



2026

Cicor
Close 3/26

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Editorial

CEO Alexander Hagemann



Meet the staff

Tam Duy Ngo

About Tam

Cicor site: Ho Chi Minh City, Vietnam

Function: Lean Manager cum Assistant Managing Director

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



Hobbies: I enjoy travelling with friends, especially exploring the mountains through hiking and camping. I also enjoy learning new things in my free time. For me, learning is not limited to work or formal education — I simply enjoy discovering new knowledge, new perspectives and new experiences.



What is your favourite place in the world?

My favourite place is the mountainous region of northern Vietnam. I love the peaceful landscapes, fresh air and the feeling of being close to nature. Every trip there gives me a chance to slow down, recharge and see things from a different perspective.

Life motto:

“When you reach the end of the road, there may be an alley. At the end of the alley, there may be a trail. At the end of the trail, there may be another small path.”

So, when you feel that there is no way forward, don't stop. Keep moving, keep exploring and keep looking for another possibility. Sometimes, the next path only appears when you are willing to take one more step.

I would say that I have learned the importance of acceptance.

The world is full of different people, perspectives, habits and ways of doing things. I don't believe that everything has to be judged as simply right or wrong based on our own way of thinking.

Instead, I try to accept that differences are part of life. Just as every colour contributes to a beautiful picture, every person and every perspective adds a different colour to the world.

For me, acceptance does not mean agreeing with everything. It means understanding that there can be more than one way to see the same thing.

About Tam's job

What does a normal working day look like for you? Every day is a different story.

Of course, there are routine responsibilities, but there are also always new challenges and opportunities to discover something about myself. I see going to work as gaining another experience and another opportunity to learn.

I sometimes joke that my job keeps "forcing" me to learn new things — because there is always something new to understand, solve or improve in order to meet the needs of the business.

What do you enjoy most in your job? What I enjoy most is seeing the ideas and initiatives I work on being supported by my colleagues and, most importantly, being put into practice.

When I see that something I have proposed is actually applied and used in our daily work, it gives me a great sense of satisfaction. It makes me feel that my efforts are creating real value and that I am making a meaningful contribution to the development of the company.

That feeling is one of my biggest motivations to keep learning, improving and looking for new ways to make a difference.

What are the challenges within your function? One of the biggest challenges is the need to continuously learn and adapt.

Lean and continuous improvement are not static. There are always new technologies, new methods, new ideas and new perspectives emerging in the market. I believe we need to keep learning, stay curious and find ways to apply new knowledge to improve our processes and our way of working.

For me, the challenge is also the opportunity: there is always something new to learn and something to improve.

Who do you want to meet in the next issue of Close? Marta Williams, HR Advisor, Cicor site Newport, UK .

cicor



News

Half-Year Report 2026

Strong first half for Cicor



Cicor recorded strong growth in revenue and order intake in the first half of 2026. Revenue increased by 19% compared with the previous year to CHF 334.1 million, while order intake rose by 39.8% to CHF 399.8 million.

The book-to-bill ratio reached 1.2 and remained above one for the fifth consecutive quarter. Organic growth was 0% for the first half as supply chain constraints and limited component availability affected the start of the year. In the second quarter, organic growth returned to positive territory at 5.3%.

At the same time, Cicor continued to integrate the businesses acquired in 2025. Production transfers, capacity expansion and other integration activities temporarily affected profitability during the first half. Adjusted EBITDA amounted to CHF 28 million, corresponding to an adjusted EBITDA margin of 8.4%.

The return to positive organic growth in the second quarter, together with the record-high orderbook, supports expectations for a stronger second half of the year.

[Link to the Half-Year Report 2026](#)



Strategic partnership with EDM I

Cicor has announced a strategic manufacturing partnership with EDM I, a Singapore-headquartered provider of smart metering and energy management solutions.

As part of the planned transaction, Cicor intends to acquire EDM I Electronics Sdn. Bhd., which operates the manufacturing site in Johor, Malaysia. The site is expected to become a centre of excellence for the final assembly of industrial products for the APAC market.

Cicor and EDM I already have a long-standing relationship through Cicor Maroc, which has been a manufacturing partner of EDM I for smart electricity meters. Under the new agreement, Cicor will act as the global manufacturing partner for most of EDM I's smart meters.

EDM I will continue to design and develop its smart metering and grid solutions and remain responsible for product quality standards and ongoing customer support.

Final assembly is planned to take place in Johor, while PCB assemblies are planned to be manufactured at Cicor's existing sites in Ho Chi Minh City, Vietnam, and Dongguan, China.

The partnership is expected to generate annual revenue of more than USD 50 million for Cicor and is part of Cicor's strategy of growing through long-term customer partnerships and acquisitions.

The transaction remains subject to further due diligence, regulatory approvals and the signing of the final agreements, with closing planned for the fourth quarter of 2026.

Cicor 60 years Anniversary

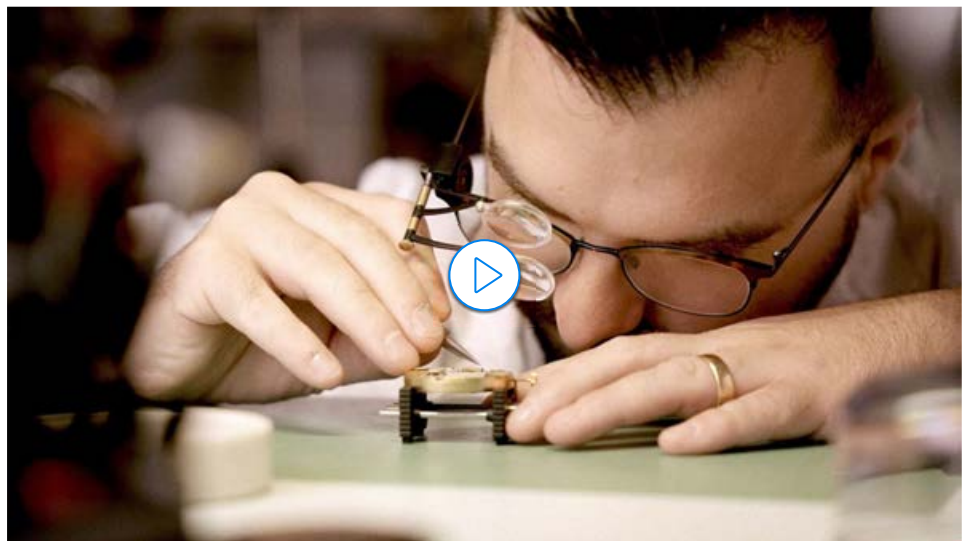
Discover our story

This year, Cicor celebrates its 60th anniversary. To mark this milestone, we have created a dedicated anniversary website that takes you through six decades of Cicor's history.

