

# Sustainability Report 2020

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Sustainability  
at Siegfried

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Quality Compliance

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Corporate Social  
Responsibility

# Sustainability Report

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This is an extract of Siegfried's 2020 Annual Report.  
All other sections of Siegfried's 2020 Annual Report are  
available for download at **[report.siegfried.ch](https://report.siegfried.ch)**.

Within the range of relevant sustainability issues, the Siegfried Group focuses on compliance and quality, on Safety, Health and Environmental Protection (SHE), and on its responsibility as an employer.

## 1. Sustainability at Siegfried

In the life sciences industry sustainability is a key issue. The activities of each individual market participant are monitored critically by the authorities, customers and consumers. The energy-intensive chemical production processes require special (precautionary) measures for employees, society and the environment. Because our products are used in the pharmaceutical industry, they have to meet the highest product safety standards so as not to endanger anybody's health. This is why sustainability at Siegfried is a fundamental part of the Group's corporate strategy (see Corporate Values in the Management Model on page 10) and it is integrated into our daily work. The consistent integration of sustainability into our business model was and is an investment in the future, as only those companies that act with responsibility and are socially accepted will continue to be economically successful. Corporate growth must be sustainable and due regard must be given to social responsibility, the environment and human rights.

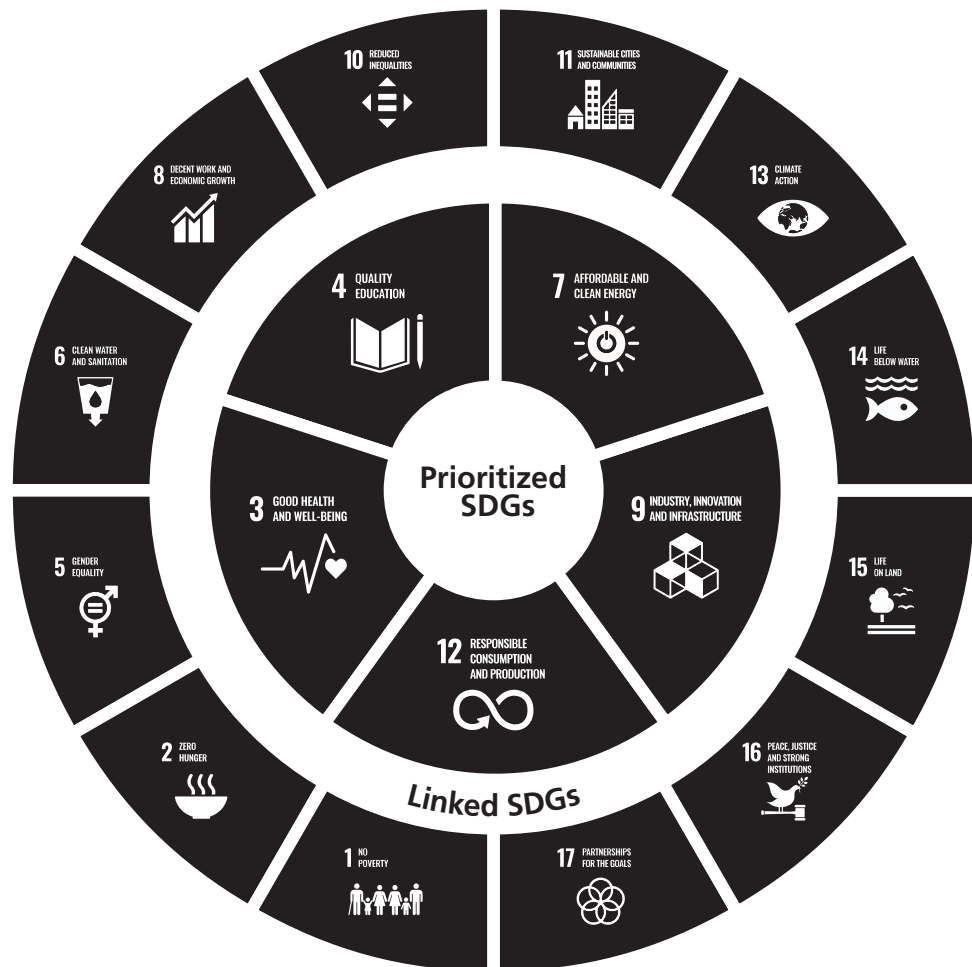
For Siegfried, sustainability is a key element concerning competition and reputation, and has a high priority. We acknowledge the concerns and needs of all stakeholders for transparency and integrity and take them seriously. The Board of Directors and the Executive Committee play an active role in reporting activities and are open to improvements that will support a high standard of quality. Important sustainability issues are addressed by Siegfried in various important key guidelines and documents. During the reporting year, Chief Operating Officer René Imwinkelried held the position of the ExeCom member responsible for issues concerning ESG (Environmental, Social, Governance).

### 1.1 Goals for Sustainable Development

On September 25, 2015 the member states of the United Nations adopted the 2030 Agenda for Sustainable Development. The 2030 agenda specifies international guidelines and priorities for sustainable development. The international community recognizes that answers to the global challenges in connection with worldwide, socially equitable and environmentally compatible growth of prosperity must be jointly found. The core of the 2030 agenda consists of 17 global Sustainable Development Goals (SDG) and 169 targets.

In addition to the member states, non-state actors are also called upon to contribute to the economic development, promote human welfare and protect the environment. We accept this responsibility and will do our share to promote sustainable development. In a first step, to prioritize the SDG to which we primarily contribute, we have connected the SDG with our sustainability issues (see the Materiality Matrix) in the 2019 fiscal year. In a second step, we have identified five SDG on which we






have a particularly positive or negative impact, considering our business and sustainability activities. In the Sustainability Report we address our intent to reduce the negative and enhance the positive effects.



The five prioritized SDG will be addressed in more detail below:

- SDG 3: Ensure healthy lives and promote wellbeing for all at all ages
- SDG 4: Ensure inclusive and equitable quality education and promote lifelong learning opportunities for all
- SDG 7: Ensure access to affordable, reliable, sustainable and modern energy for all
- SDG 9: Build resilient infrastructure, promote inclusive sustainable industrialization and foster innovation
- SDG 12: Ensure sustainable consumption and production patterns

While SDG 9 “Industry, Innovation and Infrastructure” is not a part of the Materiality Matrix, it is a key component of our business model. An important strategic value driver for Siegfried is technology and process innovation to cover the entire range of services from active ingredient to the finished medicinal product with our chemical and pharmaceutical capabilities. This contributes particularly to SDG 9 as the purpose of target 9.5 is to encourage innovation and increase private and public spending for research and development. In 2020, our R&D investments amounted to CHF 31.2 million, or 3.7 percent of sales and 6 percent less than in 2019. Significant developments in 2020 are the further expansion of our global production network and the intensification of interdisciplinary cooperation across the sites.

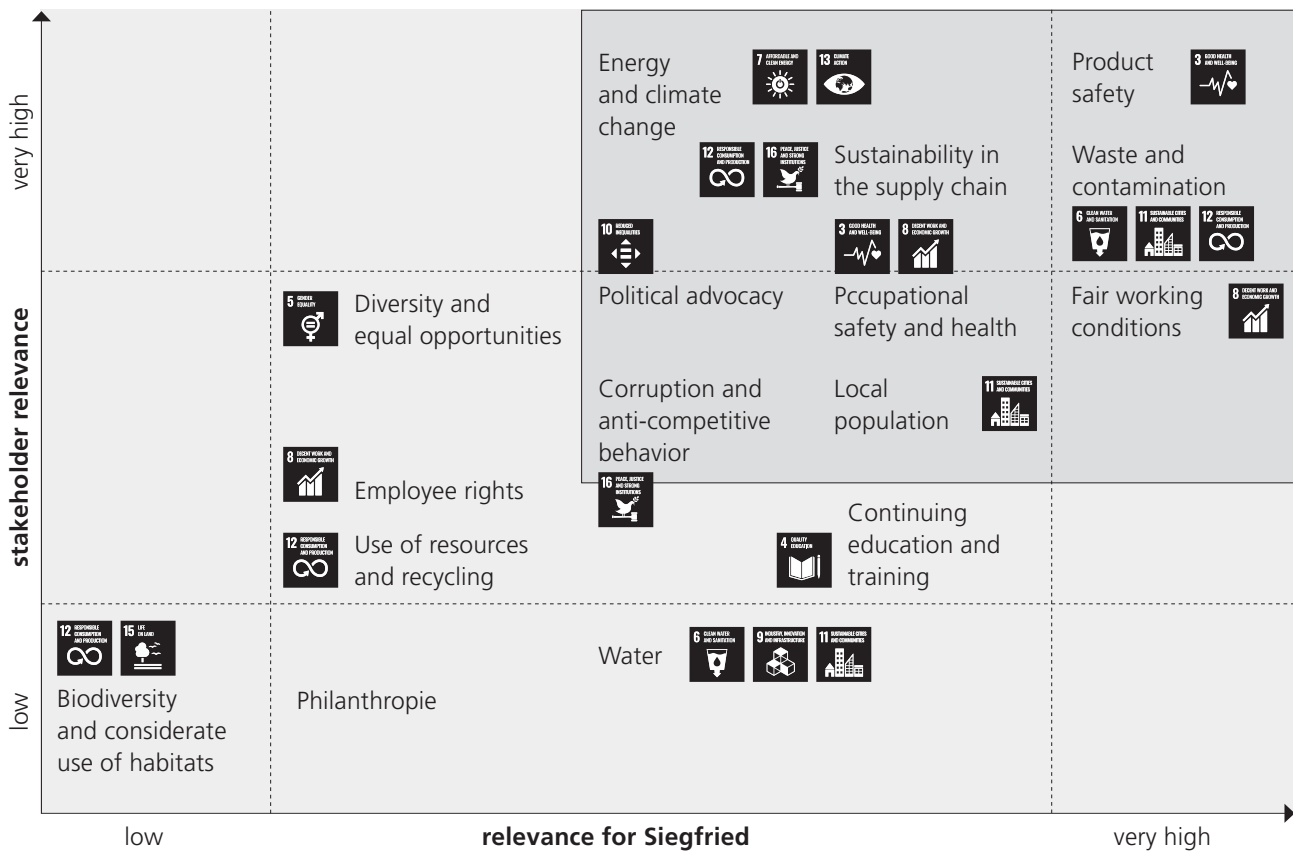
Goal	Potential Effects	Status	Future Activities
<b>3</b> GOOD HEALTH AND WELL-BEING 	<ul style="list-style-type: none"> <li>+ Our products are used for a wide variety of illnesses. They support the recovery process or relieve negative symptoms. With our products, we reach approx. 40 million patients per year.</li> <li>- Negative effects may occur in production, such as occupational accidents or chemical incidents. In extreme cases, the population at our production sites may be at risk, in addition to our employees.</li> </ul>	<p>We consistently invest in our network to ensure uninterrupted supply by applying the dual sourcing strategy.</p> <p>We pay particular attention to matters of compliance und SHE to protect our employees and the population. To do so, we are internally using DuPont's STOP™ program to prevent any accidents.</p>	<p>We are strengthening our network with specific investments and with training programs designed to improve the tech transfer capabilities.</p> <p>We are setting clear goals with regard to plant safety. Safety is also a bonus-relevant criterion regarding the annual objectives of our executives.</p>
<b>4</b> QUALITY EDUCATION 	<ul style="list-style-type: none"> <li>+ We offer an extensive training and education program to our employees and trainees. It is not only intended for trainees and junior staff. It also promotes lifelong learning in the pharmaceutical and chemical field.</li> </ul>	<p>With Siegfried Academy Siegfried has established an extensive training and education program, which also makes Siegfried a more attractive employer.</p>	<p>We are planning to continue expanding the Siegfried Academy program.</p> <p>Implementation of the “Great Workplace” initiative starting in 2020</p>
<b>7</b> AFFORDABLE AND CLEAN ENERGY 	<ul style="list-style-type: none"> <li>+ We are increasing the use of renewable energies as well as our energy efficiency to contribute to the use of clean energy.</li> <li>- In effect, we depend on the use of energy. However, the consumption of fossil energy sources causes greenhouse gas emissions. The challenge for Siegfried is to completely disengage operational growth from emissions.</li> </ul>	<p>Siegfried strives to consistently reduce the use of fossil energy sources by increasingly relying on renewable energies. The revenue normalized emission values are pointing in the right direction.</p>	<p>Sustainability is an integral component of the Group Management agenda.</p> <p>We set goals or reduction targets in the areas of energy efficiency and a decrease in the carbon footprint for all our sites.</p>
<b>9</b> INDUSTRY, INNOVATION AND INFRASTRUCTURE 	<ul style="list-style-type: none"> <li>+ We continuously develop new products and improve our processes to offer the best possible products to our customers. Our R&amp;D activities contribute to the innovative strength at our sites.</li> </ul>	<p>Siegfried invests in a high-performance global production network. Due to tech transfers the products are manufactured at the most appropriate sites. The “Center of Excellence” of our R&amp;D activities is located in Zofingen.</p>	<p>The further expansion of our R&amp;D and production network and the close cooperation between the sites will be further intensified.</p>
<b>12</b> RESPONSIBLE CONSUMPTION AND PRODUCTION 	<ul style="list-style-type: none"> <li>- Chemical and pharmaceutical additives are subject to negative upstream effects which are based on petrochemical products.</li> <li>- As a result of the complex, multi-step manufacturing processes for active pharmaceutical ingredients, Siegfried incurs a certain amount of waste.</li> </ul>	<p>We have launched various projects to sustainably reduce the amount of waste and to increase the share of regenerated solvents. Initial results are promising. Additionally, we also intend to further decrease our dependence on petrochemical products.</p>	<p>We are consistently working on further minimizing the amount of waste at all sites. Hazardous waste is one of our priorities.</p>

