	Value chain
	Stigmatization of aerospace industry	Own operation



ESG Risks arising from the Company's Own Business Activities

Topic	Risks	Location
Environment		
Climate Change	Aluminum treatment is highly energy intensive. Aluminum refining and smelting account for most of the CO ₂ e emissions in the production process.	Own operation
Energy consumption	High energy consumption leads to GHG emissions and contributes to climate change.	Own operation
Biodiversity	Bauxite mining can pollute rivers and other water streams. There are indications that this could endanger communities' access to drinking water.	Own operation
Resource use and circular economy	Manufacturing operations can generate hazardous and non-hazardous waste (e.g. metals, wastewater, or compounds).	Own operation
Social		
Own Workforce	Hazards like exposure to harmful chemicals, dust, or loud noises, can lead to worker injuries or illnesses.	Own operation
	Because of the highly specialized nature of the business, companies must hire and retain the skilled and qualified personnel necessary to perform the business-critical processes.	Own operation
Workers in the value chain	Sourcing of materials or labor from unethical suppliers who exploit workers through low wages, unsafe conditions, or forced/child labor.	Value Chain
Consumers and end-user	Faulty or unsafe products can harm consumers/end users.	Value Chain
Governance		
Business Conduct	Corruption & Bribery / exposure to fraud or illegal activities on the part of employees and third parties	Own operation
	Breaches or misuse of customer or employee data	Own operation

Climate Risk Assessment

Montana Aerospace places great importance on transparency in climate-related reporting. Currently, our reporting is aligned with the requirements of the Global Reporting Initiative (GRI) Standards. At the same time, we are progressively enhancing our disclosures in line with the current European Sustainability Reporting Standards (ESRS). These standards provide a comprehensive framework for the disclosure of sustainability information and include all 11 recommended disclosures from the Task Force on Climate-related Financial Disclosures (TCFD) framework. The reporting on governance, strategy, risk management, as well as metrics and targets, illustrates how physical and transitional risks are identified and managed at Montana.

In 2024, we initiated a comprehensive climate risk analysis to assess both location-based physical risks and transition risks associated with our business activities to better understand and mitigate the potential impact of climate-related physical events on our operations and transition risks on our business model.

Throughout 2025, we continuously reviewed and advanced our climate risk assessment and plan to continue it in 2026.



Climate Related Physical Risks

Physical risks encompass the direct impacts of climate change, including extreme weather events (e.g., floods, heatwaves), as well as long term gradual changes like rising sea levels, droughts, and water scarcity. The assessment of location-based physical risks has been completed, and necessary adaptation measures have been identified for each site. Some of these measures had already been implemented in the past, while others are currently in progress. The analysis of transition risks remains ongoing.

The Climate Risk Assessment started with an initial identification of key hazards and the assessment for exposure of the sites to the hazards. Therefore, Montana employed a climate risk assessment and visualisation platform that evaluates the exposure of an organization's physical sites to 28 distinct climate change hazards. It allows to assess physical climate risks, utilizing the latest climate models from both public and academic sources, including the CORDEX projects. The analysis incorporated **geographical coordinates** of all Montana sites globally as input, examining three distinct time horizons: **short-term** (2021–2040), **medium-term** (2041–2060), and **long-term** (2061– 2100), with a reference period set between 1971–2000.

Two primary climate scenarios were analysed: the Low Carbon RCP2.6 scenario, corresponding to the SSP1–2.6 pathway (aiming for a 2°C increase by the end of the century), and the High Carbon RCP8.5 scenario, frequently referred to as “business as usual”, aligned with the SSP5–8.5 pathway (projecting a 4 to 5°C increase). The analysis also included a confidence level assessment (low, medium, high) to gauge the data quality for each indicator.

To evaluate site-specific **vulnerabilities**, collaboration with local experts was essential. They provided insights on whether a site was vulnerable to identified risks and the rationale if not. For those sites deemed vulnerable, suitable **adaptation measures** were recommended and agreed upon for inclusion in the adaptation plan.





The key finding of the physical climate risk analysis is as follows:

Temperature-Related Climate Hazards	
Changing Temperatures (chronic) Major changes in temperatures (air, freshwater, marine water)	100% of all Montana Aerospace sites have high exposure to Changing Temperatures
Heat Stress (chronic) Chronic exposure to increasingly hot conditions	100% of all Montana Aerospace sites have high exposure to Heat Stress
Temperature Variability (chronic) Lack of consistency or fixed pattern in temperature	85% of all Montana Aerospace sites have high exposure to Temperature Variability
Cold Wave / Frost (acute) A period of abnormally cold weather	65% of all Montana Aerospace sites have high exposure to Cold Waves / Frost
Solid Mass-Related Climate Hazards	
Solifluction (chronic) Slow, downward flow of water-saturated soil, typically occurring in permafrost areas	62% of all Montana Aerospace sites have high exposure to Solifluction
Temperature-Related Climate Hazards	
Wildfires (acute) Any uncontrolled and non-prescribed combustion or burning of plants in a natural setting and spreads	42% of all Montana Aerospace sites have high exposure to Wildfires



Water-Related Climate Hazards	
Water Stress (acute) amount of rain/snow experienced in a location substantially exceeds what is normal	38% of all Montana Aerospace sites have high exposure to Water Stress
Floods (acute) The inundation of normally dry land	15% of all Montana Aerospace sites have high exposure to Floods
Droughts (acute) period of abnormally dry weather long enough to cause a serious hydrological imbalance	15% of all Montana Aerospace sites have high exposure to Droughts
Wind-Related Climate Hazards	
Tornados / Cyclones (acute) Rotating column of air touching the ground attached to the base of a thunderstorm	15% of all Montana Aerospace sites have high exposure to Tornados/ Cyclones

The results presented above stem from the climate risk assessment conducted in 2025. They are currently under review due to a change in the number of reporting divisions and will be reassessed as part of the continuation of the climate risk analysis in 2026.

Climate Related Transition Risks

Transition risks stem from the shift toward a low-carbon economy and include regulatory and policy changes, market dynamics, technological advancements, reputation risks and evolving consumer behavior.

In addressing **transition risks**, the analysis involves a thorough screening of climate risk reporting from a wide array of peer organizations. Reported risks were mapped according to the TCFD classification, allowing for the identification of the most dominant risks present in the screened reports. This mapping included an assessment of the relevance of these risks to the context of Montana. The evaluation of transition risks in different scenarios will be part of our ongoing engagement in the risk management process in 2026.

Responsibility for this risk analysis lies with the Global ESG Department. The relevant divisions within the Group are responsible for assessing the risks and defining or adjusting appropriate mitigation measures.

The implementation status, along with the impacts and outcomes of the defined measures, is reported to the Global ESG Department, which will review the results continuously in the future. Finally, the Global ESG Department provides regular updates to the ESG Committee of the Board of Directors.



3.2. Reduction of GHG Emissions

As outlined in the key ESG risks above, greenhouse gas (GHG) emissions are a critical concern for any industrial company, particularly those involved in aluminum processing. Recognizing this, Montana Aerospace is deeply committed to reducing its carbon footprint and has set ambitious, targets to achieve meaningful reductions.

In alignment with the relevant Swiss laws (Code of Obligations, Swiss Climate Reporting Ordinance) Montana set the following reduction goals for its GHG emissions:

- A 60% reduction by 2034, compared to 2023 levels (Scope 1 and 2 emissions).
- A 90% reduction by 2050, compared to 2023 levels (applies to Scope 1, 2 and 3 emissions).

With regard to the Swiss laws and as part of its dedication to the Paris Climate Goals, Montana Aerospace Group has joined the Science Based Targets initiative (SBTi) to ensure that the targets are validated and meet the intended reduction goals.

3.3. Science Based Targets initiative: Montana Aerospace's targets validated

We strive to act in accordance with guidelines that go beyond mere economic responsibility and support our sustainable commitment. The SBTi (Science Based Targets initiative), a partnership between Carbon Disclosure Project (CDP), the United Nations Global Compact, the We Mean Business Coalition, the World Resources Institute (WRI), and the World Wildlife Fund (WWF), offers scientifically sound targets that provide companies and financial institutions with a clearly defined and individual path for reducing greenhouse gas emissions. It aligns with the goal of limiting global warming to 1.5°C and determines the extent and speed at which a company must reduce its emissions to meet the goals of the Paris Agreement.

Montana Aerospace committed to setting science-based targets with the SBTi in 2023. In 2024, we submitted our targets for validation, and our near-, long-term and overall net-zero science-based targets have been validated by the SBTi in 2025. This validation confirms that our decarbonization targets are aligned with the latest climate science and the goals of the Paris Agreement.

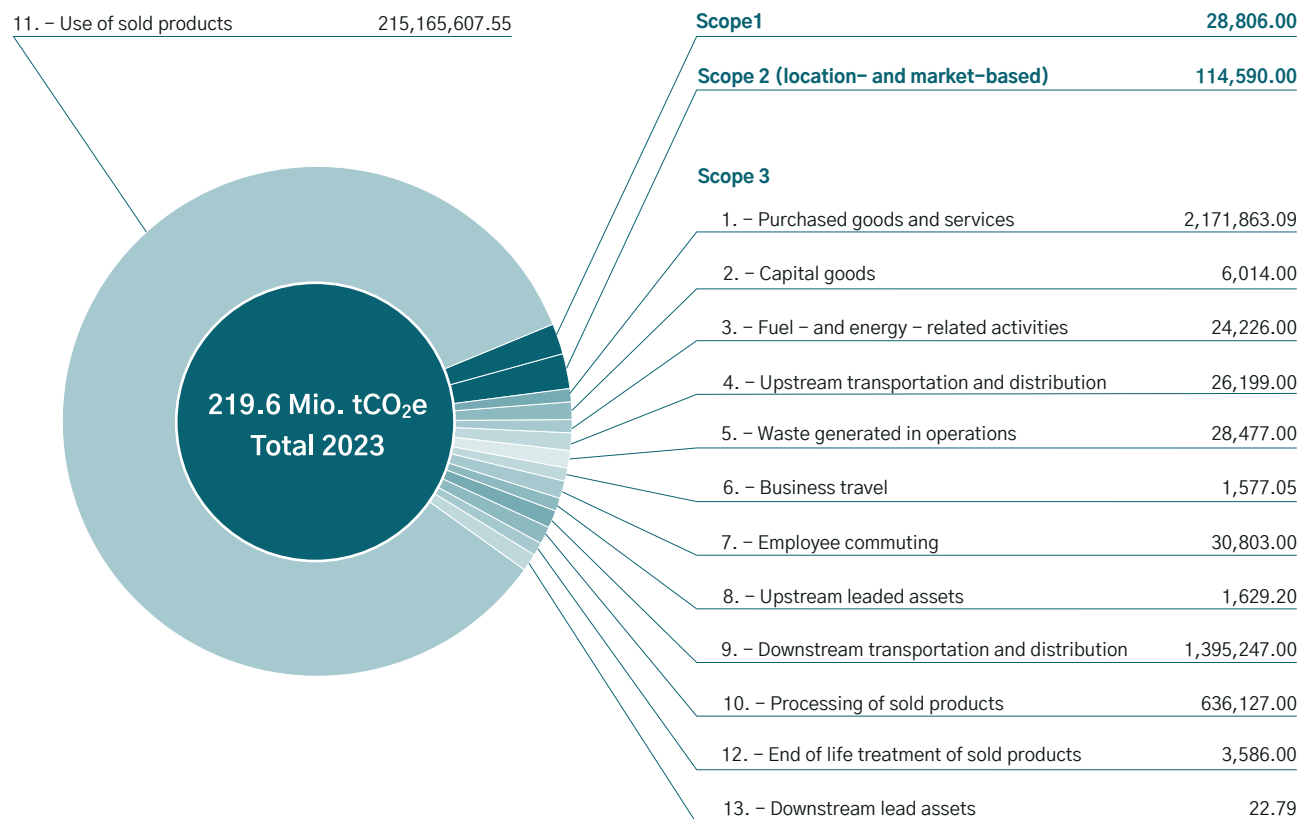
Minimum Boundary Inventory

In the calendar year of 2023, Montana Aerospace reported total GHG emissions (Scopes 1, 2, and 3) of 219.6 Mio tCO₂e to the SBTi. These are within the full minimum boundary, which determines that at least Scopes 1 and 2 must be included in the target. A Scope 3 target is required if it accounts for ≥ 40% of total emissions from Scope 1–3. And this target must address at least 67% of Scope 3 emissions.



2023 GHG Inventory*

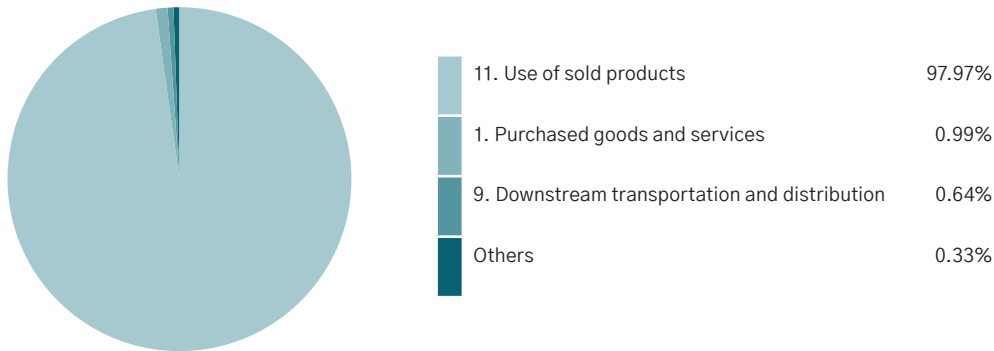
		Minimum boundary emissions	Share of total emissions (location-based Scope 2)	Share of total emissions (market-based Scope 2)
Scope 1 & 2	Scope 1	28,806.00	0.01%	0.01%
	Scope 2 location-based	114,590.00	0.05%	N/A
	Scope 2 market-based	114,590.00	N/A	0.05%
Scope 3	1. Purchased goods and services	2,171,863.09	0.99%	0.99%
	2. Capital goods	6,014.00	0.00%	0.00%
	3. Fuel- and energy-related activities	24,446.00	0.01%	0.01%
	4. Upstream transportation and distribution	26,199.00	0.01%	0.01%
	5. Waste generated in operations	28,477.00	0.01%	0.01%
	6. Business travel	1,577.05	0.00%	0.00%
	7. Employee commuting	30,803.00	0.01%	0.01%
	8. Upstream leased assets	1,629.20	0.00%	0.00%
	9. Downstream transportation and distribution	1,395,247.00	0.64%	0.64%
	10. Processing of sold products	636,127.00	0.29%	0.29%
	11. Use of sold products	215,165,607.55	97.97%	97.97%
	12. End-of-life treatment of sold products	3,586.00	0.00%	0.00%
	13. Downstream leased assets	22.79	0.00%	0.00%
	14. Franchises	N/A	N/A	N/A
	15. Investments	N/A	N/A	N/A



* The scope of consolidation for 2023 differs from that of 2024 and, even more significantly, from that of 2025.



Scope 3 Breakdown by Category



Our targets

1. Overall Net-Zero Target:

Montana Aerospace AG commits to reach net-zero greenhouse gas emissions across the value chain by 2050.

2. Near-Term Targets:

	Base year	Target year	Type	Target value	Method used
Montana Aerospace AG commits to reduce absolute Scope 1 and 2 GHG emissions 60% by 2034 from a 2023 base year.	2023	2034	Absolute	60.0%	Absolute Contraction
Montana Aerospace AG commits that 78% of its suppliers by emissions covering purchased goods and services, will have science-based targets by 2029.	2023	2034	Engagement	78.0%	Supplier engagement
Montana Aerospace AG commits to reduce Scope 3 GHG emissions from purchased goods and services, capital goods, fuel- and energy-related activities, upstream transportation and distribution, waste generated in operations, business travel, employee commuting, upstream leased assets, downstream transportation and distribution, processing of sold products, use of sold products 63.8% per EUR value added by 2034 from a 2023 base year.	2023	2034	Intensity	63.8%	Economic intensity (GEVA)

3. Long-Term Targets:

Target wording	Base year	Target year	Type	Target value	Method used
Montana Aerospace AG commits to reduce absolute Scope 1 and 2 GHG emissions 90% by 2050 from a 2023 base year.*	2023	2050	Absolute	90.0%	Absolute Contraction
Montana Aerospace AG commits to reduce absolute Scope 3 GHG emissions 90% by 2050 from a 2023 base year.*	2023	2050	Absolute	90.0%	Absolute Contraction

* The target boundary includes land-related emissions and removals from bioenergy feedstocks.

Now that our targets are validated by the SBTi, we are focusing on our efforts to meet the targets set and present these transparently in our annual reports to emphasize our commitment to sustainability.



3.4. Reporting & Controlling

The sustainability reporting of Montana Aerospace is done with reference to the GRI standards. Currently, the Group is preparing to utilize the ESRS in accordance with the Corporate Sustainability Reporting Directive (CSRD), with some parts of this report already prepared based on these standards. On Group level ESG KPIs were defined. The KPIs are reported yearly in Montana's ESG Report and are constantly measured and monitored by the several divisions.

All of the entities, holding the relevant ISO certificates, operate a comprehensive risk management and internal control system, both of which encompass ESG risks. The main components include regular risk analyses as part of management meetings, the identification of relevant sustainability risks, and the implementation of control measures through the adoption of ISO 14001, 45001, and 50001. This involves collaboration between various departments to monitor and document sustainability goals and indicators.

The risk assessment approach is based on a comprehensive analysis of identified sustainability-related risks. The prioritization of risks is done using the Risk-Probability-Priority score, which evaluates the likelihood and potential impact of a risk. This score helps prioritize risks according to their urgency and relevance to the company, ensuring that resources are focused on the most critical risks.

The results of the risk assessment and internal controls are regularly integrated into relevant internal functions and processes. This is done through collaboration between the departments. The results feed into strategic planning and decision-making processes. The information flow is ensured through regular meetings.

The foundation for regular reporting to the governing, management, and supervisory bodies is established by the standards EN ISO 9001:2015, EN ISO 14001:2015, EN ISO 45001:2018, and EN ISO 50001:2018. Each month, reports are prepared covering quality, environmental-energy metrics, accident & health (A&H) data, objectives, and ongoing programs.

The achievement of targets and the effectiveness of the Integrated Management System (IMS) are thoroughly reviewed. These evaluations serve as the basis for setting strategic goals for the upcoming fiscal year. The outcome is a comprehensive management review, summarizing all measures aimed at enhancing the company's ESG performance and driving continuous improvement.



4. External Collaboration & Stakeholder Management

As an innovative technology company, Montana Aerospace has a strong interest in **collaborating on research, education and development projects** with recognized partners and institutions.

Just a few examples of such cooperations throughout the Montana Aerospace Group:

Montana Aerospace, through its subsidiary ASCO, is part of the Clean Aviation Joint Undertaking program of the European Union. The goal of this program is the transformation of aviation towards a sustainable and climate-neutral future. It is a European public-private partnership.

Promoting young talent is a clear focus of Montana Aerospace. One of the projects we are involved in is “TU Wien Racing”, where students from the Vienna University of Technology design high-performance vehicles for the international “Formular Student” competition. As a partner, we support them in advancing important testing and development steps.

We also invest in training young talent through targeted programs:

- Our division UAC Vietnam organized a career workshop in collaboration with Da Nang University, where engineering students could learn about career opportunities in the aviation industry.
- UAC Europe cooperates with three Romanian professional schools, where students begin their training as electronics technicians or assembly operators, for example, in a dual training program.
- ASCO promotes young talent through trainee programs. These include company visits with students and trainees. In addition, the focus is on internships and participation in “STEM pact” initiatives that support young people in science, technology, engineering, and mathematics.
- In Montana Aerospace’s “Business Case Challenge,” students are confronted with real strategic challenges in the aerospace industry, allowing them to combine academic knowledge with practical experience.
- Another program designed to support talents on their way into the aerospace industry is the “Global Montana Aerospace Talent Program”. Every year, participants from different divisions work together with experienced mentors on real, company-relevant challenges. Working on practical solutions and training promote personal and professional development.
- Montana Aerospace also engages with schools, colleges, and universities through internships, research projects, and educational visits.

Furthermore, Montana Aerospace considers it important to contribute positively to the development of local communities. For example, summer camps for children were offered in Romania—for children from surrounding communities as well as employees’ children.

In regular **stakeholder dialogues** with customers, suppliers, investors, and banks, ESG ratings play a central role. The results are discussed in detail with stakeholders. Especially for customers—who, in turn, must critically assess their supply chains from an ESG perspective—and for banks, these ratings are of great importance.

Key elements of Montana Aerospace’s sustainability communication include the **annual ESG report**, integrated into the financial report, as well as **ongoing communication** about milestones achieved on the path to becoming a sustainable company. These updates are shared via press releases and news distributed through social media.



5. Third Party Verification of Greenhouse Gas Report & Corporate Carbon Footprint

To disclose greenhouse gas (GHG) emissions and evaluate its Corporate Carbon Footprint (CCF), Montana Aerospace AG submitted relevant data, relating to Scopes 1 and 2, to an external auditor for review. This external verification was conducted by “to4to – together for tomorrow e.U.”, a consulting business focused on sustainability assessments. The verification process took place between July and September 2025 and was successfully completed on September 16th, 2025.

The report presents Montana Aerospace AG’s GHG results of the CCF assessment. For both, the reference year is the fiscal year 2024, and Scopes 1 and 2 were covered as required. The process for determining Scope 3 emissions within this context is ongoing and was not completed within the reporting year.

Responsibility for the preparation and fair presentation of the GHG statement lies with Thomas Schwella, Director ESG at Montana Aerospace AG.

5.1. GHG emissions

For the reporting year 2024, the total GHG emissions amounted to 19,500 t CO₂e (consumption of natural gas, diesel, petrol, LPG and various refrigerants) within Scope 1 as well as 93,600 t CO₂e (market-based= electricity consumption using supplier-specific electricity mix data) and 122,500 t CO₂e (location based = electricity mix using regional or national grid mix data) within Scope 2.

The GHG report contains the required information in accordance with the applied verification standard **ISO 14064-1**.

5.2. Additional information regarding the GHG report and CCF calculations

All companies of the Montana Aerospace Group with production activities, representing 97% of the total capital stock, were included in the GHG report and CCF calculations.

Reporting boundaries

The organizational boundary covers 100% of the respective Scope 1 and Scope 2 emissions. The reporting boundary is defined accordingly. As all Scope 1 and Scope 2 emissions are included in the GHG quantification, no materiality threshold for emissions sources has been applied. Scope 3 emissions are outside the reporting boundary and are not included in the reviewed GHG quantification.



Activity data

The following activity data are included in the GHG quantification:

- **Scope 1:** consumption of natural gas, diesel, petrol, LPG and various refrigerants
- **Scope 2:** electricity consumption as well as electricity mix based on supplier-specific and regional/national electricity mix data respectively

Scope 1 emissions

Emission factors used to quantify Scope 1 emissions were taken from the Ecoinvent database v3.9.1 and the database of the Umweltbundesamt GmbH (Austria) as well as the Fifth Assessment Report of IPCC and BAFU (Bundesamt für Umwelt, Switzerland) for cooling agents. They include all relevant greenhouse gases.

A separate display of individual greenhouse gases is not calculated and provided in the report. More than 95 % of the total CO₂e emissions are from fossil-based CO₂. No significant GHG sources or sinks were excluded from the quantification.

For 2024, the total GHG emissions within Scope 1 are calculated with **19,500 t CO₂e**.

Treatment of biogenic CO₂ and removals

The quantification of biogenic CO₂ emissions and removals is not relevant, as biomass contributes only marginally to electricity generation within the reporting boundary. No direct GHG removals have been quantified.

Scope 2 emissions

Scope 2 emissions were calculated based on electricity consumption as well as electricity mix based on supplier-specific and regional/national electricity mix data respectively. Emission factors were sourced from the Ecoinvent database v3.9.1 and the database of Umweltbundesamt GmbH (Austria) and include all relevant greenhouse gases.

For the reporting year 2024, total Scope 2 GHG emissions amount to **93,600 t CO₂e (market-based)** and **122,500 t CO₂e (location-based)**.

Base year and historical data

No historical base year, historical GHG inventories, or recalculations are included in the GHG quantification. Consequently, these elements were not subject to verification.

Methodological consistency

No changes to quantification methodologies were made during the reporting year, as no comparison with prior GHG calculations is performed.

Data gaps and uncertainty

Where data gaps exist, conservative estimates are applied. The uncertainty related to potential underestimation of activity data is estimated at 2%. Accordingly, the risk of underestimating total Scope 1 and Scope 2 emissions by more than 2% is considered low.

Standard compliance and verification

The GHG report has been prepared in accordance with ISO 14064-1.

The GHG report was verified at a limited assurance level. The achieved level of assurance indicates a low risk of material understatement of reported GHG emissions.



Verification process of the GHG report and results

The Corporate Carbon Footprint (CCF) of Montana Aerospace AG for fiscal year 2024 (1 January to 31 December 2024) was verified for **Scopes 1 and 2**, covering **31 economic entities** within the Group. The verification was conducted to provide **limited assurance** on the reported GHG calculations in accordance with **ISO 14064-1**, the **GHG Protocol**, and the relevant procedures of **ISO 14064-3**.

As part of the verification, emission sources representing **77% of total energy consumption, 74% of total Scope 1 emissions, and 61% of total Scope 2 emissions (location-based)** were examined in detail, including activity data, emission factors, and calculation methodologies.

The verification confirmed that all relevant Scope 1 and Scope 2 GHG sources are included, that conservative assumptions were applied where data gaps existed, and that the risk of underestimating Scope 1 and Scope 2 emissions by more than **5%** is very low. Scope 3 emissions are currently under assessment and were not completed for the reporting year 2024.

All requested background documentation was provided, and the applied calculation procedures were found to be appropriate. The GHG report contains the information required under **ISO 14064-1, Chapter 9.3.1**, is free from material misstatement, and fairly represents the underlying GHG data.

The verification concluded that there is no evidence that the GHG statement for Scopes 1 and 2 is materially incorrect or not prepared in accordance with **ISO 14064-1** and the **GHG Protocol**.

The verification of the GHG data for the 2025 financial year will take place in 2026.



ESG RATINGS FOR MONTANA AEROSPACE

Montana Aerospace places a strong emphasis on transparency and makes use of externally conducted sustainability assessments by EcoVadis and the non-profit organization CDP to support the evaluation of its sustainability performance.

The evaluation of **EcoVadis** is characterized by the following key points:

- Assesses material sustainability impacts based on documented evidence
- Uses up to 21 sustainability criteria across four themes, applied based on company size, sector and geographic risk exposure.
- Draws from a diversity of data sources including customer-provided documentation, third-party endorsements (certifications, labels, etc.) and external stakeholder inputs (more than 100,000 sources for monitoring, news, watchlists, etc.)

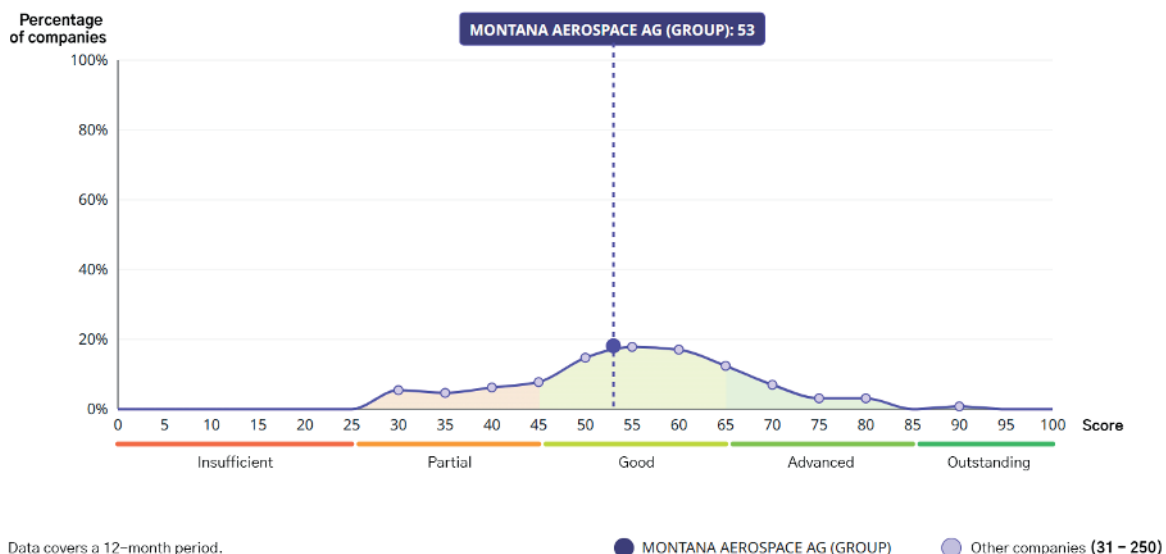
In 2025, the **rating improved to 53 out of 100 points**, compared to 50 points in the previous year. The individual **thematic scores** are as follows:

- Environment: 48/100
- Labor and human rights: 62/100
- Ethics: 48/100
- Sustainable procurement: 45/100

Within the environmental theme, our carbon-related management practices were assessed at an ‘advanced’ maturity level within a performance scale ranging from “insufficient” and “beginner” to “intermediate”, “advanced” and “leader”.

Comparing companies assessed by EcoVadis, performance is classified into five overall rating categories: “insufficient”, “partial”, “good”, “advanced” and “outstanding”. And in that comparison Montana Aerospace was classified in the category “good”.

Comparison with other companies rated by EcoVadis





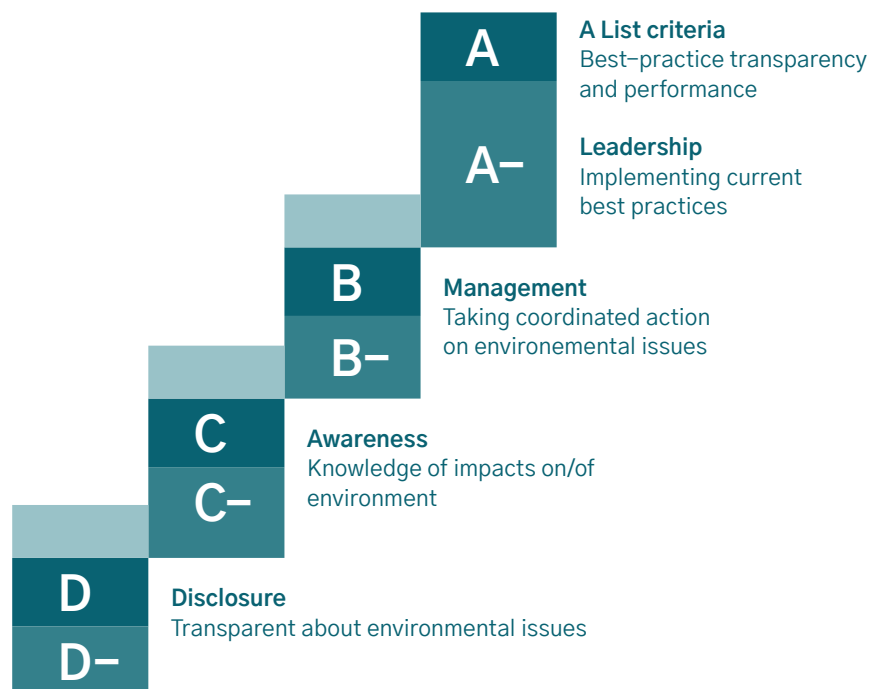
The progress of our ESG initiatives is evidenced by the **strengths** highlighted in the EcoVadis assessment:

- Environmental guideline for energy consumption, greenhouse gases, water, raw materials, chemicals & waste
- Quantitative goals for energy consumption
- Health and safety guidelines, guidelines for social dialogue, working conditions
- Great measures concerning working and human rights, in general good measures in all areas
- Comprehensive guidelines on ethics

The rating process also highlighted aspects that **require further attention and improvement**.

- Reporting & documentation in the field of ethics & sustainable procurement
- Certifications in the area of labor & human rights
- Low coverage of environmental actions/certifications
- No meaningful documents regarding corruption/information security risk assessment

CDP scores companies & cities from levels A to D (including plus/minus levels), with F indicating failure to disclose, based on their journey through disclosure and towards environmental leadership based on these factors: level of detail and comprehensiveness in a response, awareness of environmental issues, management methods and progress towards environmental stewardship. The CDP score provides a snapshot of the company's environmental performance and supports the measurement and management of risks and opportunities related to climate change, water security and deforestation.



Scores from A to D are further differentiated into graded sub-levels (e.g. C and C-), reflecting different levels of implementation.



Important facts about the CDP rating process:

- Measures and manages company's risks and opportunities regarding climate change, water security and deforestation
- Takes information supplied within the annual reporting process and scores companies and cities based on their journey through disclosure and towards environmental leadership
- Uses an independent scoring methodology that measures progress and incentivizes action on climate change, forests and water security

Overall, we achieved a **score of C for the topics water and climate**, indicating an awareness of the impacts of our business activities on the environment.

The CDP assessment highlighted our strengths while also identifying areas where Montana Aerospace's score can be improved through quickly implementable measures.

Strengths:

- Context (Climate)
- Dependencies, Impacts, Risks & Opportunities Process (Water & Climate)
- Governance (Water & Climate)
- Public Policy Engagement & Industry Collaboration (Water & Climate)
- Scope 1 & 2 Emissions (Climate)
- Scope 3 Emissions (Climate)
- Business Strategy (Climate)
- Verification (Climate)
- Emission Reduction Initiatives & Low Carbon Products (Climate)
- Energy (Climate)

Near-term focus areas:

- Environmental Policies (Water & Climate)
- Targets (Water)
- Value Chain Engagement (Water & Climate)
- Opportunity Disclosure (Water & Climate)
- Water Accounting (Water)



ENVIRONMENT

We are committed to significantly reducing both our direct and indirect carbon emissions. Our near-term goal is to reduce absolute Scope 1 and Scope 2 GHG emissions by 60% by 2034, from a 2023 base year.

We also commit that 78% of our suppliers, by emissions covering purchased goods and services, will have science-based targets by 2029.

In addition, we commit to reducing Scope 3 GHG emissions from purchased goods and services, capital goods, fuel- and energy-related activities, upstream transportation and distribution, waste generated in operations, business travel, employee commuting, upstream leased assets, downstream transportation and distribution, processing of sold products, and use of sold products by 63.8% per EUR value added by 2034, from a 2023 base year.

Our long-term goal is to reduce absolute Scope 1 and Scope 2 GHG emissions by 90% by 2050, from a 2023 base year. We also commit to reducing absolute Scope 3 GHG emissions by 90% by 2050, from a 2023 base year.

To achieve these goals, we continuously evaluate our processes, identify opportunities to minimize resource consumption and transition to more sustainable alternatives whenever possible.

Leveraging our vertically integrated supply chain enables us to significantly reduce long transport routes and mitigate associated emissions. We are making significant efforts to gradually transition our production sites to renewable energy sources.

Moreover, we are committed to addressing water consumption concerns by enhancing efficiency and incorporating recycled water into our operations.

To this end, our sites have implemented cutting-edge wastewater treatment systems that efficiently and safely recycle water sources. We are conscientious about waste generation, with nearly all of our cuttings, clippings, and scrap being internally recycled at our plants. A considerable part of the aluminum and copper processed at our sites is from recycled sources.

The goal defined for all our divisions is to reduce water consumption per euro of turnover by 10% between 2024 and 2026 (measured in m³ per million euros of turnover) and to reduce waste generation per euro of turnover by 10% by 2026.



Climate Change*

Results overview Scope 1,2,3**

The reported climate-relevant emissions comprise all relevant non-biogenic greenhouse gases of the Group's fully consolidated entities (operational control approach). The calculations were carried out in accordance with the Greenhouse Gas Protocol methodology. The emission factors applied were largely sourced from the ecoinvent 3.11 database (EF 3.1 method), as well as from the Austrian Environment Agency.

Climate & Emissions	Unit	2025	2024
Direct emissions (Scope 1)	t CO ₂ e / a	16,569	19,459
Indirect emissions (Scope 2 market based)	t CO ₂ e / a	41,983	93,606
Indirect emissions (Scope 2 location based)	t CO ₂ e / a	76,160	122,514
Indirect emissions (Scope 3)***	t CO ₂ e / a	525,246	1,431,620
Sum market based	t CO ₂ e / a	583,798	1,544,685
Total Net Sales Montana Group	Mio €	979	1,494
Emissions / Total Net Sales	kg CO ₂ e / €	0.596	1.03

* Montana Aerospace is always striving for improvement, which is why there have been adjustments and changes to the published figures compared to the business year 2024. The data for the environment segment is subject to deviations that are due [among other things] to the sale of its energy segment, ASTA Group. The CO₂e emissions related to ASTA Group are not included in the CO₂e figures for 2025.

** The emissions intensity KPI (emissions / total net sales) comprises total greenhouse gas emissions from Scope 1, Scope 2 and Scope 3 and includes all relevant greenhouse gases, expressed in CO₂ equivalents (CO₂e).

*** Categories 3.10, 3.11, and 3.12 were not included in Scope 3 because these are only estimated for the SBTi. The large spread of this estimate would overshadow the results based on concrete data.



Electricity Consumption & Electricity Mix

	2025 (MWh)	2024 (MWh)
Annual consumption of renewable energy	109,700	182,844
Annual consumption of purchased renewable electricity	92,962	177,639
Annual consumption of biogas	–	–
Annual production / consumption of photovoltaic electricity	16,739	5,205
Annual consumption of non-renewable energy	154,996	208,881
Annual consumption of non-renewable electricity	77,642	122,809
Annual consumption of natural gas	75,263	80,476
Annual consumption of heating oil	–	–
Annual consumption of LPG	–	2,198
Annual consumption of petrol	567	719
Annual consumption of diesel	1,525	2,678
Annual consumption of renewable and non-renewable energy in total	264,697	391,725

	2025 (%)	2024 (%)
Hydropower	15.7	24.6
Nuclear Power	13.3	6.9
Oil	0.3	5.3
Natural gas	20.1	7.6
Wind	7.6	6.9
Solar	8.7	7.6
Fossil fuels (coal)	10.8	15.1
Other non-renewable energy sources	1.0	6.0
Other renewable energy sources (biomass...)	22.5	20.0
Total	100.0	100.0

	2025	2024
Annual production of clean energy from PV (MWh)	16,739	5,205
Current annual electricity needs in Vietnam covered by the PV plant (%)	19.4%	23.2%
Current annual electricity needs in Belgium covered by the PV plant (%)	1.4%	
Current annual electricity needs in Romania covered by the PV plant (%)	16.4%	
Annual reduction of CO₂ emissions from PV (t)	6,890	2,369

The Challenge

As a manufacturing company, it is clear to us that not only do we have an impact on climate change, but that climate change also affects us, our clients, our suppliers, and, of course, our production facilities. The Climate Risk Analysis we conducted in 2024 has clearly confirmed these effects. It must therefore be our commitment to consistently reduce our carbon footprint across the entire value chain.

Optimizing energy consumption is one of our main goals now and for the future. We aim to achieve this by implementing efficient production technologies. Moreover, it is our goal to transition our sites to 100% renewable energy. Relevant projects featuring large-scale PV installations in Vietnam, Belgium or Romania have been implemented or are currently in progress.



Guiding Principles

Sustainability is a core value of our corporate culture. We are aware of the emissions the manufacturing industry produces and the responsibility it bears for the global carbon footprint. This is why we feel a strong sense of duty to reduce our environmental impact and achieve a high level of sustainability now and in the years to come.

We are making every effort to reduce our direct and indirect carbon emissions. We regularly evaluate our processes to see how we can reduce resource consumption and switch to more sustainable alternatives wherever possible.

In line with our commitment to the use of sustainable energy, we are actively promoting the transition to renewable energy sources.

Impacts, Risks & Opportunities

Climate Change	Impacts	Risks	Opportunities
Climate change adaption	Emissions from own operations, Emissions through upstream processes, Emissions through transportation	Increased emissions trading costs	
Climate change mitigation	Emission reduction through the use of recycled materials, Emission reductions through company-owned solar panels, Emission reduction through R&D activities	Increased compliance costs	
Energy	Energy consumption	Reduced energy availability	New/enhancing business opportunities through R&D

Core Measures

- In 2024 we initiated our ESG Risk Assessment. This was updated and further developed in 2025.
- As a reaction to the results of our Climate Risk Analysis we have implemented additional adaption measures – these complement the measures that have already been implemented in the past – for climate risks in our subsidiaries such as drought, floods, heat stress, cold waves or tornados. These are some examples: implementing green infrastructure solutions for shading and an early warning system, ensuring cool areas and water are freely available to the staff, relocating/retreating critical assets extremely exposed and vulnerable to new locations.
- On Group level we implemented continuous training of employees on the importance of climate protection.
- We developed strategies to reduce emissions in supply chains (Scope 3).
- To minimize transportation efforts and the associated CO₂e emissions, we have implemented augmented reality (AR) tools. With these tools, our technicians can accomplish a part of the tasks regarding installing and maintaining equipment and operate group-wide without leaving their office.
- In all our sites we introduced a policy for energy-friendly behavior. The aligned measures include:
 - Turn off lights, computers, and monitors and switch off machines and equipment when not in use
 - Keep doors that lead to the outside and windows closed
 - Do not keep windows permanently open
 - Reduce temperatures, switch off A/Cs when not needed



- In multiple divisions, we have initiated a “Job Bike” program. Employees can take advantage of highly favorable leasing options for bicycles, making their commute more sustainable while helping to reduce emissions.
- Group-wide technical measures that lead to lower energy consumption:
 - LED lights
 - Energy recuperation from the compressors to heat buildings
 - Energy recuperation from the homogenization oven to preheat prime aluminum
 - Renewing natural gas burners
 - Thermally optimize production processes
- Several of our facilities currently rely entirely on ecological and renewable energy sources and we increase the proportion of renewable energy used across the Group by installing further solar panels at multiple sites.
- Where still necessary, we replace fossil natural gas with biogas.
- We are transitioning to e-mobility and/or HVO diesel for our own vehicle fleet.
- We participate in numerous research and development projects with the goal of achieving energy and emissions reductions in aviation. These include, for example, the Clean Aviation Joint Undertaking program of the EU or the HERFUSE (Hybrid-Electric Regional Fuselage & Empennages) project, also funded by the EU. Its goal is to design innovative fuselages and empennages suitable for future Hybrid-Electric Regional (HER) aircraft, contributing to the overall target of reducing greenhouse gas emissions. Furthermore, through our subsidiary ASCO Belgium, we are a consortium partner in the EU project ADDIFLAP, which aims to demonstrate the production of 3D-printed titanium parts for aircraft. This approach could reduce CO₂e emissions by 26% compared to CNC machining methods and save approximately 60% of titanium waste. Last but not least, we are part of the Aerospace-X project, which aims to advance the digitalization of supply chains in the aviation industry.
- We have optimized numerous production processes to reduce emissions and energy consumption. We utilize catalytic combustion processes and recycling methods for heating products. We have introduced Variable Frequency Drive (VFD) for air compressors, enabling precise control of motor power. At some sites, the heat for curing aluminum alloys is primarily generated through gas combustion. Additionally, we have integrated energy-saving devices, such as inverters, to optimize electricity usage based on demand. This allows us to dynamically adjust temperature settings and regulate power consumption in response to actual usage demands.



Pollution*

Emissions into Air	Unit	2025	2024
VOC	kg	3,486	24,233
NOx	kg	653	9,829
SOx	kg	6	10
PM	kg	48	161

The reported air emissions (VOC, NOx, SOx and PM) comprise direct emissions from production processes and combustion facilities of the Group's fully consolidated entities (operational control approach). The data are based on site-specific measurements or officially reported emission values in accordance with the respective applicable national environmental regulations. No emission factors or extrapolations at Group level were applied.

The values for the individual pollution categories were provided by the respective divisions and aggregated by us. No emission factors were applied, no assumptions were made, and no calculations were performed.

The Challenge

We recognize that production at our sites has an environmental impact, including air pollution. As a responsible organization, we are committed to minimizing or, where possible, eliminating these effects. This commitment involves fostering awareness of the importance of preserving natural resources, setting clear and measurable targets, implementing effective measures, and ensuring rigorous monitoring to drive continuous improvement.

Guiding Principles

The contamination of air with chemicals or dust not only threatens the environment surrounding our sites but also poses a risk to our employees. As a responsible employer and an integral part of the local and regional community, it is both our duty and commitment to reduce potentially harmful emissions and, wherever possible, eliminate them entirely.

Impacts, Risks & Opportunities

Pollution	Impacts	Risks	Opportunities
Pollution of air	Pollution of air (chemicals), Pollution of air (dust)		

Core Measure

- At our UAC US division we implemented continuous burning tuning and monitoring to minimize air pollutants and maximize energy efficiency.

