



2025

Cicor
Close 3/25

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Editorial

CEO Alexander Hagemann



[Video-Link](#)

Meet the staff

Tsilla Gaille

About Tsilla

Cicor site: Boudry, Switzerland

Function: HR Business Partner

How many years have you been working for Cicor? I have been working for Cicor for 8 years.

Hobbies: I really like reading books which don't make me reflect too much, because these little special moments should remain relaxing.

What is your favourite place in the world?

I would say that my favourite place on earth is the small village of 250 inhabitants, where I live. It's a farming village, as I like to say, it has more cows than people. Could you imagine being woken up every day by the sound of cowbells and birds. We have different organised activities all year long, such as an egg hunt for Easter, a "pétanque" day, a board games evening, and many more.

Life motto:

"On en apprend tous les jours."

(We learn something every day). I find it incredible how much we learn every day, whatever our age. Obviously, some things are less interesting than others, but what I would like to say is that throughout our private or professional journey, we are continually deepening our knowledge.

Is there anything remarkable you would like to tell us?

I was born in India and when I was 5 weeks old, I flew to Switzerland to join my adoptive parents and was so lucky to have grown up in such a family. I was so little when I left India, so I like to say that I had time to get the "tan" of India but with a Swiss education.

About Tsilla's job

What does a normal working day look like for you?

I always start my working day by going through my inbox and prioritizing urgent matters. Then, I open the Time Management system and clear up all the anomalies that the system has detected. Then, I go through my to-do list that I left the day before. A normal day is a day where I maximize my time to be available for the collaborators.

I have deadline to respect such as the payment of salaries or monthly closings and besides these deadlines I am responsible for Payroll, time management, training and recruitment.



What do you enjoy most in your job?

What I truly appreciate is the balance between diverse operational tasks and human interaction, which makes every day unique and fulfilling. Over the past month, I've also had the opportunity to strongly contribute to the benchmarking and enhancement of HR development activities – from process implementation and documentation to employee development, training programs, and event organization which has brought significant added value to the departments, managers and employees.

What are the challenges within your function?

I often must deal with a wide range of tasks. On the other hand, there are my day-to-day business activities that need to be taken care of, and on the other hand, there are the tasks or requests that come up unexpectedly all the time. The challenge is to find a balance so that all the work can be done as required.

Who do you want to meet in the next issue of Close?

Stephanie Di Matteo-Wittmer, Executive Assistant at Cicor Management AG in Bronschhofen, Switzerland.



News

Business Update Q3/2025

Strong order intake in a continued challenging environment

The Cicor Group continued its growth path during the third quarter of 2025. Quarterly sales increased by 33% to CHF 160.1 million (YTD: CHF 440.8 million, an increase of 25.4%). The strong order intake of CHF 174.5 million corresponds to a book-to-bill rate of 1.09.

Cicor was able to further strengthen its position in the third quarter of 2025 as one of Europe's leading development and manufacturing partners for complex electronics in its core markets of medical technology, industrial applications, as well as aerospace and defence (A&D). Organically, the Cicor Group's sales declined by 1.1% in the third quarter of 2025. This is entirely attributable to the Advanced Substrates (AS) division. It was mainly due to individual customers in the medical sector reducing their inventories and the closure of the Ulm site.

The Electronic Manufacturing Services (EMS) division achieved organic growth in the third quarter. Cicor once again gained market share and was able to significantly counter the overall trend in the EMS market, which saw in Europe a 8.1% year-on-year decline in the first half of 2025.

This trend is expected to be further strengthened in the last quarter of the year by new orders that are already in the pipeline, particularly in the A&D sector.

in CHF 1 000	Q3 2025	Q3 2024	YTD 30.09.2025	YTD 30.09.2024
Order intake	174'479	121'054	460'456	322'145
Sales	160'102	120'362	440'847	351'659
Change to previous year (%)	33.0%		25.4%	
- Organic growth (%)	-1.1%		-1.7%	
- Currency impact (%)	-3.0%		-2.0%	
- Acquisitions (%)	37.1%		29.1%	
Book-to-Bill	1.09	1.01	1.04	0.92

The integration of this year's acquisitions – Profectus in Germany, Éolane in France, Mercury in Switzerland and Mades in Spain – remains on track. Cross-site teams already collaborating on supply chain optimization and new business wins, particularly at the newly acquired Éolane sites. Cicor expects all integration processes to be fully completed by the end of the year. Éolane in France, which was acquired from bankruptcy in April, is already operating at a positive run rate, whereas the operating margins are expected to reach the level usually seen at Cicor, by end of 2026. It is particularly encouraging that the newly integrated Éolane sites have already been able to win significant new business.

The focus on three core markets with largely independent market cycles, the unique pan-European focus and close customer relationships, should enable Cicor to continue to achieve organic growth rates above market average in the future.

Despite worsening geopolitical, economic and financial conditions, Cicor still expects sales to grow to between CHF 620 and 650 million for the whole of 2025, with EBITDA of between CHF 62 and 70 million. On a pro forma basis (excluding one-off integration costs and including the revenue and earnings contributions generated prior to the completion of the acquisitions), this corresponds to expected revenue of CHF 673 to 703 million and EBITDA of CHF 67 to 75 million.

Introduction MADES and it's MD

Cicor site Málaga, Spain



Hola Cicor family,

My name is Cristóbal Subires and I was born in Málaga, Spain. Málaga is a beautiful city in the south of Spain, in the mediterranean coast, with about 300 days of sun in the year. Kind people, nice beaches and inland landscapes and enjoyable food.

I have about 37 years of experience in industrial companies, mostly in Electronics Manufacturing Services, being experienced in many areas of the business as Quality, Engineering, Production, Planning, Business development and since 2007 spent different stages leading Operations, Plant Management and currently Managing Director.

I have been part of the MADES team since 1994. Although MADES has remained the same company throughout this time, we have been part of large multinational groups such as Hughes Aircraft, Raytheon and Latecoere and now we are part of the Cicor Group. We have extensive experience of working with international customers in the USA, the UK, the EU and other countries in the Americas.

MADES is close to reach 35 years of history, serving all markets, including medical and automotive, but since more than 20 years very focused in Aerospace & Defence and Industrial. Common factor to the products that we manufacture is the very tight and demanding requirements coming from the customers, where the high reliability in the products is a must and where each customer requires its own and unique particularities, being our flexibility and adaptation to the customer needs one of our strongest points.

MADES has a growth path, from €8M in 2011, after passing through difficult moments, to €30M in 2025 with good performance and an interesting trend for the future.

