



2025

Cicor
Close 4/25

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Editorial

CEO Alexander Hagemann



Meet the staff

Stephanie Di Matteo-Wittmer

About Stephanie

Cicor site: Cicor Management AG,
Bronschhofen, Switzerland

Function: Executive Assistant

How many years have you been working for Cicor? I started on 9 January, 2023 as a Team Assistant, so I've been with Cicor for almost 3 years.



Hobbies: I love reading, being out in nature, and every now and then doing yoga or going for a run. Most of all, I enjoy spending quality time with my family and experiencing beautiful moments together.

What is your favourite place in the world? My favorite place in the world is at home with my family – that's where I feel happiest and most grounded.

Life motto:

"Be free. Be true. Be you."

About Stephanie's job

What does a normal working day look like for you? A typical day usually begins with a brief catch-up with my colleague, followed by a quick review of emails and priorities. From there, the schedule fills up with coordinating and arranging appointments, planning and organizing events or meetings with business partners, customers, banks, and investors, as well as internal meetings, workshops, and training sessions. I prepare documents and provide administrative support for various projects. I also handle travel arrangements and many other day-to-day tasks that arise.

As an assistant team, our goal is to support and relieve the Executive Board and management team across a wide range of areas—keeping everything organized, running smoothly, and ensuring that priorities are handled efficiently.

What do you enjoy most in your job? What I enjoy most is that every day is different, requiring me to react flexibly to new situations. I find it incredibly inspiring to work so closely with so many remarkable people and to gain insight into everything that contributes to Cicor's success. I also truly appreciate the opportunity to stay connected with team members from all our sites around the world.

Cicor is a truly unique company, and the people are exceptionally friendly, open-minded, and motivated — it genuinely feels like one big family. Every day I learn something new and deepen my understanding, and I feel that this journey is far from over.

What are the challenges within your function? The key challenges in my role are receiving all relevant information in a timely manner, efficiently connecting important interfaces, and maintaining a clear overview of all ongoing projects. At the same time, confidentiality is always the highest priority and must be upheld at all times. What matters most to me is that, by the end of the day, everyone is satisfied and every event or meeting has run smoothly.

Who do you want to meet in the next issue of Close? Eric Büchele, Head of TPM at Cicor site in Bronschhofen, Switzerland



New Cicor site in Cleveland, USA

Welcome to Cleveland!

We're excited to introduce our Cleveland site to the Cicor family—a team dedicated to precision, innovation, and customer success. Our site specializes in high-mix, low-volume manufacturing, delivering tailored solutions that meet the most demanding requirements across diverse industries.

Leading this effort is Tim Vendal, who joined Valtronic US on May 13, 2025. With over 25 years of experience in the EMS industry, Tim brings a proven track record of operational excellence and strategic partnerships with global leaders such as Apple, SpaceX, HP, Abbott, and Cisco. His data-driven approach and commitment to continuous improvement ensure we deliver exceptional quality and efficiency for every customer.

We look forward to collaborating with our Cicor colleagues and driving new opportunities together. Welcome to Cleveland—where excellence meets innovation!

“We’re thrilled to have the Cleveland team become a part of the Cicor family – a site driven by innovation, excellence, and a passion for delivering world-class solutions.”

Tim Vendal
Managing Director



- The Cicor USA - Cleveland site is in Solon, Ohio. We are part of the metropolitan area of Cleveland.
- The US site provides access to one of the world's largest and most important markets in the medical device maker business.
- The US company incorporates project development and engineering as well as production, including complex assemblies.



Integration of the seven Éolane site



The integration of the seven Éolane sites, five in France 🇫🇷 and two in Morocco 🇲🇦, into the Cicor Group is progressing very well. Our teams in France and Morocco have been enthusiastic, dynamic, and eager to embrace the Cicor culture, driving progress every day with energy, openness, and team spirit. Thanks to their great commitment and the strong support from across the entire organisation, we have achieved remarkable progress in a short time, from aligning processes and introducing the Cicor branding to strengthening collaboration in engineering, supply chain, and operations.

This successful integration has also led to new customer wins, reflecting growing confidence in Cicor's expanded capabilities.

“The integration of the Éolane plants into the Cicor network is an exciting example of a successful transformation. The new lean organisation works agilely and starts to make quick decisions, which is reflected in

increasing market success. By focusing on operational performance, improvements have been achieved that are visible, measurable, and increasingly confirmed by customers. And people enjoy this new style of working.”

Marco Kechele
COO

“This journey has been both challenging and exciting, with one clear priority: rebuilding trust and creating momentum for the future.

- We have restored confidence with our clients and suppliers
- We are already seeing strong commercial successes
- Promising opportunities are emerging in key markets

The Aerospace & Defence sector remains highly promising, alongside our traditional industrial activities (off-road, railway & nuclear). Joining the Cicor Group also opens new horizons for medical applications, helping to fully align Cicor France with the Group’s global strategy.”

Damien Savary
Director Sales Cicor France

A big thank you to all employees who are contributing to this integration with energy, openness, and team spirit. Together, we are building a strong foundation for continued growth and long-term success.

New Cicor site in Berrechid, Morocco



Located in close proximity to major international transport hubs, Cicor's Moroccan facility (VTMA) is a strategic best-cost manufacturing site delivering Swiss-quality standards. With more than 120 employees and a production area of 6,000 m², the site is a vital part of Cicor's global operations, serving customers across the medical, industrial, and aerospace & defence sectors.

As a vertically integrated production facility, VTMA offers a wide range of services, including new product industrialisation (NPI), full-scale electronic manufacturing, mechanical and micro-assembly, and comprehensive supply chain management. With a strong focus on operational excellence, the site delivers high flexibility and outstanding quality for high-mix, low- to mid-volume production – making it ideal for complex PCBA, box builds, and microelectronics solutions.

The facility features ISO Class 8 and Class 7 cleanrooms, with Class 6 available upon request, and is certified according to ISO 9001 and ISO 13485 standards. Highly qualified operators, some with over 15 years of experience in micro-soldering and assembly, ensure consistently high-quality output. All project leaders are certified, and customer-specific audits are carried out regularly.

VTMA manages more than 60 million parts annually, with daily planning across all supply chain nodes, and offers a fully traceable, ship-to-stock service. Thanks to an experienced and multilingual team (English, French, Arabic), close collaboration with customers is guaranteed, from early development phases to final delivery.

With its combination of cost-efficiency, engineering excellence and a clean production environment, VTMA exemplifies Cicor's commitment to delivering high-tech, high-reliability electronics manufacturing on a global scale.

"I am a Mechanical Engineer with a Master's degree in Design and Quality Management and an MBA in Business Administration from the University of Sherbrooke, Canada, which I obtained in 2007."

Abdelmajid RAOUI
General Manager of VTMA since February 2015

Capital Markets Event 2025

1 December 2025



Cicor Capital Markets Event 2025 at the impressive Zunfthaus zur Meisen – an inspiring exchange in the heart of Zurich.

We are delighted by the high level of interest, with many guests attending in person and an equal number participating via live webcast. This strong engagement reflects the confidence in our strategy and our continued development towards becoming a leading pan-European EMS provider.

During the event, we shared comprehensive insights into our business development, growth initiatives and strategic priorities. The live stream enabled us to connect even more closely with our global network and further deepen the dialogue with investors and other stakeholders.

We would like to thank all participants, both on-site and online, for their valuable contributions and interest in the Cicor Group.

Presentation: <https://lnkd.in/ez-NBKAw> Recording: <https://lnkd.in/ebDipYGw>



LTM Boudry

6 November, 2025



On November 6th, we had the pleasure of hosting the Cicor Leadership Team Meeting (LTM). This event, which takes place four times a year (twice online, twice in person at a Cicor Group site), brings together all the leaders of Cicor sites around the world, along with the Cicor Management Team.

