



Another milestone.

#TeamHoerbiger, with its 6,477 employees at 130 locations in 40 countries, generated revenue of 1.466 billion euros in 2024.

Employees by region 2024

North America

1,056
25.5% Sales by 2024

Europe

3,367
46% Sales by 2024

Emerging Markets

538
9.1% Sales by 2024

Asia & Pacific

1,516
19.4% Sales by 2024

Sales by business area 2024
Million euros

Compression
Division

621

Automotive
Division

482

Rotary
Business Unit

173

Engine
Business Unit

68

Safety
Business Unit

122

With our performance-defining solutions and our passion for innovation, we support customers from various industries in increasing the performance, efficiency and safety of their products and operations as well as conserving energy and reducing emissions.

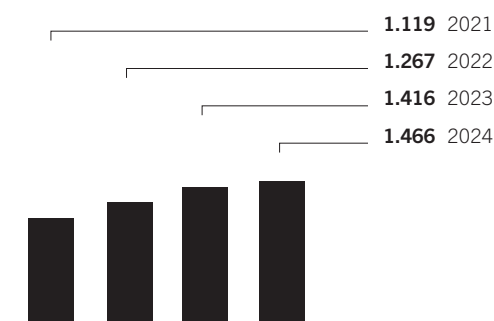
This is how we enable change for a better tomorrow while ensuring HOERBIGER's growth and long-term prosperity.

Sales 2024

1.466 billion euros

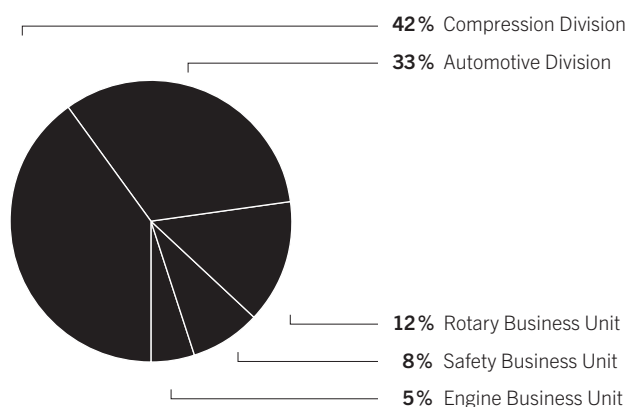
Sales development

2021–2024 in billions of euros



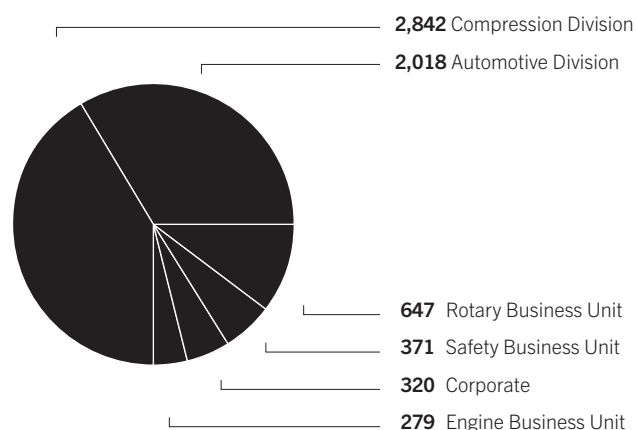
A broadly diversified portfolio

Sales by Divisions and Business Units



6,477 dedicated employees

Employees by Divisions and Business Units



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Dr. Martin Komischke
President of the Board of Directors

Dr. Andreas Hünerwadel
President of the Board of Trustees

Dr. Thorsten Kahlert
CEO and Chairman of the Executive Board

Pictured from top to bottom

Dear employees, Ladies and gentlemen

It has been years of challenging times for all of us: wars, geopolitical turmoil, economic slowdown and technological changes that are difficult to predict have shaped the environment in which we operate. Recent political developments and unstable trade agreements have further increased uncertainty. As a result, many market participants are pessimistic about the future and see the glass as half empty.

We, on the other hand, remain optimistic and are moving into the future with confidence, determination, and a clear strategic focus.

In this report you will see many photos of our employees. Whether in manufacturing, service, research and development, sales, or administration — worldwide and in all business areas, #TeamHoerbiger is helping our customers make their products and services more performant, efficient, safe, and sustainable.

We would like to express our sincere thanks to all our colleagues for their commitment. Their daily dedication is the foundation of our success so far — and will continue to be so in the future.

We would also like to thank our customers and partners for their trust, cooperation, and support.

We hope you enjoy reading this report.

We are proud of what we have achieved. And ready for what comes next.

We see the glass as half full because we focus not on what is missing, but on what is possible. That is why we remain optimistic even in times of difficult economic conditions and great uncertainty.

In the past financial year, we once again achieved profitable growth in a challenging environment and generated sales of EUR 1.466 billion – the highest in the Group's 130-year history. We are delighted with this milestone and proud of what we have achieved so far.

However, we also know that if you want to shape the future, you cannot rest on your laurels. That is why we are continuing to build on what we have achieved and creating something new. With our pioneering spirit and operational excellence, we are driving our transformation forward – supported by a refined strategy, customer-focused innovations, and targeted growth in future-oriented markets.

We see the glass as half full, because we . . .

. . . are proud of what we have already achieved.

**At the same time, we know that there is room for new things:
for innovation, change, and growth.**


. . . look ahead with optimism despite all the uncertainties.

Not out of naivety, but out of conviction.

**. . . believe in the power of innovation. Not as a means to an end,
but to create real added value for our customers.**

. . . find opportunities in new markets, industries, and regions.

Despite all the difficult conditions.

A portrait of Dr. Martin Komischke, a middle-aged man with short, graying hair and glasses. He is wearing a dark blue suit jacket over a white button-down shirt. He is looking directly at the camera with a serious expression. The background is a soft, out-of-focus light blue. In the bottom left corner, there is a quote in white text. In the bottom center, there is a caption in red and black text. At the bottom, there are some blurred objects, possibly pens or glasses, on a table.

“I hope that we venture into new markets that bring us forward like a carrying stream, rather than having to fight against them.”

Dr. Martin Komischke
President of the Board of Directors

In conversation with **Dr. Martin Komischke**, President of the Board of Directors

“It is the right combination of innovation and operational excellence that keeps us successful in the long term.”

Dr. Martin Komischke, President of the Board of Directors of HOERBIGER Holding AG, is proud that in the past fiscal year, HOERBIGER achieved the best result in its 130-year history in such an exceptionally challenging environment. He is convinced that the ability to succeed in a demanding environment is one of HOERBIGER's greatest strengths.

How would you describe the past year for the HOERBIGER Group?

Dr. Martin Komischke — In short, it was the best year in our history. This is evident in several areas: the figures – especially growth – profitability, innovation, and the quality with which we have continued to develop our business in the market. 2024 was a year in which many companies had to overcome major challenges to stay in business. The fact that we achieved the best result in our 130-year history in such an exceptionally challenging environment fills me with great pride.

What do you think has made this success possible?

MK — We owe this success to our employees, who are based locally, think entrepreneurially, and act independently. They make all the difference. Over the past few years, we have systematically strengthened our existing team at all levels of the organization, in the Executive Board, and on the Board of Directors. Many of our new colleagues have made a decisive contribution to the success of the past year.

“We have mastered the ability to maintain continuity in difficult economic times – in all areas.”

Dr. Martin Komischke

President of the Board of Directors

What makes the HOERBIGER team so successful?

MK — We know how to preserve continuity in difficult economic times – in all areas. We have successfully worked on innovations, entered new markets, and continued to develop existing ones, even though some,

A success that is particularly important to me is the excellent cooperation between the Board of Directors and the Executive Board.

such as the automotive market, were in a state of emergency. A success that is particularly important to me personally is the excellent cooperation between the Board of Directors and the Executive Board. Our collaboration is characterized by openness, mutual trust, and a clear focus on a shared vision for the future. This spirit of working together has contributed significantly to our success.

Where do you see the challenges?

MK — The biggest challenge is the turmoil currently affecting some markets, as I mentioned earlier. This environment requires us to be particularly vigilant and adaptable in order to remain successful. Our Automotive Division has already demonstrated this impressively. Another important issue is the continuous review and adjustment of our strategy so that we can respond appropriately to the numerous changes in the market. It takes foresight and agility to further strengthen our position in a dynamic environment.

You are referring to the strategy that the Board of Directors developed together with the Executive Board in 2021. What prompted this renewed discussion?

MK — We review our strategy periodically to ensure that it is in line with current market developments. Particularly in the automotive sector and the hydrogen market, it was important to question our assumptions and the plans we had made. Our goal was to check whether we had made the right decisions to adapt effectively to the changed market conditions and remain competitive in the long term.

And what was your conclusion?

MK — One important positive aspect was the confirmation that we continue to hold a strong position in the gas market and want to establish ourselves as a leading player there. Semiconductor technology, medical technology, and biotechnology were also confirmed as major growth areas. These are markets that are driven by a megatrend and in which we want to strengthen our position.

Acquisitions are a key element of the growth strategy. Which technologies fit into HOERBIGER's portfolio?

MK — Acquisitions must complement or expand our existing capabilities and business models in a meaningful way. We remain true to our roots: It always starts with

Dr. Martin Komischke with
Dr. Andreas Hünérwadel, President
of the Board of Trustees of the
HOERBIGER Foundation.



“performance-defining components for...” and ends with the ability to service them. Another core competence that we can specifically contribute to acquisitions is our operational excellence. This is a strength that we are not always fully aware of. Decades in challenging industries such as the automotive industry have made us extremely efficient, especially when it comes to achieving profitable growth even in difficult markets. A good example of this is our Air & Industrial business in the Compression Division. Thanks to our operational excellence, we have developed this area into a real growth driver.

Our strong performance in recent years has positioned us as an attractive player in the M&A market. Thanks to our profitable growth, we have the required financial resources and enjoy a high level of credibility among investors. This is crucial because, although we are realistic in our approach, we are ambitious to make acquisitions that will take HOERBIGER’s growth and stability to a new level. Acquisitions of this size require considerable financial commitment – funds that we cannot simply cover from our equity.

Can you think of any situations in which HOERBIGER might sell existing businesses?

MK — Yes, serious portfolio management means you can’t rule out selling individual businesses. One reason for divesting a business might be that it no longer fits into the overall strategy. Another reason would be that

we, as the owner, are no longer able to offer this business the best opportunities for the future – either because we are too small or because other market players offer long-term strategic advantages that we do not have or cannot develop ourselves. We have to ask ourselves this question because the markets are in a state of constant change. It is not enough to simply continue doing what we are doing today. Instead, we owe our employees and the company a clear vision for the future. That is why divestments should not be seen as a shortcoming, but rather as a conscious strategic decision to ensure long-term stability and growth – both for HOERBIGER and for the affected organizational units and their employees.

**It is not enough
to simply continue
doing what we are
doing today.**

How do you see HOERBIGER’s innovation power, and what progress was made in 2024?

MK — HOERBIGER’s innovation power has remained steady for years – at an exceptionally high level. The big difference these days is that innovation for us isn’t just about improving existing products or creating new ones but also making sure these products meet customer needs and are sold successfully.

Experts expect the general breakthrough of hydrogen technology to be delayed by at least another two years. How is HOERBIGER responding to this change?

MK — The hydrogen compressor remains a key component of our strategy. We will continue to develop and market it until it achieves its final breakthrough. We have the entrepreneurial stamina to pursue this path consistently. We are convinced that this compressor technology is universally applicable and has enormous market potential. However, we are carefully reviewing other hydrogen applications to assess their actual market potential in order to use our resources efficiently.

How do you expect the economic environment to develop over the next 12 to 18 months?

MK — Up to now, I consider the economic conditions for HOERBIGER this year to be relatively satisfactory. However, things will become significantly more difficult going into the fourth quarter. I expect the global economy to take a sharp downturn at the end of the year.

But that doesn't mean we shouldn't be optimistic. HOERBIGER has proven in the past that we can successfully adapt to difficult conditions.

