



Sustainability Report 2025

maxon

The most important figures at a glance



1,956 MWh

Solar energy
produced on our sites



2,147 t CO₂e

Greenhouse gas emissions,
Scope 1 and 2 (market-based)



45%

Recycling rate



20,014 MWh

Total energy consumption



8.8%

Investment in research &
development and prototype
production as a proportion of
revenue



**46.1% &
53.9%**

Women & men
in the workforce



9 years

Employees' average
years of service
(in Switzerland)



**74% &
26%**

Full-time & part-time
employees



10%

Fluctuation
rate



Editorial

Reduction of emissions as a strategic focus

maxon must, among other things, address issues such as tariffs and regulatory requirements in the current global economic environment, which at first glance push the topic of sustainability into the background. Nevertheless—or precisely for this reason—maxon continues to work intensively on sustainability topics with regard to its medium- and long-term development.

In 2025, we developed a climate strategy for maxon within a cross-functional team, including medium- and long-term targets for greenhouse gas emissions in Scope 1 and Scope 2, as well as specific activity targets for Scope 3. Thanks to the acquisition of appropriate software, we are able to independently record and calculate our CO₂ emissions across the group and thus demonstrate progress in a timely manner.

While we continue to develop our key figures and increase transparency, we are working on various measures. Our roadmap includes activities across all eleven sustainability topics at maxon (see p. 6).

In 2025, we also conducted a group-wide employee survey with strong participation from all employees. With the introduction of the qualification matrix this year, we will be able in the future to ensure that our employees have the qualifications needed to meet external customer requirements at maxon even more effectively.

For our commitment to sustainability, maxon was once again rewarded by EcoVadis based on 2024 data. With a significantly improved rating (62 compared to the previous 48 out of 100 points), maxon once again received the EcoVadis “committed” badge.

This fourth sustainability report presents key content in a concise format. It continues to be based on alignment with internationally recognized GRI Standards.

I hope you find it an insightful read.

Eugen Elmiger
CEO of the maxon Group

Contents

4	6	8	12	16	19
Introduction	Sustainability	Employees	Environment	Responsibility	GRI index

With passion for precision

As a leading manufacturer of electric drive systems, maxon is operative all over the world. Our products save lives on Earth and move robots on Mars. Since 1961, we have been developing and realizing high-precision systems that are used in the fields of medical technology, aerospace, robotics, industrial automation, and mobility solutions: from brushed and brushless DC motors to gearheads, sensors, controllers, and mechatronic drive systems; from unique, customized items to high-volume production.

Swiss quality – worldwide

maxon stands for quality and innovation. We produce the components of our drive systems at nine production sites: Sachseln (headquarters, Switzerland), Sexau (Germany), Veszprém (Hungary), Cheonan (Korea), Beynost (France), Enschede (Netherlands), Taunton (USA), Suzhou (China), and in Poole near Bournemouth (UK). We develop our own machines and production lines, which permit extremely high production standards, flexibility for custom modifications, and rapid and reliable order processing. We check our products' resistance to vibration, extreme temperatures, and pressure and impact loads in our own test laboratories.

maxon is represented in all key global markets, to maintain close relations with our customers. In addition to our nine production and assembly sites, a sales network encompassing 40 countries spans the entire globe. maxon's online shop has played a pioneering role within the industry, and now offers over 6,000 individual components with approximately 10 million possible combinations.

Progress drives us

The maxon Group employs approximately 3,100 employees worldwide. One in ten of our employees works in research and development. In 2025, maxon invested 8.8 percent of its revenue in research and development. In Switzerland, our development focus is on motors, encoders, and controllers;

in Germany, it is on gearheads; and in Korea on high-torque motors with slotted stators. Our regular collaboration with educational institutions has proven to be extremely valuable.

Highest performance packed into the smallest of spaces

Our drives are used wherever there is no room for compromise on precision, performance, reliability, and quality. Nowhere are the requirements higher than in medical technology: Absolute precision, sterilizability, minimal vibration, power density in a compact size, and low heating of the motor are all essential. In industrial automation, notwithstanding the complexity of the mechatronics systems, and perfectly matched components, the focus must always be on cost.

The aerospace industry – whether long-distance aircraft, UAVs, or Mars rovers – requires powerful drive systems that can function reliably with high precision even under extreme conditions. The future of mobility is electric. In the field of mobility solutions, maxon develops safe and efficient drive systems for people and goods: from lightweight e-bike drives, to underwater vehicles and autonomous logistics robots.

Corporate governance and division of responsibilities

As a privately held, family-owned company, we are independent and can make quick decisions, think long term, and prioritize quality and operational excellence. The organizational structure of the maxon Group is based on the principal company, maxon international ag, with the Board of Directors, Group management, and the business units Medical, Industrial Automation, Mobility Solutions, Aerospace, and Intralogistics. These units provide the link between customer projects around the world and our development departments and production sites, in order to meet the specific needs of our individual, highly diverse markets. The principal entity is also home to various central services.