Its purpose is to provide an overview of Cicor's progress in deploying our 2028 strategy, "Creating Together", and the key projects that comprise it (Employer of Choice, Compliance & ESG, Strategic Market Development, M&A, Business Excellence, Finance Value Creation, etc.).

Beyond noting that the rollout of the 2028 Strategy is perfectly aligned with objectives, and even significantly ahead, the LTM is an opportunity for Cicor Group leaders to meet, exchange, & share experiences, learn from each other, pool actions and skills, and find ways to increase our added value for our clients, etc. In short: Creating Together.

More specifically for Cicorel, organizing this LTM in Boudry is a unique opportunity to showcase our expertise in manufacturing high-tech, ultra-high density interconnect Printed Circuit Boards, as well as our innovations (long flex, mSAP, Embedded solution) to all our colleagues and partners who don't always have the chance to visit us.



It is also extremely gratifying to receive compliments from some attendees who highlighted the remarkable changes achieved by Cicorel in recent years. This appreciation is something I simply wish to pass on to my Management Team, as well as to all Cicorel employees, who have worked with determination and conviction for this change.

I would like to thank Cicor Management and our CEO Alexander Hagemann for choosing Cicorel to host this LTM autumn 2025 session.

I also thank the entire Cicor & Cicorel team who participated in organizing this day (Gregory Bousson, Joao Cruz, Kathia Debély, Mehdi Dornier, Stéphanie Di Matteo-Wittmer, Karl-Heinz Fritz, Tsilla Gaille, Fouad Haddaoui, Adrien Jordan, Fabrice Minary, Mykhailo Myakshylo, Muhamed Omerovic, Alina Osterwalder, David Pereira, Luis Saraiva, Christophe Sipp, Carlos Tardon, Michel Tellier).

Benoît Füeg,
Managing Director

UK Supplier Day

Connecting Our Supply Chain



It was an honour to host the Cicor UK Supplier Event on behalf of my UK colleagues – Lisa Finch (Cicor Hartlepool), Natalie Snowdon (STS Defence, Gosport), and Julian Jane (Cicor Newport). Bringing our supplier community together at the historic Bletchley Park on 29 October was a fantastic opportunity to strengthen relationships and connect the end-to-end supply chain.

Under the theme “Powering Progress – Building the Future of Supply Chain Together”, the event was all about building competitiveness through partnerships. In today’s fast-moving environment, success depends on collaboration across every link in the chain – from design and sourcing to delivery and support. This day gave us the chance to meet face-to-face, share perspectives, and build the trust that underpins everything we do.

Beyond the formal sessions, what truly stood out was the networking. Seeing suppliers, colleagues, and partners come together to exchange ideas and explore new ways of working was inspiring. These connections are what make our supply chain stronger, more agile, and ready to meet the challenges ahead.

Thank you to all the Cicor team who supported the event and helped make it such a positive, forward-looking day. Together, we’re not just powering progress – we’re building a future where collaboration drives success for all.

Howard Phillips

Head of Supply Chain
Cicor site Bedford, UK



This year's Cicor UK Supplier Day was one of those events that genuinely leaves you feeling energised and proud of what we're creating together at Cicor. There was such a strong sense of connection in the room, and it reinforced the bigger picture of where we're heading as a group.

From a Business Development perspective, it was fantastic to see just how open, engaged, and invested our suppliers were – honest conversations about challenges, future programmes, and how we can collectively set ourselves up for success. It was a great reminder that our ecosystem isn't just about transactions or supply chains... it's a network of strategic partners who play a critical role in what we deliver to our customers.

A huge congratulations to the UK procurement team for organising such a brilliant event – the collaboration, energy, and shared ambition throughout the day really highlighted the strength of our position, the depth of our supplier community, and the value we can create together.

Already looking forward to the next one!

Laura Robson

Business Development Manager

Cicor site Hartlepool, UK



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 2025. In June we shared an overview of the results and participation, and we want to keep you updated on what will happen next!

The survey included 20 statements across five themes. The rating scale was from 1 to 5, with 1 (Strongly Disagree) to 5 (Strong Agree). Anonymity and confidentiality were key considerations to ensure all colleagues, who wanted to, felt comfortable to participate.

The results have been shared across all sites who participated with actions plans to be agreed by January. Action plans will focus on the 3 statements with the highest rating and 3 statements with the lowest rating. Cicor Group level action plan will also be defined.

You will have seen the results from your site, now we want to share results from all responses, collated, at Cicor Group level. You will find the statements and average response rates (out of a total of 5) below:

Vision and Strategy Alignment

4.31

I understand the Cicor Group 2028 Strategy.

4.3

The long-term goals of Cicor are clearly communicated to me.

Leadership and Communication

4.16

The Cicor Group Senior Management Team communicates openly and transparently.

4.16

My Site Management Team communicates openly and transparently.

4.35

My direct line manager shares the necessary information for me to perform my job effectively.

4.04

I receive regular feedback and recognition from my direct manager.

4.44

I understand how my role contributes to the success of Cicor.

Cicor Values in Practice

4.30

Cicor acts ethically and transparently, treating all stakeholders with dignity and respect.

4.20

Cicor fosters collaboration by bringing together different skills and perspectives to overcome challenges.

4.24

Cicor strives for the highest quality and encourages excellence in problem-solving.

4.35

Cicor builds strong and lasting relationships with customers by understanding and meeting their needs.

4.21

Cicor nurtures a positive, trusting work environment.

Engagement and Development

4.37	I feel engaged in my work and employment with Cicor.
4.06	I am satisfied with the opportunities for professional growth and development at Cicor.
4.06	Cicor supports me in learning and developing new skills.
3.97	Cicor recognises my contributions and achievements.
4.15	I would recommend Cicor as an employer to family and friends.

Social Purpose, Diversity and Safety

4.29	Cicor is committed to being a diverse and inclusive employer.
4.25	Cicor contributes positively to the communities in which it operates.
4.26	Cicor demonstrates care for the health, safety, and wellbeing of its employees

This level of feedback is invaluable, and we are currently focusing on developing an action plan based on Cicor Group level results. There is always room for improvement, and we will review progress for actions plans, at site and Cicor Group level, every six months.

We can also share that colleagues in Cicor Profectus, Cicor France, Cicor Morocco and MADES will be invited to participate in the survey from Monday 9th March to Friday 20th March. The next survey for all sites will be September 2027.

I want to thank everyone, again, for their participation in the survey and for sharing your feedback with us. Every contribution helps us to continue to improve and build plans to further enhance the experience of working for the Company.

Tracy Squires

VP Human Resources

Cicor Values Recognition Scheme



Dear Colleagues,

As part of the 2028 Cicor People Strategy, we aspire to create an environment which makes Cicor an Employer of Choice (EOC) globally.

Being an EOC employer, is a company recognised for its positive work environment, leadership and benefits, as well as other measures including organisational culture and values; there are many things to use by employers as measures, we have identified specific areas of focus for the Cicor Group.

In 2025, as part of the Strategic People Project, we created an EOC Workstream with 9 areas of focus identified for the 3-year project. In 2026, one of the focus areas will be recognition and we are delighted to share a new, Group-wide, Employee Recognition Scheme based on the Cicor Values: Customer Focus, High Performance Trust, Collaboration and Integrity and Respect.

In addition, in 2026, to further support our aspiration to create an environment which makes Cicor an EOC, we will use the 2025 'Employee Engagement Pulse Survey' results to start to look at external benchmarking to further develop future people plans at Cicor Group level.

It is recognised many sites have their own schemes, for individual and team recognition, but the EOC workstream felt there was space to create a Group-wide scheme with people able to nominate colleagues on their local sites related to the Cicor Values. Sites can continue with their own schemes, of course, but we encourage all sites to participate in the new scheme in 2026.

