

Corporate Governance

Carlo Gavazzi Group

Carlo Gavazzi is committed to the principles of good corporate governance. The Carlo Gavazzi Group shows responsibility in dealing with the interests of its various stakeholders, which include shareholders, employees, customers, suppliers and the public. Sound corporate governance principles help to consolidate and strengthen trust in the Group.

The following representations made by Carlo Gavazzi Holding AG (the “Company”, together with its subsidiaries “Carlo Gavazzi Group” or the “Group”), are in accordance with the Directive on Information relating to Corporate Governance (DCG) of SIX Exchange Regulation AG dated January 1, 2023. To the extent not applicable or not material, information required by the directive is not mentioned. The representations also take

into account the Guideline on the Corporate Governance Directive (Guideline DCG) of SIX Exchange Regulation AG, dated January 1, 2023. The information is set out in the order required by the DCG, with subsections being summarized to the extent possible. Carlo Gavazzi Group’s financial statements comply with IFRS reporting standards, and in certain sections readers are referred to the financial statements and notes in this annual report.

1. Group structure and shareholders

The operational Group structure is as follows:

| |
|---|
| Carlo Gavazzi Holding AG Board of Directors, Steinhausen CH |
| Automation Components |
| R&D, Sourcing Companies and National Sales Companies |

There are no listed companies apart from the Company being listed on SIX Swiss Exchange, Security No. 1100359, ISIN No. CH0011003594 (stock market capitalization CHF 230 980 750 as of March 31, 2024, respectively CHF 220 320 100 as of March 31, 2023). For details regarding non-listed companies, please refer to the Notes to the Consolidated Financial Statements of the Company, note 27 "Subsidiaries", where all consolidated subsidiaries of the Company are listed.

| Major shareholders | % of voting rights March 31, 2024 |
|--|--------------------------------------|
| Valeria Gavazzi, Zug (indirectly via Barguzin Participation SA, Zug) | 73.85 % |
| Uberta Gavazzi Estate*), with Stefano Premoli, Zug as Executor of the estate, who can exercise the voting rights at his discretion | 4.95 % |

*) Further information on the Uberta Gavazzi Estate can be found at <https://www.ser-ag.com/en/resources/notifications-market-participants/significant-shareholders.html#/shareholder-details/TBN4H00011> and <https://www.ser-ag.com/en/resources/notifications-market-participants/significant-shareholders.html#/shareholder-details/TAN4H00020>.

Reports concerning the disclosure of significant shareholdings made to the Company and to the Disclosure Office of the SIX Swiss Exchange can be viewed via the link to the search facility on

the Disclosure Office's publication platform at <https://www.ser-ag.com/en/resources/notifications-market-participants/significant-shareholders.html>. Two new disclosures were published during the financial year under review, both relating to the passing away of Uberta Gavazzi on April 6, 2023 and her estate. The two disclosures are available at <https://www.ser-ag.com/de/resources/notifications-market-participants/significant-shareholders.html#/shareholder-details/TBN4H00011> and <https://www.ser-ag.com/en/resources/notifications-market-participants/significant-shareholders.html#/shareholder-details/TAN4H00020>.

Apart from the shareholders mentioned above, there are no other major shareholders known to the Group holding more than 3% of the Company's voting rights.

No cross-shareholdings exist.

In light of the entry into force of the revised corporate law as of January 1, 2023, the Company comprehensively revised its Articles of Association at the last ordinary general meeting. The current Articles of Association are available at <https://www.carlogavazzi.com/files/media/files/b5b31db42864e749ec5016524a3c8f46/Statuten-DE-Carlo-Gavazzi-230725.pdf> (German only). Among other changes and mandatory amendments to the Articles of Association in order to reflect the revised corporate law, the following significant amendments to the Articles of Association were approved by the ordinary general meeting on July, 25, 2023:

- Conversion of bearer shares into registered shares. In recent years, numerous international financial centers have abolished bearer shares. Also in Switzerland, since 2021, the use of bearer shares has been restricted. Vis-à-vis banks and other financial service providers, listed companies with bearer shares may have

to fulfill additional requirements for “Know Your Customer” and similar purposes. Furthermore, the conversion of bearer shares into registered shares enables direct communication with registered shareholders. Hence, the listed 390 710 fully paid-up bearer shares with a nominal value of CHF 15 each were converted into 390 710 fully paid-up registered ordinary shares with a nominal value of CHF 15 (see in particular article 3 paragraph 1 of the Articles of Association, available in German at <https://www.carlogavazzi.com/files/media/files/b5b31db42864e749ec5016524a3c8f46/Statuten-DE-Carlo-Gavazzi-230725.pdf>).