In the acquisition process, since we met Marco, Peter and Alexander, we felt this was a perfect match where MADES would have the support to move up to a next level and to integrate in a group where we speak "the same language". We are excited to become part of Cicor, a group with a common strategy and view for the future: Creating Together

I have to say that in my participation in the last Management Team meeting hold in Arad, I saw trust, confidence, energy, enthusiasm and a motivated team working with a common goal, to make Cicor great.

Personally, I enjoy sharing time with my family and friends, travelling, hiking, reading and listening to music (all kind, from 80's disco to classic music, zarzuela and opera).

Cristóbal Subires
Managing Director



Management Meeting 2025

23–26 September in Arad, Romania



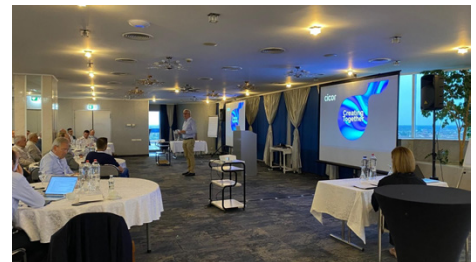
We were delighted to welcome our colleagues to Arad, Romania, for a productive visit between the 23rd and 26th of September.

The visit was marked by several key moments that brought us closer together and highlighted the progress we've made as a team:

Board Meeting: We were honoured to host Mr. Daniel Frutig and Mr. Konstantin Ryzhov in Arad, where they participated in the board meeting and took part in a comprehensive factory tour. Their presence was truly appreciated.

Management Meeting: Our management team came together for insightful discussions, sharing ideas and aligning on future goals.

Factory Tour: We organized group tours through our facility, showcasing elements of operational excellence. It was a proud moment to present the significant progress made over the past years, especially in automation and new developments that are shaping our future.



Evenings to Remember:

One evening was spent at Euphoria, where we enjoyed a warm and elegant dinner.



The second evening at Noa was truly special, featuring Romanian traditional music and dancers, and a performance by the first violin of the Arad Philharmonic. These cultural touches added a heartfelt dimension to our gathering.

Throughout the visit, the atmosphere was filled with collaboration, appreciation, and genuine connection. We are grateful for the opportunity to share our journey, celebrate our achievements, and strengthen our bonds.

We look forward to many more such moments together!

Cosmin Popa

Managing Director



It was a great pleasure and honour for me to organise the management meeting together with Valentina Buc from the Arad team. This event was not only wonderful and highly successful, but it also created many lasting and positive memories in my professional journey. I was especially delighted to have the opportunity to meet the entire management team in person.

My sincere thanks go to Valentina Buc for her outstanding on-site organisation. Without her dedication and support, the event would not have been nearly as successful.

Stephanie Di Matteo
Executive Assistant



Join Us on WhatsApp

Stay Updated with Cicor Join Us on WhatsApp!



A subscription is anonymous
and cannot be viewed by
other subscribers.



For several months now, Cicor has been running an official WhatsApp channel. We use this platform to share company news, updates and other relevant information in a quick and accessible way.

[Cicor WhatsApp](#) 

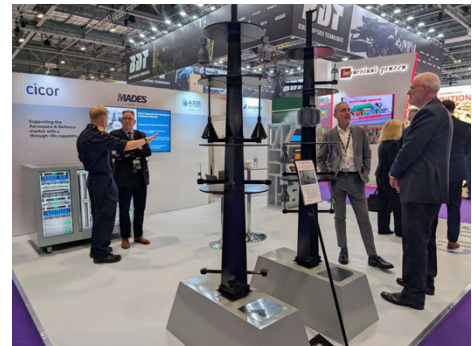
Make sure to follow the channel and stay informed.

Cicor at DSEI 2025



STS exhibited at DSEI UK for the first time as part of a joint showcase with Cicor, Axis Electronics and MADES highlighting the combined aerospace and defence capabilities of Cicor's European sites.

We showcased 2.5-metre models of our Type 26 Polemasts (1/8 of the real thing), demonstrated how our water-cooled enclosures work, and featured a 60" screen presenting our capabilities. The event also included the company hosting an exclusive networking soirée on the Wednesday afternoon, where VIP guests were treated to a variety of refreshments.





The stand highlighted our combined capabilities in delivering through-life support across the defence sector, with a focus on surface, sub-surface, and air platforms.

- Our commitment to modernisation by designing, developing, and enhancing capability using cutting-edge technologies
- Our manufacturing capability, which provided customers with a resilient supply chain across three FSC sites – integrating, fabricating, assembling, and testing consoles, cabinets, box builds, PCBAs, and cable harnesses for mission-critical systems
- Our expert approach to sustaining communications and electronic warfare equipment/systems, in accordance with MoD Integrated Logistics Support requirements

Exhibit displays included one of our key contributions to the Royal Navy's new Type 26 frigate: scale replicas of our twin 17-metre-tall configurable communications masts, specially engineered to support a wide range of antennas – from LTE to satellite communications.

Also featured were our advanced water-cooled enclosures, designed for housing power-intensive IT equipment below deck, and delivering efficient thermal management while preventing heat from escaping into surrounding areas.

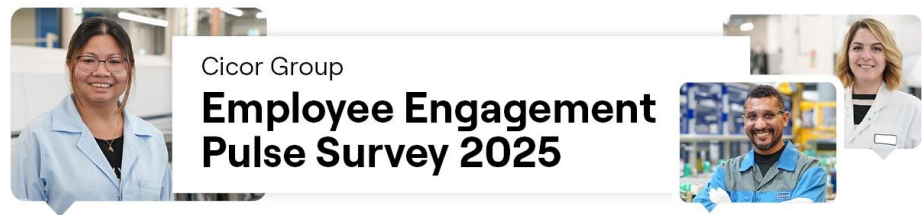
Katy Duggan

Marketing Executive

STS Defence

Global HR – Employee Engagement Pulse Survey 2025

Creating Together as a Global HR Community



Dear Colleagues

The first, Group-wide, Employee Engagement Pulse Survey was held across 20 Cicor sites in September.

I wanted to take this opportunity to thank all those who participated in the survey; your feedback is important to us, and we greatly appreciate the time you took to respond.

The survey included 20 statements across five 'themes' reflecting areas we felt were priorities for 2025 where we wanted to ask for your feedback.

The response from colleagues across all locations who participated has demonstrated surveys are an invaluable source of information at Group and site level; we plan to hold the survey again in Q2 2027.

Results for each site have now been shared with HR Leaders to communicate to their MDs and site management teams. You will be invited to join a communication where results will be shared with you in October.

You may be interested to know a few facts about participation; we thought we would share these with you in CLOSE to demonstrate your feedback is important to us, we are listening and will respond.