## 1.2 Materiality Analysis GRI 102-46

Within the reporting for relevant topics, in a multilevel process through a materiality workshop in 2016, Siegfried identified the following topics as being central and consequently prioritized them for this report: GRI 102-47

- Product Safety
- Waste and Contamination
- Fair Working Conditions
- Sustainability in the Supply Chain
- Occupational Health and Safety
- Local Population
- Energy and Climate Change
- Political Representation of Interest
- Corruption and anti-competitive conduct

## Materiality Matrix GRI 102-46



The materiality analysis is based on an environmental analysis which identified all topics that are relevant for Siegfried. In a next step, the topics were prioritized with the relevant divisions in a materiality workshop according to two perspectives: relevance for Siegfried and relevance for the stakeholders. The two perspectives finally represent the axes of our materiality matrix (see illustration on page 6). The materiality matrix reflects the prioritized sustainability-relevant topics within the rectangle on the top right which form the basis of Siegfried's sustainability report and strategy. Sustainability is thus viewed as a holistic approach and put into practice along the whole value chain. The reporting follows the standards of the Global Reporting Initiative (GRI).

#### **Successful ESG Rating**

During the reporting year Siegfried was given prime status in the sustainability ranking of Institutional Shareholder Services Inc. (ISS), a worldwide leader in proxy consulting. This status is given only to companies that meet the challenging criteria and achieve a superior sustainability performance. With this rating Siegfried is among the top 10% of all ISS-rated companies in the life science industry. Consequently, the securities of Siegfried Holding AG meet the criteria for responsible investment. This underscores that the Siegfried Group has always taken its responsibility for people and the environment seriously. Accordingly, sustainability and integrity are two of our key corporate values that guide our actions and provide the basis for Siegfried's success. ISS Prime Label confirms that we are moving in the right direction and we will continue to do so – in the interest of our employees, customers, investors and all our other stakeholders.

### 1.3 Stakeholder Dialog GRI 102-42 GRI 102-43

Siegfried attaches great importance to regular contact and ongoing dialog with its stakeholder at both the local and the global level. We consider the close involvement of our stakeholders to be an important element in our corporate behavior and we thus pursue the goal of creating a better mutual understanding and a basis of trust to enhance our partnership regarding Siegfried's work and products. The aim is to closely link the stakeholders' interests with the company's business strategy and to recognize trends early so that they can be incorporated into the strategy process.

We use a stakeholder map for a targeted and systematic stakeholder dialog. The categories of people listed therein are not complete. We have selected them based on their relevance and possible influence on our company. Regular stakeholder mapping further allows us to recognize changes in expectations and interests in order to appropriately adjust the relevant topics, messages and communication platforms to these.

Our stakeholder activities include specific dialogs on the local, national and international levels, involvement in committees and professional panels, comprehensive information programs, and participation in international initiatives and collaborations. Global stakeholder engagement is therefore of great importance. Stakeholder dialog includes both communication and active interaction with individual target groups as well as issue-related multi-stakeholder events. We want to understand the different perspectives held by our stakeholders and to address them effectively.

GRI 102-40  
GRI 102-42  
GRI 102-43  
GRI 102-44

# Siegfried in Dialog

Stakeholder Group	Topics	Platforms
Media	News and results	Media conferences, Media releases, direct contact with CorpCom
Capital market	News and results, business models / offering	Financial analyst conference, direct contact with CEO and CFO, roadshows
Customers	Jobs, safety and environmental protection	Meetings, visits, symposiums, trade fairs
Local stakeholders	Arbeitsplätze, Sicherheit und Umweltschutz	Direct contact with site managers, advertisements, social media and sponsorships
Employees	Working conditions and course of business, safety and environmental protection	Information / town hall meetings, "Insight" employee magazine, Intranet, Internet, internal memos, information cascade via line management
Trade unions	Working conditions	Information meetings with HR, direct contact with line management
Supervisory and regulatory authorities	Compliance, safety and environmental protection	Direct contact, audits, training events, information letters
Political decision makers	Economic framework and specific concerns of the company	Company visits, seats on the board of professional associations (industry associations, chambers of commerce, etc.), involvement of site management
Suppliers	Order security	Visits, supplier audits, trade fairs
Science	Technological innovations and development of trainees	Direct contact with universities and advanced technical colleges, symposiums
Associations	Economic framework and specific concerns of the company	Seat on leadership committees of various associations as well as professional and knowledge sharing groups



## 1.4 Leadership and Values at Siegfried

The Board of Directors and the management of the company are the highest responsible bodies for the implementation of and adherence to all sustainability-relevant policies and guidelines, especially the Code of Business Conduct. Responsible for the implementation of the Compliance and Quality Standards as well as for the area of Safety, Health and the Environment (SHE) is the Chief Compliance Committee or, respectively, the Chief Compliance Officer.

In 2016, Siegfried rolled out new guidelines for all sites concerning "Leadership and Values". The corporate values of excellence, passion, integrity, quality and sustainability represent the core of the leadership model. By creating a shared basis for action and bringing life to corporate culture beyond national borders, these five core values form the basis that connects Siegfried with all its stakeholders. They provide clarity and commitment to our dealings with each other and form a basis for understanding cultural differences and contribute to the success of the globally acting group. These five corporate values are a means to translate our strategy and our brand into concrete behavior and should serve as an internal compass.

The management principles were worked out and defined jointly with the managers of all sites. To this end, workshops were held at all sites, through which the topic was presented interactively to the staff. The focus was placed on the individual characteristics, which, together, are able to build a diverse, high-performance, dynamic team. The management model is intensified annually at each site with a training program in which practical content is taught in specific sequences and directly applied to daily working life. The program will be systematically extended in the future, so that all our sites – especially those that are new to the Siegfried Group - achieve the same quality standard.

