



2026

Cicor  
Close 2/26

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#### **80 Events**

# Editorial

## CEO Alexander Hagemann



# Meet the staff

## Michel Berthelot

### About Michel

**Cicor site:** Douarnenez, France

**Function:** Technical, Project & IT Manager

**How many years have you been working for Cicor?** I have been working for Cicor for one year, while I have been part of the Douarnenez site for 36 years.

**Hobbies:** My hobbies include photography, collecting and driving young-timer cars, playing table tennis, travelling in my van, and attending music festivals.

**What is your favourite place in the world?** My favourite place in the world is Keem Bay on Achill Island in Ireland, especially when I can enjoy it together with my wife.



**Life motto:**

“Live freely and enjoy life together with my family and friends”

### About Michel's job

**What does a normal working day look like for you?** A normal working day for me is all about meeting people, understanding their challenges, and working together to find the best possible solutions.

**What do you enjoy most in your job?** What I enjoy most in my job is finding good and sustainable solutions that create real value for both customers and colleagues.

**What are the challenges within your function?** One of the biggest challenges in my function is to contribute to the long-term success of the Douarnenez site and to support its team in building a strong and sustainable future together.

**Who do you want to meet in the next issue of Close?** Tam Ngo Duy, Cicor site Ho Chi Minh City, Vietnam.



# News

# Annual General Meeting

On 15 April 2026, the Cikor Group's Annual General Meeting took place in the heart of Zurich.



Chairman Daniel Frutig, CEO Alexander Hagemann, and CFO Peter Neumann, shared insights into Cikor's continued strategic progress, operational performance, and outlook. The shareholders approved all proposals put forward by the Board of Directors.

The event concluded with a networking aperitif hosted by the renowned Widder Hotel, rounding off a successful and engaging afternoon.

# Project Kick-off

## From Manufacturing to CDMO Programme with a Major Hearing Aids Company



The joint Cicor – customer team during the project kick-off workshop, which took place on 8-9 April in Denmark.

On 8 and 9 April, Cicor and the customer's teams held a two-day project kick-off workshop, marking a significant step in expanding our engagement with this key hearing aids customer.

The session brought together eight Cicor experts and approximately fifteen colleagues from the customer. This project is our first full CDMO programme with this customer, with development activities being led by Cicor Nordic Engineering in Sweden and manufacturing execution taking place in Romania. Building directly on the momentum of our first manufacturing-only project with this customer, secured one year ago, it demonstrates a clear progression in trust, scope, and value creation.

Beyond formal project alignment, the workshop also served as an effective platform for cross-organisational team building. Through open discussions and collaborative working sessions, both teams gained a deeper understanding of each other's operating styles, expectations and working methods. The Cicor team was particularly impressed by the customer's professional, transparent and collaborative culture, which aligns closely with our own values when it comes to delivering complex development programmes.

The outcome of the two-day engagement was a well-aligned project foundation, clear technical and execution pathways, and, equally importantly, a shared sense of motivation and commitment across both organisations.

This milestone strengthens our partnership with a key strategic customer and reinforces Cicor's continued focus and presence in the hearing solutions segment. Our capabilities in miniaturisation, precision plastics, and integrated electronics position us strongly for long-term growth in this area.

With alignment achieved and momentum established, both teams can now move forward with confidence as we begin the next phase of development, marking the official "lift-off" of this important programme.

**Edwyn Tan**

Sales Director Asia

# Finance Meeting 2026

This year's Finance Meeting brought together more than 40 finance colleagues from across Europe and Asia in Angers, France, for three days of collaboration, learning, and personal exchange.



Château de Brissac

## Welcome to Angers

On the evening of 18 May, participants arrived in Angers and were welcomed with a dinner event. The relaxed setting provided an excellent opportunity to reconnect with familiar faces, welcome new colleagues, and start building new connections before the official programme began.

## Day 1 – Building Connections and Sharing Perspectives

The meeting was officially opened by CFO Peter Neumann, who extended a welcome to all participants and set the tone for the event under the theme “Creating Together”.

To foster stronger connections across the international finance community, each participant introduced themselves and their local entity through personal presentations. These introductions helped everyone gain a deeper understanding of the people, businesses, and cultures represented within the Cicor Group.

Throughout the day, participants discussed topics such as insurance structures, group applications, income taxes, internal audit activities, and country priorities. A highlight

was the open Q&A session with Board Member Denise Koopmans, which provided valuable insights and encouraged interactive discussion.

The afternoon's agenda centred on Cicor France, with presentations on the integration process and a virtual address by CEO Alexander Hagemann. During this address, he shared his perspective on the Group's development and future priorities.

Following the meeting, participants had the opportunity to explore the historic Château d'Angers and the old town, gaining insight into the region's rich history and culture. Conversations were then continued in a more informal setting.



A visit to the renowned Apocalypse Tapestry, one of the highlights of Château d'Angers.

## Day 2 – Learning, Innovation and Recognition



Site Visit Cicor Angers

The second day of the program began with a site visit to the Cicor Angers facility, where participants gained valuable insights into local operations, production processes, and the teams behind them.

Upon returning to the meeting venue, colleagues participated in interactive Finance Workshops, covering topics such as order intake policies, inventory valuation, treasury, and reporting processes. These sessions encouraged participants to exchange best practices and jointly develop solutions to common challenges.

Innovation was a key theme of the afternoon. Following an introduction to Python applications in finance, the participants took part in an extensive AI Workshop. The aim of the workshop was to explore how artificial intelligence can support and transform finance functions in the future.



AI Workshop

One of the most memorable moments of the meeting was the inaugural Finance Recognition Awards. The awards celebrated outstanding contributions, teamwork and commitment across the global finance community. In the spirit of Creating Together, the awards recognised the collective efforts of individuals and teams working towards common goals, which have contributed to Cicor's success.

The day concluded with a special dinner at the magnificent Château de Brissac, providing a unique setting to celebrate achievements and strengthen relationships across countries and functions.

## Day 3 – Insights and Looking Ahead



Site Visit Combrée

On the final day, participants travelled to Combrée for another site visit, gaining further insights into Cicor France's operations and meeting colleagues on site.

The meeting concluded with a wrap-up session where key takeaways, priorities, and future opportunities were discussed. Prior to departure, participants received symbolic gifts reflecting the meeting's central theme. Just as a seed requires care and collaboration to grow, the Finance Meeting emphasised the importance of nurturing ideas, relationships, and teamwork to achieve long-term success.

As colleagues returned to their respective locations, they took with them not only new knowledge and practical insights but also stronger personal connections. The Finance Meeting 2026 once again demonstrated that our greatest achievements are realised when we work together – creating, growing, and succeeding as one global finance team.

**Alina Osterwalder**  
Management Assistant  
Cicor Management AG

# Cicor Values Recognition Award

In 2025, there was a Group-wide campaign to share the 2028 Strategy with Cicor Values central to Cicor. The Cicor Values were also reflected in the Employee Engagement Pulse Survey statements which you will have seen when you completed this.

The Cicor Values are central to how we deliver our work, how we engage with each other, and how we engage with our customers, suppliers, and all external stakeholders.

In 2025, it was recognised that several sites had local recognition schemes and there was opportunity to adapt these to reflect the Cicor Values.

As part of our aspiration to be recognised as an Employer of Choice (EOC) employer, aligned to the People Strategy, the Cicor Values Recognition Scheme was developed.

For sites with a current scheme in place, they have adopted this, and for sites without a recognition scheme they can implement it locally if they feel it is right for their site.

We will share one nomination, from sites who participate, twice every year. We hope you enjoy reading the nominations and finding out more about colleagues globally!

**Tracy Squires**

VP Human Resources

Cicor Group

**Bernardo Reina**  
Production Operator, Malaga, Spain



Bernardo Reina received Cicor's Recognition Award at the company's Málaga site in Spain, in recognition of his consistent embodiment of its core values in his daily work and interactions with colleagues. With six nominations in total, two of which were for Collaboration, one for High Performance, and three for Integrity and Respect, he stood out as an exceptional example of what "Creating Together" means at Cicor.

His colleagues particularly highlighted his proactive attitude, strong sense of responsibility and outstanding team spirit. He is always willing to support others, contributing positively to collaboration across teams and departments.