20
Cicor sites

2,352
Participants

71 %
Participants from
target audience

Why is it important to seek employee feedback?

- Commitment to an engaging, supportive, values-driven workplace
- Help us understand how people experience work environments
- Help us understand if people are aligned with the vision and values
- To identify how we can improve as an organisation
- To help shape future initiatives and strengthen leadership practices
- To build Cicor into an even better place to work...

Survey Focus Areas

- Vision & Strategy Alignment (2 statements)
- Leadership & Communication (5 statements)
- Cicor Values in Practice (5 statements)
- Engagement & Development (5 statements)
- Social Purpose, Diversity & Safety (3 statements)

Tracy Squires

VP Human Resources

New Marketing Campaign: Healthcare Technology

We are excited to announce the launch of Cicor's Healthcare Technology Engineering Campaign 2025, running from September to December and centered around our participation at COMPAMED/MEDICA in Düsseldorf as well as a dedicated webinar in December.



The goal: position Cicor as a leading partner for electronics in healthcare technology – not just engineering or manufacturing, but the combination of both under one roof.

Explore the campaign landing page with video and written interviews from our experts here: [Healthcare Technology Engineering at Cicor](#)

Concept: “Creating Together”

In the spirit of collaboration, we are shining the spotlight on five Cicor engineering experts, each addressing a key topic:



Dan Negrea: Smart Wearables

▶ [Watch interview](#)



Elias Kettunen: Edge AI

▶ [Watch interview](#)



Andreea Matei: System Engineering

▶ [Watch interview](#)



Olivier Roy: Qualification & EMC

▶ [Watch interview](#)



Karl-Heinz Fritz: Miniaturisation

▶ [Watch interview](#)

Distribution

The campaign is visible across multiple channels to reach both new prospects and existing contacts:

- Paid ads on LinkedIn and Google, targeting MedTech decision-makers across Europe
- Placements on specialist industry websites
- Corporate LinkedIn page, newsletters, and CRM mailings to nurture existing relationships
- Live presence at COMPAMED/MEDICA in Düsseldorf
- Webinar in December

As part of the campaign, we will also publish technical white papers authored by our experts. They will cover Edge AI and Embedded PCB, providing in-depth, engineer-to-engineer insights for MedTech customers. These white papers will also serve as powerful lead magnets to support our sales teams.

Feedback

We welcome your feedback on the campaign. Please take a look at the landing page, videos, and interviews, and let us know your thoughts. Your input will help us refine future activities and ensure our messaging reflects both our expertise and the needs of our customers. Please share your comments with us at corporatecommunications@cicor.com.



Cicor Family

Cardiff Half Marathon

Running for a Cause: Cicor UK Team Smashes the Cardiff Half Marathon!



Back in January, 21 Cicor UK team members laced up their running shoes and began training for one of Wales's most iconic races — the Cardiff Half Marathon, which took place on 5th October. But this wasn't just about personal achievement or crossing the finish line; the team set out with a shared goal that reached far beyond the race itself — a powerful mission to raise £10,000 for two vital causes: Tŷ Hafan Children's Hospice and Noah's Ark Children's Hospital Charity.

Both charities provide life-changing care and support to children and their families during the most challenging of times, and this shared purpose kept the team motivated through months of early morning runs, weekend training sessions, and more than a few sore legs along the way.



When race day finally arrived, the atmosphere was electric. There were nerves, excitement, and plenty of adrenaline — every step fuelled by determination (and maybe a bit of caffeine!). The team ran with heart, supporting one another from start to finish and embodying the true spirit of community and teamwork.

And their efforts paid off. Together, they smashed their goal, raising an incredible £10,000+ for Tŷ Hafan and Noah's Ark. This achievement stands as a testament to the team's dedication, generosity, and the power of collective effort.



From the first training run to crossing the finish line, the Cicor UK Team has shown what can be achieved when people come together for a cause bigger than themselves. Their commitment, energy, and compassion have made a real difference — not just on race day, but for the families who will benefit from the care and support these charities provide every day.

Congratulations to everyone who took part, supported, and donated. What an incredible journey — and what an even more inspiring result!

Marta Williams

HR Advisor



Matty Black – The 433 Challenge



In July the Hartlepool site launched the '433 Challenge' to raise money for the charity 'Spinal Track' who provides free track days and rally experiences to drivers with disabilities.

The challenge is also in support of Matty Black, Maintenance Apprentice at Hartlepool who has the opportunity to take part in a track day at Silverstone in October with the charity.

'433' came about as Matty will drive down to Silverstone race circuit from Cicor Hartlepool, (214 miles) and ride 15 laps around Silverstone (55 miles), which is 269 miles (433 Kilometres) in total.

In addition, Gary Miller (Head of Operations) and Matt Pemrick (MD) have respectively completed the Montane Lakeland 50 race and Leeds Ironman UK in July and 6 members of the Hartlepool team will be joining the Newport site and running the Cardiff Half Marathon in October; the combined distances being 433 kilometres!



To date £363 has been raised on site and a Just Giving page set up by Matty is currently at £2,139.

This is a phenomenal total; achieved with the support from the Hartlepool site, the wider Cicor family and colleagues and Matty's friends and family.

Clean-Up Day 2025

Working Together for a Cleaner Environment!



Batam, Indonesia

On Friday and Saturday, 19 and 20 September, several Cicor Group sites took part in a global initiative for a cleaner planet. Teams from across the Group set out to collect litter in their local communities – a strong demonstration of our shared commitment to sustainability and social responsibility.

Whether along riverbanks, by the roadside or in local parks, the positive impact of our efforts was clearly visible. With dedication and teamwork, our colleagues helped make their surroundings cleaner and more enjoyable for everyone.

A heartfelt thank you to all those who volunteered their time and energy. Your commitment shows that together we can make a real difference – for the environment, for our communities, and for a more sustainable future.



Suzhou, China



Newport, UK



Arad, Romania



CIM, Switzerland



Dongguan, China



Hartlepool, UK



Angers, France



Combrée, France



Bedford, UK

Extra Miles Challenge 2025

19 – 21 September 2025



Teams Taking Part

- **Axis Originals:** Howard Phillips, Paul Chaplin, Stuart Hill, Sean Robertson
- **Team Cicor:** Peter Neumann, Andreas Thomann, Barbara Jaeger, Kathia Debely
- **Team Axis & STS:** David Carty, Ben Stancliffe, Mat Williams, Jack Symonds
- **STS:** Sean Scott, Alan Kinniard, Peter Nash, Ian Woods

Day 1: Metz Loop – France, Luxembourg & Germany

The challenge began with a demanding 174.9-mile loop, starting and finishing at the Novotel Metz Amnéville. Riders traversed the picturesque countryside of north-eastern France, dipped into Luxembourg, and crossed into Germany, with the River Moselle a recurring companion. The day was marked by numerous short, sharp climbs—15 in total, covering 24.4 miles and 13,307 feet of elevation.