- Supplement of the nominee provision. With the amendment of article 5 of the Articles of Association, available in German at <https://www.carlogavazzi.com/files/media/files/b5b31db42864e749ec5016524a3c8f46/Statuten-DE-Carlo-Gavazzi-230725.pdf>, the Articles of Association were aligned with the revised corporate law wording. In addition, a specific regulation for so-called nominees was introduced. A nominee (i.e. acquirers who do not expressly declare in the application for registration that they hold the shares for their own account) will be entered in the share register as a shareholder with voting rights up to a maximum of 3% of the share capital. Above this registration limit, nominees will be entered in the share register as shareholders if the relevant nominee discloses the names, addresses, nationalities and shareholdings of those beneficial owners for whose account it holds 0.5% or more of the share capital and if the reporting requirement pursuant to the Federal Act on Financial Market Infrastructures and Market Conduct in Securities and Derivatives Trading (FinMIA) (as amended) is met.
- Introduction of the Possibility of Holding a Virtual General Meeting. As part of the corporate law reform, the possibility of holding virtual general meetings was introduced in order to strengthen

shareholders’ rights. Subject to a corresponding provision in the Company’s Articles of Association, this makes it possible to hold a general meeting by electronic means and entirely without a physical venue. In light of this development, a provision has been introduced in the Articles of Association allowing for virtual general meetings to be held (article 10 paragraphs 3 and 4 of the Articles of Association, available in German at <https://www.carlogavazzi.com/files/media/files/b5b31db42864e749ec5016524a3c8f46/Statuten-DE-Carlo-Gavazzi-230725.pdf>). Physical and hybrid general meetings remain possible.

2. Capital structure

The fully paid-up share capital of the Company amounts to CHF 10 660 650, divided into 1 600 000 non-listed registered shares with a par value of CHF 3 each (voting shares) and 390 710 registered shares with a par value of CHF 15 each (ordinary shares), which are listed on the SIX Swiss Exchange. Prior to the conversion of the listed shares into registered shares at the last ordinary general meeting in July 2023, the listed shares were issued in the form of bearer shares. All shares, irrespective of their par value, carry one vote and each share is entitled to dividend payments, the amount of which is determined based on the par value of each such share. Further information on the shares issued by the Company is available at www.carlogavazzi.com/en/investors/shares.html. For further details regarding the share capital of the Company, refer to the Notes to the Financial Statements of the Company, note 3 “Share Capital” as well as to article 6 of the Articles of Association, governing the exclusion of shareholders’ subscription rights (the Articles of Association are available in German at <https://www.carlogavazzi.com/files/media/files/b5b31db42864e749ec5016524a3c8f46/Statuten-DE-Carlo-Gavazzi-230725.pdf>). As of March 31, 2024 the Company had no authorized capital and no conditional capital. There were no

changes in the share capital, the authorized capital and the conditional capital during the yearly reporting period that ended on March 31, 2024 and the preceding two financial years. The Company has not issued any profit-sharing certificates (Genussscheine) or participation certificates (Partizipationsscheine).

At the last ordinary general meeting the Company has amended its registration restriction provision as further set out in article 5 of the Articles of Association, available in German at <https://www.carlogavazzi.com/files/media/files/b5b31db42864e749ec5016524a3c8f46/Statuten-DE-Carlo-Gavazzi-230725.pdf>, in order to align it with the revised corporate law. In light of the conversion of the listed shares from bearer shares into registered shares, this new amended registration restriction applies to both the listed registered shares (ordinary shares) and the voting shares, whereas previously only the voting shares were subject to a registration restriction. Accordingly, the acquirer has to provide the Company its name, nationality and address and declare that it has acquired the shares in its own name and for its own account, that there is no agreement to take back or return the shares concerned and that it bears the economic risk associated with the shares (article 5 paragraph 1 of the Articles of Association, available in German at <https://www.carlogavazzi.com/files/media/files/b5b31db42864e749ec5016524a3c8f46/Statuten-DE-Carlo-Gavazzi-230725.pdf>). Furthermore, a specific regulation for nominees was introduced, which

foresees that acquirers who do not expressly declare that they hold the shares for their own account will be entered without restriction in the share register as shareholders with voting rights up to a maximum of 3% of the share capital. Above this registration limit, nominees will be entered in the share register as shareholders if the relevant nominee discloses the names, addresses, nationalities and shareholdings of those beneficial owners for whose account it holds 0.5% or more of the share capital and if the reporting requirement pursuant to the Federal Act on Financial Market Infrastructures and Market Conduct in Securities and Derivatives Trading (FinMIA) (as amended) is met (article 5 paragraph 2 of the Articles of Association, available in German at <https://www.carlogavazzi.com/files/media/files/b5b31db42864e749ec5016524a3c8f46/Statuten-DE-Carlo-Gavazzi-230725.pdf>). In accordance with article 14 of the Articles of Association, available in German at <https://www.carlogavazzi.com/files/media/files/b5b31db42864e749ec5016524a3c8f46/Statuten-DE-Carlo-Gavazzi-230725.pdf>, the limitations on transferability of shares as well as the cancellation of privileges can be canceled by the AGM by majority of the votes cast (the Articles of Association are available in German at <https://www.carlogavazzi.com/files/media/files/b5b31db42864e749ec5016524a3c8f46/Statuten-DE-Carlo-Gavazzi-230725.pdf>). There are no convertible bonds or options issued by the Company or any of its subsidiaries with respect to the shares of the Company.