What are the next steps?

In early 2026, sites who adopt the 'Cicor Values Recognition Scheme' will receive more information from their MD and Site HR Leaders. This will include information on how to nominate colleagues locally. We want to keep you updated on the People Project with more information to follow in the next edition!

Tracy Squires

VP Human Resources

New brand design

A refreshed look, a clearer structure and a stronger presence: discover our new website and brand design.



Cicor is evolving rapidly, and this is now reflected in our brand. We have developed a new design that expresses our progress. This new look comes to life on our redesigned website, which has been completely modernised. Along with the visual update, we have simplified the structure to make it easier for users to find the information they need.

Over the coming next weeks and months, our communication channels and materials will gradually adopt the new design. Visitors to COMPAMED and MEDICA (17-20 November, Düsseldorf) have been the first to experience it live at our trade show booths.

We welcome your feedback on the new look and website. Please share your thoughts with us at corporatecommunications@cicor.com. We look forward to hearing from you.

Explore the new website: [cicor.com](https://www.cicor.com)

Creating Together for MedTech

This fall, Cicor ran its most comprehensive campaign to date. Built around close collaboration between engineering, sales, and marketing, the campaign positioned Cicor as a trusted development and manufacturing partner for healthcare technology across Europe, while showcasing the people and expertise behind our solutions.

Healthcare technology is one of Cicor's strategic focus markets and plays a key role in our 2028 strategy. The 2025 Medical Engineering campaign was designed to reflect this long-term commitment. The aim was to increase Cicor's visibility within the European MedTech market, position Cicor not just as an engineering or manufacturing provider but as a partner covering the full journey from development to industrialisation, and support lead generation around the industry-leading trade shows COMPAMED and MEDICA in Düsseldorf.



Our five campaign experts Olivier, Elias, Karl-Heinz, Dan and Andreea during the video and photo shoot in Bronschhofen, Switzerland.

To achieve this, the campaign followed the principle of "Creating Together". We put the spotlight on Cicor's engineering experts, showcasing their expertise and demonstrating how it enables our customers to create better products. Each expert covered a different topic that was present throughout all campaign activities:

[smart wearables](#), [Edge AI](#), [system engineering](#), [miniaturisation](#), and [qualification and EMC](#). Their contributions formed the backbone of the campaign content and ensured technical credibility throughout.

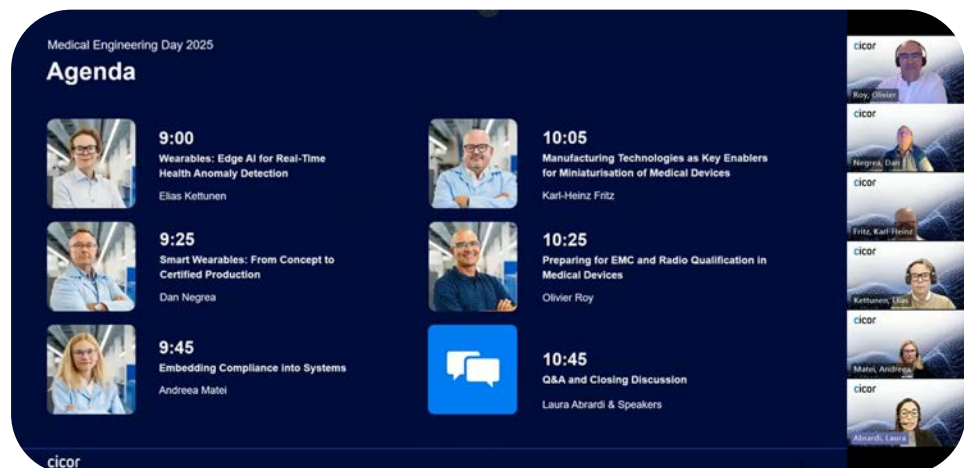
One story, many touchpoints

The campaign ran in English, German, and French across Europe and combined multiple touchpoints to reach MedTech decision-makers at different stages of their journey:

- Paid advertising on LinkedIn, Google, and in specialist industry media and newsletters
- Organic communication via Cicor's own LinkedIn channels and mailings to existing customers
- A dedicated webinar ("Medical Engineering Day") with Cicor's engineering experts
- Strong on-site presence at COMPAMED and MEDICA in Düsseldorf
- Two in-depth white papers as technical lead magnets

Strong engagement across channels

The campaign reached MedTech professionals from leading companies across Europe and generated strong engagement across channels. COMPAMED and MEDICA were particularly successful, resulting in more new contacts than ever before. The webinar attracted a broad audience and was well attended, with active participation and discussion around the expert topics.



The Medical Engineering Day webinar on 3 December 2025 brought together Cicor experts and MedTech professionals to discuss smart wearables, Edge AI, system engineering, miniaturisation, and qualification and EMC.

Beyond the numbers, the campaign also delivered something less tangible but equally important: increased visibility for Cicor's expertise and a clearer perception of what we can offer as a development and manufacturing partner in healthcare technology.

COMPAMED and MEDICA in Düsseldorf, Germany

Cicor was represented with two stands: our main presence at COMPAMED and an additional booth within the MEDICA Wearable Technologies Pavilion. The combined setup allowed us to ideally showcase our comprehensive services from design to manufacturing.

Visitor engagement was very strong throughout the week, resulting in 30 percent more sales leads compared with 2024. The high activity level and positive feedback underlined our growing visibility and relevance within the MedTech industry.

A sincere thank you goes to everyone who contributed to the preparation, organisation and on-site support during the four days in Düsseldorf. The great team spirit at both stands played a key role in making this year's appearance one of our most successful to date.



Cicor team members at COMPAMED and MEDICA 2025 in Düsseldorf, presenting Cicor's Medical Engineering capabilities to customers and partners.

Thank you for making it happen

This campaign would not have been possible without strong collaboration across the organisation. A big thank you...

- to the five experts who were at the centre of the campaign, for preparing interviews, filming videos, contributing to white papers, presenting at the webinar, and representing Cicor at COMPAMED and MEDICA,
- to our sales colleagues for their market insights,
- to our engineering teams for sharing their expertise and investing time alongside their daily project work,
- to everyone else who helped bring this campaign to life.

Operational Excellence

News update at Cicor: Creating Together for Operational Excellence!

Dear Colleagues,

In June, as part of our commitment to continuous improvement, we shared an update on the initiative launched this year, "Creating Together for Operational Excellence".

Since September, eight training sessions have been delivered. This initiative, and the development of the training sessions, has only been possible by the collaboration and efforts of a group of colleagues from across the Cicor Group from different functions, sites and positions.

I would like to take this opportunity to thank everyone who has participated, on behalf of the Operational Excellence Council, and to acknowledge the effort and contribution made to ensure the development of the training to expand on the Group-wide learning and development offering.

In December, the Council, and all colleagues involved in the initiative, joined meetings to complete a review of 2025 and to look ahead to 2026! It has been quite a year, as you can see from the incredible participation below:



Entities

17



Participants

548



Comments

68

Thank you to all participants for registering for the Operational Excellence Training and for your contribution to the training sessions. As part of the Cicor Group Learning and Development Strategy, feedback on all training delivered is an important part of the process and all participants received a short feedback survey. The feedback has been collected and will be used to continue to further develop and improve the training content.