* Montana Aerospace is always striving for improvement, which is why there have been adjustments and changes to the published figures compared to the business year 2024. The data for the environment segment is subject to deviations that are due [among other things] to the sale of its energy segment, ASTA Group. The CO₂e emissions related to ASTA Group are not included in the CO₂e figures for 2025.



Water*

Water Consumption & Water Management	Unit	2025	2024
Total Water Consumption	m ³	120,858	751,994

The Challenge

Water is a fundamental resource to mankind. Our water consumption is related to our production processes. That is why we recognize the importance of properly treating our wastewater in compliance with all relevant regulations. At Montana Aerospace, our goal is to reduce the total amount of water consumed and to lower operating costs at our operations to mitigate our environmental impact. Our following branches are located in areas with water stress:

- Alpine Metal Tech Germany GmbH Dillingen
- Universal Alloy US Lamar Haley Pkwy Canton
- ASCO Belgium nv
- ASCO Deutschland GmbH

Guiding Principles

An effective approach to managing water and effluents considers the local context of water use and recognizes the significance of stewarding water as a shared resource. An organization can reduce its water withdrawal, consumption, discharge, and associated impacts through efficiency measures such as water recycling and reuse, process redesign, and collective actions that extend beyond its operations within the catchment area. Moreover, it can enhance water quality through improved treatment of water discharge.

Impacts, Risks & Opportunities

Water	Impacts	Risks	Opportunities
Water consumption	Water-consumption through upstream processes		

Core Measures

- Our fully automated surface processing lines have been equipped with environmentally friendly water treatment to reduce water consumption. As a result, a significantly larger amount of purified water flows back into our production.
- For several sites we implemented effective wastewater treatment, treating wastewater to either reuse for plantation or production processes.

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- ASCO Aerospace USA (AAUSA) has launched the Alu Treat Polishing Water project for waste reduction. The water contaminated during the aluminum polishing process must be treated as non-hazardous waste. By installing a system that makes it possible to plumb aluminum polish water to the wastewater system, it no longer needs to be deposited in the waste coolant tank and can be discharged into the wastewater system. The project has reduced both the amount of non-hazardous waste and the shipping, handling and disposal of waste coolant, resulting in 80 tons less waste per year.
- We adopted detailed indicators to monitor the use of water from wells and total consumption at our sites. We also set consumption targets, monitoring them throughout the year to ensure responsible use of water resources. This includes leakage management with the goal of avoiding water loss.

Biodiversity and Ecosystems

The Challenge

For our production processes, we need raw materials that are taken from the environment. This creates the risk of biodiversity loss through the extraction of raw materials and the destruction of habitats. These primarily involve impacts within the value chain. Monitoring and mitigating negative effects are therefore challenging. Our primary goal is to operate in a sustainable and environmentally friendly manner in order to protect both the environment and biodiversity. According to legal requirements, environmental impact assessments are conducted at new locations or in case of expansions.

Guiding Principles

Montana Aerospace sources the required raw materials from suppliers who pay attention to the preservation of biodiversity and take an environmentally friendly approach to the extraction of raw materials. We also source the majority from the European Union and North America, and our suppliers are subject to our Supplier Code of Conduct, in which we set out, among other things, the requirements regarding the protection of the environment.

Impacts, Risks & Opportunities

Biodiversity and ecosystems	Impacts	Risks	Opportunities
Land-use change, fresh water-use change and sea-use change/ Direct exploitation/ Impacts on and dependencies of ecosystem services	Biodiversity loss through raw material extraction, Biodiversity loss through habitat destruction / fragmentation, Biodiversity loss through habitat destruction in upstream processes	Increased procurement costs due to strict restrictions in upstream supply chain	

Core Measures

- Montana Aerospace sources the majority of its raw materials from well-known suppliers within the European Union and North America, which minimizes risk in social and environmental legislation and ensures a high level of enforcement in the country of production. Montana Aerospace covers these areas in its due diligence and its questionnaires.
- A pilot project to identify and measure biodiversity impacts using a reference site is planned for 2026. The focus will be on scoping, defining relevant KPIs, and deriving insights for further biodiversity measures in line with the ESG strategy.



Resource Use and Circular Economy*

Resource Utilization & Circular Economy	Unit	2025	2024
Waste			
Non-hazardous waste	t	12,290	16,950
Hazardous waste	t	7,159	6,835
Materials Used			
Non-renewable materials	t	21,294	114,865
Recycled input materials used	%	70.0%	52.0%

For non-renewable materials, the calculations have largely been shifted from a "spend-based" to a "mass-based" approach and are therefore more reliable for this reporting period.

The "recycled input materials used" refers to the proportion of total input materials (e.g., aluminum, copper, steel, etc.) that do not come from primary production but have already been reintroduced as secondary materials through recycling.

The Challenge

Recycling saves scarce raw materials, prevents waste, and conserves energy. For example, the use of recycled aluminum saves up to 95% of the energy that would be required for production from raw materials. Not only does this reduce energy consumption, but it also conserves natural resources, thereby reducing the need for new mining operations. Additionally, our recycling method positively impacts our procurement strategy by making us less dependent on external suppliers in sometimes dynamic supply chains.

Guiding Principles

Our innovative manufacturing capabilities permit us to reduce the initial waste of materials from the very beginning.

We strive to reduce the amount of waste produced at all our operations and to improve our existing recycling programs. The remaining waste is separated and processed at our local waste management systems.

Impacts, Risks & Opportunities

Resource use and circular economy	Impacts	Risks	Opportunities
Resources inflows, including resource use	Negative impact due to the use of primary raw materials, use of secondary raw materials and use of auxiliary materials. Positive impact through reduction of use of primary materials.	Increased procurement costs for primary raw materials, Increased procurement costs for secondary materials	New/ enhancing business opportunities through recycling processes

* Montana Aerospace is always striving for improvement, which is why there have been adjustments and changes to the published figures compared to the business year 2024. The data for the environment segment is subject to deviations that are due [among other things] to the sale of its energy segment, ASTA Group. The CO₂e emissions related to ASTA Group are not included in the CO₂e figures for 2025.



Core Measures

- We have advanced the use of near-net-shape manufacturing processes, thereby significantly reducing material waste and improved material efficiency. This distinguishes us from competitors who pursue separate component manufacturing, which entails higher costs, more waste, and worse emissions levels.
- Continuous expansion of internal aluminum and copper recycling capacities and continuous improvement of existing recycling programs to minimize the use of primary raw materials.
- Other recycling activities at our sites include, among others, the reuse of pallets, the reuse of drinking bottles to reduce plastic waste, or a project for recycling sludge, which is generated by cutting aluminum sheets. It can be used to make concrete masonry bricks. This way, waste can be turned into construction material.
- Throughout our group we train employees in waste avoidance and minimization as well as separation.
- To further reduce the waste produced we prioritized coolant management and introduced and monitor KPIs for waste generation.
- We encourage suppliers to use raw materials with a high recycled content or, in the case of primary materials, that are produced using a high proportion of renewable energy.



SOCIAL RESPONSIBILITY

Montana Aerospace has a safety-first culture. We provide our employees at all sites with regular safety training and implement strict safety procedures, supported by rigorous monitoring, tracking, and continuous improvement measures. Our goal is to reduce the Total Case Incident Rate (TCIR) by 15% by 2028.

To promote the personal and professional development of our employees, we offer comprehensive career and development programs. Montana Aerospace is committed to increasing the average annual training volume to 35 hours per employee by 2028.

We do not tolerate any form of discrimination or harassment. Safety, diversity, equality, and inclusion are core principles of our daily business. We strive to make Montana Aerospace a safe, respectful, and attractive workplace. With regards to employee retention, our goal is to reduce voluntary turnover by 10% by 2028.

We actively engage with our communities to gain insights into the perspectives of diverse groups and to develop inclusive and effective solutions.



Policies, Actions and Targets (Own Workforce)

Incidents, Complaints and Severe Human Rights Impacts

Incidents of discrimination	2025
Total number of incidents of discrimination	0
Number of complaints filed	0
Severe human rights incidents	
Number of severe human rights incidents	0

The Challenge

The foundation of our success, not only in a financial way, but also regarding our sustainability journey, is our skilled workforce. We actively recruit from diverse talent pools and adhere strongly to policies and laws to provide a safe, flexible, and respectful working environment.

At the same time, we expect all employees to interact with one another respectfully and offer support whenever someone is not treated as they deserve.

Guiding Principles

We have installed policies, instruments and training sessions to ensure decent working conditions. Regular surveys and feedback mechanisms were set up to gauge employee satisfaction, perceptions of inclusion, and experiences related to corporate culture. These insights help us understand the effectiveness of our initiatives from the perspective of our workforce.

Reporting cases of discrimination is possible anonymously through Montana Aerospace’s whistleblowing system. Every reported case is taken seriously and followed up in a structured manner. Specially trained compliance personnel handle the cases and strictly adhere to applicable policies (e.g., Code of Conduct, Whistleblower Policy). Any measures taken are based on the strict anti-discrimination principle of Montana Aerospace.

Impacts, Risks & Opportunities

Own Workforce – Policies, Actions and Targets	Impacts	Risks	Opportunities
		Increased recruiting costs due to lack of skilled workers	



Core Measures

- In our divisions the following policies and instruments were implemented:
 - Diversity and Inclusion Statement
 - Equal Employment Opportunity Policy
 - Diversity Training and Education Programs
 - Flexible Work Policies
 - Recruitment and Hiring Strategies to support diversity
 - Mentorship Programs
 - Whistleblower Tool
 - Code of Conduct
- Especially for our operations in the USA the following measures are in place:
 - Annual compliance reporting including EEO-1 (Equal Employment Opportunity Report), VETS-4212, and Affirmative Action Plans. The EEO-1 report is used to collect demographic data on the workforce, particularly regarding gender and ethnic diversity. It ensures compliance with anti-discrimination laws, transparency, and equal opportunities within companies. The VETS-4212 report is an annual compliance report designed to collect data on veterans in the workforce.
 - The Equal Employment Opportunity (EEO) policy and the Genetic Information Nondiscrimination Act (GINA) policy are outlined in the Employee Handbook, which is provided to every team member. Additionally, the anti-harassment policy is communicated to employees, and anti-harassment training sessions have been conducted.



Metrics (Own Workforce)

Montana Aerospace continues to improve its data quality and data collection processes. This has resulted in improved availability and reliability of several social metrics, including collective bargaining coverage, social dialogue, and training and skills development. However, further improvements are required to ensure consistent data collection at the divisional level. Measures are being implemented to further harmonize data collection processes across divisions and to continue to improve data completeness in future reporting periods.

Characteristics of the Undertaking's Employees

Employees by contract type and gender 2025	Female	Male	Other	Not reported	Total
Employees	23%	77%	–	–	100%
Permanent employees	24%	76%	–	–	88.85%
Temporary employees	14%	86%	–	–	11.15%
Full-time employees	22%	78%	–	–	96.96%
Part-time employees	49%	51%	–	–	3.04%

Employees by contract type and region	Americas	Europe	Asia
Employees	15%	64%	21%
Permanent employees	17%	69%	14%
Temporary employees	1%	22%	77%
Full-time employees	15%	63%	22%
Part-time employees	6%	94%	–

Disclosure of the Total Number of Employees who have left the Undertaking during the Reporting Period and the Rate of Employee Turnover in the Reporting Period*

Total and voluntary leaves*	2025
Employees leaving the company during the period	14%
Employees leaving the company voluntarily during the period	9%

*percentage to total employees

New Hires

2025	Female	Male	Other	Total
New hires by gender	15%	85%	–	1,229

2025	<30	30–50	>50	Total
New hires by age	52%	39%	9%	1,229



Collective Bargaining Coverage and Social Dialogue*

Collective Bargaining Coverage – Employees EU	61%
Collective Bargaining Coverage – Employees Non-EU	20%
Employees covered by social Dialogue – Workplace representation (EU only)	47%

* percentage to total employees

The increase in employees covered by social dialogue and workplace representation (EU only) results from improved data quality and more complete data collection during the reporting process.

Characteristics of Non-Employee Workers in the Undertaking's Own Workforce*

Number of non-employees in own workforce	2025
Total number of non-employees	114

* non employee workers: e.g. leasing employees, self-employed persons, consultants, etc.

Diversity Metrics*

2025	Female	Male	Other	Total
Gender distribution at management level*	33%	67%	–	218

* percentage to total management body

2025	<30	30–50	>50
Distribution of employees by age group*	27%	51%	22%

* percentage to total employees

2025	Female	Male	Other	Total
Employees with disabilities*	20%	80%	–	50

* percentage of employees with disabilities

Training and Skills Development Metrics

2025	Female	Male	Other	Total
Employees receiving employee evaluation	23%	77%	–	6,201
Total number of training hours (h)	63,005.50	246,027.50	–	309,033
Average number of training hrs per employee	41.62	48.97	–	47.27

The increase in the average number of training hrs per employee results from improved data quality and more complete data collection during the reporting process.



Health and Safety Metrics

Own employees covered by OH&S Management System	100%
Number of fatalities (own workforce)	0
Number of fatalities (other workers working on the organisation's sites)	0
Number of recordable lost workday work-related accidents	60
Number of days lost (own employees) due to work accidents	1,647
TCIR	1.28

Work-Life Balance Metrics

2025	Female	Male	Other	Total
Employees entitled to take family-related leave	24%	76%	–	6,175
Entitled employees that took family-related leave	42%	58%	–	651

The Challenge

Working conditions encompass employment, recruitment, retention, working time policies, wages, social dialogue, freedom of association, privacy rights, collective bargaining, work-life balance, health & safety, and the rights of workers' representatives. This issue is important for employee well-being, attractiveness as an employer, legal compliance, and brand reputation. Our priority is to ensure equal treatment and opportunities for all and foster diversity.

The company maintains a comprehensive Occupational Health & Safety (OH&S) framework across its operations. Several locations operate management systems aligned with ISO 45001:2018, while others follow established internal OH&S systems or comply with relevant regulatory frameworks such as requirements related to emergency preparedness, industrial hygiene, or hazard communication. Some operations additionally hold external safety certifications applicable to their industry.

Implementation responsibilities sit primarily with HR functions, supported by operational departments and leadership teams. Performance and system effectiveness are monitored through a mix of internal audits, periodic inspections, third-party audits, and evaluations of key performance indicators such as recordable injury rates, hazard-identification metrics, training completion rates, and corrective-action tracking.

All employees are covered by the company's OH&S framework. Sites with formal certifications such as ISO 45001:2018 ensure full workforce coverage within the scope of the certified system. Sites operating under internal OH&S frameworks follow established procedures that meet regulatory expectations and align with the company's overall safety commitments.

Employee development is crucial for Montana Aerospace, and therefore we offer our employees opportunities for training and skill development.



Guiding Principles

We adhere to labor laws and standards and create a supportive and respectful work environment. We also strive to have zero recordable injuries, with strong emphasis on safety-first. The health and safety of our employees is paramount.

Montana Aerospace guarantees equal opportunities and treatment, regardless of ethnic background, skin color, gender, disability, family status, religion, belief, age, faith, nationality, sexual orientation, social background, or political views. Montana Aerospace prohibits any form of harassment and offensive behavior, whether sexual or non-sexual. Employees and job applicants are treated based on the principle of non-discrimination.

Impacts, Risks & Opportunities

Own Workforce – Metrics	Impacts	Risks	Opportunities
Working conditions/ Working time	Shift work		
Working conditions/ Adequate wages			Employee attraction and retention as attractive employer
Working conditions/ Social dialogue	Interaction with own workers		Increased satisfaction and loyalty of existing workforce
Working conditions/ Freedom of association, the existence of works councils and the information, consultation and participation rights of workers	Freedom of association		
Working conditions/ Collective bargaining, including rate of workers covered by collective agreements	Collective bargaining	Increased operational costs due to higher salaries	
Working conditions/ Work-life balance	Limited work-life balance		
Working conditions/ Health and safety	Work-related accidents	Increase costs due to pandemics	
Other work-related rights/ Privacy	Enhanced privacy rights		
Equal treatment and opportunities for all/ Gender equality and equal pay for work of equal value	Equal pay and gender equality		
Equal treatment and opportunities for all/ Training and skills development	Enhanced skills through training		
Equal treatment and opportunities for all/ Employment and inclusion of persons with disabilities	Disadvantages of persons with disabilities		Increased rate of women and persons with disabilities in the work force
Equal treatment and opportunities for all/ Measures against violence and harassment in the workplace	Non-discrimination among the workforce		
Equal treatment and opportunities for all/ Diversity	Cultural diversity among the workforce		Increased rate of women and persons with disabilities in the work force



Core Measures

- Montana Aerospace’s wages, salaries, benefits and compensation are in line with the applicable national law and respective labor agreements.
- Montana is subject to the collective agreements of the respective countries and this report shows how many of our employees are covered by collective agreements.
- Regular surveys and feedback mechanisms were set up to gauge employee satisfaction, perceptions of inclusion, and experiences related to corporate culture. These insights help us understand the effectiveness of our initiatives from the perspective of our workforce.
- We offer our employees the opportunity for international exchange within the Group to gain work and life experience in another country. This strengthens our collective commitment to expanding the boundaries of innovation and problem-solving. International exchange enhances employee motivation, fosters a sense of belonging within the group, and increases colleagues’ intercultural competence.
- Exchange with employees through various channels such as periodical questionnaires, newsletters and town hall meetings plays a crucial role in fostering transparency and engagement.
- Hazard identification and risk assessment are standardized processes applied throughout the organization. Hazards are detected through:
 - Risk assessments for positions, tasks, and workplaces
 - Routine equipment and facility audits
 - Job Safety Analyses (JSAs) conducted before tasks or operational changes
 - Material Safety Data Sheet (MSDS) reviews
 - Incident, near-miss and unsafe-condition reporting, often through digital platforms
 - Accident and incident investigations
 - Site-specific and activity-based risk assessments

Risk assessments follow structured internal procedures and may employ risk-matrix methodologies, FMEA formats, or dedicated digital tools. Controls are prioritized following the hierarchy of controls, and corrective and preventive actions (CAPA) are tracked to closure. Risks are reassessed periodically and after significant changes or incidents. Employees participate through reporting systems, toolbox talks, safety meetings, participation in JSAs, contribution to investigations, and involvement in discussions during on-site assessments.

- Employee development is crucial for Montana Aerospace. This is intended to provide employees with the opportunity to unfold personally and professionally. All currently offered programs and development opportunities are unified under the name “Grow @ Montana Aerospace”. It consolidates all group-wide initiatives aimed at strengthening employee and leadership capabilities. The program includes a structured Talent Development Program featuring cross-functional business challenges, presentation and communication training, and direct exposure to senior leadership. It is complemented by Basic and Advanced Project Management trainings, a First Time Manager program and a global Mentorship Program with defined feedback cycles. Together, these initiatives systematically develop technical, methodological, and leadership competencies while supporting internal career progression and long-term employability within the group.
- All divisions provide on-the-job training as well as training on specialized topics such as quality, safety, sustainability, and leadership.
- To foster diversity and prevent potential negative impacts, we have policies and guidelines in place that explicitly prohibit discrimination, harassment, and bias in the workplace. These policies are communicated widely and are enforced consistently.



- Further implementation of the diversity and inclusion programs in some divisions aimed at fostering an inclusive workplace culture. We actively recruit from diverse talent pools and promote the exchange of people from different countries in the organization.
- With regards to women's rights, Montana Aerospace respects international standards, including the UN Convention on the elimination of all Forms of Discrimination Against Women (CEDAW).
- Employees have access to a broad range of occupational health services and preventive measures. These services help ensure employees receive comprehensive medical and psychological support, including:
 - Company doctors, nurses, or occupational-health professionals
 - Preventive medical check-ups aligned with regulatory requirements
 - Additional health examinations where necessary
 - Comprehensive health-benefit programs, including medical, dental, vision, disability, and life insurance
 - Low-cost or no-cost access to virtual healthcare, diagnostic imaging, selected medications, and elective procedures where offered
 - Occupational health evaluations, ergonomic advice, and vaccination programs
- Mental health support is provided through various mechanisms such as:
 - Employee Assistance Programs (EAP)
 - Access to licensed professional counselors
 - Psychosocial risk assessments
 - Internal trusted-person structures or external wellbeing services
 - Additional onsite or digital well-being tools and periodic psychological evaluations
- The company promotes worker well-being through various health-promotion initiatives, which may include:
 - Fitness and sports programs, reduced-cost gym memberships and community wellness events
 - Stress-management tools and workshops
 - Vaccination campaigns (e.g., flu vaccination)
 - Smoking-cessation programs
 - Ergonomic support and stretching programs
 - Digital health platforms, wellbeing apps, and preventive-care offerings

Participation is encouraged through internal communication channels, employee-engagement platforms, leadership endorsement, incentives, and awareness initiatives.

- Air sample monitoring for aluminum impurities and noise level sampling are conducted. For heat exposure, we continuously monitors temperatures, particularly around the presses where heat exposure could significantly impact employee health. Once a threshold temperature is met, actions to prevent heat-related illnesses are implemented.
- Implementation of career development plans and strengthening of leadership development.
- Workers are engaged through structured, well-established participation and consultation mechanisms. These structures ensure transparent dialogue and collective responsibility for OH&S matters. These include:
 - Health & Safety Committee meetings, held regularly (monthly, quarterly, or several times per year depending on the location)
 - Daily operational safety reviews and leadership walk-throughs
 - Participation in safety-related decision-making through representatives, trade-union structures or site-based committees
 - Reporting systems for safety observations, concerns, hazards, and suggestions
 - Consultation and communication procedures for EHS topics



- The company provides comprehensive OH&S training aligned with regulatory requirements and operational needs. The training offering includes:
 - Mandatory onboarding and safety introduction for new employees
 - Annual safety training plans covering core OH&S topics
 - Emergency preparedness and response training
 - Hazard communication / chemical safety
 - PPE, lockout/tagout (LOTO), confined-space training
 - Equipment operation training (forklifts, cranes, lifting equipment, electrical safety, work at heights, etc.)
 - Risk-assessment training and ergonomic training where relevant

Training delivery is ensured through structured tracking systems such as HR training platforms, digital learning management systems, testing and scoring modules, and skill matrices. These systems help verify that all relevant employees receive required training and maintain up-to-date competencies.

Policies, Actions and Targets (Workers in the Value Chain)

Impacts, Risks & Opportunities

Workers in the value chain – Policies , Actions and Targets	Impacts	Risks	Opportunities
		Increased recruiting costs due to lack of skilled workers	

The Challenge

We are aware of the risks along the value chain that affect workers, and therefore we put special emphasis on supplier social assessment. Montana Aerospace is committed to the highest ethical standards and compliance with all applicable laws and regulations of the countries where we do business and to respect their social norms.

Guiding Principles

In our Supplier Code of Conduct, we describe the requirements for our suppliers’ business activities. Our suppliers are selected based on their responsible business practices and compliance with principles such as human rights, working conditions, safety standards and respect for human rights.

Core Measures

- Montana Aerospace’s Supplier Code of Conduct describes the Group’s requirements for suppliers’ business operations. Our suppliers are selected not only on the basis of quality, safety and cost, but also on their responsible business practices and adherence to principles such as human rights, working conditions, safety standards and respect for human rights.
- Montana Aerospace conducts regular audits of its suppliers. Among other things, the working conditions are examined, and it is ensured that no child labor occurs in Montana Aerospace’s supply chain.



Metrics [Workers in the Value Chain]

Impacts, Risks & Opportunities

Workers in the value chain – Metrics	Impacts	Risks	Opportunities
Working conditions/ Freedom of association, the existence of works councils and the information, consultation and participation rights of workers		Disruption of work due to irregularities at suppliers	
Working conditions/ Health and safety	Working conditions at suppliers/ customers in high-risk countries		
Other work-related rights/ Child labor	Child and forced labor at suppliers or contractors		

The Challenge

We attach great importance to the working conditions of workers within our value chain and do not tolerate child labor or any other violations of rights.

Guiding Principles

The working conditions in our Supplier Code of Conduct include freedom of association, the existence of works councils, and the rights of employees to information, consultation and participation and measures to promote and maintain health and safety.

Core Measures

- Montana Aerospace's Supplier Code of Conduct describes the Group's requirements for suppliers' business operations. They are selected not only on the basis of quality, safety and cost, but also on their responsible business practices and adherence to principles such as human rights, working conditions, safety standards and respect for human rights. Compliance is verified through regular supplier audits.
- On a yearly basis Montana Aerospace assesses the requirements in relation to minerals and metals from conflict-affected areas (Conflict Materials) and Child Labour pursuant to art. 964j to 964l Swiss Code of Obligations (CO) and the Swiss Ordinance on Due Diligence and Transparency in relation to Minerals and Metals from Conflict-Affected Areas and Child Labour (DDTrO).
- The company applies defined procedures to ensure suppliers, contractors, and external partners do not pose health and safety risks to employees. These processes ensure alignment of external partners with company OH&S standards.

Key measures include:

- Supplier and contractor questionnaires and evaluations
- Mandatory OH&S briefings and EHS introductions for all external personnel on site
- Permit-to-work systems
- On-site supervision or oversight by responsible personnel
- Contractor-management procedures overseeing compliance with safety rules
- Monitoring of contractor performance during on-site activities
- Safety observations and Gemba walks related to contractor work



GOVERNANCE

We are committed to our core values and work hard to advance them. Our transparency measures are important to prevent corruption and bribery. The morally, ethically, and legally sound behavior of our employees and stakeholders is a critical and a core principle of our corporate culture.

Montana Aerospace is committed to acting responsibly and takes social and environmental considerations into account. We select our suppliers based not only on quality and costs, but also on their due diligence practices, their respect for human rights, and their environmental mindset.

Our goal is to ensure that by the end of 2026, 100% of our employees are informed about our Code of Conduct, Whistleblower Policy, and Conflict of Interest Policy through training, the intranet, and onboarding activities. Moreover, by 2028, 100% of direct suppliers shall sign our Supplier Code of Conduct.



Business Conduct

The Challenge

Montana Aerospace is committed to responsible and sustainable business practices in its supply chain guidelines. Among others, our supplier selection process considers environmental and social factors.

The goal is to ensure that suppliers comply with the same standards and that they take the responsibility to implement requirements to undertake necessary due diligence processes with their employees, agents, temporary workers, subcontractors, homeworkers, suppliers, and sub-suppliers with whom they work in the delivery of goods and services to Montana Aerospace.

We also expect responsible behavior from our employees, which includes reporting of internal misconduct. Through this support we can work more purposefully on our improvement and take Montana Aerospace to an even higher level.

Guiding Principles

Montana Aerospace is committed to ethical and sustainable business practices and to respecting human rights. The Group cooperates with suppliers who are expected to share this commitment and to act in line with applicable human rights and sustainability principles.

To ensure that business activities are conducted in accordance with these values, Montana Aerospace has established policies including the Code of Conduct, the Supplier Code of Conduct, and the Conflict of Interests Policy. These policies set out expectations for responsible behavior and are intended to prevent personal interests from interfering with professional duties, while promoting conduct in line with the Group's principles.

In addition, the Whistleblower Regulation provides channels for raising concerns and reporting potential misconduct and ensures appropriate protection against retaliation. Reported concerns are reviewed in accordance with internal procedures. During the reporting period, no significant confirmed incidents of non-compliance with laws or regulations were identified that would have required disclosure.

Impacts, Risks & Opportunities

Business Conduct	Impacts	Risks	Opportunities
Corporate culture	Ensured implementation of corporate culture in the whole organization	High compliance costs due to increased regulation, Decreased revenue due to over-regulation in Europe	New/ enhancing business opportunities through ESG-regulations
Protection of whistle-blowers	Protection of whistleblowers		Increase in the reporting of misconduct. Mitigating legal risks
Political engagement and lobbying activities	Proper business conduct		New/ enhancing business opportunities through longterm relationships with suppliers
Management of relationships with suppliers including payment practices	Relationships with suppliers	Increased costs due to order principle, Increased procurement costs through restrictions in transportation	Decreased costs due to order principle, New/ enhancing business opportunities through longterm relationships with suppliers
Corruption and bribery	Business activities in high-risk countries for corruption and bribery		Increase in the reporting of misconduct



Core Measures

- Our expectations regarding the environmental and social responsibility of our suppliers are documented in our Supplier Code of Conduct, which has set the standard for our procurement policy.
- We monitor our global supplier data in terms of expenditure and locations (to eliminate risk regions).
- We have reorganized our Terms and Conditions at Group level and developed a Supplier Relationship Vision.
- Montana Aerospace evaluates its suppliers based on certification, performance risk, and business risk. All suppliers are asked to fill out questionnaires, in which a substantial part of the questionnaire is related to environmental aspects, among other things. Based on the answers received, Montana Aerospace evaluates the suppliers' compliance with its values and principles in this area. The review of suppliers in relation to defined KPIs and corresponding audits will commence.
- Montana Aerospace has established a Conflict of Interests Policy aimed at preventing potential personal interests of Montana Aerospace Group's employees from interfering with their duties and requiring such situations to be addressed transparently. The policy applies to all relevant governance bodies, including the Board of Directors, and sets out requirements to identify, assess, and disclose potential conflicts of interest. During the reporting period, no conflicts of interest involving members of the Board of Directors were identified that would have required disclosure or further action.
- To avoid the appearance of impropriety or to prevent conflicts of interest, Montana Aerospace prohibits corporate political contributions (both monetary and in-kind) to political candidates, political parties, or party committees on behalf of Montana Aerospace.
- Montana Aerospace has a zero-tolerance policy towards bribery, fraud, theft and other forms of corruption. Montana Aerospace commits itself to refusing gifts or donations that could trigger a conflict of interest. Neither bribes nor other illegal payments and donations may be accepted, offered or made.
- Our Code of Conduct provides both a framework and a guideline for sustainable responsible behavior within the Montana Aerospace Group, which applies to all our employees.
- The objectives of our Whistleblower Regulation are:
 - to encourage and enable employees and representatives of the Montana Aerospace Group as well as any people working under the supervision and direction of contractors, subcontractors and suppliers of the Montana Aerospace Group, without fear of retaliation, to raise concerns regarding suspected behavior so that the Montana Aerospace Group can address and correct inappropriate conduct and actions;
 - to define the procedure for internal reporting of misconduct (e.g. anonymous online reporting tool) and
 - to ensure the protection of individuals reporting allegations from retaliatory actions.



GRI CONTENT INDEX

Statement of use Montana Aerospace AG has reported the information cited in this GRI content index for the period January 1st 2025 to December 31st 2025 with reference to the GRI Standards (reporting period = yearly). The reporting periods for ESG reporting and financial reporting are identical. The ESG report has not been subject to external assurance.

GRI 1 used GRI 1: Foundation 2021

GRI STANDARD	DISCLOSURE	PAGE
GRI 2: General Disclosures 2021	2-1 Organizational details	20, 86-87
	2-2 Entities included in the organization's sustainability reporting	28
	2-3 Reporting period, frequency and contact point	9, 84, 220
	2-4 Restatements of information	27, 86, 119
	2-5 External assurance	84, 54*
	2-6 Activities, value chain and other business relationships	10, 12-14, 17, 20, 191
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	2-8 Workers who are not employees	74
	2-9 Governance structure and composition	91-109
	2-10 Nomination and selection of the highest governance body	91
	2-11 Chair of the highest governance body	91-92
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	2-13 Delegation of responsibility for managing impacts	38
	2-14 Role of the highest governance body in sustainability reporting	38
	2-15 Conflicts of interest	39, 83
	2-19 Remuneration policies	114-128
	2-20 Process to determine remuneration	114-128
	2-22 Statement on sustainable development strategy	16
	2-23 Policy commitments	39-40
	2-25 Processes to remediate negative impacts	71, 81-83
	2-26 Mechanisms for seeking advice and raising concerns	71, 77, 82
	2-27 Compliance with laws and regulations	82
	2-28 Membership associations	41
	2-29 Approach to stakeholder engagement	34-35
	2-30 Collective bargaining agreements	74
GRI 3: Material Topics 2021	3-1 Process to determine material topics	34-35
	3-2 List of material topics	35
GRI 301: Materials 2016	3-3 Management of material topics	60-83
	301-1 Materials used by weight or volume	68
GRI 302: Energy 2016	301-2 Recycled input materials used	68
	302-1a & 1b Energy consumption within the organization	62
GRI 303: Water and Effluents 2018	303-1 Interactions with water as a shared resource	66
	303-5 Water consumption	66
GRI 304: Biodiversity 2016	304-1 Operational sites owned, leased, managed in, or adjacent to, protected areas and areas of high biodiversity value outside protected areas	67
	304-2 Significant impacts of activities, products and services on biodiversity	67
GRI 305: Emissions 2016	305-1a Direct (Scope 1) GHG emissions	61
	305-2a Energy indirect (Scope 2) GHG emissions	61
	305-3a Other indirect (Scope 3) GHG emissions	61
	305-4 GHG emissions intensity	61
	305-7a Nitrogen oxides (NOx), sulfur oxides (SOx), and other significant air emissions	65
GRI 306: Waste 2020	306-2a Management of significant waste-related impacts	68-69
	306-3a Waste generated	68
GRI 401: Employment 2016	401-1 New employee hires and employee turnover	73
	401-3a,b Parental leave	75
GRI 403: Occupational Health and Safety 2018	403-1 Occupational health and safety management system	41, 42, 75
	403-2 Hazard identification, risk assessment, and incident investigation	77
	403-3 Occupational health services	78
	403-4 Worker participation, consultation, and communication on occupational health and safety	78
	403-5 Worker training on occupational health and safety	79
	403-6 Promotion of worker health	78
	403-7 Prevention and mitigation of occupational health and safety impacts directly linked by business relationships	80
	403-8 Workers covered by an occupational health and safety management system	75
	403-9 Work-related injuries	75
	403-10 Work-related ill health	75
GRI 404: Training and Education 2016	404-1 Average hours of training per year per employee	74
	404-2 Programs for upgrading employee skills and transition assistance programs	77
GRI 405: Diversity and Equal Opportunity 2016	405-1 Diversity of governance bodies and employees	73-74, 91-92
GRI 406: Non-discrimination 2016	406-1 Incidents of discrimination and corrective actions taken	71, 82-83

* Third Party Verification of Greenhouse Gas Report & Corporate Carbon Footprint



CORPORATE GOVERNANCE REPORT

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Montana Aerospace AG (“Montana Aerospace” or “Company” or “Group”) has a clear framework of management and control policies in place to ensure compliance with the best practice principles of corporate governance, which are considered essential for creating long-term value. Montana Aerospace’s policies are set out in its articles of association (“Articles of Association”) and its organizational regulations (“Organizational Regulations”). This Corporate Governance Report presents the framework and the policies based on the Directive of Corporate Governance issued by SIX Swiss Exchange. Moreover, this report includes references to the notes to the financial statements and the Compensation Report. For sake of clarity and transparency, the Compensation Report is presented as a separate chapter of the Annual Report.



Group Structure and Shareholders

Montana Aerospace is a worldwide supplier of structural parts for the aerospace industry, and is incorporated in Switzerland with its registered office in Reinach, Switzerland. These consolidated annual financial statements as of 31 December 2025 comprise the Company and its subsidiaries (individually a "Group Company" or collectively "Group Companies") described in detail in chapter 30 of the Consolidated Financial Statements, including a complete list of the Group Companies with their respective registered seats, share capital and percentage of shares held. As of December 2025, the operation and plant sites of the Group are within the aerospace industry, with the management and the internal reporting system being centralized at Montana Aerospace. In September 2025, Montana Aerospace completed the divestment of its former energy segment with the closing of the sale of ASTA Group by way of a sale of 100% shares in ETV Montana Tech Holding GmbH. The business operations of Montana Aerospace are conducted through the Group Companies. The allocation of resources and performance assessment is made at the Group Companies' level. The Company has over 6,300 highly skilled employees at 16 locations on four continents. They develop and produce ground-breaking technologies for tomorrow's aerospace industry using aluminum, titanium, composite and and special steels. The most significant shareholder of Montana Aerospace is Montana Tech Components AG.

The shares of the Company have been listed on the SIX Swiss Exchange since 12 May 2021 under the Swiss Securities Number (Valor) 111042565, the International Securities Identification Number (ISIN) CH1110425654 and the ticker symbol AERO. As of 31 December 2025, market capitalization was CHF 1,769.5 million (EUR 1,899.8 million). There are no cross shareholdings.

Significant Shareholders

According to disclosure notifications reported to Montana Aerospace and published via the electronic publishing platform of SIX Swiss Exchange, the following shareholders had shareholdings of at least 3% of the voting rights as of 31 December 2025:

Significant shareholder (beneficial owner)	% of voting rights	Number of shares
Montana Tech Components AG, Reinach Switzerland (Michael Tojner, Vienna, Austria)	44.932%	28,094,391*
T. Rowe Price Associates, Inc	5.352% ¹	3,346,516 ¹
Brandes Investment Partners L.P.	4.993%	3,122,086
Capital Research and Management Company (The Capital Group Companies, Inc.)	4.963%	3,103,370

* The number of shares was communicated by the shareholder to Montana Aerospace.

¹ According to disclosure notifications reported to Montana Aerospace and published via the electronic publishing platform of SIX Swiss Exchange, the number of shares changed to 3,041,874 in January 2026 - which corresponds to 4,865 % of voting rights.



Montana Aerospace is not aware of any other shareholders holding shares in excess of 3% of the share capital on 31 December 2025. The number of shares shown are based on the last disclosure communicated by the shareholders to Montana Aerospace and the Disclosure Office of SIX Swiss Exchange for the period ended 31 December 2025. The percentages of voting rights correspond to the number of shares held by the relevant shareholder in proportion to the ordinary share capital of the Company as of 31 December 2025. The number of shares held by the relevant shareholders may have changed and/or new shareholders with more than 3% of the voting rights may have acquired shares in Montana Aerospace since 31 December 2025.

For individual reports published during the year under review, please refer to the webpage of the Disclosure Office of SIX Swiss Exchange:

<https://www.ser-ag.com/en/topics/disclosure-of-shareholdings.html>

As of 31 December 2025, Montana Aerospace held no treasury shares. There are no cross shareholdings exceeding 5% with any company outside the Group.

Capital Structure

Ordinary Share Capital

As of 31 December 2025, the Company's ordinary share capital was CHF 62,526,632.00, divided into 62,526,632 fully paid-in registered shares with a nominal value of CHF 1.00 each.

As of 31 December 2025, the Company has not issued any participation certificates, profit-sharing certificates or any preference shares within the meaning of Art. 654 Swiss Code of Obligations ("CO").

Capital Band

Pursuant to Article 3a of the Articles of Association, the capital band of the Company has a lower limit of CHF 56,341,035.00 and an upper limit of CHF 74,921,035.00. Within the capital band, the board of directors of the Company ("Board of Directors") is authorized to increase or reduce the share capital once or several times and in any amounts at any time up to 23 May 2028, or the expiry of the capital band if earlier. The share capital may be increased by issuing up to 12,394,403 fully paid-in registered shares with a nominal value of CHF 1.00 each or reduced by cancelling up to 6,185,597 fully paid-in registered shares with a nominal value of CHF 1.00 each or by increasing or reducing the nominal value of the existing registered shares or by reducing and simultaneously re-increasing.

The Board of Directors shall determine the number of registered shares and their issue price, the nature of the contributions, date of the issuance, the conditions for exercising subscription rights and allocating subscription rights that have not been exercised or withdrawn and the commencement of dividend entitlement.



Pursuant to Article 3a of the Articles of Association, the Board of Directors is authorized to restrict or withdraw shareholders' subscription rights and allocate them to third parties, the Company or its Group Companies:

- a. if the issue price of the new shares is determined based on market value; or
- b. for the acquisition of a company, a part of the company or participations, for the acquisition of products, intellectual property rights, licenses, cooperations or new investment projects of the Company or for the financing or refinancing of such acquisitions or investment plans, or in the case of a share placement for the purposes of such financing or refinancing of such placements; or
- c. for the purpose of expanding the group of the Company's shareholders in certain financial or investor markets, for the purpose of the participation of strategic partners or in connection with a listing of the registered shares in domestic or foreign stock exchanges; or
- d. for the purpose of granting an over-allotment option (greenshoe) of up to 15% in relation to the registered shares offered in the basis tranche in case of a placement or the sale of registered shares to the respective original buyer or subscriber; or
- e. for the purpose of quick and flexible procurement of equity capital (including by private intermediation), that probably could not be procured if the subscription rights of the existing shareholders had not been withdrawn; or
- f. for other reasons permitted by Art. 652b para. 2 CO.

The acquisition of registered shares on the basis of a capital increase utilizing the capital band for general purposes as well as any transfer of registered shares are subject to the restrictions set forth in the Articles of Association (see subsection Limitations on transferability and nominee registration).

Conditional Share Capital

Pursuant to Article 3b of the Articles of Association, the share capital may increase by a maximum amount of CHF 4,458,965.00 through the issuance of a maximum of 4,458,965 registered shares with a nominal value of CHF 1.00 each, to be fully paid up and under the exclusion of subscription rights and advance subscription rights, by way of issuance of shares upon the exercise of options or related subscription rights granted to the members of the Board of Directors and management board of the Company ("Management Board"), employees, contractors, consultants or other persons providing services to the Company or Group Companies under one or several share participation programs or regulations issued by the Board of Directors. The Board of Directors shall determine the details.

Pursuant to Article 3c of the Articles of Association, the share capital may increase by a maximum amount of CHF 1,000,000.00 by issuing a maximum of 1,000,000 registered shares with a nominal value of CHF 1.00 each, to be fully paid up, through the exercise of option and conversion rights issued in connection with bonds, similar debt instruments, loans or other financial market instruments or contractual obligations of the Company or one of its Group companies and/or through the exercise of option rights issued by the Company or one of its Group Companies ("Financial Instruments"). The subscription rights of the shareholders are excluded. The respective holders of Financial Instruments shall be entitled to subscribe for the new shares. The terms and conditions of the Financial Instruments shall be determined by the Board of Directors.



The Board of Directors may exclude shareholders' advance subscription rights in whole or in part when issuing Financial Instruments: (i) to finance and refinance the acquisition of companies, parts of companies or participations, products, intellectual property rights, licenses, cooperations or new investment projects of the Company, (ii) if the issuance is made on national or international capital markets, including private placements, (iii) for the purpose of a firm underwriting of the Financial Instruments by a financial institution or a syndicate of financial institutions followed by a public offering; or (iv) for the purpose of replacing existing financing. To the extent that advance subscription rights are excluded, (i) the Financial Instruments shall be placed at market conditions; (ii) the exercise, conversion or exchange period of the Financial Instruments shall be set at a maximum of 10 years from the date of issuance; and (iii) the conversion, exchange or other exercise price of the Financial Instruments shall be determined taking into account the market price.

The acquisition of registered shares on the basis of a conditional share capital increase for participation plans or financing purposes as well as any transfer of such registered shares are subject to the restrictions set forth in the Articles of Association (see subsection Limitations on transferability and nominee registration).

Changes in capital

The Company was incorporated on 4 December 2019 with an initial ordinary share capital of CHF 100,000.00, divided into 100,000 fully paid-in registered shares with a nominal value of CHF 1.00 each. On 16 April 2021, the Company's extraordinary general meeting ("EGM") resolved to increase the ordinary share capital from CHF 100,000.00 to CHF 30 million by issuing 29.9 million fully paid-in registered shares with a nominal value of CHF 1.00. In addition, the EGM resolved an authorized share capital in the amount of CHF 10 million and conditional share capital (for participation plans) in the amount of CHF 5 million as well as conditional share capital (for financing purposes) in the amount of CHF 5 million. On 11 May 2021, the EGM resolved to increase the Company's ordinary share capital from CHF 30 million to CHF 47,153,997.00 by issuing 17,153,997 fully paid-in registered shares with a nominal value of CHF 1.00 each. On 17 November 2021, the Company placed 5,400,000 new registered shares from existing authorized share capital with a nominal value of CHF 1.00 each in a private placement by way of an accelerated book-building process ("Share Placement"). The placement price was set at CHF 28.20 per share ("Placement Price"), resulting in gross proceeds of approximately CHF 152.3 million. The net proceeds from the Share Placement are to be used to raise funds to be able to further accelerate organic growth and M&A activities of the Company, including the acquisition of the ASCO group. In connection with the Share Placement, Montana Tech Components AG as the Company's majority shareholder at the time and lender of a hybrid loan to the Company in the amount of CHF 169.4 million, converted the major part of its outstanding hybrid loan in the amount of CHF 141.0 million at the Placement Price into 5,000,000 new Montana Aerospace shares by way of a separate capital increase from conditional capital to preserve the liquidity of the Group, strengthen its equity and decrease its net debt. On 19 November 2021, to implement the capital increase from the Share Placement and the conversion of the hybrid loan, the Company's ordinary share capital was increased to CHF 57,553,997.00, divided into 57,553,997 fully paid-in registered shares with a nominal value of CHF 1.00 each, by use of the authorized and the conditional share capital (for financing purposes). As a result, the authorized share capital of CHF 10 million was reduced to CHF 4,600,000.00 and the conditional share capital (for financing purposes) was fully used up.