From our beginnings in 1966 to the growth and development of Cicor over the years, the website highlights key milestones and stories that have shaped our company. You can also watch our anniversary video, learn more about our values and partnerships, and take a look at how Cicor is preparing for the future.

The anniversary was also celebrated at Cicor sites around the world. Colleagues came together locally to mark the occasion and celebrate 60 years of Cicor as one global team.

Take a moment to explore the anniversary website and discover more about our journey.



Local Celebrations

Arad, Romania



Batam, Indonesia





Bedford, UK



Boudry, Switzerland



Bucharest, Romania



Cicor Management, Switzerland



Dongguan, China





Gosport, UK



Hartlepool, UK



Morocco



Newport, UK





Norrtälje, Sweden



Radeberg & Dresden, Germany



Solon, USA



Suzhou, China



Management Meeting

The Management Meeting 2026 in Málaga was a truly special experience for me personally and one that I will remember with great joy for a long time.



I genuinely enjoyed the entire preparation and organization of this event. Together with Juan Carlos and Elisa, I had the pleasure of planning many of the small and big details over the past months. It was even more rewarding to finally bring everything together on site and see all the planning come to life. A heartfelt thank you to Juan Carlos and Elisa for the wonderful collaboration, their great support and their incredible commitment throughout the entire journey.

And then, of course, there was Málaga itself – what an incredibly beautiful place! The special atmosphere, the sea, the charming old town, the Spanish way of life and the warmth of the people created a truly wonderful setting for our Management Meeting. I could hardly imagine a more beautiful place for these days together.

I would also like to express my heartfelt thanks to Cristóbal and his entire team. The hospitality, warmth and support we experienced throughout our stay were truly wonderful. From the very first moment, we felt so warmly welcomed in Málaga, and this contributed greatly to making these days so special.

It was also something very special to have our Board of Directors with us throughout these days. Most of all, I was incredibly happy to meet and reconnect with so many colleagues from our different countries and sites in person. Even if there was sometimes only time to exchange a few words, I truly appreciated every single conversation. For me, it is exactly these personal encounters and the feeling of being part of Cicor together that make a Management Meeting like this so meaningful.



I sincerely hope that everyone enjoyed their time in Málaga as much as I did and returned home not only with wonderful memories, but also with new ideas, inspiration and energy. I hope we can carry the spirit, conversations and connections from these days forward – continuing to grow closer, learn from one another and become even stronger and faster together.

For me personally, Málaga will remain in my memory not only as an incredibly beautiful place, but above all because of the wonderful people with whom I had the privilege of sharing these special days.

A heartfelt thank you to everyone who made this Management Meeting so memorable.

Stephanie Di Matteo-Wittmer

Executive Assistant

Cicor site Málaga, Spain

On 24 and 25 September, we held CICOR's annual management meeting in Málaga.

From the organisers' point of view, preparing for this event has required extra effort, particularly at this time of year, when we are very focused on meeting our annual targets and time is tight, but it is well worth it.



The Management Meeting was an intense but highly interesting event. It is important for those in charge of all our locations to come together, discuss the present and the future and, above all, join forces and align ourselves towards our common goal.

The inspiring messages and guidelines from Cicor's Board of Directors and Executive Committee are fundamental for the future and for our shared goal: Cicor 2028.

At the same time, we are proud to share a little of our experience at our facilities with our colleagues.

I would like to thank all our teammates at Cicor who attended the Management Meeting in Málaga and hope you enjoyed it.

Cristóbal Subires

Managing Director

Cicor site Málaga, Spain

News from the Marketing Team

Welcome Hannah and Martina!

Two new colleagues have joined our Corporate Marketing & Communications team in Bronschhofen: Hannah Jäger and Martina Häusermann.



Hannah joined Cicor in July 2026 as Content & Campaign Manager. She is responsible for content and marketing campaigns, the further development of our corporate website and our corporate language.

Before joining Cicor, Hannah held various marketing roles, most recently as a Content Specialist at adesso Switzerland. She has also worked for TWINT and IKEA.

Outside of work, she enjoys reading, inline skating and speaking French.

Martina joined Cicor in September 2026 as a Brand & Corporate Design Manager. Her focus is on the development and implementation of Cicor's Corporate Design and on ensuring a consistent visual identity across internal and external communication.

As a trained graphic and product designer, Martina brings experience from both corporate and agency environments. She has worked with organisations including PostAuto, ZVV and HSLU, as well as industrial clients.

In her spare time, she enjoys outdoor activities, swing dancing, reading and music.



Local Brand Heroes – connecting our sites

Corporate Marketing & Communications has launched a new Local Brand Heroes network across Cicor.



Each site has nominated a Local Brand Hero as the first point of contact for local branding and communication topics. Brand Heroes help colleagues find the right resources, support the implementation of central initiatives and guidelines, and share local activities, needs and feedback with Corporate Marketing & Communications.

The role is focused on coordination and implementation and helps strengthen a consistent brand presence across all Cicor sites.

Corporate Design and Corporate Language training

In August, Corporate Marketing & Communications held several training sessions on Cicor's Corporate Design and Corporate Language.

The courses Using the Cicor Brand and Writing with the Cicor Brand are now available in the Cicor Academy. The Corporate Language course is available in English, German and French.

Links to the courses and further brand resources can also be found in the Marketing and Communications section on the intranet.

Strategic Sourcing Meeting 2026 in Dresden

Our global Strategic Sourcing Meeting took place this year from June 24 to 25, 2026, in Dresden. Under the motto “Different Languages, Different Cultures, One Common Goal” colleagues from our international locations came together to exchange experiences, discuss challenges, and define the strategic direction for the years ahead.



The event began with a visit to the CICOR site in Dresden. This was followed by two intensive days of reviewing results, openly addressing current challenges, and jointly developing effective solutions.

Once again, it became clear that nothing can replace personal interaction. We not only compared key performance indicators but also built a solid foundation for the future together. It was inspiring to see how the diversity of perspectives led to creative and sustainable solutions. This global and cross-site collaboration is exactly what makes Cicor strong.