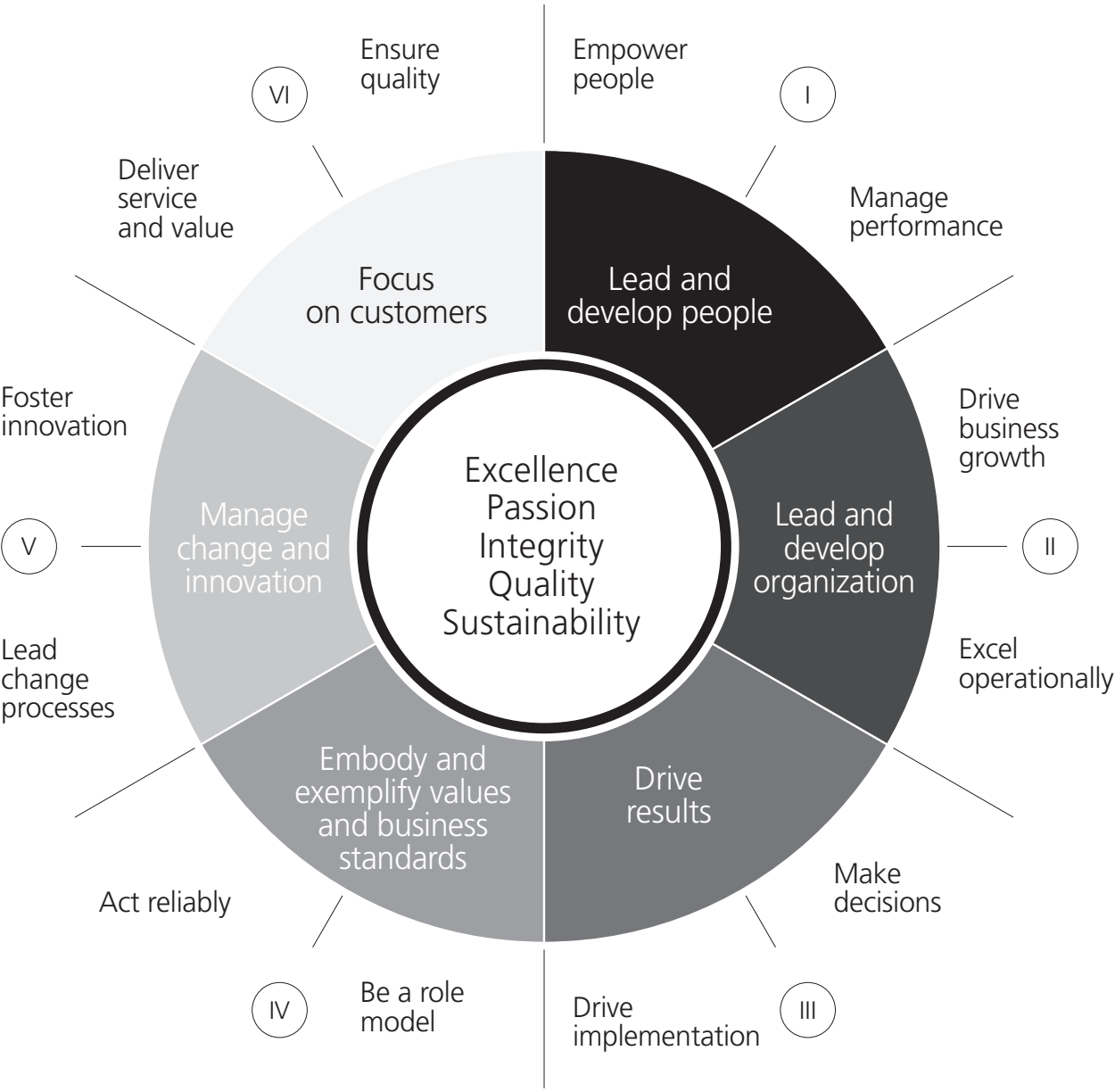
During the reporting year, CEO Wolfgang Wienand communicated with every site, in some cases by video conference, and in the process, the corporate values were addressed in detail.

The structural embedding of sustainable behavior in the company is complemented by various memberships in professional associations and organizations connected with sustainability, especially in relation to the membership in the "scienceindustries" business association and its "Responsible Care" program.

In the context of the external perception of our corporate social responsibility, Siegfried decided in 2017 that all sites would undergo a Corporate Social Responsibility (CSR) assessment. EcoVadis was chosen as our partner. The analysis encompasses 49 criteria from the four thematic areas of the environment, social issues, ethics and sustainable procurement. The method of the CSR assessment by EcoVadis is based on international standards, such as the Conventions of the International Labor Organization (ILO), the ten principles of the UN Global Compact, the GRI standards, and the ISO 26000 standards. The Zofingen, Minden and St. Vulbas sites achieved the "GOLD" rating, the remaining sites were awarded "SILVER".



Standort	Ecovadis-Rating
Minden	Gold
St. Vulbas	Gold
Zofingen	Gold
Evionnaz	Silver
Hameln	Silver
Irvine	Silver
Malta	Silver
Pennsville	Silver
Nantong	Silver



## 1.5 Legal Compliance

The Board of Directors and the Executive Committee of Siegfried are firmly convinced that strict compliance with all applicable laws and refusal of any form of unfair and unethical business behavior should be essential and represent key elements of Siegfried's business conduct. This understanding is also set down in the corporate value "Integrity". This is why we strive to meet the high standards concerning performance and corporate responsibility in all our business activities. Siegfried's employees and suppliers are notified of the applicable legal regulations and they undertake to act in compliance with the law, ethically and responsibly.

### Frame of Reference

Siegfried's Code of Business Conduct, available in all company languages (German, English, French and Chinese), provides employees and suppliers a frame of reference to understand and strengthen the awareness of the most important critical legal regulations. In particular, it addresses the legal fields of bribery and corruption, cartel and competition law, insider trading, fraud and other offenses against property as well as data integrity, confidentiality and data protection, conflicts of interest, trade controls and bans, as well as discrimination and harassment. The Code can be accessed on our website ([www.siegfried.ch](http://www.siegfried.ch)).

The Code forms the basis for the Legal Compliance program implemented at all Siegfried sites in the last few years. The purpose of this program, on the one hand, is the sensitization and harmonization of the understanding of the lawful and ethical conduct of business activities within Siegfried and, on the other hand, the creation of measures for efficient and effective prevention of violations of the law and their damaging consequences. The Legal Compliance Office coordinates the implementation and communication of the Legal Compliance program and investigates and penalizes possible violations. Via an external reporting site, the staff of Siegfried can ask the Legal Compliance Office questions about the program and about compliance with the legal provisions and report potential violations of the Code of Conduct in any of the four company languages.

### Corruption and anti-competitive conduct

Siegfried expressly prohibits all forms of corrupt business behavior, especially active and passive bribery of public and private officials and decision-makers. All Siegfried employees and suppliers must adhere to all applicable laws concerning bribery and corruption, in particular to the OECD Anti-Bribery Convention, the US Foreign Corruption Practices Act 1977, the UK Bribery Act 2010, and the relevant provisions of national law, in particular the Swiss Criminal Code on bribery of public officials and the Federal Act against Unfair Competition in conjunction with Private Bribery, as most recently amended.

Furthermore, Siegfried prohibits its employees and suppliers from having any involvement in breaching applicable supranational and/or national laws that protect free and fair competition. Siegfried's employees and suppliers must perform their activities for Siegfried within the boundaries of European competition law, of US antitrust law, of Chinese anti-monopoly law, as well as all other applicable competition regulations. Neither the Siegfried Group nor any of its companies has ever been involved in any administrative or legal proceedings regarding anti-competitive conduct or violations of cartel and monopoly law either during the reporting year or in any other year of the company's history.

During the reporting year, eight cases of probable misconduct were reported group-wide to the Legal Compliance Office, which were investigated through internal proceedings.

### **Review of the Reporting Year and Outlook**

During the reporting year, the Legal Compliance Office identified a group-wide upward trend in general inquiries regarding legal compliance. Additionally, eight cases of probable misconduct were reported. These were analyzed through internal investigations. In one case, involving the violation of Siegfried's Code of Conduct, it led to the termination of employment.

(Refresher) training courses were conducted with the members of the Site Management teams of all Siegfried sites with regard to the Code of Conduct and reporting channels for legal compliance. In connection with this, site-specific inquiries and questions from the participants were also addressed.

In addition, the Legal Compliance Office adopted a multi-year planning basis, according to which subject-based training contents tailored to specific employee populations will be communicated from the 2021 calendar year on. Furthermore, the risk profile (incl. corruption risks) will continue to be evaluated on a regular basis for all sites.

## 2. Quality Compliance

### 2.1 Quality Compliance and Product Safety

In developing and manufacturing active substances for the pharmaceutical industry, it is essential that the products do not pose a health risk due to contamination. Product safety must be guaranteed under all circumstances along the entire value chain so as not to endanger any patients who rely on Siegfried's products. To this end, Siegfried commits to quality-conscious corporate leadership and the constant improvement of all processes and activities. Important elements of this are, first and foremost, well-trained staff. It is also important to ensure quality through validated and robust processes, storing and shipping materials consistent with their requirements, preventing adulterations, and certifying the quality of the purchased materials and services. Quality is therefore an important and necessary part of corporate policy and is reflected in the daily work processes. Siegfried conducts its business activities responsibly and in conformity with the legal regulations of the countries in which we operate.



#### SDG Contribution

Our products and services are used in various pharmaceutical areas: from non-transmittable diseases, such as diabetes, respiratory and cardiovascular diseases, up to mental illnesses, such as depression and bipolar disorders. We assume that our products are used by approximately 40 million patients around the globe. To ensure that the patients can rely on the active ingredients and pharmaceuticals we produce, we have to guarantee the quality, safety and effectiveness of our products. This is how we contribute to SDG 3 ("ensure healthy lives and promote wellbeing for everyone at all ages") and to target 3.4 ("[...] promote mental health and wellbeing").