Sustainable progress

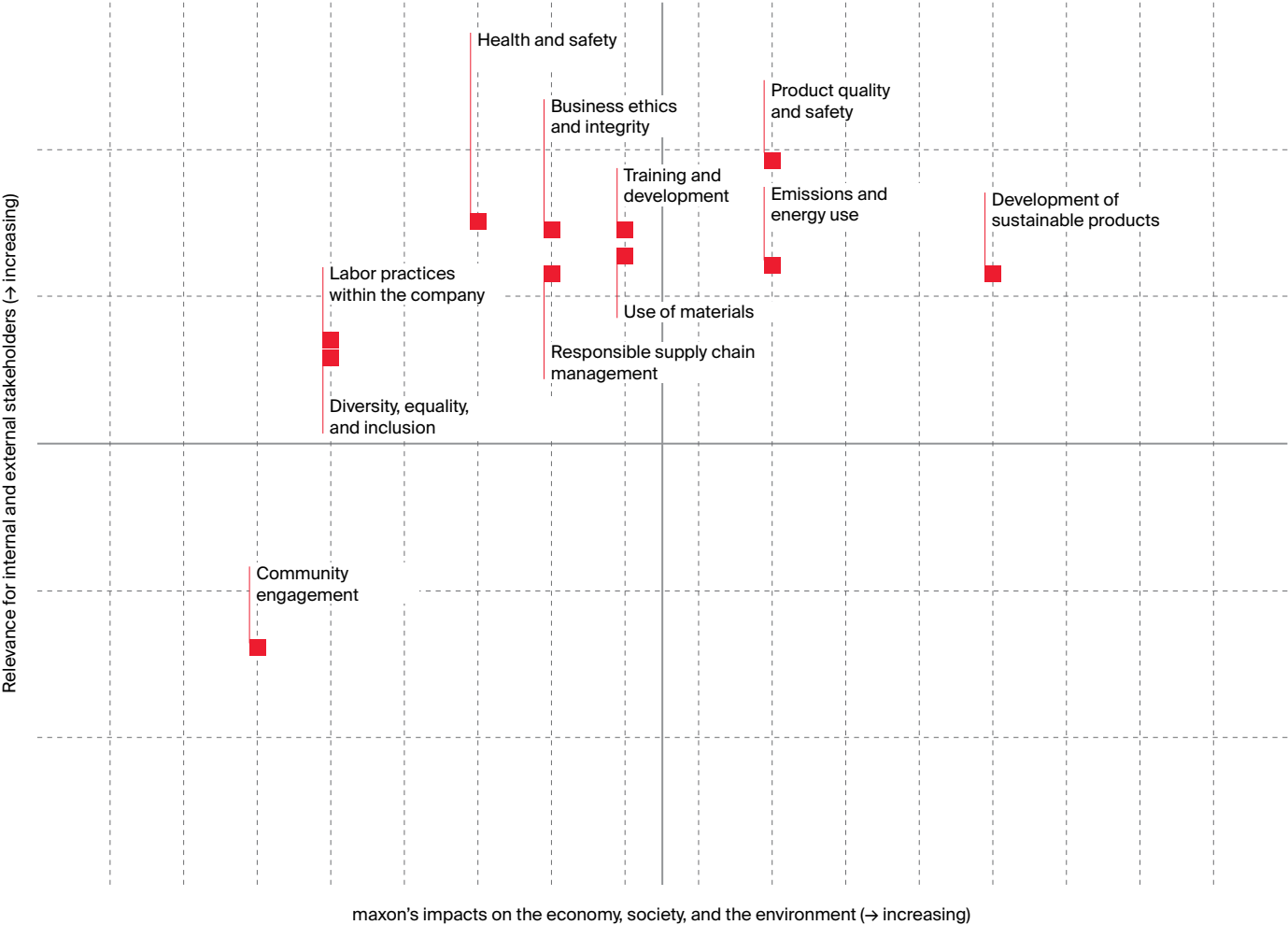
As a family company, maxon thinks long term. We do so with the goal of advancing the company and employees by developing ever more perfect solutions for our customers. An intact social and natural environment is a fundamental prerequisite in this respect. We are part of the society in which we are rooted, so we take responsibility for people and the environment. This is enshrined in our guiding principles and in our Code of Conduct.

For us, sustainability encompasses social, environmental, and economic aspects. We have compiled these aspects in eleven topics that we consider especially relevant to our business model and which we address in this report:

Our sustainability topics

People	Environment	Responsible business conduct
Labor practices within the company	Emissions and energy use	Product quality and safety
Diversity, equality, and inclusion	Use of materials	Business ethics and integrity
Health and safety	Development of sustainable products	Responsible supply chain management
Training and development		Community engagement

Materiality matrix



Materiality analysis

In 2022, we assessed the sustainability topics in a materiality analysis. On the one hand, we evaluated how strong maxon's impacts are on the economy, society, and the environment as a particular topic. On the other hand, we asked stakeholders inside and outside the company how relevant the topics are for them in their relationship with maxon. The materiality matrix summarizes the results of the analysis. The process enhanced our understanding of sustainability and we gained valuable

insights into the expectations, desires, and aspirations of various stakeholders. We took this feedback on board when discussing our goals and drafting measures. Based on this, we developed a comprehensive roadmap with activities in different areas. These activities are now being implemented by various departments and organizational units. Acceptance of the roadmap and its transfer to project teams are milestones in maxon's overarching sustainability management.

Fair and socially minded – our relationship with our employees

In order for our employees to perform at their best for maxon, our culture is a central aspect. Our four values—customer focus, precision, curiosity, and collaboration—have been further embedded into our processes and daily work. In addition, our seven principles have been anchored in our global leadership programs and are trained annually. There are also e-learning modules and other activities in our local organizations.

Respectful interaction among employees, equal appreciation, and maxon's responsibility for the well-being of its staff are set out in our Code of Conduct (see also p. 16). Through fair working conditions and internal guidelines, we establish the foundation that our employees can rely on at all times. The basis is formed by local labor laws, contractual rights, safety regulations, social security systems, and other requirements.

To understand the expectations and needs of our workforce, we use proven formalized approaches such as employee reviews, surveys, and representative bodies. We maintain an open communication culture and continuously work to ensure that employees at maxon feel comfortable, valued, and enjoy their work.

The well-being of our employees is paramount

As a manufacturing company, the health and safety of our employees are our top priority. We strive to ensure and maintain a safe and healthy environment for employees, customers, suppliers, and visitors.

The topic of "Fair and attractive workplace" includes the following key areas:

- Employee engagement
- Training and development
- Diversity and equal opportunity
- Occupational health and safety

In production and manufacturing, many employees work with precision technologies rather than large industrial equipment. Health risks primarily arise from handling adhesives and hazardous substances (see p. 17), as well as from unhealthy postures, repetitive movements, or high strain on the eyes. Outside of maxon's buildings and premises, accidents during business travel, such as in road traffic, represent some of the greatest risks.

Employee engagement

In 2025, maxon successfully conducted its first global People Engagement survey, achieving an important milestone in

gaining a comprehensive and comparable understanding of employee engagement across all locations. With a participation rate of 84% (2,549 employees), the results provide a strong and representative foundation for continuous improvement and long-term people development initiatives. The evaluation criterion "overall employee motivation" reached 72 points, placing it close to the industry average. This indicates a solid level of engagement across the organization. The results confirm that employees strongly identify with their work, their teams, and the company.

Particular strengths highlighted include strong team spirit, a supportive and respectful corporate culture, and a high degree of trust and autonomy in daily work. Employees especially value the meaningfulness and variety of their tasks, as well as the company's technological excellence and customer orientation. In addition, local leadership is perceived as approachable and empowering, and the working environment is considered safe, modern, and employee-friendly. These factors make a significant contribution to motivation, employee retention, and a positive employee experience.

At the same time, the survey results provide valuable insights into areas for improvement. Employees expressed a need for clearer strategic direction, stronger alignment with the global organization, and more transparent communication from group management. In addition, opportunities were identified to simplify processes, reduce complexity, and further strengthen customer focus and cross-functional collaboration.

Based on the survey results, more than 200 concrete measures were defined worldwide across all units. These measures focus on three main priorities: improving organizational clarity and processes, strengthening continuous improvement and innovation, and enhancing cross-functional collaboration and transparency. Examples include clarifying roles and responsibilities, structuring meetings more effectively, establishing regular improvement routines, and increasing transparency through regular updates and shared platforms.

The implementation of these measures is already contributing to better alignment, more efficient decision-making, and noticeable improvements in daily work. At the same time, a stronger focus on recognition, feedback, and people development will further promote engagement and long-term retention.

maxon remains committed to actively listening to its employees and translating feedback into concrete actions. The global survey serves as an important instrument for continu-



ously developing our culture, leadership, and collaboration across the organization.

Diverse, individual, and valuable talents

We foster a culture of lifelong learning that embeds curiosity, precision, collaboration, and innovation as core values within the company. We support our employees in developing both personally and professionally.