It was a day of drama for the Axis Originals, whose support car got lost while searching for Howard, adding to the day's challenges. Despite the setbacks and a long day in the saddle, spirits remained high. Team Cicor, consisting of Peter Neumann, Andreas Thomann, Barbara Jaeger, and Kathia Debely, showed impressive form, rolling in first at the finish despite being one of the last teams to leave Metz. They arrived roughly three hours ahead of the Axis Originals.





Day 2: Metz to Mulhouse – The Route des Crêtes

Day two had less drama, but delivered some of the best cycling you'll ever experience. Riders covered 176.1 miles from Metz to Mulhouse, staying entirely within France. The route included the legendary Route des Crêtes, a spectacular "road in the sky" running for 28 miles at altitudes between 3,800 and 4,200 feet. The day featured 16 climbs totalling 27 miles and 11,813 feet of elevation, including a challenging 6.2-mile ascent that tested even the strongest legs.

Although the climb to reach the ridge was tough, the sweeping views of the Vosges mountains made every pedal stroke worthwhile. Cyclists enjoyed long descents and the unique character of the Moselle valley. The day concluded at the Novotel Mulhouse, with all teams safely in and ready for the final push.

Day 3: Mulhouse Loop – Germany & Switzerland

The final day was all about pace. With rain forecast for around 3:30 to 4:00 pm, every team was determined to make it back as early as possible. The 161.6-mile loop from Mulhouse took in the borderlands of France, Germany, and Switzerland. Riders crossed the Rhine twice, tackled 16 climbs (30.3 miles, 12,019 feet of elevation), and experienced the rolling hills and challenging gradients of the Swiss countryside.



Legs were pumping on what seemed an easier day, but the route still delivered some challenging climbs. Everyone made it back to base safely. Although it's not a race, Team Cicor were the first team back overall and were there to welcome each team home with cheers and applause.



The Grand Finale

The final evening was the Grand Final Gala Dinner at the beautiful Auberge de Zoo in Mulhouse. All 42 teams, marshals, and organisers celebrated their achievements across the weekend, raising funds for some amazing and worthwhile causes. The camaraderie, determination, and good humour shown by all participants were a testament to the spirit of the event.

Howard Phillips

Head of Supply Chain
Cicor site Bedford

"Four countries, three days, one incredible team spirit. The Extra Mile Challenge was more than a ride — it was a journey of grit, laughter, and unforgettable camaraderie."

Sean Robertson

Cicor site Bedford

"500 miles, countless climbs, and a few questionable snack choices later — we made it! Cycling through four countries with colleagues was tough, but the laughs, the views, and the cause made every mile worth it."

Mat Williams

Cicor site Bedford



"The Extra Mile Challenge was a fantastic weekend and a unique experience. On the way there, Peter prepared us thoroughly for the relay mode. He emphasised that we had to remain alert at all times so that we didn't stray from the route or lose a rider. It was clear to us that even though it wasn't officially a race, Peter's competitive streak left no doubt that we had to give it our all.

Day 1: From Luxembourg via Germany and France along the Moselle. I was lucky enough to ride the fantastic descent through the wine-growing region – a real highlight. We were soon in race mode and left the competition behind us.

Day 2: Along the 'Route des Crêtes' to Mulhouse. A sensational area with impressive climbs and rapid descents. We started last and finished first – so early that the timekeepers weren't even ready yet.

Day 3: Through the Black Forest, Switzerland and France around Basel. Our pursuers tried to challenge us once again, but we were able to win another stage victory on this day as well.

In addition to sporting ambition and adrenaline, we must not forget the good cause: all teams collected donations for charitable projects. In the evenings, we also enjoyed the warm camaraderie and – especially – the legendary beer culture of our English comrades-in-arms.

It was an intense, demanding but incredibly enriching weekend that will remain in our memories for a long time to come. A big thank you to my teammates Barbara and Kathia, as well as to Peter, for the great team spirit and the unforgettable experience we shared."

Andreas Thomann
VP Engineering Cicor Group

WeAreCicor Teams

Would you like to be the next team? Send an e-mail to corporatecommunications@cicor.com and ask for more information.

Project, Tooling & Quality Team in Suzhou



This compact and powerful team of five experts is dedicated to optimising customised product designs to enhance cost competitiveness and broaden our service offering for customers.

By reducing part counts and simplifying manufacturing processes, the team helps customers benefit from leaner, more efficient solutions and increasing the likelihood of securing business while delivering smarter product realisation.

What sets this team apart? Their inner cross-functional setup: spanning design, manufacturing, and quality assurance. This integrated collaboration ensures projects are not only technically sound but also cost-effective and robust in quality.

Thank you, Cicor Suzhou team, for your customer focus, innovation, and teamwork!



"As a member of team, I have a deep understanding of customer's pain points, I 'm glad to have contribution to optimize product design through my efforts and finally won this project."

Haitao Gu



"As key communicator between client and Cicor, our inner team supports me fantastically. I really enjoy this role"

Alina Fan



Site news

Angers, France

Pink October – October 12, 2025



As part of the annual Pink October campaign, aimed at raising awareness among women about breast cancer screening, the Combrée and Angers sites are getting involved by organizing a voluntary participation in a charity run and/or walk.



Entrance Painting

A few colleagues at our Angers site recently took the initiative to brighten up the facility by volunteering to paint the site's entrance.



Batam, Indonesia

Introducing Our New UV Coating Painting Line



In an exciting development for our manufacturing operations, we have successfully installed a state-of-the-art UV coating painting line at our factory. This is designed and built to raise product standards, strengthen performance, and deliver a complete one-stop solution, particularly hearing aid accessories such as charger.

What is UV Coating?

UV coating, or ultraviolet coating, is a finishing process used in manufacturing to apply a protective layer to surfaces. It involves the application of a liquid resin or varnish that is cured (hardened) almost instantly when exposed to ultraviolet light. Unlike traditional coatings that rely on heat or air drying, UV coating uses photochemical reactions triggered by UV radiation to polymerize the material, forming a tough, glossy, or matte finish.

In our case, we apply UV coatings to hearing aid chargers and similar accessories, where the coating provides a seamless, high-quality surface that enhances both functionality and aesthetics. The result is a thin, uniform layer—typically 5 to 25 microns thick—those bonds tightly to the substrate without altering its underlying properties.



