

Organization Regulations of Kardex Holding AG

Version 5.0 – valid from 1 January 2026

This is a translated version of the Regulations in German language. In the event of any conflict between the German and English language, the German version shall prevail.

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1. General

These Regulations and the Schedule of Powers derived therefrom are issued based on Article 716 et seq of the Swiss Code of Obligations and §14 of the Articles of Incorporation of Kardex Holding AG ("Company").

The Company and the companies in which it directly or indirectly holds a majority interest ("Subsidiaries") are managed as a group of companies ("Group"). The Group is divided into Reporting Segments. Reporting Segments can consist of one or more Business Units.

These Regulations govern the organization, working methods, powers, and responsibilities of the Board of Directors and Group Management of the company ("Executive bodies") and the principles for the management of the Group.

2. Governance principles

2.1 Delegation principle

Executive bodies may delegate duties to the extent that these are not classed by law as non-delegable and irrevocable, in accordance with guidelines as well as within existing management structures and functional specifications.

2.2 Powers and reservation of powers

Each organizational unit (including reporting units, business units, and functions) and each governing or executive body possesses all the powers necessary to arrive at informed decisions within the area of responsibility assigned to it.

3. The Board of Directors

3.1 Constitution and composition

The Board of Directors acts as a collective body, except where the Articles of Incorporation or the Organization Regulations contain provisions to the contrary. The Chairman of the Board of Directors ("Chairman") and members of the Compensation and Nomination Committee are elected by the general meeting. The Board of Directors is otherwise free to decide on the delineation of duties within the Board of Directors at any time. It does so annually in the constituent meeting, which takes place in connection with the ordinary general meeting, and appoints from its ranks the Vice Chairman and members of the Audit Committee. It also appoints the Chairmen of the Audit Committee and Compensation and Nomination Committee from among the ranks of said committees. The Board of Directors also appoints the members of the Board of Directors who will represent it in the ESG Steering Group and, from this group, the Chair of the ESG Steering Group. Further Board committees may also be established or dissolved.

3.2 Meetings and frequency of meetings, convocation, and agenda items

The Board of Directors meets as often as business requires, but at least four times per year.

Meetings are convened by the Chairman or, if he is unable to do so, by the member who represents him.

Any member of the Board of Directors may request that a meeting of the Board of Directors be convened immediately; the reasons for such a request must be stated.

The Chairman or, if the Chairman is unable to attend, the member representing him presides over the meeting.

The members of the Group Management may, at the invitation of the Chairman, attend meetings of the Board of Directors as guests in an advisory capacity.

3.3 Quorum, resolutions, and minutes

The Board of Directors has a quorum if the majority of its members are present or participating (by electronic means). No quorum is required for resolutions to increase or decrease the capital within any capital band, amending and determining resolutions of the Board of Directors in connection with increases or reductions in capital or the conversion of the triggering event in the case of contingent capital.

The Board of Directors passes its resolutions by the majority of votes present or participating; if votes are tied, the Chairman has the casting vote.

The Board of Directors may pass its resolutions:

1. at a meeting that has or has not a physical venue;
2. by using electronic means, applying Articles 701c–701e mutatis mutandis, for example by telephone or videoconference
3. in writing on paper or electronically, unless a member requests that it be debated orally. If the resolution is passed electronically, no signature is required, unless the Board of Directors specifies a different requirement in writing.

Minutes shall be kept of the main elements of the Board's discussions and resolutions; these shall be signed by the Chairman of the Board and by the minute-taker and submitted to the Board of Directors for approval.

3.4 Duties and powers

The Board of Directors delegates the business management of the Group in full to the Group Management, unless otherwise specified by law, the Articles of Incorporation, or these Organizational Regulations.

The Board of Directors bears ultimate responsibility for managing, supervising, and monitoring the management of the business. In particular, it has the following non-transferable and irrevocable duties in accordance with Art. 716a CO:

1. the overall management of the Company and the issuing of the necessary directives;
2. determining the organization of the Company;
3. determining the structure of the accounting, financial controlling, and financial planning systems as required for management of the Company;
4. appointing and dismissing the persons entrusted with managing and representing the Company;
5. overall supervision of the persons entrusted with managing the company, specifically in respect of compliance with the law, the Articles of Incorporation, regulations, and directives;
6. preparing the annual report as well as making arrangements for the general meeting and implementing the resolutions passed by the latter;
7. filing an application for a debt restructuring moratorium and notifying the courts in the event of the Company's over indebtedness.
8. the preparation of the remuneration report.

