



# Sustainability Report

Report on non-financial matters



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# Message from our CEO

## Dear Readers,

In light of the recent merger between Starrag and Tornos, our respective sustainability programs have been integrated into a common program called Growing Sustainable.

This collaborative endeavor marks the beginning of a holistic approach to environmental, social, and governance initiatives, providing a foundational framework for ongoing development and impactful activities. By combining our strengths, our common objective is to forge a sustainable future that resonates with the values of our merged organizations. This initiative underscores our unwavering commitment to responsible business practices and ethical behavior with our stakeholders.

This report provides an insight into the initial activities launched within this unified program. Subsequent reports will incorporate additional Key Performance Indicators (KPIs) and measures currently being prepared, presenting a comprehensive overview of our evolving sustainability initiatives.

The journey has just begun and we are mindful of the path that lies ahead.

### **Michael Hauser**

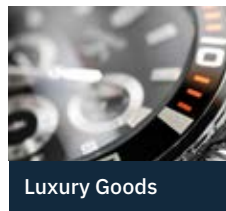
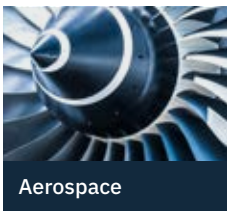
Chairman of the Board of Directors and  
Chief Executive Officer

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# General Disclosures: StarragTornos Reporting Scope

StarragTornos Group was formed by the merger of the two Groups Starrag Group Holding AG and Tornos Holding Ltd in December 2023. This report includes information on the entire StarragTornos Group. For 2023, we have chosen to disclose information about all our worldwide entities. Individual information will be highlighted in the text when relevant.



The main industries of the StarragTornos Group

## StarragTornos Business Model

StarragTornos Group is one of the leading suppliers in the machine tool industry. It develops, manufactures, and distributes precision machine tools for milling, turning, boring, grinding, and complete machining of workpieces made of metal, composite materials, and ceramics. Its customers include leading companies in the medical technology, luxury goods, aerospace, energy, and transportation industries.

Starrag Tornos Group employs a total of 1974 people (full-time equivalent). The Group's headquarters are located in Rorschacherberg (Switzerland). StarragTornos Group has a strong footprint in Europe with operating production and development sites in Switzerland, Germany, France, Italy, Poland, the UK, and on a larger scale in China, the Taiwan region, and India. The Group also has sales and service companies in all major customers' countries.

## Business Results

Please refer to pages 5 and 9 of our Annual Report 2023.



# Sustainability at StarragTornos

## Corporate Responsibility

“Our Common Future: Sustainable development is development that meets the needs of the present without compromising the ability of future generations to meet their own needs.”<sup>1</sup>

For years, the Starrag Group and the Tornos Group have both been committed to sustainability, focusing on environmentally responsible manufacturing processes, ensuring fair and healthy working conditions, developing high-quality, efficient products along with long-term ethical partnerships with our suppliers and customers.

Numerous initiatives have been pursued by our entities.



### Silver EcoVadis Medal: Starrag Vuadens SA

The Starrag factory in Vuadens has been awarded a Silver EcoVadis Medal for its sustainable commitment to the environment, labor and human rights, ethics and sustainable procurement. EcoVadis is an independent and global leader in corporate sustainability rating. With a first score of 60 out of 100 in 2023, Starrag Vuadens is in the top quartile of all companies assessed and in the top 11% in the special-purpose machinery manufacturing sector. The rating will be reviewed annually and will stimulate a continuous improvement program.

[www.ecovadis.com](http://www.ecovadis.com)



### The Initiative: Blue Competence

Starrag Group is Alliance Member of the Sustainability Initiative Blue Competence. Blue Competence is an initiative of the VDMA for promoting and communication of sustainable solutions for the Mechanical Engineering Industry. By using the trademark “Blue Competence”, we commit ourselves to these twelve Sustainability Guidelines of the Mechanical Engineering Industry.

[www.vdma.org/bluecompetence](http://www.vdma.org/bluecompetence)

Our common future for StarragTornos Group will be to work together to strengthen our commitment to shaping the future of the global metal-cutting machine tool industry. Starting in 2024, all our sustainability efforts will be unified under our Growing Sustainable initiative, and the relevant topics and processes harmonized.

<sup>1</sup> Brundtland Report, 1987



## Growing Sustainable Initiative

Our sustainability program Growing Sustainable takes a holistic approach, addressing environmental, social, and governance (ESG) aspects across our products, facilities, and relationships with our suppliers, customers, and employees.



## Mission, Vision and Strategy

### Our Vision for a Sustainable StarragTornos Group

#### **Pioneering Sustainable Manufacturing Solutions**

We are dedicated to the development of sustainable and innovative manufacturing solutions, setting standards not only for high-quality products, but also for environmental responsibility and social impact in our industry.


















### Our Mission for a Sustainable StarragTornos Group

We adopt environmentally friendly practices, ethical principles, and innovative solutions to embrace sustainability in our products and activities. We are committed to reducing our environmental impact, optimizing the use of resources, and helping our business partners shape a more sustainable future.

### Our Strategy for a Sustainable StarragTornos Group

We lead the way in sustainable machining, aligning our efforts with environmental, social, and economic responsibility. Our strategy is guided by the Sustainability Development Goals (SDGs) and the desire to minimize our impact on the planet and society while maximizing the value we bring to our customers, suppliers, and employees. To achieve this, we focus on the eight key themes described on the next page.



	Topics of our Growing Sustainable Strategy	Related material topics	SDGs
 <b>Environment</b>	<ol style="list-style-type: none"> <li>1 Work on energy and resource efficiency</li> <li>2 Reduce greenhouse gas (GHG) emissions</li> </ol>	<ul style="list-style-type: none"> <li>• Energy consumption and resource efficiency</li> <li>• GHG emissions</li> <li>• Optimizing transport</li> <li>• Materials</li> <li>• Water and waste</li> <li>• Biodiversity</li> </ul>	  
 <b>Products</b>	<ol style="list-style-type: none"> <li>3 Foster our culture of innovation and eco-design</li> <li>4 Uphold the highest standards of product quality and safety</li> <li>5 Acknowledge the significance of an ethical and responsible supply chain</li> </ol>	<ul style="list-style-type: none"> <li>• Circular economy</li> <li>• Innovation and eco-design</li> <li>• Product quality and safety</li> <li>• Responsible supply chain</li> </ul>	  
 <b>Social</b>	<ol style="list-style-type: none"> <li>6 Respect for human rights and equal treatment regardless of gender, race or religion</li> <li>7 Develop and value our employees</li> </ol>	<ul style="list-style-type: none"> <li>• Human rights and child labor</li> <li>• Diversity, equal opportunity and non-discrimination</li> <li>• Personnel development</li> <li>• Occupational health and safety</li> <li>• Employment</li> </ul>	  
 <b>Ethics and Governance</b>	<ol style="list-style-type: none"> <li>8 Apply the highest standards of business ethics and anti-corruption</li> </ol>	<ul style="list-style-type: none"> <li>• Anti-corruption and business ethics</li> <li>• Data security and customer privacy (incl. cybersecurity)</li> <li>• Risk management and ESG governance</li> </ul>	   

For our non-financial reporting 2023, we have focused on the priorities defined by our materiality assessment. More topics have been addressed whenever feasible.