Despite different cultural backgrounds and regional market requirements, the team successfully developed a common roadmap for the coming years. The projects approved during the meeting, together with their consistent implementation, will

enable us to respond more flexibly to market opportunities, identify risks at an early stage, and secure long-term competitive advantages.

A particular focus was placed on digitalization. This area must continue to be advanced and firmly established across all locations. Only through fast and global information exchange can processes be optimized, costs reduced, and our long-term competitiveness sustainably secured.

The next step is to implement the defined measures together in a structured, focused, and committed manner.

After the official part of the meeting, the event moved to Dresden's historic old town. The unique atmosphere provided the perfect setting for a shared evening and brought the event to a memorable close.

During a walk through Dresden's city center, participants experienced the unique combination of impressive Baroque architecture, rich history, and picturesque views of the River Elbe. The subsequent dinner provided an ideal opportunity to strengthen existing relationships and establish new connections.

A sincere thank you to the organizers and all participants for their constructive exchange, valuable contributions, and commitment to our shared success.

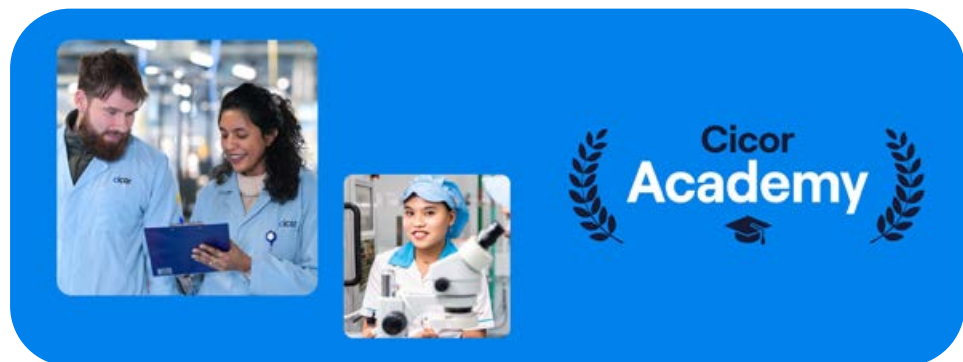
Michael Erhardt

Head of Purchasing

Cicor site Dresden, Germany.

Cicor Academy

Exciting news about the 'Cicor Academy'



Dear Colleagues,

The 2028 Cicor Strategy and "Creating Together" recognise that our most valuable assets are our people. We invest in people with training and coaching, helping everyone to realise their potential for personal and professional development. In line with the Strategy, in Q3 2025 we launched the Cicor Academy, a long-term, strategic objective, aligned to 2028 Strategy to invest in our people and support every individual to reach their potential. The goal of the Cicor Academy is to provide a Groupwide learning and development platform with access to everybody for Group level training.

The Cicor Academy provides training across Group, Strategic functions, ... with almost 500 participants, across 19 entities, in the four months since launch in September 2025.

24
Entities

997
Participants

7
Group Strategic functions
offering training

Simply incredible: almost 1000 participants in the first six months of 2026, more than double the figure for the previous year, showing the interest in, and continued value, of the Group level training offered.

Learning and Development is a strategic priority. At Cicor, we believe continuous learning is key to innovation, collaboration, and personal growth. The Cicor Academy offers a broad range of learning opportunities, including technical training and soft skills development, and we are continuously looking to align training needs to the needs of the business and our people.

Business practices, customer requirements and people expectations do not stay the same, learning helps us to adapt and continue to gain access to knowledge and information to keep us all - and the Cicor Group - moving forward, continuing to deliver on our strategic goals and objectives. Our priority is Groupwide training, site developments will be later... we will continue to keep you updated from Group communication and from communication at your site.

Cicor Academy and Learning Management System (LMS)

We are delighted to announce a re-launch of the Cicor Academy with a fully digitalised learning management system. The Cicor Academy will continue to be the place where you access Groupwide training and registration and will provide you with access to your personal training records for Group training and content completed, also giving us valuable data at Group level.

'Cicor Academy Day' – Tuesday 27th October 2026

The 'Cicor Academy Day' will be Tuesday 27th October with a range of learning content already waiting for you. You will receive information at your site to complete your first login. This will be communicated to you locally at your site.

This is the start of a new journey for us all with digitalisation of learning and development and access to a wide range of content to further support your learning experiences at Cicor.

We look forward to being able to share the Cicor Academy with you, share learning that is already waiting for you to complete and provide an engaging and informative first experience for you!

Tracy Squires
VP Human Ressources

Marco Kechele
COO

Project Management Training

In 2024, a major initiative was launched with the implementation of Project Management Training based on the International Project Management Association (IPMA). In 2024, at the start of the project, Vision and Mission Statements were created which we wanted to share with you and everyone involved

PM Community's Vision Statement

At the heart of our Corporate success lies the mastery of project management. We envision a future where every project is a beacon of excellence, driven by innovation, collaboration, and strategic foresight.

Our commitment to continuous improvement empowers our teams to transform challenges into opportunities, ensuring sustainable growth and unparalleled success for the Cicor Group.



PM Community's Mission Statement

Our mission is to cultivate a culture of excellence in project management, where collaboration and strategic foresight drive every initiative. We are dedicated to empowering our teams and project partners to create together. By doing project management with enthusiasm, dedication, engagement, passion and integrity, we prove high skills of leadership. By transforming challenges into opportunities we ensure sustainable growth and success for the Cicor Group.



From feedback received from delegates, we can say that the experience they have gained individually, and as part of growing PM community, has been of value to them, their site and the wider Cicor Group. The programmes have been a great success, bringing together colleagues from across the globe, either in project management roles, or where project management will enhance ways of working, building on their continued professional development.

Congratulations to all who have taken part in achieving your PM certification.

It is something to celebrate, look at the stats for participation since 2024... incredible!

101
Delegates

16
Sites

10
Countries

Is Project Management Training for you?