Even during periods of high workload, he maintains a professional, positive, and solution-oriented mindset.

Over the years, he has consistently demonstrated excellent professionalism, commitment and reliability. He is highly respected for the quality of his work and for the integrity, fairness and respect with which he treats others in every situation.

Bernardo's dedication and positive attitude make him a valued colleague and an important contributor to the strong team culture at Cicor Málaga. His Recognition Award is well-deserved acknowledgement of the lasting impact he has on his team and the wider organisation.

## Amy Bailey

Coordinator/Document Control Specialist,  
Solon, USA



Cicor Core Value

Integrity & Respect  
High Performance

Amy has been recognised at the Solon site in the USA for her consistent demonstration of dedication, teamwork and professionalism in her daily work. She tackles challenges with a positive attitude, playing a key role in supporting her team and upholding high-quality standards.

Her colleagues especially value her reliable and collaborative approach, and her willingness to help wherever needed.



Amy's commitment and professional attitude help to create a positive working environment and contribute to the continued success of the site.

Through her actions, Amy embodies the values and team spirit central to Cicor's "Creating Together" culture, making her a highly valued colleague and a worthy recipient of this recognition.

## Jay Robson

Junior Document Controller, Newport, UK



Cicor Core Value

High Performance



Since joining the business, Jay Robson has made an exceptional impact in a remarkably short space of time.

As a high-performing new starter, he has consistently gone above and beyond in his role, with a real commitment to improving the business.

In his own time, Jay developed a report to summarise the material position for all our builds which significantly improved efficiency, saving the company over 800 hours annually. In addition to this his drive and problem-solving mindset has further delivered value to the business by reducing a part of our Fairs process from a day to a matter of minutes, Jay is a fantastic example of someone making an immediate and lasting impact.

**Ellen Xu**  
Commodity Manager, Dongguan, China



Ellen Xu is a real practitioner reflecting on Cicor core values: Customer Focus and High Performance. With her hardcore skill in the areas of keen market insight, forward-looking thinking and strong supply network reach, she has continuously created cost-savings and effective supply chain solutions for both customers and our company.



A few classic examples out of many. In the recent MOSFETs and other low-power semiconductors price increase events, Ellen has provided proactive procurement plan, helping customers mitigate cost increases and supply shortages. Through an effective supplier negotiation, she has also successfully secured c.\$16K cost savings in a very challenging moment of the electronic market for our company.

Not only on the volume production, but also on the NPI builds, Ellen has very often supported to obtain low cost or free samples at speed. "Many a little makes a mickle" She has captured over \$13K savings in recent samples purchases activities.

One of our key accounts extends their appreciation to Ellen as "I really appreciate how promptly you addressed this and shared the information about the upcoming price increase and the component shortages".

A truly reliable workmate that we can count on during make-or-break moment! We are proud of having Ellen on the team.

## Mouloud AIT AISSA

Complex wired cabling operator,  
Neuilly-en-Thelle, France



Cicor Core Value

High Performance

Mouloud from the Neuilly-en-Thelle site in France has been recognised for his exceptional dedication, proactive mindset, and strong commitment to excellence in his daily work. Through his reliability, professionalism, and consistently high-quality contributions, he plays an important role in supporting both his team and the success of the site.

His colleagues particularly appreciate his positive attitude and his ability to contribute effectively to projects while maintaining a collaborative and solution-oriented approach.

Mouloud's engagement and commitment make him a trusted and valued team member who continuously helps drive progress and performance.

With his strong work ethic and positive impact on those around him, Mouloud truly reflects Cicor's values and the spirit of "Creating Together".



## Arno Wider

Process Engineer and Trainer for Physics  
Laboratory Technician, Wangs, Switzerland



Cicor Core Value  
**High Performance  
Collaboration**



Arno, who works at the Wangs site in Switzerland, has been recognised for the exceptional support and expertise he provides to the team daily. Anyone who spends time with him in the clean room quickly realises just how indispensable he is to daily operations. Whether he is solving problems, answering questions or supporting colleagues, Arno is always someone people can rely on.

His extensive knowledge, practical approach, and willingness to help others make him a highly valued colleague and a key contributor to the team's success. He consistently fosters a collaborative working environment and helps ensure smooth and efficient processes, even in challenging situations.

Through his dedication, reliability and team-oriented attitude, Arno embodies the spirit of "Creating Together" and the values that define Cicor.



**Yinhang Xu**  
Electrician, Suzhou, China

 Cicor Core Value  
**High Performance**



As a new employee who has been with Cicor Suzhou for less than one year, yet Yin Hang's professional competence and dedicated work attitude earned him high praise from the team.

He has a proactive approach to learning and is eager to acquire new skills. For new machinery and equipment, he studied their operating principles and mastered the repair techniques, thereby saving substantial costs on outsourced maintenance services. Furthermore, he possesses a strong sense of dedication and always align with the team's work arrangements. One example is during the Chinese New Year holiday, he postponed his own vacation plan to ensure on-time completion of the workshop transformation project.

His professionalism and commitment have won unanimous recognition from his colleagues and he truly embodies the "High Performance" value and spirit at Cicor.

## Emil Roman

Senior Test Development Eng, Arad, Romania



Cicor Core Value  
Collaboration

Emil, who works at the Arad site in Romania, has been recognised as a true role model within the team. His calm and supportive attitude, coupled with his willingness to help others whenever needed, makes him a highly valued colleague across the site.

What stands out most is Emil's dedication to sharing his knowledge and experience. He is someone his colleagues can rely on not only for support, but also for his role as an excellent "teacher", taking the time to guide and develop those around him.

His patience, expertise and collaborative spirit contribute greatly to a positive and supportive working environment.

Through his actions, Emil embodies the values of teamwork, knowledge sharing and mutual respect that underpin Cicor's "Creating Together" culture.



**Maruly Felexson**  
Quality Assistant Manager, Batam, Indonesia

Cicor Core Value  
**Integrity & Respect**  
**High Performance**



Maruly, who works at the Batam site in Indonesia, has been recognised for exemplifying the values of Integrity & Respect and High Performance through his outstanding dedication, professionalism and leadership.

He is a highly responsible individual who consistently demonstrates strong commitment to his work and takes ownership of his responsibilities. Known for his friendly and approachable nature, Maruly fosters open and effective communication with colleagues and team members across the organisation. His positive attitude and collaborative approach make him a trusted and valued member of the team.

Maruly is also highly responsive and proactive when facing challenges. He approaches problems with a solution-oriented mindset and is able to identify and implement effective measures to ensure smooth operations and continuous improvement. His ability to remain focused and deliver results, even in demanding situations, reflects his strong performance-driven attitude.

Equally important is the respect and appreciation he shows towards his team. He treats his subordinates with fairness, dignity and genuine care, creating a positive, supportive and motivating working environment where people feel valued and empowered to succeed.

Through his integrity, leadership, commitment to excellence and respect for others, Maruly embodies the spirit of "Creating Together" and the values that define Cicor



**Kevin Thornton**  
Cell Lead, Hartlepool, UK

Cicor Core Value  
 **Customer Focus**  
**High Performance**  
**Collaboration**



Kevin consistently demonstrates Cicor's core values of Customer Focus, Collaboration and High Performance through his commitment, leadership and support for colleagues.

An example of this is during a weekend, Kevin responded to an urgent call from the production team while off shift, taking the time to diagnose and resolve a critical manufacturing issue remotely.

His technical knowledge and calm guidance enabled the team to quickly restore production, preventing the loss of over six hours of manufacturing time.

Kevin's proactive support ensured customer delivery commitments were achieved, minimised operational disruption and highlighted his dedication to both team success and customer satisfaction.

**Matthew Richardson**  
Production Supervisor, Hartlepool, UK

Cicor Core Value  
**High Performance  
Collaboration**

Matt has delivered measurable business improvements at Cicor Hartlepool through automation and Kaizen initiatives that have transformed site manufacturing performance.

His projects have generated over £250k annual savings, increased SMT OEE by 8%, reduced changeover times by 50% and achieved world-class quality levels below 100 PPM.

He has introduced automated laser de-paneling, X-ray component counting and bulk feeder systems that have improved productivity, accuracy and operational capacity.