3.5 Right of information and reporting

Any member of the Board of Directors may request information on all matters concerning the company.

Group Management and other members of the Group, as required, provide information on the current course of business and the important business events of the Company and its subsidiaries at the meetings of the Board of Directors, which they attend.

The Group Management shall immediately notify the members of the Board of Directors of any extraordinary developments.

If necessary for the fulfilment of a duty, any member of the Board of Directors may submit a request to the Chairman for accounts and files. If the Chairman declines the request for information, a hearing or the right to inspect documents, and the requesting member of the Board of Directors wishes to have the matter reconsidered, the full Board of Directors shall decide, excluding the Chairman and the requesting member.

3.6 Compensation

The Board of Directors annually presents the general meeting with the maximum total amounts for the compensation to be paid to the Board of Directors for the period until the next ordinary general meeting in accordance with §18b of the Articles of Incorporation and based on the valid version of the fee structure for the Kardex Holding AG Board of Directors.

The Board of Directors may entrust individual members of the Board of Directors with additional duties and projects. The full Board of Directors shall establish the applicable market-value compensation in advance and within the scope of the maximum amount for the total compensation of the Board of Directors approved by the general meeting.

The Board of Directors may decide to pay part of the compensation in the form of shares. In such cases, the Board of Directors stipulates the conditions, including the grant date and the valuation, and establishes any applicable lock-up period.

The Board of Directors may choose to compensate any disadvantages incurred by the members of the Board of Directors in conjunction with procedures, processes, or settlements as a result of their activities on behalf of the company or its subsidiaries. The Board of Directors furthermore passes resolutions on the payment of certain amounts in advance.

3.7 Term of office, election, re-election, and age limits

The term of office is one (1) year and ends at the close of the next ordinary general meeting. Re-election is permitted without restriction. In the case of by-elections, new members take up the term of office of their predecessors. Candidates may no longer be proposed for election or re-election to the Board of Directors upon reaching the age of 70; re-election is otherwise possible without restriction. Members of the Board of Directors automatically step down from the Board of Directors once they reach the age of 70, whereby they leave the Board at the close of the next ordinary General Meeting after reaching the age of 70.

3.8 The Chairman of the Board of Directors

The Chairman of the Board of Directors is elected by the general meeting and has the following duties and powers in particular:

- convening the meetings of the Board of Directors, preparing and presiding over such meetings;

- representing the overall interests of the Board of Directors in dealings with shareholders and the public;
- chairing the general meeting;
- coordinating the various Board committees and ensuring that the full Board of Directors operates as an integrated, unified body.

If the Chairman himself is unable exercise these functions, the Vice Chairman or, if otherwise determined by the Board of Directors, another member of the Board of Directors will do so.

3.9 Committees of the Board of Directors

The Board of Directors has established two permanent committees: the Audit Committee and the Compensation and Nomination Committee. The Board of Directors may establish further committees for the purpose of fulfilling its duties efficiently or dissolve any committees. The committees primarily have an advisory function and may submit recommendations to the full Board of Directors; the full Board of Directors retains overall responsibility for the duties transferred to the committees. All decisions by the committees must therefore be approved by the full Board of Directors.

The committees of the Board of Directors consist of between two (2) and five (5) members of the Board of Directors.

The general meeting elects the members of the Compensation and Nomination Committee, while the full Board of Directors appoints the members of the Audit Committee and other committees, as well as the Chairmen of all committees.

The committees are otherwise self-constituting and appoint a secretary who need not be a member of the committee or of the Board of Directors.

The Chairman of the Audit Committee may not at the same time be Chairman of the Board of Directors.

The Board committees meet as often as business requires; the Audit Committee, however, shall meet at least three times (3x) per year, and the Compensation and Nomination Committee at least twice (2x) per year.

Meetings are convened by the Chairman of the respective committee. If the Chairman is unable to convene a meeting, another member of the committee or the Chairman of the Board of Directors will do so.

If necessary, the Group Management, individual members of the Group Management, or other members of the Group attend the relevant committee meeting as guests at the invitation of the chairman of the meeting.

Any member of a Board committee, as well as the Chairman of the Board of Directors, may request that a committee meeting be convened immediately; the reasons for such a request must be stated.