## Measuring Progress and Impact

StarragTornos Group is currently in the process of establishing common targets and key performance indicators (KPIs) in the four pillars for the entire Group. Specific targets aimed at reducing our impact and improving the benefits of our activities will be disclosed in our Sustainability Report 2024.

## Sustainability Governance

The sustainability program is being developed, implemented, and monitored under the responsibility of the Board of Directors of StarragTornos Group. One Board Member is nominated as delegate to the Board of Directors.

Our Board of Directors plans to meet at least six times per year, and will supervise the program. Since the merger on December 7, 2023, the Board of Directors met once in 2023.

The Board is responsible for governance, program strategy, climate change risk management, and key indicators. The program is reviewed at Board of Directors' meetings and Executive Committee meetings, which take place at least 8 to 10 times a year.



The program is led by the Corporate Sustainability Manager, supported by the Growing Sustainable Steering Committee. The Steering Committee is made up of members from StarragTornos Group and meets regularly to ensure that the Group aligns with the goals and objectives defined. Its mission is to guide and support the success of the initiative, contributing to effective leadership and accurate decision-making.

Function	Mission
<b>Board of Directors</b>	<ul style="list-style-type: none"> <li>• Approves the sustainability strategy and assumes ultimate responsibility for it</li> <li>• Examines and approves targets for the Group in terms of sustainability</li> <li>• Oversees progress related to goals and targets</li> </ul>
<b>Board Member Delegate for Sustainability</b>	<ul style="list-style-type: none"> <li>• Follows matters linked to sustainability and reports to the Board of Directors whenever necessary</li> <li>• Is the link between the Corporate Sustainability Manager and the Board of Directors concerning sustainability topics</li> </ul>
<b>Executive Board</b>	<ul style="list-style-type: none"> <li>• Ensures that the sustainability is anchored in the company</li> <li>• Has a performance monitoring role of the sustainability strategy</li> <li>• Defines concrete objectives, measures, KPIs and action plan to reach targets of the Group</li> </ul>
<b>Corporate Sustainability Manager</b>	<ul style="list-style-type: none"> <li>• Identifies and periodically reviews materiality topics with the Board Member Delegate for Sustainability and the Executive Board</li> <li>• Aligns the sustainability program and company processes to the legal frame</li> <li>• Reviews the stakeholders engagement and aligns materiality</li> <li>• Oversees activities in accordance with the established processes and guidelines</li> </ul>
<b>Steering Committee</b>	<ul style="list-style-type: none"> <li>• Supports implementation and steers the measures defined by the Executive Board together with the Corporate Sustainability Manager</li> <li>• Supports the rollout of specific measures and actions in the Group</li> </ul>

Sustainability governance structure at StarragTornos

## Stakeholder Engagement

Our stakeholder engagement approach was initiated by the General Management of Starrag Group and Tornos Group through internal workshops and surveys with key stakeholders. The results were reviewed and aligned by the General Management of StarragTornos Group following its foundation on December 7, 2023.



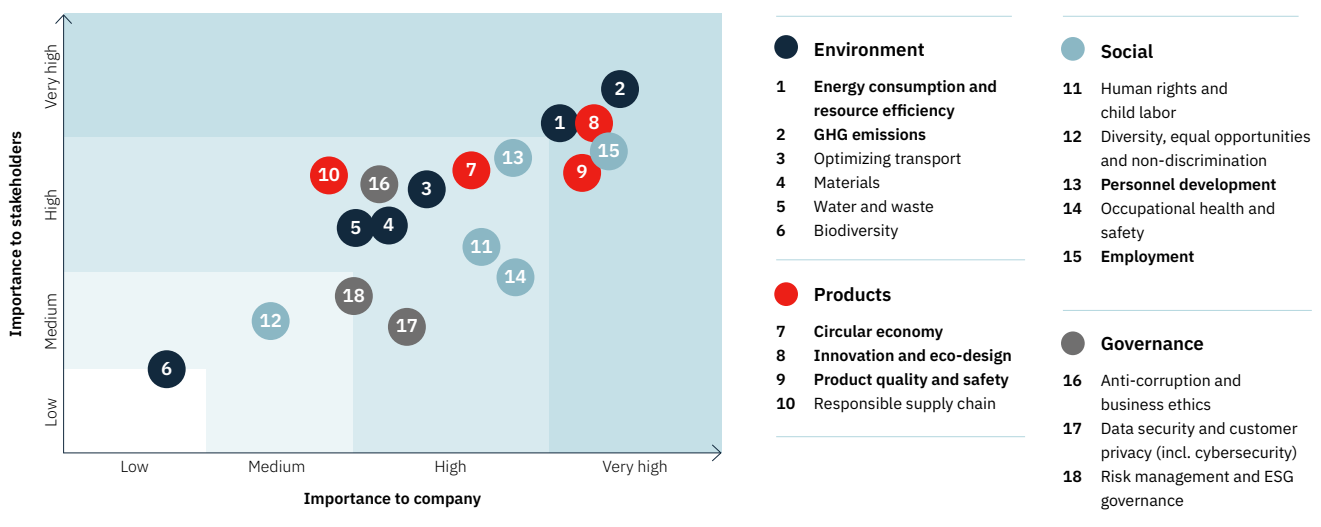
Stakeholders identified at StarragTornos Group



## Materiality Assessment

The StarragTornos Growing Sustainable program will focus on specific topics identified as material to our company and its stakeholders. In 2023, both Starrag and Tornos started to identify their own material topics through internal workshops and surveys with key stakeholders. For internal stakeholders, the sustainability steering committees of both companies and the Management Boards were involved. Starrag and Tornos also sent different questionnaires to some of their customers and suppliers. Both companies were then able to derive their own materiality matrix.

The materiality matrix presented in this first report combines the two company assessments. In line with the GRI recommendations, it will serve as an initial foundation for our Growing Sustainable Initiative.



The StarragTornos materiality matrix 2023

The topics 1, 2, 7, 8, 9, 13 and 15 have been identified as high priorities for StarragTornos and are related to the eight strategic key themes of our Sustainability Initiative. Since the merger has recently taken place, these topics have been addressed as a priority in this report. The additional topics examined in our report are the subjects linked to the legal framework, namely Article 964 of the Swiss Code of Obligations.

Further subjects will be addressed with StarragTornos's stakeholders in the coming years. For 2024, special attention will be paid to several topics, including a double materiality matrix, the Task Force on Climate-related Financial Disclosures (TCFD) recommendations, due diligence, and the new Corporate Sustainability Reporting Directive (CSRD) regulations.



# Environment



StarragTornos Group is committed to minimizing its environmental impact and conserving resources. The Group continuously improves its processes to reduce emissions and maximize resource efficiency.