Learning is a continuous journey, why don't you consider if Project Management Training is something that could benefit you in the future? Here's a reminder of the Basic and Advanced programmes:

Basic Training Programme targets include:

- To develop and maintain a common project management language
- Learn and apply key processes and workflows, including templates
- Understand the role concepts (with tasks, responsibilities and permissions) and how it works
- Support for first project (critical and/or strategic projects) through PM coaching

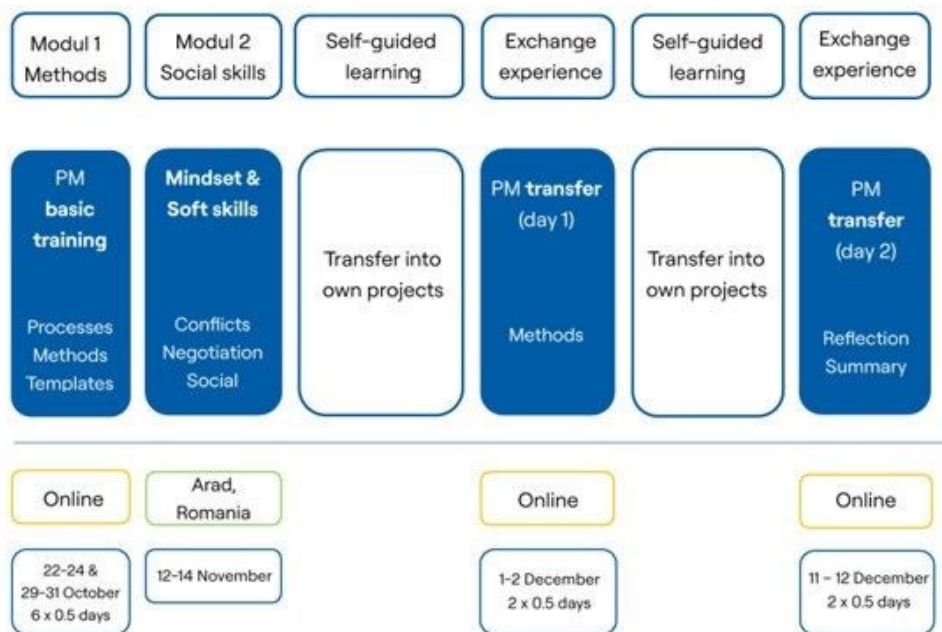
Structure and procedure: The learning path – BASIC



Advanced Training Programme targets include:

- Turning theoretical knowledge into practical knowledge, sharing content that makes project managers more successful in practice
- Basic training recapitulation (processes, methods and templates)
- Mindset and soft skills (conflict management, negotiation, teambuilding)
- Self-guided learning (knowledge transfer into own projects)

Structure and procedure: The learning path – Advanced



Project Management Community

This is a significant programme for Cicor with participants from all regions, across multiple entities, with the objective to define a common language for managing individual projects and provide training for the most important processes and workflows. This is already happening with delegates applying their studies to real-life projects on their sites or cross-site activities.

The continued investment, and course development, demonstrates this is of strategic importance in managing activities across the Cicor Group in a more consistent way. This journey continues and we are excited to see the further development of new ways of working – the continued growth of the PM community – and to share where your experience and knowledge is being applied with great success!

New developments for Project Management in 2027

In 2027 new developments for Project Management are in progress, we will keep you updated... watch this space in CLOSE Magazine and the Cicor Intranet for more information.

Tracy Squires
VP Human Resources

Marco Kechele
COO



Cicor Family

CleanUp Day 2026

To mark World Cleanup Day 2026, colleagues from several Cicor sites joined forces to have a positive impact on their local environment.



Armed with gloves, rubbish bags and litter pickers, the teams spent time cleaning public spaces and natural areas around their sites.

This initiative not only provided an opportunity to collect waste, but also allowed colleagues to step away from their daily routines and work together towards a shared goal.

At some locations, the clean-up was followed by a get-together, giving colleagues the chance to celebrate their efforts and spend time together.

Thank you to everyone who took part and helped to make our surroundings a little cleaner. Creating Together also means taking responsibility together.

Angers, France



Batam, Indonesia



Bedford, UK



Gosport, UK



Hartlepool, UK



Newport, UK



Extra Mile Challenge

Three days. Three teams. Hundreds of kilometres. One shared goal:



Our teams from Cicor, Cicor UK and STS Defence took on an extraordinary cycling challenge through Belgium, France and Luxembourg, raising funds for Diabetes Switzerland, Bedford Headway and the British Heart Foundation along the way.

From the very first kilometres, it was clear that this was about much more than cycling. On Day 1, the teams tackled a challenging 288.5 km route from Mons through the Ardennes and back, with 3,383 metres of climbing. Day 2 saw the teams cover another 276.1 km and climb 3,411 metres as they made their way through Belgium and the Ardennes towards Luxembourg. On the final day, the teams came together once more to bring the challenge to a successful conclusion.

With four riders sharing the distance in a relay, success depended on them developing a strategy together, deciding when to change riders, managing their energy levels, and adapting when things did not go exactly according to plan. And sometimes they did not – including the occasional wrong turn that added a few unexpected kilometres to an already challenging ride.

But these moments were part of what made the experience special.

The challenge was about working together, supporting each other when tiredness set in, and finding solutions as a team. After long days on the road, there was also time to enjoy some great evenings together, exchange stories and strengthen connections across Cicor.



A huge thank you and congratulations to everyone who took part. Your commitment, endurance and team spirit made the Extra Mile Challenge 2026 an unforgettable event.

20 Years Long Service Award

Samuel Tee



I began my volunteer journey in 2000 with the SANA (Singa Anti-Narcotics Association), where I worked primarily with drug offenders for five years.

In 2006, I had the opportunity to join the Singapore After-Care Association, which is part of the Singapore Prison Service, and I have continued serving there ever since. This year marks my 20th year of volunteer service.

Over the years, I have been involved in a range of volunteer work, including group counselling, one-to-one counselling, reintegration programmes, tutoring ex-offenders in Principles of Accounts for the GCE O and N Levels, and befriending programmes.

In 2026, I am deeply honoured and grateful to receive the 20 Years Long Service Award from the Singapore Prison Service.

This recognition means a great deal to me. Looking back over the past two decades, volunteering has been a meaningful and rewarding journey filled with opportunities to serve, learn, and work alongside dedicated officers and fellow volunteers. I am sincerely thankful for the trust, support, and friendships that have been built throughout these years.

I would like to express my heartfelt appreciation to the Singapore Prison Service for this honour and for giving me the opportunity to contribute, in my small way, to its mission of rehabilitation and reintegration. I also extend my gratitude to everyone who has worked with me and inspired me through their commitment and dedication.