The global maxon Academy

The global maxon Academy is the centerpiece of the internal training program and includes in-person training, e-learning, and self-study. In our two international leadership programs, we promote cross-country exchange and collaboration, and new tools and methods are applied in practice. Additional instruments such as mentoring or coaching are used on an individual basis. Furthermore, maxon supports external education through financial contributions and time allowances.

Training and development

Training and development of employees is of utmost importance at maxon. As part of digitalization, a concept for a global, scalable qualification matrix has been rolled out. It is used for various purposes:

- Support in identifying competency gaps
- Planning of training and development
- Resource management
- Career development
- Compliance with guidelines and standards

Building on the foundations established in 2024—including a maxon-specific qualification concept, the selection of a provider, and structured workshops—significant milestones have been achieved in the rollout. An MVP version was published on the learning platform, key processes were configured, and more than 59,000 existing qualifications were successfully migrated. At the same time, 434 role types and 1,071 qualifications were defined, and over 25,000 role assignments were mapped in standardized employee profiles.

The qualification matrix is fully integrated into maxon's learning platform and creates a direct and transparent link between qualification requirements, available training, completed courses, and the real-time status of employee qualifications. This integration promotes the social dimension of ESG by enabling access to development opportunities for all employees, fostering employability, and supporting continuous learning across the company.

The underlying qualification profile concept is deliberately structured in multiple layers: it combines global topics related to corporate culture, values, and compliance, standardized global process requirements as defined in the maxonFLOW QMS, and flexible local profiles that take site-specific or regulatory requirements into account. This structure ensures both global consistency and local applicability.

After going live in initial areas, dashboards and gap analyses now support forward-looking governance, compliance monitoring, and risk mitigation. Overall, the qualification matrix strengthens employee competencies, quality assurance, and organizational resilience in the long term. The global implementation of the concept is planned for 2026 and subsequent years.

Vocational training offerings

In Germany and Switzerland, we train apprentices and regularly hire interns. University graduates can join maxon through the Global Trainee Program. maxon maintains relationships and partnerships with various universities and higher education institutions.

In Switzerland, we sponsor laboratories at the Federal Institutes of Technology (ETH in Zurich and EPFL in Lausanne). Employees without formal vocational training are given the opportunity to complete it—for example, through an accelerated apprenticeship as an automation technician with a federal certificate of competence.

Diversity, inclusion, and equal opportunity

An inclusive environment and equal opportunities are anchored in our mission statement as a promise to our employees. Inclusion is defined as a guiding principle: “We ensure that everyone is treated fairly and with dignity. We make sure that different perspectives and opinions are respected and that all people feel valued. We create a sense of belonging.”

Appreciation and inclusion

We are convinced that our employees approach their tasks with greater enjoyment, engagement, and motivation when they feel comfortable and respected at maxon. When it comes to appreciation, managers play a key role. That is why we prepare them through specific training—based on locally defined leadership principles. Any grievances can be reported through our anonymous reporting process (see p. 17).

Misconduct is considered a violation of the Code of Conduct and may ultimately lead to dismissal.

Equality

In the units covered by this report, more men than women are employed, with a proportion of 54 percent. However, in terms of gender distribution, there are significant differences at maxon depending on function and job profile. In production in particular, more women are employed—for example, at maxon in Hungary, they account for 73 percent. By contrast, only 15 percent of management positions are held by women. With the “Women in Engineering” initiative, we aim to encourage women to pursue technical professions, highlight what women are already contributing to the future of drive technology, and strengthen the internal women's network.

Where possible, we advertise positions in Switzerland as part-time roles and review job postings for inclusive language. We pay equal wages for equal work and have this regularly reviewed in accordance with local legislation. To improve

Employees at maxon production, assembly, and sales sites in numbers

Legend: **HQ** headquarters / **PU** production unit / **AU** assembly unit / **SU** sales unit

Employees	Switzerland (HQ+PU)	Germany (PU)	Hungary (PU)	South Korea (PU)	Assembly Units (AU)	Sales Units (SU)	Total
Employment types							
Permanent employees	1,314	482	506	155	440	303	3,195
Temporary employees	122	20	14	21	4	2	183
Full-time equivalents	1,208.4	443.9	458	155.0	433.4	293.4	2,992.1
Share of temporary employees	8.5%	3.7%	3.0%	0%	0.9%	0.7%	5.6%
Share of full-time employees	71.4%	79.3%	95.0%	100.0%	95%	88.8%	74.5%
Share of part-time employees	28.6%	20.7%	5.0%	0.0%	11.2%	11.2%	25.5%
Employee turnover (voluntary departures)	9%	6.5%	8.7%	11.6%	19.1%	10.89%	10.3%
New hires	139	25	92	31	86	28	401
Average years of service	11.2	11.8	7.8	4.0	8.4	9.9	9.1
Health and safety							
Workplace accidents and work-related illness	14	6	6	0	1	1	28
Absenteeism rate due to workplace accidents	0.08%	0.1%	0.16%	0.01%	0.03%	0%	0.08%
Diversity							
Women in the workforce	46.7%	37.3%	73.0%	51.0%	30.5%	32.3%	46.1%
Women in senior management positions	11.7%	4.8%	20.0%	17%	25.9%	22.6%	15.1%
Employees under 30 years of age	13.7%	14%	14.4%	26.0%	15.2%	8.6%	14.4%
Employees between 30 and 50 years of age	54.8%	50%	58.7%	68.0%	44.7%	60.1%	54.6%
Employees over 50 years of age	31.5%	36%	26.9%	6.0%	40%	31.4%	31.4%
Training and development							
Hours of training	17,503	4,047	5,680	864	9,329	6,706	44,129
Hours of training per employee	13	8	11	6	21	22	14
Number of appraisal interviews	1,012	247	446	142	365	214	2,426
Proportion of appraisal interviews carried out	77%	51.8%	88.1%	91.6%	83%	70.6%	75.9%

work-family balance, we have been operating an in-house childcare center at our largest site in Sachseln for over 50 years.

People with disabilities

The maxon Group is a member of the “Valuable 500,” an international network of companies committed to the inclusion of people with disabilities and publicly pledging to do so. We employ people with disabilities and regularly award contracts to workshops for people with disabilities.

Employees with a migration background

We also provide opportunities for people with a migration background to find employment with us. In Germany, maxon participates in employment integration programs for migrants. In Switzerland, maxon covers the costs of German language courses. In addition, migrants are potential candidates for shortened vocational training programs (see also p. 10).

Conserving resources

Efficient use of energy and other resources, the reduction of greenhouse gas emissions, and responsible waste management with a high recycling rate are the focus of maxon's operational environmental management. Our stance and core principles regarding our environmental impact are defined in the Group's environmental policy, which was updated in 2025. Our employees play an important role in implementation. They are sensitized to mindful, responsible, and environmentally conscious behavior through events, further education, and training. maxon's production facilities as well as assembly plants in the Netherlands and China are certified in accordance with the ISO 14001 environmental management standard.