You have been with HOERBIGER for more than 30 years. What has kept you passionate about the company over the years?

MK — What has excited me over the years is our ability to continually find new markets and actively develop them, despite difficult economic conditions and challenges. We achieve this through a combination of innovation and operational excellence, which has enabled us to build a business that is successful for the long term. We owe this ability to our outstanding employees.

When I think of the people behind these successes, I am impressed by their commitment, their determination, and their ability to find and implement solutions even in difficult times. That is what HOERBIGER means to me – since 1993 and to this day. It is this special culture, this passion, that I have never experienced to this extent in any other organization.

HOERBIGER is celebrating its 130th anniversary this year. If you had one wish for the company's future, what would it be?

MK — My greatest wish for the future of HOERBIGER is that we successfully master the challenges in markets such as oil and automotive while tapping into new markets that are part of long-term, sustainable growth trends. These new markets should not only create stability but also drive us forward in a way that will enable us to remain successful in the future.

At the moment, it feels as if we are swimming upstream against the flow. We are making progress with great effort, but it is costing us enormous energy. I hope that we can establish ourselves in new markets that support our growth like a carrying stream – or even accelerate it. If we move into markets with megatrends – or perhaps we should call them sustainable future topics – then we can achieve great things with the same energy. It's like jumping into the water and letting the natural flow carry us to our destination at high speed.

If we can achieve that, HOERBIGER will be able not only to build on its previous successes but also to set new standards. That is what I wish for the company in the future – that we will be just as successful and future-oriented in the coming decades as we have been in the past 130 years.

Board of Directors of HOERBIGER Holding AG

- 1 **Dr. Martin Komischke**
President
President of the Board of Directors since 2016
- 2 **Dr. Andreas Hünérwadel**
Vice President
Vice President since 2016,
Member of the Board of Directors since 2015
- 3 **Dr. Rudolf Huber**
Member of the Board of Directors since 2008
- 4 **Rolf Najork**
Member of the Board of Directors since 2022
- 5 **Rainer Schulz**
Member of the Board of Directors since 2022



Our strategy

HOERBIGER aims to grow significantly in the coming years. The focus is not on revenue gains at any price, but on sustainable, profitable growth driven by future-focused industries, innovative strength, and a culture that promotes entrepreneurial thinking. In a dynamic environment, the Group relies on an adaptable strategy.

The HOERBIGER strategy is based on the North Star 2030 — a clear vision of how the company wants to operate and be recognized globally in the long term.

The HOERBIGER Group is well positioned but must remain vigilant in view of the current challenging market conditions in order to further strengthen its position and secure its profitable growth in the long term. For this reason, the Board of Directors and Executive Board reviewed the Group strategy last year. The in-depth analysis confirmed the long-term orientation, but also led to targeted adjustments, particularly in the Automotive Division.

Vision and compass

The HOERBIGER strategy is based on the North Star 2030 — a clear vision of how the company wants to operate and be recognized internationally in the long term. It serves as a central guide for strategic decisions and forms the foundation for a forward-looking orientation. The strategic goals and guidelines define the framework for this transformation. They reflect the values and aspirations of the HOERBIGER Foundation and ensure clear focus. Derived from these are the strategic principles that provide guidance for action — with the aim of enabling profitable and sustainable growth. The key drivers are the development of performance-determining components, customer focus, innovative strength, and entrepreneurial thinking.

Organic growth and M&A

Growth comes from in-house innovation as well as targeted acquisitions. Organic growth is to be promoted in six forward-looking technology fields: hydrogen, emission reduction, electromobility, battery safety, semiconductor production, and piezo applications. HOERBIGER also pursues a clear M&A strategy. The aim is to accelerate the transformation of the Group through targeted acquisitions in high-growth industries. The focus is particularly on semiconductor manufacturing, automation and robotics, aerospace, environmental technologies, natural gas management, and piezo technologies.

Five group-wide Enabling Platforms bundle the key levers for implementation – from people and innovation to operational excellence, digitalization, and sustainability. They create structures for effective collaboration and accelerate strategic development. Accompanying monitoring makes progress in key areas measurable and increases the manageability of the strategy. The decisive factor for success is the corporate culture. A shared understanding of values and behavior creates the basis for personal responsibility and strategic effectiveness. Transparent communication and active involvement strengthen strategic cooperation throughout the entire group.

By 2030, HOERBIGER aims to be ...

... a key player in future-focused industries,
 ... a top employer,
 ... recognized for sustainable, profitable growth,
 ... globally acknowledged for its innovation power.

HOERBIGER North Star 2030

Our North Star 2030 defines our long-term vision and how we want to be recognized globally.

Strategic goals and guidelines

Strategic goals and guidelines are based on the aspirations and values of the HOERBIGER Foundation. They set the stage and framework for our transformation.

Profitable growth
Portfolio mix
Strategic pillars
Governance

Strategic principles

Strategic principles act as a compass, for both strategic and operational decisions across the organization, helping us stay on track to achieve sustainable, long-term profitable growth.

Focus on performance-defining components
Seek for customer- and market centricity
Strive for #1 or #2 position
Leverage our portfolio
Utilize our innovation power
Unleash the power of ownership

Enabling platforms

Enabling platforms serve as focus areas for initiatives across the Group that are crucial to our successful and sustainable transformation.

Talent and people management
Customer-centric innovation
Operational excellence
Digitalization
Sustainability

HOERBIGER culture

Our culture is manifested in our daily interactions – it is shaped by our shared values and the associated behavioral pillars. Our culture provides orientation, promotes trust, and clarifies how we work together and take responsibility.

Our values	Our behavioral pillars
Pioneering Spirit	Integrity
Courage	Respect
Fairness	Team Spirit
Closeness	Ownership

Strategic monitoring

Strategic monitoring measures our progress across five key dimensions to ensure we reach our goals.

- Profitable growth
- Portfolio management
- Innovation
- People
- Sustainability

Our structure

HOERBIGER FOUNDATION

BOARD OF TRUSTEES

Dr. Andreas Hünerwadel President of the Board of Trustees	Dr. Rudolf Huber Member of the Board of Trustees
Christiana Hörbiger Vice President of the Board of Trustees	Albin Hahn Member of the Board of Trustees
Dr. Martin Komischke Vice President of the Board of Trustees	

**COMPRESSION
DIVISION**
Wolfgang Sautter

**AUTOMOTIVE
DIVISION**
Thomas Englmann

HOERBIGER HOLDING AG

BOARD OF DIRECTORS

Dr. Martin Komischke President of the Board of Directors
Dr. Andreas Hünerwadel Vice President of the Board of Directors
Dr. Rudolf Huber Member of the Board of Directors
Rolf Najork Member of the Board of Directors
Rainer Schulz Member of the Board of Directors

EXECUTIVE BOARD

Dr. Thorsten Kahlert CEO
Bernhard Lindner CFO and Head of Engine and Safety Business Units
Wolfgang Sautter Head of Compression Division
Thomas Englmann Head of Automotive Division and Rotary Business Unit

**ROTARY
BUSINESS UNIT**
João Pucetti

**ENGINE
BUSINESS UNIT**
Bernhard Zemann

**SAFETY
BUSINESS UNIT**
Bernhard Lindner

Aladin Huwyler
Head of People & Culture

Dr. Christian Habicht left HOERBIGER at the end of May 2025. He had been a member of the Executive Board since April 2024, responsible for the Rotary, Engine, and Safety Business Units.

Our portfolio

Fields of business

The Compression Division is the world market leader in performance-determining components, systems and services for reciprocating compressors and gas flow control systems.

The Automotive Division is a leading supplier of components and systems for international passenger car and commercial vehicle manufacturers and their Tier 1 suppliers.

The Rotary Business Unit is the global market leader for rotary unions and electrical slip rings.

The Engine Business Unit specializes in injectors, controls and ignition systems for gaseous fuels.

The Safety Business Unit develops and supplies customized explosion protection solutions for industrial processing and power generation plants.

Market segments

- Compressor Solutions
- Air & Industrial
- Flow & Motion Control
- Recip Service & Solutions
- Wellhead Solutions

- Synchro
- Refrigeration/Mobile Air Compression
- Actuation Comfort Solutions
- eCoupling
- Electrolyzer

- Rotary Unions
- Slip Rings

- Valves, Injectors & Actuators
- Ignition, Engine Control & Application Control Systems

- Explosion Protection
- Static Control
- Engine & Generators

Brands





“A sharpened strategy, lean structures, and a globally balanced footprint with production facilities in all key regions of the world provide a solid foundation for responding flexibly to market changes.”

Dr. Thorsten Kahlert
CEO and Chairman of the Executive Board

In conversation with **Dr. Thorsten Kahlert**, CEO and Chairman of the Executive Board

“The profound changes in global markets are also opening up new opportunities for us.”

HOERBIGER continues its success story with profitable growth for the fourth consecutive year. The journey has not been without challenges, and the past fiscal year demanded a great deal from the more than 6,000 employees. In this interview, Dr. Thorsten Kahlert, CEO and Chairman of the Executive Board, provides insights into the 2024 business results, recalls the critical moment when large parts of production came to a standstill, and explains why he is optimistic about the future despite uncertain markets.

How do you see the past year for the HOERBIGER Group?

Dr. Thorsten Kahlert — Last year, HOERBIGER employees jointly set new standards. In addition to strong revenue growth based on an extremely stable and healthy core business, we also achieved our ambitious profitability targets. Furthermore, we made progress on important innovation projects and made significant progress in the further development of our new business areas.

How did the individual business areas perform?

TK — All business areas delivered impressive performance last year – despite the continuing difficult geopolitical and economic environment.

The Compression Division once again had a record year. Growth was achieved in the traditional OEM and service business for reciprocating compressors as well as in the Flow & Motion Control and Air & Industrial market segments.

“We are open, collaborate on projects across the group at eye level, and all pursue the same goal.”

Dr. Thorsten Kahlert

CEO and Chairman of the Executive Board

The Automotive Division was able to respond to the challenges of an uncertain and stagnating market by rigorously managing costs and capacity, thereby maintaining the competitiveness of its business.

The Rotary Business Unit is back on track for growth, supported among other things by three recent acquisitions that further strengthen its market position and complement the business unit's expertise.

The Engine Business Unit was confronted with a significant slowdown in the hydrogen market. This was compounded by stagnating existing business, which led to a slight decline in sales.

The Safety Business Unit also achieved record sales last year despite the difficult market in Europe, with strong performance in North America and Asia in particular driving growth.

HOERBIGER not only had to deal with a difficult market environment last year ...

TK — You are referring to the partial outage of our IT infrastructure caused by a third party who gained unauthorized access to our network. This resulted in production downtime at various locations. The situation pushed us to our limits. Fortunately, we were able to return to normal operations within a short period of time.

How did you accomplish this?

TK — IT security has been an important issue for us for many years. Despite extensive protective measures, we were aware that we could be affected at any time. We were well prepared for a crisis and were therefore able to respond to the situation very quickly and effectively with the help of external specialists.

The second – and, in my view, decisive – factor in our success was how we dealt with this existential crisis. What I experienced during those summer weeks was truly exceptional – an outstanding example of teamwork at the highest level, both professionally and personally. We rose to the challenge and kept HOERBIGER running with an enormous amount of energy, commitment, and creativity. Whether on the Board of Directors, the Executive Board, the crisis management team, the IT team, in the production facilities, in the offices, or in the field with customers, we were all able to count on each other in this critical situation. Our colleagues took responsibility and used all available resources to master the crisis and ensure that we could keep our commitments to customers and suppliers. It was an impressive team effort that demonstrated how resilient and motivated our organization is.



Dr. Thorsten Kahlert with Dr. Martin Komischke, President of the Board of Directors.

HOERBIGER has grown profitably in a very difficult market environment. Is that one of the reasons for this?