This data driven approach has removed manual processes, reducing production disruption and improving workflow efficiency across the site. Through strong collaboration with production and engineering teams, he has embedded a culture of continuous improvement driving business excellence and collaboration onsite.



**Christophe Siquin**  
ERP & Applications Manager,  
Douarnenez, France



Christophe from the Douarnenez site in France has been recognised for his exceptional dedication and versatility across the organisation. Thanks to his broad expertise and collaborative mindset, he can support colleagues in a wide variety of roles and departments, making him an invaluable part of the team.

His willingness to help others, coupled with his strong technical abilities and positive attitude, facilitates seamless collaboration across departments and enhances team efficiency. Christophe is known as someone who can always be relied upon for practical support, problem-solving and sharing knowledge and experience.

Christophe's commitment, flexibility and team-oriented approach make a significant contribution to the success of the site, and he embodies the spirit of "Creating Together" at Cicor.

**Adriana Bardahan**  
Quality Engineer, Bedford, UK



Adriana Bardahan has been recognised for her exceptional support across multiple areas of the organisation and her outstanding commitment to customer focus. She consistently goes above and beyond to support customer projects, responding rapidly to quality assurance queries and investigations and providing invaluable support to key accounts. Her versatility and dedication have enabled her to contribute significantly in roles ranging from manufacturing leadership to quality engineering.

Adriana's professionalism, strong sense of responsibility, and commitment to excellence are evident in all that she does. Combined with her calm, proactive, solution-oriented approach, she helps teams to navigate challenges effectively while maintaining a strong focus on customer satisfaction. Her colleagues value her reliability, expertise and willingness to support others whenever needed.

Adriana's dedication, collaborative spirit, and customer-first mindset contribute meaningfully to the organisation's success. She embodies Cicor's Customer Focus value, playing an important role in building strong, lasting customer relationships.

**Karine Poirier**  
Project Manager, Combrée, France



Karine, who works at the Combrée site in France, has been recognised for her professionalism, determination and ongoing development over the years. Thanks to her dedication and strong commitment, she has progressed steadily within the organisation and become a key member of the customer project team.

Her colleagues particularly appreciate the sense of responsibility and ownership she brings to every project. Karine approaches her work with great rigour, initiative and perseverance, always striving to achieve the best possible results.

She is renowned for her ability to find effective solutions, particularly with regard to meeting customer expectations in terms of timely delivery and quality.

In addition to her strong project management skills, Karine plays a vital role in fostering consensus and promoting collaboration across teams. Her positive attitude, customer-focused mindset and consistent contribution to project success make her a highly respected colleague and a worthy recipient of this recognition.

Karine embodies the values and spirit of "Creating Together" through her dedication, reliability and commitment to excellence.



**Didier Manceau**  
Methods Manager, Angers, France



Didier, who works at the Angers site in France, has been recognised for his integrity, professionalism and exceptional expertise, which he has developed through years of hands-on experience.



He is widely regarded as a true role model within the team, providing guidance, support and effective problem-solving whenever needed.

Thanks to his extensive knowledge and practical approach, Didier can find solutions in challenging situations, significantly contributing to the success of his department and the wider organisation.

His colleagues especially appreciate his calm leadership style, dedication and willingness to support the team.

As a manager, he is known for listening to his team members and doing everything possible to help them accomplish their tasks successfully. He pays close attention to the needs of his colleagues, is always ready to offer support, and is fully committed to creating a positive and collaborative working environment.

Through his leadership, expertise and commitment to his team, Didier embodies the "Creating Together" values and spirit at Cicor.

**Sylvie Bos**  
Leader CMS, Saint-Agrève, France



Cicor Core Value  
**High Performance  
Trust  
Collaboration**

Sylvie has been recognised for her unwavering dedication to supporting the company and her colleagues. She approaches her work with professionalism, reliability, and a strong sense of responsibility, and consistently demonstrates the highest standards in all that she does.

Sylvie is known for her professional and respectful attitude, and is always willing to help whenever support is needed. Her dependable nature and commitment to delivering quality work make her a trusted colleague who can be relied upon in any situation. Her positive approach and strong work ethic contribute significantly to the organisation's smooth operation and success.

Sylvie's dedication, professionalism, and team-oriented mindset are highly valued and appreciated. She truly embodies the spirit of "Creating Together" at Cicor, and her daily commitment and hard work make a meaningful difference.

# Employee Engagement Pulse Survey 2025

“Creating Together” as a Global HR Community



Dear Colleagues,

In previous editions of CLOSE we shared updates on the Group-wide, Employee Engagement Pulse Survey launched in September 2025. The survey was also launched in March, to new sites who joined the Cicor Group in 2025, to provide opportunity for everybody to participate.

We promised to keep you updated; here is the latest!

You can see participation below, an incredible response rate of 70% across 28 entities.

Thank you for your participation, with action plans at Group and entity-level now in place.



The survey results focus on five themes (shared in the last edition of CLOSE), aligned to the 2028 Cicor Strategy and People Strategy, providing valuable insights into views of colleagues globally across Cicor. The Cicor People Strategy is a priority for HR leaders and leadership teams across all entities with focus to create a:

Culture of equity, fairness and respect, supporting personal growth and trusting relationships, with a strong people management culture.

# Creating an environment which makes Cicor an Employer of Choice (EOC) globally.

## Employer of Choice (EOC)

What does it mean?

An “employer of choice” is a company that people want to work for because it offers a positive work environment and attractive benefits. An EOC employer typically stands out because of things like good workplace culture (respect, inclusion, support), career growth opportunities (training, promotions), fair pay and benefits, work-life balance, strong leadership and management and job security and recognition.

In 2025, as part of our aspiration to be an Employer of Choice, we identified nine areas of focus with development work continually in progress. The initiatives from this work, which you may see at Group level or locally at your site, incorporate the survey feedback received. Thank you!

We have created a survey action plan from the Cicor Group results which is continuously reviewed to ensure actions are implemented and progress is made. The survey will help us to understand how, as an EOC employer, we are perceived by the most important people who can give us feedback... you!

In September 2027, we will launch the survey again to continue to seek feedback but also to compare the results internally and externally against EOC employer benchmarks. Every contribution helps us to continue to improve, and build plans, to further enhance the experience we all have working for the Cicor Group. There is always room for improvement!

### **Tracy Squires**

Vice President Human Resources  
Cicor Group

# Introduction Bruno Kreis

## Director Corporate Marketing & Communications

Hello everyone,

In April this year, I took over the role of Director Corporate Marketing & Communications at Cicor Management in Bronschhofen. I originally joined Cicor in October 2022, when the company was only about half the size it is today. Seeing how fast Cicor has grown over the past three and a half years has been incredibly exciting!

What I enjoy most about working at Cicor is that although we are a large international company, collaboration still feels close, direct and personal. Whether speaking with colleagues from our production sites, engineering teams or corporate functions, I am constantly impressed by the expertise and commitment across the Group.

My professional background actually started in graphic design before moving into advertising and communication agencies. Later, I pursued studies in Marketing Management (Professional Bachelor) and Business Communications (BSc) and eventually found the field I feel most passionate about: translating business needs into communication and marketing initiatives that do not just look good, but create real impact.



This is exactly what we focus on every day in Corporate Marketing & Communications. Our work ranges from market communication and employer branding to internal communication, investor communication and media relations. As a relatively small team within a fast-growing listed company, our scope is naturally very broad, which makes the role both challenging and rewarding. Honestly, there are probably not many places where you can work on such a wide variety of topics in such an international environment! At the moment, we are also expanding our team, so I am confident that we will be introducing some new colleagues in the next issue of CLOSE.

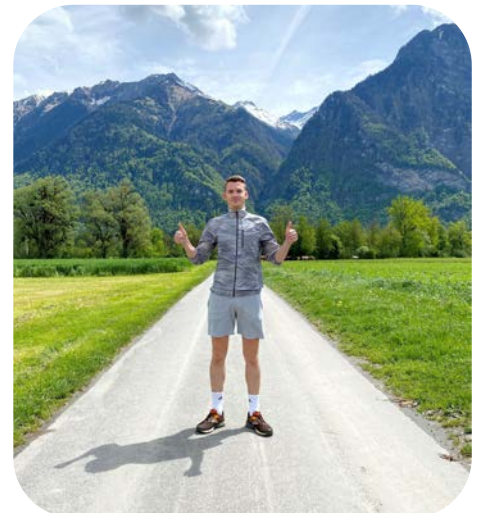
Alongside our daily business, we are involved in the Cicor 2028 Strategy. Our goal is to build a scalable brand and communications ecosystem that strengthens Cicor's market position, supports integration across the growing Group, and ensures consistent communication internally and externally.