This award is not only a reflection of the years I have served, but also an encouragement to continue making a positive difference. I remain committed to serving with humility, compassion, and purpose.

I will continue to do my best to support those who are in need.

Thank you once again for this meaningful recognition.

Samuel Tee
HR Manager
Cicor site Singapore



WeAreCicor Teams

Employee Forum Team at Cicor Newport



With the site's interests at heart, they create a valuable interface that allows all employees to raise concerns directly with the Managing Director. Through open dialogue and active listening, the forum strengthens morale, addresses key issues early, and helps prevent potential conflicts.

What makes them special?

The forum represents a cross-section of the entire site — diverse in departments, roles, and experience — but united by a shared commitment to collaboration, transparency, and continuous improvement.

Thank you to our Employee Forum in Newport for fostering trust and driving positive change across the organisation.



"It is so satisfying when I see the huge boosts to morale and team spirit across the site when actions have been discussed and selected by the employee forum; sometimes small things like improving workstations with new equipment or free fresh fruit all year round and sometimes bigger things like cleaning up the local area together or our fantastic annual pub quiz. I am proud we have raised thousands of pounds for charity both local like Ty Hafan children's hospice and Noah's Ark children's hospital, UK wide like the British Heart Foundation and Macmillan cancer charity, and international like the Ukraine appeal, as well as supporting our local community with sponsorships for children's and adults' sports teams and especially providing STEM events onsite for schoolchildren to encourage their learning and future development in those key areas."

Gareth Davies Senior Tech

"I am proud of the difference the forum has made to the health and wellbeing of employees; from our winter flu vaccinations being reimbursed to having Mental Health first aiders who work in addition to our regular first aiders and are always available to listen to any worries or concerns. We are encouraging personal

wellbeing with a running club, local mountain rambling and this year employees are invited to participate in the Cardiff half marathon to raise money for charity. We are also there to relay important information from leadership to employees and both ask and answer questions, improving sitewide communication. As a forum we discuss so many different issues and suggestions and are able to find resolutions and make changes which is really rewarding, and all helps to make Cicor Newport a brilliant place to work.”

Paula Scadgell Quote Manager

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



Angers, France

New products, new clients for Angers

It has been a few years since Cicor Angers launched a new product initiative. And thanks to those who have placed their trust in our hard work, the opportunities available and our reputation for high-quality products, we have recently launched some new product projects.

Just before the summer, Aptar entrusted us with the manufacture of one of its products, which had previously been produced by other manufacturers. This product is designed to help people with allergies stick to their treatment and ensure they do not forget to take the correct dose of their medication. By the end of the year, we expect to deliver around 15,000 products to them. And there is a strong chance that this collaboration will grow, perhaps as they look to expand their product range into Spain.

We have also launched new product projects for a new client in Angers, SAFT, including a project relating to submarines for which we are due to deliver prototypes shortly. And thanks to the trust they have placed in us, we are also working on another of their projects, this time in the space sector.

We also have other product projects in the pipeline which are very interesting, and which you'll no doubt be hearing about soon.

2 years without accidents at Angers

A few days ago, we reached the two-year mark without any accidents at our Angers site. Thanks to a strong focus on prevention, training in health and safety at work, and above all thanks to everyone's efforts to comply with safety rules and the vigilance of all our staff, we are proud to have reached this two-year accident-free milestone. We will, of course, continue on this positive trajectory and hope to be able to celebrate three years next year.

Bedford, United Kingdom

Congratulations Shaneil Woolgar and Tanjima Akhtar



Congratulations to two members of our Finance team, Shaneil Woolgar and Tanjima Akhtar on achieving their CIMA qualification. This significant accomplishment reflects their dedication, hard work, and commitment to continuous professional development. We are proud to celebrate this milestone and the expertise they bring to the business.

Emily Vardy

HR Business Partner

Manufacturing Team building afternoon – 7th August

The Manufacturing leadership team recently stepped out of the workplace and into the treetops for an exciting team-building day at Go Ape. The afternoon was packed with adventure, as colleagues tackled high ropes, zip wires and challenging obstacles, all while supporting and encouraging one another along the way.



The event provided a fantastic opportunity for team members to strengthen relationships, build trust and develop teamwork skills in a fun and informal environment. From overcoming fears to celebrating achievements together, the day was full of laughter, collaboration and memorable moments.

A huge thank you to everyone who took part and embraced the challenge. The day was a great success and highlighted the strong team spirit that makes our Manufacturing team such a valuable part of the business.

Emily Vardy

HR Business Partner

Cicor UK Football Tournament: Axis Takes the Trophy!



Colleagues from across all CICOR UK sites recently came together on the 14th August for an exciting football tournament, showcasing teamwork, determination and plenty of competitive spirit.

The event provided a fantastic opportunity for employees from different locations to connect, build relationships and enjoy some friendly rivalry outside of the workplace. Throughout the day, teams demonstrated great sportsmanship, skill and enthusiasm, making the tournament a huge success.

After a series of closely contested matches, Axis emerged victorious, taking home the title and bragging rights as this year's CICOR UK Football Tournament champions. Congratulations to the Axis team on their well-deserved win, and a big thank you to everyone who participated, supported and helped make the event such a memorable occasion.

We're already looking forward to next year's tournament!

Emily Vardy
HR Business Partner

Dongguan, China

Creating Together

This quarter, our factory was filled with moments of innovation, appreciation and celebration. From exploring new ways of working with AI, to honoring our colleagues and celebrating the Group's 60th anniversary, these moments reflect the people and spirit behind our continued growth.

Carol Zhan

HR Manager

Innovation – Making Work Smarter



Our Finance team organized a sharing session on Python and AI, exploring how AI can assist with coding and help solve challenges in our daily work.

Colleagues from different departments actively joined the discussion and shared many ideas and potential applications. The session inspired new ways of thinking and showed how technology can make our work more efficient and smarter.

Small ideas can make a big difference. Together, we turn ideas into action.

Carol Zhan

HR Manager

Appreciation — Honoring the Journey



In the third quarter, two of our production colleagues reached their retirement milestones.

To thank them for their years of dedication, the company held a warm retirement gathering with managers, supervisors and HR colleagues. Together, they shared memories, best wishes and appreciation for the contributions made throughout the years.

Thank you for the dedication, the memories and the journey we have shared together. We wish you happiness and fulfillment in the chapter ahead.