Why Use UV Coating?

- **Superior Durability and Protection:** UV coatings offer exceptional resistance to scratches, abrasion, chemicals, and moisture.
- **Enhanced Aesthetics and Customization:** The process allows for vibrant colours, high-gloss finishes, or textured effects, improving the visual appeal of our products,
- **Efficiency and Sustainability:** UV curing happens in seconds, significantly speeding up production cycles compared to solvent-based or thermal drying methods. This reduces energy consumption and minimizes volatile organic compound (VOC) emissions, aligning with our group's environmental goals.
- **Specific Benefits for Hearing Aid Accessories:** Chargers for hearing aids must be hypoallergenic, non-toxic, and easy to clean.

Technical Aspects of UV Coating

The UV coating process is a blend of chemistry, engineering, and precision control. Here's a breakdown of the key technical elements:

- **Materials and Formulation:** UV coatings are typically composed of oligomers (resins), monomers (thinners), photo initiators (which trigger the curing reaction), and additives for specific properties like flexibility or adhesion. For our hearing aid chargers, we use urethane- acrylate based formulations that adhere well to plastics like ABS or polycarbonate, common in electronic housings.
- **Application Methods:** The coating is applied via spraying with robotics programmed based on the part geometry. In our new line, we employ automated spray systems with gear pumps for precise dispensing of paint composition and automated spray guns for spraying coverage on chargers, ensuring no drips or inconsistencies. The line includes conveyor systems that move parts through application stations at controlled speeds.
- **Curing Process:** After application, parts are exposed to UV lamps (mercury vapor) emitting wavelengths between 200–400 nm, which we've adopted cure the

coating in 1-5 seconds. This rapid polymerization creates cross-linked polymers, resulting in a hard, durable film.

- **Integration with Production:** Our setup includes inline quality checks with monitoring of coating thickness and curing uniformity. We've calibrated the system for our specific substrates, with parameters like lamp intensity (measured in mJ/cm²) and exposure time optimized through testing.

This technical sophistication allows us to handle high-volume production while maintaining tight tolerances, essential for medical-grade accessories.

Challenges Involved in UV Coating

While UV coating offers significant benefits, implementing it isn't without hurdles. We've encountered and addressed several challenges to ensure smooth operations:

- **Material Compatibility and Adhesion issues:** Not all substrates bond well with UV coatings; for instance, certain plastics may require plasma pre-treatment to enhance surface energy.
- **Process Control and Safety:** Precise control of UV exposure is critical—under-curing leads to tacky finishes, while over-curing can cause brittleness or yellowing.
- **Environmental and Regulatory Compliance:** Ensuring low-VOC emissions and waste management is key.

Through collaborative problem-solving and iterative improvements, we've overcome these challenges and made significant improvements.

Conclusion:

Our new UV coating painting line represents a leap forward in manufacturing excellence.

Susanto

Managing Director

Bedford, United Kingdom

Team Building Day



Our production leadership team recently stepped away from their daily responsibilities to take part in a team building day at a local outdoor activity centre. The event focused on building trust, collaboration, and resilience.

Working in teams, participants took on fun and challenging tasks, such as transferring water across a slip-and-slide course and pitching a tent while blindfolded. These activities were designed to strengthen communication and problem-solving skills under pressure.

The day ended with a well-earned barbecue, providing a relaxed setting in which to reflect on shared experiences and foster connections within the team.

Sue Wren
Head of HR

Charity bake sale



We enjoyed a wonderful selection of homemade treats and proudly raised nearly £400 in support of the Bedford Hospital Primrose Unit.

Sue Wren
Head of HR

Boudry, Switzerland

Management Training for the Executive Committee

Cicorel has made tremendous progress over recent years to return to a benchmark level of operational performance. Our Excellence initiative launched in 2020 brought about significant transformation and made the company much more efficient, to the point where one of the barriers to further progress was the organization itself. The structure caused siloed operations, slowing the efficiency of the internal value chain and coordination.

As of July 1st, 2024, we implemented a new organization of the executive committee (CODIR) that targets an agile and quick decision making, while reinforcing management responsibilities and synergies between departments.

The new organization provided immediate positive effects in communication and coordination within the CODIR. However, such decisions and changes are not trivial. They are sudden and can sometimes leave marks if not supported adequately.

A transitional phase was anticipated and a management training program for the new CODIR team was put in place starting September 2024, in order to:

- Develop team spirit and team building within the CODIR
- Get to know each other, understand each other's ways of working
- Legitimize each CODIR member in their role
- Understand the company's objectives and strategy, and collectively appropriate them as the CODIR that makes and implements decisions
- Define the operating modes of the new organization
- Management training (conflict management, managerial posture, management and communication tools, etc.)

Following a selection process, it was decided to carry out this support program with the Dornier Consulting firm from Besançon (France), who clearly identified the situation and needs. They proposed a 5-step program according to the content below.

1. Myself, Member of the Executive Committee
2. Executive Committee, Cicorel
3. Management Training
4. 360 Feedback
5. Individual Appropriation



Step 1:

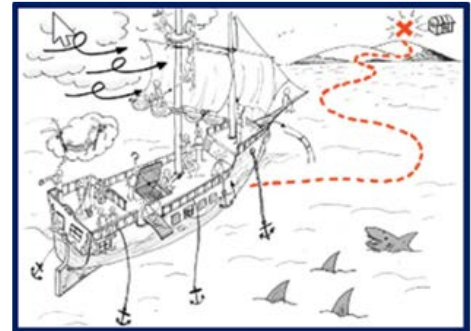
Upstream of the work undertaken with the executive committee, implement an individual assessment approach enabling each member of the executive committee to better decipher and understand their:

- Personality traits,
- Thinking and action mechanisms,
- Drivers and motivations
- Strengths

Step 2:

The objective of this second step is to unite the executive committee (CODIR) around a shared goal and vision for the performance of CICOR company.

As per the picture, a company (the sailboat) is facing multiple adversity like competition (sharks), economical changes (head- or sidewinds), internal problems (boat anchors), etc., and in order to make sure we can reach the target (The Strategy 2028 - treasure) the sailboat crew must be aligned on how we want to do it and aligned on the responsibilities sharing.



This collective time was an opportunity to revisit the fundamentals, notably:

- The corporate culture.
- The resulting managerial culture.
- The governance's role and duty to lead by example.
- The full alignment of the CODIR's members with the Strategy 2028

Step 3:

The objective of this step training session is to provide an operational framework for managers (extended to middle management) to better experience and understand their Challenges, Role, Duties and obligations.