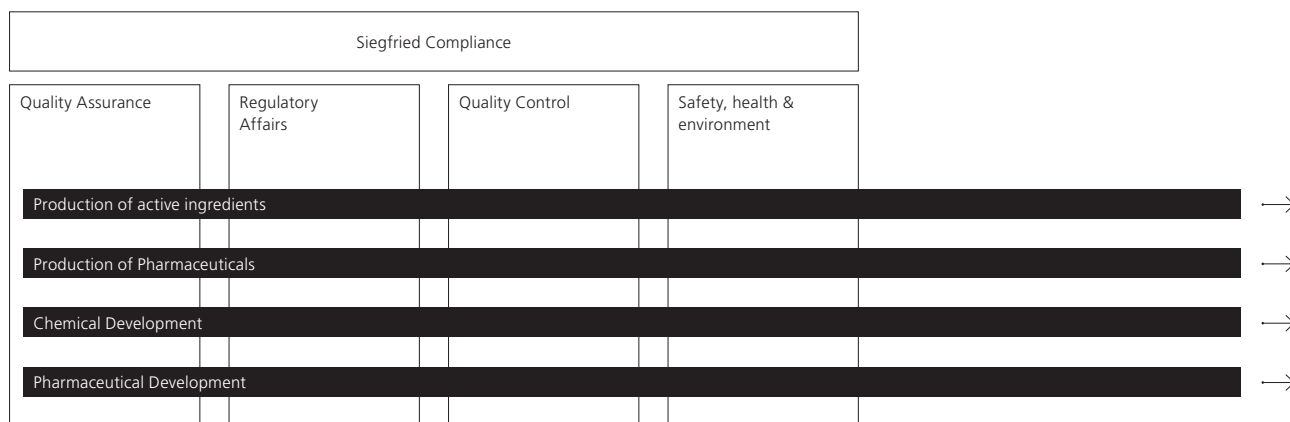
#### Quality Compliance Management System

Siegfried established a comprehensive management system for quality compliance along the entire value chain. Siegfried's management system stipulates that we produce in accordance with cGMP standards, act responsibly in compliance with economic and environmental standards, and evaluate new technologies based on their contribution to sustainability. Both national and international standards and guidelines represent the benchmark for the further development of our systems, be it concerning environmental awareness, occupational safety or other socially relevant issues. Siegfried's management system is based on the process orientation of ISO 9001 for quality management and fully covers the following internationally applicable guidelines:

- Good manufacturing practice GMP (current Good Manufacturing Practice)
- The guidelines of the International Council for Harmonization of Technical Requirements for Pharmaceuticals for Human Use (ICH), with which the regulatory authorities and the pharmaceutical industry bodies of America (FDA and PhRMA), Europe (EC and EFPIA) and Japan (MHL/PMDA and JPMA) as initiators, and also including the authorities (regulatory members) of Switzerland, Canada, China, Brazil, South Korea, Taiwan, Turkey and Singapore, define the standards in the pharmaceutical industry
- Guidelines of the World Health Organization (WHO)

## Siegfried's Compliance Model

Siegfried's compliance model is based on four parts: Quality Assurance, Regulatory Affairs, Quality Control and Safety, Health and Environment (SHE). During the production development and manufacturing all four components are consistently taken into account in the value chain.



Siegfried uses an internal Compliance Committee (ComCom) responsible for worldwide compliance, standardization and harmonization along our value chains for active ingredients and pharmaceutical finished products. Under the leadership of the Chief Compliance Officer, the ComCom meets once a month to address topics with relevance to quality and safety. It establishes targets, management systems, initiatives and measures of relevance to quality and adopts applicable guidelines for Siegfried. In its work, it follows international GMP standards while taking account of national standards as far as they are relevant for exporting our products, such as special standards issued by the US Food and Drug Administration, the European Union, the WHO, etc.

The use of a management system for quality compliance across the board ensures that the quality concerns of our internal and external customers of all subsidiaries are harmonized and standardized and that the appropriate international policies are taken into consideration. Our record of compliance covers many years and shows that this is an efficient concept and our customers benefit from a partnership with Siegfried.

We control the relevance and applicability of our guidelines at regular intervals and ensure compliance through corporate audits. At the end of 2020, 43 such provisions were in force. They relate mainly to aspects of quality, but also refer to the areas of finance, safety, health and the environment as well as communications and the conduct of the employees (Code of Business Conduct).

### **Quality Requirements and Quality Certificates**

Triggered by a rising quality awareness and the consequently higher demands made on quality by the customers, but also by accidents, counterfeits and adulteration, the number of inspections and certificates generally required from the pharmaceutical industry is growing steadily. Today, in addition to the standard analysis certificates, which have long been required, regarding appearance, content, purity, physical characteristics and the production of our products conforming to GMP, data and certificates are now required about genotoxic impurities, freedom from heparin adulteration, freedom from genetically modified components, freedom from TSE/BSE, melamine, benzene, etc. Siegfried works in close cooperation with the US-FDA regarding product piracy to combat counterfeiting and to ensure end-user safety.

The issue of nitrosamine contamination (classified as a probable human carcinogenic) in pharmaceutical ingredients and finished medicinal products, which first occurred in 2018 at Novartis in connection with Valsartan from China, continued to be cause for concern for all manufacturers in 2020. The health authorities require that all active ingredients and finished medicinal products are tested for the presence or the absence of nitrosamines. Currently, this is done by risk assessment, and in case of higher risks, through analytical laboratory processes. To date, no nitrosamine contamination has been found in any of Siegfried's products. The tests will continue far into 2021, because not all necessary information is available so far and some of the analytical processes have yet to be developed. The COVID-19 pandemic was another reason why the deadlines for investigations and risk assessments have been extended as far as 2021.

### **Integration of all Sites**

No new sites have joined the Siegfried Group in 2020. This allowed us to introduce the GMP-relevant IT systems

- Trackwise® for change notifications, deviations, investigations, observations, follow-ups, etc.
- LabWare LIMS™ as a modern laboratory information and management system.

Trackwise® has already been introduced at all sites. LabWare LIMS™ was introduced at the Evionnaz, St. Vulbas, Zofingen, Nantong and Irvine sites. The introduction at the Minden, Malta and Pennsville sites is expected shortly. Due to the integration of two sites in Spain, which were acquired as of January 1, 2021, the introduction of LabWare LIMS™ at the Hameln site has been postponed to 2022.

### **Inspections and Audits**

The focus of inspections by the authorities and audits by customers is on the quality of the goods produced and supplied by Siegfried to, ultimately, protect patients from any risk. Therefore, the inspections and audits examine compliance with the regulations for production, quality inspections and logistics procedures.

Open and continuous communication with the authorities, customers and suppliers is essential for well-functioning cooperation. Results of customer audits and of inspections by the authorities make Siegfried's performance and capabilities transparent. As is typical in the pharmaceutical industry, all of Siegfried's sites are constantly monitored. We differentiate between inspections (by the authorities), audits (by customers or by Siegfried at suppliers' facilities) and internal audits. Customer audits and audits at suppliers' facilities and manufacturers are announced in advance. Inspections by the authorities and internal audits can be carried out without prior notice.

As a rule, inspections by the authorities are carried out:

- in the USA by the Food and Drug Administration (US-FDA), and for narcotics by the Drug Enforcement Administration (DEA)
- in Switzerland by Swissmedic, which delegates the inspections to the “Regionale Heilmittel-inspektorate Nordwestschweiz” (RHI) and Suisse Occidentale (ISOPTh), and by the US-FDA
- in Malta by the Medicines Authority Malta (MAM) and the US-FDA
- in Germany by the regional councils or the Trade Supervisory Board and the US-FDA
- in France by the national French authority (ANSM) and the US-FDA
- in China by the national authority CFDA (City, Province FDA), EDQM (Europe) and the US-FDA.

Significantly fewer inspections by the authorities and customer audits were conducted in 2020 because of the COVID-19 pandemic. Physical inspections by such authorities were conducted only in Hameln, Pennsville and Zofingen. In Evionnaz, ISOPTh conducted a virtual inspection. Customer audits were also significantly reduced and primarily conducted virtually. Virtual audits always require more effort from the inspected/audited subsidiary than inspections with on-site auditors, because documents have to be digitally provided and the possibility of walking through warehouse, production plant, laboratories, etc. is very limited. At some sites we have generated videos to provide the auditors with a better view of the situation, the facilities and the equipment. However, this process is a concern with regard to confidentiality and intellectual property because when videos, photos and documents are digitally available, they can easily be misused.

Our range of action in terms of auditing suppliers of goods and services has also been affected considerably by the pandemic. Many of the planned audits had to be postponed or conducted virtually or even replaced by so-called “paper audits” with questionnaires.

The effect of the COVID-19 pandemic is significant because many inspections/customer audits and our audits of suppliers had to be postponed to 2021. At the same time, periodically required audits have already been planned for 2021. Therefore, it is unavoidable that some of the audits cannot be carried out in 2021. Replacement documentation and priorities will have to be discussed with the customers. Since the end of the pandemic is unforeseeable at this time, neither the authorities nor our customers or suppliers are able to plan with certainty.

### **Customer Dialog**

Siegfried operates a formal customer complaint system. We follow up on all external question or complaints, be they justified or not. The type and number of complaints are recorded systematically. The individual cases are evaluated in quality assurance meetings run by the local quality manager. If necessary, changes will be initiated. In cases of a critical or strategic nature the Compliance Committee will be involved. Within the shortest time possible, but no later than 30 days, customers receive the results or, at least, an interim report on the investigations.



### Quality Agreements with Customers

Customer requirements are extremely varied. On the one hand, they increase consistently and, on the other hand, deadlines are becoming shorter or production must be carried out in line with specific customer standards. The prescribed quality agreements between Siegfried and its customers represent a big challenge for the company. With an active customer base of over several hundred, multiple parallel customer-specific quality management systems cannot be handled in daily operations. Therefore, Siegfried's own quality management system must be sophisticated enough to satisfy a wide range of customer requirements. In 2020, another approx. 200 quality agreements for the Siegfried sites were concluded with our partners. Over 100 quality agreements are in the pipeline and must be reviewed or negotiated in 2020. All Siegfried sites have been completely integrated into the Siegfried system so that agreements are frequently reached between our customers and several sites.

### Outlook

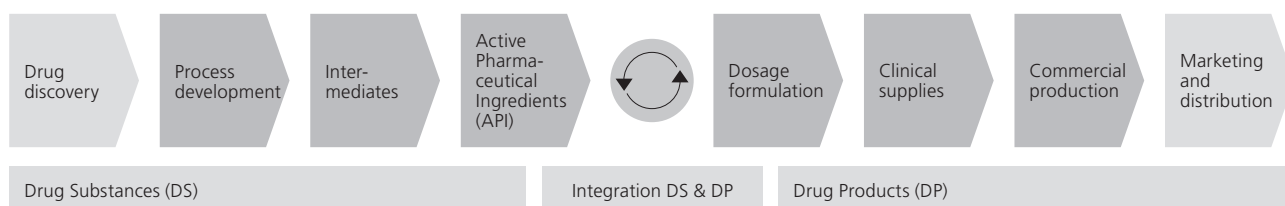
The high cGMP standard (current Good Manufacturing Practice) and Siegfried's quality image enjoy international recognition. Siegfried knows it is better to maintain the standard than to restore a damaged reputation. As the industry guidelines and the customers make ever increasing demands on us, we must keep an eye on the situation at all times, assess it and take appropriate action, if necessary.

The COVID-19 pandemic will continue to greatly challenge our coordination capabilities in 2021, particularly with regard to the management of audits and inspections.