And a few words about me personally: I grew up in eastern Switzerland and still enjoy living here today. I am happily married and spend much of my free time offline and outdoors, whether running, hiking or travelling and discovering new countries and cultures. The photo on the right was taken during the very first Wings for Life World Run in which Cicor participated in 2023. A great event, even if my legs may remember it slightly differently!

I am looking forward to meeting many more of you across the Group and send you my very best regards.



During a shopfloor video shoot in Bronschhofen



A reminder that Switzerland's scenery is hard to beat



Cicor Family

# Cicor at the Wings for Life World Run 2026

On Sunday, 10 May, 578 runners from Cicor locations around the world took part in this year's Wings for Life World Run. Together, the Cicor Group and Friends team covered an incredible 3,232 kilometers, making this by far our largest participation in the event to date.

Participants from 12 countries joined the initiative, either through local site events or individual runs, all united by one common goal: supporting spinal cord research and helping to find a cure for spinal cord injury. **The Cicor Group and Friends team finished in an impressive 26th place out of 14,996 teams worldwide!**



## Leaderboard

### Women's Top 5

1. Ruth, Hartlepool, 20.5 km
2. Katie, Hartlepool, 15.2 km
3. Ladina, Bronschhofen, 13.7 km
4. Michelle, Hartlepool, 12.8 km
5. Cristina, Arad, 11.4 km

### Men's Top 5

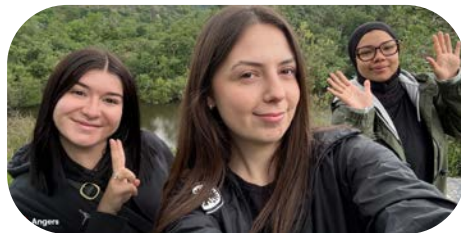
1. Kallum, Hartlepool, 32.8 km
2. Thomas, Boudry, 31.6 km
3. David, Combrée, 27.4 km
4. Jack, Bedford, 25.3 km
5. Florin, Bedford, 25.0 km

Congratulations to our top runners, Kallum and Ruth from Cicor Hartlepool. The winners were presented with Winner Certificates by Matthew Pemrick, Managing Director of the Hartlepool site.



This year's edition of the Wings for Life World Run brought together 346,527 participants worldwide, all united by one common goal: to help find a cure for spinal cord injury. In total, more than 8.4 million euros were raised during the event. This is what "Creating Together" means in action.

A big thank you to everyone who participated, supported the initiative and helped organise local activities around the world. We are already looking forward to participating again next year.



We have collected all highlights of the day in the video below. Please enjoy!



# Cicor at the Swiss Women's Run 2026

On 7 June 2026, a group of enthusiastic colleagues from Cicor Bronschhofen took part in the Swiss Women's Run (Frauenlauf) in Bern, one of Switzerland's largest and most inspiring sporting events for women.



What made this day particularly special was the diversity of our team. Nearly 33 women from various functions across Cicor joined the event, representing areas such as Production, R&D, Testing, Engineering, Quality, Administration, and other departments. Participants ranged in age from 16 to 72 years old, demonstrating that team spirit, motivation, and a positive attitude have no age limits.

The day began with everyone meeting in Wil/Bronschhofen, from where we travelled together by train to Bern. The journey itself was already part of the experience. Filled with conversations, laughter, excitement, and anticipation, it gave us a wonderful opportunity to connect with colleagues from different parts of the company and enjoy a great start to the day together.



Upon arriving in Bern, participants took part in either the 3 km or 5 km race categories. While the first group was already out on the course, the second group used the time to prepare for their own start. After completing their race, many members of the first group remained near the finish area to cheer on and encourage their colleagues. Their enthusiasm and support provided extra motivation for those still running and created a wonderful atmosphere of teamwork and solidarity. Seeing colleagues support one another and celebrate every achievement made the day even more special.

The race took place in and around the beautiful city centre of Bern, where thousands of women came together to celebrate sport, health, and community. The vibrant atmosphere, combined with the stunning surroundings, made the event a memorable experience for everyone involved.

After crossing the finish line, we rounded off the day with a well-deserved meal at a local Italian restaurant. It was the perfect opportunity to relax, share stories from the race, celebrate our achievements, and enjoy each other's company.

A very special thank you goes to each and every participant. Thank you not only for taking part, but also for bringing such wonderful team spirit, positive energy, kindness, and sporting enthusiasm to the day. The encouragement, support, and smiles shared throughout the event made it much more than just a race, it became a memorable experience that we enjoyed together as a team.



Events like this remind us that our strength lies not only in what we achieve professionally, but also in the connections we build with one another. Together, we created lasting memories, strengthened our sense of community, and showed once again that the Cicor spirit extends far beyond the workplace.



Thank you all for making this day such a success. We are already looking forward to the next Frauenlauf! 🏃‍♀️💖

**Atefeh Jamshidi**

Hardware Developer

Cicor site Bronschhofen, Switzerland

# WeAreCicor Teams

## Supply Chain Group at the Cicor site in Bedford, UK



This cross-functional team manages all material-related activities across the business, from providing accurate and timely material quotations to support new business opportunities, to ensuring continuity of supply through ERP-driven demand execution. The team works as one aligned function, focusing on cost, quality, delivery and strong supplier engagement to support operational excellence and strategic growth.

Their core strength? They create a fully integrated and efficient operation by combining purchasing and quotation activities within one organisation. This enables faster decision-making, improved visibility of material requirements and a seamless transition from quotation to production.

Customers benefit from more accurate material bids, stronger supply assurance and improved responsiveness. For Cicor, the integrated structure supports better cost control, reduced risk and a more resilient supply chain that can swiftly adapt to changing market demands.

What makes the team special is its combination of cross-functional expertise, in-depth market knowledge and operational discipline. Through proactive supplier engagement, data-driven decision-making and a commitment to reliability and continuous improvement, the Supply Chain Group ensures a smooth transition from quotation to production, creating long-term value for customers and the business.