The aim was to support managers in the following areas:

- Self-awareness
- Management and posture: Administrator, Manager, and Leader
- Situational management
- Communication
- Anticipating and managing conflict
- Motivation and cohesion
- Leading a team
- Supporting and driving change
- Manager: first HR! (Integration, skills development, identifying talent, etc.).

As a conclusion, nothing better than participants' feedback:

"Joining the CODIR as its most recent member, this training was a great opportunity for me to get to know my colleagues better, to better understand their ways of working, and to quickly feel integrated within the team. It was also a valuable experience to strengthen our collective spirit and align together on our common goals."

Adrien Jordan
Head of Sales

"I really enjoyed completing the SOSIE questionnaire, which gave me fresh insights into myself. I also found it very interesting to discover my colleagues' results and see how we are both different and complementary. The training brought open discussions in the executive committee and helped us build a stronger shared vision."

Carlos Tardon
Head of Operations

"The management training transformed our approach to teamwork. By aligning with Cicorel's mission, values, and vision, we created a connected and proactive team, ready to capitalize on our strengths and unlock our full improvement potential."

Christophe Sipp
Head of Industrial Excellence

"This training program fostered a climate of trust that is essential for open and effective communication. It strengthened cohesion within the executive committee and management teams by developing greater mutual understanding and a strong team spirit, which are essential for supporting teams and meeting upcoming company's strategic challenges."

Michel Tellier
Head of Engineering

"A truly eye-opening experience: I discovered more about myself, built stronger trust and cohesion within the Executive Committee through open conversations, and came away with concrete tools to communicate better and support my team's growth".

Kathia Debély
Head of Finance

"The training provided insights in very important aspects of the behavior of colleagues and should in the long run enable the participants to understand why people act in different ways. This will improve collaboration and, if needed, will help adapting interaction with all employees."

Karl-Heinz Fritz
Cicor VP Technology

"A true adventure, a journey within oneself and within our organization and our ways of functioning. I was looking forward to the process for developing team spirit, and I was impressed by the authenticity with which everyone engaged in the exercise, as well as by the closeness and the improvement of cohesion within the Executive Committee (CODIR)."

Benoit Fueg
Managing Director

PCI Padel



In 2023, Cicorel launched its padel tennis team led by Sandro Cimino, logistics coordinator at Cicorel since summer 2022. The team currently has nine players and is participating in the Padel Swiss Business League tournament in the canton of Neuchâtel for the second year in a row.

Padel was invented by Mexican Enrique Corcuera in 1969. Living in Acapulco, he did not have enough space around his house for a tennis court, so he built a 20m by 10m court

surrounded by walls of 3 and 4 metres high. Instead of a tennis racket, the game is played with a flat wooden bat. In 1974, when his friend Prince Alfonso de Hohenlohe came to visit him from Spain, he enjoyed it so much that he took the idea back with him to Marbella in Spain.

This sport is mainly played 2 against 2, the ball can bounce off the side and rear windows before being played, and points are scored as in tennis.

All the team members were unfamiliar with this sport, so they had to quickly learn the basics in order to begin to understand the rules and develop automatic responses when playing as a team. You can follow our progress in the Padel Swiss Business League championship by visiting the following page: www.psbbl.ch.

This tournament brings together several major companies in the canton of Neuchâtel (Philip Morris, the Neuchâtel Police, Ello, Swisscom, Metalor, Certina, etc.) and aims to develop and promote the practice of padel tennis among companies, with an annual charitable donation to an association.

Over the past two years, the money donated by companies has gone to the “Planètes Enfants Malades” association, which for 25 years has been providing daily support and various activities, such as music, storytelling, adapted physical activities, workshops for teenagers and therapeutic medical hypnosis, to accompany children and their families throughout their stay in hospital.

Through their programmes or one-off events, they help to put a sparkle back in the eyes of young patients.



Sandro Cimino
Supply Chain Coordinator

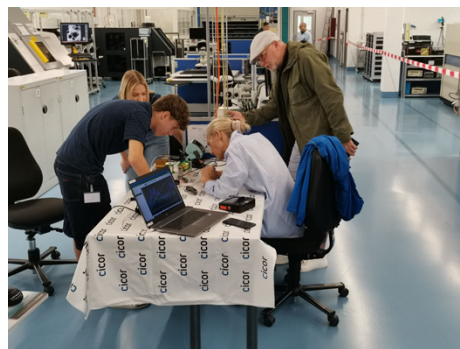
Bronschhofen, Switzerland

Open Day in Bronschhofen



As part of the Bronschhofen neighbourhood festival, Cicor opened its doors to colleagues, families and anyone else who was interested on Saturday, 16 August 2025.

Although it rained at the start of the day, the weather cleared up just in time for the festival to begin. Many guests were friends or relatives of our employees, who took the opportunity to gain exciting insights into our production processes. Visitors could walk around a cordoned-off area freely and explore various stations. They were particularly fascinated by the SMD placement machines, which caused quite a stir when they were in operation.



The other work steps, from component assembly to casting and functional testing, also provided an impressive insight into our daily work.



Dominik Buerge
Apprentice

Our apprentices from the commercial and electronics departments also had a stand. Here, visitors could ask questions, find out about our vocational training and get involved themselves. At the electronics engineers' stand, interested visitors had the opportunity to solder an electronic dice.

By around 1 p.m., the last visitors had left, having gained a better understanding of what goes on behind the scenes at Cicor every day. We would like to thank all our guests for their interest, and all our employees and apprentices for their hard work, without which this successful day would not have been possible.

Dresden, Germany

Progress begins before production, with the potential of incoming goods



Optimisation is not only focused on production processes. Upstream areas, such as logistics and incoming goods, often offer untapped potential. Incoming goods processes determine whether the right items enter the production cycle in the correct quantity and quality. Significant progress has now been made with the introduction of the WE Control Dome incoming goods station from Comp Control.

Previously, goods receipt was characterised by a high level of manual activity: Alphanumeric codes had to be read by employees and manually compared with the system.

This process was not only time-consuming, but also prone to errors. Faulty or incorrectly labelled components could lead to incorrect assemblies, which could have serious consequences such as production errors, rejects or even recalls. Therefore, a structured and reliable incoming goods process is essential for quality assurance and the efficiency of the entire production process.

The new incoming goods station is an important step towards digitalisation and automation. Equipped with a high-resolution camera system, it can reliably recognise all common codes and plain text information. This information is then automatically compared with the article master data and the order. This drastically reduces the probability of errors and significantly increases the efficiency of incoming goods, providing real benefits to the entire process chain.