<https://www.carlogavazzi.com/files/media/files/b5b31db42864e749ec5016524a3c8f46/Statuten-DE-Carlo-Gavazzi-230725.pdf>

Board of Directors

3. Board of Directors

The Board of Directors currently comprises five members.



CHAIRMAN / NON-EXECUTIVE
(FROM JULY 27, 2022)

DANIEL HIRSCHI

Born March 19, 1956

Swiss national, Biel

First elected 2010,
elected until the next ordinary
general meeting in 2024

- Graduated as an engineer in Biel, Switzerland
- Attended AMP/SMP Advanced Management Program at Harvard Business School
- Developed his professional career during 23 years in Saia Burgess, a Swiss industrial company in the electro mechanical and electronics field
- CEO of Saia Burgess from 2001 until 2006
- Bearer shareholders' representative of Carlo Gavazzi Holding AG from 2010 until 2022



VICE-CHAIRMAN / NON-EXECUTIVE

VITTORIO ROSSI

Born May 8, 1958

Italian national, Borgo Ticino, Italy

First elected 2022,
elected until the next ordinary
general meeting in 2024

- Graduated in electrical engineering, Politecnico of Milan, Italy
- Held various management positions with the Siemens Group in Germany, Italy and USA from 1985 until 2002
- CEO of Siemens SpA, Milan, Italy, from 2002 until 2005
- CEO of Gewiss SpA, Bergamo, Italy, from 2005 until 2007
- CEO of Carlo Gavazzi Automation Components from June 2009 until July 2022



DIRECTOR / NON-EXECUTIVE

STEFANO PREMOLI TROVATI

Born December 1, 1971

Italian national, Zug

First elected 2008,
elected until the next ordinary
general meeting in 2024

- Graduated in economics and corporate law, Cattolica University, Milan, Italy
- Postgraduate degree in tax law
- Managing Director of Barguzin Participation SA, Luxembourg, from 2009 until 2015
- Managing Director of Barguzin Participation AG, Zug, since 2022
- Member of the Board of Banca del Ceresio SA, Lugano, since 2023
- Vice-Chairman of Carlo Gavazzi Holding AG from 2013 until 2023
- Held various other board memberships and positions as statutory auditor



DIRECTOR / NON-EXECUTIVE

YOLANTA DE CACQUERAY

Born July 18, 1966

Polish and French national, Zug

First elected 2022,
elected until the next ordinary
general meeting in 2024

- Graduated as Master of Sciences and Engineering at Polytechnical School, Wroclaw, Poland, and as MBA at HEC Paris, France
- Developed her professional career during 15 years in Nestlé
- Deputy Zone Director for Europe, Nestlé Waters from 2000 until 2002
- Director International Finance at France Telecom from 2002 until 2005
- Deputy CFO and CFO at Firmenich, Losinger Marazzi, Beldona and other companies from 2005 until 2016
- CFO of Landis & Gyr Switzerland AG from 2016 until 2022
- Director Accounting, Reporting and Treasury at Smartenergy Group since 2022
- Bearer shareholders' representative of Carlo Gavazzi Holding AG since 2022 until the last ordinary general meeting in July 2023



DIRECTOR / NON-EXECUTIVE

FEDERICO FOGLIA

Born April 28, 1969

Swiss national, London

First elected 2004,
elected until the next ordinary
general meeting in 2024

- Graduated in economics and political sciences, Bocconi University, Milan, Italy
- Held positions with Merrill Lynch, London, England, from 1996 until 2000
- Managing Director of Banca del Ceresio, Lugano, Switzerland, from 2000 until 2014
- Executive Director, since 2014, and member of the Board of Belgrave Capital Management, London, England, since 2003
- Member of the Board of Ceresio SIM, Milan, Italy, since 2006
- Member of the Boards of Centro Stampa Ticino SA, Muzzano, Switzerland, since 2010, Società Editrice Corriere del Ticino SA, Muzzano, Switzerland, since 2011, and Corriere del Ticino Holding SA, Muzzano, Switzerland, since 2012
- Member of the Board of Global Selection SGR, Milan, Italy, since 2014
- Member of the Board of Simón I. Patiño Foundation, Geneva, Switzerland, since 2019



SECRETARY TO THE BOARD

RAOUL BUSSMANN

Swiss national, Zug

- University of Zurich, Doctorate in jurisprudence
- Legal Counsel and member of the Corporate Legal Staff of Sulzer Brothers Limited, Winterthur, Switzerland, from 1981 until 1986
- General Counsel and head of the Corporate Legal Staff of Landis & Gyr AG, Zug, Switzerland, from 1986 until 1991
- Attorney at Law and Notary in Zug, Switzerland, since 1991 and partner at the law firm Stadlin Advokatur Notariat in Zug, Switzerland, from 1998 until 2016
- Partner at the law firm Kaiser Odermatt & Partner, Zug, Switzerland, since 2016
- Secretary to the Board of Directors of Carlo Gavazzi Holding AG since July 2009



FORMER MEMBER

VALERIA GAVAZZI

Born August 2, 1974

Swiss and Italian national, Zug

First elected 2009,
elected until 2022

- Graduated in economics and business administration, IGS, Paris, France
- Managing Director of Barguzin Consultancy GmbH from 2004 until 2009
- Chairman of Carlo Gavazzi Holding AG from July 2009 until July 2022
- Managing Director of Barguzin Participation SA, Zug, from 2015 until 2022

Valeria Gavazzi is no longer a member of the Board of Directors as per July 26, 2022. Until July 26, 2022 Valeria Gavazzi also served on the Boards of Directors of direct or indirect subsidiaries of the Company.