In 2026, we will continue to offer this training, with dates to be made available in Q1 2026. As a reminder of the training sessions available please find details below:

Key Initiatives in Detail:

- **Kaizen and 5S (Continuous Improvement and Workplace Organisation):** Process of continuous improvement, where each one of us actively participates in enhancing workflows. 5S helps maintain an organised and safe working environment, leading to improved productivity.
- **SIOP (Sales-Inventory-Operations-Planning):** Aligns supply and demand, ensuring efficient use of resources, optimum inventory levels and improved customer service.
- **One Piece Flow and Line Layout:** Reduce waste, increases the speed of production and optimises workstation layout to further enhance productivity.
- **Quality Management:** Ensures the highest standards of quality while minimising internal defects. This applies to both our products and our internal processes.
- **Problem Solving:** As issues arise, we apply structured, problem-solving techniques to identify the root cause and implement solutions to prevent future occurrences.
- **Shopfloor Management and Visual Management:** Ensures all employees are aligned on production goals and performance, allowing us to identify issues quickly.
- **Value Stream Mapping (VSM) and Factory Design:** Helps improve the flow of materials and products through production processes, ensuring more efficient and streamlined operations.
- **Health & Safety Management:** Ensures a safe working environment by proactively managing risks and ensuring compliance with relevant health and safety regulations.

What are the next steps?

Workstreams will be confirmed in the New Year, for colleagues who continue to be a part of the Op Ex team, and possibly additional, new members who would like to be involved in the further development and delivery of the content. We will continue to keep you updated!

We would like to take this opportunity, again, to thank all colleagues who are making this initiative happen and “Creating Together”. This training is an integral part of our long-term strategy and the contribution of colleagues to this, their engagement and support, is invaluable.

This is an exciting time for Operational Excellence and, with the collaboration and engagement of colleagues, we look forward to continuing to share progress and celebrate successes.

Tracy Squires

Vice President Human Resources

A one-year review of the Prototyping Shop at Cicor

After the first year of the Prototyping Shop at Cicor, we can draw a positive conclusion. With around 170 enquiries and over 60 completed projects in the EMS sector, it is clear that our offering has been well received – both by external customers and by internal development teams.



Our aim was to create a dedicated area within the Cicor Group that enables developers to implement their first prototypes quickly and flexibly. Provided that materials are available, we are now able to manufacture assemblies within just a few hours.

A separate system for capturing PCB data and BOMs, combined with rapid material procurement, allows us to achieve very short delivery times. At the same time, we strike an optimal balance between cost and procurement effort.

One particularly valued feature is the transparency in the Prototyping Portal: developers can view the availability of SMD components and select suitable alternatives directly within the database. Through close collaboration with our production planning team and development department, customers also benefit from valuable expertise for later series production.

The combination of customer-specific development solutions, high-tech components, and the production of electronic devices creates added value – and together, within

the Cicor Group, we have already been able to successfully advance a wide range of projects.

The Prototyping Portal is accessible via the Cicor website. Registration is carried out directly by the customer. External enquiries are then assigned to the relevant Account Manager for further support. Internal project managers, purchasers, and developers can of course also submit RFQs via the portal.

Our project team is working with dedication to further develop the Prototyping Shop and provide customers with optimal support. Close cooperation between production planning, development, purchasing, and manufacturing forms the foundation for the high speed and quality we deliver.



"Our goal is to make our electronic, semiconductor, and technical capabilities within the Cicor Group accessible to every customer and to actively support the development towards becoming a world-leading global EMS provider."

Dirk Ensminger
Head of Prototyping Center

Season's Greetings



As the year draws to a close, we would like to express our heartfelt thanks to all of you. Your commitment and team spirit have made 2025 a successful year for the entire Cicor Group.

Our short Christmas film, which we shared with customers, partners, suppliers and many others, reflects the festive spirit within the Cicor family – and is equally dedicated to you.

A special thank you also goes to your many submissions and contributions throughout the year. Without your stories and insights, CLOSE would not be the vibrant and diverse employee magazine it is today.

We wish you and your families a joyful festive season and a healthy, happy start to the new year. Thank you for your dedication every single day!

Your MarCom Team



Cicor Family

Matty Black – The 433 Challenge



Thanks to the dedication of the Cicor Group team, our colleague Matty Black, who was left paralysed from the waist down after a serious road accident, was able to enjoy an unforgettable experience with Spinal Track.

This UK charity offers free track and rally days for disabled drivers. Their specially adapted vehicles, developed by motorsport professionals, enable disabled car enthusiasts to get behind the wheel and experience the thrill of racing 🏁.

To raise funds for this great cause, our colleagues went above and beyond:

🏃♂️ Gary Miller, Head of Operations, completed the 50-mile Montane Lakeland Ultramarathon

🏊♂️ Matthew Pemrick, Managing Director of the Cicor site in Hartlepool, completed his 10th and final Ironman in Leeds



“Spinal Track is a charity that gives people with a spinal cord injury the chance to experience driving around Silverstone racetrack. Their aim is to show people that any thing is still possible which I have realised by taking part in one of their days. It was an amazing experience which I will never forget and has definitely opened my eyes to what is still possible.”

Matty Black

More informationa bout Spinal Track: <https://spinaltrack.org>

Message from Spinal Track:



WeAreCicor Teams

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

Confromal Coat Team in Bedford, UK



Meet our Conformal Coat team in Bedford (UK), a dedicated team of individuals who always go the extra mile for our customers and look for new ways to improve our processes and methods.

Conformal coating adds an extra layer of protection to printed circuit boards, allowing them to be used in more harsh and extreme conditions than normal. The team applies a range of conformal coat options to our customers' circuit boards. They check our customers' requests, and apply the appropriate solution to selected areas, to a stated thickness. After curing, they quality check the coating for any defects, before moving the board on to its next step.

As our customers use these boards in a range of life-saving and mission-critical areas, conformal coating gives them the added assurance that these boards will work as designed the first time, every time. By having a dedicated team, we can coat in-house to reduce manufacturing timescales and ensure quality is maintained throughout the process.



“Being part of conformal coat allows me to see a wide range of boards and designs, allowing me an insight into the forefront of technology being used.”

Doug



“I enjoy that in conformal coat I’ve learnt and utilized various different skills, from machine programming and maintenance through quality inspection and rework, and add value for Axis and our customers everyday.”

Dan



Site news

Angers, France

R&D France obtains EN 9100 certification

R&D France has obtained EN 9100 certification, an important new step that aligns perfectly with the group's strategy in the Aerospace and Defence markets, and confirms our teams' ability to meet the highest requirements of these sectors.

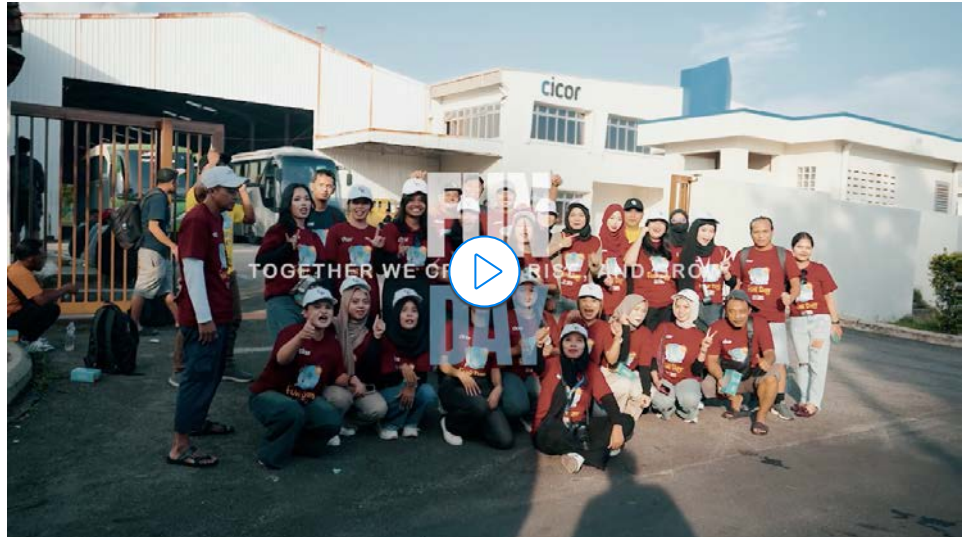
Already deeply involved in demanding projects, our R&D teams have collectively structured and formalized their practices to meet the specific expectations of these industries. They were already certified ISO 9001, ISO 13485, IATF 16949, ISO 17025 and nuclear-qualified by Framatome, demonstrating their longstanding capacity to comply with the most stringent standards. This certification recognizes the commitment and rigor they demonstrate every day.