In the pursuit of operational excellence, StarragTornos Group is deeply committed to sustainability, recognizing the pivotal role that manufacturing plays in shaping our environmental impact. To address climate concerns, we started to implement measures to minimize our energy consumption and emissions across our machining processes, emphasizing the adoption of eco-friendly technologies and renewable energy sources.

Environmental stewardship guides our waste management practices, with a focus on recycling and responsible disposal in order to reduce our ecological impact. Through continuous process improvements, we strive to enhance resource efficiency, contributing to a circular economy where materials are used thoughtfully, and waste is minimized.

Our commitment to sustainability extends beyond the shop floor. We invest in eco-friendly facilities and prioritize the responsible sourcing of materials. Our dedication is evident in our energy and environment program, and our products and services are designed to promote resource efficiency. Our guiding motto, “Growing Sustainable”, shapes our actions at every level.

We will also complete our risk matrix, integrating the TCFD regulations from the 2024 reporting year and addressing its relevant topics.

## GHG Emissions

StarragTornos Group recognizes the importance of greenhouse gas (GHG) emissions and their impact on the environment and climate change. Our commitment to sustainability has driven us to conduct a comprehensive assessment of both our direct and indirect emissions. The calculation of our Company Carbon Footprint is based on the GreenHouse Gas Protocol (GHG Protocol)<sup>2</sup>, the internationally accepted standard for accounting and reporting GHG emissions.

Our methodology included using a commercial platform for data collection, and collaborating with an external consultant to calculate GHG-equivalent emissions.

Both direct (Scope 1) and indirect (Scope 2) emissions were evaluated individually for Starrag Group and Tornos Group. Scope 1 emissions comprise emissions from sources that we directly

<sup>2</sup> <https://ghgprotocol.org/>



own and operate, such as on-site energy sources and fleet vehicles. Scope 2 emissions consist of indirect emissions resulting from the consumption of purchased energy.

Due to the intricate nature of data collection, indirect emissions through our supply chain (Scope 3) have been partially estimated. For the purposes of preparing this report, we decided that their complete assessment disclosure will be included from 2024.

	<b>2023 Starrag</b>	<b>2023 Tornos</b>
Categories according to the Greenhouse Gas Protocol	tCO <sub>2</sub>	tCO <sub>2</sub>
<b>Scope 1</b>	<b>2 618</b>	<b>1 496</b>
Company equipment / company vehicles	1 463	675
Heating	1 155	821
<b>Scope 2</b>	<b>3 053</b>	<b>944</b>
Purchased energy / market-based	3 053	944
<b>Scope 1+2</b>	<b>5 671</b>	<b>2 440</b>

GHG emissions of Starrag Group and Tornos Group (Scopes 1 and 2) based on the GHG Protocol for 2023

In Scope 1, natural gas, heating oil, and fuel consumption for company vehicles accounted for a total of 4 114 tCO<sub>2</sub> in 2023 globally. Scope 2 relating to electricity purchases accounted for 3 997 tCO<sub>2</sub> in 2023.

### Measures to reduce GHG Emissions

The majority of our Scope 1 and 2 GHG emissions come from the energy sources used by our units (gas and oils, electricity, district heating). Based on this assessment, StarragTornos Group will accelerate the reduction of its climate impact by means of various measures that will be implemented worldwide. In particular, StarragTornos will prioritize the use of renewable energies and strive towards climate-neutrally produced machines.

StarragTornos also focuses on the eco-design of its machines, which is at the heart of its innovation strategy.

Our measures also encompass the topic of transportation. In Germany, Starrag has already implemented a procurement policy for its corporate fleet in favor of electric vehicles. Some of our entities such as Tornos Moutier and Starrag Vuadens have initiated the development of a mobility plan to reduce the environmental impact of employee commuting.

Since 2022 and 2017 respectively, Starrag Group and Tornos Group have been participating in the Swiss Confederation program to reduce their GHG emissions from fossil energy by a minimum of 1.5% per year. By implementing specific measures, particularly in the field of energy management, StarragTornos contributes to Switzerland's climate goals.



Specific strategies and a breakdown of the reduction targets will be thoroughly assessed in the coming years, providing a detailed roadmap for our ongoing commitment to environmental stewardship.



Adherence to Swiss programs for the reduction of CO<sub>2</sub> emissions

StarragTornos Group is committed to minimizing its environmental impact and has prioritized a strategic focus on reducing its CO<sub>2</sub> footprint. Currently, the company has chosen not to compensate for its emissions. This decision reflects our dedication to transparent representation.

Our approach emphasizes proactive measures to cut emissions at the source. Before considering emission compensation, we are actively working to implement sustainable practices and technologies to reduce our carbon footprint. By prioritizing our internal emission reduction efforts, we aim to address the root causes of our environmental impact, aligning with our core values of responsibility and sustainability.



## Resource Efficiency

To reach our goals, several major actions are being undertaken at StarragTornos Group, including:

- Reducing the use of hazardous substances
- Decreasing waste and paper consumption
- Recycling scrap material wherever possible
- Enhancing resource efficiency by promoting a circular economy

In 2023, our first production site in Chemnitz was certified to ISO 14001. StarragTornos will continue to certify further production sites as part of our ongoing activities to foster a culture of continuous improvement in resource efficiency and waste reduction.

With the introduction of refillable cleaners for our assembly in Chemnitz, we replaced our eight most commonly used cleaners with a single product. Refillable containers and a central refill station not only reduce waste, but also the variety of hazardous chemicals in our production operations. With one small change, we found a more effective, safer, and overall more environmentally friendly solution that we plan to implement at other production sites.

In Vuadens the implementation of a closed-loop cooling system enables optimized and efficient water usage during the production of Bumotec machines.

## Energy

The StarragTornos Group has a global presence, with operations spanning across various regions worldwide (refer to the map on pages 44-45 for specific locations). Our production facilities are strategically situated in Switzerland, Europe, and Asia.

In 2023, the total energy usage of StarragTornos amounted to 24 173.2 MWh, encompassing both purchased and self-generated electricity, as well as purchased and direct heating. More than 40% of our electricity consumption was covered by renewables.

Our overarching goal is to progressively enhance our energy efficiency policy and phase out our reliance on fossil energy in the coming years. Ongoing investigations within the Group are assessing the most effective means to achieve this objective. For this purpose, we will work on goal-setting and data collection in order to monitor our indicators.

### Measures for Renewable Energy

In 2023, both Starrag Group and Tornos Group invested in four large new photovoltaic installations worldwide. A total of 1 885.3 MWh was produced across our different production plants, each equipped with its own on-site solar electricity installation (Moutier, Rorschacherberg, Vuadens in Switzerland, and Rho in Italy). This amount represents more than 14% of our electricity needs in the Group (13 214.4 MWh).



In Rorschacherberg, the assembly hall roof underwent an upgrade in 2023 in the form of a new photovoltaic system. With 4 200 m<sup>2</sup> of solar panels, this system can generate 1 000 MWh per year, meeting approximately 40% of our local power requirements. This marks a significant stride towards a more sustainable energy supply at StarragTornos.