## 2.2 Sustainability in the Supply Chain

Our suppliers play a decisive role in our sustainability performance, and that is why the cooperation with them must be based on the principles that we share. A shared understanding of quality, reliability of supply, ethical, social and ecological standards, competitive prices and the consistent integration of our sustainability claim in all production and business processes represents an enormous challenge in view of the complex global supply chains and the large number of suppliers and sub-suppliers, but at the same time it is indispensable. Our partners should fulfill the same ecological and social standards as we do when it comes to respecting internationally recognized human rights and labor laws, the prohibition of any type of discrimination and harassment, compliance with environmental standards, the strict prevention of any form of bribery and the sustainable use of raw materials. Maintaining sustainability standards in the supply chain represents an elementary value-adding factor and, at the same time, an important lever in the implementation of our "Code of Business Conduct" and for risk minimization. This requires a joint effort and long-term, value-oriented action to ensure product quality and social and environmental compatibility. We are convinced that sustainability in the supply chain can be obtained only by means of clear rules regarding the selection and qualification of our suppliers and in close cooperation with established suppliers.

### The CDMO Value Chain



We view the cooperation with our suppliers as an opportunity to integrate sustainability into the entire value-added process. Siegfried purchases primarily raw materials, pharmaceutical additives, packaging materials and components of active agents from its suppliers. The manufacturers of this group of suppliers are particularly relevant to our business. Most are located in Europe (excluding Switzerland), India, China and Taiwan. In addition, Siegfried works with local service providers in logistics.

In the areas of logistics and distribution, responsible action also enjoys a high priority. The safe transportation of materials and products is essential; product safety is guaranteed throughout the supply chain and thus meets national and international standards and, especially, the Good Distribution Practice (GDP) widely used in the pharmaceutical industry.



### SDG Contribution

Since we purchase pharmaceutical additives and active agent components from our suppliers, they are essential for our contribution to SDG 3. Other than the high quality we request from our suppliers, we also expect them to comply with environmental and social standards and to contribute to SDG 12 ("ensure sustainable consumption and production patterns") by using resources and raw materials efficiently and consistently continue to develop resource-conserving production methods to manufacture the products they supply.

### Qualification of Suppliers and Service Providers

Often, raw materials, pharmaceutical excipients, packaging material, active agent components and occasionally also active agents are purchased from manufacturers and suppliers abroad and used by Siegfried for the synthesis of pharmaceutical active agents or the manufacture of finished medicinal products. In such cases, Siegfried is responsible for the qualification of these manufacturers/suppliers. This qualification is carried out by questioning the manufacturers/suppliers, the continuous inspection of the quality of the materials received, and by audits of the suppliers' production plants at regular intervals. Deficiencies are addressed and appropriate action is taken. Non-compliance with minimum standards results in a delivery stop or it may cause a change in supplier. Because of COVID-19, less than 20 audits of suppliers and service providers were carried out in 2020, whereas twice as many would normally be done. The audits are primarily conducted by group-internal auditors, in addition to a few that are carried out by independent external auditors.

Significant quality defects or violations of compliance are repeatedly found, particularly concerning manufacturers of intermediate or active pharmaceutical ingredients located in India and China, which may result, e.g. in the ban of imports of the products of such manufacturers. This may cause supply bottlenecks for us, unless another manufacturer has previously been established and qualified.

### **Good Distribution Practices (GDP) in Sales**

With regard to sales, our aim is to offer our customers high-quality products and services and thus build up long-term relationships with them. GDP (Good Distribution Practices) is a topic of increased significance since the introduction of new international guidelines in 2013. This should guarantee that the entire supply chain of materials from manufacturers via suppliers to Siegfried and from Siegfried to our customers is safeguarded against incorrect transportation and storage conditions as well as fraudulent attempts at counterfeiting. In doing so, an increasing number of new requirements of measurement and documentation of transportation and storage conditions need to be fulfilled. Furthermore, Siegfried must ensure that products are delivered only to the authorized recipients. To meet these requirements, the processes in SAP had to be adjusted and the transportation companies needed to be more closely monitored. Also, embargoes to nations such as Iran have to be consistently followed. The authorities regularly examine this in their inspections.

Distribution at Siegfried is strictly regulated and subject to the relevant laws. The group-wide Code of Conduct, which does not permit any violations of the law and which requires strict adherence to anti-corruption guidelines and cartel law applies (for more on the topic of corruption at Siegfried, see the section on Legal Compliance on page 11). So that our products and services may be distributed successfully, specific communication and addressing the manifold needs of our customers are of particular importance. Owing to the great diversity of this group, individual measures must be taken to enter into a dialog with customers and to gauge their satisfaction.

Siegfried therefore operates an effective customer complaints management system (for more on the topic of customer complaints management see the section on "Quality Compliance", page 16).

### **Outlook**

All of Siegfried's suppliers will continue to undergo our qualification processes. In addition to the obligatory review of the quality systems and processes of the suppliers, service providers and logistics providers, they will increasingly be assessed for their sustainability, environmental compatibility and social responsibility in the coming years. The COVID-19 pandemic has shown how important it is to have a robust supply chain, and that alternative suppliers, service providers and logistics experts must be identified and qualified, if possible, in cooperation with our customers and have them registered with the authorities in order to compensate dropouts.

### 3. Safety, Health and Environmental Protection (SHE)

Safety, health and environmental protection are top priorities at Siegfried and are firmly anchored in its corporate mission statement. According to this principle, our employees and teams of specialists are committed every day to the continuous improvement of safety and to minimizing negative impacts on the environment. The costs and risks regarding work and production interruptions decrease as the result of accident prevention.

As a chemical-pharmaceutical company and a leading provider of controlled substances, Siegfried attaches great importance to plant safety, and the company works closely with professional service partners. Specialists control and monitor the situation on the company's premises around the clock and monitor the company's own central alarm system. Every year, expenditures and investments in safety, health, environmental protection and plant security amount to millions of Swiss francs in the double digits. Approximately 3% of Siegfried's global workforce is engaged full-time in the areas of safety, health and environmental protection.

Site	Number of employees working in SHE
Zofingen	9
Pennsville	8
Malta	1
Irvine	1
Nantong	6
Hameln	1
Minden	21
Evionnaz	15
St. Vulbas	8
<b>Total</b>	<b>70</b>

#### Policy Guidelines and Key Figures

Siegfried Zofingen und Evionnaz are members of the industry association Chemie Pharma Biotech ("scienceindustries Switzerland"), and have co-signed the Responsible Care® program. The Responsible Care program has also been implemented in the French production plant of St. Vulbas.

This worldwide initiative signifies the determination of the chemical-pharmaceutical industry to strive for continuous improvement in the areas of safety, health and environmental protection, irrespective of the legal requirements, and to publicly present its progress on a regular basis. This initiative establishes this as a precautionary principle in the form of the voluntarily imposed regulations. The Responsible Care® program has defined six principles:

- The protection of people and the environment are a top priority.
- Plants are operated to ensure safety, health and environmental protection. Products are safely manufactured, transported, used and disposed of with a lower impact on the environment.
- The possible impact of processes, products and waste on people and the environment is known. Ensure collaboration with the authorities and third parties to implement measures for the protection of employees, society and the environment.
- Supporting business partners in the safe transportation, safe handling and the safe and environmentally compatible use and disposal of products.

- Dialog with society is maintained, which includes communication about products, processes, equipment and their impact on people and the environment as well as precautionary protective measures.
- Products, processes and equipment are operated in such a way so that they are ecologically, socially and economically sustainable.

In 2006, Siegfried signed the ChemStewards® program of SOCMA (Society of Chemical Manufacturers and Affiliates), which is applied at the sites in the USA. The program focuses on the primary goals of stakeholder communication, product responsibility, the implementation of "Safety, Health and the Environment and Security" (SHE & S) from planning to operations, training and the commitment of employees as well as resource management and waste minimization.

The Siegfried Pharma Chemikalien Minden site has been certified according to ISO 50001 (Energy Management) since 2014, focusing on the sustainable handling of energy resources. This also includes reductions in the greenhouse gases. The energy management system therefore makes a significant contribution to environmental and climate protection.

The principles and contents of these various programs and systems are summarized in a global SHE policy, which was bindingly introduced in 2006 for all sites. This policy describes Siegfried's philosophy of safety, health and environmental protection towards employees, suppliers, business partners, customers, shareholders, the authorities and the public.

The management of Siegfried determines the SHE business policy and ensures that it is understood and practiced at all levels. The goals and programs concerning safety are developed within the medium-term planning process and reviewed on a regular basis.

The implementation of our safety and environmental policies and compliance with regulations are primarily in the hands of our employees. They are responsible for their own safety-conscious and environmentally compatible conduct. The leadership at every level of the organization is responsible for promoting safety and environmental awareness through relevant framework conditions and implementation measures.

In addition to global SHE campaigns each individual Siegfried site has the option to roll out site-specific initiatives. In 2016, the Continuous Improvement (CI) program was launched in Pennsville to heighten safety awareness, which has achieved improvements across the site by taking a variety of different approaches with cross-departmental teams. The DuPont™ STOP program regarding safety precautions was introduced at Siegfried in 2017.

Siegfried uses Key Performance Indicators (KPI) to control management processes and performance evaluations; they are also used for purposes of SHE and define any corrective action that may be necessary. Based on established accident and environmental parameters, we report on our activities and provide an extensive overview of any accidents. Additional information is available on our website ([www.siegfried.ch](http://www.siegfried.ch)).

Based on the area development at the Zofingen site, the environmental risks were comprehensively assessed through an Environmental Impact Assessment (EIA) in 2014 and revised in 2016 due to the construction of the Logistics Centre. The report confirms that the requirements of the environmental protection legislation can be adhered to in all respects. The evidence of this report continues to be valid for 2020.

Based on the section “Pandemic Plan” of the Business Continuity Plan, Siegfried immediately established a task force upon the onset of the COVID-19-pandemic in January 2020, the Corporate Crisis Team (CCT), consisting of members of the Executive Committee and the Senior Management, supported by external experts (e.g. in occupational healthcare), continuously analyzed the effects of the pandemic on the political, health-related and economic developments, both globally and nationally. A COVID-19 guideline was produced from this, which is adapted on a rolling basis to the current status of the pandemic. It has been implemented as a global standard within the Siegfried Group.

In agreement with the local Corona Crisis Subteams (CCS) the guideline’s rules of conduct were locally adapted and communicated to the employees. In addition, newsletters from the CEO and the CCT as well as information and assistance from the SHE officers (e.g. correct hand disinfection) were sent to all employees.