Robert Mueller
Head of Quality Management

Gosport, United Kingdom

STS Defence Celebrates New Apprentice Intake, Strengthening its Commitment to Future Engineering Talent



STS Defence is pleased to announce the arrival of its 2025 cohort of apprentices, reinforcing the company's long-standing commitment to developing the next generation of engineering professionals. As a leading provider of engineering and technology solutions to the defence sector, STS Defence continues to invest in early-career talent that will help shape the future of the industry.

The apprenticeship programme exemplifies STS Defence's strategic approach to workforce development, combining academic learning with hands-on experience in a dynamic, real-world environment. Apprentices will be immersed in cutting-edge engineering projects, collaborating with seasoned professionals to develop critical skills in emerging technologies, systems integration, and innovative problem-solving.

Sean Scott, Head of Human Resources at STS Defence, commented; "We are proud to welcome our 2025 apprentices to STS Defence. This programme represents the foundation of a meaningful and impactful career. Our apprentices will contribute to vital projects from day one, gaining the experience and insight needed to thrive in a competitive and rapidly evolving sector. They are the future of UK engineering, and we are fully committed to supporting their development and success."

STS Defence Welcomes 2025 Graduate Cohort, Reinforcing Commitment to UK Engineering Innovation



STS Defence is proud to welcome the 2025 cohort of university graduates, marking the beginning of their professional careers within the organisation. This initiative is part of STS Defence's continued investment in shaping the future of engineering through its structured graduate scheme, launched in 2024. The programme exemplifies the company's longstanding commitment to advancing UK engineering, nurturing emerging talent, and delivering forward-thinking, sustainable solutions to meet the evolving needs of its customers.

As these graduates transition from academia to industry, they bring with them a fresh perspective, energy, and a drive for innovation. The scheme is designed to bridge the gap between theoretical knowledge and practical application, enabling participants to work on high-impact projects alongside experienced engineers. Through hands-on experience in advanced technologies, systems integration, and collaborative problem-solving, graduates will develop the technical and professional skills essential for a successful career in engineering.

Sean Scott, Head of Human Resources at STS Defence, commented; "We are delighted to welcome our 2025 graduate intake. This marks the start of an exciting and meaningful journey, where each graduate will contribute to projects that shape the future of engineering. They represent the next generation of talent, and we are fully intent on supporting their development and growth every step of the way."

Portsmouth & Chichester Awards 2025



STS Defence is proud to announce that our apprentices, Connor and Katie, have been named finalists in the Engineering/Manufacturing Apprentice category at the Portsmouth & Chichester Apprenticeship Awards 2025.

Their nominations recognise the outstanding dedication, enthusiasm, and commitment they have shown throughout their apprenticeships, both to their roles and to the wider company.

The awards ceremony will be held on Thursday 23rd October, celebrating not only the achievements of exceptional apprentices like Connor and Katie but also the vital support provided by their STS Defence mentors and training provider, CEMAST.

World Clean-up Day 2025



This September, STS Defence was proud to participate in World Clean-up Day, joining millions worldwide in a collective effort to support a cleaner, healthier, and more sustainable planet.

In collaboration with our parent company, Cicor Group, we organised a local clean-up event on Friday 19th September. A dedicated team of employees headed to Stokes Bay at 11:00 AM, where they carried out a thorough beach clean under clear blue skies and sunshine.

The event was a great success, and it even caught the attention of the local media, with coverage from [That's TV Solent!](#)

Katy Duggan
Marketing Executive

Hartlepool, United Kingdom

Cicor Nordic Engineering; site visit – 3rd – 4th September 2025



We had the pleasure of welcoming Anders Söderbärg from Cicor Nordic Engineering to our Hartlepool site in September. This was to enhance and continually develop our collaborative approach.

During the two-day visit, Anders had the opportunity to tour the facility, meet the wider team, and dive deeper into our capabilities as we continue to strengthen the CDMO offering to our customers.

The sessions included an introduction of CNE to our local Sales, Engineering & Operations teams, insights into historic & ongoing projects in the Nordics, and mostly importantly valuable discussions around how their expertise can support development for our UK and wider customers.

There was particular focus on a collaborative medical sales strategy and future Healthcare Technologies.



Stannah Celebration – 5th August 2025



We recently completed the 12th consecutive quarter of receipt of a Stannah; 'A' rated scorecard. The last scorecard achieving the maximum score possible.

To celebrate and recognise this achievement for Hartlepool, on Tuesday 5th August, our workforce celebrated with lunch for everyone on site; – pizza or the English classic of fish & chips. We were joined by the Cicor UK Board, who were also on site for the quarterly review.

We also had fabulous cakes and cupcakes baked for us to celebrate this great achievement.



Monthly Birthday Celebrations



As we continually look at enhancing our reputation and drive to be 'Employer of Choice' in the North East area, one of the long-standing monthly traditions that we have at Cicor Hartlepool is to recognise the birthdays of all our employees. This event has grown in its status over the last 12 months with the MD (Matthew Pemrick), Head of Operations (Gary Miller) and HR Manager (Ruth Brown) always in attendance.



The latest iteration is not only to provide employees with a handwritten birthday message from the site MD alongside the traditional birthday cake, we now also present a newspaper front page for their date of birth! This is a great opportunity for members of the team who celebrate their birthdays in the same month to get together!

Keeping it in the family

Apprenticeships are an essential part of the Hartlepool team and are an excellent opportunity to develop local talent as part of our ongoing succession planning and attrition mitigation.

As part of our 2025 Apprentice intake, we have welcomed Archie Jones to the Hartlepool team, making him a third-generation employee on site.

Archie follows his father, Peter and his grandparents Andy and Mandy into a role at Cicor Hartlepool.

We are strongly committed to family and the community, and it is wonderful to keep the family tradition going. A huge thank you to the Jones / Williams family and welcome onboard Archie!



Ho Chi Minh City, Vietnam

University Fribourg in Vietnam



Cicor Vietnam recently had the pleasure of welcoming 16 MBA students from the University of Fribourg in Switzerland, accompanied by Professor Dirk Morschett, Dean of the Faculty of Management. As part of their academic tour of Ho Chi Minh City and Hanoi, the visit offered a unique opportunity for cultural and professional exchange.

The group was hosted by Luat Nguyen, Managing Director of our Ho Chi Minh City site, and the meeting served as a meaningful connection with the next generation of international business leaders. Cicor's own roots in French-speaking western Switzerland provided a fitting backdrop for this exchange with the bilingual University of Fribourg.

During their visit, the students explored how Cicor is advancing operational excellence and driving digital transformation in Vietnam. They showed strong interest in our management practices and engaged in lively discussions, with a favourite question being: "If AI keeps getting smarter, should the CEO be worried?"