A Board committee has a quorum if the majority of its members are present.

The resolutions of the Board committees are passed by a majority of the members present. If votes are tied, the Chairman has the casting vote.

The rules governing the passing of resolutions by the full Board of Directors pursuant to section 3.3 apply mutatis mutandis to the passing of resolutions and the recording of minutes.

The full Board of Directors is informed about meetings of the Board of Directors' committees verbally at Board of Directors meetings and by means of the minutes. If necessary, particularly in the case of extraordinary developments, the chairman of the committee informs the Chairman of the Board of Directors immediately.

3.9.1 The Audit Committee

The Audit Committee supports the Board of Directors in its duties of ultimate supervision, namely with regard to monitoring the integrity of the financial reporting, the annual and interim financial statements, the internal control system for accounting processes, risk management, and the auditing activities of the external auditors.

The Audit Committee

- critically reviews the annual and interim financial statements, consulting the external auditors and members of the Group Management, in particular the CFO, or other persons, and submits a proposal to the full Board of Directors for approval or rejection;
- assesses the auditing activities, audit plan, independence, and remuneration of the external auditors as well as their cooperation with the finance and control officers of the company and discusses their reports and recommendations;
- makes an assessment of the functioning of the internal control system and the reliability of the reporting;
- assesses and evaluates the effectiveness of the measures regarding cyber security;
- monitors compliance with legislation, internal guidelines, and other provisions;
- if necessary, submits proposals to the full Board of Directors if it determines a need for measures during the fulfilment of its duties.

The Audit Committee does not itself conduct any audits. It generally relies on the reports of internal specialist units and of the external auditor.

The Audit Committee is provided with relevant information by the Group Management, in particular by the CFO, at regular intervals. It may request additional written or oral information from the Group Management.

3.9.2 The Compensation and Nomination Committee

The Compensation and Nomination Committee submits proposals to the full Board of Directors and advises it with respect to the following areas:

- fundamental human resources issues within the Group;
- appointments to the Board of Directors and the Group Management;
- approval of the conditions of appointment for members of the Group Management (in particular compensation, term of contract);
- fundamental definitions with regard to performance-related payments within the Group;
- determination of the individual performance-related payments to members of the Group Management;
- monitoring of the salary structure and salary development as a whole as well as individual total compensation, which exceeds a certain amount to be fixed by the Committee;
- compliance with official, regulatory, and/or supervisory provisions with regard to publication of the compensation paid to the members of the Board of Directors and members of the Group Management;
- discussion and handling of whistleblowing cases.
- Annual review and consideration of the following aspects in the composition of the Board of Directors:
 - the appropriateness of the definition of independence used and the independence of the members of the Board of Directors;
 - the external mandates held by the members of the Board of Directors;
 - the appropriateness of the composition of the Board of Directors.

4. ESG Steering Group

The Board of Directors appoints the chair and other members of the ESG Steering Group. The chair of the ESG Steering Group appoints a deputy from among the members.

The ESG Steering Group ensures that Kardex fulfills its obligations in the areas of environment, social affairs, and corporate governance, and creates long-term sustainable value.

The ESG Steering Group

- supports management in developing and implementing the ESG strategy and submits corresponding proposals to the full Board of Directors for approval or adjustment;
- identifies and assesses ESG risks and opportunities and makes recommendations for minimizing risks and exploiting opportunities;
- reviews compliance with relevant ESG laws, regulations, and guidelines and ensures that these are implemented throughout the company;
- monitors ESG reporting, evaluates the quality of reporting, and ensures that it complies with the standards relevant to Kardex;
- submits proposals to the full Board of Directors as necessary if adjustments to corporate governance or ESG measures are deemed necessary.

The committee meets as often as business requires, but at least three (3) times per year. Meetings are convened by the chair of the ESG Steering Group. If the chair is unable to attend, the meeting is convened by the deputy chair of the ESG Steering Group, who then also chairs the meeting.

The ESG Steering Group has a quorum when the majority of its members are present and passes its resolutions by a majority of the members present. In the event of a tie, the chairperson has the casting vote. The rules on decision-making by the Board of Directors in accordance with section 3.3 apply mutatis mutandis to decision-making and the recording of minutes.

The entire Board of Directors has access to the minutes of the ESG Steering Group's meetings and is also informed verbally of the most important points of discussion and decisions.