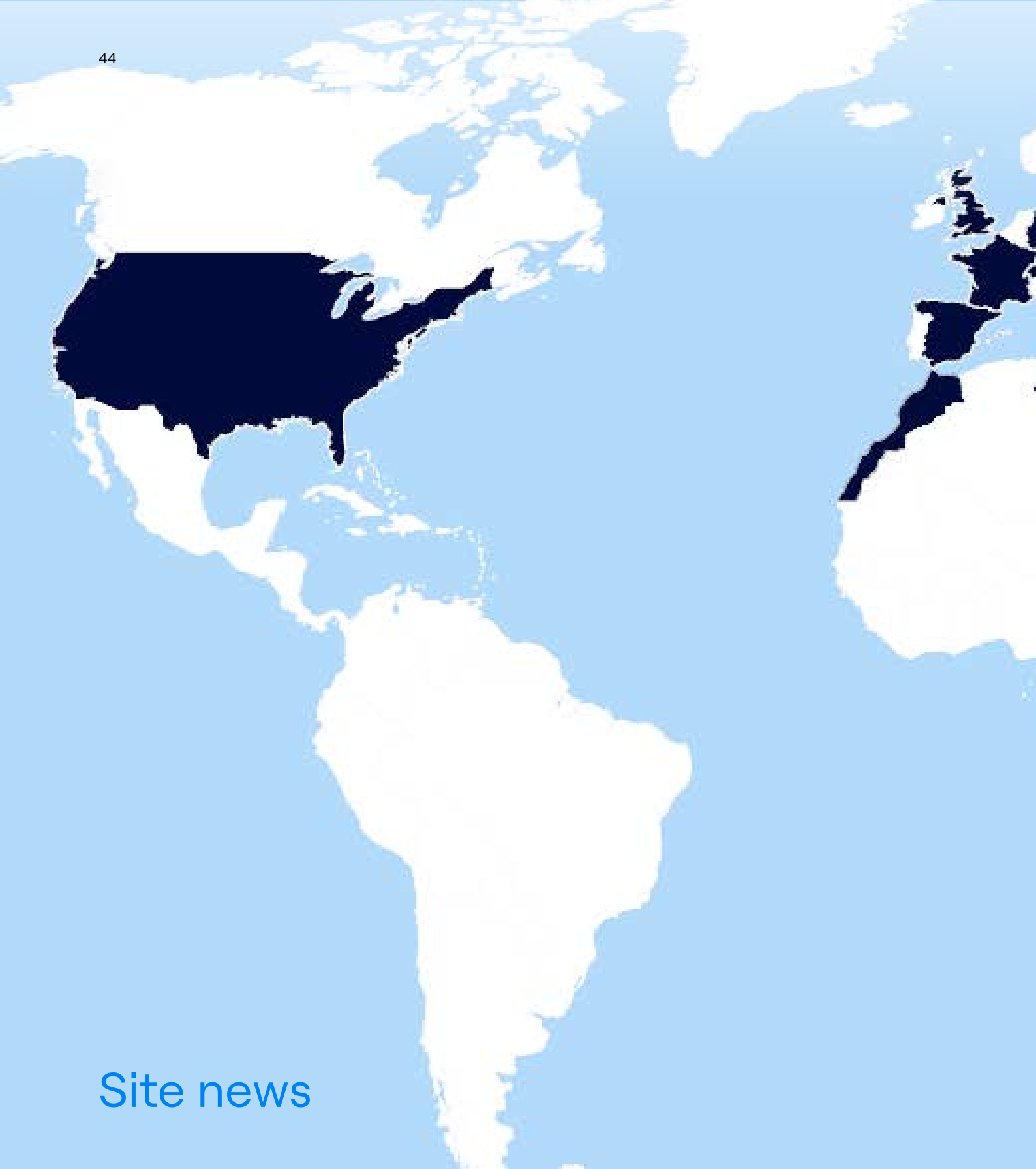
"I feel energised shaping new opportunities – turning complex material needs into clear, accurate quotes that help us win work, set realistic plans, and hand over smoothly to production and suppliers."

Jo

"I take real pride in keeping production running – securing the right parts at the right time, resolving risks early, and building trusted supplier partnerships that make every delivery dependable."

Karen

Would you like to be the next team featured in CLOSE?  
Send an e-mail to [corporatecommunications@cicor.com](mailto:corporatecommunications@cicor.com)  
and ask for more information.



# Site news

# Angers, France

## IPC Soldering Competition – Global Industrie Exhibition



The Cicor Angers site was represented at the IPC Hand Soldering Competition, organised by the Global Electronics Association during the Global Industrie exhibition in Paris.

On this occasion, Corinne Desmas and Sylvie Tusseau took part in this technical competition highlighting the expertise and know-how of electronics operators. They were selected following an internal competition organised at the Angers site.

During the exhibition, they received strong support from the teams present, who came to encourage them throughout the event.

We warmly congratulate Corinne and Sylvie on their participation and commitment, helping to showcase Cicor's expertise and high-quality know-how.

### **Blenda Krasniqi**

Chargée développement commercial et marketing



## Visit of the Management Team and Finance Team



The Cicor Angers site had the pleasure of welcoming the Group Management Team as well as the Finance teams for a site visit.

This meeting was an opportunity to present the site's activities, recent developments and ongoing projects.

Employees were able to share their daily work, achievements and implemented improvements.

We would like to thank all the teams involved in organising this visit and helping to highlight the work carried out at the Angers site.

**Blenda Krasniqi**

Chargée développement commercial et marketing



## Cicor 1st Anniversary Celebration



On 21 May, the Angers teams celebrated the site's first anniversary within the Cicor Group during a friendly and festive event.



The day included games, quizzes, a shared meal and a fun costume photo session.

This event gave employees the opportunity to come together and celebrate this first year under the Cicor colors.

**Blenda Krasniqi**

Chargée développement commercial et marketing

# Boudry, Switzerland

## 2026 Cicorel Chess Tournament

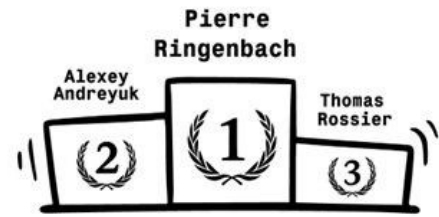


64 squares and more possibilities than there are atoms in the observable universe. That's the magic – and the cruelty – of chess!

Between February and May 2026, chessboards livened up lunchtime breaks at Cicorel. Fifteen participants competed in a rapid chess tournament with a time control of 10 minutes plus 10 seconds per move, playing one game per week. It was a unique way to enjoy some friendly social time while giving their brains a workout.

The concept was simple: everyone played against everyone else. But behind this apparent simplicity lay a true strategic battle, combining concentration, time management, risk-taking... and sometimes a few fatal mistakes. Because in chess, even the slightest misstep can prove very costly. Yet nothing is ever over until checkmate or the flag falls.

After 14 rounds full of suspense, Pierre ultimately emerged as the winner with an impressive record of 12 wins, 1 draw, and just 1 loss. Alexey and Thomas rounded out the podium after a very solid tournament.



Special mention also goes to Michel, the only player to have managed to beat our future champion.

Beyond the results, this tournament was above all an opportunity to foster a great atmosphere and strengthen bonds among colleagues. From the intense joy of an unexpected victory to the frustration of giving up a piece too quickly, every game brought its own share of emotions.

One thing is certain: this first edition has us eager to do it again.

Ready for a tournament at the C'icor Group level?

**Thomas & Carlos**

# Combrée, France

## Visit of the Management Team and Finance Team



The Cicor Combrée site had the pleasure of welcoming the Group Management Team as well as the Finance teams for a site visit.

During the morning, visitors discovered several key areas of the site, including the warehouse, CMS lines, Top 30, SKF and the RDI department.



The teams presented their work, the improvements achieved and the ongoing projects during constructive and engaging discussions.

This visit highlighted the commitment and professionalism of the Combrée employees.

**Blenda Krasniqi**

Chargée développement commercial et marketing

## One Year with Cicor!



One year after joining the Cicor Group, the Combrée team came together to celebrate this important milestone.

To mark the occasion, employees enjoyed a friendly event featuring:

- Complimentary crêpes from the Les Galettes de Marie food truck
- 🍵 A personalised Cicor Combrée mug for every employee
- A fun quiz about the site's history and key figures
- 🧠 A collaborative artwork created by all employees

This event was a great opportunity to celebrate the journey achieved together and thank all employees for their commitment and dedication throughout the year.

Together, we continue to build the future of Cicor Combrée!

**Blenda Krasniqi**

Chargée développement commercial et marketing



# Dresden, Germany

## Cicor Germany has installed a new Takaya flying probe tester and, by implementing it as an in-line system, has expanded its production capacity

The growing complexity of electronics manufacturing, coupled with the ongoing miniaturisation of electronic assemblies, has continued unabated since the turn of the millennium. New technologies such as embedded PCBs, in which electronic components (such as ICs, resistors, or capacitors) are integrated ("embedded") directly into the inner layers of the printed circuit board, require test coverage that is as complete as possible. In this context, considering the mentioned miniaturisation of electronics, more and more developers are foregoing the provision of sufficient test points (at least 1 per network, preferably 2 for high requirements regarding load or accuracy, e.g., Kelvin) or are even forced to do so due to lack of space. Therefore, the flying probe test system with movable probes is ideally suited for thoroughly testing such assemblies in preparation for functional testing and ensuring their subsequent perfect functionality.

Cicor Deutschland GmbH responded to this development by purchasing the APT-2600FD-A flying probe tester from TAKAYA Corporation (launched in March 2025). It replaces the APT-9411CE (also from TAKAYA Corporation), which was purchased in 2006. In making this purchase, Cicor Deutschland is relying on the manufacturer's many years of experience in software and hardware and reserves the right to transfer existing test programs to the new machine. Thanks to the added functionalities, it is possible to further optimise the test programs in terms of turnaround time and test depth and to increase the efficiency of the test procedure for existing products.