Beyond the regulatory framework, this achievement strengthens our ability to support the group's development on high value-added projects and to reinforce Cicor's ambitions in the Aerospace and Defence sectors.

A big congratulations to the entire R&D France team for this milestone, which reflects the quality of their work and the collective effort invested throughout this process.

Batam, Indonesia

Fun Day



We are pleased to share that our Fun Day 2025 was successfully held on Saturday, 8 November 2025, from 07.00 Am to 04.30 PM at New Melur Beach – Barelang, with the enthusiastic participation of 600 employees.

The event featured a series of activities, including the presentation of educational assistance for employee's children – from elementary school level up to university.

Six exciting games were played by teams representing various department, showcasing great teamwork and sportsmanship throughout the day.

We also held a lucky draw with 185 prizes, with the motorcycle as the top grand prize, while the smart TV and refrigerator were included as additional grand prizes.

The event was made possible through the dedication of our committee members.

The organizing committee was structures as follows:

Mr. Pahala – Advisor Ms. Mery Vera – Chairman Mr. Refoni – Vice Chairman Ms. Ida Muslikhah – Secretary Mr. Supriadi – Treasure

The entire event was filled with joy and positive energy, and we sincerely thank all employees for their participation and spirit that made Fun Day 2025 truly memorable.

We hope these moments give you a glimpse of the positive energy and togetherness shared by our colleagues during the event.

Ida Muslikhah

HR-Adm Department





Boudry, Switzerland

25 Years of Dedication: Six Employees Honoured

This year, six employees reach the symbolic milestone of 25 years at Cicorel. Six faces, six stories, six ways of approaching work... yet one common thread: a rare level of dedication and a remarkable consistency that have supported the evolution of our site for a quarter of a century.



Mouzafir – Cleanroom Operator. A tall, steady presence with impeccable control, Mouzafir is one of those people whose reliability inspires immediate confidence. For twenty-five years, he has worked with calm and precision.

Afrim – Wet Processes Operator. A discreet but indispensable pillar of chemical processing. Afrim is not an adventurer; he prefers to contribute quietly, without making noise, to the story of our company.

Max – Electrical Test Operator. Committed and attentive, Max approaches each test with the determination to do things right. Thanks to his vigilance, circuits pass this decisive step—essential to ensuring their functionality—with complete confidence.

Veronica – Cleanroom Operator. Veronica brings positive and constant energy. For 25 years, she has supported the quality of products passing through the cleanroom with seriousness and an unfailing presence.

Christophe – Packaging Operator. Over his 25 years, Christophe has held several positions, but packaging is where he found his ideal playground. The quality and care he brings to every package are unmatched.

Luis – Workshop Manager. Joining as an apprentice, Luis gradually took responsibility for mechanical processes. His technical expertise is now an internal reference, and his mastery of the equipment is widely recognized.



These 25 years represent far more than individual journeys: they reflect a deep commitment to our mission, our know-how, and the team spirit that defines us. We extend our warmest thanks for their dedication, their trust, and everything they have built with us. Congratulations to our jubilarians on this remarkable milestone. And see you in 15 years to celebrate their 40 years!

Combrée, France

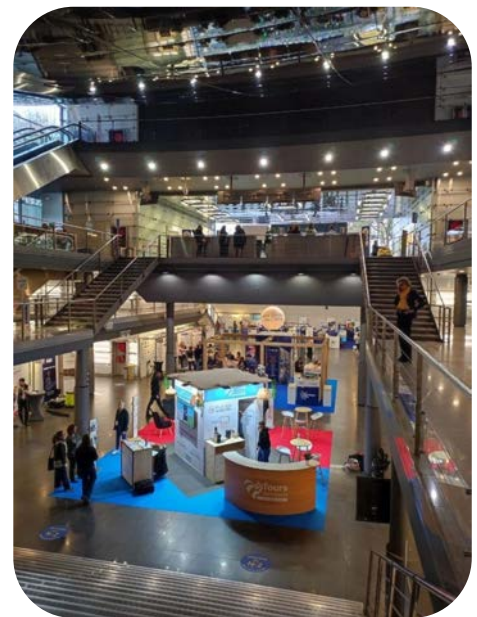
Combrée site strengthens its presence in the Medical Sector with HealthCare Loire Valley

The Combrée site has recently joined HealthCare Loire Valley, the association that brings together industrial players in the medical device sector in the Centre-Val de Loire region. This collaboration allows us to integrate a dynamic and recognised network at the heart of an ecosystem dedicated to medical innovation and development.

As part of this partnership, HealthCare Loire Valley visited the Cicor Combrée site, providing an opportunity to showcase our expertise, production capabilities, and technical know-how in the medical field.

Thanks to this membership, Cicor Combrée was also able to exhibit at the Made in Val de Loire trade show on 27 November 2025, a major regional event bringing together industrial companies from across the territory. Andréa Dubois and Jean-François Gardan represented the site and the Group, presenting our skills, projects, and the added value we deliver to the medical sector.

This initiative marks an important step in increasing our visibility and supporting our continued development in the medical device market.



FRAMATOME + CICOR

On 19 November, we had the pleasure of welcoming our customer FRAMATOME to our Combrée site.

Over the past few months, after successfully meeting the operational requirements (quality, safety, and lead times) defined by the FRAMATOME project, the Combrée

teams have seen their efforts rewarded with the confirmation of the award of batch 3 of the SIZEWELL project.

FRAMATOME (whose client EDF had also recently audited the Combrée site) highlighted the quality, responsiveness, support from our integrated R&D, transparency, and the respect of commitments demonstrated by CICOR (OTD > 97% since September). This strong improvement observed in recent months follows the acquisition by CICOR GROUP last spring.

Cicor Combrée manufactures and supplies integrated electronic equipment for FRAMATOME's I&C Business Unit (Instrumentation & Control), directly contributing to the operational safety of nuclear power plants.

We are proud to be part of the select group of French suppliers contributing to the renewal of the nuclear industry, within the broader EPR2 program.

Thank you to the FRAMATOME teams for their continued trust, and to the Cicor Combrée teams for their professionalism and commitment.

Career Forum

On 17 November, our R&D team took part in the Career Forum organized by Ombrée d'Anjou, alongside middle school students.

It was a great opportunity for our engineers to share their daily work, their expertise, and their passion for their profession.

Divided into small groups, the students were able to gain a concrete understanding of what R&D looks like within the Cicor Group: how our products are created, how an electronics project is organised, and the different roles involved in design, testing, and industrialisation.

Our teams also brought several products and electronic cards, allowing the students to see real examples of our achievements.

The conversations were spontaneous and enriching, enabling the young participants to compare their initial ideas with the realities of the field. A wonderful way to spark new vocations!



Dresden, Germany

Implementation of a new SPI system from Göpel Electronic at Cicor Deutschland GmbH

Cicor Deutschland GmbH has further expanded its manufacturing expertise and successfully installed a new SPI (solder paste inspection) system from manufacturer Göpel Electronic in September 2025. With this investment, Cicor is strengthening its technological leadership in the field of highly reliable electronics manufacturing and taking another step towards comprehensive process automation and quality optimisation.