5. The Group Management

Within the scope permissible by law and the Articles of Incorporation, the Board of Directors delegates the business management of the entire Group to the Group Management.

The Group Management consists of the CEO, the CFO, and the heads of the divisions, all appointed by the Board of Directors. Members of the Board of Directors may be appointed as delegates by the Board of Directors, a role in which they assume the function of the CEO and are members of the Group Management.

The CEO bears overall responsibility and leads the members of the Group Management who report to him.

The members of the Group Management are appointed by the Board of Directors upon proposal by the Compensation and Nomination Committee.

The Group Management manages the Group on the basis of the strategy determined by the Board of Directors, the business plan, the targets for the year, and the budget. It ensures that the subsidiaries comply with the provisions of the law.

The Group Management reports on a regular basis to the Board of Directors at Board meetings and in writing. In the event of extraordinary developments, the Chairman is informed immediately and decides whether to inform the full Board of Directors.

Members of the Group Management may submit proposals to the Board of Directors or to the Board committees.

5.1 The CEO

The CEO, as chairman of the Group Management, presides over the other members of the Group Management. Within the scope of these Regulations, he bears responsibility for

- developing the Group strategy and the strategies of the reporting and business units for the attention of the Board of Directors;
- implementing the strategic direction set by the Board of Directors;
- the overall financial performance of the Group;
- executing the other measures decided by the Board of Directors;
- the overall operational and executive management of the Group.

The CEO can also assume direct responsibility for reporting or business units or Group Functions (Corporate Functions) for which an overarching Strategy across the entire group makes sense. Together with the CFO and in coordination with the Chairman, he is responsible for relations with investors and supervisory authorities.

5.2 The CFO

The CFO is responsible for creating transparency in respect of the financial results of the Group as a whole and the individual reporting and business units. He ensures high-quality and timely financial reporting in line with regulatory requirements and corporate governance standards. He organizes the planning, budgeting, and controlling processes of the Group and supports the Board of Directors, the Group Management, as well as the heads of division in regards to financial aspects of strategic planning.

The CFO is responsible for the subjects of finance, taxes, and capital management and is accountable for the development and implementation of the principles, regulations, and limits of risk control.

The CFO can also assume direct responsibility for Group Functions (Corporate Functions) for which an overarching Strategy across the entire group makes sense. Together with the CEO and in consultation with the Chairman of the Board of Directors, he is responsible for relations with investors and regulatory authorities.

5.3 Further governing and executive bodies: Governing and executive bodies of the subsidiaries

The governing and executive bodies of the subsidiaries act within the minimum legal requirements in force and in accordance with the guidelines of the Group and the reporting and business units as well as the respective applicable provisions of the law and the Articles of Incorporation.

6. Conflicts of interests

If a business activity or decision of the Company or Group affects or could affect a person's own interests or the interests of individual people or legal entities associated with that person (or vice versa), a conflict of interest is deemed to exist. A conflict of interest exists, for example, if a third party is affected in which the decision-maker has a direct or indirect interest, or if the third party is close to the decision-maker in some other way, such as through special friendship or kinship.

If there is a conflict of interest, the members of the Board of Directors and the CEO are obliged to inform the Chairman or, in the case of the Chairman, the full Board of Directors; the members of Group Management are obliged to inform the CEO, who in turn informs the Chairman.

The Chairman and, if necessary, the full Board of Directors shall take appropriate measures to safeguard the interests of the Company. Such measures may include disclosure, abstention from discussion, abstention from voting, abstention from discussion and voting or a two-stage voting procedure.

7. Signatory powers

The authority to sign for Kardex Holding AG and for all subsidiaries is granted exclusively as joint signature by two.

8. Confidentiality

The members of all governing and executive bodies undertake to maintain confidentiality towards third parties regarding all non-public facts of which they become aware during the exercise of their office.

Business records must be returned to the company, at the latest, upon leaving the office.

The duty of confidentiality remains in effect following expiry of the term of office.

9. Final provisions

9.1 Entry into force

These Regulations were approved on 24 July 2025 by the Board of Directors of Kardex Holding AG, which came into force on 1 January 2026 and thus supersede all previously issued Organization Regulations.

Zurich, 24 July 2025

Kardex Holding AG

On behalf of the Board of Directors

German version signed

German version signed

Felix Thöni
Chairman

Eugen Elmiger
Vice Chairman