Carol Zhan

HR Manager

Celebration — 60 Years and Beyond



This year marks the 60th anniversary of our Group — a remarkable milestone built on decades of dedication, innovation and teamwork.

Together, we celebrated this special occasion and looked back with pride on the journey we have shared. Behind these 60 years are generations of people who have contributed their knowledge, passion and hard work to building our Group.

Sixty years is not the end of a journey. It is a new starting point.

60 years of history. A future full of possibilities. Together, we move forward.

Carol Zhan

HR Manager

Looking Ahead

From embracing new technology, to caring for our people and celebrating 60 years of shared achievements, these moments remind us what makes our workplace special.

We learn. We care. We celebrate. We grow — together.

As we look to the future, let us continue to move forward with curiosity, care and confidence, creating a brighter tomorrow together.

Carol Zhan

HR Manager

Dresden, Germany

MONILOG® ShockDisplay smart link



Monilog Team

Transparency for sensitive shipments.
Developed in Dresden. Proven worldwide



High-quality industrial plant, transformers, generators and sensitive medical equipment are now transported all over the world. But what happens between dispatch and arrival? It was precisely this question that prompted the development of the MONILOG® ShockDisplay smart link. The aim was clear: to open the 'transport black box' and make critical events visible throughout the entire transport process.

Development: From practice, for practice

The engineers at MONILOG® developed the ShockDisplay smart link specifically for demanding logistics processes, where even minor impacts, tilts or changes in climate can cause significant consequential damage. Invisible transport damage is particularly problematic. Whilst this leaves no visible traces, it can have a lasting impact on the functionality or service life of valuable goods.

Consequently, a system has been developed that does far more than simply display shock events. The ShockDisplay smart link records and documents shock loads, inclinations, temperature, humidity, air pressure, light levels and GPS positions. Critical events are automatically detected and can be reported in real time via mobile network to specified email recipients or the MONILOG® web portal.

Manufacturing: Quality ‘Made in Germany’



The ShockDisplay smart link is developed and manufactured at the Dresden site as a MONILOG® brand product. The focus is on precision, durability and measurement technology that complies with relevant standards. The system meets the relevant standards for shock assessment and transport monitoring and is factory-calibrated.

Particular emphasis is placed on the combination of high-performance sensor technology and ease of use. Data can be retrieved and analysed via USB, Bluetooth, NFC or mobile networks. The licence-free MONILOG® Analyzer software and the cloud-based web portal enable rapid analysis and comprehensive documentation of all transport events.

This provides manufacturers, logistics service providers and plant operators with an objective data basis for quality assurance, damage analysis and insurance and liability issues.

User story: Safe overseas transport of transformers

An international transformer manufacturer faced the challenge of delivering several large transformers by ship and heavy-haul transport to an energy project in South America. Any delay in commissioning would have resulted in significant costs.

The transformers were fitted with a ShockDisplay smart link for transport. During transport, the system continuously monitored shock loads, tilt angles, temperature and location data. During a port handling operation, the data logger detected an unusual shock event and automatically sent an alarm message, including the GPS position, to the relevant personnel.



Thanks to the immediate notification, the incident was documented and could be investigated in detail upon arrival. Analysis of the recorded shock curve showed that, whilst the load exceeded the usual transport levels, it remained within the transformer's permissible limits. There was therefore no need for time-consuming dismantling or additional testing. At the same time, a complete record of the transport process was available.

The result: shorter inspection times, faster commissioning and maximum transparency throughout the entire transport chain.

Conclusion

The MONILOG® ShockDisplay smart link combines state-of-the-art sensor technology, global communication and intelligent data analysis in a single compact system. Companies not only receive information that something has happened, but also when, where and what the impact was. This reduces risks, cuts costs and ensures the long-term security of sensitive shipments.

MONILOG® ShockDisplay smart link – Ensuring that transport operations do not become a 'black box'.

Ronny Leuschner

Head of Development / Monilog

Gosport, United Kingdom

Summer Social Event



In July, STS Defence hosted a sensational Summer Social at Gosport and Fareham Rugby Club! It was a fantastic afternoon filled with great food, complimentary drinks, and plenty of friendly competition. The highlight of the day was the STS Defence Rounders Tournament, where teams gave it their all.

A huge thank you to everyone who joined in and helped make the event such a success, and congratulations to the winning team!

A special shoutout also goes out to the STS Defence Fabrication team for designing and building this year's trophy.

Katy Duggan
Marketing Executive

STS Defence in Singapore



During the summer, some of the STS Defence team have been based in Singapore, carrying out upgrades and expansion of the Wi-Fi system onboard two Royal Navy ships. While they were there, they took the opportunity to visit the Cicor site in Singapore and say hello, as well as having an exclusive tour!

Katy Duggan
Marketing Executive

Seven-a-side Football



In August, STS Defence was invited to take part in a seven-a-side Cicor UK football tournament hosted by Axis Electronics in Bedford. An enjoyable time was had by all four UK sites, but sadly it wasn't coming home for STS Defence this time.

Katy Duggan

Marketing Executive

Out with the Old... Building Refurbishment Update

The renovation of the STS Defence building continues to take shape.

Following the move to the new top floor in 2025, work has progressed throughout the summer, including the final farewell to the old top floor, courtesy of a digger and plenty of heavy machinery.



The demolition represents another major milestone in the building's transformation, helping to create a more modern, professional and energy-efficient working environment. With the old structure now cleared, the way is open for the next phase of the upgrade and the building's new look, which is due to be completed by the end of this year.

As the external fascia is being completed, we are starting on the renovation and re-ordering of the first floor and ground floor to optimise the space we have in a more efficient way, this work will be completed in 2027.

Katy Duggan

Marketing Executive

Hartlepool, United Kingdom

3,000 Days Accident-Free: Celebrating Safety, Commitment and Long Service at Cicor Hartlepool



There are some milestones that deserve to be celebrated and 3000 days without a 'lost time accident' onsite is certainly one of them.

Cicor Hartlepool was incredibly proud to celebrate this achievement with our team during the visit of the Cicor Group UK Board, (Alexander Hagemann Peter Neumann, Sarah Clough Andy Tubbs, Ben Stancliffe, Philip Inness, Paul Chaplin, David Carty and site MD Matthew Pemrick), on 21st July 2026.



To mark the occasion, we treated everyone on site to fish and chips or pizza – a small token of gratitude and thanks for an outstanding collective effort.