In 2023, a new factory was built for our production plant in the Taiwan region, incorporating state-of-the-art technologies. The facility includes a roof equipped with solar panels and utilizes the latest generation of heating/refrigeration units, underscoring our dedication to advanced and sustainable practices. This new plant will be operational from 2024.

<b>Solar installation StarragTornos</b>	<b>Surface installed (m<sup>2</sup>)</b>	<b>Solar electricity produced (kWh)</b>	<b>Max power planned/year (kWh)</b>
Rorschacherberg Installation running from June 2023	4 200	455 910	1 000 000
Vuadens	8 200	1 408 240	1 359 000
Moutier Installation running from November 2023	5 380	8 503	1 100 000
Rho Installation running from May 2023	49	12 626	19 000
<b>Total</b>	<b>17 829</b>	<b>1 885 279</b>	<b>3 478 000</b>

Total solar electricity produced in the StarragTornos Group in 2023

Our production plant in Vuadens has been a pioneer in “green manufacturing” since its implementation in 2016. With an on-site solar power plant (8 200 m<sup>2</sup>) and heat pump system, this modern production facility provides low-emission conditions for the production of the Bumotec and SIP machine lines. From 2024 onwards, the production will be powered by 100% renewable energy.



Solar installation on our manufacturing plant in Vuadens, Switzerland, that covers about 40% of the local electricity consumption



## Measures for Energy Efficiency

For several years, Starrag Group and Tornos Group have been actively undertaking various initiatives to enhance the efficiency of their buildings and infrastructure. These include:

- Modernization of lighting with LED technology
- Employee awareness campaigns to promote energy conservation
- Optimization of Heating, Ventilation, and Air Conditioning (HVAC) systems
- Upgrading of buildings with new windows and shutters
- Optimization of production areas for energy savings
- Centralization of storage to reduce transport and fuel consumption
- Energy refurbishment efforts



New Tornos buildings located in Taichung, Taiwan region



Tornos buildings located in Rho, Italy



Tornos buildings located in Moutier, Switzerland



# Products



Our goal is to optimize our machines to create more sustainable and eco-friendly products by focusing on the reduction of energy consumption, efficient resource usage, reduced carbon footprint, and the integration of eco-design and circular economy principles. Our Growing Sustainable program addresses the following key topics:

## Energy efficiency enhancement

- Conduct energy audits to identify areas of energy waste. Numerous measures were carried out at Tornos and Starrag in 2023 to identify possible improvements
- Implement technological and process improvements to lower our energy consumption
- Develop energy-efficient components and systems for our machines

## Resource optimization

- Analyze the use and sourcing of materials and resources in machine production wherever feasible
- Optimize designs to reduce material waste and resource consumption
- Promote the recycling and reuse of materials in the manufacturing process

## Carbon footprint reduction

- Evaluate the carbon emissions associated with machine production. The initial assessments were carried out in 2022 on Starrag machines manufactured in Chemnitz. Further estimations based on the ISO 14067 standard will be launched in 2024
- Invest in cleaner and more sustainable manufacturing processes

## Eco-design integration

- Further develop the integration of eco-design principles into the product development process
- Focus on designing machines with minimal environmental impact throughout their lifecycle
- Enhance product durability, reparability, and recyclability

## Circular economy initiatives

- Implement strategies for extending the lifespan of our machines
- Promote product refurbishment, remanufacturing, and recycling
- Develop programs to facilitate the exchange and reuse of machine components



## Innovation and Eco-Design

The StarragTornos Group consistently works on optimizing energy consumption, reducing product weight, embracing circular economy practices, integrating eco-design into new developments, and improving the recycling and refurbishment of our machines and products.

Among the most relevant actions, we would like to highlight the following:

### > Reduction in moving masses

For many years, Starrag and Tornos have employed digital calculations to optimize the behavior of key components in their machines. This has led to a reduction in moving masses, subsequently lowering energy consumption while improving acceleration. These analytical methods enable us to achieve up to 40% reduction in masses while improving machining performance.

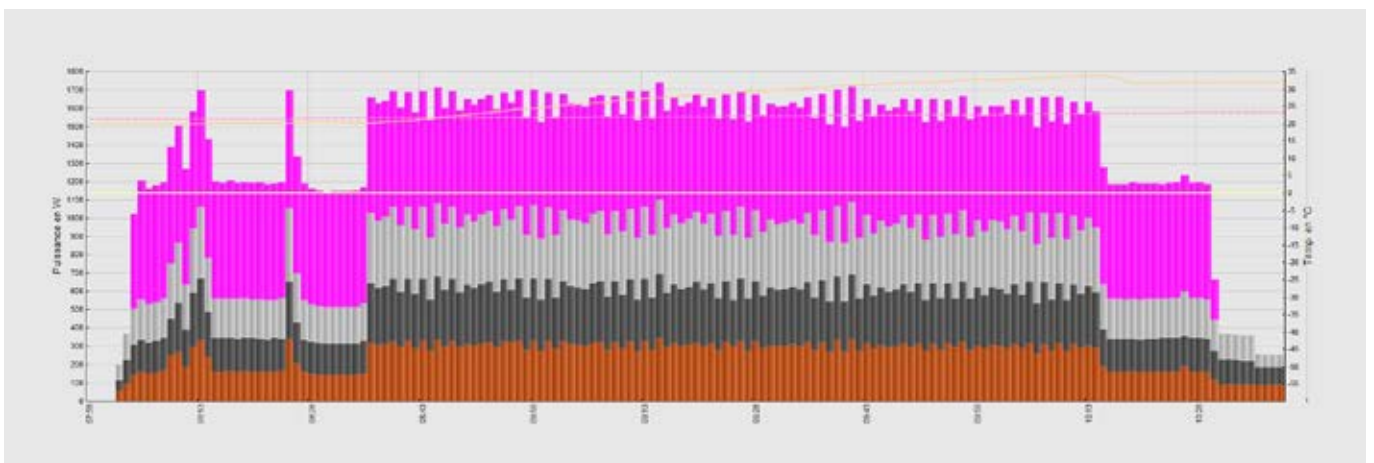
### > Pump actuation using a frequency converter

The use of frequency converters on high-pressure pumps enables the optimization of machining fluid supply. With the permanent optimization of the rotation speed of the pump motor, only the necessary amount of lubricant is supplied. This results in a substantial reduction in electrical energy drawn from the grid and significant cost savings.

### > TB-DECO energy optimization

The TB-DECO software option – available on Tornos machines – can calculate the minimum feed rate for each tool indexing procedure without modifying the cycle time of the part. This enables a reduction in electrical consumption of nearly 7%. In addition, remote programming and simulation also allow us to save a substantial amount of energy.

3.7 kWh tot.  
1.5 kWh air  
2.2 kWh élec.  
P: 0 \ 1.4 \ 1.7 kW  
02:41 m  
1 cycles (trig 0.872 kW)



Energy measures taken on one of our machines



### > Energy audits and ISO 14955

In the reporting year, Tornos conducted an internal audit to identify energy losses in its machines, resulting in a significant reduction in energy consumption.