TK — Definitely. The way we collaborate and interact with each other has a major impact on our success. We are open, collaborate on projects across the group at eye level, and all pursue the same goal. I sense tremendous energy within HOERBIGER – at all levels. This determined, hands-on mentality and unwavering determination to overcome every obstacle enable us to tackle the challenges of the market with a spirit of sportsmanship and successfully overcome them.

HOERBIGER has continued to evolve over the past 12 months, both organizationally and culturally. The sense of unity has grown noticeably. Today, we no longer think in silos, but act as one community across the Group.

At the same time, we promote and live a strong identification with the individual business areas and a strong sense of ownership in the local teams. This balance between a strong group spirit and individual responsibility in the business areas is a decisive step forward in our transformation.

The profound changes in global markets are opening up new opportunities for us.

What is your forecast for 2025?

TK — We are addressing the challenges of the current fiscal year from a position of strength. A sharpened strategy, lean structures, and a globally balanced footprint with production facilities in all key regions of the world provide a solid foundation for responding flexibly to market changes. Of course, we must remain cautious and vigilant in view of the current market conditions. However, the profound changes in global markets also open up new opportunities for us.

Innovation is and will remain the key driver of HOERBIGER's growth. That is why we are identifying new projects across the group to ensure a strong innovation pipeline for the coming years. We are focusing on developing products and business models that best meet new market and customer needs and optimally position us in existing and new growth areas. The focus is on semiconductor technology, medical technology, environmental technology and automation. These megatrend-driven industries offer us attractive growth opportunities beyond pure competitive displacement.

As in previous years, we intend to grow both organically and through acquisitions in 2025. Promising projects are currently underway that should have a positive impact on HOERBIGER's positioning and long-term

profitable growth. These include acquisitions that complement existing capabilities and business models or expand our regional footprint. In addition, HOERBIGER has the ambition to make larger acquisitions that will take the Group's growth and stability to a new level. Thanks to the positive business performance of recent years, HOERBIGER has both the financial resources and the market position and reputation to take such a step.

In summary, we are well positioned to actively shape HOERBIGER's development in the current year and further strengthen our position.

Where do you see risks?

TK — Currently, I see three main risks for HOERBIGER. The first risk results from geopolitics and sanctions, which could affect the semiconductor sector in particular. Trade restrictions and political tensions could impact our supply chains and business opportunities.

Another risk is the uncertainty caused by wars and conflicts in various regions of the world. The Middle East and other potential conflict areas in particular could affect global markets and thus our business due to their unstable situation.

In addition, the threat of cybercrime remains a continuous risk. Even though we successfully dealt with the incident last year, this does not mean that we are safe from such attacks in the future. We therefore remain vigilant and continue to invest in the security of our systems.

HOERBIGER is always on the lookout for new talent. Why do you think HOERBIGER is an attractive employer?

TK — For me, there are three things that make HOERBIGER special: We offer a very personal, almost family-like environment where employees know each other well and are often connected as friends. At the same time, we have an impressive global presence on all continents that is comparable to that of large corporations.

Secondly, with our performance-driven products and services, we really make a difference for our customers by helping them to significantly increase the sustainability of their value creation. This is often reflected in the tremendous appreciation we receive from our customers.

And thirdly, the colleagues at HOERBIGER. They are not only committed and ambitious but also put their heart and soul into their work. They feel that they can make a difference with their work—and they are willing to go the extra mile to do so.

As in previous years, we aim to grow both organically and through acquisitions in 2025.

HOERBIGER is celebrating its 130th anniversary this year. If you had one wish for the future of the Group, what would it be?

TK — I hope that HOERBIGER remains strong in its fundamentals, such as its values, culture, and team spirit. At the same time, I hope that HOERBIGER remains open to change so that it can continue to be a pioneer in the future and successfully assert itself in the constantly changing world of tomorrow. In my opinion, this balancing act between maintaining consistency and adaptability is the key to our long-term success.



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Executive Board of HOERBIGER Holding AG

- 1 **Dr. Thorsten Kahlert**
CEO and Chairman of the Executive Board
Chairman since 2021,
Member of the Executive Board since 2019
- 2 **Wolfgang Sautter**
Head of Compression Division,
Member of the Executive Board since 2021
- 3 **Thomas Englmann**
Head of Automotive Division
and Rotary Business Unit,
Member of the Executive Board since 2014
- 4 **Bernhard Lindner**
Chief Financial Officer
and Head of Engine and Safety Business Units,
Member of the Executive Board since 2025



Junwen, Xuehui and Hongshuang ...





... assemble packing rings in the Compression plant in Changzhou, China, with precision and experience – a task that requires technical finesse (left to right).

#TeamHoerbiger

Focus on growth, innovation and people

The Compression Division continued to grow profitably in 2024 – both in its core business and in new growth areas. HOERBIGER is driving the transformation with innovation, strong partnerships and a focus on efficiency. But it's not just numbers that count; a strong corporate culture and committed employees are the key to success.

The Compression Division continued its growth trajectory in 2024. With an increase in sales of 4.4 percent to 621.2 million euros, the Division successfully demonstrated its “Performing while Transforming” strategy, as in previous years. Profitable growth was achieved both in the core business and in the new growth areas.

Successful core business

On the one hand, the global service teams contributed to the pleasing development in the core business, further expanding HOERBIGER's market leadership through strategic partnerships, among other things. On the other hand, the OEM team also achieved considerable success in new

**Compression
focused on progress
in 2024 – economi-
cally, technologically
and culturally.**

applications. A good example of this is the delivery of components for compressors used in the production of green steel. The Compression Division in India was also able to significantly increase delivery performance and output by optimizing processes and investing in production. The team at HOERBIGER Corpora-

tion of America also delivered an impressive performance, winning the South Florida Manufacturers Association's Manufacturer of the Year Award again in 2024.

Dynamic growth in new areas

The new growth areas presented a similarly positive picture 2024: The Air & Industrial market segment performed strongly and recorded double-digit sales growth. The Flow & Motion Control team also successfully continued its transformation into a high-tech and medical technology partner. One outstanding example is the LasGAM gas mixing system, which increases productivity in laser cutting systems by up to 50 percent – while reducing cutting gas consumption by up to 55 percent. In the field of hydrogen mobility, Compression reached important milestones, including the successful testing of the H₂ Compressor Package prototype (HCP 500) at a Viennese energy company and the opening of a state-of-the-art assembly plant in Trnava, Slovakia. In addition, the Emission Business Center was established in North America to further promote innovative solutions for reducing emissions.

Growth strategy 2025:

innovation, efficiency and market share

The Compression Division is planning further growth for 2025. The aim is to grow faster than the market, even if the general conditions become tougher. The growth strategy comprises three key areas: strengthening customer loyalty through digital products such as the Fleet Audit Tool and Service Analytics, gaining market share through targeted sales strategies, cost reductions and optimized delivery times, and the market launch of new products such as EmissionShield, eHydroCOM HD and LasGAM.

“We want to create a culture in which everyone can develop their talents. This creates innovation and new growth.”

Wolfgang Sautter

Head of Compression Division and
Member of the Executive Board

Focus on people

Beyond the numbers and strategies, HOERBIGER focuses on one thing above all: people. The goal is to create a corporate culture that enables all employees to develop their talents in the best possible way: “We focus on more community, joy, creative freedom and responsibility. Fewer rules, more feedback and working together as equals are essential components of this. We also attach particular importance to health and safety in the workplace. Numerous discussions show that we are on the right track,” says Wolfgang Sautter, member of the Executive Board and Head of the Compression Division.



621.2 million euros

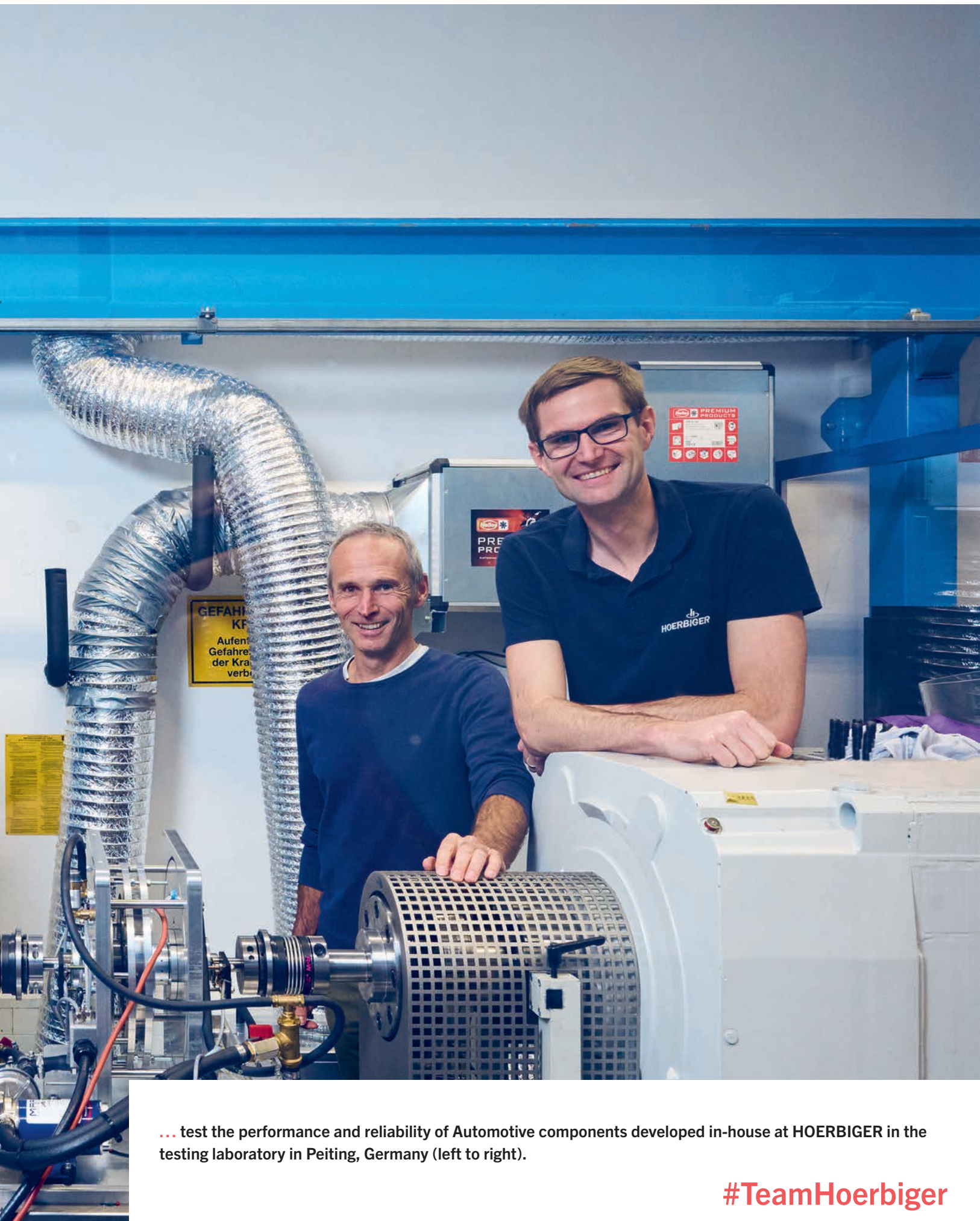
Sales 2024 Compression Division

2,842

Employees 2024 Compression Division

Matthias, Andreas, Jens and Klaus ...





... test the performance and reliability of Automotive components developed in-house at HOERBIGER in the testing laboratory in Peiting, Germany (left to right).

#TeamHoerbiger

Stable core business, successful innovations

The Automotive Division closed 2024 successfully despite challenging market conditions. The main driver was the strategically and operationally strong synchro core business. At the same time, the transformation made significant progress: New e-mobility and hydrogen products received positive feedback from customers. Team spirit, performance, and innovation shaped this change.

In 2024, Automotive demonstrated stability in its core business and momentum in its transformation.