On 7 April 2022, the Company placed 4,431,600 new registered shares from existing authorized share capital with a nominal value of CHF 1.00 each to the sellers of the ASCO Group ("Capital Increase ASCO"). The placement price was set at CHF 16.28 per share as a part of the purchase price under the acquisition of the ASCO group was to be paid in form of shares.

On 7 April 2022, to implement the capital increase from the Capital Increase ASCO, the Company's ordinary share capital was increased to CHF 61,985,597.00, divided into 61,985,597 fully paid-in registered shares with a nominal value of CHF 1.00 each, by use of the authorized and the conditional share capital (for financing purposes). As a result, the authorized share capital of CHF 4,600,000.00 was reduced to CHF 568,400.

On 18 May 2022, the Company's ordinary general meeting ("AGM") resolved to increase the authorized capital from CHF 568,400.00 to CHF 5,000,000.00 and its extension until 18 May 2024 and to establish a new conditional capital for financing purposes in the reduced amount of CHF 1,000,000.00 to ensure the necessary flexibility in line with the Board of Director's duty of acting to the best interest of the Company.



On 23 May 2023, the AGM resolved to abolish the authorized capital and to establish a capital band with a lower limit of CHF 55,800,000.00 and an upper limit of CHF 74,380,000.00. Within the capital band, the Board of Directors is authorized to increase or reduce the share capital once or several times and in any amounts at any time up to 23 May 2028, or the expiry of the capital band if earlier. The share capital may be increased by issuing up to 12,394,403 fully paid-in registered shares with a nominal value of CHF 1.00 each or reduced by cancelling up to 6,185,597 fully paid-in registered shares with a nominal value of CHF 1.00 each or by increasing or reducing the nominal value of the existing registered shares or by reducing and simultaneously re-increasing.

During the period between 1 January 2024 and 31 December 2024, the Company placed a total of 20,657 new registered shares from conditional share capital (for participation plans) with a nominal value of CHF 1.00 each. As a result, the conditional share capital (for participation plans) of CHF 5,000,000.00 was reduced to CHF 4,979,343.00 and the Company's ordinary share capital was increased to CHF 62,006,254.00, divided into 62,006,254 fully paid-in registered shares with a nominal value of CHF 1.00 each. Also, the lower limit of the Company's capital band was increased to CHF 55,820,657.00 and the upper limit to CHF 74,400,657.00.

During the period between 1 January 2025 and 31 December 2025, the Company placed a total of 520,378 new registered shares from conditional share capital (for participation plans) with a nominal value of CHF 1.00 each. As a result, the conditional share capital (for participation plans) of CHF 4,979,343.00 was reduced to CHF 4,458,965.00 and the Company's ordinary share capital was increased to CHF 62,526,632.00, divided into 62,526,632 fully paid-in registered shares with a nominal value of CHF 1.00 each. Also, the lower limit of the Company's capital band was increased to CHF 56,341,035.00 and the upper limit to CHF 74,921,035.00.

Limitations on transferability and nominee registration

Pursuant to Article 5 of the Articles of Association, entry in the Company's share register ("Share Register") as shareholder with voting rights requires the approval of the Board of Directors, which may delegate this competence. Approval shall be granted if the acquirer communicates name, nationality, and address on a form provided by the Company and declares that he/she has acquired the shares in his/her own name and for his/her own account.

Pursuant to Article 5 of the Articles of Association, the Board of Directors may register individual persons who do not expressly declare in the registration request that they are holding the registered shares for their own account ("Nominees") with voting rights in the Share Register up to a maximum of 5% of the total share capital registered in the commercial register at the time, provided the Nominee is subject to an acknowledged banking or financial market supervisory authority and has entered into an agreement with the Company on its position. The Board of Directors may register a Nominee as a shareholder with voting rights in excess of such registration limitation provided the Nominee agrees to disclose at any time on the Company's request the names, addresses, nationality and shareholdings of the persons for which it holds 0.5% or more of the total share capital registered in the commercial register at that time. The Board of Directors may agree on arrangements on the disclosure obligations with Nominees. Legal entities and partnerships, or other groups of persons or joint owners who are interrelated through capital ownership, voting rights, common management or are otherwise linked, as well as natural persons and legal entities and partnerships who act in concert to circumvent the regulations concerning the limitations to participation or representation by Nominees will be treated as one Nominee. In the financial year 2025, the Board of Directors did not register any nominee as a shareholder with voting rights in excess of the registration limitation. For the procedures and requirements for the cancellation of statutory privileges and limitations on the transferability of shares, see subsection Quorum requirements below.

Convertible bonds and options

As of 31 December 2025, 211,692 options under the MSOP were issued by Montana Aerospace.

As of 31 December 2025, no other outstanding convertible bond or options on Montana Aerospace's equity were recognized on the balance sheet.



Board of Directors

The Board of Directors, the members of which are all non-executive on 31 December 2025 except for Mr. Pistauer², has the highest responsibility for the conduct of business of Montana Aerospace. It creates shareholder and stakeholder value and represents the Company vis-à-vis third parties. It supervises the Company's management and reaches resolutions on all matters that are not reserved to another corporate body of the Company. Further, it ensures that the necessary financial and human resources are available to meet the Company's objectives.

The nomination and selection of members of the Board of Directors are based on a qualification- and competence-oriented approach. Candidates are assessed primarily with regard to their professional experience, expertise, and also suitability to contribute to the effective oversight and long-term development of the company.

The nomination process is open and non-discriminatory, and applications are considered regardless of gender or other personal characteristics. Montana Aerospace has had female members on the Board of Directors in the past and promotes equal opportunities across the organization, including at management level.

Members of the Board of Directors on 31 December 2025

Name	Board membership	Since	To be reelected
Michael Tojner	Co-Chairperson of the Board of Directors (until May 2025); Chairperson of the Board of Directors (since May 2025)	2020	2026
Martin Ohneberg	Vice-Chairperson of the Board of Directors	2025	2026
Christian Hosp	Member of the Board of Directors	2019	2026
Markus Vischer	Member of the Board of Directors	2020	2026
Michael Pistauer	Member of the Board of Directors	2025	2026

Members of the Board of Directors that resigned in 2025

Name	Board membership	Since	Resigned
Thomas Williams	Co-Chairperson of the Board of Directors	2020	2025
Helmut Wieser	Member of the Board of Directors	2023	2025

² Mr. Pistauer resigned as CFO and Co-CEO of Montana Aerospace's Management Board as of 31 December 2025.



Michael Tojner (Austrian citizen)

Mr. Tojner holds a Ph.D. in management and business studies from the Vienna University of Economics and Business Administration as well as a Ph.D. in law from the Faculty of Law of the University of Vienna. He also participated in the executive programs at Stanford University in 2001 and Harvard Business School in 2002. Mr. Tojner has many years of experience in investment banking, merger and acquisition transactions, private equity and venture capital financing. He founded the WertInvest Group and the Global Equity Partners Group. He is also the founder of the most significant shareholder of Montana Aerospace, Montana Tech Components AG, and has served as chairman of its board of directors since 2006. In addition, he holds positions as managing director and member of the supervisory board of several other companies, both affiliated and unaffiliated to Montana Aerospace and Montana Tech Components AG. Inter alia, Mr. Tojner is a member of the supervisory board of VARTA AG since 2012 and a member of the supervisory board of Dorotheum GmbH since 2005.



Christian Hosp (Austrian citizen)

Mr. Hosp holds a university degree in business administration from the Vienna University of Economics and Business. Mr. Hosp worked at Merrill Lynch in Vienna and Zurich for five years. Since 2000, he is owner and managing partner of SHW Invest AG, an Independent Asset Manager. From 2011 to 2016, Mr. Hosp served as a member of the supervisory board of VARTA AG. Since 2006, Mr. Hosp is, inter alia, a member and vice-chairman of the board of directors of Montana Tech Components AG, in addition to several other functions in the Montana Tech Group. From 2018 until March 2025, he was a member of the board of directors of Aluflexpack AG. Since 2019, he is a member of the Board of Directors of Montana Aerospace.



Markus Vischer (Swiss citizen)

Mr. Vischer studied law and was a research and teaching assistant at the University of Zurich. He also worked as a legal secretary at the District Court of Meilen, Canton of Zurich, from 1986 to 1987. In 1986, Mr. Vischer received his doctor's degree (Dr. iur.) at the University of Zurich and graduated from the University of London (LL.M.), in 1991. He started his career at a tax law practice in Zurich from 1988 to 1989 and worked at a law firm in London in 1991. One year later he joined the Swiss law firm Walder Wyss Ltd. in Zurich, became a partner in 1995 and served as partner until the end of 2025. Upon reaching retirement age, he transitioned to the role of counsel as of 2026.

Mr. Vischer is specialized in the fields of M&A, private equity and venture capital transactions, corporate restructuring processes, commercial and company law as well as labor law and real estate law. Mr. Vischer serves as a member of the board of directors of Montana Tech Components AG, in addition to several companies within the Montana Tech Group. Until March 2025, he was a member of the board of directors of Aluflexpack AG.



Martin Ohneberg (Austrian citizen)

Mr. Ohneberg holds a university degree in business administration from the Vienna University of Economics and Business. In 1996 he started his career in auditing and tax at Consultant Europa Treuhand Ernst & Young, where he worked until 1999. From 2000 to 2005 he acted as a CFO at the OneTwoInternet Handels GmbH & Co. KG and at Dorotheum GmbH & Co. KG, from 2005 to 2009 at the Soravia Group AG and Soravia Equity GmbH.

From 2006 to 2009 Mr. Ohneberg served as a chairman of the supervisory board of DEVIN AG, and from 2020 to 2023 he held the position as a member of the Board of Directors of Montana Aerospace. In 2019 he became chairman of the board of directors of Aluflexpack AG and held this position until March 2025.



Currently, he is the CEO (and majority shareholder) of HENN Industrial Group GmbH & Co. KG. Since 2011 he has various functions within HENN Industrial Group, serves as managing director of XORIS GmbH and has various functions within Xoris Group. He is also a member of the board of directors of Rhomberg Privatstiftung, chairman of the supervisory board of Verbund AG (stocklisted) and supervisory board member of Varta AG.



Michael Pistauer (Austrian citizen)

Mr. Pistauer studied business administration at the Vienna University of Economics and Business and received his doctor's degree. In 1992, he started his professional career at Deutsche Gesellschaft für Mittelstandsberatung – DGM (German society for consulting medium-sized companies) and worked at Arthur Andersen Wien from 1997 to 2004. Thereafter, he served as management board member at JoWood AG and INKU AG. Mr. Pistauer was founder or co-founder of a handful of companies f.e. Pi GmbH, Snews GmbH, Steffel Austria GmbH, LX Group, Sedeo GmbH and Weixelbaumer GmbH between 2004 and 2011. Subsequently, he served as director at EK Mittelstandsfinanzierungs AG, Mezzanin Finanzierungs AG. Before Mr. Pistauer became a member of the supervisory board of VARTA AG in 2019, he held the position of CFO of VARTA AG from 2016 to 2018. In 2019, he became managing director of IC IndustrieCapital Immobilien GmbH. Since 2019, Mr. Pistauer has served as CFO of the newly formed Montana Aerospace Group. In addition to his position as CFO at Montana Aerospace, Mr. Pistauer simultaneously holds several functions within and outside the Montana Tech Group. As of 1 July 2022, he has been appointed as Co-CEO of the Management Board in addition to his role as CFO. He resigned as CFO and Co-CEO of Montana Aerospace's Management Board as of 31 December 2025.

Members of the Board of Directors that left the Company in 2025



Helmut Wieser (Austrian citizen)

Mr. Wieser holds a degree in Mechanical Engineering and Economics from the Technical University in Graz. Mr. Wieser worked for VOEST Alpine Industrieanlagenbau from 1981 until 1989, 1990–1996 held various management positions at Austria Metall AG and served as a member of the executive board of Austria Metall AG between 1997 and 2000. Between 2000 and 2006, Mr. Wieser held various management positions at Alcoa Inc., and between 2006–2012 served as group president for Global Rolling at Alcoa Inc. Mr. Wieser was chief executive officer at AMAG Austria Metall AG from 2014 until 2019. Mr. Wieser is a member of the supervisory board of Befesa S.A. and Benteler AG and was a member of the Advisory Council of TTTech Industrial Automation AG.



Thomas Williams (British citizen)

Mr. Williams holds a MBA degree from the University of Glasgow and an honorary Ph.D. from the University of Bristol in business administration. Mr. Williams started his professional career at Rolls-Royce in 1969. In 2000, he joined Airbus from BAE Systems. After having worked in several functions at Airbus, Mr. Williams was appointed COO of Airbus from 2015 to 2018. He was also appointed a member of the supervisory board of FACC AG in 2021 and continues to serve as such. He was awarded Commander of the British Empire (CBE) by Queen Elizabeth and holds a Légion d'honneur from France.



Number of Members and Term of Office

The Board of Directors shall comprise at least three members. The general meeting of the Company ("General Meeting") elects the members of the Board of Directors individually. Their term of office ends at the latest on conclusion of the next AGM. Re-election is possible. There is no limit to the term in office.

If the chair position is vacant, the Board of Directors shall appoint a new chairperson from its members for the remaining term of office.

Internal Organization

The Board of Directors exercises management, supervision, and control over the conduct of the Company's business. The Board of Directors currently consists of five members. The chairperson of the Board of Directors chairs the Board meetings and the General Meetings. The Board of Directors will convene upon invitation by the chairperson as often as the Group's business requires or upon request by a member. The Board of Directors may pass its resolutions at a meeting with a venue; using electronic media (in accordance with the provisions of Art. 701c-701e CO); in writing, on paper or in electronic form, unless a member of the Board of Directors requests oral discussion.

Resolutions in writing need to be included in the minutes of the next meeting of the Board of Directors. The chairperson is responsible for convening and preparing the meetings, drawing up the agenda, and chairing the meetings. Every Board member can ask for a meeting to be convened and for the inclusion of an item on the agenda. Insofar as the Organizational Regulations issued by the Board of Directors do not specify otherwise, the Board of Directors shall be quorate if the majority of its members and the chairperson is present.

The Board may adopt resolutions by a majority of the votes cast unless required otherwise by law. In case of a tie, the chairperson has the casting vote.

In 2025, the Board of Directors held four hybrid meetings with the majority of the members attending in person and three virtual meetings. Six meetings were attended by all members of the Board of Directors, one meeting was attended by four members. At all meetings, members of the Management Board have been called in. No external advisors were called in in 2025. The meetings had an average duration of three hours.

The Board of Directors has currently formed four Board Committees from among its members and has transferred special duties and authorities to them. Each Committee has its own charter governing its duties and responsibilities.

- Audit and Compliance Committee
- Nomination and Compensation Committee
- Investment and Strategy Committee
- Governance and Sustainability Committee



Responsibilities of the Board of Directors

The Board of Directors has responsibility for the Company's direction and supervision. This includes the responsibility to carefully select, properly instruct and diligently supervise members of the Management Board.

With regard to Group Companies, the Board of Directors is responsible for decisions regarding foundations, financing, restructuring and M&A, dissolutions, changes to the articles of association and many other decisions as specified in the Organizational Regulations.

The Board of Directors represents the Company vis-à-vis third parties and may pass resolutions on all matters which are not assigned to the General Meeting by law or the Articles of Association. The Board of Directors' non-transferable and inalienable duties include:

- a. exercising overall management of the Company and issuing the necessary directives;
- b. determining the organizational structure;
- c. organizing the accounting system, the financial controls and financial planning to the extent required to manage the Company;
- d. appointing and dismissing the people tasked with managing and representing the Company;
- e. exercising overall supervision of the persons tasked with management, specifically with respect to compliance with the law, the Articles of Association, regulations and directives;
- f. producing the annual report, preparing the General Meetings and implementing their resolutions;
- g. producing the compensation report and making motions to the General Meeting regarding approval of the compensation of the Board of Directors and the Management Board;
- h. submitting a request for debt relief and notifying the court in the event of over-indebtedness; and
- i. all other non-transferable and inalienable duties of the Board of Directors as provided for by the law and the Articles of Association.

In addition to these non-transferable and inalienable duties, the Board of Directors has reserved its responsibility over certain business decisions specified in the Organizational Regulations. It has the responsibility and duty to approve those matters which the Co-CEOs or the Management Board must submit to the Board of Directors in accordance with the regulation governing the areas of competence to be decided by the Board of Directors or which the Co-CEOs or the Management Board submits voluntarily.

Committees

As mentioned in the previous section, the Board of Directors has established four Committees to perform its duties efficiently and with the utmost responsibility. The four Committees are the Audit and Compliance Committee, the Nomination and Compensation Committee, the Investment and Strategy Committee and the Governance and Sustainability Committee. The Board of Directors has the right to appoint additional ad hoc committees at any time. In order to fulfil its duties, the committees may invite external consultants if they consider it necessary or appropriate.



Audit and Compliance Committee

Organization

The Committee consists of at least two members appointed by the Board of Directors from among the independent members of the Board of Directors. The chairperson or the majority of the members of the Committee should have practical experience in finance and accounting or in auditing. The chairperson of the Committee should not also serve as chairperson of the Board of Directors¹.

The Board of Directors appoints the members of the Committee and its chairperson for a term of office of one year until the next AGM.

The Committee convenes upon invitation by the chairperson as frequently as business requires, but at least once annually or if a member of the Board of Directors, the external auditor, or a member of the Management Board so demand. At least one Committee member must be present for the Committee to have a quorum. Committee resolutions shall be adopted by a majority of the votes of the members present.

In fulfilling its duties, the Committee has unrestricted access to all relevant information in order to carry out its duties. It can invite members of the Board of Directors or other employees to Committee meetings as needed to obtain information.

The Committee submits to the Board of Directors the recommendations it deems appropriate in all areas within its scope of responsibility for which measures or improvements are necessary. The Committee is required to report its activities to the Board of Directors on a regular basis.

In 2025, the Committee met eleven times with an average duration of one hour of the meetings. All Committee members attended all meetings. Members of the Management Board (all meetings) and representatives of the auditor (one meeting) were called in to the meeting(s) in 2025. Unless there is a conflict of interest to prevent it, the chairperson of the Committee reports to the Board Directors on the meetings or sends the minutes of its meetings to its members and to all members of the Board of Directors.

In 2025, the Committee consisted of the following members:

Mr. Markus Vischer, Chairperson

Mr. Christian Hosp

¹ Non-executive members of the Board of Directors are deemed to be independent if they have never been a member of the Management Board or have been a member of the Management Board more than three years ago, have never served as lead auditor of external auditor or have served as lead auditor more than two years ago and have no or only relatively minor business relations with the Company.



Tasks and Duties

The Committee assists the Board of Directors in fulfilling its oversight responsibilities with respect to the integrity of the financial statements, compliance with legal and regulatory requirements, the performance of the internal control system and the qualifications and performance of the external auditors and the performance of internal auditors.

The Committee has in particular the following tasks and duties:

- a. auditing and evaluating the effectiveness of the external and internal auditors, particularly also their independence
- b. auditing and evaluating the audit scope and plan, the audit procedure, and the results of the external and internal audits, and reviewing whether the recommendations of the external and internal auditors have been implemented
- c. reviewing audit reports and discussing them with the auditors
- d. issuing recommendations regarding appointing the external auditor to the Board of Directors, which submits them to the shareholders at the General Meeting for approval
- e. approving the fee and the mandate terms for the external auditor
- f. assessing the internal controls and the risk management set up by the Management Board and the measures proposed for risk reduction
- g. assessing compliance with legal and supervisory regulations as well as internal policies (particularly the Organizational Regulations and Corporate Governance) and external policies (Compliance)
- h. reviewing and approving the Company's compliance program including (i) preventative measures by the Company, (ii) supervision of material compliance issues and ongoing investigations, (iii) comparisons with other companies' compliance programs where appropriate, and (iv) monitoring relevant legal developments
- i. reviewing, in cooperation with the auditors, the CEO, and the CFO, whether the accounting principles and the financial control mechanisms of the Company and its Group Companies are adequate given the size and complexity of the Company
- j. reviewing the statutory and consolidated annual and interim financial statements as well as, where appropriate, additional accounting-related Company documentation, and discussing them with the Management Board and the auditors before they are submitted to the Board of Directors
- k. auditing additional matters upon request of the Board of Directors
- l. reviewing its own performance and effectiveness and issuing recommendations to the Board of Directors regarding necessary changes.



Nomination and Compensation Committee

Organization

The Nomination and Compensation Committee comprises at least two members of the Board of Directors. The General Meeting elects the members of the Nomination and Compensation Committee individually. Only members of the Board of Directors may be elected. The term of office ends on conclusion of the next AGM. Re-election is possible. The members should be independent².

The Board of Directors appoints the chairperson of the Nomination and Compensation Committee from among the members of the Nomination and Compensation Committee. If there are any vacancies on the Nomination and Compensation Committee, the Board of Directors shall appoint the missing members from among its members for the remaining term of office.

The Committee convenes upon invitation by the chairperson as frequently as business requires, but at least once annually. It must be convened if a member of the Board of Directors, the external auditor, or a member of the Management Board so demands.

At least one Committee member must be present for the Committee to have a quorum. Committee resolutions shall be adopted by a majority of the votes of the members present.

In fulfilling its duties, the Committee has unrestricted access to all relevant information in order to carry out its duties. It can invite members of the Board of Directors or other employees to Committee meetings as needed for questioning. The Committee submits to the Board of Directors the recommendations it deems appropriate in all areas within its scope of responsibility for which measures or improvements are necessary.

In 2025, the Committee met four times with an average duration of one hour and 15 min of the meetings. All members attended all meetings. At three meetings, members of the Management Board have been called in. No external specialists were called in in 2025. Provided there is no conflict of interest, other members of the Board of Directors may request to inspect the minutes. Unless there is a conflict of interest to prevent it, the chairperson of the Committee reports to the Board Directors on the meetings or sends the minutes of its meetings to its members and to all members of the Board of Directors.

In 2025, the Committee consisted of the following members:

Mr. Michael Tojner, Chairperson since May 2025

Mr. Christian Hosp, Chairperson until May 2025

Mr. Martin Ohneberg, since May 2025

Mr. Thomas Williams, until May 2025

² Non-executive members of the Board of Directors are deemed to be independent if they have never been a member of the Management Board or have been a member of the Management Board more than three years ago, have never served as lead auditor of external auditor or have served as lead auditor more than two years ago and have no or only relatively minor business relations with the Company.



Tasks and Duties

The Nomination and Compensation Committee assists the Board of Directors in determining and reviewing the Company's compensation strategy and guidelines, and the qualitative and quantitative performance measures for compensation. It also assists with the preparation of the motions to the General Meeting concerning the compensation of the Board of Directors and the Management Board. It may submit to the Board of Directors suggestions and recommendations on further compensation matters.

The Committee has in particular the following tasks and duties:

- a. ensuring the long-term planning of suitable appointments to the seats on the Board of Directors and the Management Board, as well as fundamental management development and succession planning so that the Company can secure the best leadership and management talents;
- b. proposing appointments of candidates to occupy vacant positions on the Board of Directors or the position of CEO;
- c. upon recommendation of the CEO, nominating candidates for the Management Board;
- d. making recommendations to the Board of Directors on the composition of the Board of Directors and a corresponding search for suitable candidates;
- e. determining the independence of the members of the Board of Directors;
- f. recommending to the Board of Directors whether a member of the Board of Directors should be reappointed;
- g. recommending the terms of appointment of the CEO and the members of the Management Board to the Board of Directors;
- h. submitting suggestions to the Board of Directors for establishing principles for the compensation of the members of the Board of Directors and of the Management Board, in accordance with the provisions of the law and the Articles of Association;
- i. regularly reviewing the Company's compensation system for compliance with the principles for compensation in accordance with the law, Articles of Association, regulations, and the resolutions of the General Meeting with regard to compensation;
- j. auditing matters in connection with the general compensation regulation for employees and the practices of the Company's personnel management;
- k. proposing to the Board of Directors the amounts of the fixed compensation of the members of the Board of Directors;
- l. proposing to the Board of Directors the benchmarks for qualitative and quantitative goals for calculating the variable compensation for the members of the Management Board;
- m. proposing to the Board of Directors the amounts of fixed and variable compensation for the CEO;
- n. recommending to the Board of Directors, based on a proposal by the CEO, the amounts of fixed and variable compensation for the members of the Management Board as well as all executive officers and key individuals who report directly to the CEO;
- o. proposing to the Board of Directors the compensation report;
- p. recommending to the Board of Directors the granting of options, or other securities, including employee stock ownership programs, for the employees at all organizational levels;
- q. auditing additional matters upon request of the Board of Directors;
- r. performing all other tasks assigned to it by the law, the provisions of the Articles of Association or regulations;
- s. reviewing its own performance and effectiveness, and issuing recommendations to the Board of Directors regarding any necessary changes.



Investment and Strategy Committee

Organization

The Committee consists of at least two members appointed by the Board of Directors from among the members of the Board of Directors for a term of office of one year until the next AGM.

The Committee convenes upon invitation by the chairperson as frequently as business requires, but at least twice annually or if a Board member, the external auditor, or a member of the Management Board so demand.

At least one Committee member must be present for the Committee to have a quorum. Committee resolutions shall be adopted by a majority of the votes of the members present.

In fulfilling its duties, the Committee has unrestricted access to all relevant information in order to carry out its duties. It can invite members of the Board of Directors or other employees to Committee meetings as needed to obtain information. The Committee submits to the Board of Directors the recommendations it deems appropriate in all areas within its area of responsibility for which measures or improvements are necessary.

In 2025, the Committee met six times with an average duration of three hours of the meetings. Five meetings were attended by all members of the Committee, one meeting was attended by two members of the Committee. At all meetings, the members of the Management Board and external advisors have been called in.

Unless any conflict of interest would prevent to do so, the chairperson of the Committee reports to the Board Directors on the meetings or sends the minutes of its meetings to its members as well as to all members of the Board of Directors.

In 2025, the Committee consisted of the following members:

Mr. Michael Tojner, Chairperson

Mr. Martin Ohneberg, since May 2025

Mr. Michael Pistauer, since May 2025

Mr. Thomas Williams, until May 2025

Mr. Helmut Wieser, until May 2025



Tasks and Duties

The Committee has the following tasks and duties:

- a. Investments:
 - a. overseeing investment processes;
 - b. reviewing and recommending approvals to the Board of Directors for investments (including real estate transactions) of more than EUR 2 million, except for:
 - i. transactions covered by previously approved strategic or financial plans; or
 - ii. investments in real estate and, investments covered by previously approved strategic or financial plans;
 - c. acquiring updates on the Group's annual strategic asset allocation;
 - d. acquiring updates on the economic investment return relative to liabilities;
- b. Strategy:
 - a. advising the Board of Directors on:
 - i. major strategic topics, including acquisitions, divestitures and joint venture opportunities; and
 - ii. strategic planning and development priorities;
- c. General:
 - a. reviewing and monitoring reforms concerning the regulatory framework applicable within the scope of the Committee's mandate and issuance of recommendations for required changes to the Board of Directors;
 - b. reporting to the Board of Directors any significant developments concerning the performance of the duties set forth above.



Governance and Sustainability Committee

Organization

The Committee consists of at least two members appointed by the Board of Directors from among the members of the Board of Directors for a term of office of one year until the next AGM.

The Committee convenes upon invitation by the chairperson as frequently as business requires, but at least annually or if a Board member, the external auditor, or a member of the Management Board so demand.

At least one Committee member must be present for the Committee to have a quorum. Committee resolutions shall be adopted by a majority of the votes of the members present.

In fulfilling its duties, the Committee has unrestricted access to all relevant information in order to carry out its duties. It can invite members of the Board of Directors or other employees to Committee meetings as needed to obtain information. The Committee submits to the Board of Directors the recommendations it deems appropriate in all areas within its area of responsibility for which measures or improvements are necessary.

In 2025, the Committee met four times with an average duration of 55 minutes of the meetings. All meetings were attended by all members of the Committee. No external specialists were called in in 2025. In two meetings, members of the Management Board have been called in. Unless any conflict of interest would prevent to do so, the chairperson of the Committee reports to the Board Directors on the meetings or sends the minutes of its meetings to its members as well as to all members of the Board of Directors.

In 2025, the Committee consisted of the following members:

Mr. Michael Pistauer, Chairperson since May 2025

Mr. Christian Hosp

Mr. Helmut Wieser, Chairperson until May 2025

Tasks and Duties

The Committee has the following tasks and duties:

- a. reviewing on a regular basis the Company's corporate governance principles and its corporate governance documents and recommending changes to such principles or documents to the Board of Directors;
- b. reviewing and commenting on a regular basis on the Company's sustainability strategy as well as to recommend specific targets and measures to the Board of Directors;
- c. monitoring on a regular basis the Company's performance in the area of sustainability against select external sustainability indexes and comparison of the internal metrics with the agreed targets and measures;
- d. discussing on a regular basis the Company's reporting in the area of corporate governance and non-financial matters and recommending changes to such reporting to the Board of Directors and the Audit and Compliance Committee;
- e. communicating on a regular basis with the relevant internal functions;
- f. performing of additional tasks in the area of corporate governance and sustainability upon request of the Board of Directors;
- g. reviewing its own performance and effectiveness and issuing recommendations to the Board of Directors regarding necessary changes;
- h. reporting to the Board of Directors any significant developments concerning the performance of the duties set forth above.



Information and Control Systems

The Management Board is supervised by the Board of Directors. The performance of the Management Board is also monitored by the Committees. The Board of Directors has access to the minutes of the Committee meetings unless any conflict of interest exists. At each Board of Directors' meeting, the chairperson, the Co-CEOs and the members of the Management Board designated by them inform the Board of Directors of the development of the business, important projects or risks, ongoing earnings and liquidity development and any significant events. Members of the Board of Directors may direct questions to the Management Board to gain the information needed to fulfil their duties, at these meetings. Moreover, the chairperson of the Board of Directors is in regular dialogue with members of the Management Board in between the meetings. Outside of meetings of the Board of Directors, the members of the Board of Directors are entitled to request information from the members of the Management Board within the limits of the law. On a monthly basis, the Board of Directors receives a written report on the key financial figures of the Group including information on the income statement and qualitative comments on the business development. These figures are compared with the budget and the previous year. At the Board of Directors' meetings, the information contained in these reports are discussed in depth. In case of exceptional developments, all members of the Board of Directors are notified immediately, which take the necessary actions. In the case of major items such as capital expenditure or acquisitions, the Board of Directors receives special written reports.

Montana Aerospace performs internal audits on a regular basis. In 2025, there were internal audits at two sites. Internal audit verifies compliance with any entities' responsibilities, risk management and the efficiency of the structures and processes in place. The findings are recorded in written reports, which are submitted to the Audit and Compliance Committee for review together with the Management Board. The latter reports the findings to the Board of Directors.

Together with the CFO, the Audit and Compliance Committee is responsible for reviewing the internal audit plan and the budgeted resources for internal audit.

Montana Aerospace and its Group Companies assess several financial and non-financial risks on ongoing basis. The primary objective of the management with respect to financial risk management is to identify and monitor financial risk to which the Group is subject and to establish effective measures for hedging such risk. Financial risk arises from the Company's operating activities as well as its financing structure. This includes, in particular, fluctuations in foreign currency exchange rates and increase in working capital, liquidity default risk, risk of increasing prices of required input materials, in particular aluminum, titanium, steel and composite. In addition, to identifying, analyzing and measuring financial risk, decisions on the use of financial instruments to manage risk are made by Group headquarters, which generally pursues a low-risk strategy.

The Group monitors credit risk on trade receivables, other receivables and cash and cash equivalents. The risk is mitigated by using targeted measures such as credit checks, pre-payment agreements, receivables management and credit insurance. In addition, there is low concentration of credit risk since the Group's client base is made up mainly of a large variety of customers. The Management Board also monitors liquidity and capital management on an ongoing basis. Liquidity management extends from constant comparison of forecast and actual payment flows to coordinating the maturity profiles of financial assets and liabilities. Capital management is monitored by the means of equity ratio, gearing ratio and return on capital employed or return on investment. Furthermore, in order to reduce the risk from swings in commodity prices, the Group companies use agreements with customers and suppliers and, in addition, derivative financial instruments.

Furthermore, risks arising from the business environment and from business processes are monitored. Such risks are mainly associated with the industry and the general market environment, laws and regulations, catastrophic events, environmental risks, risk of cyclicity of customers and business, the end-user markets and customers' industries; disruptions in the supply with required input materials, risk to complete and successfully integrate acquisitions; risk of disruptions in logistics infrastructure, software and technical support services; risk of legal proceedings; risk of failing to attract or retain qualified personnel and key employees. After identifying individual risks, it is the task of Group and local management to draw up a number of measures to reduce the danger of occurrence and any potential damage.



Management Board

Members of the Management Board on 31 December 2025

Name	Born	Position	Date of Appointment	Date of resignation
Michael Pistauer	1969	Co-CEO, CFO	5 June 2020 Since 1 July 2022: Co-CEO	31 December 2025
Kai Arndt	1971	Co-CEO	1 December 2021 Since 1 July 2022: Co-CEO	
Vicky Welvaert	1973	CHRO	1 August 2025	



Michael Pistauer (Austrian citizen)

Mr. Pistauer studied business administration at the Vienna University of Economics and Business and received his doctor's degree. In 1992, he started his professional career at Deutsche Gesellschaft für Mittelstandsberatung – DGM (German society for consulting medium-sized companies) and worked at Arthur Andersen Wien from 1997 to 2004. Thereafter, he served as management board member at JoWood AG and INKU AG. Mr. Pistauer was founder or co-founder of a handful of companies f.e. Pi GmbH, Snews GmbH, Steffel Austria GmbH, LX Group, Sedeo GmbH and Weixelbaumer GmbH between 2004 and 2011. Subsequently, he served as director at EK Mittelstandsfinanzierungs AG, Mezzanin Finanzierungs AG. Before Mr. Pistauer became a member of the supervisory board of VARTA AG in 2019, he held the position of CFO of VARTA AG from 2016 to 2018. In 2019, he became managing director of IC IndustrieCapital Immobilien GmbH. Since 2019, Mr. Pistauer has served as CFO of the newly formed Montana Aerospace Group. In addition to his position as CFO at Montana Aerospace, Mr. Pistauer simultaneously holds several functions within and outside the Montana Tech Group. As of 1 July 2022, he has been appointed as Co-CEO of the Management Board, in addition to his role as CFO. He resigned as CFO and Co-CEO of Montana Aerospace's Management Board as of 31 December 2025.



Kai Arndt (German citizen)

Mr. Arndt graduated from Staatliche Gewerbeschule Hamburg as mechanical engineering technician and holds an International Executive MBA from the University of St. Gallen. He started his career at Airbus in 1988 as an aircraft technician apprentice. Over the years until 2019 Mr. Arndt obtained key knowledge within the aerospace sector. In particular, Mr. Arndt worked at key Airbus locations in Hamburg and Stade. At the Airbus plant in Hamburg, he was responsible for the development and marketing of specific system components. In 2014, he was appointed Division Manager of Finance & Controlling and a member of the Airbus Germany Finance Committee. In 2016, Mr. Arndt was promoted to Vice President Plant & Site Management Airbus Stade, being responsible for the Airbus location in Stade. In addition, he was appointed CFO of CTC GmbH in Stade. In 2019, Mr. Arndt took over the management of the Finance Department and future industrial set up project at Premium Aerotec and was a member of the management board until joining Montana Aerospace in December 2021. As of 1 July 2022, he has been appointed as Co-CEO of the Management Board.



Vicky Welvaert (Belgian citizen)

Mrs. Welvaert graduated from the University of Ghent in Belgium as Civil Electro-Mechanical Engineer. As an experienced manager, she looks back on a career covering almost 30 years and complements the executive management of Montana Aerospace. From 1996 to 2010, Mrs. Welvaert worked for the global U.S. automotive group General Motors in Belgium in mainly operational functions in Procurement and Operations.

In her last position, Mrs. Welvaert was Chief Human Resources Officer at ASCO Industries, which is part of Montana Aerospace Group, with global responsibility for human resources and was a member of the ASCO executive team. In this role, she was in charge of strategic and operational HR management, including HSE (Health, Safety, Security & Environment) and ESG (Environmental, Social, Governance).

Mrs. Welvaert has been a member of the extended Group management since 1 June 2023 and has been appointed to the Group Management Board in August 2025. She is an experienced manager who as Chief Human Resources Officer (CHRO) of Montana Aerospace is responsible for human resources, corporate marketing of the industrial group and ESG.

Developments after 31 December 2025

As of 1 January 2026, Mr. Kai Arndt has been appointed as the CEO of the Company and Mr. Patrick Maurer has been appointed as CFO of the Company.

The Management Board

All management tasks that are not legally or expressly assigned to the Board of Directors or another corporate body by law or the Articles of Association are performed by the Management Board. It is responsible for managing the affairs of the business as well as the Company's corporate functions and for carrying out strategic tasks and resolutions passed by the Board of Directors.

Members of the Management Board manage the business areas falling within their areas of responsibility independently and under their own responsibility. Each member can issue instructions in their area of responsibility. A member of the Management Board shall only take measures which might affect the area of responsibility of another member of the Management Board after prior consultation with the Co-CEOs or in case of imminent danger.

Resolutions of the Management Board are passed by a majority of the votes of the members present. Each member is entitled to one vote. Minutes of the resolutions passed at the meetings of the Management Board must be signed by the Co-CEOs.

The delegation of responsibilities and powers of the Management Board to third parties or subordinate bodies is permitted. Ultimate responsibility for all management duties under these regulations lies with the Management Board. It issues the necessary regulations and orders the appropriate measures.

Appointment

The Management Board is appointed by the Board of Directors on the recommendation of the Nomination and Compensation Committee. On 31 December 2025, it consisted of the Co-CEO, the Co-CEO & CFO⁵ and the CHRO.

⁵ The Co-CEO & CFO resigned and the Co-CEO was appointed CEO as of 31 December 2025.



Other items

There are no management contracts with external individuals or companies to perform management tasks for Montana Aerospace.

Shareholders' Participation Rights

Each share carries one vote in the General Meetings. The shares rank *pari passu* in all respects with each other. The voting rights may be exercised only after a shareholder has been registered in the Share Register as a shareholder with voting rights. According to Article 5 of the Articles of Association, entry in the Share Register as shareholder with voting rights requires the approval of the Board of Directors, which may delegate this competence. Approval shall be granted if the acquirer communicates name, nationality, and address on a form provided by the Company and declares that he/she has acquired the shares in his/her own name and for his/her own account. For nominee registrations see above under "Limitations on transferability and nominee registration".

Compensation, shareholders and loans

For details on the Company's compensation, shareholdings and loans regime please see the "Compensation Report" in a section below.

The General Meeting

The General Meeting is the highest corporate body of Montana Aerospace. It has the inalienable powers to adopt and amend the Articles of Association, to approve the management report and the consolidated financial statements and, as the case may be, the report on non-financial matters, to approve the annual financial statements and to decide upon the appropriation of available earnings, in particular to declare dividends and profit sharing by directors, and to determine the interim dividend and to approve the interim financial statements required for this purpose. Furthermore, the General Meeting has the power to elect and remove the chairperson or co-chairpersons of the Board of Directors, the members of the Board of Directors, the members of the Nomination and Compensation Committee, the auditor and the independent proxy. It has the power to pass resolutions on repayment of the statutory capital reserve, to delist the Company's equity securities and to discharge the members of the Board of Directors and the Management Board from liability.

It also approves the compensation of the members of the Board of Directors and of the Management Board as specified in the Compensation Report on pages 115 and 116, which is an integral part of the Annual Report 2025.

The General Meeting may adopt resolutions concerning all matters which, by law or the Articles of Association, are reserved to the authority of the General Meeting.



Convocation and Venue of Meetings

The Board of Directors determines the venue for the General Meeting which may be in Switzerland or abroad. The Board of Directors may arrange for shareholders who are not present at the venue of the General Meeting to be able to exercise their rights electronically. A General Meeting may be held electronically without a venue. The Board of Directors shall regulate the use of electronic media as permitted by law.

The AGM shall take place each year within six months of the end of the financial year. An EGM shall be held if necessary. The General Meeting is convened by the Board of Directors, and if necessary, by the auditor. Liquidators and the representatives of bondholders also have the right to convene meetings. Shareholders may insist that a General Meeting be convened provided they together hold at least participation of 5% of the share capital or votes. Requests to convene a meeting must be made in writing. The agenda items and motions must be included in the request. The Board Directors shall notify the shareholders of the convocation of the General Meeting at least 20 days before the date of the meeting. The notice of the convocation of a General Meeting is to be made by way of a single notice pursuant to Article 40 para. 2 of the Articles of Association. The content of the convocation is determined by law.

The annual report and the audit reports must be made available to shareholders at least 20 days before the General Meeting. If the documents are not accessible electronically, each shareholder may insist that they be sent to them in good time. If the documents are not accessible electronically, each shareholder may, for one year after the General Meeting, insist that the annual report in the form approved by the General Meeting and the audit reports be sent to them. Shareholders may insist that items be added to the agenda if they together hold at least a participation of 0.5% of the share capital or votes. Subject to the same conditions, shareholders may insist that motions on agenda items be included in the convocation of the General Meeting. Shareholders may submit a brief statement of reasons when placing an item on the agenda or submitting a motion. This must be included in the convocation of the General Meeting. Unless otherwise determined by the Board of Directors, the Company must receive such request at least 45 days prior to the General Meeting in writing indicating the items to be added to the agenda and the motion or the motions.

No resolutions can be adopted on motions relating to agenda items that were not properly announced; this rule does not apply to motions to call an EGM, to carry out a special investigation, or to elect an auditor.

At the General Meeting, any shareholder may submit motions in relation to the items on the agenda.

Quorum requirements

The General Meeting shall be quorate regardless of the number of shares represented. It passes resolutions and carries out elections by simple majority of the votes cast, unless otherwise required by law or the Articles of Association. Abstentions and invalid votes shall not be counted as votes cast. The provisions of the law that require a different majority shall remain unaffected. If the numbers of votes for and against a motion are equal, the motion shall be deemed to have been rejected. The following actions require the approval of the shareholders holding at least two-thirds of the votes represented at such meeting and the absolute majority of the nominal share value represented at such meeting:

(i) an amendment of the Company's objects; (ii) the consolidation of shares, unless the consent of all the shareholders concerned is required (iii) a capital increase from equity capital, in return for contributions in kind or by offset with a claim, and the granting of special privileges; (iv) the restriction or cancellation of the subscription right; (v) the introduction of contingent capital, the introduction of the capital band; (vi) the conversion of participation certificates into shares; (vii) any restriction on the transferability of registered shares; (viii) the introduction of shares with preferential right to vote; (ix) any change in the currency of the share capital; (x) the introduction of a casting vote for the person chairing the General Meeting; (xi) a provision of the articles of association on holding the General Meeting abroad; (xii) the delisting of the equity securities of the Company; (xiii) the relocation of the seat of the Company; (xiv) the introduction of an arbitration clause in the Articles of Association; (xv) the dissolution of the Company. Decisions on mergers, demergers and conversions shall be guided by the provisions of the Swiss Merger Act.



Independent Proxy

Shareholders may personally participate in the General Meeting and cast their vote(s), or be represented by an independent proxy, its legal representative or another representative who need not be a shareholder based on a written power of attorney. The independent proxy is obliged to exercise the voting rights that are delegated to him/her by the shareholders according to their instructions.

Should he/she have received no instructions, he/she shall abstain from voting. The Board of Directors shall determine the requirements regarding the participation and representation in the General Meeting and regarding proxies and voting instructions. The General Meeting elects the independent proxy. Their term of office ends at the latest on conclusion of the next AGM. Re-election is possible. If the Company does not have an independent proxy elected by the General Meeting, the Board of Directors shall appoint one for the next AGM. For the current term, Law Office Keller Ltd (formerly known as Law Office Keller Partnership), Switzerland, was elected by the AGM as an independent proxy.

Share Register

The Company keeps a Share Register recording the owners and usufructuaries along with their names and addresses. It must keep this in such a way that it can be accessed at any time in Switzerland.

Owners and usufructuaries may apply for entry in the Share Register electronically. Entry in the Share Register requires documentary proof that the share was acquired for ownership or of the reasons for the usufruct thereof. For the entry of nominees into the Share Register see section Limitations on Transferability and Nominee Registration above. The person entered in the Share Register is deemed to be the shareholder or the usufructuary in relation to the Company. The Company shall recognize only one representative per share.

If the Company does not decline the request for registration of the acquirer within twenty days, the acquirer shall be deemed acknowledged as a shareholder with voting rights. If a registered shareholder changes the address, the shareholder shall communicate the new address to the Company. As long as this has not occurred, all communications by letter or email shall lawfully be sent to the address listed in the Share Register.