Figure 1: New SPI system GÖPEL Vario Line 3D SPI

The new SPI solution has been perfectly integrated into the existing SMT line and allows for super-accurate, fully automated control of the applied solder paste. Thanks to state-of-the-art 3D measurement technology, the system provides detailed analyses of paste volume, print height and area, as well as possible printing errors. This not only ensures early detection of potential sources of error, but also significantly reduces scrap and rework.

The system manufacturer Göpel Electronic, a leading provider of industrial testing and inspection systems, is known for its powerful and flexibly configurable solutions. The SPI system now in use is characterised by high inspection speed, modular testing functions and comprehensive traceability options. The inspections carried out are fully documented and made available for further analysis.

In addition to the technical advantages of the system, Cicor Germany also benefits from Göpel's strategy of basing the SPI system on its AOI device line in terms of both hardware and software. This means that the CAD data created and prepared for AOI programming can also be used for SPI programming. This represents a significant advantage in terms of efficient programme creation. The PILOT 7 software used has been familiar to Cicor Germany for years, so a brief introduction was sufficient to train the AOI programming specialists in the use of the SPI test functions.

The MagicClick software function also supports the programmer in creating programmes for SPI and, together with adaptive height and reflection compensation, ensures programmes that deliver very high-quality test results and a very low pseudo-error rate even without time-consuming fine teaching. This enables rapid test programme creation even for demanding PCB surfaces.

Cicor Germany uses the SPI system not only to inspect solder paste, but also to check adhesive deposits. The adhesive is applied after solder paste printing, typically by jet valve. Its purpose is to fix components that could be washed away during the selective

soldering process due to very small distances to THT solder joints. In addition to height and volume, the SPI also checks the diameter and position of the adhesive deposit. Variations in the adhesive deposit due to contaminated jet nozzles are thus reliably detected.

Since the installation of the system, several test programmes have already been written and successfully used in series production. The process technologists at Cicor Germany have also already identified various fluctuations in the solder paste printing process. To prevent these fluctuations from becoming potential errors, the recorded inspection data is now being used to continuously optimise the solder paste printing process across all assemblies.

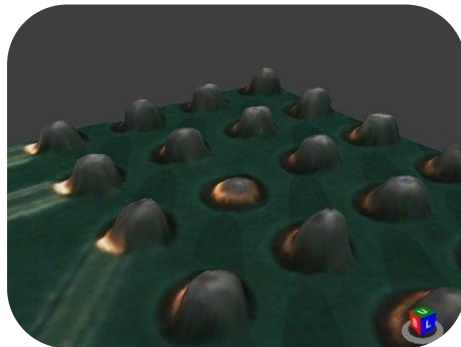


Figure 2: 3D representation of an error in solder paste printing, solder paste poorly released from the printing stencil --> solder volume too low

With the new SPI system, Cicor Deutschland GmbH is consistently focusing on state-of-the-art testing technology to ensure the highest quality standards and meet the growing demands of a dynamic electronics market. In conjunction with the newly acquired EN9100 certification, the company is further strengthening its expertise in the field of quality assurance for aerospace applications. The Cicor site in Dresden is thus once again underlining its claim to be a reliable EMS partner with excellent process standards that can be audited in accordance with EN9100.

Thomas Schönfeld

Engineering, Cicor Deutschland GmbH

Gosport, United Kingdom

Poppy Appeal Volunteering



Our apprentices recently had a meaningful opportunity to support a valued local cause by volunteering with the Gosport & Alverstoke Royal British Legion. They helped count the donations from the Poppy Appeal, an annual campaign across the UK and Commonwealth that raises funds to provide essential support for veterans, serving personnel, and their families. The appeal, symbolised by the iconic red poppy, not only honours the service and sacrifice of military personnel but also ensures that the Legion can continue offering practical help, advice and emotional support to those who have served.

Reflecting on their experience, the apprentices said: "We have all really enjoyed it so far; it's been incredibly rewarding to help out and see how much the public has donated."

Their enthusiasm highlights the positive impact of the Poppy Appeal in our community and the importance of giving time and support to organisations that make a real difference. We're proud of our apprentices for their dedication, teamwork, and commitment to such a meaningful initiative.

Our established role as a leading business in Gosport



STS Defence attend CEMAST's 'Meet Your Match' Career event



STS Defence attend Havant Apprentice Fair at Park Community School

Reflecting our social value commitments, broader corporate social responsibility (CSR) goals, and dedication to reinforcing our business reputation, STS Defence has remained actively involved in supporting and engaging with the local community and stakeholders throughout 2025.

Developing future skills and experience by supporting students in local education

As part of our ongoing commitment to STEM, STS Defence has participated in a record number of events this year, highlighting early-career pathways and graduate opportunities at local schools, colleges, and universities. These events not only raise awareness of the programmes we offer but also allow us to connect directly with students, whether they already have a defined career direction or are still exploring their options and possess the potential to thrive within our organisation.

Strengthening communities for the future

This year, STS Defence has actively participated in a wide range of sponsorship and volunteering initiatives, reinforcing our company's reputation while supporting local causes that make a tangible difference in our community.

From joining a local beach clean for World Clean-Up Day to sponsoring HMS Collingwood Open Day, we have sought to play an active and meaningful role in events that bring people together. Our commitment goes far beyond financial support, our team members have generously dedicated their time, skills, and energy to volunteering, underscoring our dedication to creating a lasting positive impact.

By engaging in these activities, STS Defence not only strengthens its ties with the local community but also shines a spotlight on the organisations and causes that truly matter. These experiences allow us to connect with people, foster a sense of shared purpose, and celebrate the spirit of collaboration.

We are proud of the relationships we have built and the difference we have helped make this year, and we look forward to continuing to support and contribute to even more local initiatives in the years ahead.

Recognition for our transparency and dedication as a Gosport business

We continue to strengthen relationships with key external stakeholders, including the MP for Gosport, Dame Caroline Dinenage. Her recent visit to our facility for a personal, in-depth tour provided an excellent opportunity to demonstrate the breadth of our work, share our future ambitions, and highlight the positive impact we are making within the local community. Following the visit, she publicly recognised our

achievements in the House of Commons, further elevating our profile and reinforcing the significance of our contribution to both the community and the wider industry.

In addition, we were honoured to receive an exclusive award from the Royal Navy in recognition of our dedicated efforts and ongoing commitment to excellence. This accolade reflects the strong partnership we continue to build and the trust placed in our organisation to deliver meaningful results.

Throughout 2025, STS Defence has demonstrated that our commitment to community, education, and stakeholder engagement is integral to who we are as a business. By fostering future talent, supporting local initiatives, and maintaining transparent, collaborative relationships with key partners, we continue to create lasting positive impact. We remain dedicated to building on this foundation in the years ahead, ensuring that our growth goes hand-in-hand with the prosperity and resilience of the communities we serve.

Katy Duggan

Marketing Executive

Hartlepool, United Kingdom

Hartlepool Business Awards



October 2025 marked a significant moment in the history of Cicor Hartlepool Ltd.

On 16 October 2025, the site attended the prestigious Hartlepool Business Awards with 300 other guests and dignitaries including the town's Member of Parliament (Jonathan Brash), the Ceremonial Mayor (Carole Thompson) and leading companies in the area.

We very much see the site's considerable improvement and recent success as a team effort, so alongside the leadership team we invited 5 of our long-standing employees that have a combined 235 years of service to the awards to celebrate their contributions over those years.

Amongst some pretty tough competition and a list of perennial winners, Cicor Hartlepool Ltd. walked away with the two main awards of the evening: that of 'Best Large Business' and 'Best Engineering or Manufacturing Business'.

This was an immense honour and the awards were awarded based on our performance and the resurrection of the company since being integrated into the Cicor family. Our insistence of 'living and breathing' the Cicor core values (in actions not just words), have contributed to these awards and the perceptions people have externally. We are definitely seeing more footfall into the factory from potential customers as a result, and in the large majority of cases we are winning the work. We are constantly referred to as an 'Employer of Choice' in the town, and we are very confident these awards won't be our last.