The Automotive Division maintained stable revenues in 2024, driven by planned project launches, production ramp-ups, and strong customer relationships. Annual revenues reached 482.2 million euros, exceeding forecasts and marking a 2.4 percent increase over the previous year. In the European automotive market, the Division benefited from stagnant demand for new electric vehicles and a resurgence of internal combustion engine sales. In China, where the market is increasingly oriented toward New Energy Vehicles (NEVs), the Division remained competitive despite intense market pressures.

In this demanding environment, the synchro business once again proved to be a pillar of strength. A global production network, excellent cost structures, and strong customer commitment ensured this success. The Refrigeration Air Compression/Mobile Air Compression (RAC/MAC) segment achieved the expected turnaround in the second half of the year. In contrast, Actuation Comfort Solutions (ACS) recorded significant revenue losses due to short-term volume drops in e-mobility projects related to doors and chassis. Nevertheless, the segment delivered solid results through effective cost management.

Accelerating strategic transformation

In 2024, Automotive made significant strides in its transformation. In the eCoupling segment, initial production ramp-ups and global customer inquiries confirmed the strong future potential of the product line, particularly with the emDOC electromagnetic dog clutch. Battery components also attracted growing interest – both from European cell manufacturers and from Asian players planning localization in Europe. A competitive industrialization concept was developed within the product line for these target customers. Additionally, the Smart Housing Minimum Viable Product (MVP) was launched on the market and received positive feedback from customers. Another highlight was the start of production for bipolar plates for electrolyzers – a key component in the production of green hydrogen. This project was supported by a grant from the Bavarian Ministry of Economic Affairs.

Innovation strategy opens up new opportunities

The Division expanded R&D activities in China, enabling faster product validation and enhanced cross-functional collaboration across both conventional and electric drive systems. As the world's largest automotive market and a pioneer in NEVs, China offers significant opportunities for market entry. Investments were also made in Europe: A new development site for electrical and electronic systems was established in Stuttgart, playing a key role for the eCoupling and battery components product lines.

“2024 was a year of business success – driven by strategic clarity, innovation-driven transformation, and the strength of our teams.”

Thomas Englmann

Head of Automotive Division
and Rotary Business Unit and
Member of the Executive Board



Strong corporate culture as a driver of change

Despite major changes, the corporate culture remained characterized by team spirit and a strong drive for innovation. The summer's partial IT outage was swiftly and effectively resolved, a testament to the dedication and resilience of the employees. The Division's sustained success is largely attributable to the outstanding dedication of its employees, who stood together even more firmly in challenging times.

Outlook for 2025:

driving transformation with determination

The goals for 2025 are clear: The core business is to be continued profitably with a focus on cost leadership and maximum resilience. While RAC/MAC aims for continuous performance improvement, ACS will concentrate on unlocking new applications and expanding its product portfolio. At the same time, the transformation will continue at high speed. The focus will be on launching new products – particularly establishing the innovative emDOC.

482.2 million euros

Sales 2024 Automotive Division

2,018

Employees 2024 Automotive Division

Edézio, João, Vitor and Victor ...





... are part of Júpiter, the new HOERBIGER member in São Paulo, Brazil. With dedication, precision, and technical skill they assemble components and operate machines (left to right).

#TeamHoerbiger

Another record year through growth, innovation, and strategic expansion

With strong growth, strategic acquisitions, and cutting-edge innovations, Rotary strengthened its market position in 2024. Customer-focused solutions and technological advancements fueled success, while the outlook for 2025 remains ambitious — driving efficiency, expanding key markets, and investing in talent.

The Rotary Business Unit had a successful year in 2024, achieving record turnover of 173.1 million euros. While the European market experienced limited growth, the Americas and Asia demonstrated moderate expansion, with the semiconductor industry growing significantly. Other strategic markets, including machine tool, paper, steel, and oil & gas, maintained stable sales, contributing to the overall stellar performance.

Rotary seized opportunities, expanded markets, and strengthened partnerships worldwide.

Strategic acquisitions and business transformation

In 2024, Rotary successfully executed two strategic acquisitions: Diamond-Roltran for slip ring solutions in aerospace & defense, and Minor/Júpiter to strengthen the presence in LATAM. These acquisitions have further solidified Rotary's position in key industries, supporting its long-term growth strategy. Additionally, expansion efforts in oil & gas have enhanced the Business Unit's global footprint, particularly in EMEA, LATAM, and Asia.

Innovation and technological advancements

Rotary made significant strides in innovation, increasing the share of products that are less than five years old to 12 percent of total sales. Key technological advancements included a patent application for a new type of union for radial driven tools using AutoSense technology and the development of contactless slip ring technology. The machine tool segment benefited from strengthened relationships with spindle OEMs, while accelerated prototype delivery to OEM partners underscored the Unit's commitment to customer-centric innovation.

Customer engagement and market presence

To enhance market engagement, Rotary hosted several key industry events. A VIP training seminar for distributors in North America and a Channel Partner conference provided valuable networking opportunities. Additionally, a coolant seminar in Germany attracted over 40 key industry players, while a similar event in Taiwan facilitated collaboration with local OEMs. These initiatives strengthened relationships with customers and partners, reinforcing Rotary's commitment to knowledge sharing and industry leadership.

“Our commitment to people development, customer centricity, and innovation is at the heart of everything we do.”

João Pucetti

Head of Rotary Business Unit
(since January 1, 2025)

Outlook: continued growth and operational excellence

Looking ahead to 2025, Rotary aims to capitalize on the Minor/Júpiter acquisition. A strong focus will be placed on operational efficiency through the Dublin Performance System (DPS). Market expectations indicate continued strength in the semiconductor sector, an increase in capital investments driven by lower interest rates, and renewed momentum in paper industry projects. Key priorities for the future include people development, customer centricity, innovation, and operational excellence, ensuring that the Rotary Business Unit remains well-positioned for further sustainable growth. With a dedicated team, new leadership in place, and a strong strategic vision, Rotary is set to build on its successes and drive further expansion in the coming year.



173.1 million euros

Sales 2024 Rotary Business Unit

647

Employees 2024 Rotary Business Unit

Marc, Ryan and Mark ...





... work at Altronic in Girard (OH), USA, in the machine shop and are responsible for customizing, repairing, and retrofitting machines and technical equipment (left to right).

#TeamHoerbiger

With precision, partnership, and a pioneering spirit for a hydrogen future

Engine stayed on course for 2024, despite delays in future technologies. The Business Unit set technological standards with innovative hydrogen solutions such as the Adapth₂ system and strengthened its competitiveness with strategic partnerships.

Despite facing headwinds, Engine held its ground and continued to drive forward with hydrogen innovations.

The Engine Business Unit successfully maintained the record level of the previous year in 2024, despite weaker momentum in the hydrogen market. With sales of 68.2 million euros, earnings were only slightly below the previous year's figure and the targets. Profitability was also below the previous year's level, as expected, due to restructuring expenses in the fuel cell segment. While the oil and gas market proved stable, the hydrogen segment was

slowed down by a lack of infrastructure measures, particularly in Europe and North America. China, on the other hand, took the lead with promising developments in this market.

The existing business remained stable in all areas and consolidated the record level of 2023. The partial failure of IT systems in the

summer of 2024 was also successfully overcome through targeted prioritization, minimizing the impact on customers. After just two months, the revenue shortfall was offset and the Business Unit was back on track for success.

Active promotion of the hydrogen market

Despite a market delay of two to three years in Europe and North America, Engine is sticking to its innovation strategy in the hydrogen sector. Particularly encouraging was the successful ramp-up phase of the ePCC-DI at a pilot customer, which attracted worldwide interest. In addition,

the start of production of hydrogen refueling electronics set new market standards. In 2025, Engine will continue to provide decisive impetus, focusing specifically on the Chinese market to benefit from its significantly more dynamic development.

Milestones and technological breakthroughs

With its unique Adapth₂ system, Engine ushered in a new era of hydrogen combustion in 2024. The system – which includes a prechamber spark plug, hydrogen ignition, and injectors – enables hydrogen engines to achieve performance comparable to diesel. Successful full-engine tests have confirmed the system's efficiency and reinforced HOERBIGER's position as a technological leader in hydrogen mobility.

Important partnerships, strong team spirit

This technological breakthrough was made possible in part by a strategic partnership with Prometheus, further enhancing Engine's innovation and competitiveness. At the same time, company-wide enabling platforms have proven fundamental to success. In particular, the Growth and HOERBIGER Way initiatives have been key drivers of collaboration and team spirit. Despite challenges in the hydrogen market, the team demonstrated determination and commitment – clear evidence of the dynamic mindset and strong cohesion within the Business Unit.

“2024 was characterized by technological breakthroughs, strong partnerships, and persistent team spirit.”

Bernhard Zemann
Head of Engine Business Unit

Focus for 2025: growth and innovation

A major milestone in hydrogen mobility will be reached this year with the world's first series production launch of a heavy-duty truck engine featuring HOERBIGER's H₂ port fuel injectors (PFI). Meanwhile, a favorable market environment in the oil & gas segment signals a return to profitable growth. The strategic focus for 2025 and beyond is to consolidate market leadership in the gas ignitions segment and expand innovation leadership in the H₂ ICE segment through the AdaptH₂ system. With this ambitious roadmap, the Engine Business Unit remains committed to stability, innovation, and sustainable growth – reinforcing its pioneering role in the energy sector.



68.2 million euros

Sales 2024 Engine Business Unit

279

Employees 2024 Engine Business Unit

Peter, Markus and Team EGGER...





... share a long-standing partnership. Thomas Pöll (second from left) and Martin Wurzl (third from left) rely on explosion suppression and relief systems from IEP Technologies in their wood-based materials production facility in Unterradlberg, Austria, to protect people and machinery from potential hazards (left to right).

#TeamHoerbiger

Safety expands its global presence

The Safety Business Unit had another record year — characterized by growth, innovation and a successful acquisition. Despite global challenges, it remained the market leader and also provided new impetus in hydrogen mobility. In 2025, the focus will be on integrating new business areas and expanding into growth regions.

In 2024, Safety unlocked new potential in the growing hydrogen segment.

Safety was once again able to increase its sales in 2024 and generated revenue of 121.5 million euros. Despite economic uncertainties in Europe and temporary restraint on the part of customers in North America, the Business Unit was able to further expand its market position. The broad positioning in all three market segments – Dust Explosion Protection, Static Control and Engine & Generators (E&G)

– contributed significantly to this. In particular, the ongoing boom in the shipbuilding sector in Asia led to strong demand in the E&G segment, while the aftermarket business, especially in North America, yielded with a high order volume. The positive business development was driven by many medium-sized projects that required a high degree of flexibility and strong commitment from the teams.

Strategic investments as a growth driver

The Safety Business Unit once again made significant progress in 2024. The eSUPPRESSOR® successfully established itself on the market and further strengthened HOERBIGER as a technology leader. Innovative applications were developed in the area of battery recycling, while the insourcing of the FAB-4 field connection box secured the internal value chain. One milestone was the commissioning of the new production site in Changzhou, which significantly strengthens the local market presence

in China. The “local-for-local” strategy has proven to be a successful concept and is reflected in a significant increase in customer demand compared to the previous year.

Successful acquisition and market expansion

A significant milestone in 2024 was the acquisition of the BICERA™ product line from US manufacturer Penn-Troy, which was formally concluded at the beginning of January 2025 after due diligence was completed and the contract signed. This acquisition represents a strategic step towards further expanding the company’s global market leadership in the E&G segment and strengthens its presence in North America in particular. In addition, the product line enriches our technology portfolio with innovative solutions for hydrogen mobility – a future-oriented growth area. The focus is now on ensuring a seamless transition for existing customers.

Team spirit and commitment as the key to success

The outstanding performance of the Safety Business Unit in 2024 was largely made possible by the dedicated commitment of its employees. The IT incident in the summer presented the team with major challenges, as service calls to customers had to be carried out without the usual IT support. Thanks to a strong team performance, all customers were supported promptly and the significant increase in sales in recent months meant that the annual

“In 2024, we continued to grow, entered new markets, and strengthened our position as a global technology leader through innovation and successful M&A activity.”