Energy management

At the largest site in Sachseln, we use heat pumps for building energy, relying on an environmentally friendly technology, and utilize two groundwater sources for heating, cooling, and ventilation. We also feed energy from process and exhaust heat into the energy cycle. We source electricity from renewable energies at the Sachseln, Sexau, Veszprém, and Enschede sites. In addition, we produced around 2,000 MWh of solar energy in 2025. We increase energy efficiency, for example, by converting to LED lighting, improving building insulation, and conducting energy efficiency analyses of our production machines.

In 2025, maxon developed a climate strategy within a cross-functional team with mid-term and long-term reduction targets for Scope 1 and Scope 2 and concrete activity targets for Scope 3. Thanks to the acquisition of an appropriate software we are able to independently report and calculate our CO₂ emissions across the group in the future.

Waste management and disposal

Professional waste management in our operations includes consistent separation and type-specific disposal. We use the available recycling services of local waste management systems and disposal partners. In 2025, we were able to channel 45 percent of waste into recycling streams. Particular attention is paid to hazardous waste (e.g., chemicals, contaminated water, and hazardous substances), which accounted for around 16 percent of operational waste in 2025. We also return a high share of valuable raw materials—such as metals, magnets, and plastics—into the material cycle.

Circular economy in packaging

The packaging project aims to replace conventional plastic and foam packaging with bio-based thermoformed blisters while achieving both ecological and economic benefits. An initial solution for pallet transport has already been externally certified and is currently being introduced at the production plant in England.

Due to the increased packing density of empty containers

(factor of 5), circular systems can be designed much more efficiently and in a more environmentally friendly way. Transport volumes and emissions are reduced, allowing packaging to conserve resources while remaining economically attractive.

There is still a need for development in the area of shipping packaging, as drop tests have not been passed. An impact-modified material is currently being developed and will be available in 2026.

The requirements of the PPWR (Packaging and Packaging Waste Regulation of the EU) have been comprehensively taken into account and are already incorporated into the design. On this basis, a first draft of an international packaging guideline for suppliers has been developed.

By mid-2027, around 80 percent of products with high volumes are to be converted to the new packaging. For products with low volumes, a solution that is as standardized as possible is being pursued. In the long term, it is essential to understand packaging as an integral part of the product in order to sustainably meet future regulatory requirements—especially those arising from the PPWR.

Efficient, lightweight, and durable products

Our high-performance drive systems deliver top performance in insulin pumps, humanoid and mobile robots, and laboratory automation equipment. One of their key differentiators is their high efficiency. We offer BLDC motors (brushless DC motors) with over 90 percent efficiency, thereby contributing to the energy efficiency of end products. Our engineers continuously work on making our products lighter and using less material while maintaining or increasing performance. This is crucial not only for maintaining and expanding our market position, but also for the responsible use of resources. In 2025, around 8.8 percent of revenue was invested in research and development as well as prototype production.

Longevity as a key objective

Our solutions are designed to deliver high-level performance for as long as possible within our customers' products—this is our quality standard (see also p. 16). Within control electronics, we therefore ensure that software can be updated and expanded over a long period of time. In addition, we ensure good reparability and maintainability of our control electronics through design requirements.

Sustainable material selection

When examining the upstream value chain and processing steps, the environmental impact largely depends on which materials we use and how we handle them. In 2025, we

Legend: **HQ** headquarters / **PU** production unit / **AU** assembly unit / **SU** sales unit

GHG Emissions (in t CO ₂ e)	Switzerland (HQ+PU)	Germany (PU)	Hungary (PU)	South Korea (PU)	Assembly Units (AU)	Sales Units (SU)	Total
Scope 1 Emissions	223	238	184	12	186	362	1,204
1.1 Stationary Combustion	0	103	168	0	86	109	465
1.2 Mobile Combustion	223	35	16	12	100	253	639
1.4 Fugitive Emissions ¹	0	100	0	0	0	0	100
Scope 2 Emissions	0	0	0	559	241	143	943
2.1 Electricity (market-based) ²	0	0	0	559	241	140	940
2.1 Electricity (location-based)	112	1,605	374	559	314	140	3,104
2.2 Steam, Heat, Cooling	0	0	0	0	0	3	3
Scope 3 Emissions	44,305	1,908	7,500	18,979	26,776	5,041	104,508
3.1 Purchased Goods & Services (electronics, magnets, metals, plastics, paper, cardboard, water)	39,068	987	6,412	18,782	25,476	4,216	94,941
3.3 3.3 Energy Supply (market-based) ²	55	26	31	175	108	118	513
3.3 Energy Supply (location-based)	91	372	129	175	123	118	1,008
3.4 Transport Upstream ¹	123	n.r.	28	n.r.	381	225	759
3.5 Waste	3	10	2	0.1	3	1	18
3.6 Business Travel ¹	839	15	29	85	254	203	1,425
3.7 Commuting	2,544	710	1,025	112	608	262	5,263
3.9 Transport Downstream ¹	1,727	186	4	n.r.	53	133	2,103
Total Emissions (market-based)	44,732	2,171	7,714	19,550	27,312	5,663	107,142
Total Emissions (location-based)	44,880	4,122	8,186	19,550	27,400	5,664	109,802
Scope 1 & 2 intensity (market-based) (kg CO₂e/FTE)	185	536	402	3,677	1,121	1,842	735
Scope 1 & 2 intensity (location-based) (kg CO₂e/FTE)	277	4,151	1,218	3,677	1,313	1,834	1,476
Scope 1 & 2 intensity (market-based) (t CO₂e/finished prod.)	0.09	0.12	0.10	1.59	0.85	n.a.	0.23
Scope 1 & 2 intensity (location-based) (t CO₂e/finished prod.)	0.13	0.92	0.29	1.59	1	n.a.	0.52

Energy consumption (in MWh)

Heating energy	0	556	765	0	455	528	2,304
Purchased electricity	5,175	4,820	2,436	1,248	1,648	425	15,752
Self-generated and self-consumed solar-energy	562	101	371	0	882	40	1,956
Total	5,737	5,477	3,574	1,248	2,985	993	20,014

¹ Data are not available for all units

² Market-based reported in case corresponding certificate is available.

n.r.: Data could not be provided / n.a.: Not applicable

Resources and materials	Switzerland (HQ+PU)	Germany (PU)	Hungary (PU)	South Korea (PU)	Assembly Units (AU)	Sales Units (SU)	Total
Purchased materials: Electronics, magnets, metals, plastics, paper, and cardboard (in tons) ¹	379.6	270.3	155	154	790	22	1,771
Water consumption (in megaliters)	12	3	6	4	4	4	33

Waste

Waste generated ²

Non-hazardous waste (in tons)	170	186	137	3.4	191	70	757
Hazardous waste (in tons)	3	93	8	0	40	0	144
Share of hazardous waste	2%	33%	6%	0%	17%	0%	16%