Executive Management and independence of the Board of Directors

None of the members of the Board of Directors have served in the Executive Management of the Company or of any of its direct or indirect subsidiaries in the three financial years preceding the period under review, except for Vittorio Rossi who was CEO of Automation Components until July 26, 2022. Stefano Premoli Trovati has served on the Boards of Directors of direct or indirect subsidiaries of the Company.

For additional information on members of the Board of Directors and “Related Party Transactions” refer to note 25 “Related party transactions” to the Consolidated Financial Statements of Carlo Gavazzi Holding AG, note 4 “Significant shareholders and their shareholdings” to the Financial Statements of Carlo Gavazzi Holding AG, section 1 of this report concerning the disclosure of significant shareholdings as well as to section 2 “Remuneration expense” to the compensation report.

Restrictions on positions outside the Carlo Gavazzi Group

According to article 28 of the Articles of Association (the Articles of Association are available in German at <https://www.carlogavazzi.com/files/media/files/b5b31db42864e749ec5016524a3c8f46/Statuten-DE-Carlo-Gavazzi-230725.pdf>), a member of the Board of Directors may hold up to twenty additional mandates as a member of the highest-level governing or administrative body of companies outside the Carlo Gavazzi Group, five thereof in listed companies. Mandates with associated companies outside the Carlo Gavazzi Group are deemed to be a single mandate, as long as not more than ten mandates are held within such a group of associated companies.

Election, terms of office and internal organization

The Board of Directors of the Company comprises at least three members. They are elected by the AGM on an individual basis for a term of one year. Re-election is permitted. There is no limit to the terms of office. The age limit is 70 years. The Chairman is elected annually by the AGM. Re-election is permitted. The Articles of Association including the relevant article 16 are available in German at <https://www.carlogavazzi.com/files/media/files/b5b31db42864e749ec5016524a3c8f46/Statuten-DE-Carlo-Gavazzi-230725.pdf>.

Areas of responsibility – Board of Directors

The Board of Directors establishes the strategic, accounting, organizational and financing policies to be followed by the Group. It supervises, controls and advises the Group’s management. The Board of Directors has put in place reporting and controlling processes to ensure it has sufficient information to make appropriate decisions. The Board of Directors regularly reviews the operational and financial results and approves budgets as well as consolidated financial statements. The Board of Directors appoints the Group’s executive officers. Within the limits of the law and except for those competencies that are reserved to the Board of Directors or delegated otherwise, the Board of Directors delegates to the CEO the overall management of the industrial and commercial activities of the Group and the conduct of the day-to-day business of the various companies belonging to the Group. On a regular basis, the CFO reports the financial results and forecasts to the Board of Directors, whereas the CEO regularly reports to the Board of Directors regarding industrial and commercial business activity. The Board of Directors has established an Audit Committee (the “AC”) and the Compensation Committee (the “CC”, whose members are elected by the AGM) to carry out certain duties as set out below. Further, in order to exercise supervision over the Automation

Components Business as well as the Group, the Board of Directors has established the Strategic Management Board (the "SMB").

The SMB regularly reports to the Board of Directors with respect to its supervision activities of the Automation Components Business and submits for approval to the Board of Directors the strategies of the Group. Other members of management report to the Board of Directors as necessary. The Board of Directors has a quorum when the majority of its members are present. Its decisions are taken by a simple majority of the attending members. In case of a tied vote, the Chairman has the casting vote.

The Board of Directors holds a minimum of four meetings per year including a strategy review meeting and a budget meeting in November and March, respectively. The meetings of the Board of Directors usually last for a whole day. The CEO attends these meetings as required in an advisory capacity related to business operations. The CFO regularly assists the Chairman in the presentation and discussion of the financial results. In the reporting period, the Board of Directors held four full-day meetings including one strategy review meeting and one budget meeting and held four conference calls. The CEO and CFO attended all Board meetings in an advisory capacity as required. One external consultant attended a Board meeting to advise the Board on ESG / Sustainability related matters.

Audit Committee (AC)

The prime function of the Audit Committee is to assist the Board of Directors in fulfilling its supervisory responsibilities. It evaluates the independence and effectiveness of external auditors, approves auditing services to be performed by the external auditors and their related fees, evaluates business risks, assesses the quality of financial accounting and reporting, evaluates scope and overall audit plans, reviews audit results and monitors compliance with specific laws and regulations governing the financial statements.