In parallel, Starrag has started to conduct standardized measurements of electrical energy and compressed air, as well as operating states following the ISO 14955 guidelines. This initiative aims to provide both our company and our customers with reliable and accurate information regarding the energy consumption of our machines.

Moving forward, these assessments will be consolidated and the knowledge shared within the Group, as a proactive effort to enhance our innovation strength for more energy efficiency in our industry.

### > Weight optimization

Several measures were implemented on our machines for weight optimization. As an example, Tornos incorporated cutting-edge raw materials into the structural components of its compact machines. This innovation resulted in a remarkable 25% reduction in material usage, while maintaining the structural integrity of the machines. Beyond the immediate cost benefits and resource preservation, this initiative had further positive effects such as minimizing energy consumption during production and substantially shrinking the environmental footprint during transportation.

### > Footprint reduction

Starrag and Tornos have continually improved the overall footprint of their machines. Through technical developments, new machines can achieve a reduced footprint by up to 30-40%, even with the integration of the former freestanding cooling and lubrication system. This not only saves space in operations but, coupled with the higher performance of the machines, also yields significant increases in area productivity.

### > Integrated drive technique and energy reuse

The use of high-efficiency motors leads to enhanced machining performance on spindles and axes. This option enables the recovery and redistribution of up to 70% of the energy generated during braking, utilizing drive modules for an efficient energy cycle. It incorporates a power supply regeneration system, managed by numerical control, to repurpose regenerative energy across other machines or devices within the factory. This contributes significantly to energy cost savings.

### > Fingerprint

The remote-access Fingerprint is available on all Heckert machines. This user-friendly and resource-efficient maintenance option offers maximum flexibility for the customer, prevents unplanned machine failures, and positively impacts workpiece costs. Due to its undeniable advantages, the Fingerprint option is also being rolled out to other Starrag brands.

### > Power saving

This device monitors energy flows in real time, identifying potential energy-saving opportunities and providing insights into instantaneous consumption and its historical data. Key benefits include multi-energy capability, autonomy, and non-intrusiveness.



#### > **ECO mode**

In this mode, the motors power off after a period of inactivity, and there is an emergency stop after a period of inactivity in the pneumatic supply. This mode is fully configurable and is already integrated into all our machines. No additional hardware is required. The benefits include a reduction in the consumption of a machine that is not in production, with the potential to achieve energy savings of up to 75%.

#### > **Preheat function**

Starting production during off-peak periods involves preheating the machine and initiating production in a single function. The power supply to the motors is switched on automatically. During the preheat phase, the high-pressure pumps can be disabled. This function is already available on all machines as an option, and no additional hardware is needed. The benefits include the ability to carry out production during off-peak periods.

#### > **Programmed Production Stop function**

Starting production during off-peak periods, combined with the preheat function, is available on T-MI (interface machines) as an option. No additional hardware is required. The advantages include the ability to carry out production during off-peak periods.

The ECO mode enables a reduction of energy consumption up to 75% when the machine is not in productive mode.



## Circular Economy

StarragTornos Group tries to follow a circular economy approach where products and materials are kept as much as possible and economically reasonable in a circulation through processes like maintenance, reuse, refurbishment, remanufacture and recycling.

Circular economy accounts for more than 20% of the total Service revenue of the Group.

### Modernization and refurbishing of machines

With the DECO 10 Plus program, the Tornos Group refurbishes and partially remanufactures the DECO 10 machines running all over the world. The machine is upgraded with the latest-generation CNC, providing improved control over both productivity and energy consumption.

The focus of the Starrag Group is on high value and large machines. After modernization, these machines are equipped with the latest in CNC controls and cutting-edge technology, enabling them to operate effectively for another 10-15 years and perform like new machines. This longevity is achievable thanks to the inherently robust and sustainable design of the machines' basic structures.

Each of these machines has its own dedicated foundation, with its structure comprising tons of steel. Through these refurbishment activities, a substantial amount of concrete and steel is conserved, and tons of CO<sub>2</sub> emissions are prevented.



Retrofit operations at Starrag Mönchengladbach



Tornos DECO 2000 machine before and after retrofitting



## Standard Exchange of Machine Parts

StarragTornos Group also promotes a circular economy by overhauling machine components. Our customers have the option to return specific used parts and choose between purchasing a new part or a reconditioned one.



Components ready for replacement on a Tornos machine

<b>Circular economy</b>	<b>2023</b>
Number of machines retrofitted at Tornos	18
Number of machines refurbished at Tornos	11
Number of machine components retrofitted (standard exchange at Tornos)	845

Number of Tornos machines retrofitted or refurbished for our customers

## Product Quality and Safety

Quality and safety are fundamental prerequisites that are considered from the initial stages of the design process, with our developers collaborating closely with internal specialists. Our suppliers are actively involved in the development process right from the outset. Prior to market launch, all our products, including machines, undergo a series of rigorous stress tests that exceed real-world conditions at customer locations. This meticulous testing is paramount to safeguarding human health and safety.

### Quality

Both Starrag and Tornos have a long-standing commitment to product quality. We align our activities with ISO 9001 standards and continuously improve our assembly quality through a lean approach that involves our entire product team, from R&D to sales. Our Quality Management program actively involves service experts and suppliers, ensuring regular evaluations and action plans to boost quality. Throughout development and production, our quality team meticulously monitors product quality and safety. Our Quality Vision drives initiatives along the value chain, aiming for sustainable quality and 100% customer satisfaction. Rigorous quality standards also apply to final quality assessments, with every machine tested before leaving our factories. The same high standards are applied to our software solutions.



For new developments, we follow a structured process led by experts with extensive experience. We rigorously test the individual work steps, both independently and interactively, using automated and manual methods.

## Safety

Our machines adhere to the most rigorous safety regulations, including :

- Directive 2006/42/EC: The Machinery Directive 2006/42/EC is a European Union directive that governs the harmonization of essential health and safety requirements for machinery within the EU market. We apply the harmonized standard EN ISO 23125:2015 in order to be conform.
- Directive 2014/30/EU: The EMC Directive 2014/30/EU aims to ensure that any electrical and electronic equipment minimizes the emission of electromagnetic interference that may influence other equipment. We conform to the harmonized standards EN6100-6-4:2007 and EN 6100-6-2:2005.
- Directive 2014/35/EU: The Low Voltage Directive 2014/35/EU covers electrical equipment designed for use within certain voltage limits which is new to the Union market when it is placed on the market. We comply with the harmonized standard EN 60204-1:2018.

We also apply the principles of the international standard EN ISO 12100:2010 for achieving safety in machinery design, as well as several other ISO standards with a focus on safety, fluid power, and electromagnetic compatibility.

In addition to implementing and ensuring compliance with these standards, our engineers provide training to customers on safety aspects during machine delivery.

## Responsible Supply Chain

### Partner and Supplier Management

Our suppliers play a crucial role in our value chain, serving as the initial link. They must fulfill environmental and social standards for collaboration. We ensure the consistency of high-quality materials across all our facilities. Starting in 2024, we will organize regular training sessions for our procurement teams on compliance, sustainability, and anti-bribery measures.