After consulting the party in question, the Company may delete entries from the Share Register if these were made as a result on false information provided by the acquirer. The acquirer must be informed of the deletion immediately.

Only shareholders who have been duly entered in the Share Register with voting rights by a date as decided by the Board of Directors (closing of Share Register) are entitled to vote at the General Meeting.

Changes of control and defense measures

The Articles of Association do not contain any “opting out” or “opting up” provisions. Therefore, the statutory obligation to publish a tender offer by any shareholder or group of shareholders holding 33.33% of the outstanding share capital applies.

Members of the Board of Directors and the Management Board are not entitled to any severance payments that are contractually agreed or provided for in the Articles of Association (compensation that is due until the termination of the contracts does not constitute a severance payment) or commissions paid for taking over or transferring undertakings or parts thereof.



Auditor

Election

The General Meeting elects the auditor according to the provisions of the law for one financial year. Currently, KPMG AG is serving as independent auditor of the Company. KPMG AG has been acting as an auditor to Montana Aerospace since 2019. The lead auditor, Mr. Simon Studer took up his office on 20 May 2025. He must rotate every seven years under Swiss law.

Fees paid

(EUR k)	Statutory Auditor	Other Auditors
Auditing services	1,084	506
Additional services	167	20
o/w tax consulting	105	20

Information instruments pertaining to the Auditor

The external auditor informs the Audit and Compliance Committee upon invitation to the Committee's meeting about relevant auditing activities and other important facts and figures related to the Company. In 2025, representatives of the auditor participated in one Committee meeting. The statutory auditor has access to the minutes of the meetings of the Board of Directors. The Audit and Compliance Committee annually assesses the performance and compensation of the external auditor with regard to professional qualifications, independence, expertise, sector specific risk awareness, open communication and engagement of sufficient resources. The Audit and Compliance Committee recommends to the Board of Directors proposals for the General Meeting regarding the election or dismissal of the Company's independent auditor.

Prior to the audit, the auditor agrees on the proposed audit scope, approach, staffing and fees of the audit with the Audit and Compliance Committee.



Information Policy

Montana Aerospace is committed to communicating in a timely and transparent way to existing shareholders, potential investors, financial analysts, customers as well as all other stakeholders.

The Group agrees to comply with its obligations under the rules of SIX Swiss Exchange, including the requirements on the dissemination of material and price-sensitive information. Moreover, the Company publishes an annual report that provides audited consolidated financial statements and information about Montana Aerospace including business results, important key performance indicators ("KPI"), strategy and material developments, corporate governance and executive compensation. Pursuant to the listing rules of SIX Swiss Exchange, the annual report is published within four months after the 31 December balance sheet date. The results included are also summarized in the form of a press release. In the first three months following the balance sheet date, Montana Aerospace communicates preliminary unaudited sales figures for the preceding year. Montana Aerospace publishes quarterly interim financial reports following the first three (Interim Financial Report – Q1), the first six (Interim Financial Report – Q2) and the first nine months (Interim Financial Report – Q3) of its financial year.

According to the Articles of Association, the Company's official medium of publications is the Swiss Official Gazette of Commerce (Schweizerisches Handelsamtsblatt). The Board of Directors may designate further means for official publications. Notices and communications to shareholders are validly made by means of one-off release of the Company in the Swiss Official Gazette of Commerce and may instead or in addition be made in writing or email to the addresses of the shareholders recorded in the Share Register as decided by the Board of Directors.

The published annual and half-year interim consolidated financial statements comply with the requirements of Swiss company law, the listing rules of SIX Swiss Exchange and International Financial Reporting Standards ("IFRS"). The figures in the HY interim report, the preliminary sales figures as well as the Q1 and Q3 sales statements are not audited. On the day of publication of the full year and half-year results, an analyst conference call is organized. Investors may contact the Company for dial-in details prior to the call. An overview of published annual reports, interim reports and related presentations can be found at <https://www.montana-aerospace.com/investors/>. Interested parties can register for Montana Aerospace's distribution list to directly receive information when any potential price-sensitive event occurs (ad-hoc announcements) under <https://www.montana-aerospace.com/contact/>.



The financial calendar of Montana Aerospace AG for the year 2026 is outlined below:

Date	Announcement
12 Feb 2026	Announcement on preliminary sales for the full year 2025
2 Apr 2026	Publication of the Annual Report 2025
7 May 2026	Interim Financial Report – Q1 2026
19 May 2026	AGM
13 Aug 2026	Interim Financial Report – HY 2026
12 Nov 2026	Interim Financial Report – Q3 2026

Further information for investors is available online (<https://www.montana-aerospace.com/investors/>) or by writing to the following contact address:

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Black-out and Quiet Periods

To prevent insider trading, the Company has implemented a policy on black-out periods during which certain persons are prohibited from trading the stock of the Company, including transactions in related derivative instruments.

There are five regular black-out periods that apply to members of the Management Board and the Board of Directors, all other employees of the Company as well as the boards of directors and management boards of the Group Companies:

1. commencing four weeks before the publication of the ad hoc announcement on preliminary unaudited net sales / EBITDA and other KPI of the concluded business year, which is usually published by or around the end of February of each year, and ending one trading day after its public release on the Company's website;
2. commencing four weeks before publication of the annual report and end one trading day after the day of its public release on the Company's website.
3. commencing two weeks before and ending one trading day after the publication of the Q1 report;
4. commencing four weeks before the publication of the half-year-report and ending one trading day after its public release of the Company's half year report;
5. commencing two weeks before and ending one trading day after the publication of the Q4 report.

Furthermore, extraordinary black-out periods may be imposed in connection with potentially material price-sensitive information, including but not limited to M&A related projects.

To ensure equal treatment of all market participants and to avoid selective disclosure of material non-public information, Montana Aerospace has implemented a Quiet Period Policy. During the quiet period, Company Representatives commit not to make any statements to the public or to individual parties such as investors, media representatives or employees which allow conclusions to be drawn about upcoming financial statements, unless in compliance with the rules of ad hoc publicity ("Quiet Periods").

The Quiet Periods shall last during the following periods: four weeks before the date of publication of the ad hoc announcement on preliminary unaudited net sales / EBITDA / net debt of the concluded business year; four weeks before the date of publication of the annual report; two weeks before the date of publication of the Q1 report; four weeks before the date of publication of the half year report; and two weeks before the date of publication of the Q3 report.

The Quiet Period Policy applies to the members of the Management Board, the Board of Directors, the Investor Relations Department, the Public Relations Department and any other representative who is in direct contact with market participants.



COMPENSATION REPORT

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The Compensation Report describes the compensation framework and compensation principles of Montana Aerospace AG ("Montana Aerospace" or "Company" or "Group") for the Management Board and Board of Directors. Moreover, it sets forth the organization, competences and duties of the Nomination and Compensation Committee and explains the application of the compensation framework in the year 2025. This report has been prepared in compliance with Art. 734 et seqq. CO and the disclosure requirements of the SIX Corporate Governance Directive ("DCG"). Certain tables / certain information of the Compensation Report has been audited by the statutory auditor of Montana Aerospace in accordance with Art. 728a para. 1 letter 4 CO. The audit report is presented on page 129–131.



Compensation framework

Principles

The compensation policy for all employees of Montana Aerospace, and in particular for the members of the Management Board, focuses on rewarding employees for their contribution to the successful development of Montana Aerospace and on aligning shareholders' and employees' interests in a sustainable manner. Moreover, the policy aims at motivating employees, retaining qualified and talented professionals, and promoting an entrepreneurial way of thinking. This may be achieved through a balanced mix of base salary, short-term and long-term variable compensation.

Reward for performance

The short-term variable compensation for members of the Management Board rewards the collective performance of the Group as well as the contributions of individuals.

Reward for added value

Some members of the Board of Directors and of the Management Board are holders of shares and/or options for the acquisition of shares in the Company under the management stock option program ("Management Stock Option Program" or "MSOP"). This encourages a long-term view and aligns their interests with those of shareholders. In addition, the extended management also participates in the MSOP¹.

Also, Montana Aerospace entered into bonus agreements with two members of the Management Board in 2023 which allows the respective members to participate in the value increase of the aerospace segment of Montana Aerospace and thus, to align their interests with those of shareholders². Members of the extended management other than the Management Board are beneficiaries of a restricted share program with the corresponding commercial principles as the aforementioned bonus agreements.

Starting with the year 2024, a long-term incentive-plan (LTIP)³ has been granted to members of the Management Board. Further beneficiaries under the LTIP are other key employees.

Retaining talent

Compensation levels are designed to attract, retain and develop the most talented staff members, in particular by the long-term incentive-plan (LTIP)⁴.

Transparency

All of Montana Aerospace's compensation programs aim for transparency and fairness. The framework for the compensation of the Board of Directors and the Management Board is also set forth in Articles 29 to 35 of the Articles of Association.

¹ See section MSOP for further details, page 118.

² See section Bonus agreements for further details, page 117.

³ See section Long-Term Incentive Plan (LTIP) for further details, pages 119-120.

⁴ See section Long-Term Incentive Plan (LTIP) for further details, pages 119-120.



Overview of compensation framework for members of the Board of Directors and the Management Board

The maximum total amount of compensation for each member of the Board of Directors and the Management Board is approved annually by the AGM, as provided for in Article 15 of the Articles of Association.

	Board of Directors	Management Board
Fixed compensation	Base fee awarded in cash, in the form of shares and/or options	Base salary on the basis of individual qualifications (function, experience, skills)
Short-term Variable compensation	None	Target level of the compensation in % of base salary, based on performance measures for one year; depending on the performance measures achieved, the amount may be between 0 and a multiple of the target level
		Bonus agreements ¹
MSOP	Participation in the MSOP ²	Participation in the MSOP ³
LTIP	None	Participation in the LTIP
Other	None	Company car, partly insurances ⁴

Compensation framework and procedure for members of the Board of Directors

Pursuant to Article 29 of the Articles of Association, the compensation of the members of the Board of Directors shall be composed of fixed elements and may be composed of variable elements, as the case may be. The fixed compensation comprises the base fee and may comprise additional compensation elements and benefits. The variable compensation is based on the achievement of specific performance measures. The total compensation shall take into account function and level of responsibility of the recipient. The compensation may take the form of cash, shares, options, equivalent instruments or units, or other benefits. The members of the Board of Directors shall also be reimbursed for their disbursements and expenses such as travel costs, which shall not count as compensation. Members of the Board of Directors do not receive attendance fees.

The total amount of fixed and variable compensation for the members of the Board of Directors for the term ending at the next AGM has to be within the limits of the maximum total amounts of compensation approved by the General Meeting. The Company may pay a compensation before the approval by the General Meeting within the framework of the maximum total or partial amounts and subject to retroactive approval by the General Meeting.

The term of office of members of the Board of Directors commences at Montana Aerospace's General Meeting and ends at the latest on conclusion of the next AGM, respectively. Re-election, also repeatedly, is possible pursuant to Article 17 of the Articles of Association.

The Board of Directors sets the amount of compensation for each member contingent on and within the scope of the approved maximum total amount on a yearly basis and at its own discretion. No specific criteria are applied when determining the compensation.

Further information on the framework as well as the vote on compensation can be found in Article 15 and 29 et seqq. of the Articles of Association.

¹ Not every member of the Management Board has received such bonus.

² Not every member of the Board of Directors participates in the MSOP.

³ Not every member of the Management Board participates in the MSOP.

⁴ Not every member of the Management Board has received all items.



Compensation framework and procedure for members of the Management Board

Pursuant to Article 30 of the Articles of Association, the compensation of the members of the Management Board shall be composed of fixed and variable elements. The fixed compensation comprises the base salary and may comprise additional compensation elements and benefits. The variable compensation may comprise short-term and long-term compensation components. The target level of the short-term and long-term variable compensation is determined as a percentage of the base salary. Depending on the performance measures achieved, the actual short-term and long-term variable compensation may range from zero to a multiple of the determined target level.

The total compensation shall take into account function and level of responsibility of the recipient. The compensation may take the form of cash, shares, options, equivalent instruments or units, or other benefits. The members of the Management Board shall also be reimbursed for their disbursements and expenses such as travel costs, which shall not count as compensation.

The compensation of members of the Management Board is subject to the limits of the maximum total amounts of compensation approved by the General Meeting for the financial year during which the Board of Directors requests approval. The Company may pay a compensation before the approval by the General Meeting within the framework of the maximum total or partial amount and subject to retroactive approval by the General Meeting. Further information on the framework as well as the vote on compensation is given in Article 15 and 30 et seqq. of Montana Aerospace's Articles of Association.

All compensation components shall be assessed and reviewed on a yearly basis by the Nomination and Compensation Committee. If changes are deemed necessary, they are proposed to the Board of Directors. Members of the Management Board are not allowed to attend meetings at which the amount of compensation is determined.

Montana Aerospace and companies controlled by it are authorized to pay an additional amount to new members who are appointed to the Management Board subsequent to the grant of approval by the General Meeting if the compensation already approved is not sufficient for their compensation. Further information on such additional compensation is given in Article 31 of the Articles of Association.

Short-term variable compensation plans

Short-term performance-based variable compensation 2025

The actual amount of short-term variable compensation ("Bonus") depends on the achievement of performance measures set by the Board of Directors for the one-year performance period (calendar year). The target amount of the short-term variable compensation ("Target Bonus") is set by the Board of Directors separately for each member of the Management Board. In 2025, the Target Bonus (100%) ranged between 63% and 108% of the base salary. Performance measures are determined and reviewed on an annual basis for each member of the Management Board, taking into account such member's position, responsibilities and tasks. At the end of the one-year performance period, the degree of achievement of the performance measures ("Target Achievement"), which may lie between zero and a maximum of 150%, shall be determined by the Nomination and Compensation Committee and approved by the Board of Directors. The effective bonus is calculated by multiplying the degree of Target Achievement by the Target Bonus.

Degree of Target Achievement x Target Bonus = short-term variable compensation

The short-term variable compensation is based on consolidated EBITDA IFRS¹ and consolidated EBT IFRS², each having a weight of 15%, and the free cash flow ("FCF") having a weight of 30% as quantitative targets. The relative weighting of qualitative non-financial individual targets amounts to 40%. The final determination of the achievement of the qualitative non-financial individual targets is based on the discretion of the Board of Directors.

100% short-term performance-based variable compensation 2025 (Bonus)

60% quantitative targets

Company's EBITDA
Company's EBT
FCF

40% qualitative targets

individual, non-financial targets such as operational or strategic targets, development of employees, increase in efficiency, implementation of reorganization plans or governance/compliance goals, environment

Bonus agreement (Aerospace segment)

By means of separate bonus agreements, the beneficiaries are entitled to receive a gross bonus in cash based on the virtual participation of the beneficiary in the value increase of the aerospace segment of Montana Aerospace ("Gross Bonus"). The grant of the Gross Bonus is subject to the beneficiary not having received or issued a valid notice of termination with regard to his employment agreement. The virtual participation for each member of the Management Board is set at 1.5%. The valuation of the aerospace segment of Montana Aerospace is determined as follows: eight times the two year average (i.e. fiscal years 2024 and 2025) of the EBITDA of all direct and indirect subsidiaries of the Company operating in the aerospace segment ("Aerospace Companies" and each an "Aerospace Company"), minus the net debt of the Aerospace Companies at the end of the most recently completed fiscal year as of the time of the gross bonus calculation, plus any withdrawal of capital from an Aerospace Company by the Company or any of its affiliated companies not operating in the aerospace segment, minus any contribution of capital by the Company or any of its affiliated companies not operating in the aerospace segment to an Aerospace Company. In short, the following formula is applied:

$$\text{Gross Bonus} = 1.5\% \times ([8 \times \text{EBITDA}] - \text{Net Debt} \pm \text{Capital Adjustments, if any})$$

Any potential Gross Bonus under these bonus agreements will be forfeited in the event of a termination of the employment agreement for cause or in case the beneficiary issues a notice of termination for important reasons that constitutes an unjustified termination of the employment agreement. If the employment agreement is terminated for any other reason, a pro rata portion of the potential gross bonus under these bonus agreements will be forfeited. The Gross Bonus under these bonus agreements shall be payable in 2026.

In 2025, no Gross Bonus was granted to members of the Management Board under such bonus agreements.

¹ EBITDA IFRS means Earnings Before Interest, Taxes, Depreciation and Amortizations, calculated under IFRS, including all costs or one-time effects.

² EBT IFRS means Earnings Before Taxes, calculated under IFRS, excluding non-cash effective FX impact from the balance sheet.



Long-term variable compensation plans

MSOP

Certain members of the Board of Directors and of the Management Board, certain employees and advisors of the Company as well as certain members of the board of directors and certain employees and advisors of affiliated companies are entitled to be granted options for the acquisition of shares in the Company under the MSOP. The employees have been granted options to acquire shares in the Company under the MSOP with a view to their contribution to the future development of Montana Aerospace, respectively, on their long-term commitment to Montana Aerospace to incentivize their ongoing commitment to remain an employee or advisor of Montana Aerospace and/or of an affiliated company. Until the end of the fiscal year 2025, approximately 150 persons have been granted shares and/or options for the acquisition of shares under the MSOP. The program has a term of five years.

The MSOP was established by Montana Tech Components AG in 2021 and transferred from Montana Tech Components AG to the Company as of 23 December 2022.

Under the MSOP, the beneficiaries are granted options, free of charge, to acquire shares in the Company with an aggregate equivalent value at the date of issuance of the MSOP of up to EUR 50 million. The granting of options under the MSOP is not subject to any conditions. The options granted are not transferable. The number of shares in the Company that may be acquired by the beneficiary are defined in a separate option agreement entered into with each beneficiary.

The beneficiaries may exercise up to 10% of their options in the first and second fiscal year of the term of the MSOP, 20% of their options in the third fiscal year of the term of the MSOP, and 30% of their options in the fourth and fifth fiscal year of the term of the MSOP ("Vesting Schedule"). The beneficiary may exercise less options than the allocated options in a fiscal year. The remaining unexercised options remain valid and exercisable until their respective expiration. The options must be exercised outside of the Company's black-out periods, subject to restrictions under applicable insider trading rules and the rules on directors' dealings. The options may be exercised only if, inter alia, the beneficiary is in an ongoing, non-terminated employment, management or executive contractual relationship with the Company or one of its affiliated companies at the time of the exercise of the options. The exercise price per option share will be equal to the offer price determined in the course of the IPO of the Company, i.e. CHF 25.65 for the options that may be exercised in the fiscal years 2021 and 2022, in total 20% of the options. The exercise price per option shares will be CHF 18 for the options that may be exercised in the fiscal years 2023, 2024 and 2025, in total 80% of the options. The beneficiaries may choose to have the option shares booked against payment of the exercise price, taxes and social security contributions, to have the option shares directly sold via the stock exchange or they may choose a combination thereof.

The shares underlying the options will be made available from the conditional share capital in accordance with Article 3b of the Articles of Association. The options will expire on 30 June 2026. Generally, options not exercised also expire in the event of, inter alia, death of the beneficiary, justified termination of the beneficiary's employment, advisory or management relationship or unjustified resignation from the employment, advisory or management relationship by the Beneficiary.

In 2025, no options were granted to members of the Board of Directors or the Management Board under the MSOP.



Long-term Incentive Plan (LTIP)

In order to better align Montana Aerospace's compensation policy with its long-term strategic objectives, the Board of Directors implemented the long-term incentive plan 2024 ("LTIP") for the Management Board and certain other employees of the Company and Group Companies.

The members of the Management Board, certain employees and advisors of the Company as well as certain employees and advisors of Group Companies have been awarded a grant under the LTIP to incentivize their contribution to the future development of the Company, respectively, their long-term commitment to the Company to remain an employee or advisor of the Company and/or of a Group Company and to increase the consolidated value of the Company over a three-year period. Approximately 170 persons (including all members of the Management Board) have been awarded a grant under the LTIP. The LTIP has a term of three years starting with the calendar year 2024.

Grants under the LTIP are not subject to any conditions. Any payout under the LTIP is subject to the condition that the Company achieves a positive net income in the business year 2026 and the Company is capable of paying a dividend to its shareholders in the business year 2027 on the grounds of a positive net income irrespective of the fact whether a dividend is paid out.

Any grants under the LTIP are not transferable, unless in case of the death of the beneficiary. The individually granted bonus percentage ("Grant %") awarded to each beneficiary is defined in a separate grant letter.

At the beginning of the assessment period, the Board of Directors determines (i) the members of the Management Board to whom a bonus shall be granted under the LTIP, (ii) the Grant % for each Management Beneficiary for the assessment period, (iii) the target level of the bonus granted under the LTIP for each member of the Management Board and (iv) the total Grant % for all beneficiaries other than members of the Management Board for the assessment period. For all beneficiaries other than members of the Management Board, the Management Board determines (i) the beneficiaries to whom a bonus shall be granted under the LTIP and (ii) the Grant % for each beneficiary for the assessment period. The assessment period for the LTIP begins on the first day of the Company's business year 2024 and ends on the last day of the business year 2026.

The LTIP was divided into three different sub plans: LTIP Montana Aerospace Group, LTIP Aerostructures Segment and LTIP Energy Segment. With the sale of ASTA Group and the divestment of Montana Aerospace's energy segment, the LTIP Energy Segment has been terminated on 25 September 2025 and all grants awarded under the LTIP Energy Segment have been forfeited voluntarily.

The members of the Management Board and certain employees and advisors with global functions are beneficiaries of the LTIP Montana Aerospace Group, certain employees and advisors of the Aerostructures segment are beneficiaries of the LTIP Aerostructures Segment and certain employees and advisors of the Energy Segment were beneficiaries of the LTIP Energy Segment. The sub plans differ in the calculation of the bonus under the respective LTIP and the basis of the financials used to calculate the bonus under the respective plan.

The LTIP Montana Aerospace Group is calculated as follows:

Assessment Period Value	$(0.6\% \times [\text{EBITDA of the Company in EUR of business year 2026} \times 3 - \text{Net Debt of the Company as of 31 December 2026}])$
minus Base Value	$(0.6\% \times [\text{EBITDA of the Company in EUR for the business year 2023} \times 3 - \text{Net Debt of the Company as of 31 December 2023}])$
x Grant %	beneficiary's individual grant %
= Bonus Amount in EUR	



The LTIP Aerostructures Segment is calculated as follows:

Assessment Period Value	$(0.8\% \times [\text{EBITDA of the Aerostructures Segment in EUR of business year 2026} \times 3 - \text{Net Debt of the Aerostructures Segment as of 31 December 2026}])$
minus Base Value	$(0.8\% \times [\text{EBITDA of the Aerostructures Segment in EUR for the business year 2023} \times 3 - \text{Net Debt of the Aerostructures Segment as of 31 December 2023}])$
x Grant %	beneficiary's individual grant %
= Bonus Amount in EUR	

The LTIP Energy Segment, which has been terminated with effect as of 25 September 2025, should be calculated as follows:

Assessment Period Value	$(1\% \times [\text{EBITDA of the Energy Segment in EUR of business year 2026} \times 3 - \text{Net Debt of the Energy Segment as of 31 December 2026}])$
minus Base Value	$(1\% \times [\text{EBITDA of the Energy Segment in EUR for the business year 2023} \times 3 - \text{Net Debt of the Energy Segment as of 31 December 2023}])$
x Grant %	beneficiary's individual grant %
= Bonus Amount in EUR	

Generally, any grant forfeits in the event of, inter alia, a justified termination of the beneficiary's employment, advisory or management relationship or resignation from the employment, advisory or management relationship by the beneficiary. In case of the beneficiary's death, full disability or retirement, the beneficiary is entitled to a bonus pro rata temporis by decreasing the assessment period accordingly.

In 2025, no grants were made to members of the Management Board under the LTIP.

Nomination and Compensation Committee

The Nomination and Compensation Committee is a permanent committee formally established by the Board of Directors. The Nomination and Compensation Committee assists the Board of Directors in determining and reviewing the Company's compensation strategy and guidelines and the performance measures for compensation, and with the preparation of the motions to the General Meeting concerning compensation of the Board of Directors and the Management Board. It may submit suggestions and recommendations on further compensation matters to the Board of Directors. The Board of Directors may assign additional duties to the Nomination and Compensation Committee (Art. 733 CO and Article 26 of the Articles of Association). For the organization, scope of competence and duties of the Nomination and Compensation Committee, see pages 89 – 91 of Montana Aerospace's Corporate Governance Report, which is an integral part of the Annual Report.

The Nomination and Compensation Committee comprises at least two members of the Board of Directors. The members should be independent. Non-executive members of the Board of Directors are deemed to be independent if they have never been a member of the Management Board or have been a member of the Management Board more than three years ago and have no or only relatively minor business relations with the Company (Article 26 of the Articles of Association).



The General Meeting elects the members of the Nomination and Compensation Committee individually. Only members of the Board of Directors may be elected. The term of office ends on conclusion of the next AGM (Article 26 of the Articles of Association). Re-election is possible. The Board of Directors appoints the chairperson of the Nomination and Compensation Committee among the members of the Nomination and Compensation Committee. The members of the Nomination and Compensation Committee were re-elected in the AGM on 20 May 2025. As of 31 December 2025, the Nomination and Compensation Committee consisted of Michael Tojner (Chairperson), Christian Hosp (Member) and Martin Ohneberg (Member).

The Nomination and Compensation Committee meets upon invitation of the chairperson of the Nomination and Compensation Committee as frequently as business requires, but at least once annually.

In 2025, the Committee met four times with an average duration of one hour and 15 min of the meetings. All members attended all meetings. At three meetings, members of the Management Board have been called in. No external specialists were called in in 2025.

The Nomination and Compensation Committee takes minutes on the discussion and resolutions of all meetings. Members of the Board of Directors may demand from the chairperson of the Nomination and Compensation Committee to inspect the minutes at any time insofar as no conflict of interest exists. The Nomination and Compensation Committee may submit to the Board of Directors the recommendations it deems appropriate in all areas within its area of responsibility for which measures or improvements are necessary. In 2025, the Nomination and Compensation Committee reported its findings to the Board of Directors on four occasions.

Overview of areas of competence

The table below summarizes the areas of competence of the various bodies, boards and committees as regards the determination of the compensation. “D” refers to competence on final decision, “P” refers to preparation of the decision, “E” refers to execution of the final decision.

	General Meeting	Board of Directors	Nomination and Compensation Committee	Co-CEO
Maximum compensation of the Board of Directors	D	E	P	
Maximum compensation of the Management Board	D	E	P	
Compensation of the individual members of the Board of Directors		D/E	P	
Compensation of the individual members of the Management Board		D/E	P	
Resolutions on, additions or changes to granting of share-based compensation components		D/E	P	
Authorization of bargaining rounds, social plans or pension plans outside of the Boards		D		P/E
Advisory vote on compensation report ¹	D	E	P	

¹ The compensation report is only subject to such advisory vote if variable compensation is voted on prospectively.



Loans granted to Members of the Board of Directors or the Management Board (audited)

According to Article 32 of the Articles of Association, members of the Board of Directors and of the Management Board may be granted loans and credits at arm's length conditions. The aggregate amount of such loans and credits may not exceed CHF 20,000,000.00.

Mandates outside of the Group (audited)

According to Article 34 of the Articles of Association, no member of the Board of Directors shall accept more than fifteen additional mandates in entities with commercial objectives, of which no more than five in listed entities. No member of the Management Board shall accept more than three additional mandates in entities with commercial objectives, of which no more than one in a listed entity. The following do not fall under these restrictions: (a) mandates in companies that are controlled by or that control the Company; and (b) mandates in companies that are accepted by order of the Company.

A mandate is a membership in the board of directors, the management board and the board of advisors or a comparable position under foreign law in entities with a commercial objective. Mandates in different legal entities under the same control or beneficial ownership are considered to be one mandate.



Name	Function at the Company	Company	Listed Company	Function
Michael Tojner	Chairperson of the Board of Directors	A.A.A. Beteiligungs-Invest GmbH*		Director
		Boot Tojner KG*		General partner/director
		Communications Laboratories Telekommunikations Dienstleistungs GmbH & Co KG*		General partner/director
		DDR. Michael Tojner Immobilienreuhand Ges.m.b.H.*		Director
		Dorotheum GmbH		Member of the supervisory board
		Eff zwanzigneun Beteiligungsverwaltung GmbH*		Director
		"Erzengel" Michael Beteiligungsverwaltungs GmbH*		Director
		ESI Epsilon Immobilienbeteiligungs- und entwicklungs GmbH*		Director
		ESI Epsilon ZWEI Immobilienbeteiligungs- und entwicklungs GmbH*		Director
		ETV II Beteiligungs GmbH*		Director
		ETV Industriebeteiligungen GmbH*		Director
		ETV Montana Tech Holding GmbH*		Director
		Familie Tojner GmbH*		Director
		Gamma WertInvest GmbH & Co KG*		General partner/director
		GEP Beteiligungs Invest GmbH*		Director
		"Gesfö" Bau- und Siedlungsgesellschaft m.b.H.*		Director
		Global Equity Partners Beteiligungs-Management Deutschland GmbH*		Director
		Global Equity Partners Beteiligungs-Management GmbH*		Director
		Hahl Pedex Group GmbH*		Director
		Haus Tojner KG*		General partner/director
		Hoher Markt 12 Liegenschaftsverwertungs OG*		General partner/director
		Hoher Markt 12 Projektentwicklungs GmbH*		Director
		IndustrieCapital DBG GmbH*		Director
		IndustrieCapital eins GmbH*		Director
		JBS 110a Bodner & Tojner OG*		General partner/director
		JP Immobilien Invest ZWEI GmbH*		Director
		L.A.I. Beteiligungs-Invest GmbH*		Director
		LF 1-3 Immobilienentwicklungs und -verwertungs GmbH*		Director
		Medies Investimo SRL*		Director
		Michael & Renate Tojner OG*		General partner/director
		Michael Tojner Finance-Beratung GmbH*		Director
		Michael Tojner Industriebeteiligungen und -beratungs GmbH*		Director
		Montana Tech Components AG*		Chairman of the board of directors
		MRT Realitäten KG*		General partner/director
		MTC Service GmbH*		Director
		MTIB Beteiligungsverwaltung KG*		General partner/director
		MVP Beteiligungs GmbH & Co KG*		General partner/director
		MVP Immobilien und Beteiligungen GmbH*		Director
		One Love Real Estate LLC*		Director
		Pertrix GmbH*		Director
		PORTS A GmbH*		Director
		PORTS Antares Beteiligungs GmbH*		Director
		SAS des Ajeux*		Director
		SLOVOFRUIT spol. s r.o. in Liquidation*		Director
		TrauBe Beteiligungs GmbH*		Director
		VARTA AG*		Member of the supervisory board
		VARTA Beteiligungs GmbH*		Director
		VARTA Consumer Pensions-Treuhand e.V.*		Chairman of the board
		VARTA Microbattery Pensions-Treuhand e.V.*		Chairman of the board
		VARTA Pensions-Treuhand e.V.*		Chairman of the board
		VARTA Unterstützungskasse GmbH*		Director
		VC Pensionen GmbH*		Director
		VI Immobilienbesitz GmbH & Co. KG*		Director
		VI Immobilienentwicklung GmbH & Co. KG*		Director
		VI Immobilienmanagement GmbH*		Director
		VIM GmbH*		Director
		VRT Beteiligungs GmbH*		Director
		VRT Pensionen GmbH*		Director
		WertInvest Beteiligungs- und Immobilienberatungs GmbH*		Director
		WertInvest Beteiligungsverwaltungs GmbH*		Director
		WertInvest Buchbergstraße Immobilien GmbH*		Director
		WertInvest Ellwangen Immobilien GmbH*		Director
		WertInvest GD 36 + 38 GmbH*		Director
		WertInvest GD 36 + 38 GmbH & Co KG*		General partner/director
		WertInvest HighTech Unternehmensbeteiligungen GmbH*		Director
		WertInvest Hotelbetriebs GmbH*		Director
		WertInvest Immobilien Alpha GmbH*		Director
		WertInvest Immobilien Beta GmbH*		Director
		WertInvest Immobilienentwicklungs GmbH*		Director
		WertInvest Immobilienreuhand GmbH*		Director
		WertInvest MH71a Liegenschaftsbesitz GmbH & Co KG*		General partner/director
		WertInvest Nekretnine d.o.o.*		Director
		WertInvest Park Holding GmbH*		Director
		WertInvest Schlossstraße Immobilien GmbH *		Director
		WertInvest Theobaldhof GmbH & Co KG*		General partner/director
		WertInvest und JP Immobilien- und Beteiligungsverwaltungs GmbH*		Director
		WertInvest WG 9 GmbH & Co KG*		General partner/director
		WIM Projektmanagement GmbH*		Director

* Mandates in different legal entities under the same common control or beneficial ownership that are considered to be one mandate



Name	Function at the Company	Company	Listed Company	Function
Martin Ohneberg	Vice-Chairperson of the Board of Directors	AMAHE Management GmbH*		Director
		AM Beteiligungs GmbH & Co KG*		Director
		E-Breite Gasse 7 Immobilienentwicklungs GmbH*		Director
		E-MIRAGE Real Estate GmbH*		Director
		E-MIRAGE Real Estate GmbH & Co KG*		Director
		HENN Industrial Group GmbH & Co KG*		Director
		Rhomberg Privatstiftung		Director
		VARTA AG*		Member of the supervisory board
		Verbund AG	yes	Chairman of the supervisory board
		Xoris GmbH*		Director
		Xoris Real Estate GmbH*		Director
Christian Hosp	Member of the Board of Directors	Christian Hosp Beteiligungs GmbH		Director
		IndustrieCapital AG*		Member of the board of directors
		Keystone Holding SA*		Member of the board of directors
		Montana Tech Components AG*		Member of the board of directors
		Montana Tech Components II AG*		Member of the board of directors
		SHW Invest AG		Chairman of the board of directors
		WLF Privatstiftung für Wissenschaft, Lehre und Forschung*		Member of the board of directors
Markus Vischer	Member of the Board of Directors	AAA Alpine Air Ambulance AG		President of the Board of Directors
		Hugo Boss (Schweiz) AG		Member of the Board of Directors
		HUGO BOSS Ticino AG		Member of the Board of Directors
		Montana Tech Components AG*		Member of the board of directors
		Stiftung juristische Weiterbildung Zürich		President of the Foundation Board
Michael Pistauer	Member of the Management Board, CFO and Co-CEO	Albona Privatstiftung		Director
		ASTA Energy Solutions AG*	yes	Chairman of the supervisory Board
		Communications Laboratories Telekommunikations Dienstleistungs GmbH*		Director
		Corsus Immobilien GmbH* (resignation as of 31 Dec 2025)		Director
		Corsus Beteiligungsverwaltungs GmbH* (resignation as of 31 Dec 2025)		Director
		Corsus Immobilienentwicklung GmbH & Co KG* (resignation as of 31 Dec 2025)		Director
		ETV Montana Tech Holding GmbH*		Director
		Global Equity Partners Beteiligungs-Management Deutschland GmbH*		Director
		Hydrox Green Power Advisors Verwaltungs GmbH* (in liquidation)		Director
		Hydrox Green Power Advisors GmbH & Co. KG* (in liquidation)		Director (indirectly)
		Hydrox Green Power SPAC SE* (in liquidation)		Member of the board of directors
		IndustrieCapital Eins GmbH*		Director
		Makra GmbH*		Director
		Montana Aerospace Components Inc *		Director
		MTC US CORP*		Director
		PI Beteiligungs- und Unternehmensberatungsgesellschaft mbH*		Director
		SNews GmbH*		Director
		VARTA AG*		Member of the supervisory board
		VARTA Consumer Pensions-Treuhand e.V.*		Member of the board
		VARTA Pensions Treuhand eV*		Member of the executive board
		VI Immobilienentwicklungs GmbH & Co KG*		Director (indirectly)
		Virtus Vier Beteiligungs GmbH*		Director
		VRT Pensionen GmbH*		Director
		WLF Privatstiftung für Wissenschaft, Lehre und Forschung*		Vice-Chairman of the board of directors
Kai Arndt	Member of the Management Board, Co-CEO	HoM Consulting GmbH		Director
Vicky Welvaert	Member of the Management Board, CHRO	Attentia (NV/Corporate/Invest/AAM/PMB/Sociaal Secretariaat)		Non-executive board member

* Mandates in different legal entities under the same common control or beneficial ownership that are considered to be one mandate

Employment contracts and mandate agreements

The Company or companies controlled by it may conclude contracts with members of the Board of Directors regarding their compensation. The term of such contract may not exceed their term of office (Article 35 of the Articles of Association). Montana Aerospace entered into mandate agreements with all members of the Board of Directors. The term of such agreements does not exceed the term of office of the members of the Board of Directors.

The Company or companies controlled by it may conclude open-ended or fixed-term employment agreements with members of the Management Board. The term of fixed-term contracts and the notice of termination for open-ended contracts that govern the compensation of the members of the Management Board shall not exceed one year (Article 35 of the Articles of Association).



The CFO and Co-CEO was employed under an employment contract with an unlimited term subject to a notice period of twelve months. The employment contract was mutually terminated as of 31 December 2025.

The Co-CEO has an employment contract with an unlimited term subject to a notice period of twelve months.

The CHRO has an employment contract with an unlimited term subject to a notice period of twelve months in case of a termination by the employer and subject to a notice period of six months in case of a termination by the CHRO.

Post-employment benefits

The Company shall pay the statutory employer social insurance contributions for the members of the Board of Directors. Apart from that, the Company shall not pay any contributions to the pension fund or other provident institutions for the members of the Board of Directors. According to Article 33 of the Articles of Association, members of the Management Board participate in the Company's pension plan. Further information on pension benefits are available in Article 33 of the Articles of Association.

Other items

No member of the Board of Directors and no member of the Management Board is entitled to joining bonuses that do not compensate for a verifiable financial disadvantage, severance payments that are contractually agreed or provided for in the Articles of Association (compensation that is due until the termination of the contracts does not constitute a severance payment) or a commission paid for taking over or transferring undertakings or parts thereof. Montana Aerospace provides each member of the Management Board with a company car and the Company covers a casualty insurance for one member of the Management Board.



Compensation paid in 2025

Board of Directors

In 2025, the amount of compensation of the members of the Board of Directors is a fixed amount only. In the year 2025, the compensation was awarded in cash and amounted to EUR 686 k / CHF 639 k. The amounts stated in the table are all gross and include social insurance contributions required by law. CHF amounts were translated using an EUR / CHF exchange rate of 1 /0,9314.

The AGM approved a maximum total amount of CHF 2,000,000.00 for the compensation of the Board of Directors for the period from the AGM 2025 to the AGM 2026.

2025 (audited)	Role	Fixed compensation in cash in EUR k / CHF k	Social security and pension contributions in EUR k / CHF k	Additional remuneration EUR k / CHF k	Total compensation EUR k / CHF k
Michael Tojner	Chairperson of the Board of Directors, Chairperson of the Nomination and Compensation Committee and the Investment and Strategy Committee	EUR 203 CHF 189		EUR 140 CHF 130	EUR 343 CHF 319
Martin Ohneberg	Vice-Chairperson of the Board of Directors, Member of the Nomination and Compensation Committee and the Investment and Strategy Committee	EUR 38 CHF 35			EUR 38 CHF 35
Christian Hosp	Member of the Board of Directors, Member of the Nomination and Compensation Committee, the Audit and Compliance Committee and the Governance and Sustainability Committee	EUR 82 CHF 76	EUR 13 CHF 12		EUR 95 CHF 89
Markus Vischer	Member of the Board of Directors and Chairperson of the Audit and Compliance Committee	EUR 72 CHF 68			EUR 72 CHF 68
Michael Pistauer*	Member of the Board of Directors, Chairperson of the Governance and Sustainability Committee and Member of the Investment and Strategy Committee	EUR 0 CHF 0			EUR 0 CHF 0
Thomas Williams	Co-Chairperson of the Board of Directors, Member of the Nomination and Compensation Committee and the Investment and Strategy Committee (until 20 May 2025)	EUR 59 CHF 55		EUR 40 CHF 37	EUR 99 CHF 92
Helmut Wieser	Member of the Board of Directors, Chairperson of the Governance and Sustainability Committee and Member of the Investment and Strategy Committee (until 20 May 2025)	EUR 39 CHF 36			EUR 39 CHF 36
SUM EUR		EUR 493	EUR 13	EUR 180	EUR 686
SUM CHF		CHF 459	CHF 12	CHF 168	CHF 639

* Michael Pistauer received a compensation in accordance with his employment contract that expired as of 31 December 2025 and only from 1 January 2026 he receives a compensation as a member of the Board of Directors.

In 2024, the amount of compensation of the members of the Board of Directors is a fixed amount only. In the year 2024, the compensation was awarded in cash and amounted to EUR 481 k / CHF 459 k. The amounts stated in the table are all gross and include social insurance contributions required by law. CHF amounts were translated using an average EUR / CHF exchange rate of 1 /0,9526.



The AGM approved a maximum total amount of CHF 600,000.00 for the compensation of the Board of Directors for the period from the AGM 2024 to the AGM 2025.

2024 (audited)	Role	Fixed compensation in cash in EUR k / CHF k	Social security and pension contributions in EUR k / CHF k	Additional remuneration by MAAG in EUR k / CHF k	Total compensation in EUR k / CHF k
Michael Tojner	Co-Chairman of the Board of Directors, Chairman of the Investment and Strategy Committee and Member of the Nomination and Compensation Committee	EUR 118 CHF 113			EUR 118 CHF 113
Thomas Williams	Co-Chairman of the Board of Directors, Member of the Nomination and Compensation Committee and the Investment and Strategy Committee	EUR 115 CHF 110			EUR 115 CHF 110
Christian Hosp	Member of the Board of Directors, Chairman of the Nomination and Compensation Committee and Member of the Audit and Compliance Committee and the Governance and Sustainability Committee	EUR 80 CHF 76	EUR 5 CHF 5		EUR 85 CHF 81
Markus Vischer	Member of the Board of Directors and Chairman of the Audit and Compliance Committee	EUR 70 CHF 66			EUR 70 CHF 66
Helmut Wieser	Member of the Board of Directors, Chairman of the Governance and Sustainability Committee and Member of the Investment and Strategy Committee	EUR 72 CHF 69			EUR 72 CHF 69
Silvia Buchinger (former member)	Member of the Board of Directors (until May 21)	EUR 21 CHF 20			EUR 21 CHF 20
SUM EUR k		EUR 476	EUR 5		EUR 481
SUM CHF k		CHF 454	CHF 5		CHF 459

Management Board

As of 31 December 2025, the Management Board consisted of Michael Pistauer (CFO and Co-CEO), Kai Arndt (Co-CEO) and Vicky Welvaert (CHRO). In 2025, Mr. Pistauer, Mr. Arndt and Mrs. Welvaert received a fixed and a short-term variable compensation in cash. The fixed and variable compensation of the members of the Management Board is detailed in the table below. The amounts stated are all gross and include social insurance and pension contributions required by law and CHF amounts were translated using an EUR/CHF exchange rate of 1/ 0,9314. Besides the payments outlined below, members of the Management Board received no other payments.

The AGM approved a maximum total amount of EUR 13,000,000.00 for the compensation of the Management Board for the period from 1 January 2025 to 31 December 2025.

2025 (audited)	Base remuneration in cash in EUR k / CHF k	Variable remuneration in cash in EUR k / CHF k	Social insurance and pension contributions in EUR k / CHF k	Other contributions (company car, insurance, etc) in EUR k / CHF k	Compensation by Group Companies in EUR k / CHF k	Total compensation by MAAG in EUR k / CHF k
Total remuneration Management Board	EUR 1,019 CHF 949	EUR 851 CHF 792	EUR 62 CHF 58	EUR 121 CHF 113	EUR 595 CHF 555	EUR 2,649 CHF 2,467
Highest remuneration: Kai Arndt	EUR 560 CHF 522	EUR 368 CHF 342	EUR 16 CHF 15	EUR 78 CHF 73	EUR 84 CHF 78	EUR 1,106 CHF 1,030



As of 31 December 2024, the Management Board consisted of Michael Pistauer (CFO and Co-CEO) and Kai Arndt (Co-CEO). In 2024, Mr. Pistauer and Mr. Arndt received a fixed and a short-term variable compensation in cash and were granted a potential variable compensation under the LTIP, also in cash. The fixed and variable compensation of the members of the Management Board is detailed in the table below. The amounts stated are all gross and include social insurance and pension contributions required by law and CHF amounts were translated using an average EUR/CHF exchange rate of 1/ 0,9526. Besides the payments outlined below, members of the Management Board received no other payments.

The AGM approved a maximum total amount of EUR 5,000,000.00 for the compensation of the Management Board for the period from 1 January 2024 to 31 December 2024.