The Audit Committee may ask any questions at all times when deemed necessary and may have direct contact with the Group's auditors and other professional organizations. The Audit Committee is acting in an advisory capacity and its proposals are subject to the approval of the entire Board of Directors. During the financial year 2023/24, the Audit Committee consisted of Yolanta de Cacqueray (Chair of the AC), Stefano Premoli Trovati and Vittorio Rossi. The Audit Committee meets as often as business requires. In the reporting period, the Audit Committee held two meetings, each with the participation of the Group's auditors. The CFO in an advisory capacity attended both meetings in full. No external consultants or other members of the Executive Management attended the meetings. On average, the meetings lasted for approximately half a day.

Compensation Committee (CC)

The Compensation Committee comprises of at least two members, each elected by the AGM for a one-year term. Re-election is permitted. The prime function of the Compensation Committee is to assist the Board of Directors in preparing and proposing to the Board of Directors compensation guidelines in line with the overall strategy. It prepares and proposes to the Board of Directors the compensation levels for the Board of Directors and its Committees. In addition, it prepares and proposes to the Board of Directors the terms of employment of the Chairman, the Vice-Chairman of the Board of Directors and of the Executive Management. It also prepares and proposes to the Board of Directors a compensation policy for the Group (including the Automation Components Business) that fairly rewards performance and effectively attracts and retains the human resources necessary to successfully lead and manage the Business. The Compensation Committee prepares, monitors and proposes to the Board of Directors compensation plans including any modifications to such plans for executives reporting to the Board of Directors or to the Chairman of the Board of Directors, including the Automation Components

Business' first-line managers. Upon request of the Board of Directors, it prepares and proposes to the Board of Directors long-term incentive plans.

In the financial year 2023/24, the Compensation Committee consisted of Stefano Premoli Trovati (Chair of the CC), Yolanta de Cacqueray and Federico Foglia. The Compensation Committee meets as often as business requires. In the reporting period, the Compensation Committee met two times. No external consultants or members of the Executive Management attended the meetings. On average, the meetings lasted for approximately two hours.

According to article 8(6) of the Articles of Association (the Articles of Association are available in German at <https://www.carlogavazzi.com/files/media/files/b5b31db42864e749ec5016524a3c8f46/Statuten-DE-Carlo-Gavazzi-230725.pdf>), the compensation of the Board of Directors and the Executive Management has to be approved by the AGM.

Strategic Management Board (SMB)

The SMB develops and submits for approval to the Board of Directors the strategies of the Group. Further, the SMB supervises the business. In these functions, the SMB, inter alia, reviews the accounts of the Automation Components Business and the consolidated accounts of the Group, manages budget deviations and takes the necessary corrective actions.

The SMB develops and discusses strategic opportunities, coordination requirements and common services. The SMB further develops and discusses policies, procedures and regulations and drives special projects. It develops and discusses sales and procurement synergies and develops marketing, finance, personnel and IT policies.

In the financial year 2023/24, the SMB consisted of Daniel Hirschi (Chair of the SMB), Stefano Premoli Trovati, Vittorio Rossi, CEO Jean-Marc Théolier

and CFO Tobias Bissig. The SMB meets as often as business requires. In the reporting period, the SMB met eight times. On average, the meetings lasted between four hours and a full day. The CFO of Automation Components attended all the meetings. Some external consultants attended the meetings of the SMB during the reporting period for advisory purposes.

Members of the Committees of the Board of Directors and members of the Board of Directors being members of the SMB

| Name | Audit Committee | Compensation Committee | SMB |
|-------------------------|-----------------|------------------------|-----|
| Daniel Hirschi | | | * |
| Stefano Premoli Trovati | ▼ | * | ▼ |
| Yolanta de Cacqueray | * | ▼ | |
| Federico Foglia | | ▼ | |
| Vittorio Rossi | ▼ | | ▼ |

* Chair ▼ Member

Reporting to the Board of Directors

| Frequency | Content |
|---------------|---|
| Monthly | Key P&L information on – Automation Components sub-consolidated – Group consolidated with previous year and budget comparisons |
| Quarterly | P&L, balance sheets, investments and personnel – Automation Components sub-consolidated – Group consolidated with previous year, budget comparisons and year-end estimate |
| Semi-annually | Interim reports meeting the requirements of the SIX Swiss Exchange |
| Annually | All information necessary to establish the annual report governed by IFRS and the rules applicable to companies quoted on the SIX Swiss Exchange |

The Board of Directors is regularly informed about the Group's performance according to the latest Management Information System (MIS) reporting for which the CFO is responsible. Furthermore, the annual budget and the strategic plan are subject to approval by the Board of Directors. Ad hoc information is reported to the Board of Directors when deemed necessary. Each year, the Company conducts a risk assessment process. This process is based on bottom-up assessment by the responsible first-line managers of the Group. Risks are rated by impact and probability of occurrence and mitigating measures and operational responsibilities are defined. The risk assessment process is evaluated in a specific committee and identified risks and mitigating actions are reported to the Board of Directors of the Company.