What does commitment look like

- On the 29th October Cicor Hartlepool had the pleasure of celebrating with June Burton and Mark Sunley, who each reached an impressive 40 years of service with the company.
- To honour their dedication, we hosted an on-site celebration with food and refreshments, bringing together employees from across the organisation. It was a wonderful opportunity for everyone to come together to recognise the commitment, hard work, and loyalty that June and Mark have shown over the past four decades.
- 40 years is an extraordinary amount of time to be in work, but to do it all in one place is an exceptional and very rare achievement.
- Many Congratulations again to Mark & June on behalf of everyone at Cicor Hartlepool. Thank You so much for everything you have put into this site over the past 40 years.



Merry Christmas from Cicor Hartlepool Ltd!

From all the employees at Cicor Hartlepool Ltd; we extend our seasons greetings to all the Cicor family.

Merry Christmas!



Ho Chi Minh City, Vietnam

Breaking Barriers: Vietnam's first locally molded plastic product

A proud milestone for our CVN family!

We have just achieved a historic moment together: for the very first time, a plastic product for an important customer in the industrial sector, has been produced using molds developed entirely in Vietnam and even more remarkable, it has been fully approved by the customer.

This is not only a technical achievement but also a powerful message that Vietnam's capabilities can fully meet the rigorous standards of global brands.

What this milestone means:

- Local capability elevated to global standards: CVN is helping strengthen Vietnam's supply chain and making it more reliable in the eyes of international customers.
- Credibility earned: Customer's full approval is strong recognition of our team's capabilities.
- The power of collaboration: The partnership between CVN – local tooling suppliers – customer is the winning formula behind this success.

A special thank-you

A heartfelt appreciation to the Engineering & Production teams, especially the Tooling Group, for dedicating their passion, effort, and expertise to bring this idea to life. This is more than just a project, it is a testament to our persistence, craftsmanship, and "can-do" spirit.

Fun Fact:

Did you know? This is the first plastic product molded in Vietnam that has been approved by a global brand. A milestone not only for CVN, but also for Vietnam's manufacturing landscape!

"Innovation happens when we collaborate — and this is the proof!"

Congratulations to the entire team! Let's continue to embrace innovation, be bold, and conquer even greater milestones in the future.



Tam Ngo Duy

Lean Supervisor & Assistant Managing Director

Making an impact: EuroCham community award nomination



We are incredibly proud to share that CVN has been officially nominated for the Community Impact Award at EuroCham 2025 — a meaningful recognition of our continuous efforts to create positive change in the communities we serve.

Why this nomination matters:

- Trust from our European partners: CVN is strengthening its reputation as a responsible, reliable, and trusted business partner.
- Balancing business success with social responsibility: Beyond manufacturing, we actively contribute to society through meaningful CSR initiatives.
- Positive footprint in Central Vietnam and education: Our projects continue to deliver real impact, especially in education and local communities.

A heartfelt shoutout:

A big thank you to our amazing CSR & HR teams, who have initiated, led, and inspired the entire company through impactful community projects. Your dedication helps CVN not only “do things right,” but also “do the right things.”

Fun Fact:

This year alone, CVN’s education programs have reached over 500 students, a number we can all be proud of!

CVN is more than a manufacturer, we are a force for good in our communities. Let’s continue creating even greater impact together!

Tam Ngo Duy

Lean Supervisor & Assistant Managing Director

Global collaboration: Swiss expertise meets Vietnamese innovation



We are delighted to welcome Ivo from the Bronschhofen site in Switzerland to our Testing & R&D team at CVN. His presence brings valuable global expertise while strengthening the bond between Vietnam and Switzerland within the Cicor family.

Key Highlights:

- Enhancing quality & optimizing processes: Ivo's technical insights have helped strengthen our capabilities and improve workflow efficiency.
- Sharing – learning – connecting: From technical workshops to open discussions and joyful moments together outside of work.
- Living the one Cicor spirit: Collaboration, unity, and mutual support across borders.

A special thank-you

A big shoutout to the R&D, Testing, and Project Management teams for supporting, guiding, and making Ivo feel truly at home, while learning and growing together.

Fun Fact:

Ivo even attended and celebrated the wedding of his CVN colleagues – a beautiful blend of work, culture, and friendship!

When professionalism crosses borders, we create meaningful global connections.



Here's to the wonderful collaboration between Vietnam and Switzerland at CVN!

Looking Ahead:

Q4/2025 proves what we can achieve together: breakthroughs, impact, and collaboration.

As we step into 2026, let's dream bigger, innovate faster, and make an even greater difference – together as one Cicor family!

Tam Ngo Duy

Lean Supervisor & Assistant Managing Director

Newport, United Kingdom

Movemeber



Throughout November, three incredible members of our team took part in Movember, growing their moustaches in support of men's mental health, suicide prevention, testicular cancer, and prostate cancer awareness.

Thanks to their dedication — and the generosity of everyone who contributed — together they raised £349.

Movember is more than just a month of moustaches. It's a global movement shining a light on issues that affect men every day, often in silence. By taking part, our colleagues helped spark conversations, raise awareness, and support life-changing research and initiatives.

Marta Williams

HR Advisor

Inside Cicor Newport: Where Precision Meets Possibility



In a world where advanced technology powers everything from aerospace systems to life-saving medical devices, reliability isn't optional — it's essential.

That's why we loved sharing look inside Cicor's Newport facility, where engineering excellence and high-precision manufacturing come together under one roof.

The video highlights how:

Cicor operates as a leading electronic contract manufacturer across Europe The Newport site specialises in aerospace, medical, and high-reliability applications Innovation is driven by teams who combine deep expertise with world-class production capability

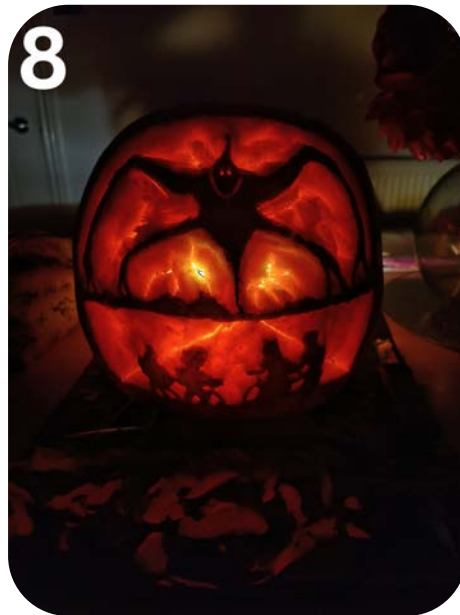
What stands out most is the commitment you can feel on the factory floor — an environment built for quality, scalability, and continuous improvement.

Halloween & Pumpkin Carving

From ghoulishly good baking to frightfully fantastic pumpkin carvings, Cicor Newport has been brimming with Halloween spirit!

Halloween Bake-Off: Our taste buds survived, but barely... the creativity was off the charts (and the sugar levels through the roof)!

Pumpkin Carving Competition: We've had some serious pumpkin Picasso vibes happening— Pumpkin King - Kieron Taylor, Head of Quality and Engineering.



Marta Williams
HR Advisor



Christmas Raffle



Marta Williams
HR Advisor

And Christmas Raffle in support of Welsh Women's Aid - Delivering the Horizon Exploitation Support Service, which supports adults and young people who are currently experiencing, or are at risk of, sexual or financial exploitation.

Diverse Roots – Belgium

We celebrated the rich cultural backgrounds in our team with a sweet stop on our global journey: Belgian chocolates + filter coffee heaven.

Diversity isn't just something we talk about – it's something we taste, experience, and appreciate every day.