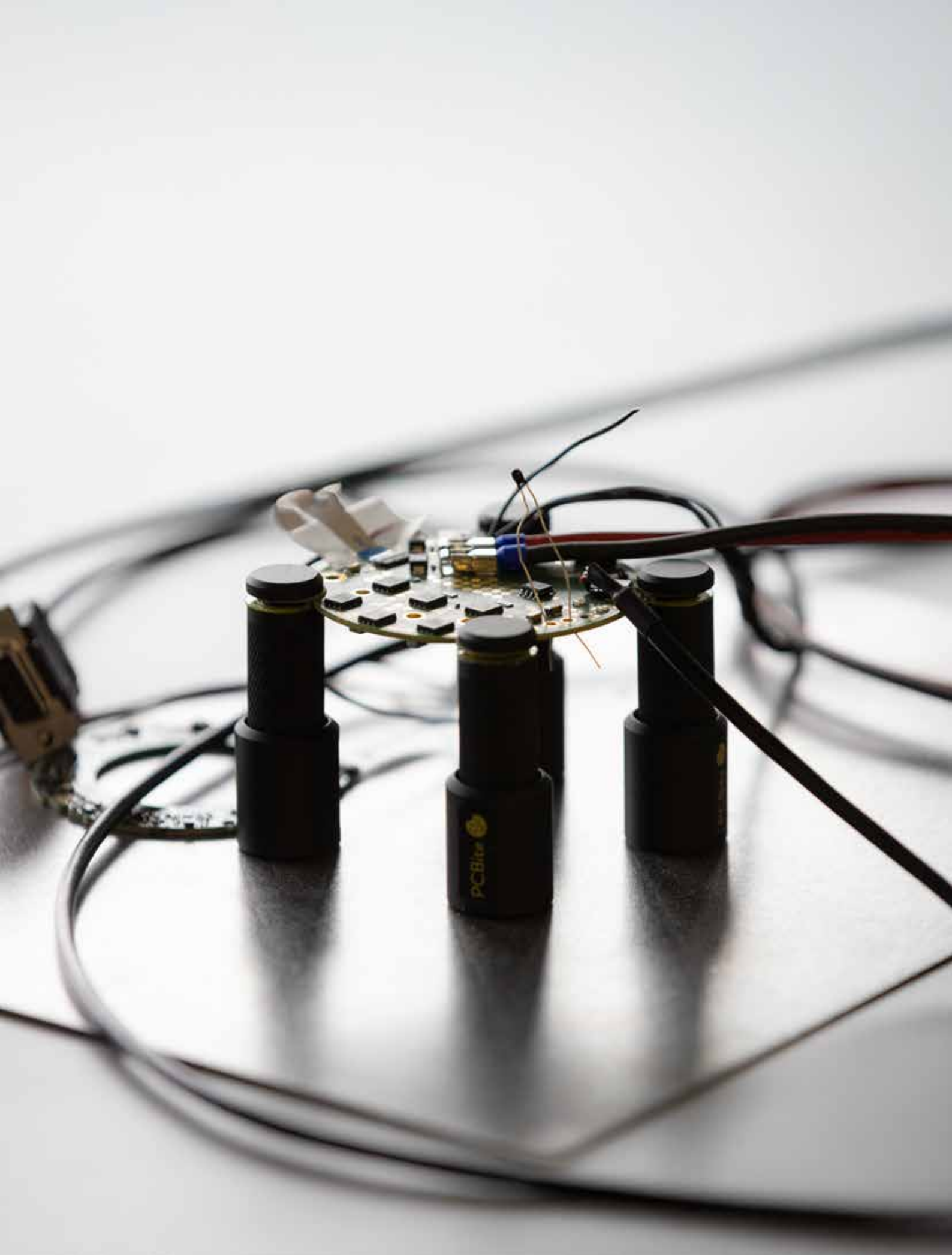
Waste by type of processing

Waste for recycling	38%	55%	18%	58%	59%	24%	45%
Copper	2%	0%	2%	14%	1%	0%	1%
Other metals	13%	48%	2%	44%	31%	1%	26%
Paper and cardboard	23%	5%	14%	0%	28%	24%	17%
Hazardous waste	2%	33%	6%	0%	17%	0%	16%
Waste for disposal	61%	11%	67%	41%	23%	75%	39%

purchased approximately 1,771 tons of metal, electronics, plastic, magnets, and other materials. For the production of high-performance motors with high efficiency, we use neodymium as a magnet material, a metal that belongs to the rare earth elements. It must be used carefully and sparingly. We employ state-of-the-art simulation tools to optimize our designs with regard to the use of rare earths. We also regularly optimize our manufacturing processes to minimize waste in production.

Chemicals and hazardous substances are used in our production processes. A multi-stage approval process is defined for the use of hazardous substances, involving internal specialists, for example from process engineering, occupational safety, and environmental management. Compliance with internal and external requirements is regularly reviewed through audits and unannounced inspections. Regulations concerning hazardous substances are also part of risk management in our supply chains and are anchored in the Supplier Code of Conduct (see p. 16).

Compliance with material compliance requirements is ensured by an internal expert group led by a global Material Compliance Manager. The group develops product design rules that are often applied even before legal requirements come into force. One example is the reduction of lead content in aluminum materials (RoHS/REACH): on the one hand, we have defined that these substances may no longer be used in the development of new products. On the other hand, we are converting existing products to alternative materials.



Quality and safety of our products

We make no compromises when it comes to our products. Durable, error-free, and safe products are of the utmost importance for the satisfaction of our customers. This is why we consider functional safety to be particularly important and embed quality management in our core processes. From product development, to production and manufacture, to marketing and sales, there are risk analyses, reviews, checks, tests, systematic controls, and other dedicated steps for quality planning and control.

The centerpiece of quality management is the quality manual. More specific process descriptions, directives and guidelines apply depending on the product lines or areas of application. We regularly measure our performance using meaningful quality indicators. Internal audits and external re-certifications check our quality management systems to ensure they are functional and up to date. That they have the desired effect is confirmed by our low complaint rates and high customer satisfaction.

The human factor

Our employees have a significant influence on our results. They work on our products by hand, operate and service machines, and conduct checks. Training for specific functions and roles as well as refresher trainings are therefore of major importance (see qualification matrix on p. 10). For example, employees learn to carry out manual work neatly and flawlessly on tiny objects, using materials that are difficult to work with. To integrate quality standards into the way employees think and act, we conduct awareness-raising measures, trainings, and evaluations.

Quality and safety

The quality management in our production units as well as in the assembly units is ISO 9001-certified. Our high-precision drive solutions for medical technology meet the requirements of the medical standard ISO 13485. As a developer and manufacturer of components for the aerospace industry, we are certified in accordance with EN 9100. We are also certified to IATF 16949 for the automotive industry. Additionally, we also stipulate requirements on the quality and safety of the materials, products, and components that we purchase from our suppliers. Corresponding requirements are defined in part-specific supply agreements or specifications and in quality assurance agreements. The management systems for information security are certified according to ISO 27001.