4. Executive Management

According to article 29 of the Articles of Association (the Articles of Association are available in German at <https://www.carlogavazzi.com/files/media/files/b5b31db42864e749ec5016524a3c8f46/Statuten-DE-Carlo-Gavazzi-230725.pdf>), the employment agreements with the members of the Executive Management must either have a fixed term of not more than one year, or an unlimited term with a notice period of not more than twelve months.

Areas of responsibility – Chief Executive Officer of the Group (CEO)

The CEO of the Group leads the Group's Business as a whole. In his function the CEO reports to the Chairman of the Board of Directors. Operationally responsible for the Group as a whole, he ensures the integration and coordination of the subsidiaries' activities towards the overall achievement of the Group's goals. Within the limits of the law and with the exception of those competencies that are reserved to the Board of Directors or delegated

otherwise, the Board of Directors delegates to the CEO of the Group the overall management of the Group industrial and commercial activities and the conduct of the day-to-day business of the various companies belonging to it. His main responsibilities are: management of the business, preparation of meetings and proposals for the SMB, execution of decisions of the Board of Directors and the SMB, regular reporting to the Board of Directors and the SMB on business activities and important events, support to the Chairman on matters of M&A as well as organizational developments.

The CEO of the Group can delegate part of his functions to other persons. In particular, it is his task to define responsibilities and competencies for Group management and employees. However, such delegation of duties does not release the CEO from the responsibility of the overall management and results of the Group business.

Areas of responsibility – Chief Financial Officer of the Group (CFO)

The CFO is responsible for organizing and supervising all financial aspects of the Group. He implements all decisions of the Board of Directors and of the Audit Committee and is responsible for the flow of information to the Board of Directors regarding all financial matters.

In particular, the CFO's responsibilities include: ensuring a timely and adequate reporting system to the Board of Directors, the SMB and the CEO, including budgets and mid-term projections, organizing and implementing the financial planning, tax planning, organizing and supervising the Group banking relations, assisting the Chairman and the CEO as required in investor relations, representing the Group towards financial institutions, providing for a timely completion of the finance part of the interim and the annual report, both on a consolidated basis for the Group and on a stand-alone basis for the Company.

The executive management responsibility lies with the CEO and the CFO of the Group. They have the executive management responsibility in their respective roles.



CHIEF EXECUTIVE OFFICER

(FROM JULY 26, 2022)

JEAN-MARC THÉOLIER

Born July 15, 1962

French and United States national

- Master in Business Administration at University Pierre Mendès France, Grenoble, France, and BS in Mechanical Engineering at INSA, Lyon, France
- Design Engineer and Business Development Manager at Merlin-Gerín, France, from 1982 until 1990
- Global Marketing Director and later Americas National Sales Manager at Crouzet in France and US, from 1990 until 2006
- VP Sales then General Manager of Crydom Inc., San Diego, CA, and Dallas, TX, USA, from 2006 until 2015
- Business Unit Director at Sensata Technologies and General Manager of BEI Kimco, San Diego, CA, USA, from 2015 until 2017
- CEO at Pelco Inc., Fresno, CA, USA, from 2017 until 2019
- Global Head of Sales and Marketing, Region Head Americas, Carlo Gavazzi Group from 2019 until 2022
- CEO Carlo Gavazzi Group since July 2022



CHIEF FINANCIAL OFFICER

(FROM NOVEMBER 1, 2022)

TOBIAS BISSIG

Born May 20, 1980

Swiss national

- Master in Business Administration at University of St. Gallen (HSG), Switzerland
- Various controller functions at ABB in Switzerland, the USA, Taiwan and the Middle East, from 2005 until 2011
- Global Business Controller & Finance Manager at Education First Corporate Language Solutions, Lucerne, Switzerland, from 2011 until 2013
- Various finance leadership positions at Schindler, from 2014 until 2019
- Chief Financial Officer of Schindler UK & Ireland, from 2019 until 2022
- CFO Carlo Gavazzi Group since November 2022



EXTERNAL CORPORATE
COMMUNICATIONS
ROLF SCHLÄPFER
Swiss national

- Senior Partner of Hirzel.Neef.Schmid. Konsulenten AG, Zurich
- External corporate communications of the Carlo Gavazzi Group since January 1, 2011

Rolf Schläpfer is not a member of the Executive Management and is not an employee of the Group.



CHIEF FINANCIAL OFFICER (CFO)
AD INTERIM (UNTIL OCTOBER 31, 2022)
ANTHONY M. GOLDSTEIN
Born March 11, 1949
Swiss and British national

- Chartered Accountant FCA
- Audit and training manager at Deloitte, Zurich, from 1975 until 1982
- Joined Group in 1982
- Head of Group Reporting
- Group Controller
- Secretary to the Board from 1983 until 2009
- Chief Financial Officer from 2007 to February 2020 and since August 2020 until October 2022
- Member of the Board of Swisscanto Collective Foundation of the Cantonal Banks from 2014 until 2021
- Member of the Zurich Rental Conciliation Authority since 2014
- Elected as a member of the Zurich City Parliament in February 2022

Anthony M. Goldstein is no longer a member of the Executive Board as per October 31, 2022.