The new tester makes it possible to test assemblies on both sides or, depending on the layout, to test networks whose access points are not located on the same side of the PCB. This allows for greater test coverage. In addition, six test points can now be contacted simultaneously instead of the previous four, which improves the options for stimulating and programming circuit components. PCBs with a maximum size of 540 mm x 483 mm can be tested at a speed of up to 50 tests per second and with a test probe positioning accuracy of  $\pm 25 \mu\text{m}$ . Test points may be defined on the PCB with a minimum pad size of 50  $\mu\text{m}$  and a minimum spacing of 150  $\mu\text{m}$ .

The automatic loading and unloading of the PCBs to be tested enables inline operation of the flying probe. The LPE-2M loader and LPA-2M/QV unloader from RG Elektrotechnologie GmbH can each accommodate two of the ESD PCB magazines used as standard at CID (Type 703.2 from cab Produkttechnik Gesellschaft für Computer- und Automations-Bausteine mbH & Co KG). This corresponds to the pass/fail sorting mode. In this mode, the unloader sorts the PCBs into the appropriate magazine based on the test results transmitted by the flying probe tester. For this data exchange, the machines are connected to each other via a SMEMA interface (standard in electronics manufacturing).

Until now, the steps mentioned above had to be performed entirely by test floor personnel. Thanks to the tester's inline capability, these personnel can now focus on special tests or the processing of assemblies at non-automated test stations. A traffic-light system and audible signals on the loader, flying probe tester, and unloader allow for the proper operation of the machine to be monitored and always verified. In the future, by expanding the loader or unloader, autonomous operation similar to that of an employee is conceivable, regardless of the time of day or day of the week. Of course, circuit boards can also be loaded and tested manually as before, as may be necessary, for example, in the case of rework or complaints.

With this investment in a new flying probe test system, Cicor Deutschland is strengthening its position as a reliable EMS partner within the international Cicor Group and underscoring its commitment to systematically automating standard processes in order to continuously improve manufacturing quality for the benefit of our customers and remain a reliable partner for the future.



**Tobias Zeidler**

Engineering/Prüffeld, Cicor Deutschland GmbH

# Gosport, United Kingdom

## Time to Talk – Stand Easy



STS Defence hosted their first Stand Easy event in support of Mental Health Foundation Awareness Week on Wednesday 13th May.

The event not only raised money for the Royal Navy & Royal Marines Charity through the sale of donated goodies but also helped to raise awareness of the importance of mental health and wellbeing.

Employees were invited to come along for a chat with the company mental health first aiders, in a group session or a 1-2-1 conversation.

**Katy Duggan**

Marketing Executive

## STS Defence Sponsors Gosport Marine Festival



STS Defence was delighted to sponsor Gosport Marine Festival that took place on Saturday 16th May.

Organised by Portsmouth Harbour CIC, the Gosport Marine Festival has been a key local event for over a decade, celebrating the town's maritime heritage and coastal culture. Every year, it attracts visitors of all ages with free, hands-on water activities such as sailing, kayaking, paddleboarding, and boat tours, led by experienced instructors.

As sponsors of the Gosport Marine Festival in May, we were invited to attend the opening ceremony and VIP event aboard the Lightship. Ben met with Gosport MP Dame Caroline Dinenage DBE, Rear Admiral Jude Terry CB OBE, and the Mayor of Gosport, Cllr Kirsten Bradley, reaffirming our strong local relationships and ongoing commitment as a Gosport business and employer.

STS Defence was proud to support the Gosport Marine Festival and establish a partnership with Portsmouth Harbour Marine CIC to celebrate the rich maritime heritage and culture of Gosport.

**Katy Duggan**  
Marketing Executive

## Prioritising Wellbeing at STS Defence

At STS Defence, the wellbeing of our team is a top priority, with initiatives designed to keep employees active, energised, and supported throughout the workweek.

One of the company's offerings is the Thursday Lunchtime Run Club, a fun and inclusive way for staff to step away from their desks, stretch their legs, and recharge with colleagues. Open to runners of all levels, participants enjoy the fresh sea air and scenic waterfront views while connecting with teammates.

Employees can also take advantage of a free weekly Pilates class. This low-impact workout helps improve flexibility, strengthen core muscles, enhance posture, and reduce stress, supporting overall health and wellbeing.

To keep energy levels high during the day, fresh fruit is provided twice a week, giving staff a simple, nutritious boost to maintain focus and productivity.

For those looking to make commuting part of a healthy routine, the Bike to Work scheme encourages active travel. With an office conveniently located for walking, cycling, or public transport, employees can start their day energised and stress-free.

Through these programmes, STS Defence fosters a culture where health and wellbeing are integral to both individual and team success, ensuring employees thrive on and off the job.

### **Katy Duggan**

Marketing Executive

## Events – DPRTE 2026 & Combined Naval Event 2026

In March, STS Defence joined Axis Electronics, Cicor Newport and Cicor Hartlepool at the Defence Procurement, Research, Technology & Exportability (DPRTE) event at the Farnborough International Exhibition & Conference Centre to showcase the combined Aerospace and Defence expertise of the Cicor Group's UK operations.

This collaboration continued in May, when the Aerospace & Defence UK experts from Axis Electronics, Cicor Newport and STS Defence attended the Defence Leaders Combined Naval Event (CNE) at the same venue, once again presenting the strength and breadth of the group's integrated UK capabilities.

### **Katy Duggan**

Marketing Executive



# Hartlepool, United Kingdom

## Celebrating dedication

Earlier this year, we celebrated our colleague Debbie English reaching a remarkable milestone of 40 years of service with the company. Reaching four decades in one place is a truly special achievement and reflects Debbie's loyalty and dedication to the site over many years.

Congratulations to Debbie on behalf of everyone at Cicor Hartlepool and thank you for everything you have contributed over the past 40 years.

**Katie Barlow**  
HR Assistant



## Showcasing the Site

In February, we welcomed the Hartlepool Mail to the site for a feature on our role as one of Hartlepool's largest employers and our ambitions for growth in new sectors. This gave us the opportunity to showcase our work, our people, and the impact we're making locally. The article was published both in print and online, highlighting the site's achievements and future plans.



In March, we welcomed the new owner of Hartlepool United Football Club, Landon Smith to the site. It was a real pleasure to host Landon and showcase our facility. He took the time to speak with colleagues across the business, showing genuine interest in the work we do. Beyond our impressive capabilities, what truly resonated with Landon was our culture, that puts people at the heart of everything we do.

In April, Managing Director Matthew Pemrick was invited onto Radio Hartlepool to talk about the company's strong local presence, the dedicated workforce, and the charitable and community work we are involved in. It was a great opportunity to share more about the people behind the business and the positive impact the site continues to make within the local community.



**Katie Barlow**  
HR Assistant

## Supporting Our Community



Each year, our site supports two charities, one permanent charity, and one chosen by colleagues. In 2025, our permanent charity was Alice House, the region's only adult hospice, and our chosen charity was Danny's Legacy, which promotes mental-health awareness. Together, we raised almost £4,000 for both charities and welcomed them to site in March to present them with their cheques. They shared how our fundraising will support their vital work. We look forward to continuing our support for both organisations in 2026.

We are delighted to continue supporting and sponsoring local clubs within the community. This includes Seaton Carew Cricket Club, Hartlepool District Under 14s football team, and West Hartlepool Strollers Walking football team. These partnerships are something we are proud of, helping to support grassroots sport and are a great way for us to stay connected to the local area.

**Katie Barlow**  
HR Assistant



## Celebrating Site Success



On 26th March, colleagues from Cikor Hartlepool attended the Insider Media Made in the North East Awards, an event celebrating the very best of the region's engineering and manufacturing sectors, along with the talented people behind them.

We were shortlisted in three highly competitive categories: Apprentice of the Year (Matthew Black), Engineer of the Year (Matthew Richardson), and Manufacturer of the Year (under £25m). Being recognised across multiple categories is a fantastic achievement and reflects the hard work, and dedication of our workforce, and the continued progress across the site.