### 3.1 Energy and Climate Change

The production of active pharmaceutical ingredients and intermediates is energy-intensive because, as a rule, it includes several chemical and physical stages. In addition to the many manufacturing stages, the temperatures, which range from very low to very high, required for many chemical reactions and physical processes, are responsible for the considerable use of energy. The higher consumption of energy compared to that of the previous year is based on increasingly higher-cost energy processes, i.e. more products were manufactured with a specific need for heating or cooling.



#### SDG Contribution

Many of the resources we use completely or partially come from the petrochemical industry. We depend on these raw materials to manufacture pharmaceuticals and this is why the careful handling of these resources is very important to us to contribute to SDG 12 (“ensure sustainable consumption and production patterns”). Above all, we intend to contribute to target 12.2, which strives for the management and efficient use of natural resources. However, this is not only about the availability of raw materials. Siegfried is also interested in controlling global warming and minimizing the related negative effects. It is therefore also important to us to contribute to SDG 7 (“affordable and clean energy”). We pursue this to increase both our share in renewable energies as well as our energy efficiency. With this we support targets 7.2 and 7.3 of the SDG.

#### Our Performance

Due to the higher utilization of the production capacity and a more unfavorable product portfolio (based on energy) the consumption of energy and water has increased as did the volume of waste and even some emissions. Siegfried sees a potential for improvement in optimizing processes, in addition to shutting down old facilities and buildings.

Siegfried has already implemented various measures. Natural gas, which is environmentally relatively friendlier, is used as the main source of energy. Heating oil is used only to a limited extent, above all where natural gas is not available. Siegfried stopped using heavy fuel years ago. Regenerated solvents, which can no longer be used in production, serve as an alternative energy source. The use of these so-called alternative fuels increased by 14.7% compared to the previous year’s consumption and covers about 3.7% of the total energy requirement. The consumption of electrical and thermal energy is to be reduced based on optimization of processes and systems in addition to increasing the energy efficiency of apparatuses.

The goal set for 2020 to reduce the volume of standard energy consumption was not achieved. The increase over the prior year was 4.6%. The standard consumption of electric energy increased by 7.3%. Absolute CO<sub>2</sub> emissions were 6.0% higher, and the standard CO<sub>2</sub> emissions have increased by 4.6%.

Siegfried's total energy consumption of 1764 terajoules (TJ) was 6.0% higher than that for the 2019 reporting year. The Irvine (+68.6%), Malta (+5.0%), Nantong (+12.6%), Pennsville (+34.9%) and Zofingen (+9.4%) plants used more energy than in the prior year. This is primarily a result of the higher capacity utilization in these plants. However, the additional consumption was compensated in part by considerable savings in the Evionnaz (−4.9%), Minden (−2.6%) and St. Vulbas (−8.0%) plants. The total standard energy consumption was 3.6% higher than a year ago.

In respect of natural gas, consumption was also higher (+13.2%) than in the previous year, whereas heating oil decreased significantly (−16.3%). These savings are largely attributable to the Evionnaz plant where heating oil is primarily used. Natural gas is not available at this plant. The externally provided volume of steam decreased somewhat (−6.1%) over the prior year.

Together with the federal authorities, the Zofingen site determined a 20% CO<sub>2</sub> reduction target for the period 2013 to 2020, which is planned to be achieved by means of site modernization or with more efficient processes or process control. Siegfried has reached the respective goals for the entire period.

The details on energy consumption include all CO<sub>2</sub> emissions directly incurred by the company (Scope 1) and CO<sub>2</sub> incurred for the production of purchased energy (Scope 2). This also includes the diesel consumption of company-owned vehicles. The energy consumption used for business travel and other Scope 3 emissions is not included.

#### **Project to reduce the Carbon Footprint**

For the period up to 2030, the Executive Committee launched an extensive project intended to considerably reduce the carbon footprint. It is to be accomplished, wherever possible, in close cooperation with our customers, especially those with similar plans. The CO<sub>2</sub> project includes a comprehensive analysis of all Siegfried sites with regard to CO<sub>2</sub> emissions, combined with a list of appropriate actions. These are expected to go into effect as early as in the 2021 fiscal year.

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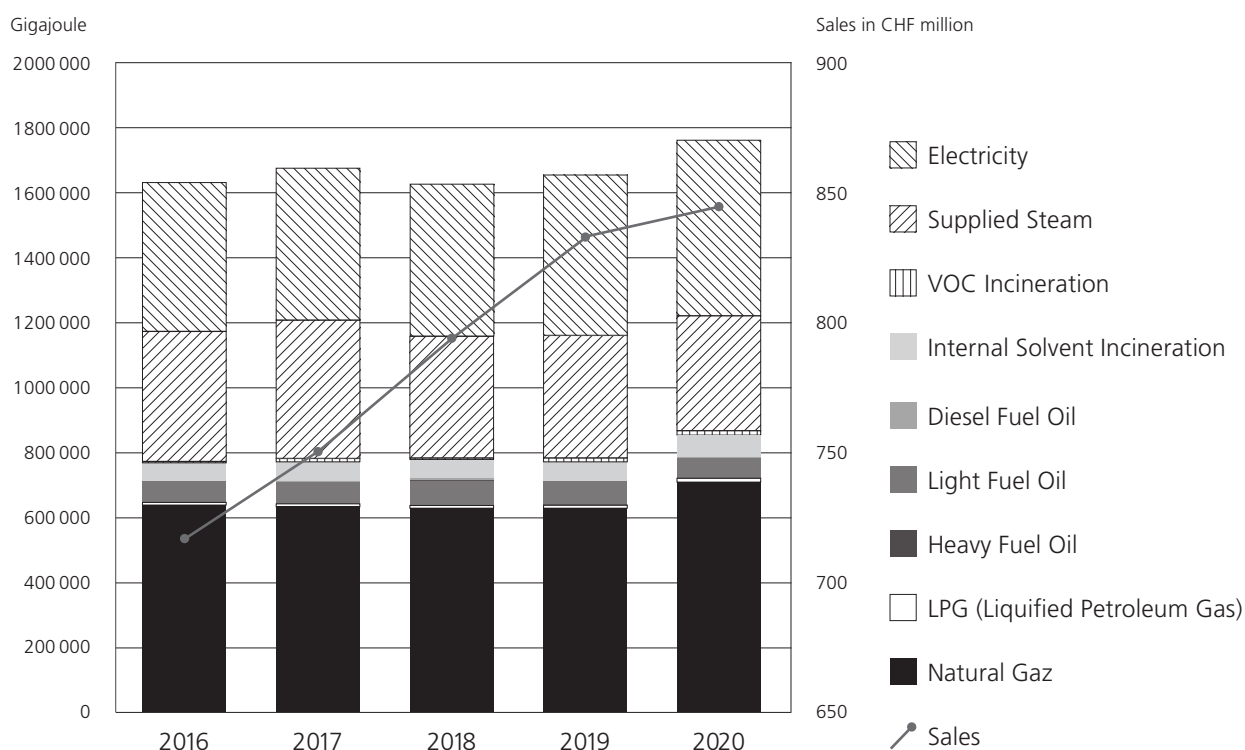
#### **Nantong**

The energy costs in Nantong increased by only 15.6% in 2020 compared to 2019, while production rose by 178% (374 tons in 2019 compared to 668 tons in 2020). Energy savings activities included the incineration of waste solvents instead of natural gas. External steam was replaced in part by boiler steam and sodium lamps were continuously replaced by LED lamps, etc.

The total consumption of electric power at all Siegfried sites amounted to 539.8 terajoule (TJ). The additional use of 8.8% is due to an increase in almost all the plants. Only Pennsville and Nantong achieved a reduction in the power consumption. Among other factors, this increase is also related to the climate conditions in the summer 2020. It was an exceptionally warm summer. 40.1% of the electric power consumption was generated from renewable energy sources. The electricity produced by means of photovoltaics in the Malta plant of 949 GJ was lower than in the previous year (–12.4%).

CO<sub>2</sub> emissions in Scope 1 (direct emissions from operations) were mainly due to the use of fossil fuels. Also included are CO<sub>2</sub> emissions in Scope 2, i.e. emissions from the production of purchased energy (electricity, steam). The CO<sub>2</sub> emissions into the atmosphere increased by 5900 tons, or 6.0% compared to the prior year. The CO<sub>2</sub> emissions of most plants, except for Evionnaz, Nantong and St. Vulbas, were higher than a year ago. The increase in the Hameln and Zofingen sites were above average. The GWP (Global Warming Potential), expressed as CO<sub>2</sub> equivalent, amounted to 104 000 tons. For the conversion of other greenhouse gas emissions into CO<sub>2</sub> equivalents, the GWP values were used for a 100-year time horizon in accordance with the IPCC Assessment Report 5 (AR 5), Chapter 8 (“Anthropogenic and Natural Radiative Forcing”). The company’s direct emissions and the CO<sub>2</sub> emissions caused by purchased energy (Scope 1 and Scope 2) were taken into account. The CO<sub>2</sub> emissions from biogenic sources were not included.

## Energy Consumption





The VOC volume emitted amounted to 284 tons, a plus of 24 tons compared to the previous year. The VOC emissions in the Evionnaz plant increased significantly, while the VOC emissions in the other plants were at a similar or even lower level as year earlier. Siegfried Zofingen has established a VOC action plan with the responsible authorities for the period from 2018 to 2022, which has been approved by the latter. The plan is expected to further reduce VOC emissions.

The 29-ton emission of carbon nitrous gases (NOX) was 20 tons lower than that of the previous year. A decrease was recorded in the Pennsville, Evionnaz, Minden, and Nantong plants. Emissions in Zofingen were in the range of the previous years. Sulphur oxide emissions to the environment have been at a low level for quite some time. In 2020, it amounted to 0.8 tons and thus it decreased by 63% compared to the previous year. The carbon monoxide emissions of 8.1 tons at all Siegfried sites were 10% lower than a year before. The reported greenhouse gas emissions (VOC, NO<sub>x</sub>, SO<sub>2</sub> and CO) are those of Scope 1 (direct GHG emissions).