2024 (audited)	Base remuneration in cash in EUR k / CHF k	Variable remuneration in cash in EUR k / CHF k	Social insurance and pension contributions in EUR k / CHF k	Other contributions (company car, insurance, etc) in EUR k / CHF k	Compensation by Group Companies in EUR k / CHF k	Compensation by MAAG in EUR k / CHF k	Grant of potential LTI bonus in EUR k / CHF k	Total compensation by MAAG in EUR k / CHF k
Total compensation: Management Board	EUR 829 CHF 790	EUR 566 CHF 539	EUR 39 CHF 37	EUR 76 CHF 73	EUR 145 CHF 138	EUR 1,655 CHF 1,577	EUR 422 CHF 402	EUR 2,077 CHF 1,979
Highest compensation: Kai Arndt, Co-CEO	EUR 502 CHF 478	EUR 282 CHF 268	EUR 16 CHF 15	EUR 55 CHF 52	EUR 98 CHF 93	EUR 952 CHF 907	EUR 211 CHF 201	EUR 1,163 CHF 1,108

Shareholdings and options

The members of the Management Board and the Board of Directors have the following shareholdings and options in the Company:

(Audited)	Function	Number of shares as of 31.12.2025	Number of options (from the MSOP*) as of 31.12.2025	Number of shares as of 31.12.2024	Number of options (from the MSOP*) as of 31.12.2024
Michael Tojner	President of the Board of Directors	28.119.391	42.880	31.070.969	42.880
Martin Ohneberg	Vice-President of the Board of Directors	0	0	—**	—**
Christian Hosp	Member of the Board of Directors	0	4.288	0	21.440
Markus Vischer	Member of the Board of Directors	0	21.440	0	21.440
Michael Pistauer	Member of the Management Board, Co-CEO, CFO	152	155.085	10.599	428.640
Kai Arndt	Member of the Management Board, Co-CEO	6.000	25.728	0	128.640
Vicky Welvaert	Member of the Management Board, CHRO	0	0	—**	—**

* see section MSOP for further details, page 118.

** Prior year values are not disclosed as Mrs. Welvaert and Mr. Ohneberg were not active members of the Group Management or Board of Directors in 2024.

Report of the statutory auditor

To the General Meeting of Montana Aerospace AG, Reinach (AG)

Report on the Audit of the Compensation Report

Opinion

We have audited the Compensation Report of Montana Aerospace AG (the Company) for the year ended 31 December 2025. The audit was limited to the information pursuant to Art. 734a-734f of the Swiss Code of Obligations (CO) in the information and tables marked “audited” on pages 122 to 124 and pages 126 to 128 of the Compensation Report.

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

Basis for Opinion

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

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

Other Information

The Board of Directors is responsible for the other information. The other information comprises the information included in the annual report, but does not include the information and tables marked “audited” in the Compensation Report, the consolidated financial statements, the stand-alone financial statements and our auditor’s reports thereon.

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

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

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

Board of Directors' Responsibilities for the Compensation Report

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

Auditor's Responsibilities for the Audit of the Compensation Report

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

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

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

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



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CONSOLIDATED STATEMENT OF FINANCIAL POSITION

(audited)

(in TEUR)	Notes	31.12.2025	31.12.2024
ASSETS			
Intangible assets and goodwill	7	280,940	309,780
Property, plant and equipment	8	547,609	669,922
Equity-accounted investees		6,336	5,211
Loans	26 / 27	108,785	0
Other financial assets	26	2,214	2,265
Other receivables and assets	11	66,931	37,155
Deferred tax assets	13	1,268	13,286
Non-current assets		1,014,082	1,037,619
Inventories	10	270,203	389,394
Contract assets	26	26,335	25,257
Trade receivables	5 / 26	119,280	181,778
Income tax receivables	13	3,113	500
Receivables from affiliated companies	26 / 27	1,035	2,130
Other receivables and assets	11	50,763	60,524
Cash and cash equivalents	12	112,759	133,529
Current assets		583,488	793,112
TOTAL ASSETS		1,597,570	1,830,732
EQUITY AND LIABILITIES			
Share capital	15	57,057	56,501
Share premium	15	808,422	922,326
Retained earnings	15	116,757	-47,207
Equity attributable to owners of Montana Aerospace AG	15	982,236	931,620
Non-controlling interests	15	15,598	-2,232
Total equity	15	997,834	929,388
Loans and borrowings	16	188,302	217,798
Other financial liabilities	16	45,451	101,831
Deferred tax liabilities	13	40,189	40,009
Provisions	17	20,616	39,335
Employee benefits	14	12,595	18,130
Contract liabilities		12,902	8,821
Other liabilities and accruals	18	37,956	48,902
Non-current liabilities		358,012	474,825
Loans and borrowings	16	417	18,450
Other financial liabilities	16	6,709	6,315
Tax liabilities	13	9,196	6,802
Provisions	17	6,015	10,050
Employee benefits	14	25,927	30,089
Trade payables	26	119,462	235,193
Contract liabilities		8,732	19,006
Liabilities from affiliated companies	26 / 27	15	23
Other liabilities and accruals	18	65,251	100,591
Current liabilities		241,724	426,519
TOTAL LIABILITIES		599,736	901,344
TOTAL EQUITY AND LIABILITIES		1,597,570	1,830,732



CONSOLIDATED STATEMENT OF PROFIT OR LOSS (audited)

(in TEUR)	Notes	2025	2024 restated**
Net sales	5	979,331	851,025
Change in finished and unfinished goods		-9,653	17,818
Own work capitalized		8,316	13,848
Other operating income	20	36,714	33,484
Cost of materials, supplies and services		-445,879	-410,617
Personnel expenses	19	-276,864	-242,556
Other operating expenses	21	-131,373	-138,318
EBITDA*		160,592	124,684
Depreciation and amortization		-91,777	-84,721
OPERATING RESULT		68,815	39,963
Interest income	22	5,329	8,326
Interest expenses	22	-21,663	-31,560
Other financial income	22	6,596	18,106
Other financial expenses	22	-40,266	-4,930
FINANCIAL RESULT		-50,004	-10,058
Share of result of equity-accounted investees, net of tax		1,125	-2,717
RESULT BEFORE TAX		19,936	27,188
Income tax expense	13	-8,506	-9,102
RESULT FROM CONTINUING OPERATIONS		11,430	18,086
Result from discontinued operations, net of tax***	23	-14,463	17,701
RESULT FOR THE PERIOD		-3,033	35,787
Thereof attributable to:			
Owners of Montana Aerospace AG		-3,071	36,089
Non-controlling interests	15	38	-302
EARNINGS PER SHARE (in EUR)			
Basic earnings per share	15	-0.05	0.58
Diluted earnings per share	15	-0.05	0.58
EARNINGS PER SHARE – CONTINUING OPERATIONS (in EUR)			
Basic earnings per share	15	0.18	0.29
Diluted earnings per share	15	0.18	0.29

* EBITDA is calculated as result for the year before income tax expense, interest income, other financial income, interest expenses, other financial expenses and depreciation and amortization.

** The comparative information has been restated due to a discontinued operation (see note 23).

*** The Group has elected to present the result after tax of discontinued operations in a separate amount in the statement of comprehensive income and has disaggregated this separate amount into revenue, expenses and result before tax in note 23.



CONSOLIDATED STATEMENT OF PROFIT OR LOSS AND OTHER COMPREHENSIVE INCOME

(audited)

(in TEUR)	Notes	2025	2024
Result for the period		-3,033	35,787
ITEMS THAT WILL NOT BE RECLASSIFIED TO PROFIT OR LOSS			
Remeasurements of the defined benefit liability (asset)	14	-417	-2,624
Related taxes	13	112	445
		-305	-2,179
ITEMS THAT ARE OR MAY BE RECLASSIFIED SUBSEQUENTLY TO PROFIT OR LOSS			
Effective portion of changes in fair value of cash flow hedges		6,722	-10,287
Foreign exchange differences		-8,773	-31,647
Equity-accounted investees – share of OCI		0	-10
Related taxes	13	-1,668	2,080
		-3,719	-39,864
OTHER COMPREHENSIVE INCOME FOR THE PERIOD, NET OF TAX		-4,024	-42,043
TOTAL COMPREHENSIVE INCOME FOR THE PERIOD		-7,057	-6,256
Thereof attributable to:			
Owners of Montana Aerospace AG		-7,336	-5,827
Non-controlling interests		279	-429



CONSOLIDATED STATEMENT OF CASH FLOWS

(audited)

(in TEUR)	Notes	2025*	2024*
CASH FLOW FROM OPERATING ACTIVITIES			
Result before tax		14,471	40,039
Net interest result		26,245	38,982
Share of result of equity-accounted investees, net of tax		-1,125	2,717
Depreciation and amortization	7 / 8	112,960	124,864
Measurement of financial assets		0	1,346
Losses from disposals of property, plant and equipment and intangible assets		649	306
Gains from disposal of financial assets		-30	-103
Other non-cash income and expenses	25	34,190	-44,633
Subtotal		187,360	163,518
Changes in assets and liabilities:			
Inventories		40,486	-51,561
Trade receivables and other current assets		-21,316	4,468
Trade payables and other current liabilities		-27,321	8,019
Provisions and liabilities for employee benefits		-3,682	-366
Subtotal		-11,833	-39,440
Income taxes paid		-8,001	-5,939
NET CASH FROM OPERATING ACTIVITIES		167,525	118,139
CASH FLOW FROM INVESTING ACTIVITIES			
Acquisition of subsidiaries, net of cash acquired	25	-29,782	-1,014
Disposal of subsidiaries, net of cash disposed of		0	1,000
Disposal of discontinued operations, net of cash disposed of	23 / 25	-50,667	88,140
Acquisition of intangible assets and property, plant and equipment	25	-74,773	-87,046
Disposal of intangible assets and property, plant and equipment	25	2,512	631
Loans granted to joint ventures		0	-2,000
Other payments received for investing activities		80	108
Interest received		6,060	3,608
NET CASH FROM INVESTING ACTIVITIES		-146,570	3,429
CASH FLOW FROM FINANCING ACTIVITIES			
Payments received for capital increase	15	10,048	386
Payments made for purchase of non controlling interest	6	-127	0
Issuance of interest-bearing liabilities	16	276,701	179,481
Repayment of interest-bearing liabilities	16	-297,208	-289,894
Payments of lease liabilities	16 / 25	-2,678	-14,265
Interest paid		-25,655	-37,973
NET CASH FROM FINANCING ACTIVITIES		-38,919	-162,265
NET CHANGE IN CASH AND CASH EQUIVALENTS		-17,964	-40,697
Cash and cash equivalents as at 1 January		133,529	175,252
Effect of exchange rate changes on cash and cash equivalents		-2,806	-1,026
Cash and cash equivalents as at 31 December		112,759	133,529

* The Group has chosen to present a consolidated cash flow statement that breaks down all cash flows in their entirety – that is, including continuing and discontinued operations.



CONSOLIDATED STATEMENT OF CHANGES IN EQUITY

(audited)

(in TEUR)	Notes	Attributable to owners of the Company						Total	Non-controlling interest	Total equity
		Share capital	Share premium	Foreign Exchange Differences	Fair Value Reserve	Other retained earnings	Total Retained earnings			
Balance as of 1 January 2025		56,501	922,326	8,405	1,725	-57,337	-47,207	931,620	-2,232	929,388
TOTAL COMPREHENSIVE INCOME FOR THE PERIOD										
Result for the period						-3,071	-3,071	-3,071	38	-3,033
Other comprehensive income for the period, net of tax				-9,014	5,054	-305	-4,265	-4,265	241	-4,024
Total				-9,014	5,054	-3,376	-7,336	-7,336	279	-7,057
TRANSACTIONS WITH OWNERS OF THE COMPANY										
Capital increase	15	555	9,493					10,048		10,048
Offsetting retained earnings against share premium	15		-124,143			124,143	124,143	0		0
Effect of share-based payments	15/24		747					747		747
Acquisition of NCI without a change in control	6			120		-2,200	-2,080	-2,080	1,953	-127
Disposal of NCI without a change in control	6/15					49,237	49,237	49,237	15,598	64,835
Total		555	-113,903	120	0	171,180	171,300	57,952	17,551	75,503
Balance as of 31 December 2025		57,057	808,422	-489	6,779	110,467	116,757	982,236	15,598	997,834

(in TEUR)	Notes	Attributable to owners of the Company						Total	Non-controlling interest	Total equity
		Share capital	Share premium	Foreign Exchange Differences	Fair Value Reserve	Other retained earnings	Total Retained earnings			
Balance as of 1 January 2024		56,480	921,061	39,932	9,935	-91,247	-41,380	936,161	-1,803	934,358
TOTAL COMPREHENSIVE INCOME FOR THE PERIOD										
Result for the period						36,089	36,089	36,089	-302	35,787
Other comprehensive income for the period, net of tax				-31,527	-8,210	-2,179	-41,916	-41,916	-127	-42,043
Total				-31,527	-8,210	33,910	-5,827	-5,827	-429	-6,256
TRANSACTIONS WITH OWNERS OF THE COMPANY										
Capital increase		21	365					386		386
Effect of share-based payments	15 / 24		900					900		900
Total		21	1,265					1,286		1,286
Balance as of 31 December 2024		56,501	922,326	8,405	1,725	-57,337	-47,207	931,620	-2,232	929,388



NOTES

TO THE CONSOLIDATED FINANCIAL STATEMENTS

1. Reporting entity

Montana Aerospace AG (“Montana Aerospace” or “the Company”) is a worldwide supplier of structural parts for the Aerospace industry and was incorporated on 25 November 2019 in Switzerland with its registered office in Reinach, Switzerland. These consolidated financial statements as at and for the twelve months ended 31 December 2025 comprise the Company and its subsidiaries (collectively the ‘Group’ and individually ‘Group companies’).

The controlling parent company of Montana Aerospace is Montana Tech Components AG (“MTC”).

2. Basis of preparation

Transactions with MTC Group

Transactions between the Group and MTC Group entities outside the scope of Montana Aerospace have not been eliminated and are reported as transactions with affiliated companies in these Consolidated Financial Statements (see note 27).

Basis of accounting

The consolidated financial statements have been prepared in accordance with IFRS Accounting Standards.

Details of the Group’s accounting policies are included in note 31.

Changes to material accounting policies are described in note 31.15.

These financial statements were authorized for issue by the Board of Directors on 1 April 2026. They further have to be approved by the next shareholder meeting.

Basis of measurement

The consolidated financial statements have been prepared under the historical cost convention, unless otherwise indicated. All amounts are in thousands of euros unless otherwise stated.

3. Functional and presentation currency

These consolidated financial statements are presented in Euro (EUR). The Company’s functional currency is the Swiss Franc (CHF). All amounts have been rounded to the nearest thousand, unless otherwise indicated.



4. Use of judgements and estimates

In preparing these consolidated financial statements, management has made judgements, estimates and assumptions that affect the application of the Group's accounting policies and the reported amounts of assets, liabilities, income and expenses. Actual results may differ from these estimates.

Estimates and underlying assumptions are reviewed on an ongoing basis. Revisions to estimates are recognized prospectively.

Accounting for acquisitions

Goodwill is reported in the consolidated balance sheet because of company acquisitions. As part of the initial consolidation of a company acquisition, assets acquired, liabilities assumed (including contingent consideration) are recognized at fair values as of the effective acquisition date. The valuation of intangible assets is, in particular, based on the forecast of the total expected cash flows and consequently strongly dependent on the assumptions of the management regarding future developments as well as the underlying developments of the discount rate to be applied (see note 7).

Useful life on non-current assets

Property, plant and equipment, and acquired intangible assets are recognized at acquisition costs and are depreciated/amortized on a straight-line basis over their estimated useful lives. The estimation of useful lives is based on assumptions about wear and tear, aging, technical standards, contract periods, and changes in demand. Changes in these factors may cause a reduction of the useful life of an asset. Hence, the carrying amount would be depreciated/amortized over the remaining shorter useful life, resulting in higher annual depreciation/amortization expenses (see note 7 and note 8).

Impairment of non-current assets

Goodwill and intangible assets with indefinite useful lives are tested for impairment during an annual impairment test. Furthermore, a recoverability evaluation of Goodwill and intangible assets is performed whenever events that have occurred or circumstances that have changed indicate that the carrying amount of an asset or a group of assets exceeds its recoverable amount. During this impairment test, the evaluation of Goodwill and intangible assets is also based on budget assessments of market or company-specific discount rates, expected annual growth rates, and gross margin/costs development. The assumptions involved in these calculations may change and may lead to an impairment loss in future periods (see note 7).

More information on the impairment tests conducted is given in note 7. However, the assumptions made could be subject to changes that could lead to impairment losses in future periods.

If there is any impairment indication of property, plant and equipment and intangible assets with finite useful lives, an impairment test is performed to determine the new carrying amount and the difference between the previous and the new carrying amounts is recognized in profit or loss.

Deferred taxes

Deferred taxes are recognized in respect of temporary differences between the carrying amounts in the IFRS financial statements and the tax base as well as for expected recoverable tax loss carry forwards. Deferred taxes are calculated based on the tax rates expected under current legislation to apply to the period in which the temporary differences are expected to reverse and on the basis of an assessment of future taxable profit. Any changes in the tax rate or variations in future taxable profit from that assumed could make it improbable or probable that deferred tax assets will be recovered and necessitate a value adjustment regarding the respective assets. Moreover, changes in the tax rate could lead to adjustments in deferred tax liabilities. The carrying amounts of deferred taxes are shown in the consolidated balance sheet and are broken down into the individual balance sheet items in note 13. Tax losses carried forward are shown in note 13.

Measurement of fair values

A number of the Group's accounting policies and disclosures require the measurement of fair values for financial assets and liabilities.



When measuring the fair value of an asset or a liability, the Group uses observable market data as far as possible. Fair values are categorized into different levels in a fair value hierarchy based on the inputs used in the valuation techniques as follows.

- **Level 1:** quoted prices (unadjusted) in active markets for identical assets or liabilities
- **Level 2:** inputs other than quoted prices included in Level 1 that are observable for the asset or liability, either directly (i.e. as prices) or indirectly (i.e. derived from prices).
- **Level 3:** inputs for the asset or liability that are not based on observable market data (unobservable inputs).

If the inputs used to measure the fair value of an asset or a liability fall into different levels of the fair value hierarchy, then the fair value measurement is categorized in its entirety in the same level of the fair value hierarchy as the lowest level input that is significant to the entire measurement.

The Group recognizes transfers between levels of the fair value hierarchy at the end of the reporting period during which the change has occurred.

5. Segment reporting

5.1. Basis for segmentation

Operating segments requiring to be reported are determined on the basis of a management approach. Accordingly, external segment reporting reflects the internal organizational and management structure used within the Group as well as internal financial reporting to the chief operating decision maker. In the case of Montana Aerospace, the chief operating decision maker is the Board of Directors of Montana Aerospace AG.

The reporting is divided into the reportable segments “Aerostructures”, “Alpine Metal Tech” and “Energy” (sold in September 2025; see note 23). In addition, all other segments as well as unallocated costs are reported separately under “All other segments”.

Aerostructures

The **Aerostructures segment** is a key partner for aircraft manufacturers. The segment develops and manufactures aircraft parts. The Group’s product portfolio ranges from structural components for fuselage, wings and landing gear to critical engine components subject to high thermal and mechanical loads, and functional components for the cabin interior.

Alpine Metal Tech

The **Alpine Metal Tech segment** is one of the leading international industrial companies and is a provider of customized high-tech solutions for the Steel, Automotive and Aerospace industries.

Energy

The **Energy segment** (sold in September 2025; see note 23) produces high-quality copper components for the energy infrastructure industry. The segment specializes in copper processing and has high-level expertise in copper refinement and insulation systems.

E-mobility

The **E-mobility segment** (sold in November 2024; see note 23) manufactures lightweight components for the e-mobility sector. The segment is specialized in the production of components and assemblies, such as crash management systems and battery boxes.

The accounting and measurement policies for the segment reporting are based on the IFRS used in the present consolidated financial statements. The Board of Directors (CODM) uses adjusted EBITDA for management purposes (see note 5.2).



5.2. Adjusted performance indicators

The adjustments are made to eliminate non-operational expenses and income not attributed to management performance. The following were incurred during the reporting and comparison periods:

(in TEUR)	2025	2024
EBITDA as reported	160,592	124,684
Legal costs	0	3,432
Stock option plans (share-based payments)	747	900
Adjusted EBITDA	161,338	129,016

5.3. Information according to reportable segments

The management variables, which are used to assess the performance of the operating segments, are shown below:

	Reportable segments								Discontinued operations*			
	Aerostructures		Alpine Metal Tech		Corporate & Eliminations		Group		E-mobility		Energy	
(in TEUR)	2025	2024	2025	2024	2025	2025	2025	2024	2025	2024	2025	2024
External net sales	881,272	814,065	98,060	36,959			979,331	851,025		141,397	525,650	642,648
Net sales between segments		1,554	10		-10	-1,554	0			711		
Total net sales	881,272	815,619	98,070	36,959	-10	-1,554	979,331	851,025		142,108	525,650	642,648
Adjusted EBITDA	159,811	130,467	9,139	4,042	-7,612	-5,493	161,338	129,016		5,574	36,398	35,784
Non-operative income and expenses		-3,432			-747	-900	-747	-4,332				
EBITDA	159,811	127,035	9,139	4,042	-8,358	-6,393	160,592	124,684		5,574	36,398	35,784
Depreciation and amortization	-87,106	-82,999	-4,504	-1,538	-167	-184	-91,777	-84,721		-4,834	-7,029	-9,980
Operating result							68,815	39,963				
Financial result							-50,004	-10,058				
Share of result of equity-accounted investees, net of tax							1,125	-2,717				
Result before tax							19,936	27,188				
Income tax expense							-8,506	-9,102				
Result from continuing operations							11,430	18,086				
Result from discontinued operation, net of tax							-14,463	17,701				
Result for the period							-3,033	35,787				
Investments	68,161	73,282	1,226	1,580	3,490	87	72,877	74,949		5,256	22,207	28,312

* Further information relating to discontinued operations see note 23.



5.4. Entity-wide disclosures

Information by geographical segment

(in TEUR)	2025		2024	
	Net sales*	Non-current assets**	Net sales*	Non-current assets**
Switzerland	1,365	71	1,389	47
Germany	171,186	15,687	141,051	14,201
Austria	8,235	35,635	2,869	58,098
UK	101,222	1,063	97,785	1,206
Poland	9,225		8,834	
Turkey	5,272		8,372	
France	32,718	3,593	28,361	4,017
Spain	4,911	2	2,834	
Italy	12,729	3,565	10,506	4,306
Sweden	4,075		1,912	
Romania	7,964	315,728	9,782	336,700
Belgium	53,164	188,841	51,238	183,962
Ireland	32,123		24,048	
Netherlands	15,629		11,051	
Hungary	7,487		6,714	
Rest of Europe	8,992	26	1,851	18,496
USA	405,279	162,384	348,826	192,465
Canada	12,578	21,43	18,581	24,203
Mexico	3,213		519	
Brazil	3,167	121	1,479	37,077
Rest of America	490		88	
China	17,570	70	12,706	8,513
India	7,761		7,389	7,711
Vietnam	5,460	80,334	7,533	88,700
Rest of Asia	42,631		41,140	
Africa, Australia and New Zealand	4,885		4,167	
Total	979,331	828,549	851,025	979,702

* The geographic information on revenues in the table above is based on the customers' location.

** Non-current assets include in this respect property, plant and equipment and intangible assets.

In 2025, there are significant geographical segments from discontinued operations: In Brazil, there were net sales of TEUR 174,702 (2024: TEUR 227,322), in China, there were net sales of TEUR 68,947 (2024: TEUR 98,409) and in Germany, there were net sales of TEUR 36,141 (2024: TEUR 42,220).

In 2024, there is one significant geographical segment from discontinued operations. In Germany, there were net sales of TEUR 67,531.



Products and services

The Group's net sales and trade receivables are split into the following products and services:

	2025		2024	
(in TEUR)	Net sales	Trade receivables	Net sales	Trade receivables
thereof product sales	969,076	115,715	846,517	178,791
thereof service sales	10,255	3,565	4,508	2,987
Total	979,331	119,28	851,025	181,778

Key accounts

In 2025, net sales with 3 customers (whereas 2 of these merged in December 2025) accounted for 10% or more each of the Group's net sales. These customers contributed 26%, 13% and 12% respectively to the Group's net sales and are entirely attributable to the Aerostructures segment.

In 2024, net sales with 3 customers (whereas 2 of these merged in December 2025) accounted for 10% or more each of the Group's net sales. These customers contributed 29%, 15% and 12% respectively to the Group's net sales and are entirely attributable to the Aerostructures segment.

Contract balances

No information is provided about remaining performance obligations on 31 December 2025 as well as on 31 December 2024 that have an original expected duration of one year or less, as allowed by IFRS 15.



6. Significant changes to the scope of consolidation

6.1. Significant changes to the scope of consolidation in 2025

6.1.1. Disposal of subsidiary

As of 25 September 2025, the Group sold the Energy segment. Consequently, the Energy segment was deconsolidated. Further details see note 23.

6.1.2. Acquisition of NCI without a change in control

As of 18 September 2025, the Group acquired an additional 2.5% interest in Universal Alloy Corporation Asia Pte. Ltd., increasing its ownership from 97.5% to 100%. The consideration paid to NCI amounted to TEUR 127.

6.1.3. Disposal of NCI without a change in control

As of 22 December 2025, the Group converted profit certificates amounting to TEUR 64,835 that Belgian Federal Holding and Investment Company (“SFPIM”) holds in company ASCO Industries NV from financial liabilities to equity. Consequently, SFPIM holds non-controlling interest in company ASCO Industries NV. Also see note 15.6 as well as note 16.3.

6.2. Significant changes to the scope of consolidation in 2024

6.2.1. Acquisition of subsidiary

On 19 August 2024, the Group acquired 53% interest in ALPINE METAL TECH GmbH (“AMT”). Consequently, the Group holds 100% interest in AMT as of 31 December 2024.

a) Costs associated with the business combination

In the consolidated financial statements for the fiscal year 2024, costs of TEUR 12 were incurred in connection with the business combination. These costs were recognized in other operating expenses.

b) Goodwill

Goodwill results primarily from the synergies arising from AMT’s product portfolio and Montana Aerospace’s material competence, which will accelerate growth and reinforce the Group’s standing as a strong and diversified industrial company. The resulting goodwill is not expected to be deductible for tax purposes.

c) Contributions to revenue and financial results

The company acquired contributed revenue of TEUR 36,960 and a loss for the period of TEUR 310 to the Group’s results for the period to 31 December 2024. If the acquisition had occurred on 1 January 2024, management estimates that revenue would have been EUR 113 million, and profit for the year would have been EUR 3 million.



d) Identifiable net assets, goodwill and cash inflow

(in TEUR)	Total
Intangible assets	12,330
Property, plant and equipment	17,864
Financial Assets	264
Other non-current assets	3,519
Inventories	40,805
Trade receivables	21,122
Other current receivables	2,330
Cash and Cash equivalents	15,736
Non-current financial liabilities	-33,093
Other non-current liabilities	-6,302
Current financial liabilities	-2,000
Other current liabilities	-33,929
Total identifiable net assets acquired	38,646
Cash and cash equivalents	14,300
Vendor loan settlement	15,700
Total consideration transferred	30,000
Fair value of pre-existing interest	26,604
Fair value of identifiable net assets acquired	-38,646
Goodwill	17,958
Cash	14,300
Less acquired cash	-15,736
Total cash outflow (+), cash inflow (-)	-1,436

e) Result of remeasuring to fair value the equity interest in the acquiree held by the acquirer before the business combination

(in TEUR)	Total
Fair value of pre-existing interest	26,604
Carrying amount of pre-existing interest	-30,248
Result of remeasuring to fair value the equity interest in the acquiree held by the acquirer before the business combination	-3,644

6.2.2. Disposal of subsidiary

As of 12 November 2024, the Group sold the E-mobility segment (company Alu Menziken Extrusion AG and its subsidiaries). Consequently, the E-mobility segment was deconsolidated. Further details see note 23.



7. Intangible assets

(in TEUR)	Goodwill	Customer relationships and other intangible assets	Corporate brand	Other rights and payments in advance	Capitalized development cost	Licenses	Total
COST							
Balance as of 1 January 2024	107,064	216,590	28,808	2,904	44,598	5,897	405,861
FX differences	1,792	1,320	115	1	2,531	94	5,853
Additions consolidation scope	17,958	2,727	9,398			205	30,288
Disposals consolidation scope	-126	-2,912			-111	-1,211	-4,360
Additions		523		46	5,685	165	6,419
Disposals		-38			151	-9	104
Transfer		4,670			-5,039	977	608
Balance as of 31 December 2024	126,687	222,880	38,321	2,951	47,815	6,118	444,772
FX differences	-3,512	-4,315	-223	1	-5,071	-271	-13,391
Disposals consolidation scope	-19,825	-8,110		-691		-2,170	-30,796
Additions		806		453	8,061	809	10,129
Disposals		-177					-177
Transfer		5,225			-5,046		179
Balance as of 31 December 2025	103,350	216,309	38,098	2,714	45,759	4,486	410,716
ACCUMULATED AMORTIZATION AND IMPAIRMENT LOSSES							
Balance as of 1 January 2024	19,825	72,188	3,753	2,499	12,363	4,863	115,491
FX differences		130	44		861	45	1,080
Disposals consolidation scope	-126	-2,794	0		-27	-1,160	-4,107
Additions		14,911	2,278	52	4,378	565	22,184
Impairment	126	32					158
Disposals		-27			151	-1	123
Transfer		55			4	5	64
Balance as of 31 December 2024	19,825	84,495	6,075	2,551	17,730	4,317	134,993
FX differences		-629	-94		-2,012	-155	-2,891
Disposals consolidation scope	-19,825	-4,688		-377		-1,775	-26,665
Additions		15,043	2,937	40	5,291	591	23,902
Impairment		614					614
Disposals		-177					-177
Transfer							0
Balance as of 31 December 2025		94,658	8,918	2,214	21,009	2,978	129,776
CARRYING AMOUNT							
as of 1 January 2024	87,239	144,402	25,055	405	32,235	1,034	290,369
as of 31 December 2024	106,862	138,386	32,246	400	30,085	1,801	309,780
as of 31 December 2025	103,350	121,651	29,180	500	24,750	1,508	280,940

In 2025, research and development costs of TEUR 446 (2024: TEUR 380) were recognized through profit or loss.

In 2025, there were impairment losses of TEUR 614 (2024: TEUR 158) relating to discontinued operations.



The carrying amount of goodwill, customer relationships, other intangible assets and industrial property rights are allocated as follows to the individual cash generating units:

(in TEUR)	Goodwill	Customer relationships with indefinite useful life	Customer relationships with finite useful life	First Article Inspection*	Other intangible assets	Corporate brand with finite useful life
31 December 2025						
Aerostructures	85,392	29,861	39,863	40,219	9,509	21,156
<i>thereof Aerospace Components</i>	29,005	29,861		40,219	9,402	908
<i>thereof ASCO</i>	56,387		39,863		107	20,248
Alpine Metal Tech	17,958		1,715		485	8,024
Total	103,350	29,861	41,578	40,219	9,994	29,180
31 December 2024						
Aerostructures	88,904	33,259	43,407	47,250	7,670	23,203
<i>thereof Aerospace Components</i>	32,517	33,259		47,250	7,670	1,155
<i>thereof ASCO</i>	56,387		43,407		0	22,048
Energy			3,963		258	0
Alpine Metal Tech	17,958		1,913		666	9,043
Total	106,862	33,259	49,283	47,250	8,594	32,246

*** First Article Inspection**

First Article Inspection (FAI) represents the inspection of the first production run for a new product industrialized, part of a processing, assembly or surface treatment program. The purpose of such article is to provide objective evidence that the manufacturer's processes can produce compliant product and that they have understood and incorporated associated requirements. At the same time, it is meant to reduce potential risks associated with serial production startup and/or process changes. Therefore, it is used to verify that the production processes, production documentation and tooling have the capability to produce products that meet the expected requirements. The process shall be repeated when changes occur that invalidate the original results (e.g. engineering changes, manufacturing process changes, tooling changes, etc.).

Once the process is finalized a FAI report is issued, which is then sent to the client, along with the products. The products will then undergo a series of verifications and tests. After the tests are performed, FAI needs to be validated by the client.

Due to the longstanding customer relationships and the marginal client fluctuation, management considers that the useful life of certain customer relationships is indefinite, because all the relevant factors do not allow to identify the end of the period for which the assets contribute to the generation of cash flows. These customer relationships with indefinite useful life are contributed mainly by Universal Alloy Corporation, U.S. In this regard, it is observed that the client structure of this company has remained constant since 2006 and that no new competitor has appeared on the market since then. The situation was reviewed in 2025 and the classification of an indefinite useful life is confirmed.

Goodwill and intangible assets with indefinite useful life are tested for impairment on an annual basis and in case of any indication of impairment. An impairment is recognized when the carrying amount exceeds the higher of fair value less cost of disposal and value in use.

The value in use is calculated using the discounted cash flow method and is based on internal projections, which are prepared in detail for the following three to seven financial years. After this period an inflation-protected level is assumed in the absence of significant evidence to the contrary. The projections are derived from previous results and past experience as well as management's best estimates of probable future developments. It is assumed that the CGU's will not experience any significant organizational changes. The discount rate applied to the calculation of discounted cash flows is the interest rate that reflects current market estimates of the time value of money and the specific risk related to respective asset. Since the cash flows reflect tax expenditure, the discount rate is applied after taxes. Applying the discount rate after taxes leads to a similar result as applying a discount rate before taxes to cash flows before taxes.



The calculations are based on the following assumptions:

	Post-tax discount rate	Pre-tax discount rate	Terminal value growth rate
2025			
Aerospace Components	9.11%	10.98%	2.44%
ASCO	8.73%	10.82%	2.15%
Alpine Metal Tech	8.55%	10.18%	2.43%
2024			
Aerospace Components	9.33%	11.40%	1.85%
ASCO	8.38%	10.20%	2.30%
Alpine Metal Tech	8.76%	10.55%	2.35%

In 2025, the impairment tests revealed that the remaining goodwill positions and customer relationships with indefinite useful life were fully recoverable. Consequently, no impairment losses were recognized for the items in question during the reporting period.

In addition, the goodwill items were tested by means of sensitivity analyses with the following results:

The value in use of the CGU Aerospace Components is higher than the carrying amount and would correspond to the carrying amount with a post-tax discount rate of 15.83% (instead of 9.11%) resp. a negative growth rate in the terminal value of -7.62% (instead of 2.44%). The estimated recoverable amount of the CGU exceeded its carrying amount by approximately EUR 248 million. The underlying planning period is 3 years.

Reasonable possible changes in key assumptions would not lead to an impairment of the CGU Aerospace Components. It was analyzed how the value in use would change if the WACC was adjusted by +0.8% in combination with an adjustment in the terminal value growth rate by -25%.

In the CGU ASCO, the value in use is higher than the carrying amount and would correspond to the carrying amount with a post-tax discount rate of 9.52% (instead of 8.73%) resp. a growth rate in the terminal value of 0.87% (instead of 2.15%). The estimated recoverable amount of the CGU exceeded its carrying amount by approximately EUR 37 million. The underlying planning period is 7 years.

It was analyzed how the value in use would change if the WACC was adjusted by +0.8% in combination with an adjustment in the terminal value growth rate by -25%. Reasonable possible changes in key assumptions would lead to an impairment of the CGU ASCO amounting to up to approximately EUR 2 million.

The value in use of the CGU Alpine Metal Tech is higher than the carrying amount and would correspond to the carrying amount with a post-tax discount rate of 12.18% (instead of 8.55%) resp. a negative growth rate in the terminal value of -5.26% (instead of 2.43%). The estimated recoverable amount of the CGU exceeded its carrying amount by approximately EUR 52 million. The underlying planning period is 7 years.

Reasonable possible changes in key assumptions would not lead to an impairment of the CGU Alpine Metal Tech. It was analyzed how the value in use would change if the WACC was adjusted by +1.2% in combination with an adjustment in the terminal value growth rate by -25%.



8. Property, plant and equipment and Investment properties

(in TEUR)	Investment properties	Land	Buildings	ROU – Land & Buildings	Technical equipment and machinery	ROU – Technical equipment and machines	Other equipment	ROU – Other equipment	Plant under construction and payments in advance	Property, plant and equipment
COST										
Balance as of 1 January 2024	7,016	56,852	205,351	50,348	612,385	669	98,213	6,098	114,670	1,144,586
FX differences	-196	-1,059	-74	2,451	8,787	-121	1,512	-321	-562	10,613
Additions consolidation scope	0	502	6,097	7,398	1,951	168	963	741	44	17,864
Disposals consolidation scope	-6,820	-12,988	-40,976	-3,586	-86,154	-285	-16,518	-625	-5,934	-167,066
Additions	0	0	2,038	14,962	22,247	834	10,457	2,603	48,957	102,098
Disposals	0	0	-11	-8,961	-1,242	0	-2,057	-127	-8	-12,406
Transfer	0	61	14,827	0	60,784	62	2,449	0	-78,766	-583
Balance as of 31 December 2024	0	43,368	187,252	62,612	618,758	1,327	95,019	8,369	78,401	1,095,106
FX differences	0	-1,579	-6,332	-5,023	-26,866	15	-4,676	-33	-1,539	-46,033
Disposals consolidation scope	0	-10,114	-33,498	-933	-62,315	-1,044	-10,306	-2,761	-35,172	-156,143
Additions	0	0	253	12,278	12,036	91	10,144	3,066	47,088	84,956
Disposals	0	-38	-2,780	-6,202	-4,186	0	-3,385	-433	-610	-17,634
Transfer	0	170	7,730	0	41,566	0	2,468	0	-52,154	-220
Balance as of 31 December 2025	0	31,807	152,625	62,732	578,993	389	89,264	8,208	36,014	960,032
ACCUMULATED DEPRECIATION AND IMPAIRMENT LOSSES										
Balance as of 1 January 2024	0	5,946	37,130	29,926	270,742	251	71,059	3,634	2,911	421,598
FX differences		14	-274	1,563	4,144	-43	934	-244	186	6,280
Disposals consolidation scope		-236	-15,710	-3,246	-68,537	-86	-14,348	-484	0	-102,647
Depreciation		556	8,200	6,784	46,922	336	12,040	1,528	0	76,366
Impairment loss		0	0	0	25,171	0	986	0	0	26,157
Disposals		0	0	0	-760	0	-1,640	-132	0	-2,532
Transfer		13	541	218	-1,096	9	255	21	0	-39
Balance as of 31 December 2024	0	6,293	29,887	35,245	276,586	467	69,286	4,323	3,097	425,184
FX differences		-38	-969	-3,284	-13,826	5	-3,336	-1	-358	-21,808
Disposals consolidation scope		-459	-7,472	-489	-47,055	-562	-7,440	-1,710	129	-65,058
Depreciation		433	7,666	6,406	45,728	283	12,438	1,951	0	74,905
Impairment loss		0	0	0	13,540	0	0	0	0	13,540
Disposals		0	-724	-6,066	-4,504	0	-2,482	-394	-129	-14,299
Transfer		0	0	0	-41	0	0	0	0	-41
Balance as of 31 December 2025	0	6,229	28,388	31,812	270,428	193	68,466	4,169	2,739	412,423
CARRYING AMOUNT										
as of 1 January 2024	7,016	50,906	168,221	20,422	341,643	418	27,154	2,464	111,759	722,988
as of 31 December 2024	0	37,075	157,365	27,367	342,172	860	25,733	4,046	75,304	669,922
as of 31 December 2025	0	25,578	124,237	30,920	308,565	196	20,798	4,039	33,275	547,609

Investments were focused on the development of production capabilities in Romania.

Contractual commitments for the acquisition of property, plant and equipment amount to TEUR 11,712 (2024: TEUR 8,799).

In 2025, there were impairment losses of TEUR 13,540 (2024: TEUR 25,171) relating to discontinued operations. In 2024, there were further impairment losses of TEUR 986 in the segment Aerostructures.



9. Leases

9.1. Right of use assets

(in TEUR)	2025	2024
Balance as of 1 January	32,273	23,304
Transfer	0	-186
Depreciation	-8,640	-8,648
Additions consolidation scope	0	8,307
Disposals consolidation scope	-1,977	-680
Additions	15,435	18,399
Derecognition of right-of-use assets	-175	-8,956
FX-differences	-1,761	733
Balance as of 31 December	35,155	32,273

Right of use assets mainly relate to a rental agreement for buildings in the U.S.

9.2. Amounts recognized in the the consolidated statement of profit or loss

(in TEUR)	2025	2024
Depreciation of right-of-use assets	-8,009	-7,109
Interest expense on lease liabilities	-1,897	-751
Short-term lease expenses	-1,947	-1,771
Expenses from leases of low-value assets, excluding short-term leases of low-value assets	-2,125	-2,254
Total amount recorded in the consolidated statement of profit or loss	-13,978	-11,885

9.3. Amounts recorded in the consolidated statement of cash flow

(in TEUR)	2025	2024
Total cash outflow for leases	-8,647	-19,547

As of 31 December 2025, the decrease in payments of lease liabilities compared to the previous year mainly relates to repayments received amounting to TEUR 5,576 relating to previous years' lease prepayments.

9.4. Leases in which the Group is a lessor

(in TEUR)	2025	2024
Rental income	208	801
Total rental income	208	801



10. Inventories

Inventories are distributed amongst the individual items as follows:

(in TEUR)	31.12.2025	31.12.2024
Raw materials and supplies	154,161	230,424
Tools and replacement parts	275	2,122
Unfinished goods and services	92,256	112,866
Finished goods and merchandise goods	22,395	42,372
Payments in advance	1,116	1,611
Inventories	270,203	389,394
Valuation adjustment realised in the profit and loss statement	-85	-3,189

As of 31 December 2025, no inventory is pledged as security for liabilities (2024: TEUR 4,477).



11. Other receivables and assets

Other receivables and assets are composed as follows:

(in TEUR)	31.12.2025	31.12.2024
Performance guarantee*	18,152	19,557
Dies (tools) **	4,039	3,727
Recoverable tax credits (Brazil)	0	8,332
Escrow account	2,800	2,800
Contingent consideration****	40,000	0
Other receivables and assets	1,940	2,739
Total non-current other receivables and assets	66,931	37,155

(in TEUR)	31.12.2025	31.12.2024
Derivative financial instruments	4,646	1,950
Receivables from insurance captive	0	598
Prepaid expenses / deferred charges	15,101	9,979
Recoverable tax credits (Brazil)	0	14,034
Other tax receivables***	10,843	11,101
Receivables from related parties from disposal of property, plants and equipment	6,452	8,103
Other receivables from related parties	1,496	0
Escrow account	0	4,495
Securities with a duration of 3–12 months	0	168
Other receivables and assets	12,225	10,096
Total current other receivables and assets	50,763	60,524

- * **Performance guarantee**
 With a contract dated February 2019, a customer has undertaken to provide Montana Aerospace with various services that are necessary for Montana Aerospace to be able to fulfill its contractual obligations towards the customer. Customer deliverables include, but are not limited to, facility engineering and design, access to Customer operational and design training, assistance with certification processes, supply chain services, assistance with design specification of transportation equipment, and industrialization assistance such as programming and troubleshooting machinery.
 The contractually stipulated compensation amounts to USD 27 million, which was contractually paid to the customer starting with 2019. The underlying contracts have a term until 31 December, 2033, and the customer's services to Montana Aerospace will be provided during this term. The payment is accordingly deferred as an advance payment. The services provided by the customer are recognized as an expense accordingly.
- ** **Dies (tools)**
 These assets are used in the extrusion process to manufacture the shape and dimension of the desired extruded sections. They can be used for several production cycles and are accordingly long-term in nature.
- *** **Other tax receivables**
 This item mainly includes value-added tax receivables.
- **** Contingent consideration relates to a discontinued operation; also see note 23.1.4.



12. Cash and cash equivalents

Cash and cash equivalents are composed of as follows:

(in TEUR)	31.12.2025	31.12.2024
Cash	24	41
Bank deposits	110,562	91,434
Time deposits with an initial duration of up to 3 months	2,173	42,055
Cash and cash equivalents	112,759	133,529

No cash and cash equivalents is pledged as security.