The Tornos Code of Conduct for Business Partners and the Starrag Business Conduct Guidelines and General Purchasing Guidelines formalize our ethical standards. These standards include a firm stance against forced and child labor, support for human rights, and a commitment to environmental preservation. In some cases, audits are conducted to verify suppliers' adherence to these standards.

Maintaining strong supplier relationships is a top priority for StarragTornos Group. For example, the Tornos annual Suppliers Meeting, launched in 2011, illustrates the importance given to our business partners.

In the coming years, we will be actively working towards aligning our processes and policies. This is aimed at establishing an integrated, efficient, and responsible supplier management system throughout the entire group.



## **Our Commitment to our Partners and Suppliers**

Building long-term relationships with our business partners and ensuring fair treatment are fundamental principles at our company.

These relationships go beyond transactional engagements and are characterized by mutual trust, collaboration, and shared success. We believe that sustained partnerships not only contribute to the stability and growth of both parties, but also foster innovation.

Furthermore, we are committed to ensuring fair treatment in all our interactions with business partners. This involves transparent and equitable dealings, respect for contractual agreements, and a commitment to ethical business practices.

In summary, our dedication to cultivating long-term relationships and ensuring fair treatment reflects our commitment to ethical, collaborative, and mutually beneficial business practices. We are confident that this plays a crucial role in fostering a positive and sustainable business ecosystem.

## **Supplier Assessment**

In 2023, both the Starrag Group and the Tornos Group started to improve their supplier assessment policies and practices.

Tornos updated its internal processes to ensure a more responsible supply chain. All existing suppliers were asked to commit to the Tornos Code of Conduct for Business Partners, with an 88% return rate of completed and signed documents. Non-compliant suppliers will be interviewed, and audits will be conducted. Failure to adhere to the Code of Conduct can result in exclusion. Suppliers are now classified as direct (linked to machine production) or indirect. Tornos initially focused on a risk analysis for key direct suppliers, implementing targeted monitoring based on quality, environmental, and social aspects.

As part of its process improvements in Supplier Management, Tornos has set itself the goal of enhancing transparency in its supply chain and the importance of sustainability in the rating of its suppliers. New suppliers will undergo assessments using the same methodology, with the necessary action taken to address any identified issues.

On an annual basis, StarragTornos Group will conduct audits to ensure compliance with the Code of Conduct and relevant regulations.

Special attention has been and will continue to be paid to suppliers in countries that have not ratified the International Labor Organization (ILO) convention. In 2023, Starrag Group conducted a comprehensive assessment of this point, requiring all non-member suppliers to confirm or sign their commitment to complying with the convention. In the coming years, StarragTornos Group will strive to strengthen and harmonize these practices across the entire group.



<b>Subject</b>	<b>2023</b>
Number of Codes of Conduct signed	838
Supplier has its own Code of Conduct	89
Refused to sign the Code of Conduct	3
Not received yet	116
<b>Total Code of Conduct sent</b>	<b>1 046</b>

Number of Code of Conduct for Business Partners sent to Tornos Group suppliers

### Conflict Minerals

StarragTornos Group does not directly purchase raw conflict minerals such as gold, tantalum, tungsten or tin in their pure form or their derivatives.

However, we are committed to avoiding the procurement of conflict minerals, guided by Swiss (Art. 964 CO) and international regulations, and the perceived risk of legal violations or human rights abuses.

Due to the chemical composition of our processed components, the risk of using conflict minerals has been assessed and evaluated as very low by the StarragTornos Group. Although we avoid the direct sourcing of conflict minerals from non-European sources, trace amounts may be present in processed components. The global and multi-tier nature of these supply chains means it is challenging to definitively determine their origins.

In response to these challenges, we will continue to closely monitor our most high-risk suppliers, through our upcoming Supply Chain Management System, with appropriate and dedicated questionnaires.



# Social



## Employment

As of December 31, 2023, 1974 employees (full-time equivalent) were active in the StarragTornos Group. Our human resources strategy focuses on key pillars such as diversity, equal opportunities, training, personnel growth, occupational health and safety, holistic health management, satisfaction and overall well-being.

We offer competitive compensation packages and cultivate an open, trustworthy organizational culture on a global scale, all under effective leadership.

1. Company size (Switzerland only)	Rorschacherberg		Vuadens		Moutier	
	2022	2023	2022	2023	2022	2023
1.1 Number of employees	227	242	202	243	307	313
1.2 Thereof number of apprentices	28	24	8	7	36	33

2022 and 2023 figures for Starrag and Tornos Group Switzerland. We will align worldwide indicators from 2024.

2. Staff composition	Rorschacherberg		Vuadens		Moutier	
	2022	2023	2022	2023	2022	2023
2.1 Proportion of managers (%)	15.9%	15.3%	10.0%	8.0%	8.8%	9.3%
2.2 Proportion of women (%)	8.8%	7.0%	6.0%	6.0%	13.5%	13.6%
2.3 Proportion of part-time employees (%)	10.6%	12.8%	7.0%	10.0%	6.4%	5.2%
2.4 Proportion of apprentices (%)	14.0%	11.0%	3.0%	3.0%	11.7%	10.5%
2.5 Proportion of apprentices taken on after completing their apprenticeship (%)	57.0%	66.7%	0.0%	1.0%	54.5%	50.0%
2.6 Proportion of employees working in shifts (%)	5.0%	4.5%	0.0%	0.0%	0.0%	0.0%
2.7 Proportion of foreigners incl. cross-border commuters (%)	30.0%	32.2%	26.7%	30.0%	16.7%	19.8%
2.8 Proportion of cross-border commuters (%)	10.6%	10.3%	2.0%	2.3%	15.2%	16.6%

2022 and 2023 figures for Starrag and Tornos Group Switzerland. We will align worldwide indicators from 2024.



3. Staff age and loyalty	Rorschacherberg		Vuadens		Moutier	
	2022	2023	2022	2023	2022	2023
3.1 Average age of employees (years)	44	43.1	44	44	43	43
3.2 Average length of service (years)	11.49	10.66	11	11	13.07	12.73
3.3 Fluctuation rate (%)	4.2%	3.4%	5.0%	3.0%	7.2%	9.8%

2022 and 2023 figures for Starrag and Tornos Group Switzerland. We will align worldwide indicators from 2024.

## Occupational Health and Safety

For over two decades, we have been dedicated to enhancing occupational health and safety for our employees. The initiatives include the design of ergonomic workspaces in both office and production environments, the provision of ergonomic posture courses, and the promotion of healthy nutrition, for example in our company restaurants in Moutier and Chemnitz.

We ensure that all our employees worldwide are provided with the necessary protective gear such as gloves, glasses, helmets, ear and eye protection, safety shoes, etc., with regular checks. At our factory in India, fruit is grown directly on-site and then distributed free of charge to our employees. Through this initiative, we contribute not only to promoting healthy eating among our staff, but also to a collective environmental consciousness.