Competition was strong in all categories, but we are proud to say our very own Matthew Black took home the Apprentice of the Year award! This is a fantastic achievement and a real testament to Matthew's commitment and contribution. He was supported on the night by nine colleagues from across the site, who were there to celebrate the success with him.



Congratulations to Matthew on a very well-deserved win!

**Katie Barlow**  
HR Assistant

## Mental Health Awareness Week

For Mental Health Awareness Week in May, Hartlepool came together to encourage open and honest conversations around wellbeing. Leaders spent time speaking with individuals about the steps they take to protect their mental health, which led to several insightful and meaningful discussions.



During the town hall, the team learned more about recommended ways to support and maintain positive mental health, while also reflecting on the different approaches our colleagues use in their everyday lives. Following the session, we held a "Chill and Chat" gathering, providing everyone with an opportunity to continue the conversation, share experiences, and discuss the activities and habits that help them look after their mental wellbeing.



## North East Young Enterprise Awards



In March, Head of Quality & Supply Chain Lizzy Brown attended the North East Young Enterprise Awards, where six teams from local schools competed for the top prize. Each team had successfully set up and run their own business, developing and selling products or services before presenting their journey to the judging panel through interviews and presentations.

It was inspiring to see students aged 15–18 presenting with such confidence, professionalism, and passion. The event highlighted that success was not solely measured by profit, but by the skills, experience, and lessons the students gained throughout the process.

The winning team will now progress to the regional finals, with their sights set on the international awards.

Cicor Hartlepool were also proud to continue sponsoring the awards, with Lizzy also representing the site as one of the head judges.

**Katie Barlow**  
HR Assistant

## Supporting our managers by giving them the tools to succeed.



In 2025 we identified the need to strengthen our "Shadow Leadership Team" to bridge the gap between operational tasks and strategic leadership, ensuring the business has a robust pipeline of capable leaders ready to drive future growth.

We engaged with an external partner and developed a Leadership and Management Programme. The delivery focused on three core pillars:

- Management of Self: Developing personal productivity and emotional intelligence.
- Foundations of Leadership: Establishing the fundamental principles of leadership and managing people.
- Effective Leadership: Advanced thinking and principles for leading people and processes, to evolve business and enable change.

A significant element of the programme was the participants running business improvement projects, requiring them to apply their new skills to real-world operational challenges within the business.

The programme successfully transitioned the team from theoretical learners to active change agents.

Key results included:

- Practical Application: Successful completion of two cross-functional projects that improved site efficiency.
- Practical Application: Successful completion of two cross-functional projects that improved site efficiency.
- Leadership Readiness: Participants demonstrated improved competency in managing self and leading others.
- Cultural Shift: A more unified middle-management tier capable of independent problem-solving and proactive business improvement.

We have seen a definite increase in the engagement and confidence of the team. The projects they worked on have achieved fantastic results and everyone that participated has both developed their skills and enjoyed themselves in the process.

**Katie Barlow**  
HR Assistant

# Ho Chi Minh City

## People First – Growing Stronger Together

4 minutes that recharge an entire workplace



At Cicor Vietnam, employee well-being remains one of our key priorities. During daily operations, many employees – both in offices and production areas – work continuously for long periods without enough stretching or relaxation, which can lead to fatigue, stiffness, and neck or shoulder pain.

To improve employees' physical well-being and energy during the working day, Cicor Vietnam officially launched a company-wide Midday Exercise Program for all employees.

With just 4 minutes each day, employees participate in a simple yet effective exercise routine focusing on wrists, ankles, neck, hips, shoulders, and upper back muscles. Accompanied by upbeat music, the program also includes short shoulder massage activities between colleagues, creating a fun, relaxing, and energetic atmosphere throughout the workplace.

The initiative has been implemented across the entire company – from office staff to production operators – and has received overwhelmingly positive feedback from employees.

Many employees shared that the program helps them:

- Feel more refreshed after lunch breaks
- Reduce neck and shoulder discomfort
- Stay more energised during afternoon shifts
- Relax mentally after continuous working hours
- Strengthen team bonding through shared activities

“After lunch, I usually felt sleepy and tired. The exercise session helps me feel refreshed and more energetic for the afternoon shift.”

My Xuan  
Production Operator

What started as a simple 4-minute activity has quickly become a meaningful daily routine that brings more energy, positivity, and connection into the workplace.



The initiative reflects Cikor Vietnam’s commitment to creating a healthier, happier, and more people-centered working environment.

## More than a Game: Where Team Spirit Comes Alive



The 2026 Football Tournament organised by the Trade Union of Cikor Vietnam officially came to an exciting and memorable close.

One of the most special highlights of this year's tournament was the random team draw system, which created mixed teams from different departments including Facility, ME, IT, Production, Quality, Warehouse, and Engineering. More than just football matches, the tournament became a valuable opportunity for employees to connect, collaborate, and build stronger relationships beyond departmental boundaries.



As one of the most anticipated after-work activities at Cicor Vietnam, the tournament truly reflected the company spirit of:

## “Work Hard – Play Hard”

Throughout the competition, players delivered impressive technical performances, powerful goals, and passionate teamwork while maintaining a joyful and fair-play spirit. The enthusiastic support from cheering teams and colleagues created an electrifying atmosphere that brought the Cicor spirit to life both on and off the field.

### Final Results

- Champion: FC Team (Facility – ME – IT – Production)
- Runner-up: ME Team (ME – Quality – Warehouse)
- Third Place: Orange Team & White Team
- Top Scorer: Hồ Sỹ Tài

“Even though we came from different departments, we played like one team. That’s the real value of the tournament.”

Engineering Team Member

Regardless of the final rankings, every team became a champion in the hearts of employees and supporters. The tournament once again demonstrated the unity, passion, and positive culture that continue to define Cicor Vietnam.

Congratulations to all participating teams for their dedication, teamwork, and sportsmanship. We look forward to an even bigger and more exciting season next year!

## Inspiring the Next Generation of Engineers



VGU Career Fair 2026 concluded successfully with many meaningful moments and valuable connections between businesses and future engineering talents.

Cícor Vietnam was honored to participate as a main sponsor, contributing to a professional, dynamic, and inspiring career event for students of Vietnamese-German University.

One of the key highlights of the event was the sharing session by Nguyễn Trọng Luật. Through practical stories and real-world experiences from international working environments, he shared valuable insights about career development, continuous learning, and proactively embracing opportunities in today's global technology landscape.

He also spoke openly about his personal journey of stepping outside his comfort zone – overcoming challenges, adapting to new cultures, and growing through both successes and failures during his studies and working experiences in Germany and Vietnam.

His stories provided students with a deeper understanding of the differences between European and Vietnamese working environments, while encouraging them to pursue growth with confidence, curiosity, and resilience.



“Students today are looking for more than jobs – they are looking for inspiration and growth opportunities.”

Nguyễn Trọng Luật

The event marked another important step in strengthening the connection between Cicor Vietnam and the next generation of engineering talent.

# Newport, UK

## Easter Eggs



At Cicor Newport, the Easter Bunny has been working tirelessly behind the scenes.

Making sure every member of our team felt included this Easter was a small gesture, but one rooted in something bigger - creating a culture where people feel seen, appreciated, and part of something bigger.

Moments like this might seem simple, but they play an important role in building a positive and engaging workplace.

**Marta Williams**

HR Advisor

## Ambassador's visit



We had the honour of welcoming the Swiss Ambassador, Dominique Paravicini, to our site Cicor Newport, accompanied by Marlies Hoecherl and Tessa Kofmel.

It was a great opportunity to showcase our facility and most importantly, the people behind it. We were proud to highlight our training school and commitment to staff development, which plays a key role in supporting the next generation of talent within our industry.



**Marta Williams**

HR Advisor

## Manufacturer of the year

Our team at Cicor Newport had the pleasure of attending the Wales Business Awards 2026, where we were proud finalists in recognition of manufacturing excellence in Wales.



While we didn't take home the award this time, it was a fantastic honour to be recognised among so many outstanding Welsh businesses for our commitment to production excellence, innovation and operational performance.

Most importantly, it was a great opportunity to celebrate the hard work, dedication, and passion of our incredible team, who proudly represented Cicor Group at the event.