13. Income taxes

13.1. Income tax expense

(in TEUR)	2025	2024
Income tax expense from current year and from previous periods	-7,617	-9,063
Deferred tax expense	-889	-38
Income tax expense for the year	-8,506	-9,102

13.2. Deferred taxes

Deferred tax assets and liabilities are accounted for in the following balance sheet items:

(in TEUR)	Deferred tax assets	Deferred tax liabilities	31.12.2025 net	Deferred tax assets	Deferred tax liabilities	31.12.2024 net
Intangible assets	16	23,756	-23,740	18	26,247	-26,229
Property, plant and equipment	0	26,848	-26,848	102	37,397	-37,295
Financial assets	488	2,702	-2,214	3,594	9,589	-5,995
Other non current receivables and assets	55	330	-275	46	0	46
Inventories	1,954	1,334	620	3,183	978	2,205
Trade receivables	337	50	287	972	444	528
Other current receivables and assets	279	525	-246	503	0	503
Non-current financial liabilities	250	3,493	-3,243	313	2,975	-2,662
Other non-current liabilities	6,107	329	5,778	8,269	201	8,068
Non-current liabilities for employee benefits	684	151	533	1,259	151	1,108
Current financial liabilities	0	0	0	176	158	18
Current liabilities for employee benefits	0	0	0	2	0	2
Trade payables	1,181	0	1,181	1,280	12	1,268
Other current liabilities	148	2	146	2,211	559	1,652
Tax loss carried forward	9,101	0	9,101	30,061	0	30,061
Offset	-19,332	-19,332	0	-38,702	-38,702	0
Total deferred tax assets / liabilities	1,268	40,189	-38,920	13,286	40,009	-26,722

Deferred taxes were only recognized for temporary differences relating to investments in subsidiaries to the extent that taxes will be incurred upon reversal of the differences.



13.3. Reconciliation of effective tax rate

The tax expense is calculated as follows:

(in TEUR)	2025	2024
Result before tax	19,936	27,188
Income tax rate of the entity	17.4%	16.7%
Tax using the Group's weighted average applicable tax rate	-3,462	-4,541
Effect of tax rates in foreign jurisdictions	-2,855	-2,606
Tax-free income	76	596
Current-year losses for which no deferred tax asset is recognised	-5,411	-4,478
Utilisation of unrecognised tax losses brought forward	1,060	1,070
Capitalisation of losses carried forward that have not been recognised yet	1,921	6,875
Non-tax deductible expenses	-1,172	-1,729
Non-tax deductible interest	-71	0
Effective tax expense / income for previous years	53	-508
Change in evaluation of deferred tax assets	530	-2,157
Other	824	-1,624
Income tax expense	-8,506	-9,102

The change in the Group's income tax rate is due to the change in the individual companies' contribution to the profit and to the varying estimates concerning the recoverability of deferred tax assets.

Global minimum top-up tax

The Group is subject to the global minimum top-up tax under Pillar Two tax legislation. According to the Group's calculation there is no additional current tax expense to be recognized related to the top-up tax (2024: TEUR 169) which is levied on the Company.

The Group has applied a temporary mandatory relief from deferred tax accounting for the impacts of the top-up tax and accounts for it as a current tax when it is incurred.

13.4. Movement in deferred tax balances

(in TEUR)	2025	2024
Net balance at 1 January	-26,722	-39,685
Recognised in profit or loss	-889	9,326
Change in consolidation scope	-11,416	-654
Other	107	4,291
Net balance at 31 December	-38,920	-26,722

Income taxes of TEUR -1,668 (2024: TEUR 2,080) for cash flow hedges are recognized in the consolidated statement of comprehensive income. Income taxes on revaluations of defined benefit pension plans amounted to TEUR 112 (2024: TEUR 445).



The Group has the following unrecognized tax loss carryforwards that can be utilized for tax purposes:

(in TEUR)	31.12.2025	31.12.2024
within 2 years	14,658	0
within 3 years	30,961	14,668
within 4 years	56,816	23,376
within 5 years	28,063	58,665
within 6 years	6,059	25,125
within 7 years	34,130	12,859
after more than 7 years	45	1,667
no expiration	118,521	270,278
Total tax loss carryforwards as of end of period	289,253	406,637

In the companies concerned, the probability that future profits can be offset with the accumulated tax loss carryforwards was considered as low at the time when the accounts were prepared.

Each year, the recognition of tax loss carryforwards that can be utilized for tax purposes is subject to a review based on management's assumptions and estimates. In this respect, those tax loss carryforwards that can be utilized within the next five years given the profit situation of the individual companies or taxable entities are recognized. In countries respectively companies in which the use of tax loss carryforwards is not probable, no recognition is performed.

14. Employee benefits

14.1. Composition of post-employment and other employee benefits

(in TEUR)	31.12.2025	31.12.2024
Pensions*	8,483	9,283
Severance payments	2,203	5,637
Anniversary bonuses	833	2,031
Pre-retirement programs	446	796
Employee bonuses	11,381	8,649
Other accruals for personnel	4,717	6,461
Entitlement to holiday, overtime, compensatory time	10,000	14,964
Defined contribution pension commitments	142	82
Redundancy payments	316	316
Total liabilities for employee benefits	38,522	48,219
thereof current	25,927	30,089
thereof non-current	12,595	18,130

* 2025 excluding surplus plan assets in the amount of TEUR 898 (2024: TEUR 995) which are shown in other non-current assets.



14.2. Pensions

Within the Group, there are defined benefit and defined contribution plans for certain categories of employees. These pension plans pay out benefits in case of retirement, death and invalidity. There are defined benefit commitments in Belgium, Germany and in the United Kingdom, the main pension plan being located in Belgium.

(in TEUR)	31.12.2025	31.12.2024
Present value of defined benefit obligation (DBO) at the balance sheet date	30,816	30,688
Fair value of plan assets	-23,231	-22,400
Net liability in the balance sheet	7,585	8,288

The development of the pension obligation and the changes in the plan assets for the defined benefit pension plans can be illustrated as follows:

(in TEUR)	Net liability		Fair value of plan assets		Present value of defined benefit obligation	
	2025	2024	2025	2024	2025	2024
Balance at 1 January	8,288	9,857	-22,400	-110,604	30,688	120,461
Included in profit or loss						
Current service cost	1,059	1,820			1,059	1,820
Past service cost	0	0			0	0
Interest (income) cost	350	410	-823	-754	1,173	1,164
Plan settlements	-381	-357			-381	-357
	1,028	1,873	-823	-754	1,851	2,627
Included in OCI						
(i) Remeasurement:						
Actuarial gain/loss arising from	331	1,835			331	1,835
– experience adjustment	151	322			151	322
– demographic assumptions	0	0			0	0
– financial assumptions	179	1,513			179	1,513
Return on plan assets, excl. interest income/expenses	220	304	220	304		
Effect of asset ceiling according to IAS 19.64b	0	0	0	0		
(ii) Effect of movements in exchange rates:	-386	178	136	2,497	-522	-2,319
	165	2,317	356	2,801	-191	-484
Other						
Changes in consolidation scope	0	-3,966	0	86,609	0	-90,575
Contributions paid by the employer	-1,896	-1,791	-1,365	-1,242	-531	-549
Contributions paid by employee	0	0	0	-785	0	785
Benefits paid	0	0	1,001	1,576	-1,001	-1,576
	-1,896	-5,757	-364	86,158	-1,532	-91,915
Balance at 31 December	7,585	8,288	-23,231	-22,400	30,816	30,688
Funded via provision	6,155	6,130			6,155	6,130
Funded via plan assets	24,661	24,558			24,661	24,558



The main defined benefit pension plan in Belgium relates to company ASCO Industries NV (“ASCO Belgium”). ASCO Belgium offers a non-statutory scheme with two ‘defined contribution’ plans, one for employees and one for executives and higher management. The management of these plans is entrusted to AG Insurance. The aim is to provide employees, executives and management with a capital at retirement age or a capital sum in the event of their death in favour of the defined beneficiaries.

The cost of this plan is covered by monthly and annual contributions which are taken into account at the time of invoicing by the insurance company and calculated on the basis of the salary. The contributions are borne by ASCO Belgium. The plan benefits from a legally guaranteed return by the employer.

If the plan underperforms the legal minimum, the employer is obliged to pay the insurance company a supplement to make up the difference.

Actuarial assumptions

The actuarial assumptions of the most significant pension plan in Belgium (pension plan of ASCO Industries NV) are as follows:

	31.12.2025	31.12.2024
Discount rate (in %)	4.10%	3.40%
Expected salary increase (in %)	3.50%	3.50%
Expected pension increase (in %)	0.00%	0.00%
Fluctuation workers / employees (in %)	0.00%	0.00%
Retirement age men (in years)	67	67
Retirement age women (in years)	67	67

The actuarial assumptions of the other pension plans are as follows:

	31.12.2025	31.12.2024
Discount rate (in %)	3.99% – 5.50%	3.45% – 5.50%
Expected salary increase (in %)	0.00% – 2.00%	0.00% – 2.00%
Expected pension increase (in %)	1.50% – 2.90%	1.50% – 3.10%
Fluctuation workers / employees (in %)	0.00%	0.00%
Retirement age men (in years)	63 – 67	63 – 67
Retirement age women (in years)	63 – 67	63 – 67

The actuarial assumptions are recalculated at the end of each financial year. The actuarial assumptions are used to define the liabilities at the end of the year and the pension costs of the following year.

Sensitivity analysis

A change in the above-mentioned actuarial assumptions used to determine the DBO as at 31 December 2025 would increase or reduce the corresponding DBO of the company as follows:

Change in the DBO of ASCO Industries NV due to the increase/reduction of the parameters:

(in TEUR)	2025 Increase	2025 Reduction	2024 Increase	2024 Reduction
Discount rate (+/- 0.25%)	-27	29	-36	38
Life expectancy (+/- 1 year)	4	-5	5	-5

The effective return on the plan assets amounted to TEUR 603 in the reporting year (2024: TEUR 450). The expected employer contributions for defined benefit plans upon termination of employment for the subsequent year amount in total to TEUR 999 (2024: TEUR 974).

Average weighted duration of defined benefit pension plans

The average weighted remaining term of the most significant defined benefit pension plan in Belgium amounts to 14 years (2024: 14 years).

14.3. Severance

Provisions for severance are constituted to cover the employees' legal and contractual claims mainly in Austria. Severance payments represent mainly termination benefits. Provisions are calculated similarly to pensions in accordance with the projected unit credit method.

The provision for severance in the balance sheet is as follows:

(in TEUR)	31.12.2025	31.12.2024
Present value of defined benefit obligation (DBO)	2,203	5,637
Defined benefit liability (provision for severance)	2,203	5,637

The development of the provision for severance is as follows:

(in TEUR)	2025	2024
Present value of defined benefit obligation (DBO) as of 1 January	5,637	5,487
FX differences	-17	5
Changes in consolidation scope	-3,207	-181
Current service cost	79	125
Interest expense	64	250
Actuarial gains (-) / losses (+)	-133	485
Benefits paid	-252	-630
Change of plans (+/-)	-1	0
Other	33	96
Present value of defined benefit obligation (DBO) as of 31 December	2,203	5,637



The severance expense is as follows:

(in TEUR)	2025	2024
Current service cost	79	125
Interest expense	64	250
Expense realized in the profit and loss statement	143	375
Actuarial gains (-) / losses (+)	-133	485
Remeasurements realized in other comprehensive income	-133	485
Severance expense for the period	10	860

The actuarial assumptions which were used for the calculation are as follows for the most significant severance plans:

	31.12.2025	31.12.2024
Discount rates (in %)	3.75%	3.00% – 3.50%
Expected rate of salary increases (%)	3.25%	3.25%
Fluctuation of workers/employees (%)	0.00%	0.00%
Age at entry into pension male (years)	63	62–65
Age at entry into pension female (years)	63	62–65

15. Equity

15.1. Share capital

In 2025, the Company executed capital increases amounting to TEUR 10,048. Therefore, 520,378 new ordinary shares of a nominal value of CHF 1.00 each out of its authorized capital were issued.

As of 31 December 2025, the total authorized and issued number of ordinary shares comprises 62,526,632 shares with a nominal value of CHF 1.00 each. The split of the capital stock is shown in the table below:

CAPITAL STOCK	31 December 2025	31 December 2024
Nominal value per share (CHF)	1.00	1.00
Total number of shares	62,526,632	62,006,254
Total amount of share capital (CHF)	62,526,632	62,006,254
Total amount of share capital (EUR)	57,056,651	56,501,344
RECONCILIATION OF SHARES ISSUED	NUMBER OF SHARES	
1 January 2025	62,006,254	
Capital increases 2025	520,378	
31 December 2025	62,526,632	

The lower limit of the capital band is TCHF 56,341 (2024: TCHF 55,821); the upper limit is TCHF 74,921 (2024: TCHF 74,401). Within the capital band, the Board of Directors is authorized to increase or reduce the share capital once or several times and in any amounts at any time up to 23 May 2028, or the expiry of the capital band if earlier. The share capital may be increased by issuing up to 12,394,403 fully paid-in registered shares with a nominal value of CHF 1.00 each or reduced by cancelling up to 6,185,597 fully paid-in registered shares with a nominal value of CHF 1.00 each or by increasing or reducing the nominal value of the existing registered shares or by reducing and simultaneously re-increasing.



The conditional share capital of TCHF 4,459 is designated for participation plans. The conditional share capital of TCHF 1,000 is designated for financing purposes.

The principal shareholder (Montana Tech Components AG) holds 44.9% of the shares as of 31 December 2025 (previous year: 50.1%).

15.2. Earnings per share

The calculation of earnings per share has been based on the profit or loss attributable to shareholders of Montana Aerospace as presented in the consolidated income statement and the weighted average of shares in circulation as of 31 December 2025.

	2025	2024
Weighted average of ordinary shares in circulation as of 31 December	62,278,943	61,995,982
(in TEUR)	2025	2024
Result of the period attributable to owners of Montana Aerospace AG	-3,071	36,089
(in EUR)	2025	2024
Earnings per share		
Basic earnings per share	-0.05	0.58
Diluted earnings per share	-0.05	0.58
Earnings per share – Continuing operations		
Basic earnings per share	0.18	0.29
Diluted earnings per share	0.18	0.29

15.3. Share premium

For the current fiscal year, retained earnings amounting to TEUR -124,143 were offset with share premium.

For the current fiscal year, a total of TEUR 747 (2024: TEUR 900) was recognized in equity as share-based remuneration. These share-based remuneration components are explained under note 24.

15.4. Nature and purpose of reserves

The translation reserves comprise all foreign currency differences arising from the translation of the financial statements of foreign operations.

Remeasurements of the net defined benefit liabilities are charged or credited to other comprehensive income in the period in which they arise.



15.5. Dividends

The Company has not paid any dividends in the periods presented.

15.6. Non-controlling interests

The following table summarises the information relating to each of the Group's subsidiaries that have material non-controlling interests, before any intra-group eliminations:

	ASCO Industries NV, Zaventem (BE)	Other	31.12.2025 Group
Non-controlling interest	17.8%		
Non-current assets	130,193		
Current assets	169,068		
Non-current liabilities	-87,587		
Current liabilities	-124,160		
Net assets	87,514		
Net assets attributable to NCI	15,598		15,598
Net Sales	344,067		
Result for the period	2,172		
Other comprehensive income for the period, net of tax	1,615		
Total comprehensive income for the period	3,787		
Result for the period allocated to NCI	0	38	38
Other comprehensive income for the period, net of tax, allocated to NCI	0	241	241
Cash flows from operating activities	29,839		
Cash flows from investing activities	-8,985		
Cash flows from financing activities	-20,893		
Net cash flows for the year	-39		



16. Financial liabilities

16.1. Change in liabilities arising from financing activities

(in TEUR)	01.01.2025	Reclassi- fication	Disposal consolidation scope	Repayment*	Issuance	Other non-cash changes**	Interest accrued as well as paid interest relating to interest accrued in previous years	Currency translation	31.12.2025
NON-CURRENT FINANCIAL LIABILITIES									
Loans and borrowings	217,798	-51	-1,239	-282,645	253,941		2,433	-1,935	188,302
Lease liabilities	22,057	-3,209	-1,204	67		12,862	1,462	-901	31,134
Other	79,773	-862				-64,835	624	-382	14,318
CURRENT FINANCIAL LIABILITIES									
Loans and borrowings	18,450	51	-26,294	-13,463	22,678		1,103	-2,108	417
Lease liabilities	5,110	3,209	-945	-2,745		991	564	-424	5,760
Other	1,205	862		-1,100	82		-35	-65	949
Total	344,394	0	-29,682	-299,886	276,701	-50,982	6,151	-5,815	240,880

(in TEUR)	01.01.2024	Reclassi- fication	Addition consolidation scope***	Disposal consolidation scope	Repayment	Issuance	Other non-cash changes	Interest accrued as well as paid interest relating to interest accrued in previous years	Currency translation	31.12.2024
NON-CURRENT FINANCIAL LIABILITIES										
Loans and borrowings	258,928				-79,806	38,378		907	-609	217,798
Lease liabilities	17,266	-418	8,639	-108	-11,674		7,288	697	367	22,057
Other	77,828	-848						2,915	-122	79,773
CURRENT FINANCIAL LIABILITIES										
Loans and borrowings	82,276		2,000		-203,199	140,992		-522	-3,097	18,450
Lease liabilities	6,556	418		-591	-2,591		925	246	147	5,110
Other	8,188	848		-1,092	-6,890	111		58	-17	1,205
Total	451,042	0	10,639	-1,791	-304,160	179,481	8,213	4,301	-3,331	344,394

* In 2025, item "Repayment" in non-current lease liabilities contains repayments received amounting to TEUR 5,576 relating to previous years' lease prepayments.

** In 2025, item "Other non-cash changes" in non-current other financial liabilities amounting to TEUR -64,835 relates to a conversion of profit certificates to equity; further information see note 6.1.3 as well as note 16.3.

*** In 2024, the difference between item "Addition consolidation scope" amounting to TEUR 10,639 and positions "Non-current financial liabilities" and "Current financial liabilities" in total amounting to TEUR 35,093 in note 6.2.1 refers to intercompany loans between Alpine Metal Tech group and other companies within Montana Aerospace group.



16.2. Bank loans and borrowings

(in TEUR)	Original currency	Maturity	Interest calculation type	Effective interest rate in %	Credit line	Carrying amount in reporting currency as of 31 December 2025
Loan	EUR	20.09.2030	variable	4.47%	100,000	98,233
Loan	EUR	20.09.2030	variable	4.38%	130,000	90,069
Loan	EUR	Q1/2026	n/a	n/a	0	417
Total						188,719
Thereof non-current						188,302
Thereof current						417

(in TEUR)	Original currency	Maturity	Interest calculation type	Effective interest rate in %	Credit line	Carrying amount in reporting currency as of 31 December 2024
Loan	EUR	until 2027	fixed	0.00%	51	51
Loan	USD	April 2025	variable	7.49%	1,967	2,237
Loan	USD	September 2025	variable	7.13%	4,024	4,106
Loan	USD	September 2025	variable	7.25%	813	951
Loan	USD	May 2025	variable	9.63%	3,654	4,112
Loan	BRL	November 2025	variable	7.20%	4,605	4,949
Loan	CNY	01.01.2025	fixed	2.70%	13	14
Loan	CNY	16.07.2025	fixed	2.70%	1,319	1,320
Loan	INR	immediately	fixed	9.55%	487	487
Loan	EUR	10.11.2026	variable	6.11%	220,000	217,747
Loan	EUR	10.01.2025	variable	n/a	0	274
Total						236,248
Thereof non-current						217,798
Thereof current						18,450

For liabilities at variable interest rates, the fair value corresponds to the reported carrying amount.

Moreover, the Group is required to adhere to various defined financial ratios under a credit agreement (net financial debt to EBITDA ratio, equity ratio). The financial ratios shall be tested quarterly by reference to the financial position as of 31 March, 30 June, 30 September and 31 December. All covenants have been met as of 31 December 2025.

16.3. Other financial liabilities

Other financial liabilities are composed as follows:

(in TEUR)	31.12.2025	31.12.2024
Lease liabilities	36,895	27,168
Other*	15,266	80,977
Other financial liabilities	52,160	108,146
Thereof non-current	45,451	101,831
Thereof current	6,709	6,315

* As of 31 December 2024, item "Other" resulted mainly from profit certificates in the amount of TEUR 64,835 (including accrued dividends) held by the Belgian Federal Holding and Investment Company ("SFPIM"). As of 31 December 2025, these profit certificates were converted to equity. Consequently, SFPIM holds non-controlling interest in company ASCO Industries NV; also see note 15.6 as well as note 6.1.3.



17. Provisions

The provisions are as follows:

(in TEUR)	Onerous contracts	Warranties, guarantees	Waste disposal, restoration	Litigation	Other provisions	Total
Balance as of 1 January 2025	18,709	1,495	2,255	22,320	4,606	49,385
Changes in consolidation scope	-372	-557		-17,240	-1,414	-19,583
Provisions made during the year	2,702		636	2,299	1,542	7,179
Provisions used	-3,481	-20		-2,360	-3,642	-9,503
Reversal		-860		-234		-1,094
FX differences		-28		312	-37	247
Balance as of 31 December 2025	17,558	30	2,891	5,097	1,055	26,631
MATURITY						
Thereof non-current	12,981	30	2,891	4,714	0	20,616
Thereof current	4,577	0	0	383	1,055	6,015
Total provisions	17,558	30	2,891	5,097	1,055	26,631

Warranty provisions are calculated based on the effective returns in the past and on the damage cases and usually cover an appropriate guarantee and grace period.

18. Other liabilities and accruals

Other liabilities comprise the following items:

(in TEUR)	31.12.2025	31.12.2024
Accruals	36,927	38,643
Deferred income	3,198	7,480
Other tax payables	11,646	10,767
Derivative financial instruments	2,142	12,629
Government aid & grants*	39,911	43,800
In the context of social security	4,414	4,391
Payables to employees	3,274	5,266
Deferred consideration**	0	26,645
Other payables from joint ventures and from associated companies	956	1,117
Other payables	739	-1,245
Other liabilities and accruals	103,207	149,493
Thereof non-current	37,956	48,902
Thereof current	65,251	100,591

*** Government aid & grants**

Item government aid & grants mainly refer to government grants received from the Romanian government for investments in two plants in Satu Mare and Baia Mare:

- Government grant - Universal Alloy Corp. Europe S.R.L (UACE)

UACE has developed several investment projects in the region, starting with 2013, financed by national investment programs developed by the Romanian Ministry of Finance. In 2018 the company received a funding amounting to TEUR 37,388 for developing a new production plant in the Maramures region. The investment was finalized in 2020 and from 2021 a monitorization period of 5 years began. The company is not allowed to sell any of the assets purchased under this project and amortizes the grant over the useful live of the relating assets.

In 2020 the company received another grant amounting to TEUR 13,929 for a heavy weight extrusion plant in Satu Mare county. This project was finalized in March 2022 and the company entered the monitorization phase. Similar conditions apply.

In 2021 the company received funding in amount of TEUR 5,350 for a cast house project in Satu Mare county. The project experienced some delays due to the pandemic period and the subsidized investment was finalized at the end of 2023 with the subsidy fully received by October 2024. The project will enter the monitorization phase for 5 years. Similar conditions apply.

**** Deferred consideration**

In connection with the acquisition of ASCO group, an earn-out based on the attainment of certain performance indicators by Montana Aerospace AG has been agreed, that was paid in July 2025; also see note 25.2.



19. Personnel expenses

Personnel expenses contain the following items:

(in TEUR)	2025	2024
Wages and salaries	217,283	190,356
Severance and redundancy	1,970	571
Compulsory social security expenses	32,220	27,011
Pension expenses	1,537	1,648
Stock option plans (share-based payments)*	747	900
Other social security costs and employee benefits	23,107	22,070
Personnel expenses	276,864	242,556

* Stock option plans (share-based payments) are described in note 24.

Pension expenses are composed as follows:

(in TEUR)	2025	2024
Defined contribution plans	478	700
Defined benefit plans	1,059	948
Total	1,537	1,648

Number of employees:

	2025	2024
As of reporting date	6,346	7,571
Average of the reporting period	7,338	8,107



20. Other operating income

Other operating income contains the following items:

(in TEUR)	2025	2024
Income from reversal of provisions and accruals	1,716	1,529
Income from disposal of property, plant and equipment	229	20
Income from disposal of recycling products	137	0
Income from insurance	10	65
Income from claims	4,479	6,893
Rental income	208	801
Grants and public benefits	10,007	14,431
Other income from affiliated companies*	545	-2,705
Contractual recovery of costs from customers	6,505	7,644
Income from hedging	8,403	2,383
Other	4,475	2,423
Other operating income	36,714	33,484

* In 2024, item "Other income from affiliated companies" includes a credit note for overbilled services in previous years.

21. Other operating expenses

Other operating expenses comprise the following items:

(in TEUR)	2025	2024
Energy costs	22,967	22,145
Licences and patent fees	3,978	4,405
Maintenance from third parties	23,316	22,124
Freight-out costs and customs duties	22,212	25,155
Movement in bad debt provision	-164	1,727
Commissions	1,578	1,458
Legal advice, audit and consulting fees	10,778	18,573
Rental and leasing expenses	4,072	4,025
Travel expenses	5,018	4,371
Phone and postal charges, IT supplies	4,987	4,909
Insurance	3,458	2,767
Fees and charges	625	944
Expenses for cleaning services	1,315	959
Other expenses to affiliated companies	17	42
Marketing, advertising and entertainment expenses	736	841
Directors' remuneration	576	587
Taxes other than income taxes	5,177	8,176
Expenses from hedging	7,134	4,611
Other	13,593	10,499
Other operating expenses	131,373	138,318



22. Net financial result

Interest income and interest expense are composed as follows:

(in TEUR)	2025	2024
Interest income from financial institutions	366	517
Interest income from discontinued operations	3,425	4,614
Other interest income	1,537	3,195
Interest income	5,329	8,326

(in TEUR)	2025	2024
Interest expense against financial institutions	17,815	28,501
Interest on lease liabilities	1,897	751
Other interest expense	1,952	2,308
Interest expense	21,663	31,560

Other financial income and other financial expenses are composed as follows:

(in TEUR)	2025	2024
Foreign currency exchange gains	6,493	18,037
Gains from disposal of financial assets	30	0
Other	73	69
Other financial income	6,596	18,106

(in TEUR)	2025	2024
Foreign currency exchange losses	34,705	407
Other	5,561	4,523
Other financial expenses	40,266	4,930

Foreign exchange effects resulting from the classification of net investments in foreign operations amount to TEUR –29,605 (2024: TEUR 24,850). These are not recognized in the result of the period but in the consolidated statement of comprehensive income.



23. Discontinued operation

23.1. Energy

The previously reportable Energy segment was sold on 25 September 2025. Since this group represents a major line of business of the group, it is to be classified as a discontinued operation.

The previous year's figures in the consolidated statement of comprehensive income were adjusted accordingly to show the discontinued operation separately from continuing operations.

23.1.1. Results of discontinued operation

(in TEUR)	2025	2024
External net sales	525,650	642,648
Other income	7,511	11,589
External expenses	-515,204	-651,919
– thereof depreciation and amortization	-7,029	-9,980
Results from operating activities	17,957	2,318
Income tax	-8,999	5,765
Results from operating activities, net of tax	8,958	8,083
Result on sale of discontinued operation	-23,421	0
Results from discontinued operations, net of tax	-14,463	8,083
Basic earnings (loss) per share (EUR)	-0.23	0.13
Diluted earnings (loss) per share (EUR)	-0.23	0.13

23.1.2. Cash flows from discontinued operation

(in TEUR)	2025	2024
Net cash from operating activities	14,619	31,121
Net cash from investing activities	-16,583	-21,553
Net cash from financing activities	29,754	-14,039
Net cash flows for the year	27,790	-4,471



23.1.3. Effect of disposal on the financial position of the Group

(in TEUR)	2025
Intangible assets and goodwill	-4,131
Property, plant and equipment	-91,085
Other financial assets	-71
Other receivables and assets	-41,734
Deferred tax assets	-8,086
Inventories	-67,819
Contract assets	-766
Trade receivables	-56,633
Income tax receivables	-221
Receivables from affiliated companies	1,015
Cash and cash equivalents	-54,427
Loans and borrowings	27,533
Other financial liabilities	2,149
Provisions	19,754
Employee benefits	14,542
Contract liabilities	408
Liabilities from affiliated companies	1,287
Other liabilities and accruals	20,934
Tax liabilities	2,424
Trade payables	83,130
Net assets and liabilities	-151,798
Consideration received, satisfied in cash	3,000
Cash and cash equivalents disposed of	-54,427
Net cash outflows	-51,427

23.1.4. Effect of disposal on the financial position of the Group

(in TEUR)	2025
Consideration received, satisfied in cash	3,000
Contingent consideration*	40,000
Loans from affiliated companies**	108,798
Disposed net assets	-151,798
Result on sale	0
Impairment losses for write-downs of the discontinued operation	-14,154
Reclassification of accumulated foreign exchange differences	-9,267
Result on sale of discontinued operation	-23,421

* Under the SPA, the buyer must pay a contingent consideration to the Group if a defined triggering event occurs. The contingent consideration is measured at fair value and was estimated by considering the likelihood of a triggering event and the enterprise value of the Energy segment in combination with the contractually agreed calculation basis. With the successful IPO of Asta Energy Solutions AG on 30 January 2026, a trigger event was realised. Accordingly, the Group considers the recognised contingent consideration to be fully recoverable. Also see note 27.

** Loans from affiliated companies relate to retained loans by Montana Aerospace (also see note 27). The financing structure comprises a USD-denominated loan with a nominal amount of USD 8.1 million, maturing on 31 December 2028 and bearing interest at a fixed rate of 4.99% per annum. Furthermore, the Group has several EUR-denominated loans with an aggregate nominal amount of EUR 101.8 million. Contractual repayments of these EUR loans commence in 2027, with final maturities on 31 December 2030. The EUR-denominated loans bear interest at an average rate of 4.03% per annum. In addition, the contractual terms of the financial liabilities of ASTA include prematurity clauses in the event of an IPO, a trade sale, or an asset disposal of ASTA. By the end of March 2026, approximately EUR 60 million had been repaid.

Furthermore, the Group has provided three guarantees and issued a letter of comfort in favour of entities of the former Energy segment, which was sold on 25 September 2025. These guarantees are valid until 31 December 2026, with the maximum amount payable to third parties being approximately EUR 47 million. The group's liability under the letter of comfort is limited to EUR 120 million until 30 April 2026, to EUR 100 million until 30 April 2027, to EUR 80 million until 30 April 2028, and to EUR 60 million until 31 December 2028.



23.2. E-Mobility

The previously reportable E-mobility segment was sold on 12 November 2024. Since this group represents a major line of business of the group, it is to be classified as a discontinued operation.

The previous year's figures in the consolidated statement of comprehensive income were adjusted accordingly to show the discontinued operation separately from continuing operations.

23.2.1. Results of discontinued operation

(in TEUR)	2024
External net sales	141,397
Other income	6,311
External expenses	-147,902
– thereof depreciation and amortization	-4,834
Results from operating activities	-194
Income tax	-915
Results from operating activities, net of tax	-1,109
Gain on sale of discontinued operation*	10,727
Results from discontinued operations, net of tax	9,618
Basic earnings (loss) per share (EUR)	0.16
Diluted earnings (loss) per share (EUR)	0.16

* Item "Gain on sale of discontinued operation" relates to foreign exchange effects in connection with the disposal of the E-mobility segment (TEUR 36,056) as well as to impairment losses of TEUR -25,329. These impairment losses for write-downs of the disposed group to the lower of its carrying amount and its fair value less costs to sell have been included in "result from discontinued operation, net of tax" in the consolidated statement of profit or loss. The impairment losses have been applied to reduce the carrying amount of intangible assets and goodwill as well as property, plant and equipment within the disposed group.

23.2.2. Cash flows from discontinued operation

(in TEUR)	2024
Net cash from operating activities	-3,883
Net cash from investing activities	-4,567
Net cash from financing activities	-5,202
Net cash flows for the year	-13,652



23.2.3. Effect of disposal on the financial position of the Group

(in TEUR)	2024
Intangible assets and goodwill	-253
Property, plant and equipment	-64,419
Investment properties	-6,903
Other receivables and assets	-16,185
Deferred tax assets	33
Inventories	-34,161
Trade receivables	-13,676
Income tax receivables	-5
Cash and cash equivalents	-26,079
Other financial liabilities	1,791
Deferred tax liabilities	1,735
Provisions	177
Employee benefits	7,678
Contract liabilities	6
Other liabilities and accruals	16,867
Tax liabilities	584
Trade payables	16,021
Net assets and liabilities	-116,789
Consideration received, satisfied in cash	114,219
Cash and cash equivalents disposed of	-26,079
Net cash inflows	88,140

24. Share-based payment arrangements

24.1. Management stock option program 2021 (MSOP 2021)

In 2021, a management stock option program (MSOP) was launched by the parent company Montana Tech Components AG, Reinach, Switzerland, to allow employees to subscribe to ordinary shares in Montana Aerospace AG. The vesting period on which the program is based amounts to five years. The share-based payment arrangement requires employees to be in an active employment relationship with the company whenever options are exercised.

The number and weighted average of the exercise prices of the share options developed as follows:

NUMBER OF OPTIONS	2025	2024
Outstanding as of 1 January	842,539	919,308
Lapsed during the year	-59,023	-56,112
Exercised during the year	-552,518	-20,657
Outstanding as of 31 December	230,998	842,539
Exercisable as of 31 December	230,998	589,777
(in CHF)	2025	2024
Exercise price of outstanding options	25.65 / 18.00	25.65 / 18.00
Average share price at exercise date	26.50	19.05



Determination of fair values

The fair value of share-based payment system was determined in accordance with the Black Scholes formula.

The inputs used in the measurement of the fair values at grant date of the equity-settled share-based payment plan were as follows:

(in CHF)	MANAGEMENT STOCK OPTION PROGRAM (MSOP) 2021		
Grant date	12.05.2021	22.05.2021	23.12.2021
Fair value (weighted average)	12.66	9.55	10.19
Share price on the date the option was granted	34.90	30.94	32.75
Exercise price	25.65 / 18.00	25.65 / 18.00	25.65 / 18.00
Expected volatility (in %)	40.15%	40.10%	39.78%
Expected term (in years)	5.0	5.0	5.0
Expected dividends (average, in %)	0.00%	0.00%	0.00%
Risk-free interest rate (average, in %)	-0.70%	-0.71%	-0.67%

Expected volatility is based on an assessment of historical volatility in a peer group's share price.

As of 16 December 2022, Montana Tech Components AG and Montana Aerospace AG agreed to transfer all rights and obligations in relation to the options vesting from 2023, to Montana Aerospace AG. In this context, Montana Aerospace AG received payments amounting to TEUR 1,923 from Montana Tech Components AG. Furthermore, the exercise price relating to all options transferred to Montana Aerospace AG was reduced from CHF 25.65 to CHF 18.00. The resulting additional expenses are not significant.

Impact of share-based payments on profit/loss for the period and net assets and financial position

Relating to the MSOP 2021, the expense recognized in the income statement for share-based payment came to TEUR 719 in fiscal year 2025 (2024: TEUR 779). The effects in equity amounted to TEUR 719 (2024: TEUR 779) and consisted of allocations from the forward projection of the MSOP.

24.2. Management stock option program 2022 (MSOP 2022)

In 2022, a further management stock option program (MSOP) was launched by the companies Montana Tech Components AG, Reinach, Switzerland (300,000 options; exercise price CHF 25.65), and Montana Aerospace AG, Reinach, Switzerland (150,080 options; exercise price CHF 18.00), to allow employees to subscribe to ordinary shares in Montana Aerospace AG. The vesting period on which the program is based amounts to three years. The share-based payment arrangement requires employees to be in an active employment relationship with the company whenever options are exercised.

The number and weighted average of the exercise prices of the share options developed as follows:

NUMBER OF OPTIONS	2025	2024
Outstanding as of 1 January	428,640	450,080
Lapsed during the year	0	-21,440
Lapsed during the year	-258,854	0
Outstanding as of 31 December	169,786	428,640
Exercisable as of 31 December	169,786	300,048
(in CHF)	2025	2024
Exercise price of outstanding options	25.65	25.65 / 18.00
Average share price at exercise date	28.01	n/a



Determination of fair values

The fair value of share-based payment system was determined in accordance with the Black Scholes formula.

The inputs used in the measurement of the fair values at grant date of the equity-settled share-based payment plan were as follows:

(in CHF)	MANAGEMENT STOCK OPTION PROGRAM (MSOP) 2022	
Grant date	13.12.2022	27.12.2022
Fair value (weighted average)	0.55	1.38
Share price on the date the option was granted	15.40	15.08
Exercise price	25.65	25.65 / 18.00
Expected volatility (in %)	38.39%	38.35%
Expected term (in years)	3.0	3.0
Expected dividends (average, in %)	0.00%	0.00%
Risk-free interest rate (average, in %)	0.92%	1.28%

Expected volatility is based on an assessment of historical volatility in a peer group's share price.

Impact of share-based payments on profit/loss for the period and net assets and financial position

Relating to the MSOP 2022, the expense recognized in the income statement for share-based payment came to TEUR 26 in fiscal year 2025 (2024: TEUR 95). The effects in equity amounted to TEUR 26 (2024: TEUR 95) and consisted of allocations from the forward projection of the MSOP.

24.3. Management stock option program 2023 (MSOP 2023)

In 2023, a further management stock option program (MSOP) was launched by Montana Aerospace AG, Reinach, Switzerland, to allow employees to subscribe to ordinary shares in Montana Aerospace AG. The vesting period on which the program is based amounts to two years. The share-based payment arrangement requires employees to be in an active employment relationship with the company whenever options are exercised.

The number and weighted average of the exercise prices of the share options developed as follows:

NUMBER OF OPTIONS	2025	2024
Outstanding as of 1 January	100,768	100,768
Lapsed during the year	-15,008	0
Exercised during the year	-17,152	0
Outstanding as of 31 December	68,608	100,768
Exercisable as of 31 December	68,608	68,608
(in CHF)	2025	2024
Exercise price of outstanding options	25.65 / 18.00	25.65 / 18.00
Average share price at exercise date	25.11	n/a

Determination of fair values

The fair value of share-based payment system was determined in accordance with the Black Scholes formula.

The inputs used in the measurement of the fair values at grant date of the equity-settled share-based payment plan were as follows:

(in CHF)	MANAGEMENT STOCK OPTION PROGRAM (MSOP) 2023
Grant date	03.10.2023
Fair value (weighted average)	0.18
Share price on the date the option was granted	11.02
Exercise price	25.65 / 18.00
Expected volatility (in %)	37.43%
Expected term (in years)	2.0
Expected dividends (average, in %)	0.00%
Risk-free interest rate (average, in %)	1.61%

Expected volatility is based on an assessment of historical volatility in a peer group's share price.

Impact of share-based payments on profit/loss for the period and net assets and financial position

Relating to the MSOP 2023, the expense recognized in the income statement for share-based payment came to TEUR 1 in fiscal year 2025 (2024: TEUR 11). The effects in equity amounted to TEUR 1 (2024: TEUR 11) and consisted of allocations from the forward projection of the MSOP.

24.4. Management stock option program 2024 (MSOP 2024)

In 2024, a further management stock option program (MSOP) was launched by Montana Aerospace AG, Reinach, Switzerland, to allow employees to subscribe to ordinary shares in Montana Aerospace AG. The vesting period on which the program is based amounts to one year. The share-based payment arrangement requires employees to be in an active employment relationship with the company whenever options are exercised.

The number and weighted average of the exercise prices of the share options developed as follows:

NUMBER OF OPTIONS	2025	2024
Outstanding as of 1 January	19,296	0
Exercised during the year	-6,432	0
Promised during the year	0	19,296
Outstanding as of 31 December	12,864	19,296
Exercisable as of 31 December	12,864	19,296
(in CHF)	2025	2024
Exercise price of outstanding options	25.65 / 18.00	25.65 / 18.00
Average share price at exercise date	31.50	n/a



Determination of fair values

The fair value of share-based payment system was determined in accordance with the Black Scholes formula.

The inputs used in the measurement of the fair values at grant date of the equity-settled share-based payment plan were as follows:

(in CHF)	MANAGEMENT STOCK OPTION PROGRAM (MSOP) 2024
Grant date	11.03.2024
Fair value (weighted average)	0.76
Share price on the date the option was granted	16.46
Exercise price	25.65 / 18.00
Expected volatility (in %)	37.21%
Expected term (in years)	1.0
Expected dividends (average, in %)	0.00%
Risk-free interest rate (average, in %)	1.54%

Expected volatility is based on an assessment of historical volatility in a peer group's share price.

Impact of share-based payments on profit/loss for the period and net assets and financial position

Relating to the MSOP 2024, the expense in the income statement (personnel expenses) for share-based payment as well as the effects in equity were completely recognized in 2024.

25. Consolidated statement of cash flow

25.1. Other non-cash income and expenses

In 2025, other non-cash income and expenses result mainly from foreign exchange effects in connection with the disposal of the Energy segment (TEUR 9,267), other foreign exchange effects (TEUR 22,779) as well as the effects of share-based payments (TEUR 747).

In 2024, other non-cash income and expenses result mainly from foreign exchange effects in connection with the disposal of the E-mobility segment (TEUR -36,056), other foreign exchange effects (TEUR -9,491) as well as the effects of share-based payments (TEUR 900).

25.2. Acquisition of subsidiaries, net of cash acquired

In 2025, the item "Acquisition of subsidiaries, net of cash acquired" amounting to TEUR -29,782 relates to payments of purchase price relating to previous years' acquisitions.

In 2024, the item "Acquisition of subsidiaries, net of cash acquired" cannot be reconciled with the total cash inflow relating to the acquisition of AMT (see note 6.2.1) due to payments in 2024 for acquisitions in previous years in the amount of TEUR 2,450.



25.3. Disposal of subsidiaries, net of cash disposed of

In 2025, the item “Disposal of discontinued operation, net of cash disposed of” relates to net cash outflows relating the disposal of the Energy segment amounting to TEUR –51,427 (see note 23.1.3) as well as to payments received relating to previous years’ disposal amounting to TEUR 760.

25.4. Acquisition of intangible assets and property, plant and equipment

The item “Acquisition of intangible assets and property, plant and equipment” cannot be reconciled with the additions in intangible assets and property, plant and equipment, due to non-cash additions of rights-of-use assets amounting to TEUR 15,435 (2024: TEUR 18,399) as well as due to open positions resulting from investments of TEUR 7,107 (2024: TEUR 7,681) [translated at the annual average rate, the difference amounts to TEUR 4,876 (2024: TEUR 3,007)]. The open positions resulting from investments from the previous year were paid for a large part in fiscal year 2025 and attributed to the acquisition of intangible assets and property, plant and equipment.

25.5. Proceeds from the sale of intangible assets and property, plant and equipment

The item “Disposal of intangible assets and property, plant and equipment” cannot be reconciled with the disposals of intangible assets and property, plant and equipment in note 7 and in note 8 due to the non-cash termination of rights-of-use assets amounting to TEUR 175 (2024: TEUR 8,956).

25.6. Payments of lease liabilities

As of 31 December 2025, the decrease in payments of lease liabilities compared to the previous year mainly relates to repayments received relating to previous year’s lease prepayments amounting to TEUR 5,576.

26. Risk management

26.1. Risk assessment

In order to ensure the compliance of the company’s consolidated financial statements with the applicable accounting policies as well as the regularity of the Group’s reporting, the Board of Directors has established internal control and monitoring systems for financial reporting. According to the Board of Directors, this provides reasonable assurance on the reliability of financial reporting, thus ensuring the most reliable assessment of the company’s assets, financial situation and results.

Each internal control system, no matter how well designed, has inherent limits. Consequently, those internal control and monitoring systems that have been considered as efficient cannot provide full assurance on the preparation and presentation of the financial statements.

Regarding recognition and valuation, estimates and assumptions are made about the future. The estimates and assumptions that represent a significant risk in the form of a material adjustment of the assets and liabilities’ carrying amounts over the next financial year are presented under the individual items in the notes.



26.2. Financial risk management

The primary objective of the Board of Directors with respect to financial risk management is to identify and monitor the financial risks to which the Group is exposed and to establish effective measures for hedging such risks. Financial risks arise from the company's operating activities as well as from its financing structure. This includes, in particular, credit risk, liquidity risk, currency risk and interest rate risk.

In addition to identifying, analyzing and measuring financial risk, decisions on the use of financial instruments to manage risk are made by Group headquarters, which generally pursues a low-risk strategy.

The following paragraphs give an overview of the extent of the various risks as well as of the objectives, principles and processes for the measurement, monitoring and hedging of financial risks.

Credit risk

Credit risk is the risk of financial loss to the Group resulting from loans, trade receivables, other receivables and cash and cash equivalents. The risk of default on loans is mitigated by using targeted measures such as credit checks, pre-payment agreements and receivables management. Credit risk arising from bank deposits is likewise limited as a result of the company's policy of only investing cash and cash equivalents with financial institutions of impeccable, first-rate credit quality.

The carrying amount of financial assets corresponds to the maximum credit risk, which was composed as follows at the balance sheet date:

(in TEUR)	Notes	2025	2024
Cash and cash equivalents	12	112,759	133,529
Trade receivables		119,280	181,778
Receivables from affiliated companies	27	1,035	2,130
Loans granted to related companies	27	108,785	0
Other financial assets		2,214	2,265
Contract assets		26,335	25,257
Contingent consideration	23.1.4	40,000	0
Other receivables and assets*		51,750	54,232
Total financial assets		462,158	399,191

* Does not include other tax receivables TEUR 10,843 (2024: TEUR 33,467) and prepaid expenses TEUR 15,101 (2024: TEUR 9,979).