Bernhard Lindner

Head of Safety Business Unit
(since May 2025), CFO, and
Member of the Executive Board

target was still achieved. The team spirit, commitment and ingenuity of the workforce were crucial to the successful annual results.

Outlook for 2025: growth and strategic integration

The focus for 2025 is on the successful post-merger integration of the BICERA™ acquisition, as well as expansion in the Latin America and Asia-Pacific regions. Despite macroeconomic uncertainties, particularly in Europe, Safety is optimistic about the future. True to the guiding principle “Safety matters”, the unreserved commitment to safety as a central market need remains the key driver of business development. With new products, further investments in local markets and the consistent implementation of the innovation strategy, the Business Unit is continuing on its successful growth path.



121.5 million euros

Sales 2024 Safety Business Unit

371

Employees 2024 Safety Business Unit


Fabian, Carlos and Emanuel ...





... ensure the reliable operation of gas compressors as service technicians in the vast regions of Patagonia, Argentina – in all weather conditions (left to right).

#TeamHoerbiger

A portrait of Dr. Andreas Hünerwadel, a middle-aged man with grey hair and glasses, smiling. He is wearing a dark blue suit jacket over a white shirt. The background is a bright, out-of-focus indoor setting.

“We safeguard the Group’s entrepreneurial freedom, while at the same time setting clear guidelines for sustainable and long-term successful development.”

Dr. Andreas Hünerwadel
President of the Board of Trustees

In conversation with **Dr. Andreas Hünerwadel**, President of the Board of Trustees

“I want HOERBIGER to remain a company where people work with joy and pride.”

Since 2016, Dr. Andreas Hünerwadel has been serving as president of the HOERBIGER Foundation, which, together with family shareholder Ms. Christiana Hörbiger, is the owner of HOERBIGER. In this interview, he speaks about the Foundation and its mission, discusses the overlap in board memberships between the Foundation and the Board of Directors, and why he is grateful that not everything has changed at HOERBIGER in recent years.

The HOERBIGER Foundation has been operating since 1989. Can you tell us something about its history?

Dr. Andreas Hünerwadel — The HOERBIGER Foundation was established in 1982 by Martina Hörbiger, who was the owner and chairwoman of HOERBIGER at the time. Martina Hörbiger, wife of Alfred Hörbiger and daughter-in-law of founder Hanns Hörbiger, took over the company’s leadership after her husband’s death in 1945. It is thanks to her clear vision and entrepreneurial spirit that HOERBIGER is now a global player in a variety of industries.

The Foundation was established with the clear intention of safeguarding the independence and long-term existence of the group. After Martina Hörbiger’s death in 1989, 50 percent of the shares in HOERBIGER were transferred to the HOERBIGER Foundation, based in Switzerland. Since Martina Hörbiger had no children, she divided the other 50 percent equally between her two nieces, one of whom is the current family shareholder, Ms. Christiana Hörbiger.

“The Foundation is like insurance for the future of the HOERBIGER Group. Most of the annual dividends stay in the Foundation to build up financial reserves for unexpected challenges or opportunities. ”

Dr. Andreas Hünerwadel

President of the Board of Trustees

Over the years, the Foundation and Board of Directors at that time gradually restructured the widely diversified company into a classic holding company, thereby laying the foundation for today's HOERBIGER Group. In the course of this transformation, the Foundation gradually acquired additional shares. Today, the family shareholder, Ms. Christiana Hörbiger, still holds 25 percent of the shares in the HOERBIGER Group, while the Foundation holds 75 percent.

The Board of Trustees is the guardian of long-term thinking.

remain in the Foundation to build up financial reserves for unforeseen challenges or opportunities. This ensures that HOERBIGER remains independent in the long term and is able to grow sustainably.

Another advantage is the stability that we provide as long-term owners. I always describe HOERBIGER as a family-owned company without the usual problems associated with traditional family-owned businesses. We don't have changing ownership structures or disputes over inheritance that cause disruption within the company.

One of the challenges is that, as a foundation, we cannot take advantage of the capital market. This means that we have to generate most of the funding for our growth ourselves. We are also not exposed to the external pressure that publicly traded companies face, which often has a positive effect on the organization.

And how do you deal with that?

AH — The lack of external pressure from the capital markets means that the Foundation has to set high expectations for HOERBIGER. To ensure that the Group remains competitive, we have therefore defined a clear ownership strategy. This includes principles such as diversification into at least three strong business areas, clearly defined growth and profitability targets, and a restriction on debt.

What is the mission of the HOERBIGER Foundation today?

AH — It is the same mandate that has been in place since our inception: The Foundation secures the independence of the HOERBIGER Group and enables long-term, sustainable business practices. The Board of Trustees is the guardian of long-term thinking. The Foundation also promotes growth through innovation by supporting research and development within the HOERBIGER Group. And it takes responsibility for its employees, in particular by supporting their professional development.

What do you see as the benefits and drawbacks of this type of ownership for a corporation?

AH — The Foundation acts as an insurance policy for the future of HOERBIGER. Most of the annual dividends

Dr. Andreas Hünerwadel with Ms. Christiana Hörbiger, family shareholder and Vice President of the Board of Trustees of the HOERBIGER Foundation.



There is some overlap in terms of who serves on the Board of Trustees and the Board of Directors. Can you explain why?

AH — The overlap is intentional to make sure everyone's on the same page when it comes to strategy. We've seen that in other foundations, having separate boards can lead to conflicting goals. To avoid that, we decided that the majority of the Board of Trustees should be on the Board of Directors and have the majority there too.

What are the respective roles of the Board of Directors and the Board of Trustees?

AH — Our role as the Board of Trustees is to select a strong management team and ensure that it can work without interference and has the resources it needs to meet the expectations of the owners.

The Board of Directors, which also includes experienced market and technology experts, is responsible for the strategic leadership, and the Executive Board is responsible for its operational leadership.

How does this cooperation work in practice?

AH — Within the framework set out in the owner strategy, the Board of Directors and the Executive Board enjoy considerable freedom to manage the Group suc-

cessfully in both strategic and operational terms. Key decisions, particularly those relating to major investments or acquisitions, must be approved by the owners. This allows us to preserve the Group's entrepreneurial freedom while at the same time setting clear guidelines for sustainable and long-term successful development.

The Foundation also provides direct support for projects that benefit the Group. Can you give us some specific examples?

AH — On the one hand, the Foundation supports the systematic strengthening of technological expertise within the Group, particularly in strategically important future technologies. One example of this is our long-standing partnership with Johannes Kepler University (JKU) in Linz. At the JKU HOERBIGER Research Institute for Smart Actuators, we are working with Dr. Florian Poltschak, the institute's director, and his team to develop solutions for future systems that rethink intelligent motion. Support from external research organizations is a key factor in the Group's innovative strength.

We preserve the entrepreneurial freedom of the group, but at the same time set clear guidelines.

With the establishment of the Foundation, we have followed in the footsteps of the Hörbiger family of entrepreneurs together with the current family shareholder, Ms. Christiana Hörbiger. It is clear to both Ms. Hörbiger and the Foundation that we have assumed responsi-

bility not only for the family business, but also for the family legacy. That is why we are working in partnership with the Vienna Technical Museum to preserve and showcase the company's history in a professional manner. We are keenly aware that in today's world, a company's origins and history play a central role for its employees, partners, and customers.

You have been a member of the Board of Trustees since 2009. How have you seen HOERBIGER changing during this time?

AH — HOERBIGER has developed considerably in various areas during this time. For example, management has been professionalized at all levels. At the same time, the business portfolio has changed. Less future-oriented business areas have been divested, while the Group has made targeted investments in technologically demanding areas. As a result, HOERBIGER's technological level has risen steadily, which has also had a positive impact on the customer portfolio.

Fortunately, what has not changed is the special corporate culture that distinguishes HOERBIGER. Despite its global presence, HOERBIGER remains a family-oriented company where every single person can make a difference. This strong sense of identification and belonging among our employees continues to be a defining element.

HOERBIGER is celebrating its 130th anniversary this year. If you had one wish for the future of the company, what would it be?

AH — My wish for the future of HOERBIGER is that we successfully complete the ongoing transformation. In particular, this involves overcoming challenges in traditional industries such as the combustion engine and oil sectors while establishing an additional, strong foothold in a future-oriented market. This will enable us to remain profitable and diversified in the long term – in line with the mission of our Foundation.

I also want HOERBIGER to remain a company where people enjoy working and take pride in what they do. From the Board of Trustees to the Board of Directors and the Executive Board to employees at all levels, enthusiasm for HOERBIGER should remain strong. After all, this is the foundation of our long-term success – and therefore a decisive factor in successfully fulfilling our mission as a foundation.

We clearly sense that, in today's world, a company's origins and history play a key role for employees, partners, and customers.

Board of Trustees of the HOERBIGER Foundation

1 **Dr. Andreas Hünerrwadel**

President

President since 2016,
Member of the Board of Trustees since 2009

2 **Christiana Hörbiger**

Vice President

Vice President of the Board of Trustees since 1989

3 **Dr. Martin Komischke**

Vice President

Vice President of the Board of Trustees since 2016

4 **Dr. Rudolf Huber**

Member of the Board of Trustees since 2008

5 **Albin Hahn**

Member of the Board of Trustees since 2022



Anna, Isabella, Macarena and Adrienne ...





...make up the Group Learning & Development team. Operating out of Vienna, Austria, they are responsible for shaping HOERBIGER's global training and development initiatives (left to right).

#TeamHoerbiger

Well equipped for future challenges

The past year was defined by innovation, talent development, and a people-centered culture that balances stability with progress. In the competition for talent, HOERBIGER stands out by offering a work environment that fosters team spirit and encourages both professional and personal growth through active participation.

In 2024, HOERBIGER employed 6,477 people worldwide, including 6,173 permanent employees and 304 temporary workers. The 4.9 percent increase over the previous year is primarily attributable to acquisitions in the Rotary Business Unit and several major customer projects in Latin America. Additionally, new positions were created throughout the Group in innovation, sales, and production to advance key future topics, strengthen market presence, and meet high demand.

Stability and innovative strength as success factors

With 130 locations in 40 countries, HOERBIGER combines international reach with strong local roots. This global presence enables employees to network internationally, develop their skills across locations, and gain intercultural experience. At the same time, the company provides a stable working environment with long-term employment – on average, employees have been with HOERBIGER for over ten years, and managers for around 15 years.

To remain competitive over the long term, HOERBIGER focuses on both stability and innovative strength. The ongoing development of the organization and the targeted support of employees play a key role in this. By growing in promising markets, the company not only strengthens its own future readiness but also enhances long-term career prospects for its employees.

Progress through digitalization, networking, and training opportunities

In 2024, HOERBIGER continued to invest in a corporate culture that fosters innovation. Efforts focused on training and development, cross-functional collaboration, and the digitalization of internal processes. Initiatives included the launch of the internal social communication platform MyHoerbiger, the internal job market, the transition to a global recruiting platform, and the expansion of digital self-service tools for employees and managers.

A prime example of strategic talent development is the Growth program, launched in 2023. It combines further education with intensive mentoring and promotes international, interdisciplinary collaboration. Over an 18-month period, participants develop both professional and personal skills and learn to successfully manage projects and teams. The first cohort of 15 participants completed the program in January 2025 with a final presentation and a celebratory event at the global management meeting in Barcelona. The second cohort is currently participating and is expected to graduate in October 2025, while the third group will begin in May of this year.

Empowering leadership and fostering feedback culture

In addition to the Growth initiative, The HOERBIGER Way – a leadership training program launched in 2023 as part of the Leadership Campus – has become a core element of leadership development. The ongoing program brings

“2024 has shown that our leadership and corporate culture play a decisive role in attracting and inspiring talent.”