4. Absences due to illness and accident	Rorschacherberg		Vuadens		Moutier	
	2022	2023	2022	2023	2022	2023
4.1 Due to short and longterm illness (in %)	2.3%	2.6%	2.3%	2.4%	2.9%	2.0%
4.2 Due to short and longterm illness (in hours per year)	9 260	11 921	9 174	11 045	18 661	13 258
4.3 Due to occupational accident (in %)	0.0%	0.0%	0.4%	0.3%	0.3%	0.2%
4.4 Due to occupational accident (in hours per year)	15	121	1 408	1 163	2 163	1 517
4.5 Due to non occupational accident (in %)	0.4%	0.1%	0.8%	1.2%	0.5%	0.4%
4.6 Due to non occupational accident (in hours per year)	1 675	577	3 245	5 753	3 247	2 574
4.7 Number of absences in days (sickness and accident) per year per employee	5.4	5.6	4.4	5.7	9.8	6.9

2022 and 2023 figures for Starrag and Tornos Group Switzerland. We will align worldwide indicators from 2024.



Our company restaurant at Tornos Moutier.



## Personnel Development

Our commitment to personnel development is more than just words; it is a guiding philosophy. We prioritize training, mentorship, and continuous learning, inspiring our employees to become future leaders and contributors to our collective success. Their growth is our growth, reflecting our core values.

Continuous learning is part of our corporate culture. This includes taking on trainees and dual education students. Currently there are 132 apprentices and trainees undergoing training, which represents 5.9% of the FTE for the entire Group.

As members of Swissmem, focusMem, Verein Triebwerk, LVKR<sup>3</sup>, LMVA<sup>4</sup>, and more, we leverage these connections to provide our trainees with diverse perspectives and comprehensive knowledge.

We are proud to be personally training our future experts and heads of department. Thirty-five leader positions are occupied by former StarragTornos apprentices and trainees, who continue to share their knowledge within our organization and inspire us.

We offer personalized training opportunities for employees, tailored to individual needs and target groups. In 2024 we will introduce a dedicated learning platform to teach digitalization and other specialized subjects. This platform will include quizzes, a points system, ranking, and certificates to promote long-term learning achievements.

5. Personnel development	Rorschacherberg		Vuadens		Moutier	
	2022	2023	2022	2023	2022	2023
5.1 External training costs per employee (CHF)	1 080	740	286	156	335	430

2022 and 2023 figures for Starrag and Tornos Group Switzerland. We will align worldwide indicators from 2024.



Apprentices who finished their training in summer 2023 with the training staff and HR Manager at Tornos Moutier



Apprentices who finished their training in summer 2023 at Starrag Rorschacherberg

<sup>3</sup> Landesverband für Kriminalprävention und Resozialisierung Sachsen-Anhalt e. V.: [www.lvkr.de](http://www.lvkr.de)

<sup>4</sup> Lehrmeisterverband Automation: [www.lmva.ch](http://www.lmva.ch)



## Diversity, Equal Opportunities, and Non-Discrimination

### Our Commitment and Measures

Our commitment to diversity and equal opportunities is more than just a policy; it is a core value deeply embedded in our corporate ethos. We value the unique perspectives, experiences, and backgrounds that our employees bring to the table. By fostering an inclusive environment, we harness the collective power of our diverse workforce to drive innovation, creativity, and excellence. In this commitment, we stand firmly against discrimination in all its forms. We uphold the principles of fairness, equality, and respect, ensuring that every individual, regardless of their gender, race, ethnicity, age, religion, sexual orientation, disability, or any other characteristic, is treated with dignity and given the same opportunities to grow and succeed within our organization.

For KPI see point 2 on page 70.

### Gender Pay Equality

Ensuring equal pay and recognizing the equal value of work for all genders has been a longstanding commitment at StarragTornos Group. Over 12 years ago, we became the third company in Switzerland to conduct a study on this matter, and even then, no discrimination was found.

Today, in compliance with federal law, a new mandatory survey has been carried out and the results remain gratifying. We continue to serve as an example, consistently affirming our position in respecting equal pay for work of equal value between men and women.



Gender pay equality certificates



## Human Rights and Child Labor

StarragTornos Group is highly committed to respecting and protecting human rights throughout its entire supply chain. The Tornos Code of Conduct, the Tornos Code of Conduct for Business Partners, the Starrag Business Conduct Guidelines, and the Starrag General Purchasing Guidelines reflect this commitment.

Our standards encompass, but are not limited to:

- Adherence to global labor and social standards as defined by the International Labor Organization (ILO), including the UN Global Compact's Labor Principles which provide guidance on child labor, forced labor, and discrimination
- Advocacy for equitable working conditions
- Firm opposition to any form of child or forced labor
- Respect for freedom of association and collective bargaining rights

We apply the same standards to our suppliers and business partners, expecting them to uphold these standards throughout their supply chains. Our customers and employees also expect adherence to these standards from both us and our suppliers.

Thorough due diligence processes serve our primary strategy for mitigating risks. In 2023, Tornos took measures to fight against child labor and forced or compulsory labor, adapting its internal processes and conducting the first updated audits with its suppliers.

During the reporting year, Starrag conducted a comprehensive global assessment of its tier-1 suppliers to identify and address child labor risks and concerns. All high-risk direct suppliers have been identified and required to sign the Starrag General Purchasing Guidelines. Achieving comprehensive traceability throughout our supply chain will require significant efforts in the future, given the operational constraints.

In response to these challenges, we will maintain our vigilant oversight of our most high-risk suppliers and insist on confirmation of the referenced documents before initiating or continuing any business relationships.

Some alignment will be necessary for this purpose in the coming period, with further measures and specifics to be outlined in the 2024 report.

<b>Subject</b>	<b>2023</b>
Number of audits carried out in 2023	36
Non-conformity linked to human rights	0
Non-conformity linked to child labor	0
<b>Total</b>	<b>36</b>

Audits carried out by the Tornos Group for both human rights and child labor



Contest at i-moutier with students from the Engineering school in St-Imier



Citizen's Day clean-up action in Moutier



Tree planting by apprentices from Starrag in the Beutha region (Saxony)

## Social and Local Commitment

Our commitment to sustainability goes beyond our corporate boundaries, extending to our societal responsibilities, where we actively contribute through donations, sponsorships, and engagement with schools and associations. We empower our employees to participate in volunteer activities by offering flexible working hours to facilitate their involvement.

Our primary focus includes education, science, nurturing young talents, sports and community engagement, all overseen by our Executive Management. We proactively collaborate with local associations and initiatives to build networks and promote regional improvement.

Furthermore, we are spearheading a sustainability paradigm shift through the i-moutier initiative, launched by Tornos in 2018. In 2023, we initiated several successful sustainability workshops with professional and enthusiastic experts. These workshops covered topics such as energy, legal frameworks, and eco-design, with a high level of participation. Learn more at [www.i-moutier.ch](http://www.i-moutier.ch) Our commitment to the local community extends beyond social activities. We care deeply for our environment, as evidenced by our Chemnitz trainees planting 1500 trees at a local forest in May 2023. This initiative was aimed at addressing the significant damage caused by the bostrych, demonstrating our dedication to environmental stewardship.