### **Outlook**

The volume of standard energy consumption is intended to be reduced. The same applies to the consumption of electricity. Siegfried also has ambitious goals for the volume of standard CO<sub>2</sub> emissions. For example, electricity from renewable energy sources will be purchased for the Evionnaz, Hameln, Malta, Minden, Nantong, and Zofingen plants, beginning in early 2021. This will help to considerably reduce CO<sub>2</sub> emissions. Based on the figures of 2019, we expect a reduction in CO<sub>2</sub> emissions of about one third.

The consumption of natural gas and external steam is expected to be reduced in the Nantong plant. This will be achieved by using waste solvents to generate steam. Also, the sodium lamps will be continuously replaced by LEDs.

A program is in progress in Zofingen with the goal of reducing the consumption of electricity.

In 2021, the Hameln plant will launch the systematic energy management according to ISO 50001. Also, a redundant steam generation system will be shut down in Hameln. This is expected to save approximately 10 000 l of heating oil per year.

The Minden site set a new energy savings goal in 2018, according to which at least 4% were expected to be saved during the period 2018-2022 relative to the 2017 reference year. Extensive steps were taken in 2018 and 2019 to achieve this goal, such as the renovation of the steam condensate network, automatic regulation of the desalination of boiler feed water and the replacement of instruments/heat exchangers/pumps/ventilators with better energy efficiency. In 2020 additional actions were taken, such as a new hot water production system, an adjustment of the regulation of cooling units, adjustments to the generation of compressed air and the renovation of heating controls and pumps. The total volume of standard energy consumption during the first six months of 2020 was already 3.5% lower than in the first six months of 2019.

## Key figures regarding environmental protection<sup>1</sup>

	Unit	2020	2019	2018	2017	2016
<b>Energy consumption</b>						
Total energy	GJ	1 725 800	1 663 600	1 629 700	1 674 300	1 642 200
Natural gas	GJ	712 300	629 100	630 200	635 200	638 300
LPG	GJ	12 300	11 200	9 400	9 000	8 200
Heating oil	GJ	62 400	74 500	77 700	65 300	68 737
Diesel		6 000	2 300	1 800	3 100	3 500
Alternative fuels (solvents)	GJ	65 100	56 700	59 600	58 300	56 700
VOC incineration	GJ	9 300	14 000	10 300	5 600	8 600
Supplied steam	GJ	356 700	379 900	374 600	428 700	399 300
Electricity	GJ	499 025	495 900	466 200	469 100	460 800
<b>Emissions</b>						
CO <sub>2</sub> emissions	tons	100 354	96 900	93 000	96 700	95 700
VOC emissions	tons	284	260	92	59	65
CO emissions	tons	8.1	9.0	9.0	8.5	8.7
NO <sub>x</sub> emissions	tons	29	49	37	40	37
SO <sub>2</sub> emissions	tons	0.8	2.0	4.0	3.3	6.0
GWP, 100-year time horizon	tons	101 800	97 700	93 000	96 400	95 700
<b>Water / wastewater</b>						
Water consumption	m <sup>3</sup>	5 791 000	5 776 000	5 590 000	6 493 000	6 871 000
TOC emissions	tons	127	125	117	109	1445
Nitrogen emissions	tons	52.8	67.5	55.3	73.0	66.7
Phosphorous emissions	tons	1.5	2.0	1.7	2.7	1.9
<b>Waste</b>						
Total waste	tons	75 178	65 238	53 550	47 985	50 400
Hazardous waste	tons	57 906	53 774	40 424	39 918	47 600
Incineration	tons	30 000	32 115	33 866	34 055	n.e.
Recycling	tons	5 044	3 845	1 931	842	n.e.
Reclamation, incl. energy	tons	22 782	17 688	4 494	4 927	n.e.
Landfill	tons	80	126	110	94	n.e.
Non-hazardous waste	tons	17 272	11 464	13 125	8 067	2 800
Incineration	tons	6 612	5 141	3 602	402	n.e.
Recycling	tons	2 226	1 989	1 729	1 670	n.e.
Landfill		672	597	338	510	n.e.
Reclamation, incl. energy	tons	1 787	1 689	2 477	1 451	n.e.
Reutilization	tons	43	32	42	28	n.e.
Disposal to external. wastewater plant	tons	5 933	2 017	4 938	4 007	n.e.
<b>Recycling</b>						
Regenerated solvents (internal and external)	tons	22 100	22 000	23 800	23 500	15 100

n.e. = not recorded

<sup>1</sup> From 2016, the three former BASF production sites in Minden, Evionnaz and St.Vulbas acquired in 2015 have been included.

The figures for CO<sub>2</sub> emissions and the GWP 100-year time horizon contain Scope 1 and Scope 2. Earlier reports only included Scope 1. The figures have been retrospectively adjusted up to 2016. The steam supplied to the Minden plant was officially confirmed to be free of CO<sub>2</sub>. Therefore the figures were retrospectively adjusted up to 2016.

## Standardized Key Figures

	Unit	2020	2019	2018	2017	2016
<b>Revenue Normalization</b>						
Sales	CHF mio.	845	833	794	750	717
Total energy consumption	GJ / CHF mio.	2 042	1 962	2 014	2 191	2 245
Electricity	GJ / CHF mio.	591	595	587	625	643
Water consumption	m <sup>3</sup> / CHF mio.	6 853	6 934	7 040	8 657	9 583
Total waste	t / CHF mio.	89.0	78.3	67.4	64.0	70.2
Greenhouse gas emissions (CO <sub>2</sub> equivalent)	t / CHF mio.	118.8	121.4	122.2	129.1	133.3
GWP (Global Warming Potential)	t / CHF mio.	120.2	122.3	122.2	128.8	133.3

### 3.2 Waste and Contamination

By its very nature, the production of active pharmaceutical ingredients results in the accumulation of large quantities of waste as the manufacturing processes are complex and lengthy. The waste contains by-products of a synthesis which can be harmful to human health and the environment. Therefore, Siegfried makes every effort to minimize waste. Handling waste with care is of great importance to prevent negative influences on the eco-systems. Siegfried meets all requirements of the authorities and is in possession of the necessary licenses.



#### SDG Contribution

Handling natural resources with care and reducing waste contributes significantly to SDG target 12.5 ("reducing waste generation through prevention, reduction, recycling and reuse"). Because we work with chemical and pharmaceutical additives, it is particularly important that we prevent any emissions into the environment and the wastewater and thus, according to SDG target 12.4 "[...] minimize their adverse impacts on human health and the environment". We ensure this with our extensive waste and wastewater management program.

#### Evionnaz

The Evionnaz site has identified waste reduction at the source to be most effective. In the process of a Greenbelt project, the waste of six of our highest volume products was optimized. Watery waste was separated from organic waste. 1 370 tons of bio-degradable water ran through the plant's own water treatment plant due to the activated carbon filter which was installed in 2017. Additionally, 478 tons of organic waste are recycled by a third-party company. This process avoided the incineration of 1 850 tons of water in 2020. On the one hand, this saves a significant volume of energy and CO<sub>2</sub>, and on the other hand, the process contributes to the site's cost reduction and competitiveness.

## **Waste and Wastewater Management**

Siegfried meets the defined environmental standards and cultivates regular dialogue and an exchange of ideas with the responsible environmental authorities. For the parent in Zofingen, a cooperation agreement was signed in the summer of 2016 with the applicable environmental authority of the Canton Aargau. The agreement focused on the topic of waste water and an exchange of data was stipulated. Siegfried undertook to actively report all irregularities with a potentially negative influence on the environment.

The reduction of discharge from active pharmaceutical ingredients and intermediate products into the wastewater at the Zofingen site was continued in 2020. Tests were carried out for several manufacturing processes and, where necessary, wastewater treatment was implemented. The production sites in Pennsville and Evionnaz have their own wastewater treatment plants which remove trace contaminants by means of activated carbon treatment. Minden also has a company wastewater treatment plant. The operation of the newly introduced downstream denitrification stage is stable. Isopropanol, which is incurred in the site's operation, was used as a carbon source for nitrification. Otherwise, the isopropanol would have been incinerated. This combination met the aspect of product-internal environmental protection.

Water consumption in 2020 was about the same as than in the previous year. The increase of all plants combined was 0.3%. A comparison of water consumption with sales resulted in a decrease of 1.1%. At most of the production sites water consumption was slightly higher or slightly lower than in the prior years. The only significant difference was reported in the Malta plant where water consumption decreased by 23.6%. The water savings project in Zofingen stagnated in 2020. Water consumption increased by 6% in 2020. However, the project will be continued to achieve further savings in the future. The goal of reducing standardized water consumption was achieved, but additional savings in water consumption are necessary and planned.

Across all Siegfried sites, total organic carbon (TOC) emitted through the wastewater amounted to 127 tons, i.e. 2.2 tons or 1.7% more than in the previous year. This increase was essentially caused by an increase in the production volume at the Nantong site. At all other chemical production plants, except for Evionnaz, the TOC emission into the water has decreased. At all sites, the TOC emission after wastewater treatment, i.e. the actual TOC emission into the environment has been recognized. The same is true for the key wastewater indicators of nitrogen and phosphorous emissions, where the values were also measured after wastewater treatment. The nitrogen emissions into the water decreased by 21.8% to 52.8 tons. The Minden site is the main emitter of nitrogen as it produces large quantities of products containing nitrogen, which results in emissions into the wastewater. The improved denitrification of the wastewater treatment plant in Minden resulted in a significant reduction of nitrogen emissions into the water. Phosphorous emissions into the environment were 25% below those in the previous year, but at 1.5 tons, it continues to be at a low level.

The volume of total waste at all nine Siegfried sites amounted to 75 178 tons, or 15.2% more than a year ago. Normalized to revenues, waste increased by 13.7%. The volume of waste increased at all sites, except for Evionnaz and Hameln. Savings in Evionnaz were achieved because the wastewater, which previously went to incineration, can now be disposed via the company's wastewater treatment plant. The increase in the total waste is related to higher production quantities. Another reason is that manufacturing processes with a less favorable product-to-waste ratio were used. The waste is divided into 57 906 tons hazardous and 17 272 tons non-hazardous waste. The reason for the considerable share of hazardous waste is that chemical production incurs a large volume of waste solvents classified as hazardous. A positive element is the fact that the share of recycling increased substantially again. In 2020 it amounted to 42% of total waste. The share of regenerated solvents of total waste was lower in 2020 than in the previous year. There are two possibilities for solvent regeneration: plant-internal regeneration or regeneration by external partners. A total of 22 100 tons of solvents was re-

generated in 2020. At 53% the share of regenerated solvents in relation to solvent disposals was the same as a year earlier.