Aladin Huwyler

Head of People & Culture

together leaders from all business areas and regions, reinforcing a consistent and unified leadership culture across the company. Since its inception, approximately 200 participants from Austria, Germany, the US, and China have completed the program. Based on overwhelmingly positive feedback, it will continue in 2025 with four additional sessions: two in Vienna, and one each in Schongau and Waukegan. To further support leadership growth, the program is complemented by targeted workshops and seminars tailored to the specific needs of participants. In addition, the Leadership Capability Toolbox – a virtual training platform – has become a cornerstone of HOERBIGER’s leadership learning landscape. In 2024 alone, more than 450 employees engaged with the platform to strengthen their leadership skills.

**HOERBIGER
empowers
employees through
focused development,
internal growth opportunities,
and a culture of
collaboration.**

Fostering an open and constructive feedback culture remains a key priority for HOERBIGER and will be a central focus of the upcoming Voice for Excellence (V4E) survey in September 2025, titled #WeLoveFeedback. As part of this ongoing commitment, 360° feedback has been carried out – a structured process that gathers input from supervisors, peers, and colleagues. The goal is to develop a well-rounded understanding of individual strengths and development areas by comparing self-perception with external perspectives. The insights gained from this process support both personal and professional growth, while reinforcing a culture of open communication and continuous learning – delivering valuable benefits for employees and the organization as a whole.

Feedback as a driver of development

To promote a culture of continuous improvement, the Group Learning & Development team has launched several initiatives aimed at enhancing feedback practices. One such initiative is Snack and Learn, a virtual, 30-minute session format offering practical insights into four key areas identified in the latest Voice for Excellence (V4E) survey: cross-organizational strategy communication, effective workload management, constructive feedback, and internal development opportunities. These sessions support focused skills development while fostering open dialogue on real workplace challenges.

Dorota, Svitlana and Hanna ...





...work in production at the Automotive site in Bolesławiec, Poland, and are responsible for the professional assembly of pneumatic systems (left to right).

#TeamHoerbiger

Taking responsibility — safeguarding the future

In the 2024 fiscal year, the HOERBIGER Group further refined its sustainability strategy and achieved further progress across all three ESG dimensions — environmental, social, and governance. The focus extended beyond technical solutions to include the active commitment of local employees in the regions. These individuals identify opportunities, drive change, and develop projects that serve as role models.

Local employees in the regions identify opportunities, drive change, and develop projects that serve as role models.

A central objective remains the continuous reduction of the Group's carbon footprint. In 2024, the corporate carbon footprint (CCF) from direct business activities (scopes 1 and 2) totaled 48,000 tons of CO₂ equivalent. Emissions intensity per million euros in revenue was reduced by 1% compared to the previous year, representing a total decrease of 24% since 2021. This progress was enabled by investments in energy efficiency, the purchase of renewable energy, and the ongoing expansion of in-house power generation capacities.

A Group-wide energy efficiency initiative, HEAT (HOERBIGER Energy Awareness & Training), was implemented in 2024 at sites in North America, the Middle East, and India. Workshops identified consumption-reduction measures, some of which have already been implemented. Additionally, a new photovoltaic system was installed at the Changzhou (China) location. All the installed systems in total generated 2.6 gigawatt hours of electricity in the reporting year. The company also supported the training of future Energy Scouts. In collaboration with the Munich Chamber of Industry and Commerce Academy, five trainees in Germany qualified for this role in 2024. These Energy Scouts will contribute their expertise to local energy efficiency projects, promoting a culture of sustainability within the organization.

Sustainability as a performance driver

HOERBIGER products make a direct contribution to reducing emissions in industry through customer applications and systems. In 2024, for example, the HydroCOM capacity control system for compressors helped save around 110,000 tons of CO₂ equivalent. The compressor portfolio is complemented by control panels for emission control (ECP), the EmissionShield piston rod standstill seal, and innovative valve solutions that increase both energy efficiency and the service life of technical systems. Service solutions such as the REE Audit also contribute to the goal of making customers' systems more energy-efficient.

HOERBIGER is also developing sustainable solutions in the field of alternative drives and renewable energies. These include components for the hydrogen economy, for battery systems and for e-mobility applications. In addition, more than 4,500 rotary unions and slip rings for wind turbines were delivered in the reporting year. This technological focus also strengthens HOERBIGER's market position in high-growth industries of the future.

Employee development and social responsibility

Sustainable development is also reflected in the ongoing development of employees. In 2024, more than 3,000 employees used the internal learning platform, completing over 19,000 training modules. The offering was supplemented by targeted leadership programs, mentoring initiatives and a global talent development program that opens



Environment

HOERBIGER is committed to creating a cleaner, more energy-efficient world by reducing its CO₂ footprint and developing products in sustainable applications.

1. — Energy consumption
2. — Corporate carbon footprint
3. — Sustainable products
4. — Sustainable applications

HOERBIGER Key topics



Social

HOERBIGER is committed to promoting and nurturing a diverse and inclusive environment, with a track record of emphasis on employees' health and safety and charitable donations.

5. — Employee engagement
6. — Diversity & inclusion
7. — Health & safety
8. — Training and education
9. — Corporate social responsibility

Governance

HOERBIGER is committed to transparency and compliance with laws, regulations and internal policies. This is a top priority in all business decisions and transactions.

10. — Sustainable supply chain
11. — Compliance & anticorruption
12. — Sustainable governance

up international career paths for young professionals. In addition, HOERBIGER has firmly anchored the health and safety of its employees in its operational processes. The occupational accident rate has been continuously reduced over the past five years. Binding safety principles apply in all areas and are supported by regular training, management training and structured reporting.

The global Corporate Social Responsibility (CSR) program was further enhanced in 2024. A total of 66 projects were implemented in various regions, with a focus on education, health and local communities. Of particular note is the cooperation with the organization Caring Hands in India, which provides holistic care and education for children from disadvantaged backgrounds. HOERBIGER employees are involved here on a voluntary basis.

Sustainability as a fundamental corporate attitude

Effective ESG management forms the foundation of HOERBIGER's long-term strategy. In response to the European Union's Corporate Sustainability Reporting Directive (CSRD) and the associated European Sustainability Reporting Standards (ESRS) issued in 2023, the Group initiated a comprehensive transformation process. Following the postponement of the directive's application in February 2025, HOERBIGER is leveraging the additional time to structure its reporting processes in line with double materiality analysis and to align activities with EU taxonomy requirements.

The company has set ambitious sustainability targets: by 2030, scope 1 and 2 emissions are to be cut by 50% compared to the base year of 2022. Preparations are also underway to record and reduce scope 3 emissions, especially in collaboration with suppliers. Further investments in renewable energy and the expansion of CSR initiatives are planned. Sustainability is firmly embedded in HOERBIGER's corporate governance and internal training program – not as a trend, but as a guiding principle for decision-making at all levels. Through technological innovation, social engagement, and robust governance structures, the Group will continue to actively contribute to the sustainable transformation of industry and society.

Sustainability is firmly embedded in HOERBIGER's corporate governance – not as a trend, but as a guiding principle for decision-making at all levels.

Baris, Michael, Daniel and Monika ...

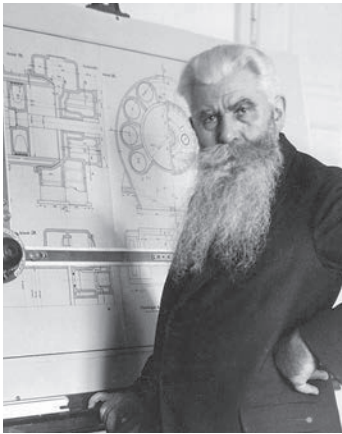




... ensure the reliable operation of piezo valve production at the Altenstadt, Germany, site through assembly, testing, and maintenance (left to right).

#TeamHoerbiger

Heritage — milestones in the company's history



1900

Hanns Hörbiger, together with the engineer Friedrich Wilhelm Rogler, founds an engineering office in Budapest. This office is relocated to Vienna in 1903.

1931

Alfred Hörbiger, the second-eldest son of the company's founder, starts the in-house production of valves in Vienna-Simmering.

Between 1925 and 1945, a total of 171 patents are granted to HOERBIGER & Co. for inventions and developments in the field of compressor valves and controls.

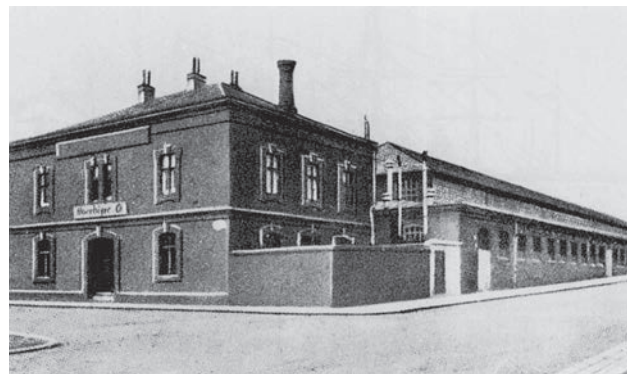
1895

The steel plate valve invented by Hanns Hörbiger is patented. The valve plate opens when the gas pressure is high enough, and closes as long as the spring pressure is higher than the gas pressure.

The HOERBIGER steel plate valve enormously improves the performance of the compressors used at the time for steel production. It makes steel production much more reliable and efficient than anyone would have considered possible at that time and paves the way for the invention of modern pressure chemistry.

1925

The engineering office becomes HOERBIGER & Co. trading company, headquartered in Vienna.





1947

Martina Hörbiger resumes international business relations, first within Europe, then later in the Americas, Africa and Asia.



1963

By the end of the 1950s, HOERBIGER builds its own distribution system in North America, followed in 1963 by the founding of HOERBIGER Corporation of America and the development of a production operation.

1945

After the destruction of the Vienna production plant during the last year of the Second World War, and the sudden passing of Alfred Hörbiger, his wife Martina Hörbiger, who also worked in the company, manages to rebuild the plant.



1950

Start of diversification as the company begins production of compressed air components.

1957

Production build-up for drive train components.

1989

Martina Hörbiger, owner of the group of companies, dies at the age of 87. She bequeaths the challenge of not only continuing business operations consistent with her spirit, but also realigning the corporate structure – which in the years prior was centered predominantly around her – to the new management team, appointed prior to her passing together with the Board of Trustees of the HOERBIGER Foundation.

1982

Martina Hörbiger establishes the HOERBIGER Foundation in Switzerland.

2010

The HOERBIGER Foundation initiates the establishment of the JKU HOERBIGER Research Institute for Smart Actuators at the Johannes Kepler University in Linz.

2009

HOERBIGER acquires Altronic.

1997

HOERBIGER Holding AG becomes Group holding company.

1970

HOERBIGER Nippon K.K. is founded in Japan, and initial contacts are established with Taiwan, Korea, and China.

1971

Entry into the compressor service business. As a result, HOERBIGER grows into global emerging markets at a very early stage.

1992

Formation of the HOERBIGER group of companies. Reorganization into three Strategic Business Units: Compression Technology, Drive Technology, Automation Technology.

1995

HOERBIGER is one of the first medium-sized companies in Europe to venture into China.





2021

The Board of Directors appoints Dr. Thorsten Kahlert as the new CEO.

2020

HOERBIGER celebrates its 125-year anniversary.

2023

A new production facility is opened in Changzhou, China, combining service and operations for Compression and Safety under one roof.

HOERBIGER Corporation of America, founded in New York City in 1963, celebrates its 60th anniversary.

2015

HOERBIGER acquires IEP Technologies and establishes the Safety Business Unit.

2016

Opening of the new Vienna-Aspern location.

2019

The acquisition of Deublin represents the HOERBIGER Group's largest acquisition to date and also marks the launch of the Rotary Business Unit.

2022

Joining forces in the Automotive Division and introduction of the new CARES organizational structure.

The Board of Trustees of the HOERBIGER Foundation and the Board of Directors of HOERBIGER Holding AG are reconstituted.