The calculation is based on gross carrying amounts less allowances recognized in accordance with IFRS 9. Collaterals received or other credit enhancements are not considered.

The maximum credit risk in relation with trade receivables is to be considered as low since the immanent risk of default of business partners resulting from the underlying transaction is widely hedged by credit risk insurance as well as by bank guarantees and letters of credit. The applicable criteria for credit assessment are set forth in the agreements with credit insurers and in internal guidelines. In addition, there is no concentration of credit risk since the Group's client base is made up of a large variety of customers.

Any claims outstanding at the balance sheet date must meet the Group's risk assessment criteria, regardless of their due dates. In principle, financial assets show no risk of default if they can be classified as "fully recoverable" at the balance sheet date based on experience and the examination of credit worthiness. Such receivables are not subject to allowances. No financial assets were subject to a renegotiation of conditions.



Trade receivables after allowances are presented as follows:

(in TEUR)	31.12.2025	31.12.2024
Trade receivables – gross	121,623	185,512
Allowance	–2,343	–3,735
Trade receivables – net	119,280	181,778

The probability of future incoming payments on trade receivables that have already been adjusted was considered low at the balance sheet date.

The following table shows the movement of all the allowances in relation to trade receivables:

(in TEUR)	2025	2024
At the beginning of the year	3,735	1,805
Addition	559	1,609
Consumption	–494	–132
Reversal	–310	–359
Change in consolidation scope	–1,066	823
FX differences	–81	–11
Total Allowance	2,343	3,735

The following table discloses the information on overdue trade receivables:

	31.12.2025			31.12.2024		
(in TEUR)	Gross	Allowance	Net	Gross	Allowance	Net
not yet due	96,502	0	96,502	148,298	0	148,298
0 to 10 days past due	7,323	–802	6,521	12,722	–745	11,977
11 to 30 days past due	7,078	0	7,078	7,238	–32	7,206
31 days to 60 days past due	3,783	0	3,783	5,675	–294	5,381
61 days to 180 days past due	3,329	–168	3,161	5,466	–341	5,125
181 days to 360 days past due	1,212	–52	1,160	2,805	–454	2,351
> 360 days past due	2,397	–1,322	1,075	3,308	–1,869	1,439
Total	121,623	–2,343	119,280	185,512	–3,735	181,778

The net overdue trade receivables primarily relate to receivables from long-term customer relationships. Based on experience, the Group does not anticipate any significant defaults.



Liquidity risk

The Treasury Department monitors liquidity on an ongoing basis. Liquidity management extends from constant comparison of forecast and actual payment flows to coordinating the maturity profiles of financial assets and liabilities.

The following table shows the undiscounted, contractual due dates of non-derivative and derivative financial liabilities. It contains both interest and principal payments:

31 December 2025

(in TEUR)	Carrying amount	Contractual cash flows	immediately	up to 3 months	3 – 12 months	1 to 5 years	more than 5 years
Non-derivative financial liabilities							
Loans and borrowings	188,718	213,574		1,902	3,643	208,029	
Lease liabilities	36,895	44,937		2,246	6,738	28,681	7,272
Other financial liabilities*	15,244	20,407		846	82	4,247	15,232
Trade payables**	118,929	118,929	33,410	82,427	3,092		
Trade payables from affiliated companies	15	15		15			
Accruals	36,927	36,927			36,927		
Other liabilities from associated companies	956	956			956		
Other liabilities***	4,014	4,014	425	3,348	182		59
Total non-derivative financial liabilities	401,698	439,759	33,835	90,784	51,620	240,957	22,563

* Does not include accrued interest TEUR 21.

** Does not include other payments received TEUR 533.

*** Does not include deferred income TEUR 3,198, derivatives TEUR 2,142, government aid & grants TEUR 39,911 and liabilities from other taxes as well as in the context of social security TEUR 16,059.

(in TEUR)	Carrying amount	Contractual cash flows	immediately	up to 3 months	3 – 12 months	1 to 5 years	more than 5 years
Derivative financial liabilities							
Interest rate swaps (Cash Flow Hedge)	1,483	1,483	0	0	1,483	0	0
Forward exchange contracts (Cash Flow Hedge)	449	449	0	145	304	0	0
Forward exchange contracts (Fair Value Hedge)	210	210	0	146	64	0	0
Total derivative financial liabilities	2,142	2,142	0	291	1,851	0	0



31 December 2024

(in TEUR)	Carrying amount	Contractual cash flows	immediately	up to 3 months	3 – 12 months	1 to 5 years	more than 5 years
Non-derivative financial liabilities							
Loans and borrowings	236,248	285,757	487	24,932	27,775	232,563	
Lease liabilities	27,168	31,814		2,230	6,692	20,749	2,143
Other financial liabilities*	80,915	86,267	300	843		69,595	15,529
Trade payables**	234,759	234,759	49,743	167,618	17,398		
Trade payables from affiliated companies	21	21		21			
Accruals	38,643	38,643			38,643		
Other liabilities from affiliated companies	2	2			2		
Other liabilities from joint ventures and from associated companies	1,117	1,117			605	512	
Other liabilities***	30,664	30,664	2,121	-74	27,576	580	461
Total non-derivative financial liabilities	649,537	709,044	52,651	195,570	118,691	323,999	18,133

* Does not include accrued interest TEUR 62.

** Does not include other payments received TEUR 434.

*** Does not include deferred income TEUR 7,480, derivatives TEUR 12,629, government aid & grants TEUR 43,800 and liabilities from other taxes as well as in the context of social security TEUR 15,159.

(in TEUR)	Carrying amount	Contractual cash flows	immediately	up to 3 months	3 – 12 months	1 to 5 years	more than 5 years
Derivative financial liabilities							
Interest rate swaps (Cash Flow Hedge)	1,113	1,113	0	0	0	1,113	0
Commodity price contracts (Fair Value Hedge)	15	15	0	0	15	0	0
Forward exchange contracts (Cash Flow Hedge)	9,805	9,805	0	2,650	5,067	2,088	0
Forward exchange contracts (Fair Value Hedge)	1,696	1,696	0	664	1,032	0	0
Total derivative financial liabilities	12,629	12,629	0	3,314	6,114	3,201	0

Currency risk

The Group settles goods purchases and sales based on the functional currency of the divisions, predominantly in Swiss francs, US dollars and euros. Currency risks resulting from trade receivables are very limited since outgoing invoices that are due at foreign company level are billed predominantly in the local currency and the purchase of inventories and/or services is performed in the local currency of the subsidiaries. This results in a natural hedging effect.

At the balance sheet date, interest-bearing financial liabilities are denominated predominantly in euros and in US dollars, which correspond to the functional currencies of the respective Group companies, so that there is no significant currency risk either in this respect according to the Group's assessment.



The following table shows – by currency pair – financial assets and liabilities denominated in a currency that deviates from the functional currency of the respective Group company holding the financial instrument.

	31.12.2025			31.12.2024		
(in TEUR)	CHF/EUR	CHF/USD	EUR/USD	CHF/EUR	CHF/USD	EUR/USD
Cash and cash equivalents	7,573	473	44,573	2,357	7,626	54,771
Trade receivables	1,280	0	41,736	0	0	49,569
Contingent consideration	40,000	0	0	0	0	0
Loans granted to related companies	74,926	0	0	0	0	0
IC receivables	3,706	984	20,932	4,067	3,443	63,022
IC loans	766,645	315,404	96,490	799,137	369,087	113,550
Loans and borrowings	-188,601	0	0	-218,021	0	0
Other financial liabilities	0	0	-82	-300	0	-3
Trade payables	-270	0	-32,914	-1,497	-4	-72,306
IC payables	-1,012	0	-53,062	-430	0	-44,350
IC loans	-56,305	-46,462	12,146	-50,260	-19,952	-34,033
Total currency exposure – gross	647,942	270,399	129,819	535,053	360,200	130,220
Forward exchange contracts	0	0	-165,634	0	0	-217,294
Total currency exposure – net	647,942	270,399	-35,815	535,053	360,200	-87,074

Sensitivity analysis

A change in the following functional currency compared to the foreign currency in the currency pair in the amount of the percentage points indicated below would have increased (reduced) the Group's result before non-controlling interests by the amounts stated below as of 31 December. In the context of this analysis, the other variables, in particular the interest rates, remain constant.

(in TEUR)		Gain (+) / Loss (-)		Equity + / -	
31 December 2025					
CHF / EUR	+/- 3.2%	-17,124	17,124	0	0
CHF/ USD	+/- 5.8%	-12,870	12,870	0	0
EUR / USD	+/- 4.5%	-6,668	6,838	-3,249	3,559
31 December 2024					
CHF / EUR	+/- 4.7%	-20,277	20,277	0	0
CHF/ USD	+/- 5.8%	-16,899	16,899	0	0
EUR / USD	+/- 7.0%	-11,084	11,635	-7,263	8,359

The volatility for each relevant currency pair was calculated with the historical data for the last 250 exchange days (before 31 December 2025). Based on the daily movement of foreign exchange rates (variation of actual rates compared to the previous day), the presented annual volatility was calculated by upscaling these daily volatilities.



Interest rate risk

Interest rate risk is divided into the risk of changes in future payment of interests due to fluctuations in the market interest rate and interest rate risk relating to a change in the fair value of financial instruments due to fluctuations in the market interest rate.

The Group is subject to interest rate risk resulting from the receipt or payment of cash at fixed or variable rates, whereby the Group funds itself predominantly with variable interest-rate bank.

At the balance sheet date, there are the following interest-bearing financial instruments:

(in TEUR)	31.12.2025	31.12.2024
Financial instruments with fixed interest		
Financial assets*	110,982	42,095
Financial liabilities**	52,160	110,018
Financial instruments with variable interest		
Financial assets*	110,562	91,434
Financial liabilities**	188,719	234,376

* including bank deposits, fixed deposits as well as loans

** including loans and borrowings, lease liabilities as well as other financial liabilities

Sensitivity analysis for fixed-rate financial instruments

The Group measures neither financial assets (fixed deposits or securities) nor financial liabilities (bank loans and borrowings) bearing fixed interest rates at fair value through profit or loss. These financial instruments are measured at amortized cost. An increase in interest rates would therefore not impact the Group's net income for the year.

Sensitivity analysis for variable interest-rate financial instruments

An increase in interest rates of one percentage point would lead – considering the hedging of variable interest-rate financial instruments with fixed rates – to a reduction of the consolidated net profit or loss before non-controlling interests of TEUR 646 (2024: reduction of TEUR 1,164). A decrease in interest rates of one percentage point would lead to an increase of the consolidated profit or loss before non-controlling interests of TEUR 646 (2024: increase of TEUR 1,164). In this regard, a potential decrease of interest rates under 0% has also been considered. This analysis includes the assumption that all other variables, in particular foreign currency effects, remained constant.

The sensitivity analysis showed that an increase (decrease) in interest rates of one percentage point would have no impact on the Group's equity.

Derivative financial instruments

The Group uses derivative financial instruments primarily to reduce the risk of changes resulting from foreign exchange rates and interest rates. In this regard, forward exchange transactions are used to reduce the short-term effects of exchange rate fluctuations and interest rate swaps. In this respect, all contractual partners are renowned international financial institutes with which the Group has ongoing business relations. Consequently, the Group considers that the risk of default from a contractual partner, and thus the risk of corresponding losses, is low.

31 December 2025	Currency	Nominal value (in thousand original currency)	Fair Value (in TEUR)	Thereof recognised in equity	Maturity
Forward exchange contract	USD	4,100	65	65	up to 1 year
Forward exchange contract	USD	4,100	69	69	up to 1 year
Forward exchange contract	USD	4,100	70	70	up to 1 year
Forward exchange contract	USD	4,100	67	67	up to 1 year
Forward exchange contract	USD	4,100	70	70	up to 1 year
Forward exchange contract	USD	4,100	72	72	up to 1 year
Forward exchange contract	USD	3,200	54	54	up to 1 year
Forward exchange contract	USD	3,200	55	55	up to 1 year
Forward exchange contract	USD	3,400	61	61	up to 1 year
Forward exchange contract	USD	1,200	21	21	up to 1 year
Forward exchange contract	USD	800	10	10	up to 1 year
Forward exchange contract	USD	1,300	33	33	up to 1 year
Forward exchange contract	USD	1,300	23	23	up to 1 year
Forward exchange contract	USD	1,600	39	39	up to 1 year
Forward exchange contract	USD	1,000	14	14	up to 1 year
Forward exchange contract	USD	1,600	29	29	up to 1 year
Forward exchange contract	USD	1,500	37	37	up to 1 year
Forward exchange contract	USD	1,650	30	30	up to 1 year
Forward exchange contract	USD	1,350	34	34	up to 1 year
Forward exchange contract	USD	800	12	12	up to 1 year
Forward exchange contract	USD	4,100	-29	-29	up to 1 year
Forward exchange contract	USD	4,100	-17	-17	up to 1 year
Forward exchange contract	USD	4,100	-17	-17	up to 1 year
Forward exchange contract	USD	4,100	-29	-29	up to 1 year
Forward exchange contract	USD	4,100	-15	-15	up to 1 year
Forward exchange contract	USD	4,100	-14	-14	up to 1 year
Forward exchange contract	USD	3,200	-18	-18	up to 1 year
Forward exchange contract	USD	3,200	-10	-10	up to 1 year
Forward exchange contract	USD	3,400	-10	-10	up to 1 year
Forward exchange contract	USD	1,300	-9	-9	up to 1 year
Forward exchange contract	USD	1,600	-10	-10	up to 1 year
Forward exchange contract	USD	1,500	-10	-10	up to 1 year
Forward exchange contract	USD	1,350	-9	-9	up to 1 year
Forward exchange contract	USD	800	-3	-3	up to 1 year
Forward exchange contract	USD	2,100	11	0	up to 1 year
Forward exchange contract	USD	500	2	0	up to 1 year
Forward exchange contract	USD	1,250	5	0	up to 1 year
Forward exchange contract	USD	5,000	215	0	up to 1 year
Forward exchange contract	USD	2,100	11	0	up to 1 year
Forward exchange contract	USD	500	2	0	up to 1 year
Forward exchange contract	USD	1,250	5	0	up to 1 year
Forward exchange contract	USD	4,000	50	0	up to 1 year
Forward exchange contract	USD	5,000	238	0	up to 1 year
Forward exchange contract	USD	4,200	22	0	up to 1 year
Forward exchange contract	USD	1,000	3	0	up to 1 year
Forward exchange contract	USD	1,250	5	0	up to 1 year
Forward exchange contract	USD	1,151	14	0	up to 1 year
Forward exchange contract	USD	1,599	20	0	up to 1 year
Forward exchange contract	USD	5,000	182	0	up to 1 year
Forward exchange contract	USD	2,100	11	0	up to 1 year
Forward exchange contract	USD	500	2	0	up to 1 year
Forward exchange contract	USD	2,500	9	0	up to 1 year
Forward exchange contract	USD	5,000	173	0	up to 1 year
Forward exchange contract	USD	5,000	110	110	up to 1 year
Forward exchange contract	USD	500	1	1	up to 1 year
Forward exchange contract	USD	1,250	4	4	up to 1 year
Forward exchange contract	USD	2,100	10	10	up to 1 year
Forward exchange contract	USD	5,000	257	257	up to 1 year
Forward exchange contract	USD	4,000	110	110	up to 1 year
Forward exchange contract	USD	2,100	10	10	up to 1 year
Forward exchange contract	USD	500	1	1	up to 1 year
Forward exchange contract	USD	1,250	4	4	up to 1 year
Forward exchange contract	USD	5,000	62	62	up to 1 year
Forward exchange contract	USD	2,100	10	10	up to 1 year
Forward exchange contract	USD	500	1	1	up to 1 year
Forward exchange contract	USD	1,250	4	4	up to 1 year
Forward exchange contract	USD	4,000	46	46	up to 1 year
Forward exchange contract	USD	4,000	49	49	up to 1 year
Forward exchange contract	USD	2,100	10	10	up to 1 year
Forward exchange contract	USD	500	1	1	up to 1 year
Forward exchange contract	USD	1,250	4	4	up to 1 year
Forward exchange contract	USD	1,250	4	4	up to 1 year
Forward exchange contract	USD	4,000	48	48	up to 1 year
Forward exchange contract	USD	2,100	10	10	up to 1 year
Forward exchange contract	USD	500	1	1	up to 1 year
Forward exchange contract	USD	4,000	47	47	up to 1 year
Forward exchange contract	USD	2,100	9	9	



Forward exchange contract	USD	250	0	0	up to 1 year
Forward exchange contract	USD	250	0	0	up to 1 year
Forward exchange contract	USD	250	0	0	up to 1 year
Forward exchange contract	USD	300	4	4	up to 1 year
Forward exchange contract	USD	1,500	18	18	up to 1 year
Forward exchange contract	USD	1,000	13	13	up to 1 year
Forward exchange contract	USD	800	9	9	up to 1 year
Forward exchange contract	USD	870	12	12	up to 1 year
Forward exchange contract	USD	1,500	26	26	up to 1 year
Forward exchange contract	USD	1,000	12	12	up to 1 year
Forward exchange contract	USD	800	9	9	up to 1 year
Forward exchange contract	USD	1,100	15	15	up to 1 year
Forward exchange contract	USD	650	8	8	up to 1 year
Forward exchange contract	USD	1,150	13	13	up to 1 year
Forward exchange contract	USD	900	12	12	up to 1 year
Forward exchange contract	USD	800	10	10	up to 1 year
Forward exchange contract	USD	1,000	11	11	up to 1 year
Forward exchange contract	USD	1,100	15	15	up to 1 year
Forward exchange contract	USD	1,400	24	24	up to 1 year
Forward exchange contract	USD	1,000	20	20	up to 1 year
Forward exchange contract	USD	800	9	9	up to 1 year
Forward exchange contract	USD	900	15	15	up to 1 year
Forward exchange contract	USD	1,000	11	11	up to 1 year
Forward exchange contract	USD	800	10	10	up to 1 year
Forward exchange contract	USD	1,100	6	6	up to 1 year
Forward exchange contract	USD	900	15	15	up to 1 year
Forward exchange contract	USD	900	11	11	up to 1 year
Forward exchange contract	USD	900	10	10	up to 1 year
Forward exchange contract	USD	1,000	13	13	up to 1 year
Forward exchange contract	USD	700	12	12	up to 1 year
Forward exchange contract	USD	1,400	23	23	up to 1 year
Forward exchange contract	USD	1,800	21	21	up to 1 year
Forward exchange contract	USD	1,000	13	13	up to 1 year
Forward exchange contract	USD	4,100	69	69	up to 1 year
Forward exchange contract	USD	1,000	11	11	up to 1 year
Forward exchange contract	USD	800	21	21	up to 1 year
Forward exchange contract	USD	900	5	5	up to 1 year
Forward exchange contract	USD	4,100	70	70	up to 1 year
Forward exchange contract	USD	1,000	11	11	up to 1 year
Forward exchange contract	USD	800	9	9	up to 1 year
Forward exchange contract	USD	3,900	69	69	up to 1 year
Forward exchange contract	USD	200	3	3	up to 1 year
Forward exchange contract	USD	1,000	17	17	up to 1 year
Forward exchange contract	USD	400	4	4	up to 1 year
Forward exchange contract	USD	1,400	13	13	up to 1 year
Forward exchange contract	USD	630	8	8	up to 1 year
Interest rate swap	EUR	8,000	57	57	up to 1 year
Interest rate swap	EUR	15,000	98	98	up to 1 year
Interest rate swap	EUR	13,000	89	89	up to 1 year
Interest rate swap	EUR	13,000	90	90	up to 1 year
Interest rate swap	EUR	8,000	66	66	up to 1 year
Interest rate swap	EUR	20,000	129	129	up to 1 year
Interest rate swap	EUR	8,000	55	55	up to 1 year
Interest rate swap	EUR	16,000	112	112	up to 1 year
Interest rate swap	EUR	6,500	40	40	up to 1 year
Interest rate swap	EUR	6,500	45	45	up to 1 year
Interest rate swap	EUR	22,000	162	162	up to 1 year
Interest rate swap	EUR	7,000	51	51	up to 1 year
Interest rate swap	EUR	7,000	46	46	up to 1 year
Forward exchange contract	USD	600	0	0	up to 1 year
Forward exchange contract	USD	600	1	0	up to 1 year
Forward exchange contract	USD	300	-2	-2	up to 1 year
Forward exchange contract	USD	1,500	-12	-12	up to 1 year
Forward exchange contract	USD	1,000	-9	-9	up to 1 year
Forward exchange contract	USD	800	-6	-6	up to 1 year
Forward exchange contract	USD	1,000	-8	-8	up to 1 year
Forward exchange contract	USD	800	-2	-2	up to 1 year
Forward exchange contract	USD	650	-2	-2	up to 1 year
Forward exchange contract	USD	1,150	-9	-9	up to 1 year
Forward exchange contract	USD	800	-7	-7	up to 1 year
Forward exchange contract	USD	1,000	-3	-3	up to 1 year
Forward exchange contract	USD	1,000	-8	-8	up to 1 year
Forward exchange contract	USD	800	-6	-6	up to 1 year
Forward exchange contract	USD	900	-3	-3	up to 1 year
Forward exchange contract	USD	1,000	-8	-8	up to 1 year
Forward exchange contract	USD	800	-6	-6	up to 1 year
Forward exchange contract	USD	1,100	-3	-3	up to 1 year
Forward exchange contract	USD	900	-3	-3	up to 1 year
Forward exchange contract	USD	900	-8	-8	up to 1 year
Forward exchange contract	USD	900	-7	-7	up to 1 year
Forward exchange contract	USD	700	-3	-3	up to 1 year
Forward exchange contract	USD	1,800	-16	-16	up to 1 year
Forward exchange contract	USD	4,100	-14	-14	up to 1 year
Forward exchange contract	USD	1,000	-8	-8	up to 1 year
Forward exchange contract	USD	800	-6	-6	up to 1 year
Forward exchange contract	USD	900	0	0	up to 1 year
Forward exchange contract	USD	4,100	-15	-15	up to 1 year
Forward exchange contract	USD	1,000	-3	-3	up to 1 year
Forward exchange contract	USD	800	-7	-7	up to 1 year
Forward exchange contract	USD	3,900	-7	-7	up to 1 year
Forward exchange contract	USD	200	-1	-1	up to 1 year
Forward exchange contract	USD	400	-4	-4	up to 1 year
Forward exchange contract	USD	1,400	-10	-10	up to 1 year
Interest rate swap	EUR	8,000	-82	-82	up to 1 year
Interest rate swap	EUR	15,000	-139	-139	up to 1 year
Interest rate swap	EUR	13,000	-128	-128	up to 1 year
Interest rate swap	EUR	13,000	-130	-130	up to 1 year
Interest rate swap	EUR	8,000	-93	-93	up to 1 year
Interest rate swap	EUR	20,000	-186	-186	up to 1 year
Interest rate swap	EUR	8,000	-77	-77	up to 1 year
Interest rate swap	EUR	16,000	-158	-158	up to 1 year
Interest rate swap	EUR	6,500	-60	-60	up to 1 year
Interest rate swap	EUR	6,500	-64	-64	up to 1 year
Interest rate swap	EUR	22,000	-229	-229	up to 1 year
Interest rate swap	EUR	7,000	-73	-73	up to 1 year
Interest rate swap	EUR	7,000	-64	-64	up to 1 year
			2,503	1,732	

In 2025, TEUR -4,033 (2024: TEUR -1,348) were reclassified from the statement of comprehensive income to the statement of profit or loss.



31 December 2024	Currency	Nominal value (in thousand original currency)	Fair Value (in TEUR)	Thereof recognised in equity	Maturity
Forward exchange contract	USD	4,212	-65	0	up to 1 year
Forward exchange contract	USD	4,219	-58	0	up to 1 year
Forward exchange contract	USD	8,048	-165	0	up to 1 year
Forward exchange contract	USD	4,129	-66	0	up to 1 year
Forward exchange contract	USD	2,018	-33	0	up to 1 year
Forward exchange contract	USD	4,010	-67	0	up to 1 year
Forward exchange contract	USD	4,002	-71	0	up to 1 year
Forward exchange contract	USD	7,321	-179	0	up to 1 year
Forward exchange contract	USD	3,000	-160	0	up to 1 year
Forward exchange contract	USD	1,926	-32	0	up to 1 year
Forward exchange contract	USD	7,129	-150	0	up to 1 year
Forward exchange contract	USD	4,207	-101	0	up to 1 year
Forward exchange contract	USD	4,207	-101	0	up to 1 year
Forward exchange contract	USD	1,718	-28	0	up to 1 year
Forward exchange contract	USD	4,111	-93	0	up to 1 year
Forward exchange contract	USD	5,000	39	39	up to 1 year
Forward exchange contract	USD	28,000	696	0	up to 1 year
Forward exchange contract	USD	106,000	-5,693	-3,104	up to 1 year
Forward exchange contract	USD	34,000	-1,765	-1,765	1 – 5 years
Forward exchange contract	USD	1,500	-196	0	up to 1 year
Forward exchange contract	USD	1,500	-147	-34	up to 1 year
Forward exchange contract	USD	1,500	-114	-114	up to 1 year
Forward exchange contract	USD	2,000	-158	-158	up to 1 year
Forward exchange contract	USD	2,000	-143	-143	up to 1 year
Forward exchange contract	USD	1,500	-113	-113	up to 1 year
Forward exchange contract	USD	1,500	-10	-10	up to 1 year
Forward exchange contract	USD	1,500	-10	-10	up to 1 year
Forward exchange contract	USD	1,500	-11	-11	up to 1 year
Forward exchange contract	USD	1,500	-11	-11	up to 1 year
Forward exchange contract	USD	1,500	-10	-10	up to 1 year
Forward exchange contract	USD	1,500	-12	-12	up to 1 year
Forward exchange contract	USD	2,000	-133	-133	1 – 5 years
Forward exchange contract	USD	1,500	-99	-99	1 – 5 years
Forward exchange contract	USD	1,500	-91	-91	1 – 5 years
Forward exchange contract	USD	667	-30	0	up to 1 year
Forward exchange contract	USD	105	-5	0	up to 1 year
Forward exchange contract	USD	308	-17	0	up to 1 year
Forward exchange contract	USD	42	-3	0	up to 1 year
Forward exchange contract	USD	39	-3	0	up to 1 year
Forward exchange contract	USD	799	-14	0	up to 1 year
Forward exchange contract	USD	185	-2	0	up to 1 year
Forward exchange contract	USD	510	-1	0	up to 1 year
Forward exchange contract	USD	12,571	660	0	up to 1 year
Commodity price contract	USD	8,352	362	864	up to 1 year
Forward exchange contract	USD	31,381	39	0	up to 1 year
Commodity price contract	USD	3,582	100	0	up to 1 year
Commodity price contract	CNY	25,841	-15	0	up to 1 year
Forward exchange contract	USD	470	-7	-7	up to 1 year
Forward exchange contract	USD	20,300	-56	0	up to 1 year
Forward exchange contract	USD	5,000	54	0	up to 1 year
Forward exchange contract	USD	10,000	1	0	up to 1 year
Forward exchange contract	USD	3,000	-161	-152	up to 1 year
Forward exchange contract	USD	3,000	-171	-161	up to 1 year
Forward exchange contract	USD	3,000	-154	-145	up to 1 year
Forward exchange contract	USD	2,014	-36	-34	up to 1 year
Forward exchange contract	USD	7,229	-79	-74	up to 1 year
Forward exchange contract	USD	3,130	-61	-57	up to 1 year
Forward exchange contract	USD	2,135	-48	-45	up to 1 year
Forward exchange contract	USD	7,973	-116	-109	up to 1 year
Forward exchange contract	USD	7,602	-180	-169	up to 1 year
Forward exchange contract	USD	4,098	-74	-69	up to 1 year
Forward exchange contract	USD	4,072	-119	-111	up to 1 year
Forward exchange contract	USD	4,149	-79	-73	up to 1 year
Interest rate swap	EUR	20,000	-123	-123	1 – 5 years
Interest rate swap	EUR	8,000	-57	-57	1 – 5 years
Interest rate swap	EUR	16,000	-118	-118	1 – 5 years
Interest rate swap	EUR	6,500	-46	-46	1 – 5 years
Interest rate swap	EUR	6,500	-48	-48	1 – 5 years
Interest rate swap	EUR	22,000	-176	-176	1 – 5 years
Interest rate swap	EUR	7,000	-55	-55	1 – 5 years
Interest rate swap	EUR	7,000	-47	-47	1 – 5 years
Interest rate swap	EUR	8,000	-63	-63	1 – 5 years
Interest rate swap	EUR	15,000	-105	-105	1 – 5 years
Interest rate swap	EUR	13,000	-99	-99	1 – 5 years
Interest rate swap	EUR	13,000	-102	-102	1 – 5 years
Interest rate swap	EUR	8,000	-74	-74	1 – 5 years
			-10,678	-7,234	

The liquidity analysis of the derivative financial instruments is presented above under “Liquidity risk”.



Categories of financial instruments

The following table shows the carrying amounts and fair values of the financial instruments per category. It does not include fair value information for financial assets and financial liabilities that are not measured at fair value if the carrying amount is a reasonable approximation of fair value.

31 December 2025		Carrying amount				Fair value			
(in TEUR)	Measured at fair value – hedging instruments	Other assets and liabilities measured at fair value in profit or loss	Financial assets measured at amortised cost	Other financial liabilities	Total	Level 1	Level 2	Level 3	Total
Financial assets – measured at fair value									
Derivative financial instruments	4,646				4,646		4,646		4,646
Contingent consideration		40,000			40,000			40,000	40,000
	4,646	40,000	0	0	44,646				
Financial assets – not measured at fair value									
Escrow account			2,800		2,800				
Loans granted to related companies			108,785		108,785				
Contract assets			26,335		26,335				
Trade receivables			119,280		119,280				
Receivables from affiliated companies			1,035		1,035				
Other financial assets			2,214		2,214				
Other receivables and assets			44,304		44,304				
Cash and cash equivalents			112,759		112,759				
	0	0	417,512	0	417,512				
Financial liabilities – measured at fair value									
Derivative financial instruments	2,142				2,142		2,142		2,142
	2,142	0	0	0	2,142				
Financial liabilities – not measured at fair value									
Loans and borrowings				188,718	188,718				
Other financial liabilities*				15,244	15,244				
Lease liabilities				36,895	36,895				
Trade payables**				118,929	118,929				
Trade payables from affiliated companies				15	15				
Other liabilities from associated companies				956	956				
Accruals				36,927	36,927				
Other liabilities***				4,014	4,014				
	0	0	0	401,698	401,698				

* Does not include accrued interest TEUR 21.

** Does not include other payments received TEUR 533.

*** Does not include deferred income TEUR 3,198, derivatives TEUR 2,142, government aid & grants TEUR 39,911 and liabilities from other taxes as well as in the context of social security TEUR 16,059.



31 December 2024		Carrying amount				Fair value			
(in TEUR)	Measured at fair value – hedging instruments	Other assets and liabilities measured at fair value in profit or loss	Financial assets measured at amortised cost	Other financial liabilities	Total	Level 1	Level 2	Level 3	Total
Financial assets – measured at fair value									
Derivative financial instruments	1,950				1,950		1,950		1,950
Securities		168			168	0	168		168
	1,950	168	0	0	2,118				
Financial assets – not measured at fair value									
Escrow account			7,295		7,295				
Contract assets			25,257		25,257				
Trade receivables			181,778		181,778				
Receivables from affiliated companies			2,130		2,130				
Other financial assets			2,265		2,265				
Other receivables and assets			44,819		44,819				
Cash and cash equivalents			133,529		133,529				
	0	0	397,073	0	397,073				
Financial liabilities – measured at fair value									
Derivative financial instruments	12,629				12,629		12,629		12,629
	12,629	0	0	0	12,629				
Financial liabilities – not measured at fair value									
Loans and borrowings				236,248	236,248				
Other financial liabilities*				80,915	80,915			300	300
Lease liabilities				27,168	27,168				
Trade payables**				234,759	234,759				
Trade payables from affiliated companies				21	21				
Other liabilities from affiliated companies				2	2				
Other liabilities from joint ventures and from associated companies				1,117	1,117				
Accruals				38,643	38,643				
Other liabilities***				30,664	30,664				
	0	0	0	649,537	649,537				

* Does not include accrued interest TEUR 62.

** Does not include other payments received TEUR 434.

*** Does not include deferred income TEUR 7,480, derivatives TEUR 12,629, government aid & grants TEUR 43,800 and liabilities from other taxes as well as in the context of social security TEUR 15,159.



Capital management

The capital managed by the Group is equivalent to its consolidated equity. The Group's objectives are:

- to increase the income of those with an investment in the company by optimizing the ratio of equity to debt
- to ensure that all Group companies can operate under the going concern principle
- to achieve a return for investors commensurate with the level of risk

The Group regularly monitors the equity structure by means of the equity ratio, the gearing ratio and return on equity.

27. Related parties

The related parties include the members of the Group's Management and Board of Directors, key shareholders and companies over which the key shareholders exert control or significant influence and pension funds existing for the benefit of employees to provide benefits after cessation of the employment relationship.

The principal shareholder of Montana Aerospace is Montana Tech Components AG, which has a majority shareholder, DDr. Michael Tojner, who holds a controlling interest either directly or indirectly via several companies under his control (also described as main shareholder hereafter).



27.1. Overview

The transactions and outstanding amounts with related parties were included in the following items:

Transaction type (in TEUR)	Transaction volume		Outstanding amount	
	Income	Expenses	Receivables	Payables
2025				
Transactions with related persons and related companies	1,414	3,699	2,782	1,695
Transactions with joint ventures and associated companies	6,855	22	11,216	13
Transactions with affiliated companies****	558	-2,319	1,035	15
Operating activity / Balance as of 31 December 2025	8,827	1,402	15,033	1,723
Transaction type				
– Disposal of property, plant and equipment	1,872	0	6,452	0
– Disposal of subsidiaries**	3,000	0	40,000	0
– Loans granted to related companies*/***	0	0	108,785	0
Transactions with related companies	4,872	0	155,237	0
Investing activity / Balance as of 31 December 2025	4,872	0	155,237	0
Total / Balance as of 31 December 2025	13,699	1,402	170,270	1,723
2024				
Transactions with related persons and related companies	111	2,855	0	1,232
Transactions with joint ventures and associated companies	8,040	120	12,145	20
Transactions with affiliated companies	-2,554	9,388	2,130	23
Operating activity / Balance as of 31 December 2024	5,597	12,363	14,275	1,275
Transaction type				
– Disposal of property, plant and equipment	2,248	0	8,103	0
– Acquisition of subsidiaries	0	30,000	0	0
– Loans granted to related companies*	235	0	0	0
– Loans granted to joint ventures*	556	2,000	0	0
Transactions with affiliated companies and with related companies	3,039	32,000	8,103	0
Investing activity / Balance as of 31 December 2024	3,039	32,000	8,103	0
Total / Balance as of 31 December 2024	8,636	44,363	22,378	1,275

* Loans granted and repaid to related parties are shown in column "Expenses". Loans granted and repaid by related parties are shown in column "Income".

** Item "Disposal of subsidiaries" relates to the disposal of the Energy segment; also see note 23.1.

*** Regarding the receivables from loans granted to related companies; further information see note 23.1.4.

**** In 2025, item "Transactions with affiliated companies", column "Expenses", includes repayments received relating to previous years' lease prepayments amounting to TEUR 5,576.

Furthermore, the Group has provided three guarantees and issued a letter of comfort in favour of entities of the former Energy segment, which was sold on 25 September 2025 (see note 23).



27.2. Remuneration paid to the Group's Management and Board of Directors

Remuneration paid to the Group's Management and Board of Directors was as follows in the year under review:

(in TEUR)	2025	2024
Short-term employee benefits	3,340	1,577
Share-based payments	-359	335
Remuneration to Group's Management and Board of Directors	2,981	1,912

In 2025, the Board of Directors of Montana Aerospace AG was composed of Michael Tojner, Christian Hosp, Martin Ohneberg (since 20 May 2025), Markus Vischer, Helmut Wieser (until 20 May 2025) and Thomas Williams (until 20 May 2025). In 2025, the Group's Management was composed of Kai Arndt as Co-CEO of the company, Michael Pistauer as Co-CEO and CFO of the company as well as Vicky Welvaert as CHRO of the company.

The item "Short-term employee benefits" comprises the fixed and variable remuneration of the Group's Management and Board of Directors.

28. Contingent liabilities

The Group has provided three guarantees and issued a letter of comfort in favour of entities of the former Energy segment, which was sold on 25 September 2025. Further information see note 23.

29. Subsequent events

Subsequent events have been considered for adjustment of disclosure up to 1 April 2026, the date these consolidated financial statements were authorized for issue.



30. Group companies

As of 31 December 2025, Montana Aerospace AG held shares in the following companies:

	Location	Country	Currency	Equity Participation	Capital Stock	Note
Alpine Metal Tech (Taicang) Co. Ltd	Taicang	CN	CNY	100.00%	5,796,393	
Alpine Metal Tech Brasil – Peças e Serviços Ltda.	Nova Lima	BR	BRL	100.00%	2,675,013	
Alpine Metal Tech Denmark ApS	Stenløse	DK	DKK	100.00%	400,000	
Alpine Metal Tech Germany GmbH	Dillingen/Saar	DE	EUR	100.00%	1,534,150	
Alpine Metal Tech Germany Holding GmbH	Dillingen/Saar	DE	EUR	100.00%	5,000,000	
ALPINE METAL TECH GmbH	Regau	AT	EUR	100.00%	36,500	
Alpine Metal Tech North America Inc.	Pittsburgh, PA	US	USD	100.00%	3,000	
Alpine Metal Tech UK Ltd.	Staffordshire	UK	GBP	100.00%	100	
ASCO Aerospace Canada Ltd.	Vancouver, BC	CA	CAD	79.35%	22,934,211	
ASCO Aerospace USA LLC	Oklahoma City, OK	US	USD	79.35%	5,300,000	
ASCO Deutschland GmbH	Gedern	DE	EUR	79.35%	3,823,000	
ASCO Finance USA NV	Zaventem	BE	EUR	81.42%	4,061,500	
ASCO Industries NV	Zaventem	BE	EUR	79.35%	9,451,794	
ASCO Industries USA Inc.	Carson City, NE	US	USD	79.35%	4,459,097	
ASCO Management NV	Zaventem	BE	EUR	100.00%	62,000	
ASCO Real Estate Canada Ltd.	Vancouver, BC	CA	CAD	100.00%	4,000,002	
ASCO Real Estate USA Inc.	Oklahoma City, OK	US	USD	100.00%	2,500	
BeLightning NV	Ixelles (Bruxelles)	BE	EUR	13.23%	30,000,000	AE
Belairbus NV	Waterloo	BE	EUR	30.62%	371,840	AE
Cefival S.A.	Persan	FR	EUR	100.00%	7,713,855	
Flabel Corporation NV	Auderghem (Bruxelles)	BE	EUR	21.66%	297,472	AE
GeGa GmbH	Dillingen/Saar	DE	EUR	100.00%	66,700	
GeGa Iberica S.L.	Tarragona	ES	EUR	100.00%	543,500	
Immobilie ASCO NV	Zaventem	BE	EUR	100.00%	750,047	
IMT Intermato S.R.L.	Crosio della Valle	IT	EUR	100.00%	13,900,000	
IndustrieCapital Alpha GmbH (now: Montana Aerospace IC GmbH)	Vienna	AT	EUR	100.00%	500,000	
MAAG Holdings LLC	Wilmington, DE	US	USD	100.00%	0	
Montana Aerospace Components Inc.	Wilmington, DE	US	USD	100.00%	10	
Montana Aerospace Deutschland GmbH	Dillingen/Saar	DE	EUR	100.00%	25,000	
Montana Aerospace ETV AG	Reinach	CH	CHF	100.00%	100,000	
Montana AS Beteiligungs Holding AG	Zug	CH	CHF	100.00%	26,862,000	
Montana Aerospace Austria GmbH	Vienna	AT	EUR	100.00%	35,000	
MTC Aerosystems Kft.	Budapest	HU	USD	100.00%	11,825	
MTC Aerosystems LLC	East Hanover, NJ	US	USD	100.00%	0	
MTC Management Kft.	Budapest	HU	USD	100.00%	11,825	
MTC US Corp.	Wilmington, DE	US	USD	100.00%	10	
PT. IMT Intermato Asia	Jakarta	ID	IDR	60.00%	2,922,900	AE
S.R.I.F. NV	Zaventem	BE	EUR	100.00%	47,606,494	
Simulation Live Fire Training Solution Inc.	Pittsburgh, PA	US	USD	100.00%	0	
SREC LLC	Oklahoma City, OK	US	USD	79.35%	59,097	
UAC Design SRL	Baia Mare	RO	EUR	100.00%	217	
UAC Export Co.	East Hanover, NJ	US	USD	100.00%	0	
Universal Alloy Corp.	Canton, GA	US	USD	100.00%	8,950	
Universal Alloy Corporation Asia Pte. Ltd.	Singapur	SG	USD	100.00%	1,000	
Universal Alloy Corp. Europe S.R.L.	Dumbravita	RO	EUR	100.00%	14,897,654	
Universal Alloy Corp. Vietnam Company Ltd.	Da Nang	VN	USD	100.00%	34,000,000	

AE At-Equity accounting



31. Material accounting policies

The Group has consistently applied the following accounting policies to all periods presented in these consolidated financial statements.

31.1. Basis of consolidation

i. Business combinations

The Group accounts for business combinations using the acquisition method when the acquired set of activities and assets meets the definition of a business and control is transferred to the Group. In determining whether a particular set of activities and assets is a business, the Group assesses whether the set of assets and activities acquired includes, at a minimum, an input and substantive process and whether the acquired set has the ability to produce outputs.

The Group has an option to apply a 'concentration test' that permits a simplified assessment of whether an acquired set of activities and assets is not a business. The optional concentration test is met if substantially all of the fair value of the gross assets acquired is concentrated in a single identifiable asset or Group of similar identifiable assets.

The consideration transferred in the acquisition is generally measured at fair value, as are the identifiable net assets acquired. Any goodwill that arises is tested annually for impairment. Any gain on a bargain purchase is recognized in profit or loss immediately. Transaction costs are expensed as incurred, except if related to the issue of debt or equity securities.

Any contingent consideration is measured at fair value at the date of acquisition. If an obligation to pay contingent consideration that meets the definition of a financial instrument is classified as equity, then it is not remeasured and settlement is accounted for within equity. Otherwise, other contingent consideration is remeasured at fair value at each reporting date and subsequent changes in the fair value of the contingent consideration are recognized in profit or loss.

ii. Subsidiaries

The consolidated financial statements include all the companies controlled directly or indirectly by Montana Aerospace. The Group has control, when it is exposed to, or has rights to, variable returns from its involvement with the entity and has the ability to affect those returns through its power over the entity. The subsidiaries are initially consolidated at the date at which control is transferred to the Group (closing). They are deconsolidated on the date at which such control ceases to exist.

iii. Loss of control

When the Group loses control over a subsidiary, it derecognizes the assets and liabilities of the subsidiary, and any related non-controlling interests and other components of equity. Any resulting gain or loss is recognized in profit or loss. Interest retained in the former subsidiary is measured at fair value when control is lost.

iv. Interests in equity-accounted investees

The Group's interests in equity-accounted investees comprise interests in associates and a joint venture. Associates are those entities in which the Group has significant influence, but not control or joint control, over the financial and operating policies. A joint venture is an arrangement in which the Group has joint control, whereby the Group has rights to the net assets of the arrangement, rather than rights to its assets and obligations for its liabilities.

Interests in associates and the joint venture are accounted for using the equity method. They are initially recognized at cost, which includes transaction costs. Subsequent to initial recognition, the consolidated financial statements include the Group's share of the profit or loss and OCI of equity-accounted investees, until the date on which significant influence or joint control ceases.



v. Transactions eliminated on consolidation

Intra-Group balances and transactions, and any unrealized income and expenses arising from intra-Group transactions, are eliminated. Unrealized gains from transactions with companies accounted for using the equity method are eliminated against the investment in the amount of the Group's share in the investment. Unrealized losses are eliminated in the same way as unrealized gains, but only if there are no evidence of impairment.

31.2. Currency translation

31.2.1. Foreign operations

Assets and liabilities of foreign operations, including goodwill and fair value adjustments arising from acquisitions are translated in euros at the exchange rate at the reporting date. Revenues and expenses from foreign operations are translated using the rate at the transaction date.

Foreign exchange differences are recognized in other comprehensive income and presented in the foreign currency translation reserve in equity except to the extent that the foreign currency translation difference is allocated to non-controlling interests.