Fairness, professionalism, and respect – the cornerstones of our actions

Our employees greatly affect how maxon is perceived by our stakeholders. Their behavior is fundamental to our good reputation and the high degree of trust that is placed in us.

We want to be respectful, professional, and fair in our conduct both with each other and with our stakeholders.

Our Code of Conduct

The Code of Conduct was updated in 2024 to reflect current global legislation and has been rolled out in 17 languages. It is binding for all employees and outlines the expected standards of behavior. Additional provisions include compliance with laws in general, avoidance of conflicts of interest, corruption, bribery, or anti-competitive behavior. Specific guidelines provide clarity on some of these topics. The maxon Group Code of Conduct is [published on our website](#). For suppliers, maxon has drawn up our own maxon Supplier Code of Conduct, [which is likewise published on our website](#). maxon requires suppliers to familiarize themselves with this Code of Conduct and to confirm their compliance with it on a regular basis.

To ensure that the Code of Conduct is well known within the company, all office-based employees of the maxon Group completed an e-learning course in 2024. Production employees received corresponding face-to-face trainings. The new Compliance Training Framework supports the planning of training content and defines the frequency with which specific topics are to be covered.



Due diligence on child labor

In accordance with Swiss regulations, we comply with Article 964 j-l of the Swiss Code of Obligations and its implementing regulation on Due Diligence and Transparency in relation to Minerals and Metals from Conflict-Affected Areas and Child Labor (DDTrO). maxon is exempt from due diligence and reporting obligations in respect of minerals and metals from conflict-affected areas because the amount of minerals and metals listed in Annex 1 of the DDTrO that is imported and processed by maxon is below the threshold. With respect to child labor regulations, maxon is obliged to conduct a risk analysis and report on its due diligence obligations.

Detailed analyses of the supply chains of purchased parts with a potential risk for child labor have shown that the risk of the presence of child labor in these purchased parts is low. maxon has published further details of this analysis [in a separate report](#).

Our reporting system

We have set up an electronic [reporting system](#) for the reporting of potential violations of laws and internal regulations and guidelines. If employees notice potential violations, they can contact their immediate superior, or the local or global human resources managers and compliance officers. The platform for anonymous or confidential reports using one's own identity has also been accessible to external individuals on the maxon website since 2023.

The reports are reviewed by our reporting officers and documented. If a suspicion is confirmed, actions are initiated and their implementation and effectiveness are reviewed. The annual Compliance Report informs the Management Board and Board of Directors about any incidents. Depending on the degree of severity, the boards may be informed and involved immediately. Furthermore, our global audit and consulting department regularly audits the compliance processes in all units.

Our responsibility does not stop at our front door

We carry a sense of responsibility with us into our relationships with business partners and especially with our suppliers. By doing so, we seek to change things for the better. We know our important partners well, and are building on long-term, trust-based relationships.

Our supplier management

The core processes in supplier management are standardized and centrally controlled. maxon defines global conditions and procedures within which the local units procure components and other products and services. Responsibility for supply chain management lies at the group level with the purchasing organization, in close collaboration with the areas of risk management, compliance, and sustainability. Commodity managers are responsible for the procurement of key product groups within a team consisting of centralized and decentralized quality and purchasing specialists. The total value of goods strategically managed within such a matrix structure amounts to approximately 70 percent of the total purchasing volume.

A new supplier must meet our minimum requirements regarding quality, price, and delivery capability as part of the onboarding process.

The exact conditions may vary depending on the supplier category.

A mandatory component is acceptance of our Supplier Code of Conduct. It specifies requirements in the areas of applicable laws and internationally recognized standards, labor and human rights (including child labor), health and occupational safety, environmental protection, and ethically responsible business conduct (including conflict minerals). If all requirements are met, the supplier is qualified and integrated into our supplier network. maxon regularly reviews suppliers and, depending on business volume, purchased products, or risk

assessment, has them (re-)audited by its own employees.

The major risks

We regularly evaluate our supplier network for financial, geopolitical, and cybersecurity risks, and for whether companies could be affected by force majeure events such as earthquakes, hurricanes, or tsunamis. We also check the purchased goods for chemicals and ingredients that can be harmful to health and the environment, according to material compliance requirements (see p. 14). In the event of identified risks, maxon relies on dialogue, transparency, and—if necessary—on the definition and implementation of improvement measures together with the affected suppliers.

Once a year, our suppliers complete the Responsible Minerals Initiative checklist regarding reporting on conflict minerals. If this indicates that they have relationships with blacklisted smelters, they are urged by maxon to phase these smelters out. So far, there has never been a worst case scenario where maxon warned a supplier but to no avail, and had to terminate the business relationship as a result.

maxon is aware that responsible supply chain management is a continuous development process. The company aims to further increase the transparency, structure, and effectiveness of the measures implemented in the coming years.

Achieve more through our commitment to innovation and society

We seek to generate positive momentum as a reliable partner in the societies in which we are established. With our Young Engineers Program, for example, we support startups and educational institutions with discounted or even free drives, and advice for their projects.

At the same time, we support the communities where maxon as a company – and our employees – are at home. We welcome initiatives that promote regional development and benefit young people. In the past, we have contributed to school camps, classical music festivals, and sporting events. All requests are evaluated based on predefined criteria, and we offer support in the form of financial contributions, giveaways, products, expertise, and labour.

About this report

This sustainability report addresses the significant economic, environmental, and social impacts of maxon and outlines our commitment to a sustainable future. maxon has reported in accordance with the GRI Standards for the period from January 1 to December 31, 2025. The selection of the key figures, activities, and impacts presented is based on the materiality matrix (see p. 7) and consultations with internal leadership and subject-matter experts.

The report covers the headquarters as well as the production and assembly sites of the maxon Group in Switzerland (Sachseln), Germany (Sexau), Hungary (Veszprém), South Korea (Cheonan), France (Beynost), the Netherlands (Enschede), the USA (Taunton), China (Suzhou), and the United Kingdom (Poole). Additionally, it includes the sales subsidiaries located in Australia (Sydney), China (Suzhou), Germany (Munich), England (Finchampstead), India (Bangalore), Israel (Caesarea), Italy (Rho), Japan (Tokyo), Austria (Vienna), Sweden (Stockholm), Singapore (Singapore), Spain (Madrid), South Korea (Seoul), Switzerland (Alpnach and Rothenburg), and Taiwan (New Taipei City). As of December 31, 2025, these locations employed 3,195 permanent staff members—representing 100 percent of the Group's workforce.

This is our fourth time publishing this report. Our goal is to foster transparency and further encourage dialogue with our stakeholders. We strive to present our progress and challenges in a clear, comprehensible, and measurable way. We welcome questions and feedback via: media@maxongroup.com.