CEO OF AUTOMATION COMPONENTS
UNTIL JULY 26, 2022
VITTORIO ROSSI
Born May 8, 1958
Italian national

- Graduated in electrical engineering, Politecnico of Milan, Italy
- Held various management positions with the Siemens Group in Germany, Italy and USA from 1985 until 2002
- CEO of Siemens SpA, Milan, Italy, from 2002 until 2005
- CEO of Gewiss SpA, Bergamo, Italy, from 2005 until 2007
- CEO of Carlo Gavazzi Automation Components from June 2009 until July 2022

Vittorio Rossi is no longer a member of the Executive Board as per July 25, 2022. He remains a member of the Board of Directors, of which he is vice-chairman.

External Corporate Communications

The function of Corporate Communications is executed by Rolf Schläpfer of Hirzel.Neef.Schmid. Konsulenten AG, Zurich.

In his function he reports to the Chairman. He is responsible for the elaboration of the Group's communications strategy, for its final definition in close coordination with the Chairman of the Board of Directors and for its implementation.

In particular, this includes: continuous review of the Group's communications activities with the purpose of enhancing or redefining the Group's positioning towards all stakeholders, preparation of the Group's media releases, participation in media conferences, shareholders' meetings and investor meetings, coordination of all main events such as media conferences and AGMs, organization of any other events such as interviews and meetings with the media and the financial community, assistance to the Chairman and other members of the management in the preparation of public statements.

The Group has a consultancy agreement with Hirzel. Neef.Schmid.Konsulenten AG. The agreement provides for a monthly flat fee of CHF 9 000 as compensation for the services rendered and may be terminated at any time with a notice period of one month.

Restrictions on positions outside the Carlo Gavazzi Group

According to article 28 of the Articles of Association (the Articles of Association are available in German at <https://www.carlogavazzi.com/files/media/files/b5b31db42864e749ec5016524a3c8f46/Statuten-DE-Carlo-Gavazzi-230725.pdf>), a member of the Executive Management may hold up to three additional mandates as a member of the highest-level governing or administrative body of non-listed companies outside the Carlo Gavazzi Group.

No additional mandates may be held in listed companies. Mandates with associated companies outside the Carlo Gavazzi Group are deemed to be a single mandate, as long as not more than ten mandates are held within such a group of associated companies.

Members of the Executive Management require the prior approval of the Board of Directors, or, if delegated, of the Compensation Committee, to accept positions/employment outside the Carlo Gavazzi Group.

5. Compensation

For details relating to the compensation of present and former members of the Board of Directors and of the Executive Management, please refer to the 2023/24 compensation report included in the annual report 2023/24 (available at www.carlogavazzi.com/en/investors/annual-report.html).

Rules regarding the principles of compensation, loans, credits and pension benefits are set out in articles 25 and 30 of the Articles of Association (the Articles of Association are available in German at <https://www.carlogavazzi.com/files/media/files/b5b31db42864e749ec5016524a3c8f46/Statuten-DE-Carlo-Gavazzi-230725.pdf>). The rules regarding approval of the compensation of the Board of Directors and the Executive Management by the AGM are set out in articles 26, 27 and 29 of the Articles of Association. The Articles of Association are available in German at <https://www.carlogavazzi.com/files/media/files/b5b31db42864e749ec5016524a3c8f46/Statuten-DE-Carlo-Gavazzi-230725.pdf>.

6. Shareholders' participation rights

There are no restrictions on the use of voting rights by any group of shareholders. The rules of the Articles of Association for participating at meetings of shareholders do not differ from the applicable legal provisions. However, please refer to the above section on capital structure for details on the registration restriction and the specific regulation for so-called nominees introduced at the last ordinary general meeting in July 2023. The AGM passes its resolutions by majority of the votes cast, to the extent the law or the Articles of Association do not provide otherwise. The Articles of Association do not provide for any resolutions that would require a majority greater than that required by law. Convocation of the meetings of shareholders and rules for adding items to the agenda of the meetings of shareholders, especially rules on deadlines, are in accordance with the applicable legal provisions.

Under the current, renewed article 9 of Articles of Association (the Articles of Association are available in German at <https://www.carlogavazzi.com/files/media/files/b5b31db42864e749ec5016524a3c8f46/Statuten-DE-Carlo-Gavazzi-230725.pdf>) shareholders representing 0.5% of the share capital or votes may request items to be included in the agenda or request that proposals concerning agenda items be included in the invitation to the general meeting. Shareholders may submit a brief explanatory statement together with the agenda item or the proposals, which then must be included in the invitation to the general meeting. The inclusion on the agenda has to be requested in written form at least 45 days before the general meeting.

All shareholders entered into the share register will be admitted to the meetings of shareholders and are entitled to vote. Shareholders who dispose of their shares before a meeting of shareholders are not entitled to vote.