In Moutier, the first Citizen's Day was conducted in May with volunteers from the whole company. The goal was to clean up a part of the city and the forest around the city. Over 300 kg waste was collected within a few hours.



# Ethics and Governance



Following the recent merger, action will be taken to harmonize governance-related matters. This harmonization process will start in 2024, with the aim of creating a unified framework that reflects the shared values, principles, and standards of the new StarragTornos Group organization. This framework will establish processes to proactively address Group-specific risks and efficiently handle compliance breaches.

Ethics and Governance addresses the following topics:

- Risk management
- Compliance
- Data protection
- IT security
- Anti-corruption and antitrust measures

Each of these subjects will undergo regular audits to ensure their ongoing effectiveness. In 2023, particular emphasis was placed on IT security topics, combating corruption, preventing child labor, and monitoring raw materials originating from high-risk countries such as gold, tantalum, tungsten, and tin. These focused efforts demonstrate our commitment to upholding the highest standards in ethical conduct and responsible business practices.

## Risk Management

In 2023, we took significant strides towards sustainable risk management by integrating sustainability risks into our company's comprehensive risk assessment process. This initiative has not only bolstered the efficiency of our risk evaluation, but has also elevated the overall quality of risk-related information. Commencing in the 2023 financial year, our commitment extends to a heightened level of analysis, incorporating the Task Force on Climate-related Financial Disclosures (TCFD) regulations from the 2024 reporting year onwards.

Within the spectrum of risks, climate-related concerns take center stage as a prominent risk category for our Group, and are overseen directly by the Board of Directors. Adhering to TCFD guidelines, our Chief Financial Officer (CFO) will initiate annual assessments to identify climate-related risks and opportunities.

The evaluation of these risks will be conducted across short, mid, and long-term horizons, carefully considering environmental laws, regulations, and stakeholder expectations. To address the identified risks and capitalize on opportunities, strategic actions will be determined during management meetings attended by directors and subsequently executed by the relevant departments under the vigilant oversight of the CFO.



Our commitment to transparency and accountability is evident in our pledge to report the outcomes of this sustainability risk analysis. The comprehensive report for 2024 will be made available in 2025, demonstrating our dedication to proactive risk management, sustainability, and compliance with evolving regulatory standards and stakeholder expectations.

## Data Protection and Information Security

We prioritize the personal rights and data confidentiality of our employees and business partners, integrating data protection and information security into our compliance management.

Given the substantial challenges associated with IT security, we recognize its critical importance. As part of our proactive approach, we make substantial investments in hardware, software, and continuous staff training. These measures are implemented to guarantee the integrity and confidentiality of information and data across our entire organization. Our dedication to robust IT security reflects our commitment to maintaining the trust of our stakeholders and ensuring the secure handling of sensitive information.

In addition to the ongoing efforts, a new framework is currently being developed under the supervision of our Chief Information Security Officers (CISO) at the Starrag Group and the Tornos Group, aiming to surpass the existing security standards. Internally, we have established a comprehensive framework for information and data protection. This initiative includes the formation of a dedicated IT security organization and a continuous focus on communication, awareness initiatives, and employee training to effectively address the associated risks. These internal measures collectively reflect our commitment to staying ahead of the evolving challenges and upholding the highest standards of data security and confidentiality across our organization.

## Anti-Corruption and Anti-Trust

The StarragTornos Group places a strong emphasis on adherence to rules and regulations for both employees and business partners, with a particular focus on anti-corruption measures. Bribery and corrupt behavior are strictly prohibited, as outlined in our Starrag Business Conduct Guidelines and Tornos Code of Conduct for Employees and Business Partners. Such actions are deemed incompatible with our corporate culture and philosophy, causing harm to all parties involved.

In the reporting year, the Tornos Group implemented anti-corruption training initiatives in Asia. Specifically, training programs addressing anti-corruption and anti-trust measures were organized and successfully completed by 111 employees at our subsidiaries in Shanghai and Xi'an. Additional training measures are underway in our Taiwanese location. As part of our ongoing commitment, the topics of anti-corruption and anti-trust were integrated into our employee handbooks in 2023. Looking ahead, we plan to conduct targeted audits at our production sites, suppliers, and agents to ensure alignment throughout our value chain. This proactive approach underscores our commitment to maintaining the highest standards of integrity, transparency, and ethical conduct across all facets of our operations.



## Whistleblower System

We actively encourage all internal and external stakeholders to report any suspected breaches of regulations or violations of our Code of Conduct and Code of Conduct for Business Partners. To facilitate this process, stakeholders can contact our Sustainability Helpdesk at [compliance@starrag.com](mailto:compliance@starrag.com) for the Starrag division or [code-of-conduct@tornos.com](mailto:code-of-conduct@tornos.com) for the Tornos division.

We greatly value whistleblowers for their essential role in identifying and addressing misconduct. We are dedicated to protecting them from discrimination or disciplinary action, and strictly prohibit retaliation. Our monitoring process ensures prompt and comprehensive action on sustainability matters.

In 2024, a single point of entry will be set up to address any problems in the StarragTornos Group.

Our reporting system is built on independent third-party verification, ensuring confidentiality and guaranteeing the integrity of the process. This underscores our commitment to transparency and accountability, and the importance we place on addressing any concerns raised by our stakeholders in a fair and objective manner.



## GRI index

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Statement of use: StarragTornos Group has reported the information cited in this GRI content index for the period of January 1, 2023 to December 31, 2023 with reference to the GRI Standards in broad terms.



## Glossary

<b>CSRD</b>	Corporate Sustainability Reporting Directive	<a href="https://finance.ec.europa.eu/capital-markets-union-and-financial-markets/company-reporting-and-auditing/company-reporting/corporate-sustainability-reporting_en">https://finance.ec.europa.eu/capital-markets-union-and-financial-markets/company-reporting-and-auditing/company-reporting/corporate-sustainability-reporting_en</a>
<b>GHG</b>	Greenhouse gas	
<b>GHG protocol</b>	Greenhouse Gas Protocol	<a href="https://ghgprotocol.org">https://ghgprotocol.org</a>
<b>GRI</b>	Global Reporting Initiative	<a href="https://www.globalreporting.org">https://www.globalreporting.org</a>
<b>ILO</b>	International Labor Organization	<a href="https://www.ilo.org">https://www.ilo.org</a>
<b>DDTrO</b>	Ordinance of 3 December 2021 on Due Diligence and Transparency in relation to Minerals and Metals from Conflict-Affected Areas and Child Labour (DDTrO)	<a href="https://www.fedlex.admin.ch/eli/oc/2021/847/fr">https://www.fedlex.admin.ch/eli/oc/2021/847/fr</a>
<b>SDGs</b>	Sustainable Development Goals	<a href="https://sdgs.un.org/goals">https://sdgs.un.org/goals</a>
<b>TCFD</b>	Task Force on Climate-related Financial Disclosures	<a href="https://www.fsb-tcfd.org">https://www.fsb-tcfd.org</a>



Together, we want to shape  
a sustainable future for  
the global metal-cutting  
machine tool industry.

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