GRI content index

The Sustainability Report 2025 was again prepared in accordance with the GRI Standards. This includes the publication of the following GRI Index. It is based on maxon's current materiality matrix (see p. 7), which the company developed in 2022 with the involvement of external and internal stakeholders. Relevant information is transparently presented in the Sustainability Report 2025 and is supplemented with additional details in the index. The allocation of GRI Standards to the topics assessed in the materiality analysis is shown in the following table:

Sustainability Topics of the maxon Group	GRI Topic Standards
Employees	
Labor practices within the company	GRI 301 Employment (2016)
Diversity, equality, and inclusion	GRI 405 Diversity and Equal Opportunity (2016)
Health and safety	GRI 403 Occupational Health and Safety (2018)
Training and development	GRI 404 Training and Education (2016)
Environment	
Emissions and energy use	GRI 302 Energy (2016) GRI 305 Emissions (2016)
Use of materials	GRI 301 Materials (2016) GRI 306 Waste (2020)
Development of sustainable products	Not covered in the GRI Topic Standards, recorded separately
Responsible corporate conduct	
Product quality and safety	GRI 416 Customer Health and Safety (2016)
Business ethics and integrity	GRI 205 Anti-corruption (2016)
Responsible supply chain management	Reported without a GRI Standard
Community engagement	Not covered in the GRI Topic Standards, recorded separately

Standard	Indicator	Reference, comments, and further information
Foundation (2021)		
GRI 1	Foundation	

The organization and its reporting practices (2021)

GRI 2-1	Organizational details	Interelectric AG, the holding company of the maxon Group, is a family-owned joint-stock company with its headquarters in Switzerland, which owns 100 percent of the principal company maxon international ag. Headquarters (of the principal company): maxon international ag Brünigstrasse 220 6072 Sachseln Switzerland Other sites: – Product range, p. 611–614
GRI 2-2	Entities included in the organization's sustainability reporting	P. 18
GRI 2-3	Reporting period, frequency, and contact point	P. 18 and 26
GRI 2-4	Restatements of information	None.
GRI 2-5	External assurance	The report has not been audited externally.

Activities and workers (2021)

GRI 2-6	Activities, value chain, and other business relationships	P. 4 – Website: What we do. Who we are – Website: Drives and systems, product overview
GRI 2-7	Employees	– Information on the workforce: P. 11 – The key workforce figures were recorded per person and analyzed as at December 31, 2025, unless otherwise stated. – Part-time work is defined as all employment contracts with a workload below 100%.
GRI 2-8	Workers who are not employees	As a fundamental rule, maxon does not employ anyone without a contractual employment relationship.

Governance (2021)

GRI 2-9	Governance structure and composition	The Board of Directors of maxon international ag as at December 31, 2025: – Dr. Karl-Walter Braun (Chairman of the Board of Directors) – Dr. Bianca Braun – Tanja Braun – Dr. Andreas Casutt – Dr. Ulrich Claessen – Eugen Elmiger (Chairman of the Management Board and Vice Chairman and Delegate of the Board of Directors) – Kurt Kwapil – Kurt Meier – Dorothea Zünd-Bienz The Management Board of maxon international ag as at December 31, 2025: – Leadership
GRI 2-10	Nomination and selection of the highest governance body	maxon is a privately owned family company. This information is not made public for reasons of confidentiality.
GRI 2-11	Chair of the highest governance body	See GRI 2-9

Standard	Indicator	Reference, comments, and further information
GRI 2-12	Role of the highest governance body in overseeing the management of impacts	maxon has been systematically expanding its sustainability management through an initiative started in 2022. Overall responsibility for it lies with the CFO of the maxon Group, Norbert Bitzi. The Management Board of the Group was regularly and actively involved. The Board of Directors welcomed this systematization of the company's sustainability management. The Audit and Risk Committee was kept informed about interim results and the general procedure during the course of the initiative. The Board of Directors has approved the climate targets.
GRI 2-13	Delegation of responsibility for managing impacts	Overall responsibility for the expansion of our sustainability management lies with the CFO of the maxon Group, Norbert Bitzi. He is supported in this by the Group's head of Risk, Compliance, and Environmental Management. Decisions on general measures are made by the Management Board, while the relevant specialist units and functions have the duty of implementing them. The Board of Directors is informed of relevant progress and results at least once a year through internal reporting. These results also include maxon's impacts on the economy, society, and the environment. Examples of this reporting include the annual reports on compliance, risk management, human resources, and on the environmental management system.
GRI 2-14	Role of the highest governance body in sustainability reporting	The Sustainability Report 2025 was approved by the Board of Directors. The CEO of the maxon Group and delegate of the Board of Directors, Eugen Elmiger, was involved in the drafting of its contents. The list of material topics was discussed and approved by the Management Board. Views and expectations expressed by the Board of Directors were taken into account when defining the topics.
GRI 2-15	Conflicts of interest	All employees, including the members of the Board of Directors and the Management Board, are bound by legal obligations and maxon's Code of Conduct, which states requirements for dealing with conflicts of interest.
GRI 2-16	Communication of critical concerns	The Board of Directors is informed at least once a year about critical matters through the internal reporting process (see GRI 2-13). In the event of major incidents, the Board of Directors is informed and involved immediately, subject to the assessment of the Management Board and especially of the CEO or the compliance officer.
GRI 2-17	Collective knowledge of the highest governance body	The annual internal reporting informs the Board of Directors about current developments, including those in the area of sustainability in general and in specific aspects of that area. In this regard, the reports on risk management, human resources management, and compliance are especially relevant. As part of the implementation of measures and the strategic development of sustainability management, the members of the Executive Board and the Board of Directors are expanding their competencies and understanding of sustainability.
GRI 2-18	Evaluation of the performance of the highest governance body	
GRI 2-19	Remuneration policies	maxon is a privately owned family company. This information is not made public for reasons of confidentiality.
GRI 2-20	Process to determine remuneration	
GRI 2-21	Annual total compensation ratio	

Strategy, policies, and practices (2021)

GRI 2-22	Statement on sustainable development strategy	P. 4
GRI 2-23	Policy commitments	P. 16 – Code of Conduct
GRI 2-24	Embedding policy commitments	P. 17

GRI 2-25	Processes to remediate negative impacts	maxon pursues different approaches to remediating negative impacts depending on the sustainability topic in question. For details, see the descriptions of the management approaches (see GRI 3-3 in the in the topic-specific disclosures). Compliance with human rights in general and with specific human rights is laid down internally within the company in our Code of Conduct, and externally for our supply chain in our Supplier Code of Conduct. For more details, see: P. 14 P. 16
GRI 2-26	Mechanisms for seeking advice and raising concerns	See GRI 2-25
GRI 2-27	Compliance with laws and regulations	maxon is a privately owned family company. This information is not made public for reasons of confidentiality.
GRI 2-28	Membership associations	The maxon Group is a member of a number of local associations in Switzerland

Stakeholder engagement (2021)

GRI 2-29	Approach to stakeholder engagement	maxon liaises with external partners and stakeholders on a daily basis through its employees. This engagement is manifested in activities and platforms such as membership in associations and interest groups (see GRI 2-28), discussions with customers and suppliers, evaluations and inspections by authorities, media relations, and complaint and feedback processes. Internally, dialog with employees is fostered and maintained through various channels (see p. 8–11). As part of the materiality process, maxon consulted selected stakeholder groups in 2022 (see p. 7).
GRI 2-30	Collective bargaining agreements	maxon employees are not subject to any collective bargaining agreement. maxon formulates its own conditions of employment in the local units of the company. When doing so, compliance with local legislation is ensured. The provisions are also based on typical conditions for the industry and on maxon's ethical principles and corporate values .