Professor Morschett praised Cicor's modern approach to people management and digitalisation. The students were equally inspired, sharing insightful reflections and even proposing future collaboration opportunities with Cicor sites in Switzerland. An invitation for a guest lecture at the university topped off this exciting exchange, and we're already looking forward to reconnecting!

Tam Ngo Duy

Lean Supervisor & Assistant Managing Director

Team Building Event



Our recent teambuilding journey captured the spirit behind these achievements. It wasn't just a company trip — it was a journey of transformation.

We crossed the borders of functions, departments, and comfort zones, learning that the greatest breakthroughs happen when we trust, collaborate, and challenge ourselves together.

The energy, laughter, and teamwork witnessed there continue to echo in every corner of Cicor Vietnam — reminding us that our strongest force is our unity.

Tam Ngo Duy

Lean Supervisor & Assistant Managing Director



HR Asia Award – Among the Best of the Best



Winning the HR Asia Award 2025 as one of the Best Companies to Work for in Asia is no small feat. This year, more than 650 companies across Vietnam entered the competition – global corporations, market leaders, and fast-growing innovators – all striving for this prestigious recognition.

To ensure fairness and credibility, HR Asia conducted confidential surveys and interviews with 40% of our employees and management team, assessing leadership, engagement, and company culture. The result? Cicor Vietnam stood out as a workplace where people feel heard, valued, and inspired – where excellence is powered by empathy.

This award is not just a trophy; it is a mirror reflecting the sincerity of our leadership, the unity of our teams, and the passion of our people.

Tam Ngo Duy

Lean Supervisor & Assistant Managing Director

Double Champions at the GBA Business Awards 2025



As if one triumph weren't enough, Cicor Vietnam made history at the German Business Association (GBA) Business Awards 2025, winning not one — but two top prizes:

● 1st Prize – Green Business ● 1st Prize – Community Impact

With more than 500 member companies in the GBA, ranging from global giants to established local leaders, Cicor Vietnam emerged as the only SME in Vietnam to receive the Double Champion title in 2025.

This achievement celebrates our commitment to sustainability, innovation, and social responsibility — proving that size doesn't define impact.

At Cicor Vietnam, every project, every improvement, and every initiative carries a shared belief: doing good is part of doing business right.

Tam Ngo Duy

Lean Supervisor & Assistant Managing Director

Cicor Vietnam – Empowering Future Generations Through Education and Community Engagement



At Cicor Vietnam, we believe that sustainable growth goes hand in hand with social responsibility. Beyond our commitment to economic development and business excellence, we are deeply dedicated to creating positive impact within the community – especially through education.

Cicor Vietnam has proudly partnered with several local and international universities, including:

- Eastern International University (EIU – Vietnam)
- Georgetown University (USA)
- University of Fribourg (Switzerland)
- Nanyang Technological University (NTU – Singapore)
- Rochester Institute of Technology (RIT – USA)

Through these collaborations, we aim to empower future generations, nurture young talents, and build bridges between academia and industry. Together, we inspire students to think globally, act responsibly, and innovate sustainably – shaping the next wave of leaders for Vietnam’s high-tech manufacturing future.

Tam Ngo Duy

Lean Supervisor & Assistant Managing Director

Newport, United Kingdom

Summer Event at Tiny Rebel

Our Cicor Group UK Team came together for a fantastic summer event at Tiny Rebel – a perfect opportunity to step away from the day-to-day, connect, and celebrate everything we’ve achieved so far this year. Events like these aren’t just about good food and drinks (though we had plenty of those!) – they’re about strengthening team spirit, building bonds across departments, and creating the kind of culture where people feel valued and connected. A big thank you to everyone who joined in – your energy and enthusiasm are what make Cicor such a great place to work. Here’s to more moments of collaboration, laughter, and shared success!



Marta Williams
HR Advisor

Wellbeing Walk/Hike

Prioritising Employee Wellbeing at Cicor Group Newport

Last Friday, our Newport colleagues came together for a Wellbeing Walk – with some of the team even taking on the challenge of hiking Pen y Fan, the highest peak in South Wales at 886m.

It was a fantastic opportunity to step away from the busy day, enjoy the outdoors, and connect with each other in a new way. At Cicor, we believe that employee wellbeing is essential to building a strong, engaged, and motivated team. Supporting health, balance, and connection not only benefits our people, but also strengthens the way we work together.

A big thank you to everyone who joined – here's to many more opportunities to put wellbeing first.

Marta Williams

HR Advisor



5 a side tournament



We were delighted to host the very first Cicor Group UK 5-a-side football tournament in Cardiff this past week.

Teams from STS Defence (Gosport), Axis Electronics Ltd (Bedford), Hartlepool, and Newport came together for a morning of competitive football, collaboration, and team

spirit. The final was a fantastic contest between Newport and Hartlepool, with Newport securing the win 6–2 in a closely fought match.

Following the tournament, colleagues from across our UK sites joined together for our summer get-together – a great opportunity to connect, celebrate, and strengthen our shared culture.

A huge thank you to everyone who played, supported, and travelled to make this inaugural event such a success. We're already looking forward to the next one! Congratulations Team Cicor Newport!

Marta Williams

HR Advisor

DSEI



Fantastic catch up with Rebecca Evans, Cabinet Secretary for Economy, Energy and Planning, at DSEI 2025! Always inspiring to share what's happening at Cicor Newport and to highlight the impact we're making across the Defence sector.

As well as discussing all things STEM and our commitment to young people.

Suzhou, China

2025 H1 Suzhou Kaizen Awarding Ceremony



Cicor Suzhou held the 2025 1st Half Year Kaizen Awarding Ceremony on 27th August. All the participants received gifts to recognize their great contributions.

In the first half year of 2025, totally 155 Kaizen suggestions were received and 135 of them have been successfully implemented. Zhang Hongquan from molding department was awarded "Kaizen Expert" for his outstanding Kaizen achievements. HR department won the 'Excellent Kaizen Team' for the highest KPI completion rate.

Kaizen is to do every small thing best which is also the greatest driving force to us.

Events

Below you will find impressions from our most recent trade fair appearances. And our outlook for future trade fairs.

DSEI

London, UK
9-12 September 2025



NEPCON Vietnam

Hanoi, Vietnam

10-12 September 2025



Medtec China

Shanghai, China

24-26 September 2025



European Microwave Week

Utrecht, The Netherlands

21-26 September 2025



PCB West

Santa Clara, CA, USA

1 October 2025



Planned trade fairs

- **Elmia Subcontractor, Jönköping, Sweden**
11–13 November 2025
- **Compamed / Medica Düsseldorf, Germany**
17–20 November 2025