Marta Williams
HR Advisor



Saint-Agrève



On 17 October, the Cicor site in Saint-Agrève was invited by the Management of Alstom France to participate in a national “CARE RAIL” program that aims to enhance the industrial performance of the railway sector.

CARE Rail, Alstom, and Bpifrance collaborated to develop this project, which is co-financed by the French government as part of the France 2030 program.

The aim of this program is to build a supply chain that is more robust, competitive, and internationally focused, and can offer products and services in accordance with market demand.

In this regard, Cicor Saint-Agrève joins 5 other strategic companies recognized for their expertise and dynamism. They will benefit for 18 months from a 22 days support program: individualised industrial expertise, collective workshops, sharing of good practices and networking.

Integrating such an approach demonstrates the trust of our Client and the entire Saint Agrève team is proud of this participation after several months of hard work and having successfully met the challenge of achieving and stabilizing a delivery performance > 95% for several months.

It is an “Ardèche pride” / “fierté ardéchoise” put in the spotlight under the new Cicor flag.

The change has begun!

Alain CHENG
General Manager



Singapore

Cicor Asia Wellness Day



Location: Cicor Singapore Office

Theme: “Align Your Life – Energize Your Well-Being”

In October, our Singapore team took a refreshing mid-week pause to celebrate Cicor Asia Wellness Day 2025 — an event designed to help employees recharge, re-center, and reconnect. The day’s activities focused on practical, enjoyable ways to care for both body and mind, reminding everyone that good health is the foundation for great performance.

A Day for Health, Balance, and Positivity

From the moment the doors opened, our office buzzed with laughter, conversation, and genuine excitement. Colleagues gathered to explore wellness booths, enjoy light bites, and participate in interactive sessions aimed at improving everyday well-being.

The day’s highlights included:

- **Free Chiropractic Assessments** – Our wellness partner provided personalized spinal and posture checks, helping employees understand how small lifestyle adjustments can reduce stress and improve mobility.
- **Delicious Diabetic-Friendly Baked Goodies** – A hit among everyone! These guilt-free treats proved that healthy eating can still satisfy the sweet tooth.
- **Fresh, Juicy Fruits** – Nature’s best pick-me-up, served throughout the day to keep everyone feeling refreshed and hydrated.
- **Natural Wellness Products** – A booth featuring calming teas, essential oils, and eco-friendly self-care items drew plenty of interest from colleagues keen to bring wellness home.

Bringing the Team Together

Beyond the physical benefits, the event created a sense of camaraderie and shared purpose. Employees mingled across departments, exchanged laughter, and took a genuine break from their daily tasks. The relaxed setting fostered meaningful conversations, bridging teams that usually work in different spaces or shifts.

Special thanks go to our HR and Administration team for organising the event, as well as to our wellness partners from AIA and Align Chiropractic, whose expertise and enthusiasm made the day both educational and fun.

A Lasting Reminder

The event concluded with smiles all around – a visible reminder that investing in well-being pays off in positivity, teamwork, and motivation. As one participant summed it up:

“It was such a refreshing change of pace. Taking time for ourselves helps us bring our best energy back to work.”

Cicor Asia’s Wellness Day 2025 reaffirmed our commitment to fostering a healthy, happy, and connected workplace – where every employee feels valued not just for their contribution, but for who they are.

Because at Cicor, caring for our people is the most meaningful investment we can make.

Edwyn Tan

Sales Director Asia

Moretta Hong

HR & Admin Executive

Suhl, Germany

Strong together at the THURINGIA SOUTH COMPANY RUN® 2025



On 23 August 2025, our team participated in this year's THURINGIA SOUTH COMPANY RUN® 2025 with full energy and high spirits.

In perfect running weather, a total of 12 colleagues from various departments took part – a great sign of our team spirit and our shared enthusiasm for exercise and health.

The atmosphere was great even during the warm-up: music, motivational shouts, and a few jokes quickly dispelled any nervousness.

At 6:00 p.m. the starting signal was given for the running and Nordic walking events. Our runners set off on the 4.5 km course at the LOTTO Thüringen ARENA am Rennsteig in Oberhof.





In addition, the mascot run and the office chair race provided lots of fun for all participants and numerous spectators.



With a total of 4,245 runners, the following colleagues were particularly successful and secured places at the top of the rankings:

236th place in the individual classification:	Jörg
162nd place in the women's individual classification:	Bianka N.
54th and 226th place in the Bixsteig Trail:	Jeanette and Uwe
112th place in the overall team classification:	Jörg, Sebastian F., Uwe, Sebastian K.

Our Nordic walking team Anja, Peggy, and Marcel were proud of their achievement:

“It was clear to us from the start: we would start together and cross the finish line together. With a time of 46 minutes, we were in the good midfield, and that's enough for us.”



But the focus was not on the ranking, but on the sense of community: arriving together, celebrating together.



“The race was really exhausting, but it was also a lot of fun!”

Jörg

Cool drinks, good conversation, and lots of smiles awaited us at the finish line.

The evening ended with a convivial after-run party and it quickly became clear: We'll be back again next year!



A big thank you to all participants, organizers, and supporters along the route. You made this day a special experience!

Margret Luther
Employee QS

Wangs, Switzerland

40 years of Cicor Microtech AG – Autumn festival with anniversary celebrations

On 19 September, Cicor Microtech AG was finally able to hold its autumn festival, which had to be postponed last year, and at the same time celebrated its 40th anniversary.

In glorious weather, employees, families and friends enjoyed an atmospheric day full of fun and fellowship. A food truck treated guests to delicious delicacies, while a local musician provided the perfect musical accompaniment.

A wheelbarrow race and a tricky quiz also provided excellent entertainment, ensuring plenty of fun and laughter among the participants.

The belated autumn festival was a complete success and provided the perfect setting to celebrate 40 years of Cicor Microtech AG in style – with gratitude, team spirit and joy in shared success.



Stefanie Jageregger
Management Assistant

New name, same strength – Reinhardt Microtech AG becomes Cicor Microtech AG

On 17 October, Reinhardt Microtech AG took an important step in its corporate history: to strengthen its affiliation and connection to the Group, the company name was officially changed to Cicor Microtech AG.

This name change underscores our close cooperation within the Group family and our shared focus on innovation, quality and sustainable success.

For our employees and customers, nothing will change in terms of our usual partnership – the same people, the same passion and the same reliability will continue to be at the heart of what we do.

The new name symbolises what defines us: cohesion, further development and a strong connection within the group.

Stefanie Jageregger
Management Assistant

Language stay for our two apprentices in Malta

Two of our apprentices were given the opportunity to take part in a language study trip to Malta through the ERASMUS programme. They stayed at the Sapphire House and immediately felt at home. At the language school, they were divided into different classes and enjoyed varied and motivating lessons. A group project about Malta brought them into contact with locals and strengthened their English skills.

The leisure programme also offered plenty of variety: they were particularly enthusiastic about laser tag in the old prison, the escape room, the cooking class with Maltese pizza and the scavenger hunt in Mdina. In their free time, they explored Valletta, visited the market in Marsaxlokk and enjoyed swimming in St. Peter's Pool and the impressively clear Blue Lagoon.

Our apprentices returned with many new impressions, improved language skills and unforgettable memories. An all-round successful stay.



Stefanie Jageregger
Management Assistant

Events

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

Elmia Subcontractor

Jönköping, Sweden
11-13 November 2025



Compamed

Dusseldorf, Germany
17-20 November 2025



Planned trade fairs

- **MD&M West**
3-5 February in Anaheim, USA
- **Conecto**
5 March in Winterthur, Switzerland
- **EmbeddedWorld**
10 - 12 March in Nuremberg, Germany
- **Global Industrie Paris**
30 March - 2 April in Paris, France