Upon the disposal of a foreign operation that results in the loss of control, joint control or significant influence, the corresponding amount accumulated to this date and recognized in the foreign currency translation reserve is reclassified to profit or loss as part of the result upon disposal.

31.2.2. Foreign currency transactions

Transactions in foreign currencies are translated into the functional currency at the exchange rates at the dates of the transactions. Outstanding amounts in foreign currencies are translated at the balance sheet date for monetary items and at historical cost for non-monetary items. Non-monetary assets and liabilities in foreign currency recognized at fair value are translated using the exchange rate at the revaluation date. Foreign exchange gains and losses resulting from the translation at the reporting date are presented, except for the translation from financial assets held for disposal and net investments in foreign operations, in the statement of profit or loss under other financial income/expenses. Foreign currency gains and losses resulting from intragroup loans that are classified as net investments in foreign operations are recognized in the consolidated statement of other comprehensive income.

The currency translation exchange rates with a material impact on the consolidated financial statements are as follows:

1 EURO EQUALS	CLOSING RATE		AVERAGE RATE	
	31.12.2025	31.12.2024	2025	2024
Currency				
USD (US Dollar)	1.1750	1.0389	1.1298	1.0824
BRL (Brazilian Real)	6.4364	6.4253	6.3062	5.8283
CHF (Swiss Franc)	0.9314	0.9412	0.9371	0.9526
CNY (Chinese Yuan)	8.2262	7.5833	8.1180	7.7875
RON (Romanian Leu)	5.0968	4.9743	5.0422	4.9746



31.3. Financial instruments

31.3.1. Recognition and initial measurement

Trade receivables and debt securities issued are recognized when they are originated. All other financial assets and liabilities are initially recognized when the Group becomes a party to the contractual provisions of the instrument.

A financial asset (unless it is a trade receivable without a significant financing component) or financial liability is initially measured at fair value plus, for an item not at FVTPL, transaction costs that are directly attributable to its acquisition or issue. A trade receivable without a significant financing component is initially measured at the transaction price.

31.3.2. Classification and subsequent measurement

31.3.2.1. Financial assets

On initial recognition, a financial asset is classified and measured as follows:

- Amortized cost
- FVOCI debt instruments (investments in debt instruments measured at fair value with changes in other comprehensive income)
- FVOCI equity investments (equity instruments measured at fair value with changes in other comprehensive income)
- FVTPL (at fair value with value changes in profit or loss)

31.3.2.2. Financial assets – Subsequent measurement and gains and losses

Financial assets – measured at fair value (FVTPL)

These assets are subsequently measured at fair value. Net gains and losses, including any interest or dividend income, are recognized in profit or loss. For derivatives designated as hedging instruments see note 31.3.3.

Financial assets – measured at amortized cost

These assets are subsequently measured at amortized cost using the effective interest method. The amortized cost is reduced by impairment losses. Interest income, foreign exchange gains and losses and impairments are recognized in profit or loss. Any gain or loss resulting on derecognition is recognized in profit or loss.

Debt instruments – measured at fair value with no impact on profit or loss (FVOCI)

These assets are subsequently measured at fair value. Interest income calculated using the effective interest method, foreign exchange gains and losses and impairments are recognized in profit or loss. Other net gains or losses are recognized in other comprehensive income. On derecognition, the accumulated other comprehensive income is reclassified to profit or loss.

Equity instruments – measured at fair value with no impact on profit or loss (FVOCI)

These assets are subsequently measured at fair value. Dividends are recognized in profit or loss, unless the dividend is clearly designed to cover part of the investment's costs. Other net gains or losses are recognized in other comprehensive income; they are never reclassified to profit or loss.



31.3.2.3. Financial liabilities – Classification, subsequent measurement and gains and losses

Financial liabilities are classified and measured at amortized cost or at fair value through profit or loss (FVTPL). A financial liability is classified at FVTPL if it is classified as held-for-trading, it is a derivative or it is designated as such on initial recognition.

Financial liabilities at FVTPL are measured at fair value and net gains and losses, including any interest expense, are recognized in profit or loss.

Other financial liabilities are subsequently measured at amortized cost using the effective interest method. Interest expense and foreign exchange differences are recognized in profit or loss. Any gain or loss on derecognition is also recognized in profit or loss.

See note 31.3.3 for financial liabilities that have been designated as hedging instruments.

31.3.3. Derivative financial instruments and hedge accounting

31.3.3.1. Derivative financial instruments and hedge accounting

The Group holds derivative financial instruments to hedge its currency risk exposure. Embedded derivatives are recognized separately from the underlying contract if certain conditions are met.

Derivatives are initially measured at fair value. Subsequent to initial recognition, derivatives are measured at fair value. Resulting changes are generally recognized in profit or loss.

The Group designates certain derivatives as hedging instruments to hedge the variability in cash flows associated with highly probable forecast transactions arising from changes in foreign exchange rates and interest rates.

31.3.3.2. Cash-flow hedges

When a derivative is designated as a cash-flow hedging instrument, the effective portion of changes in the fair value is recognized in other comprehensive income and accumulated in the hedging reserve. The effective portion of changes in the fair value that is recognized in other comprehensive income is limited to the cumulative change in the fair value of the hedged items, determined on a present value basis, from inception of the hedge. Any ineffective portion of changes in the fair value of the derivative is recognized immediately in profit or loss.

When the hedged forecast transaction subsequently results in the recognition of non-financial item, such as inventory, the amount accumulated in the hedging reserve and the cost of hedging reserve is included directly in the initial cost of the non-financial item when it is recognized.

For all other hedged forecast transactions, the amount accumulated in the hedging reserve and the cost of hedging reserve is reclassified to profit or loss in the same period(s) during which the hedged expected future cash flows affect profit or loss.



31.4. Equity

31.4.1. Share capital

Shares are part of equity since they are not repayable and there are no dividend guarantees. Any costs directly related to an increase in the share capital are deducted from equity.

31.4.2. Dividends

Dividends are reported as a liability as soon as they are approved by the Annual General Meeting.

31.5. Intangible assets

31.5.1. Goodwill

The positive difference between the fair value of the consideration transferred, plus the recognized amount of any non-controlling interests in the acquiree, plus the fair value of previously held equity interest in the acquiree in a business combination achieved in stages and the fair value of all net assets acquired is recognized as goodwill from the acquisition of subsidiaries. If the difference is negative, the profit is recognized immediately in profit or loss.

Goodwill is measured at acquisition cost less accumulated impairment losses.

Goodwill is not systematically amortized but is tested for impairment at least annually or whenever there is any indication of impairment (see note 31.9).

31.5.2. Research and development

Research costs incurred for the purpose of obtaining new technological knowledge or basic understanding are recognized as an expense.

Development costs incurred to achieve new or significantly improved products or processes are capitalized provided all of the following conditions are fulfilled: the company must have the intention and be able to complete the intangible asset and use or sell it, and demonstrate how the asset will bring future economic benefits to the company. Capitalized development costs are recognized at cost less accumulated amortization and any impairment (see note 31.9). Other development costs are recognized as an expense as incurred.

31.5.3. Other intangible assets

Other intangible assets include industrial property rights, which include trademarks and patents, licenses as well as other intangible assets in which acquired client relationships are mainly capitalized within the Group.

Intangible assets are amortized straight-line over their estimated useful lives, starting on the date on which they are available for use. The estimated useful life for industrial property rights, licenses and other intangible assets is 3 to 16 years, and customer relationships with determinable useful lives are amortized over a period of 5 and 15 years.

Intangible assets with indefinite useful lives are not amortized but subjected to an annual impairment test (see note 31.9).



31.6. Property, plant and equipment

The Group holds real estate in order to achieve value increases as well as properties that are rented to third parties and are thus qualified as “investment property”. These properties are measured at fair value.

With the exception of land, all property, plant and equipment is depreciated to profit or loss on a straight-line basis over the following expected useful lives:

Buildings	8 – 40 years
Technical equipment and machinery	8 – 25 years
Other equipment	3 – 30 years

The method of depreciation, the useful life and the assumed residual value, if not immaterial, are reviewed each year and adjusted prospectively where necessary.

Upon the disposal of items of property, plant and equipment, the difference between the carrying amounts and the net sale proceeds is recognized in the statement of profit or loss under other operating income or in the other operating expenses.

31.7. Leases

31.7.1. Accounting policies

The Group assesses at inception of a contract whether that contract is, or contains, a lease. The contract is, or contains, a lease if it conveys the right to control the use of an identified asset for a certain period of time in exchange for a consideration.

31.7.1.1. Lessee

At the commencement of the contract or when remeasuring a contract that contains a lease component, the Group allocates the consideration in the contract to each lease component based on their relative stand-alone prices. In case of leases for land and buildings, the Group has elected not to separate the non-lease-related components and thus to recognize the lease and the non-lease-related components as a single lease component.

The Group recognizes a right of use asset and a lease liability at the lease commencement date. The right of use asset is measured at initial recognition at cost, which comprises the initial amount of the lease liability, adjusted for any lease payments before or at the beginning of the lease term, plus any initial direct costs incurred and an estimate of the costs of dismantling and removing the underlying asset or the restoration of the underlying asset or the location where it is located, less any leasing incentives received.

The right of use asset is subsequently depreciated using the straight-line method from the commencement date until the earlier of the end of the useful life of the right of use asset or until the end of the lease term. The estimated useful life of the right of use asset is determined on the same basis as for property, plant and equipment. In addition, the right of use asset is periodically reduced for any impairment losses, if any, and adjusted for certain remeasurements of the lease liability.

The lease liability is initially measured at the present value of the future lease payments, discounted using the interest rate implicit in the lease or – if this rate cannot be readily determined – at the Group’s incremental borrowing rate. In general, the Group uses the Group’s incremental borrowing rate as a discount rate.



The lease liability is measured at amortized cost using the effective interest method. A remeasurement takes place when the future lease payments change as a result of a change in an index or the interest rate, if the Group's assessment of the amount that is likely to be paid under a residual value guarantee change, or if the Group changes its assessment of whether a purchase, renewal or termination option is exercised.

If the lease liability is remeasured, the carrying amount of the right of use asset is adjusted accordingly or recognized in profit or loss if the carrying amount of the right of use asset has already been reduced to zero.

The Group presents right of use assets that do not meet the definition of investment property under "Property, plant and equipment" and lease liabilities under "Other financial liabilities" in the balance sheet (see note 8 and note 16).

Short-term leases and leases of low-value assets

The Group has elected not to recognize right of use assets and lease liabilities for short-term leases with a lease term of up to 12 months and for leases of low-value assets. The Group recognizes the lease payments associated with these leases as an expense on a straight-line basis over the lease term.

31.8. Inventories

Inventories are recognized at the lower of cost or net realizable value. Net realizable value is the estimated average selling price less the estimated costs of completion and the estimated costs necessary to make the sale.

Internally generated products are measured at the cost of conversion and purchased products at the cost of purchase. The cost of conversion includes direct materials and direct labor costs as well as the allocable portion of overheads. Fixed production overheads are based on the normal capacity of the production facilities. Inventories are generally measured using the first-in, first-out (FIFO) principle. Allowances are recognized when the net realizable value is lower than the carrying amount.

31.9. Impairment

31.9.1. Non-derivative financial assets

Financial instruments and contract assets

The Group recognizes allowances for expected credit losses (ECL) for:

- financial assets measured at amortized cost, and
- contract assets.

Loss allowances for trade receivables and contract assets are always measured at an amount equal to lifetime ECLs (expected credit losses).

When determining whether the credit risk of a financial asset has increased significantly since initial recognition and when estimating ECLs, the Group considers reasonable and supportable information that is relevant and available without undue cost or effort. This includes both quantitative and qualitative information and analysis, based on the Group's historical experience and informed credit assessment and including forward-looking information.



Financial assets with impaired creditworthiness

At each reporting date, the Group estimates whether the creditworthiness of financial assets at amortized cost is impaired. The creditworthiness of a financial asset is impaired if an event or several events occur with negative effects on the expected future cash flows of the financial asset:

Evidence that the creditworthiness of a financial asset is impaired include the following observable data:

- significant financial difficulties of the issuer or the borrower
- a breach of contract, such as default or an overdue period of over 90 days
- restructuring of a loan or credit by the Group that it would not otherwise take into consideration
- it is probable that the borrower will go bankrupt or be subject to other restructuring proceedings, or
- disappearance of an active market for a security due to financial difficulties.

If a financial asset is impaired, an individual valuation allowance is recognized.

31.9.1.1. Presentation of the allowance for ECLs in the balance sheet

Allowances on financial assets measured at amortized cost are deducted from the gross carrying amount of the assets.

31.9.2. Non-financial assets

The carrying amounts of the Group's non-financial assets – except for assets from employee benefits, real estate held as investment property, inventories and deferred tax assets – are assessed for indications of impairment at each balance sheet date. If there are any such indications, the recoverable amount is determined. Goodwill and intangible assets with an indefinite useful life are subject to an annual impairment test.

When performing the impairment test, the assets are Grouped together into the smallest Group of assets that generates independent cash inflows (cash-generating units, CGU). The goodwill acquired in the context of a business combination is allocated to those CGUs or Groups of CGUs that are expected to benefit from synergies from the underlying business combination.

An impairment loss is recognized if the carrying amount of an asset or cash-generating unit exceeds its recoverable amount.

Impairment losses are recognized in profit or loss. Impairment losses recognized for a cash-generating unit or a Group of cash-generating units are first allocated to goodwill and then pro rata to the other assets of the unit or Group. Goodwill impairment is not reversed. In the case of impairment losses recognized for other assets, an impairment loss is reversed only if the carrying amount of the asset does not exceed the carrying amount that would have been determined less depreciation and amortization when no impairment loss had been recognized.

31.10. Post-employment benefits and other employee benefits

The Group provides defined benefit or defined contribution pension plans for portions of the workforce in addition to the government retirement benefits. The pension plans provide age-related benefits and benefits in the event of death or invalidity.



31.10.1. Defined benefit plans

For all significant defined benefit plans, the defined benefit obligation (DBO) is calculated each year by independent actuaries using the projected unit credit method. The expected pension payments are allocated in accordance with the employees' length of active service until retirement. Future salary increases are taken into account. The fair value of plan assets is deducted from the DBO. The discount rate is based on the interest rate for high-quality corporate bonds having terms similar to those of the defined benefit obligations. Plan costs resulting from employee service in the current period (current service cost) are recognized in profit or loss.

The Group calculates the net interest expense (income) on the net debt (asset) from defined benefit plans for the reporting period using the discount rate that was used for the measurement of the DBO at the beginning of the annual reporting period. This discount rate is applied to the net debt (asset) from defined benefit plans at this date. Any changes in the net debt (asset) from defined benefit plans that occur following the contribution and benefit payments in the course of the reporting period are taken into account. The net interest expense is recognized as income in the financial result.

Remeasurements of the net defined benefit liability is recognized immediately in other comprehensive income. The remeasurement includes the actuarial gains and losses, the return on plan assets (without interests) and the effect of any asset ceiling (without interests).

When the benefits of a plan are changed or when a plan is curtailed, the resulting change in the benefit attributable to past service or the gain or loss upon curtailment is recognized immediately in profit or loss. The Group recognized gains and losses from the settlement of a defined benefit plan at the date of settlement.

Excess amounts of plan assets over the DBO are only recognized if they are actually available to the Group in the form of future contribution payments or reductions.

31.11. Revenue and earnings recognition

Revenues are recognized after deduction of value added taxes and credits for returns and rebates when the client obtains control over the sold goods and services.

The assessment as to whether the Group transfers control at a point in time or over a period of time requires the use of judgements. According to IFRS 15, all contracts with customers must follow a 5-step model before revenues can be recognized.

Description of performance obligations and revenue recognition

The Group generates sales mainly from the sale of products. Sales are measured on the basis of the consideration specified in a contract with a customer. The Group recognizes revenue when it transfers control of a good or service to a customer.

In the Group, sales are mainly generated through the sale of aluminum profiles.

Revenue recognition:

The Group recognizes revenue mainly upon delivery to the customer in accordance with Incoterms (especially DAP, FCA and FOB).



31.12. Net financial result

Net interest expense includes income from financial assets and cash and cash equivalents as well as expenses from liabilities to financial institutions and other financial liabilities. Interest income and expenses are recognized in profit or loss in the period in which they are incurred using the effective interest rate method.

The Group recognizes borrowing costs incurred in connection with the acquisition of a qualifying asset in accordance with IAS 23.4. A qualifying asset is an asset that necessarily takes a substantial period of time to get ready for its intended use or sale.

Other financial results include dividend income, gains from the sale of financial assets available for sale, changes in the fair value of financial assets measured at fair value in the statement of profit or loss, impairment losses of financial assets and the foreign exchange differences from foreign currency transactions. Dividend income is recognized in profit or loss when the right to receive payment is established.

31.13. Income taxes

Income taxes include both current and deferred. Current taxes and deferred taxes are normally recognized in profit or loss unless they refer to a business combination or to an item that is recognized directly in equity or in other comprehensive income.

The Group has determined that the global minimum top-up tax – which is required to pay under Pillar Two legislation – is an income tax in the scope of IAS 12. The Group has applied a temporary mandatory relief from deferred tax accounting for the impacts of the top-up tax and accounts for it as a current tax when it is incurred.

31.13.1. Current income taxes

Current income taxes are the expected tax payable or receivable on the taxable income or loss for the year, based on the tax rates that are applicable at the balance sheet date or will be applicable, including expenses for taxes for past periods. The amount of the expected tax payable or receivable reflect the amount that represents the best estimate taking into account tax uncertainties, if any. Current income taxes also include all tax liabilities resulting from the determination of dividends.

Current tax assets and liabilities are offset only if certain criteria are met.

31.13.2. Deferred taxes

Deferred taxes are calculated according to the balance sheet liability method for all temporary differences between the carrying amount of an asset or liability on the balance sheet and its tax base. Deferred taxes are measured at the tax rates enacted or expected or substantially enacted to the Group entity in question.

Deferred taxes are not recognized for the following temporary differences: initial recognition of goodwill, initial recognition of an asset or liability associated with a transaction affecting neither taxable profit or accounting profit and temporary differences on investments in subsidiaries, provided that the entity is able to control the timing of the reversal of the differences and it is probable that the reversal will not occur in the foreseeable future.

Deferred tax assets on tax losses carried forward and deductible temporary differences are only recognized to the extent it is probable that it will be possible to utilize them against future taxable profits.



31.14. Segment reporting

See note 5.

31.15. Changes in material accounting policies

In 2025 the Group has implemented various minor amendments to existing standards and interpretations, which have no material effect on the Group's consolidated financial statements.

Amendments which apply for the first time in 2025 are "Lack of exchangeability (Amendments to IAS 21)". These amendments had no material impact on the Group's consolidated financial statements.

31.16. Amendments to IFRS standards with potential impact on the Group after 31 December 2025

The following new and revised standards and interpretations were approved up to the balance sheet date, but came only later into force and the Group has not early adopted them in preparing these consolidated financial statements. Their impact on Group's consolidated financial statements have not yet been analyzed systematically, except when this is specifically disclosed. The expected effects presented below constitute only a first estimate by the Group's management.

IFRS 18 is expected to have a significant impact on the Group's consolidated financial statements.

Issued by the IASB in April 2024, IFRS 18 – Presentation and Disclosure in Financial Statements will replace IAS 1 and becomes effective for reporting periods beginning on or after 1 January 2027, with retrospective previous year restatement. The main changes resulting from the introduction of IFRS 18 are:

- Entities are required to classify all income and expenses in the income statement in five mandatory categories (operating activities, investing activities, financing activities, discontinued operations and income taxes) and present new sub-totals, including "Operating Profit or Loss" and "Profit or Loss before Financing and Income Taxes".
- Entities are required to disclose Management-Defined Performance Measures (MPMs), including definitions and reconciliations to IFRS measures
- Enhanced guidance is provided for the aggregation and disaggregation of information in the financial statements.
- In addition, amendments to IAS 7 – Statement of Cash Flows remove classification options for interest and dividend cash flows and standardise their presentation to enhance comparability. The starting point for operating cash flows, when using the indirect method, will be the operating profit or loss subtotal.



	Effective date	Planned application
New Standards or Interpretations		
IFRS 18 Presentation and Disclosure in Financial Statements	1 January 2027	Reporting year 2027
IFRS 19 Subsidiaries without Public Accountability: Disclosures	1 January 2027	Reporting year 2027
Revisions and amendments of Standards and Interpretations		
Amendments to the Classification and Measurement of Financial Instruments (Amendments to IFRS 9 and IFRS 7)	1 January 2026	Reporting year 2026
Annual Improvements to IFRS Accounting Standards – Volume 11 (Amendments to IFRS 1, IFRS 7, IFRS 9, IFRS 10 and IAS 7)	1 January 2026	Reporting year 2026
Contracts Referencing Nature-dependent Electricity (Amendments to IFRS 9 and IFRS 7)	1 January 2026	Reporting year 2026

32.17. Determination of the fair values

Certain accounting and measurement policies and disclosures require determination of fair values both for financial and non-financial assets and liabilities. The fair value corresponds to the price that would be received for the sale of an asset resp. for the transfer of a liability in an arm's length transaction between market participants at the measurement date.

Statutory Auditor's Report

To the General Meeting of Montana Aerospace AG, Reinach (AG)

Report on the Audit of the Consolidated Financial Statements

Opinion

We have audited the consolidated financial statements of Montana Aerospace AG and its subsidiaries (the Group), which comprise the consolidated statement of financial position as at 31 December 2025, the consolidated statement of profit and loss, consolidated statement of other comprehensive income, consolidated statement of changes in equity and the consolidated statement of cash flows for the year then ended, and notes to the consolidated financial statements, including material accounting policy information.

In our opinion, the consolidated financial statements (pages 133 to 203) give a true and fair view of the consolidated financial position of the Group as at 31 December 2025, and of its consolidated financial performance and its consolidated cash flows for the year then ended in accordance with IFRS Accounting Standards and comply with Swiss law.

Basis for Opinion

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

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

Key Audit Matters



EXISTENCE AND ACCURACY OF REVENUE



VALUATION OF GOODWILL AND OTHER INTANGIBLE ASSETS WITH INDEFINITE USEFUL LIFE

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



EXISTENCE AND ACCURACY OF REVENUE

Key Audit Matter

In 2025, net sales amount to EUR 979.3 million. The Group's revenue is mainly related to the sale of structural parts and assemblies as well as lightweight components for the aerospace and other industries. Depending on the terms and conditions of the customer contracts, revenue is recognized when control over goods and services has been transferred to the buyer or overtime in accordance with the progress to completion of the performance obligation which involves a higher degree of judgment.

Revenue is a key performance indicator to assess business performance and therefore a key area of internal goal setting and external expectations. These expectations may put pressure on management to achieve set targets, leading to an increased risk in terms of recognizing revenue in the proper period.

Our response

Amongst others, we performed the following audit procedures:

- Gaining an understanding of key customer contracts and revenue streams, and testing the design and implementation of selected key revenue recognition controls;
- Reconciling a sample of sales transactions for the financial year to underlying sales orders, shipping documents and invoices;
- Verifying that sales transactions at the end of the balance sheet date and at the beginning of the new financial year have been recognized in the correct period by checking sales close to the balance sheet date against contractual terms such as shipping terms, invoices and delivery documents;
- Verifying for a sample of credit notes issued after the balance sheet date that they were recognized in the correct period;
- Testing the calculation of percentage of completion including the costs incurred and recorded against the customer contract, assessing the basis for determining the costs to complete and total contract cost and reperforming the percentage of completion calculation;
- Comparing sales and margins to budget and prior year to identify significant or unusual variances, discussing these analyses with management and requesting additional documentation where appropriate.

We also considered the appropriateness of disclosures in the consolidated financial statements.

For further information on Revenue refer to the following:

- Notes to the Consolidated Financial Statements, 5. Segment reporting, page 140.
- Notes to the Consolidated Financial Statements, Material accounting policies, 31.11 Revenue and earnings recognition, page 200.



VALUATION OF GOODWILL AND OTHER INTANGIBLE ASSETS WITH INDEFINITE USEFUL LIFE

Key Audit Matter

The Group reports goodwill and other intangible assets with indefinite useful life totalling EUR 133.2 million as of 31 December 2025, arising from past business combinations.

Management assesses goodwill and other intangible assets with indefinite useful life for impairment on a yearly basis using a discounted cash flow model to determine the value in use of the cash-generating units (CGUs). In case of business combinations occurring during the reporting period, management applies judgement in allocating goodwill and intangible assets to the appropriate CGUs. Performing the impairment test on the level of individual CGUs requires the use of a number of key assumptions and judgements, including estimated future cash flows, long-term growth rates, profitability levels and discount rates.

We focused on this area in light of the amounts involved and the level of judgement and estimation required.

Our response

Our audit procedures included, amongst others, challenging the adequacy of management's assumption of an indefinite useful life for intangible assets, conducting sensitivity analyses on key assumptions and evaluating both the methodical and mathematical accuracy of the valuation model used for goodwill impairment testing. We also evaluate the appropriateness of the assumptions and methodology applied by management in preparing cash flow forecasts. We used our own valuation specialists to support our procedures.

In particular, we performed the following for CGU's sensitive to changes in key assumptions:

- Gaining an understanding and assessing the reasonableness of business plans and forecasts by back-testing historical forecasts to actual results;
- Comparing business plan data against the latest plans approved by the board of directors;
- Challenging the robustness of the key assumptions used to determine the recoverable amount, including identification of the CGUs and respective goodwill and intangible asset allocation, forecast cash flows, long-term growth rates, profitability levels and discount rates based on our understanding of the commercial prospects of the related CGUs and by comparing them with publicly available data, where possible;
- Recalculating the recoverable amount and its surplus over the carrying amount to assess the headroom.

We also considered the appropriateness of disclosures in the consolidated financial statements.

For further information on Goodwill and Other Intangible Assets with indefinite useful life refer to the following:

- Notes to the Consolidated Financial Statements, 7. Intangible assets, page 146.
- Notes to the Consolidated Financial Statements, Material accounting policies, 31.5 Intangible assets, page 196.
- Notes to the Consolidated Financial Statements, Material accounting policies, 31.9 Impairment, page 198.

Other Information

The Board of Directors is responsible for the other information. The other information comprises the information included in the annual report, but does not include the consolidated financial statements, the stand-alone financial statements of the company, the compensation report and our auditor's reports thereon.

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

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

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

Board of Directors' Responsibilities for the Consolidated Financial Statements

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

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

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

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

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

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

- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made.
- Conclude on the appropriateness of the Board of Directors' use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the Group's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor's report to the related disclosures in the consolidated financial statements or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditor's report. However, future events or conditions may cause the Group to cease to continue as a going concern.
- Evaluate the overall presentation, structure and content of the consolidated financial statements, including the disclosures, and whether the consolidated financial statements represent the underlying transactions and events in a manner that achieves fair presentation.
- Plan and perform the group audit to obtain sufficient appropriate audit evidence regarding the financial information of the entities or business units within the Group as a basis for forming an opinion on the consolidated financial statements. We are responsible for the direction, supervision and review of the audit work performed for purposes of the group audit. We remain solely responsible for our audit opinion.

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

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

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



STATUTORY ACCOUNTS



BALANCE SHEET AS OF 31 DECEMBER

CHF	Notes	2025	2024
ASSETS			
CURRENT ASSETS			
Cash and cash equivalents		5,155,511.72	7,321,614.78
Other short-term receivables		2,201,444.19	25,076.08
– from third parties		7,382,094.84	5,746,112.95
– from entities in which the entity holds a participation			
Prepaid expenses / accrued income		213,850.00	186,194.78
Total current assets		14,952,900.75	13,278,998.59
NON-CURRENT ASSETS			
Financial assets			
– to entities in which the entity holds a participation	2.1	797,209,037.12	859,827,096.86
– to related parties	2.1	69,785,648.89	0
Investments	2.2	415,373,488.43	403,855,813.70
Intangible assets		65,953.64	44,004.72
Other long-term receivables		0.00	6,480.00
Total non-current assets		1,282,434,128.08	1,263,733,395.28
TOTAL ASSETS		1,297,387,028.83	1,277,012,393.87



LIABILITIES AND SHAREHOLDERS' EQUITY

CHF	Notes	2025	2024
SHORT-TERM LIABILITIES			
Trade accounts payable			
– to third parties		397,417.77	481,897.16
– to related parties		131,180.00	0.00
– to entities in which the entity holds a participation		294,864.11	315,149.10
Short-term interest bearing liabilities			
– to entities in which the entity holds a participation		96,536,274.69	66,083,023.60
Other short-term liabilities			
– to third parties		654,780.67	1,484,541.10
– to related parties		35,000.00	40,550.00
Accrued expenses and deferred income		172,900.00	285,287.32
Total short-term liabilities		98,222,417.24	68,690,448.28
LONG-TERM LIABILITIES			
Long-term non-interest bearing liabilities			
– to third parties	2.3	188,955,659.68	216,966,855.33
Total long-term liabilities		188,955,659.68	216,966,855.33
TOTAL LIABILITIES		287,178,076.92	285,657,303.61
SHAREHOLDERS' EQUITY			
Share capital	2.4	62,526,632.00	62,006,254.00
Legal capital reserves			
– Reserves from capital contributions	2.5	941,925,632.10	933,030,001.30
– Other capital reserves	2.5	0.00	116,334,068.38
Accumulated results			
– Loss carried forward		–3,681,165.04	–134,892,662.43
– Profit for the period		9,437,852.85	14,877,429.01
Total Shareholders' equity		1,010,208,951.91	991,355,090.26
TOTAL LIABILITIES AND SHAREHOLDERS' EQUITY		1,297,387,028.83	1,277,012,393.87



INCOME STATEMENT

CHF	Notes	2025	2024
Financial income	2.6	44,562,936.17	56,714,117.47
Other income		1,723,570.13	1,065,156.75
Total income		46,286,506.30	57,779,274.22
Financial expenses	2.7	30,643,285.95	29,632,589.85
Personnel expenses	2.8	2,285,821.87	1,545,507.13
Other operating expenses	2.9	3,472,893.79	3,522,799.14
Impairment losses on investments and financial assets		437,934.84	8,157,996.68
Direct taxes		8,717.00	42,952.41
Total expenses		36,848,653.45	42,901,845.21
RESULT FOR THE PERIOD		9,437,852.85	14,877,429.01



NOTES

1. Principles

1.1. General Aspects

These financial statements were prepared according to the principles of the Swiss Law on Accounting and Financial Reporting (32nd title of the Swiss Code of Obligations). Where not prescribed by law the significant accounting and valuation principles applied are described below. It should be noted that to ensure the company's going concern, the company's financial statements may be influenced by the creation and release of hidden reserves.

1.2. Financial Assets

Financial assets include long-term loans. Loans granted in foreign currencies are valued at the exchange rate on the reporting date, whereby unrealized losses are recorded but unrealized profits are not recognized (impairment principle).

1.3. No cash flow statement, additional information in the notes and management report

As Montana Aerospace AG prepares consolidated financial statements in accordance with a recognised accounting standard (IFRS), it has omitted additional information in the notes to the annual financial statements, the cash flow statement and the management report in accordance with the statutory provisions in these financial statements.

1.4. Derivative Financial Instruments

The company enters into interest rate swap agreements to hedge against interest rate fluctuations. As the market value of the interest rate swaps at the beginning and at the end of the term are zero, the positive or negative market values (replacement values) are not recognized on the balance sheet but are disclosed in note 2.10.

2. Disclosure on balance sheet and income statement

2.1. Financial assets

CHF	2025	2024
Loans to entities in which the entity holds a participation	797,209,037.12	859,827,096.86
Loans to related parties	69,785,648.89	0



2.2. Investments

				2025		2024	
				Voting – and capital rights in %	Capital	Voting – and capital rights in %	Capital
Company	Domicile	Country	Currency				
Direct investments							
Montana AS Beteiligungs Holding AG	Zug	CH	CHF	100.00	26,862,000	100.00	26,862,000
Alpha MA Beteiligungen GmbH	Vienna	AT	EUR	0.00	0	100.00	35,000
Universal Alloy Corp. Europe S.R.L.	Dumbravita	RO	EUR	100.00	14,897,654	100.00	14,897,654
UAC Design SRL	Dumbravita	RO	EUR	100.00	217	100.00	217
Montana Aerospace ETV AG	Reinach	CH	CHF	100.00	100,000	100.00	100,000
Montana Aerospace Deutschland GmbH	Dillingen/Saar	DE	EUR	100.00	25,000	100.00	25,000
Cefival S.A.	Persan	FR	EUR	100.00	7,713,855	90.00	7,713,855
MAAG Holdings LLC	Wilmington, DE	US	USD	100.00	0	100.00	0
Significant indirect investments							
Alpine Metal Tech (Taicang) Co. Ltd	Taicang	CN	CNY	100.00	5,796,393	100.00	1,491,708
Alpine Metal Tech Brasil – Peças e Serviços Ltda.	Nova Lima	BR	BRL	100.00	2,675,013	100.00	2,675,013
Alpine Metal Tech Denmark ApS	Stenløse	DK	DKK	100.00	400,000	100.00	5,000,000
Alpine Metal Tech Germany GmbH	Dillingen/Saar	DE	EUR	100.00	1,534,150	100.00	1,534,150
Alpine Metal Tech Germany Holding GmbH	Dillingen/Saar	DE	EUR	100.00	5,000,000	100.00	5,000,000
ALPINE METAL TECH GmbH	Regau	AT	EUR	100.00	36,500	100.00	36,500
Alpine Metal Tech North America Inc.	Pittsburgh, PA	US	USD	100.00	3,000	100.00	3,000
Alpine Metal Tech UK Ltd.	Staffordshire	UK	GBP	100.00	100	100.00	100
ASCO Aerospace Canada Ltd.	Vancouver, BC	CA	CAD	79.35	22,934,211	100.00	22,934,211
ASCO Aerospace USA LLC	Oklahoma City, OK	US	USD	79.35	5,300,000	100.00	5,300,000
ASCO Deutschland GmbH	Gedern	DE	EUR	79.35	3,823,000	100.00	3,823,000
ASCO Finance USA NV	Zaventem	BE	EUR	81.42	4,061,500	100.00	4,061,500
ASCO Industries NV	Zaventem	BE	EUR	79.35	9,451,794	100.00	7,500,799
ASCO Industries USA Inc.	Carson City, NE	US	USD	79.35	4,459,097	100.00	4,459,097
ASCO Management NV	Zaventem	BE	EUR	100.00	62,000	100.00	62,000
ASCO Real Estate Canada Ltd.	Vancouver, BC	CA	CAD	100.00	4,000,002	100.00	4,000,002
ASCO Real Estate USA Inc.	Oklahoma City, OK	US	USD	100.00	2,500	100.00	2,500
ASTA Americas Inc.	Wilmington, DE	US	USD	0.00	n/a	100.00	100
ASTA Bosnia d.o.o.	Čoralići	BA	BAM	0.00	n/a	100.00	1,000
ASTA Bosnia Immobiliare d.o.o.	Čoralići	BA	BAM	0.00	n/a	100.00	1,000
ASTA Conductors Co. Ltd.	Yangzhou	CN	CNY	0.00	n/a	100.00	120,300,846
ASTA Elektrodraht GmbH	Oed	AT	EUR	0.00	n/a	100.00	1,500,000
ASTA Energy Solutions AG	Oed	AT	EUR	0.00	n/a	100.00	10,000,000
ASTA India Pvt. Ltd.	Vadodara	IN	INR	0.00	n/a	100.00	873,799,560
ASTA Industrie GmbH	Oed	AT	EUR	0.00	n/a	100.00	35,000
Belightning NV	Schaerbeek	BE	EUR	13.23	30,000,000	16.67	30,000,000
Belairbus NV	Waterloo	BE	EUR	30.62	371,840	34.75	371,840
ETV Montana Tech Holding GmbH	Vienna	AT	EUR	0.00	n/a	100.00	2,450,000
Flabel Corporation NV	Schaerbeek	BE	EUR	21.66	297,472	27.30	297,472
GeGa GmbH	Dillingen/Saar	DE	EUR	100.00	66,700	100.00	66,700
GeGa Iberica S.L.	Tarragona	ES	EUR	100.00	543,500	100.00	543,500
Immobiliere ASCO NV	Zaventem	BE	EUR	100.00	750,047	100.00	750,047
IMT Intermato S.R.L.	Crosio della Valle	IT	EUR	100.00	13,900,000	100.00	13,900,000
Insulated Conductors and Enameled Wires N.V.	Amsterdam	NL	EUR	0.00	n/a	100.00	250,000
Makra GmbH	Vienna	AT	EUR	0.00	n/a	100.00	17,500
Montana Aerospace Components Inc.	Wilmington, DE	US	USD	100.00	10	100.00	10
Montana Aerospace Austria GmbH	Vienna	AT	EUR	100.00	35,000	100.00	35,000
“IndustrieCapital Alpha GmbH (now: Montana Aerospace IC GmbH)”	Vienna	AT	EUR	100.00	500,000	100.00	500,000
MTC Aerosystems Kft.	Budapest	HU	USD	100.00	11,825	100.00	11,825
MTC Aerosystems LLC	East Hanover, NJ	US	USD	100.00	0	100.00	0
MTC Management Kft.	Budapest	HU	USD	100.00	11,825	100.00	11,825
MTC US Corp.	Wilmington, DE	US	USD	100.00	10	100.00	10
PPE Fios Esmaltados S.A.	Cerquilho	BR	BRL	0.00	n/a	100.00	260,312,550
PT. IMT Intermato Asia	Jakarta	ID	IDR	60.00	2,922,900	60.00	2,922,900
S.R.I.F. NV	Zaventem	BE	EUR	100.00	47,606,494	100.00	47,606,494
São Marco Industria y Comercio LTDA	Três Corações	BR	BRL	0.00	n/a	100.00	88,843,486
Simulation Live Fire Training Solution Inc.	Pittsburgh, PA	US	USD	100.00	0	100.00	0
SREC LLC	Oklahoma City, OK	US	USD	79.35	59,097	100.00	59,097
UAC Export Co.	East Hanover, NJ	US	USD	100.00	0	100.00	0
Universal Alloy Corp.	Canton, GA	US	USD	100.00	8,950	100.00	8,950
Universal Alloy Corp. Asia Pte. Ltd.	Singapur	SG	USD	100.00	1,000	97.50	1,000
Universal Alloy Corp. Vietnam Company Ltd.	Da Nang	VN	USD	100.00	34,000,000	97.50	34,000,000

L Liquidated in actual reporting period
D Disposed in actual reporting period



2.3. Long-term liabilities

CHF	2025	2024
Long-term interest bearing liabilities to third parties	188,955,659.68	216,966,855.33
	188,955,659.68	216,966,855.33

2.4. Shareholders' equity

As of December 31, 2025, the share capital amounted to CHF 62,526,632 and was divided into 62,526,632 registered shares with a nominal value of CHF 1 each. The increase in 2025 is due to an existing employee share option program.

The lower limit of the capital band is CHF 56,341,035.00; the upper limit is CHF 74,921,035.00. Within the capital band, the Board of Directors is authorized to increase or reduce the share capital once or several times and in any amounts at any time up to 23 May 2028, or the expiry of the capital band if earlier. The share capital may be increased by issuing up to 12,394,403 fully paid-in registered shares with a nominal value of CHF 1.00 each or reduced by cancelling up to 6,185,597 fully paid-in registered shares with a nominal value of CHF 1.00 each or by increasing or reducing the nominal value of the existing registered shares or by reducing and simultaneously re-increasing.

The conditional share capital of CHF 4,458,965.00 is designated for an employee share option program.

An additional conditional share capital of TCHF 1.000 is designated for new acquisition and capital increases in existing investments.

2.5. Reserves from Capital Contributions

The reserves from capital contributions consist of a premium from contribution in kind and capital increases in 2021 and 2022 and capital increases in 2024 and 2025 in the context of an existing employee share program. The reserves of the years 2021 and 2022 are confirmed by the Swiss tax authorities in the amount of CHF 932,678,832.30 (PY CHF 932,678,832.30). From a fiscal point of view, any distribution made from these confirmed reserves are treated the same way as repayment of share capital.

Following the decision made in the general assembly 2025, the other capital reserves were settled with the loss carried forward.

2.6. Financial income

CHF	2025	2024
Interest income from loans to entities in which the entity holds a participation	38,954,617.39	50,115,101.80
Interest income from loans to related parties	744,372.48	0.00
Foreign exchange gains	4,783,166.13	6,486,778.21
Bank interest income and other financial income	80,780.17	112,237.46
	44,562,936.17	56,714,117.47



2.7. Financial expenses

CHF	2025	2024
Bank interest, expenses and fees	12,013,511.36	19,689,067.57
Interest for loans from holders of participation	1,745,916.82	445,460.44
Foreign exchange losses	13,746,725.57	8,033,608.53
Other financial expenses	3,137,132.20	1,464,323.86
	30,643,285.95	29,632,460.40

2.8. Personnel expenses

CHF	2025	2024
Salaries, boni and gratifications	333,938.80	55,153.15
Compulsary and voluntary social security contributions	57,140.76	11,403.70
Training and development	105,000.00	87,248.22
Passed-on personnel costs	1,789,742.31	1,391,702.06
	2,285,821.87	1,545,507.13

2.9. Other operating expenses

CHF	2025	2024
Administration expenses	2,423,623.59	2,196,482.66
Consulting expenses	1,049,270.20	1,326,316.48
	3,472,893.79	3,522,799.14

2.10. Additional information about derivative financial instruments

Off-balance sheet liabilities (hedge accounting) from current interest rate swaps exist at the end of the reporting period with a replacement value of CHF 1,382,730 (PY CHF 1,047,731).



3. Other information

3.1. Full-time equivalent

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

3.2. Stock Option Plan

A management stock option program (MSOP) was launched in 2021 by the parent company Montana Tech Components AG, Reinach, Switzerland, to allow employees to subscribe to ordinary shares in Montana Aerospace AG. The vesting period on which the program is based amounts to five years. The share-based payment arrangement requires employees to be in an active employment relationship with the company whenever options are exercised.

No additional stock options were granted in 2025. 74,031 stock options expired in 2025. The residual amount of stock options as of 31 December 2025 amount to 482,256 (PY 1,391,243). Thereof, 180,813 are allocated to the Management Board and 68,608 are allocated to the Board of Directors.

3.3. Contingent liabilities

Montana Aerospace AG has provided support letters to guarantee fulfillment of payment obligations of its affiliated companies as follows:

- | | |
|----------------------------------|---------------------------------------|
| – ASCO Industries NV | – Montana Aerospace Deutschland GmbH |
| – Cefival S.A. | – Universal Alloy Corporation |
| – Montana Aerospace Austria GmbH | – Universal Alloy Corp. Europe S.R.L. |

Montana Aerospace AG has provided support letters to guarantee fulfillment of payment obligations to non-affiliated companies as follows:

- | | |
|----------------------------|---------------------------------------|
| – ASTA Energy Solutions AG | – PPE Fios Esmaltados S.A. |
| – ASTA Elektrodraht GmbH | – São Marco Indústria y Comercio LTDA |
| – ASTA India Private Ltd | |

3.4. Significant events after the balance sheet date

There are no other significant events after the balance sheet date that have an impact on the book values of the assets or liabilities shown or that have to be disclosed here.



Proposed Appropriation of Available Result

CHF	2025
Net loss carried forward (previous year(s))	-3,681,165.04
Net profit for the year	9,437,852.85
Accumulated profit	5,756,687.81

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

CHF	2025
To be carried forward	5,756,687.81
	5,756,687.81



Statutory Auditor's Report

To the General Meeting of Montana Aerospace AG, Reinach (AG)

Report on the Audit of the Financial Statements

Opinion

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

In our opinion, the financial statements (pages 211 to 219) comply with Swiss law and the Company's articles of incorporation.

Basis for Opinion

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

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

Key Audit Matters

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

Other Information

The Board of Directors is responsible for the other information. The other information comprises the information included in the annual report, but does not include the consolidated financial statements, the stand-alone financial statements of the Company, the compensation report and our auditor's reports thereon.

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

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

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

Board of Directors' Responsibilities for the Financial Statements

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

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

Auditor's Responsibilities for the Audit of the Financial Statements

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

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

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

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



ABOUT MONTANA AEROSPACE AG:

Montana Aerospace AG is a leading producer of system components and complex assemblies for the aerospace industry, with worldwide engineering and manufacturing operations. As of end of December 2025, the company has approximately 6,300 highly skilled employees at 16 locations on four continents – designing, developing and producing ground-breaking technologies for tomorrow's aerospace industry out of aluminum, titanium, composite and special steels.

DISCLAIMER:

Some of the information contained in this release may be forward-looking statements. Montana Aerospace cautions that such forward-looking statements are not guarantees of future performance and involve risks and uncertainties, and that actual results may differ materially from those in the forward-looking statements as a result of various factors. Montana Aerospace undertakes no obligation to publicly update or revise any forward-looking statements.

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