Chronicle 2024

January 8

HOERBIGER strengthens its market position in South America

The Group acquires Minor Indústria Mecânica de Precisão Ltda, the owner of the Minor Júpiter brand. The company, based in São Paulo, becomes part of the Rotary Business Unit, which with this acquisition strengthens its position in South America as well as expanding local production for customers in Brazil and the surrounding countries.



March 31

Portfolio expansion through acquisition of Diamond-Roltran

HOERBIGER announces the acquisition of Diamond-Roltran, LLC. Diamond-Roltran is the world's leading manufacturer of maintenance-free slip rings, so-called Roll-Rings®. Together with its subsidiary Deublin, HOERBIGER is strengthening its global leadership position in the field of rotary unions and slip rings.

April 2

New member of the Executive Board takes over

Dr. Christian Habicht joins the Executive Board of HOERBIGER Holding AG. He assumes responsibility for the Rotary, Engine, and Safety Business Units. These units previously fell under the responsibility of Dr. Thorsten Kahlert, who is now focusing entirely on his role as CEO and Chairman of the Executive Board.

July 3

Launch of internal career podcast

With "Development Talk", HOERBIGER's first internal career podcast goes on air. Employees gain insights into individual career paths and can find out about personal development opportunities and the company's approach to leadership. The first episodes with interviews and experience reports from international colleagues are available on SharePoint.

July 21

Participation in the Hydrogen Engine Alliance

HOERBIGER joins the Hydrogen Engine Alliance founded in 2021. The aim of this cross-industry network is to promote the development and acceptance of hydrogen engines and the expansion of the necessary infrastructure. The Alliance is committed to technology-neutral implementation of global emission reduction targets.

July 29

Partial outage of IT systems

There is a partial outage of the global IT systems as a result of unlawful access by a third party. A forensic analysis confirms the encryption of infrastructure areas and the extraction of limited amounts of data. HOERBIGER promptly informs all relevant parties and quickly restores normal operations. The IT security measures are subsequently expanded further.

September 9

Opening of an assembly plant in Slovakia

HOERBIGER opens a new assembly plant in Trnava, Slovakia, and initiates the market launch of the HCP 500 hydrogen compressor package. At the opening event, partners and guests are informed about the company's hydrogen strategy and the process of manufacturing the new product.



September 16

Construction of the most powerful hydrogen filling station in Europe

In Düsseldorf, H2 MOBILITY, HOERBIGER and ARIEL are working together to build the most powerful hydrogen filling station in Europe. With a daily delivery capacity of over 5 tons, the project sets new standards for the refueling infrastructure of trucks and buses and contributes to the further development of a sustainable transport plan.

September 20

Market launch of the emDOC electromagnetic dog clutch

HOERBIGER has developed an innovative dog clutch (known as emDOC) that combines mechanics with intelligent sensor technology and control. The wear-free on/off clutch saves installation space, weight and costs, and is suitable for hybrid and electric drives – for example for connect/disconnect applications, parking locks or differential locks.

December 1

Strategic partnership with the Egyptian Refinery Company

HOERBIGER enters a strategic partnership with the Egyptian Refinery Company (ERC) and its maintenance partner EPROM. The goal is to implement a program to optimize reciprocating compressors in the regional refinery sector with a focus on higher reliability, efficiency, and environmental soundness.

Code of Conduct — our commitment to integrity and compliance

HOERBIGER conducts its business in ways that are consistent with the corporate values — Pioneering Spirit, Courage, Fairness, and Closeness. These values are the foundation of our corporate culture and our success.

In our business, we are confronted with steadily growing compliance challenges: We face decisions about what is right or wrong, not just according to economic criteria, but also in terms of the legal and ethical standards we must observe. The HOERBIGER Code of Conduct provides clear guidance: We act with personal integrity and according to ethical principles at all times. We will never sacrifice our principles and HOERBIGER's reputation for short-term financial gain.

In 2019, HOERBIGER introduced an electronic whistleblower system, allowing employees to voice questions and concerns, including anonymously if they desire. This has created an additional communication channel for HOERBIGER to quickly address important matters. With this in mind, the Code of Conduct has been updated:

Our principles

- We manage our company based on our values, personal integrity, and trust.
- We conduct our business with respect for human dignity, in recognition of human rights, and in accordance with applicable laws.
- We are committed to economically and environmentally sustainable business practices.
- We provide safe working conditions. We continuously develop the abilities of our employees and evaluate performance fairly.
- We show mutual respect as we collaborate within and across cultures. We recognize freedom of association of our workforce.
- We conduct all our business with integrity and transparency. We oppose corruption.
- We deliver superior products and services to our customers. We support free and fair competition, and we comply with relevant competition laws.
- We take due care in the selection of our business partners. We comply with export controls and anti-money-laundering regulations.

- We treat our suppliers fairly. We expect our suppliers to strive toward the same high standards for business conduct and product quality that we have set for ourselves.
- We protect proprietary business information, private data, and intellectual property rights. Proprietary company information and data may be released to third parties only with prior authorization.
- We keep accurate records and guarantee complete and correct reporting of financial and operating information to management, shareholders, and third parties.
- We act with integrity and honesty at all times. We always declare potential conflicts of interest. We protect the company's assets and will not use our position at HOERBIGER for personal gain.
- We take pride in HOERBIGER. We protect the good reputation of our company as well as the image and the value of the HOERBIGER name and brand.

We listen and we act

- In critical situations we will support each other to keep our commitments to move HOERBIGER forward. Speak up if things must be corrected or improved!
- Raise your concerns with management. If this is not possible, or you do not get a satisfactory response, you should escalate your concern in the management structure, up to a member of the Executive Board, to a Compliance Coordinator, or to Corporate Audit.
- Concerns or complaints may also be filed on the confidential electronic reporting platform HOERBIGER Integrity Line (<https://hoerbiger.integrityline.org>). It is possible to file complaints anonymously. HOERBIGER strictly prohibits retaliation against any person who reports a suspected violation in good faith or who assists in a compliance investigation.

Corporate Governance — organization of the group

Corporate governance refers to the framework of rules and practices for managing and monitoring a company, and is of strategic importance to the HOERBIGER Group. Good corporate governance helps the Group to effectively live up to its corporate responsibility to its shareholders, employees, business partners, and the public.

HOERBIGER Holding AG is not listed on any exchange. On a voluntary basis, HOERBIGER follows corporate governance principles as they apply to publicly traded companies in Switzerland. However, in exceptional cases the Board of Directors of HOERBIGER Holding reserves the right to deviate from these principles so as to adequately take into account the circumstances specific to the HOERBIGER Group.

Corporate structure

The HOERBIGER Group is held by HOERBIGER Holding AG, headquartered in Zug, Switzerland. The primary objective of HOERBIGER Holding AG is to safeguard the continued economic success and self-reliance of the HOERBIGER Group, consistent with the Articles of Incorporation of the HOERBIGER Foundation.

The Board of Directors is the highest management body of HOERBIGER Holding AG, bears the managerial, organizational and supervisory responsibilities, and is in charge of finance matters for the HOERBIGER Group. It is composed of members of the Board of Trustees, former

members of the Executive Board, and seasoned independent individuals who are associated with the Group and experienced in corporate management. As the highest decision-making body, the Board of Directors is in charge of the main structural responsibilities across the HOERBIGER Group, notably its long-term strategy and fundamental organizational principles. The Board of Directors decides on the company's values and principles. It approves the Group's planning and budget, and appoints the members of the Executive Board. The Board of Directors is elected as part of the Annual General Meeting at the proposal of the HOERBIGER Foundation. Each member of the Board of Directors serves for a term of three years, starting on July 1 and ending, after three years, on June 30 of the calendar year in question. Persons 73 years of age or older can no longer be elected.

The Executive Board is responsible for managing HOERBIGER Holding AG and the Group. In addition, the Executive Board bears responsibility for implementing the Group's strategy as developed by the Executive Board and approved by the Board of Directors. The delegation of tasks to the Executive Board and the division of responsibilities among the levels of management are established in the Organizational Rules of the HOERBIGER Group.

The following members of the Board of Directors serve on the committees:

	Audit Committee	Finance Committee	Nomination & Compensation Committee	Strategy Committee
Chairman	Dr. Rudolf Huber	Dr. Rudolf Huber	Dr. Martin Komischke	Dr. Martin Komischke
Members	Dr. Andreas Hünérwadel	Dr. Martin Komischke	Dr. Andreas Hünérwadel	Rolf Najork Rainer Schulz

To deal with essential tasks in depth, the Board of Directors has appointed committees, which are composed of members of the Board of Directors and members of the Executive Board as elected by the Board of Directors. Committee meetings may also be attended by external specialists and internal experts of the Group.

Group Legal & Compliance and Corporate Audit provide support to the Board of Directors and Executive Board. The HOERBIGER Group has additionally established a tiered Risk Management System and an Internal Control System (ICS) to prevent financial accounting errors. BDO AG, headquartered in Steinhausen, Switzerland, is appointed as the auditor for the consolidated financial statements of the HOERBIGER Group and as the auditing company for HOERBIGER Holding AG.

Shareholder structure

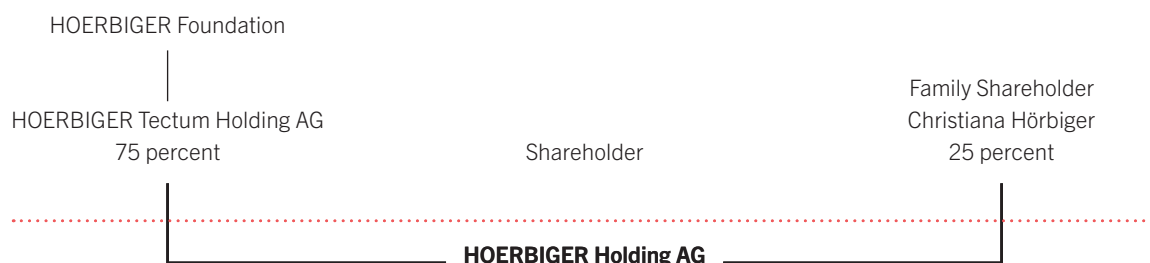
The HOERBIGER Foundation, headquartered in Zug, Switzerland, is the majority shareholder and controls the Group. At 75 percent, the majority of shares of HOERBIGER Holding AG are held by HOERBIGER Tectum AG, headquartered in Zug, a subsidiary that is entirely owned by the HOERBIGER Foundation. The management body of HOERBIGER Tectum Holding AG is identical to the Board of Trustees of the HOERBIGER Foundation in terms of

members. The remaining 25 percent is held via an associated shareholding structure by the family shareholder, Christiana Hörbiger.

The Board of Trustees of the HOERBIGER Foundation is composed of the family shareholder, active and/or former members of the Board of Directors, and independent advisors associated with the Group through long-standing cooperation. The Board of Trustees' sole mandate is to support the Foundation's mission and safeguard the interests of the HOERBIGER Group. Its members have no operational management function within the HOERBIGER Group. This gives the HOERBIGER Group a stable, long-term-oriented ownership structure that is closely tied to the Group.

With this in mind, the HOERBIGER Foundation considers it an essential duty to support forward-looking research and development in the Group, such as by financing the HOERBIGER JKU Research Institute for Smart Actuators in collaboration with Johannes Kepler University in Linz (JKU), and to provide continuing education and development opportunities for the employees of the HOERBIGER Group.