Disclosures on material topics (2021)

GRI 3-1	Process to determine material topics	P. 7
GRI 3-2	List of material topics	P. 7 and p. 19

People

→ Labor practices within the company

GRI 3: Material topics	3-3 Management of material topics	P. 8
GRI 401: Employment (2016)	401-1 New employee hires and employee turnover	P. 11

→ Diversity, equality, and inclusion

GRI 3: Material topics	3-3 Management of material topics	P. 10
------------------------	-----------------------------------	-------

Standard	Indicator	Reference, comments, and further information
GRI 405: Diversity and Equal Opportunity (2016)	405-1: Diversity of governance bodies and employees	Board of Directors by gender and age as at December 31, 2025: – Men: 6 – Women: 3 – Under 30 years of age: 0 – 30 to 50 years of age: 3 – Over 50 years of age: 6 Management Board and the Extended Management Board by gender and age as at December 31, 2025: – Men: 8 – Women: 1 – Under 30 years of age: 0 – 30 to 50 years of age: 3 – Over 50 years of age: 6 Employees by gender and age as at December 31, 2025: P. 11 Comment regarding the figure for “Women in senior management positions”: Senior management positions are defined as those that involve the management of persons who have managerial responsibilities.
→ Health and safety		
GRI 3: Material topics	3-3 Management of material topics	P. 8
GRI 403: Occupational Health and Safety (2018)	403-1 Occupational health and safety management system	P. 8
	403-3 Occupational health services	P. 8
	403-5 Worker training on occupational health and safety	P. 8
	403-6 Promotion of worker health	P. 8
	403-8 Workers covered by an occupational health and safety management system	All employees are covered by an occupational health and safety management system that regularly has been audited internally and externally.
	403-9a/403-10a Work-related injuries and ill health	The reported absenteeism rate (see p. 11) defines absences due to work accidents as a percentage of the planned working hours..
→ Training and development		
GRI 3: Material topics	3-3 Management of material topics	P. 8
GRI 404: Training and Education (2016)	404-1 Average hours of training per year per employee	P. 11 – The figures are not broken down further by gender and employee category.
	404-2a Programs for upgrading employee skills and transition assistance programs	P. 8
	404-3 Percentage of employees receiving regular performance and career development reviews	P. 11 – The figures are not broken down further by gender and employee category.

Standard	Indicator	Reference, comments, and further information
Environment		
→ Development of sustainable products		
GRI 3: Material topics	3-3 Management of material topics	P. 12
Own key figure	Investment in product innovation	In 2025, the maxon Group invested 8.8 percent of its revenue in research and development and in the production of prototypes.
→ Use of materials		
GRI 3: Material topics	3-3 Management of material topics	P. 13
GRI 301: Materials (2016)	301-1 Materials used by weight or volume	P. 13
GRI 306: Waste (2020)	306-1 Waste generation and significant waste-related impacts	P. 13
	306-3 Waste generated	P. 13
	306-4 Waste diverted from disposal	– P. 13
	306-5 Waste directed to disposal	P. 13
→ Emissions and energy use		
GRI 3: Material topics	3-3 Management of material topics	P. 13
GRI 302: Energy (2016)	302-1 Energy consumption within the organization	P. 13
	302-2 Energy consumption outside of the organization	P. 13
GRI 305: Emissions (2016)	305-1 Direct (Scope 1) GHG emissions	P. 13 Standards, methods, and assumptions: – The GHG emissions have been reported and categorized in accordance with the Greenhouse Gas Protocol (according to the GHG Protocol Corporate Accounting and Reporting Standard). – Sources for the emission factors: United Kingdom Department for Energy Security and Net Zero, Government Conversion Factors for Company Reporting on Greenhouse Gas Emissions (v 1.1, 2024); Excibase v3.8.2; International Energy Agency, Emission Factors 2025 (v2025.01); Ecoinvent v3.11; Company-specific factors, e.g., information on emissions and emission factors from power plants or logistics companies
	305-2 Energy indirect (Scope 2) GHG emissions	P. 13 Standards, methods, and assumptions: – The GHG emissions have been reported and categorized in accordance with the Greenhouse Gas Protocol (GHG Protocol Corporate Accounting and Reporting Standard) – Sources of the emission factors: GRI 305-1

305-3 Other indirect
(Scope 3) GHG emissions

P. 13

Standards, methods, and assumptions:

- GHG emissions are reported and categorized according to the Greenhouse Gas Protocol (GHG Protocol Corporate Accounting and Reporting Standard and Corporate Value Chain [Scope 3] Accounting and Reporting Standard).
- Sources of the emission factors: GRI 305-1.

In the pursuit of transparency and in accordance with the GHG Protocol Corporate Value Chain (Scope 3) Accounting and Reporting Standard, maxon has identified the Scope 3 categories that were feasible and appropriate at the time of this report's publication. maxon recognizes that creating a Scope 3 inventory deepens the understanding of greenhouse gas emissions along its own value chain. This represents a significant step toward effectively managing risks and opportunities related to emissions and contributes to the reduction of greenhouse gas emissions throughout the entire value chain. maxon is committed to identifying additional Scope 3 categories. Currently, categories 1, 3, 4, 5, 6, 7, and 9 are disclosed.

Responsible business conduct

→ Product quality and safety

GRI 3: Material topics	3-3 Management of material topics	P. 14
GRI 416: Customer Health and Safety (2016)	416-1 Assessment of the health and safety impacts of product and service categories	For the areas of application of maxon products in medical technology, aerospace, and the automotive industry, impacts on health and safety have been examined specifically.

→ Business ethics and integrity

GRI 3: Material topics	3-3 Management of material topics	P. 14
GRI 205: Anti-corruption (2016)	205-2 Communication and training about anti-corruption policies and procedures	P. 14
	205-3 Confirmed incidents of corruption and actions taken	No cases of corruption are known from the reporting period.

→ Responsible supply chain management

GRI 3: Material topics	3-3 Management of material topics	P. 17 – Website: Quality
------------------------	-----------------------------------	---

→ Community engagement

GRI 3: Material topics	3-3 Management of material topics	P. 17
	Sponsorship payments	CHF 783,792 (headquarters and production company in Switzerland)

Photo credits

Cover image: Volodymyr Kalyniuk/Getty Images

All other photos are the property
of or licensed by maxon

Legal & contact information

Published by: maxon international ag

Project management: Norbert Bitzi, CFO of the maxon Group

Project team at maxon: Henning Schroeder, Thomas Brunner

Design: Sven Gallinelli

With this report we have also contributed to sustainability at
maxon by not producing a printed version.

© maxon, June 2026

www.maxongroup.com