**Marta Williams**

HR Advisor

## Bristol Half Marathon



Will recently took on the challenge of the Bristol Half Marathon, completing the 13.1-mile course in an impressive time of 02:45:09 while raising an incredible £677 for Mind.

The Bristol Half Marathon is one of the UK's most popular running events, attracting thousands of runners each year to take on the scenic route through the city's streets and landmarks. The event is not only a test of endurance and determination, but also a fantastic opportunity to support important charitable causes.

Mind is a leading mental health charity in England and Wales, providing advice, support, and services for people experiencing mental health problems. The charity works to improve mental health awareness, campaign for better services and rights, and ensure that nobody has to face a mental health problem alone.

Will's achievement reflects tremendous commitment, resilience, and community spirit. By taking on the Bristol Half Marathon and supporting such an important cause, he has helped raise both funds and awareness for mental health support services that make a real difference to people across the UK.



**Marta Williams**

HR Advisor

## 10 Y Fan – Our Minds Together CIC £3,634 raised



Our HS&E Manager Kieran recently took on the incredible 10-Y-Fan Challenge, pushing himself to complete the demanding endurance event while raising awareness and vital funds for mental health support. Through determination, resilience, and the support of family, friends, and the community, Kieran and the Team raised an amazing £3,634.00 for Our Minds Together.

Pen y Fan is the highest peak in South Wales, standing at 886 metres above sea level. Known for its breathtaking views and challenging climbs, the mountain attracts walkers from across the UK and beyond.

The 10-Y-Fan Challenge is a gruelling endurance event where participants climb Pen y Fan ten times within 24 hours, testing both physical and mental strength. Completing the challenge requires stamina, determination and teamwork, making it a powerful way to raise awareness and support for important causes.

Our Minds Together is a community-driven mental health and wellbeing organisation focused on supporting men, fathers, football clubs, and local communities through accessible mental health programmes, wellbeing projects, and events. Their mission is centred around compassion, empowerment, and creating supportive spaces where people can connect and thrive.



Kieran's achievement is a fantastic example of how determination and community spirit can make a real difference, helping to support vital mental health initiatives while inspiring others to take on challenges of their own. Well done Kieran and the Team!

**Marta Williams**

HR Advisor

## Cascade YC Ladies – Cicor Sponsoring

We are incredibly proud to congratulate the Cascade YC Ladies Under 13 Girls team on winning the South Wales Women & Girls League Cup Trophy!

What an amazing achievement and a true reflection of the hard work, dedication, teamwork and passion shown by the players and coaches throughout the season.



As proud sponsors, everyone at Cicor would like to say a huge congratulations to the girls on this fantastic success! You should all be extremely proud of yourselves!

Champions on and off the pitch!

**Marta Williams**

HR Advisor

# Solon, USA

## Cicor Sharing Closet



At Cicor Ohio, Solon, we believe that supporting one another goes beyond the workplace. That's why we have introduced the Cicor Sharing Closet- a shared resource that is designed to help employees and their families during times of need.

The Cicor Sharing Closet is a dedicated space where employees can donate or access everyday essentials such as:

- Clothing
- Household items
- Personal care products
- Baby items and necessities

This initiative reflects the strength of our workplace culture and the compassion of our team members. Life circumstances can change at unexpectedly, and the Cicor Sharing Closet is intended to provide support in a respectful, welcoming, and confidential manner.



**Nikki Levett**  
Director of Human Resources

## Riversweep 2026

Riversweep 2026, held on May 2nd, 2026 brought together volunteers, community organisations, local businesses, and environmental advocates with one shared goal-protecting and preserving local waterways for future generations.



During this event, volunteers dedicated time and energy to removing litter and debris from riverbanks, parks, and surrounding public spaces. Participants worked side by side to improve the beauty, safety, and environmental health of the area. This event helped to raise awareness about the importance of environmental responsibility, pollution prevention, and sustainability.



**Nikki Levett**  
Director of Human Resources

# Suzhou, China

## Suzhou Launched Cross Functional Training in Q2



To align to Cicor Academy and Cicor People Strategy, Cicor Suzhou launched cross functional training program in Q2. It provides a new learning platform to local employees and offers more communication opportunities to different functions and positions.

The first training course was conducted in May, delivered by Xiaomin Yao, Assembly Supervisor. Employees from Moulding, Tooling, Quality and Project departments participated the training. The course covered basic knowledge of laser marking machines, including working principles, process standards and troubleshooting tips of different types of laser marking machines. Closely linked to on-site work, the training was highly practical and targeted.

In Q3 and Q4, more training courses across production, quality, project management and information knowledge will be provided to improve inter-departmental communication and experience sharing, as well as to enhance team collaboration and personal development.

**Anne Pan**  
HR Manager

## Team Cicor Suzhou at the Wings for Life World Run



On May 10, 2026, at Huqiu Wetland Park, 15 Suzhou colleagues joined Team Cicor at the Wings for Life World Run.

Huqiu Wetland Park features a 6-kilometre smart track, fitted with AI recognition poles, interactive smart screens and multi-functional fitness testing pillars. Without wearable devices, the runners experienced automatically recording running distance, pace, calories and other data, as well as real-time rankings and social sharing.



However, the 6-kilometre race was more than ordinary exercise to the runners – it was a relay of love. Every step the runners took helped create more possibilities for finding a cure for spinal cord injury. Most importantly, the event brought together people and teams across the Cicor Group for a good cause.

**Anne Pan**  
HR Manager

# Wangs, Switzerland

## Visit by Cicor Nordic Engineering to Cicor Mircotech



We recently had the pleasure of welcoming a three-person team of colleagues from Cicor Nordic Engineering in Sweden. The purpose of the visit was to attend a CAD training session aimed at further strengthening our future collaboration in this area.

Face-to-face meetings and direct dialogue are particularly valuable. They provide an opportunity to learn from one another and develop new ideas together. The visit demonstrated just how positive cross-site collaboration is within the Cicor Group.

**Stefanie Jageregger**  
Executive Assistant

## A sporting spring at the Wangs site

Spring at our Wangs site was all about getting active. As temperatures rose, many staff members were drawn outdoors to enjoy the fresh air. Whether through 'Bike to Work', the 'Wings for Life Run' or our lunchtime running group, numerous colleagues gave it their all and thoroughly enjoyed taking part in these group activities. Regular exercise boosts not only physical but also mental health. Leaving the car at home now and then also makes a valuable contribution to the environment. That's why we encourage such initiatives and support our staff with refreshments and the chance to sign up for gym membership at a local club.

This allows them to attend group classes or work out at the gym whenever suits them. Getting enough exercise is essential for staying healthy and fit in the long term. That is exactly what we want for our employees.

**Stefanie Jageregger**  
Executive Assistant

## Successful integration of former employees from Ulm

Almost a year has passed since we closed our production site in Ulm. During this time, six employees have decided to relocate from Germany to Switzerland so that they can continue to be part of Cicor Microtech.

They have all settled in well by now and feel very much at home in Wangs. We greatly appreciate this loyalty to the company.

“I’ve felt very welcome in the company and in my department. Everyone treats each other with great respect, and my colleagues have been and continue to be very helpful and patient. I’m happy to be here.”

That’s the conclusion of Nicole V., after almost a year in Switzerland.

We are grateful to be able to count on such loyal employees.

**Stefanie Jageregger**  
Executive Assistant

# Events

Below you will find impressions from our most recent trade fair appearances, as well as our outlook for future events.

## Global Industries Paris

Paris, France

30 March – 2 April 2026



## MedtecLIVE

Stuttgart, Germany  
5 - 7 May 2026



## Focus on PCB

Vicenza, Italy  
13 - 14 May 2026



## CNE Navy Leaders

Farnborough, UK  
19 - 21 May 2026



## Med-Tech Expo

Birmingham, UK  
3 - 4 June 2026



## Hardware Pioneers Expo

London, UK  
10 - 11 June 2026



## ILA

Berlin, Germany  
10 - 12 June 2026



## Eurosatory

Paris, France

15 – 19 June 2026



## Planned trade fairs

- **Medical Manufacturing Asia**  
9 - 11 September in Singapore
- **Electronica**  
10 - 13 November in Munich, Germany
- **Compamed & Medica**  
16 - 19 November in Dusseldorf, Germany