Shareholder structure of HOERBIGER Holding AG



Company locations

as of May 2025

HH = HOERBIGER Holding
C = Compression Division
A = Automotive Division
R = Rotary Business Unit
E = Engine Business Unit
S = Safety Business Unit

IO = Internal Organization/Corporate
LP = Large Production
SP = Small Production

Argentina

- C** HOERBIGER de Argentina S.A.
Reconquista 2458 – El Talar
B1618BDX Buenos Aires
- C** HOERBIGER de Argentina S.A.
Ruta 151, Km 4.5
8324 Cipolletti, Rio Negro
- C** HOERBIGER de Argentina S.A.
Manuel Arburua 3242
U9003FAJ Comodoro Rivadavia

Australia

- C** HOERBIGER Australia Pty Ltd.
Unit 4–5, 17 Alexandra Place
QLD4172 Murarrie, Queensland
- C** HOERBIGER Australia Pty Ltd.
17–19 David Street
VIC3175 Dandenong, Victoria

Austria

- CES** HOERBIGER Wien GmbH
- LP** Seestadtstraße 25
1220 Wien
- R** Deublin Austria GmbH
c/o Lainzer Straße 35
1130 Wien

Bolivia

- C** HOERBIGER de Argentina S.A.
Sucursal Bolivia
Av. Beni 250 entre 4TO y 5TO Anillo
10260 Santa Cruz de la Sierra

Brazil

- CS** HOERBIGER Brasil Ltda.
Rod. Anhanguera, Km 33 - Pq. Empresarial
Anhanguera, Rua Osasco Nº 1020. Cajamar
07753-040 São Paulo
- R** Deublin Brasil Juntas Rotativas
de Precisão Ltda.
Rua Fagundes de Oliveira, 538 Galpão
A10/A11 – Piraporinha
CEP: 09950-300 Diadema, São Paulo
- R** Minor Indústria Mecânica de Precisão Ltda
- LP** Av. Jorge Alfredo Camasmie,
372 Parque Industrial, Ramos de Freitas
Embu das Artes, São Paulo

Canada

- C** HOERBIGER (Canada) Ltd.
4181 Sladeview Crescent, Unit 46
L5L 5R2 Mississauga, Ontario
- C** HOERBIGER (Canada) Ltd.
6620 50 Street NW
T6B 2N7 Edmonton, Alberta

Chile

- C** HOERBIGER DE CHILE S.A.
General Samuel Valdivieso 0250
8560027 Punta Arenas
- C** HOERBIGER DE CHILE S.A.
Av. Américo Vespucio 1980 Of. 417
8560027 Conchalí, Santiago

China

- R** Deublin (Dalian) Precision Rotating
LP Unions Co. Ltd.
No. 2, 6th Street, DD Port
116620 Dalian
- R** Deublin (Dalian) Precision Rotating
Unions Co. Ltd.
No. 175 East Yan'an Road
116620 Shanghai, Huangpu District
- S** HOERBIGER (Shanghai) Co.,
Ltd. (Newson Gale)
39 He Fa Road, Caohejing Hi-Tech Park
200233 Shanghai
- C** HOERBIGER (Shanghai) Co., Ltd.
- LP** 39 He Fa Road, Caohejing Hi-Tech Park
200233 Shanghai

A HOERBIGER Drive Technology

LP (Changzhou) Co., Ltd.
Building No. 7, GDH Industrial Park,
16 Chuangye Rd., Xinbei District
213033 Changzhou, Jiangsu

A HOERBIGER Valves (Changzhou) Co., Ltd.

LP Building No.1, GDH Industrial Park,
16 Chuangye Rd., Xinbei District
213033 Changzhou, Jiangsu

C HOERBIGER Valves (Changzhou) Co., Ltd.

LP 1A–1C Building, GDH Industrial Park,
16 East Chuangye Road, Xinbei District
213033 Changzhou, Jiangsu

CS HOERBIGER Compression Technology

LP (China) Co., Ltd.
No. 3 Binrui Road, Chunjiang Street, Xinbei
District 213034 Changzhou, Jiangsu

Colombia

C HOERBIGER de Colombia Ltda.

Carrera 85D, 46A 65 Bodega 12
Complejo Logístico San Cayetano
Bogotá

Czech Republic

C HOERBIGER CZ SK s.r.o.

Folknářská 1246/21, Building Armex
405 02 Děčín II

C HOERBIGER CZ SK s.r.o. Prague Office

IO Hradecká 2526/3
130 00 Praha 3

Ecuador

C HOERBIGER del Ecuador, S.A.

Av. 6 de Diciembre N33-382 y
Av. Eloy Alfaro, Building ZIZA,
Floor 9 Off. 901
170125 Quito

C HOERBIGER del Ecuador, S.A.

De los Nogales N50-36
170125 Quito

Finland

S Atexon Oy

SP Tarjusojaantie 13
90440 Kempele

France

CS HOERBIGER France SAS

140 Rue de 12ème Régiment de Zouaves
Z.I. de Courtine Mourre Frais
84091 Avignon Cedex

CS HOERBIGER France SAS

185 Avenue du 12ème Régiment de Zouave
84091 Avignon Cedex

R Deublin SARL

61B Avenue de l'Europe, Z.A.C.
de la Malnoue
77184 Emerainville

Germany

R Deublin GmbH

LP Florenz-Allee 1
55129 Mainz

A HOERBIGER Antriebstechnik GmbH, Werk 1

LP Bernbeurener Straße 13
86956 Schongau

A HOERBIGER Antriebstechnik GmbH, Werk 2

LP Martina-Hörbiger-Straße 5
86956 Schongau

A HOERBIGER Antriebstechnik Holding GmbH

IO F&E Center
Pürschlingstraße 4a
86971 Peiting

A HOERBIGER Antriebstechnik Holding GmbH

IO Versuch / Prüffeldentwicklung
Pürschlingstraße 4a
86971 Peiting

A HOERBIGER Antriebstechnik Holding GmbH

IO Bernbeurener Straße 13
86956 Schongau

A HOERBIGER Automotive

LP Komfortsysteme GmbH
Martina-Hörbiger-Straße 5
86956 Schongau

HH HOERBIGER Deutschland Holding GmbH

IO Im Forchet 5
86956 Schongau

HH HOERBIGER Deutschland Holding GmbH

IO Ausbildung
Pürschlingstraße 4a
86971 Peiting

E HOERBIGER Elektronik GmbH
SP Justinus-Kerner-Straße 7
 72119 Ammerbuch

C HOERBIGER Flow Control GmbH
 TechGate Stuttgart
 Meitnerstraße 8
 70563 Stuttgart

C HOERBIGER Flow Control GmbH
LP Südliche Römerstraße 15
 86972 Altenstadt

C HOERBIGER Motion Control GmbH
LP Bahnhofstraße 43
 96257 Redwitz an der Rodach

HH HOERBIGER Immobilien GmbH
IO Im Forchet 5
 86956 Schongau

A HOERBIGER Kompressortechnik GmbH
LP Im Forchet 5
 86956 Schongau

A HOERBIGER Penzberg GmbH
LP Seeshaupter Straße 33
 82377 Penzberg

C HOERBIGER Service GmbH
 Hanns-Hörbiger-Straße 10
 67133 Maxdorf

C HOERBIGER Service GmbH
 Johannes-Hess-Straße 24
 84489 Burghausen

A HOERBIGER SynchronTechnik GmbH
LP Lembacher Straße 2
 71720 Oberstenfeld

S IEP Technologies GmbH
SP Betriebsstandort Brilon
 Hinterr Gallberg 15–17
 59929 Brilon

S IEP Technologies GmbH
 Kaiserswerther Straße 85c
 40878 Ratingen

Hungary

C HOERBIGER Service Hungaria Kft.
 Bagoly u. 7.
 2120 Dunakeszi

India

C HOERBIGER India Private Ltd.
 504/B Fifth Floor OZONE, Sarabhai Compound, Vikram Sarabhai Marg, Vadodara
 390003 Vadodara

C HOERBIGER India Private Ltd.
SP Gat 303/1, 312, 313, Village Kondhapuri,
 Taluka – Shirur
 412209 Pune

C HOERBIGER India Private Ltd.
IO (Solution Division)
 702, Sai Radhe, Kennedy Road
 412201 Pune

C HOERBIGER India Private Ltd.
 AC-76, 3rd Street, Ground Floor,
 Annanagar (South Zone)
 600040 Chennai

C HOERBIGER India Private Ltd.
 33A, Tollygunge Circular Road,
 (East Zone)
 700053 Kolkata

Italy

C HOERBIGER Italiana S.p.A.
 Via dell'Elettronica, 8
 37139 Verona

C HOERBIGER Italiana S.p.A.
 Strada Provinciale Priolo-Florida Km. 1
 96100 Priolo Gargallo

S IEP Technologies
 Via dell'Elettronica, 8
 37139 Verona

R Deublin Italiana S.r.l.
LP Via Guido Rossa, 9
 40053 Comune di Valsamoggia (BO)

Japan

C HOERBIGER Nippon KK
 DH II Bldg. 2149-1 Fudougaoka
 2860044 Narita

C HOERBIGER Nippon KK Service Center
 129-1 Houma, Shibayama
 2891622 Sanbu

C HOERBIGER Nippon KK Kansai Sales Office
 12F, Imon Kobe Bldg.
 95 Edo-machi Chuo-ku
 6500033 Kobe

C HOERBIGER Nippon KK Kyushu Office
 7F LANDIC BLD. 2-7-3 Maizuru Chuo-Ku
 8100073 Fukuoka

R Deublin Japan Ltd.
 2-13-1, Minamihanayashiki
 666-0026 Kawanishi City Hyogo

R Deublin Japan Ltd.
 2-4-10-3F Ryogoku Sumida-Ku
 130-0026 Tokyo

R Deublin Japan Ltd.
 4-1-13-201 Sakae
 491-0858 Ichinomiya City

Korea, South

R Deublin Korea Company Ltd.
Star Tower #1003, Sangdaewon-dong 223–25
Jungwon-gu, Seongnam-si, Gyeonggi-do

C HOERBIGER Korea Ltd.
8F, KR Tower, 108, Songi-ro
05713 Songpa-Gu, Seoul

S HOERBIGER Korea Ltd.
8F, KR Tower, 108, Songi-ro
05713 Songpa-Gu, Seoul

Malaysia

C HOERBIGER KT Malaysia Sdn Bhd.
PT 15675 & 15676 Kawasan
Perindustrian Jakar III
24000 Kemaman Terengganu

C HOERBIGER KT Malaysia Sdn Bhd.
695 Jalan Damansara, Oval Damansara
– Level 12, Unit 3
60000 Kuala Lumpur

S HOERBIGER KT Malaysia Sdn Bhd.
695 Jalan Damansara, Oval Damansara
– Level 12, Unit 3
60000 Kuala Lumpur

C HOERBIGER KT Malaysia Sdn. Bhd.
Lot 3005, Block 6, Kuala Baram,
Land District Permy Technology Park
98000 Miri, Sarawak

Mexico

C HOERBIGER de México, S.A. de C.V.
Rubén Darío 38, Piso 2
Colonia Rincon del Bosque
11580 Mexico City, D.F.

C HOERBIGER de México, S.A. de C.V.
Calle Av. Los Nogales Lote 7-B Mz 4 Col.
Parque Industrial Villa Florida
88710 Reynosa, Tamaulipas

C HOERBIGER de México, S.A. de C.V.
Calle 1, 41 Mza 2,
Rancheria Anacleto Canabal, Centro
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HOERBIGER in figures

Sales (million euros)	2024	in %	Δ in %	2023	in %
HOERBIGER Group	1,466.2	100	3.5	1,416.2	100
Compression Division	621.2	42.4	4.4	595.1	42.0
Automotive Division	482.2	32.9	2.4	471.0	33.3
Rotary Business Unit	173.1	11.8	7.4	161.2	11.4
Engine Business Unit	68.2	4.7	-2.2	69.8	4.9
Safety Business Unit	121.5	8.3	2.0	119.1	8.4

Employees by division and business unit	2024	Δ in %	2023
Number of employees	6,173	4.5	5,909
Compression Division	2,684	5.8	2,537
Automotive Division	1,876	1.6	1,846
Rotary Business Unit	646	10.6	584
Engine Business Unit	277	-1.1	280
Safety Business Unit	371	6.3	349
Corporate	319	1.9	313

Temporary workers	2024	Δ in %	2023
Number of employees	304	14.7	265
Compression Division	158	35.0	117
Automotive Division	142	2.9	138
Rotary Business Unit	1	-80.0	5
Engine Business Unit	2	0.0	2
Safety Business Unit	0	-100.0	2
Corporate	1	0.0	1