Each shareholder with voting rights may have their shares represented by a proxy that he/she/it has appointed or by the independent proxy. The AGM annually elects the independent proxy, whose term of office ends at the conclusion of the next AGM. Re-election is permitted. If the Company does not have an independent proxy, the Board of Directors appoints an independent proxy for the next AGM.

The Company enables its shareholders to transfer their votes to the independent proxy by electronic means through the Devigus platform www.gvmanager-live.ch/carlogavazzi for the upcoming general meeting. The relevant description of the procedure to register and vote through the platform is sent to shareholders who are registered in the share register with voting rights before the ordinary general meeting.

7. Changes of control and defense measures

There are no rules in the Articles of Association relating to opting out or opting up in connection with the duty to make an offer. Furthermore, there are no agreements in existence relating to changes of control.

8. Auditors

PricewaterhouseCoopers AG, Zug, have been the group auditors and statutory auditors since 1979. The auditors are elected by the AGM for a period of one year. The lead auditor, Thomas Illi, assumed his mandate in July 2017. In accordance with Swiss law, the lead auditor will rotate every seven years. The next change will be in 2024/25.

The audit fees charged by PricewaterhouseCoopers in 2023/24 amounted to CHF 512 000. For additional

services the Group paid PricewaterhouseCoopers the sum of CHF 129 000, representing CHF 35 000 for tax consulting services, CHF 50 000 for ESG review, CHF 20 000 for internal audit services and CHF 24 000 for privacy matters, internal control and legal advice on group subsidiaries.

Fees charged in 2023/24 by other audit companies for auditing certain subsidiaries amounted to CHF 115 000.

The Audit Committee reviews annually the scope of the audit, the audit focus areas, the audit plan, as well as the results of the audit including key audit matters and overall assessment. Further, the Audit Committee reviews any questions, comments, or suggestions of the auditors regarding internal control, significant risks and accounting practices and procedures. In addition to the audit reports on the consolidated financial statements and the statutory financial statements of Carlo Gavazzi Holding AG, the auditors prepare annually a detailed report to the Audit Committee and the Board of Directors. The Audit Committee discusses the report and the results of the audit in detail with the auditors. The auditors are also present at meetings of the Audit Committee as required. For the reporting period, the Audit Committee held two meetings with PricewaterhouseCoopers AG.

The Audit Committee regularly evaluates the independence, fees and the effectiveness of the external auditors. The reports and presentations composed by the auditors, the discussions in the meetings, the factual and objective perspectives and the expertise form the basis for the assessment of the Board of Directors regarding the auditors' performance and the fees paid for the audit services provided. The Audit Committee verifies that any additional services of the auditors not relating to the audit services are provided within the independence requirements pursuant to Swiss law. The auditors are required to confirm that their performance of these additional services had no influence on the conduct or outcome of the audits mandated by law.

9. Information policy

The Carlo Gavazzi Group has an open information policy and sets as its goal to treat all target groups equally. When the annual results are released, the Group organizes a conference for the media and the investor community to discuss details related to its performance and its business. In addition to the annual report and the interim report, the Group provides the media with information on relevant changes and developments.

Such data can also be obtained from the Group's website at www.carlogavazzi.com/en/media/2024.html. The Company's official means of communication is the Swiss Official Gazette of Commerce.

As a company listed on the SIX Swiss Exchange and in line with article 53 et seq. of the Listing Rules dated August 23, 2023 (ad hoc publicity), the Group publishes all information relevant to its share price. In compliance with the Directive on Ad hoc Publicity dated June 28, 2023, the Group offers a service on its website that allows interested parties to receive via e-mail distribution timely notification of potentially price-sensitive facts (www.carlogavazzi.com/registration). In addition, any ad hoc notice will be made available on the Group's website simultaneously. All media releases can be viewed under www.carlogavazzi.com/en/media/2024.html.

The financial calendar for the financial year 2024/25 is available inside the back cover of this annual report and can also be viewed on the Group's website under www.carlogavazzi.com/en/investors/financial-calendar.html.

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10. Restricted periods

Subject to different ordinary restricted periods being defined by the Chairman of the Board of Directors in coordination with the CEO and the CFO, the ordinary restricted periods start 30 calendar days prior to the public release of the relevant annual and interim results of the Group and end at the close of trading on the first trading day following the release of such results. For the financial year 2023/2024, the ordinary restricted periods were from October 26, 2023, until (and including) November 23, 2023 and from May 28, 2024 until (and including) June 27, 2024.

Addressees of the ordinary restricted periods are, on the one hand, the members of the Board of Directors, the Secretary to the Board of Directors as well as the CEO, the CFO and any other members of the Executive Management (if any). On the other hand, the ordinary restricted periods also apply to the members of the controlling and the internal revision (if any), all persons subordinated to the CFO and to the CFO of Automation Components, to first line management and to employees of the headquarters.

Ad hoc restricted periods may be introduced by the CEO, in coordination with the Chairman of the Board of Directors and the CFO, where the CEO considers it necessary or appropriate, including where insider information exists.

No exceptions to the above mentioned restricted periods were granted in the report year.

11. Material changes since the balance sheet date

No material changes occurred since the balance sheet date.