While 3000 days is an incredible landmark, we never take it for granted. Safety isn't measured by yesterday's success, it is earned again today and every single day that follows. Thank you to every colleague across the site at Cicor Hartlepool for your commitment, your professionalism and for looking after one another. This achievement belongs to every single one of you.

This event also became a double celebration as we were proud to celebrate some incredible milestones that reflect the loyalty, dedication and commitment of the Cicor Hartlepool team that makes our business what it is today.

A special congratulations to Mark Sunley on his retirement after an outstanding 40 years of service. Mark's significant contribution over four decades has helped shape our company and we thank him for everything he has given to the site. He has touched pretty much every facet of the business during his time with us and his passion, enthusiasm and creativity have never wavered. He hasn't completely retired (!), having agreed to stay with us on a reduced-hour basis whilst we see a couple of key strategic projects over the line.

We're also delighted to recognise:

- Debbie – celebrating 40 years of service
- Andy – celebrating 30 years of service
- Robert – celebrating 20 years of service
- Josie – celebrating 20 years of service



These remarkable achievements are a testament to the culture we have built together and the relationships that have stood the test of time. Longevity such as this is sadly becoming a rarity in the workplace these days, so we are extremely fortunate to still have committed people amongst our team, that carry on delivering on a daily basis without any sign of slowing down or their enthusiasm dwindling.

Matt Pemrick,
Managing Director

Inspiring Future Careers: Students Get a Hands-On Insight into Cicor



In June and July, Cicor Hartlepool welcomed students from local schools for a tour of our site.

It was a fantastic opportunity to give them an insight into our day-to-day operations and showcase the products we manufacture. Students also had the chance to get hands-on with component placement, experiencing first-hand some of the work carried out within our business.



During the visits, we discussed a range of career pathways and opportunities within the industry, and we hope the experience provided inspiration as they consider their future paths.

Katie Barlow,
HR Assistant

IPC/WHMA-A-620 Training at Cicor



In August, we welcomed Sharon Rosser, Training Officer from Newport, to Hartlepool to deliver IPC/WHMA-A-620 training. We are pleased to share that all participants successfully passed the course.

The training provided a valuable opportunity to enhance skills, share knowledge and support professional development across our teams.

Congratulations to everyone who achieved their certification and thank you to Sharon for delivering the training and supporting our colleagues throughout the programme.

Katie Barlow,
HR Assistant

Celebrating 60 Years of Cicor Together



In early September, Cicor Hartlepool joined sites across the Group in celebrating Cicor's 60th anniversary.

To celebrate the milestone, the site came together for an afternoon of food, fun and friendly competition. Colleagues watched the corporate video reflecting on Cicor's history before putting their knowledge to the test in a closely contested quiz.



The quiz proved to be highly competitive and came down to a tie-breaker question. After a closely fought contest, Chris Chaney emerged as the winner and took home the prize. Congratulations, Chris!

Katie Barlow,
HR Assistant

Ho Chi Minh City, Vietnam

Cicor Vietnam – Moving Forward Together: Sustainability, Innovation & Excellence

At Cicor Vietnam, sustainability and operational excellence are not achieved through a single initiative. They result from continuous improvements, innovative technologies, and everyday actions that collectively create meaningful and lasting impact.

Over the past months, several initiatives and milestones have demonstrated our continued commitment to building a greener, safer, smarter, and more capable Cicor Vietnam.

Tam Ngo Duy

Lean Manager & Assistant Managing Director

Riding2Works & Safe Care – Small Actions, Meaningful Impact



Net Zero does not start with technology alone. It starts with the everyday choices we make.

After six months, Riding2Works has achieved strong employee participation. The initiative promotes greener commuting through carpooling, motorbike sharing, cycling,

walking, and the use of electric vehicles. For visitors to our factory, Cicor Vietnam also prioritizes Xanh SM electric taxis, supporting greener mobility in our daily operations.

Between March and August, the program recorded approximately 205 registrations and more than 2,200 km of sustainable journeys, resulting in an estimated reduction of 5 tonnes of CO₂.

More importantly, the results show that simple changes in daily habits can make a real difference when we act together. From March to August, estimated monthly CO₂ savings increased by approximately 61%, from ~535 kg to ~861 kg.

This reflects the spirit behind Riding2Works:

Low Cost. High Impact. Easy to Implement. Easy to Scale.

Alongside Riding2Works, Safe Care provides a small support area at the factory where employees can receive help with simple transportation-related issues, such as pumping tires, fixing locks, or handling a flat battery.

With approximately 10 employees supported each day, Safe Care represents something beyond practical service. It shows that Cicor Vietnam cares about the everyday needs of our people and is committed to making their daily journeys safer and more convenient.



Together, we ride greener. Together, we care. Together, we ride greener. Together, we care.

Tam Ngo Duy

Lean Manager & Assistant Managing Director

Cicor Vietnam Recognized Among Top 100 Exemplary Enterprises for Green Energy and Environment in Vietnam 2026



Another important milestone is Cicor Vietnam's recognition among the Top 100 Exemplary Enterprises for Green Energy and Environment in Vietnam 2026, presented as part of the World Energy and Environment Forum – Vietnam 2026.

The recognition reflects our ongoing efforts to improve energy efficiency, optimize resources, reduce environmental impact, and promote greener manufacturing.

At Cicor Vietnam:

"Sustainability is not merely a goal; it is a principle embedded in the way we manufacture, operate, and grow".

Our progress is reflected in several key indicators:

- Water consumption decreased by 23.2% from 2024 to 2025.
- Electricity consumption per product was reduced by 19.4% between 2024 and July 2026.
- Scrap rate decreased by 12%.
- 100% of employees had received ESG training by July 2026.
- Renewable energy continued to account for more than 60% of our total energy mix.

These results demonstrate that environmental improvements can go hand in hand with better operational efficiency, resource optimization, and manufacturing performance.

The recognition is not only an achievement to celebrate, but also motivation to continue improving and contributing to a more sustainable future.

Tam Ngo Duy

Lean Manager & Assistant Managing Director

New Investment in Electrovert® Aquastorm® 160 – High-Performance PCBA Cleaning Solution



To further strengthen our manufacturing capabilities, Cicor Vietnam has invested in the Electrovert® Aquastorm® 160, an advanced inline PCBA cleaning system.

The system combines:

- Mixed-Spray Technology for effective flux and contaminant removal.
- Intermix Rinse and Chemical Isolation for consistent rinsing and reduced chemical carryover.
- Torrid Zone® Drying for high-performance drying.
- Advanced process monitoring and Smart Factory connectivity.

This investment brings benefits beyond cleaning performance. It helps improve process stability, production efficiency, and PCBA reliability, while strengthening our capability to handle more complex and high-reliability assemblies.

Most importantly, investing in advanced technology demonstrates Cicor Vietnam's commitment to quality, continuous improvement, and customer confidence, creating long-term value for both our company and our customers.

Tam Ngo Duy

Lean Manager & Assistant Managing Director

Cicor Vietnam Achieves AS9100 Certification – A New Milestone in Quality Excellence

Our journey toward excellence also reached another important milestone with the achievement of AS9100 certification.

Following extensive efforts to build, standardize, and improve our quality management system, Cicor Vietnam successfully completed the certification process, demonstrating our ability to meet the stringent requirements of the aerospace quality management standard.

AS9100 places strong emphasis on risk management, process control, traceability, product quality, and continuous improvement.

This achievement reflects the dedication and collaboration of teams across the factory. More than a certificate, AS9100 represents a stronger foundation for Cicor Vietnam to develop our manufacturing capabilities, pursue new opportunities, and meet the increasingly demanding requirements of our customers.



Moving Forward Together

From greener transportation and employee care to energy efficiency, advanced equipment, and international quality standards, each initiative contributes to the same vision: building a stronger Cicor Vietnam.

These achievements remind us that sustainable growth is not created by one major action. It is built through continuous improvement – one idea, one investment, and one action at a time.

As we move forward, Cicor Vietnam will continue to work together with Cicor Group to create a future that is greener, safer, smarter, and more sustainable.

Cicor Vietnam – Engineering Excellence for a Sustainable Future.

Tam Ngo Duy

Lean Manager & Assistant Managing Director

Newport, United Kingdom

Pride Month at Cicor Newport

Cicor Newport marked Pride Month with a colourful selection of rainbow cakes, cupcakes and sweet treats available in the canteen for all employees.

Alongside adding a little colour to the working day, it was a simple reminder of the importance of creating an inclusive workplace where everyone feels welcome, respected and valued.



Pride Month provides an opportunity to celebrate inclusion and belonging, while reinforcing the importance of those values throughout the year.

Marta Williams
HR Advisor

A fantastic afternoon at the 2026 Cicor Pub Quiz!



From team challenges and surprise questions to plenty of laughs along the way, it was great to see colleagues from across the business come together outside of the workplace. Events like these remind us that great teams are built not only through collaboration at work, but through the connections we create together.



Marta Williams
HR Advisor



Ice Cream treat



With temperatures soaring this summer, at Cicor Newport, we took a moment today to help our team stay cool with a well-deserved ice cream treat. At the heart of every successful business is its people, and small gestures of appreciation can go a long way. It's often the small moments that make a big difference, and we're proud to create a workplace where wellbeing and appreciation matter.

Marta Williams
HR Advisor

Sweet 'Thank You' treats for the team

A little something sweet to say a big thank you! We wanted to show our appreciation to everyone across the team for their continued hard work, commitment and teamwork. Everything we achieve is made possible by the people behind it and every contribution makes a difference.



Marta Williams
HR Advisor

Creating together across sites



Our Training Officer, Sharon Rosser, travelled from Cicor Newport to our sister site in Hartlepool to deliver the IPC/WHMA/620 course. We're delighted to share that all participants successfully passed! A fantastic achievement for everyone involved and a brilliant example of what Creating Together means in practice: sharing knowledge, developing skills and supporting our colleagues across Cicor Group.

Marta Williams
HR Advisor

All Staff Summer Event



Cicor Newport says goodbye to summer in Cardiff

On Friday 4 September, Cicor Newport colleagues came together for the annual All Staff Summer Event at Bonnie Rogues in Cardiff.

The evening offered everyone an opportunity to step away from the day-to-day and spend time together in a relaxed setting, enjoying food, drinks, plenty of conversation, dancing and singing.



It was also a pleasure to welcome back a number of retired colleagues, bringing together familiar faces from Cicor Newport's past and present.

With summer drawing to a close, the event was a great opportunity to reconnect, catch up with colleagues from across the site and simply enjoy an evening together outside of work.

A fantastic turnout, plenty of smiles and some great memories captured along the way made it a fitting way to round off the summer.



Creating together — and celebrating together.

Marta Williams
HR Advisor

Suzhou, China

Greetings to Outdoor Workers

This sweltering summer sees many outdoor workers braving the blazing sun and working against the high temperature. In August, a public welfare activity was organized by Cicor Suzhou. The volunteers prepared gift packs and drinks for truck drivers and couriers and extended warm regards to those outdoor workers who provide service to us every day. The drivers and couriers gladly accepted the gifts and expressed their gratitude for our thoughtful gesture.



Public welfare is not merely a slogan, but a specific action. A bottle of water, a sincere "thank you for your hard work" can bring a touch of comfort to workers braving the high temperatures. This activity aims to convey our sincere gratitude to those outdoor practitioners. We hope the greeting, like a summer breeze, will bring coolness to more people.



Moving forward, Cicor Suzhou will continue to fulfill its social responsibility and spread positive energy through small acts of kindness.

Anne Pan
HR Manager

60th Anniversary Celebrations in Suzhou



Suhl, Germany

Southern Thuringia Company Run 2026



Sporting, motivated and full of team spirit – that's how our team presented itself at this year's Southern Thuringia Company Run. A total of ten colleagues took part on behalf of Cicor Profectus: eight of them ran the course, whilst two others took part as Nordic walkers.

Amidst a great atmosphere and high spirits, our team demonstrated that team spirit is a top priority not only in our day-to-day work but also outside the office. Whether at a running pace or with walking poles – all participants tackled the course with dedication and clearly enjoyed the exercise.

Events like this are a great opportunity to do something for our health together, to strengthen team spirit and to raise the profile of Cicor Profectus outside the company.

A big thank you to everyone who ran or walked – and to everyone who cheered the team on! We're already looking forward to the next sporting event together.

Events

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

Medical Manufacturing Asia

Singapore

9 - 11 September 2026



Planned trade fairs

- **Electronica**
10 - 13 November in Munich, Germany
- **Compamed & Medica**
16 - 19 November in Dusseldorf, Germany