### **Outlook**

Additional savings in terms of waste are planned for 2021. Siegfried will primarily focus on optimizing waste solvents, the main waste category. Interdisciplinary project groups were set up for this at various sites, consisting of employees from the Business Excellence, Chemical Production, Disposal, Safety and Environmental Protection Departments. The goal is to increase the proportion of regenerated solvents. This applies particularly to solvents used to clean equipment. This initiative will reduce the volume of waste solvents to be disposed.

Water consumption was reduced significantly in 2017 and 2018. The volume of groundwater was reduced by approximately 40%, the volume of drinking water by approximately 60%. Water consumption in 2019 and 2020 stabilized at this considerably lower level. Additional savings and optimizations are expected for 2021. In addition to the efforts of reducing the water consumption, the discharge of pollutants into the water must also be continuously reduced, as exemplified by the emission of active pharmaceutical ingredients. These processes are constantly being optimized. At the Evionnaz site, activated carbon treatment was installed in 2019 in the site's own wastewater treatment plant to reduce the emission of micro-impurities. In Zofingen, a study concerning the municipal wastewater treatment plant into which Siegfried feeds its wastewater looks into improving the purification of biological wastewater. This study was successful and showed that the outlet concentrations after the wastewater treatment plant can be reduced by adding a powdered activated carbon.

In 2018, the Zofingen plant participated in a feasibility study concerning the fermentation of industrial wastewater, which is co-financed by the Swiss Federal Office for Energy. The result was favorable. The fermentation of industrial wastewater is technically feasible. In September 2020, a pilot test was launched in the municipal wastewater treatment plant, subsidized by the Swiss Federal Office of the Environment and the regional environmental agency (AfU Aargau), which will be completed shortly. According to the findings obtained so far, fermentation of Siegfried's industrial wastewater is technically feasible, but unfortunately it is economically not viable.

The "pump & treat" installation for the decontamination of the Evionnaz site's underground is still waiting for official approval and will subsequently go into operation.

An upgrade of the activated carbon VOC reduction system is planned for 2021 at the Pennsville plant. This will eliminate various safety risks associated with the current system.

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### **Minden**

To reduce emissions in our production plants, additional pumps and agitators were upgraded or replaced in 2020 to comply with the clean air requirements. In one operation, additional emission sources were connected to existing exhaust air systems to largely eliminate air pollutants.

Further optimizations were made with regard to the disposal of solvents. In addition to the previously established external distillative processing of the ethanol-water mixture (790 t), tests were additionally conducted to determine if other solvents (dichloromethane, fluorobenzene, dimethylformamide) could be externally distilled or processed. This test could not be fully completed in 2020.

### 3.3 Safety and Health

An efficient and safe chemical process is central to process development. As a rule, all chemical processes undergo extensive environmental and safety tests during their development. The goal is to protect the health and safety of our employees and our neighbors. Compliance with Siegfried's safety regulations is also required from third parties where Siegfried acts as a client. For this purpose, third parties entering our property are given safety instructions as an integrated component of our order contracts. Our internal safety laboratories employ well-trained professionals and state-of-the-art measuring instruments for the physical and thermal testing of materials. In experiments, the flammability, the risk of explosion, as well as the response in normal operation and in the event of emergency are simulated and evaluated. The findings are summarized in a safety and environmental report and assessed in a subsequent process risk analysis.



#### **SDG Contribution**

SDG 3 ("ensure healthy lives and promote wellbeing for all at all ages") is not only relevant to us with regard to the patients and users of our products, but also to safeguard the safety and health of our employees and our neighbors. In addition to preventing occupational accidents, we intend to contribute "to substantially reduce the number of deaths and illnesses from hazardous chemicals and air, water and soil pollution and contamination", as specified in SDG target 3.9.

#### **Failure Prevention**

As part of our failure prevention plan, failure scenarios in the production, storage and internal transportation of chemical substances are subjected to a comprehensive risk analysis. The results are summarized in a report and reviewed by the authorities during an annual inspection. For emergency situations, such as explosions, fires or chemical incidents, Siegfried maintains its own emergency teams in the production facilities. Thus, the chemical and firefighting team in Zofingen and the Minden firefighting team each have more than one hundred members, consisting of professional firefighters and volunteers from all departments. Additionally, at the behest of the authorities, these groups also respond to incidents involving hazardous materials outside the area of the plants. The sites in Evionnaz and St. Vulbas also have their own emergency units.

How do I respond properly in the event of an emergency? These and similar questions about firefighting and first aid are discussed in regular training sessions and simulated in practical evacuation drills.

In addition, Siegfried employees are required to participate regularly in training with fire extinguishers. In these training sessions with small extinguishers, the employees learn to handle a fire in a wastebasket, a PC on fire, or even burning solvents by using different extinguishing methods. What they learn there is useful both in their professional environment as well as their personal life.

### Focus on Workplace Safety

It is Siegfried's intention to create a corporate culture that tolerates no accidents. The Siegfried safety program was launched worldwide in 2006 based on this vision. The objective of the program is to raise the safety awareness of every employee. To achieve this, the Executive Committee decided in 2013 to introduce a global safety program, which was rolled out at every site together with experts from DuPont Sustainable Solutions. The key elements are the established STOP™ program and the five cardinal rules.

All employees, including individuals in a contractual relationship with Siegfried or if this is specified in a contract, are required to develop a greater awareness of safety and to take responsibility for safety at work – their own and the safety of their coworkers. The goal of this safety initiative was an 80% reduction in the accident rate by 2018 compared to the 2012 reference year, then stabilize it at this low level. Based on the 2012 accident rate, 38 occupational accidents per one thousand full-time employees, this parameter was intended to be reduced to less than 5 occupational accidents per one thousand employees within a period of seven years. The target has not yet been reached at all sites, but there has been a reduction in accidents since 2012 (see the table on accident statistics on page 37). In Minden, Evionnaz, St. Vulbas and Zofingen most local third-party companies are also actively participating in this safety program.

In 2014 and 2015, close to 200 employees received training as part of the STOP™ program at the Hameln, Malta, Pennsville, Irvine, and Zofingen sites. With the integration of the Evionnaz and St. Vulbas production sites into the Siegfried Group, the STOP™ program was also mandatorily introduced at these sites in 2017/18 and in the process dozens of new "STOP auditors" have been trained. In the production plant in Nantong the STOP™ program was implemented in 2018. At the Minden site, the STOP™ program will be introduced in 2021 as the auditor training had to be put on hold due to the COVID-19 pandemic.

Several hundred STOP auditors have completed their training, which sharpens one's own safety awareness, and the STOP auditors have been enabled to engage in structured dialogues with their colleagues and co-workers on the topic of safety. These dialogues are the actual core of the initiative, because safety is a recurring topic. It is not only about monitoring and identifying deficiencies. It also means recognizing and commending good conduct and good conditions.

### Stop Initiative

In 2020, several thousand STOP dialogs took place at the various sites. The evaluations of the feedback from the STOP activities for 2020 showed that most of the employees by far work with an awareness of safety.

	Zofingen	Pennsville	Malta	Nantong	Hameln	Evionnaz	St. Vulbas
Number of reported safety dialogs	1 400	625	510	14	680	310	220
Individual observation points	40 800	10 700	140	14	28 000	3 600	4 700
Observations evaluated as "safe"	40 200	10 500	406	3	27 700	3 050	4 100
Observations evaluated as "unsafe"	600	220	176	11	350	530	600
Number of STOP auditors	103	35	22	16	42	55	14

The observations are focusing on the actions of the employees, for example, the handling of tools and machinery, the use of personal protection equipment, ergonomics, contact with chemicals or hot surfaces as well as order and cleanliness. Unsafe handling is discussed and corrected by means of a safety dialog. The observations are performed on a continuous basis and analyzed by a work specialist. Safety campaigns are launched or specific training is provided where required.

In addition to the STOP initiative, a company-wide campaign for workplace safety was launched in 2014 with five cardinal rules describing the significant risks. These cardinal rules have been applied globally in 2017. Compliance is mandatory for all employees; failure to comply will result in disciplinary action.

Our five cardinal rules applicable worldwide are:

- Consistent use of personal protection equipment;
- Completion of the required safety training for new employees prior to performing work;
- Protection against falling while working at or above a height of two meters;
- Safeguarding equipment prior to maintenance work;
- No removal or overriding of safety devices.

To permanently promote safety awareness while working, various activities and campaigns were initiated. In the context of clarifying accidents, brief information was drawn up which was sent internally to all employees and also used for training purposes. This information is also shared between the sites to sustainably promote work safety at Siegfried worldwide. Furthermore, on a monthly basis, the SHE department in Zofingen publishes key topics on work safety, such as, correct grounding, maintenance and care of personal protection equipment, personal hygiene and skin protection, correct hand disinfection tripping/falling, preparation and delivery of process equipment to the maintenance team, and the danger of electricity.

Further training on safety concerning various topics is offered to the site employees. For example:

- One-day safety training for trainees in laboratories and for chemical and pharmaceutical technologists (CPT)
- SHE introductory course for new technical employees (CPT) in the production and for new employees from "non-chemical occupations" (lateral recruits)
- Workshops for the production personnel to prevent leaks of substances in the production plants (example: how do I properly transfer?)
- Multi-day introductory and refresher course on the topic of safe operation of internal transportation vehicles for approx. 50 employees
- Workshop for all production employees regarding safety and quality
- Multi-day training for plant foremen, shift supervisors and plant chemists regarding management and leadership in production plants
- Training in the handling and use of small-fire extinguishers for site employees
- Safety training for construction site personnel
- Information event and exchange of information for building security personnel
- Introductory event on the classification of chemicals (hazardous materials/exposure) and correct emergency alarms/conduct in the event of emergencies for new trainees
- In Minden, 200 employees (80%) from the production plant were trained in workshops to strengthen the awareness of safety and reduce product leakage

Various SHE training events had to be postponed until 2021 as a result of the COVID-19 pandemic.



## **Audits**

The authorities, insurance companies and customers have inspected all sites during the reporting year. Because of the COVID-19 pandemic, the audits were limited to a minimum and only conducted if absolutely necessary and in compliance with strict safety measures. As an alternative, a number of telephone or video conferences were held. Inspectors and customers confirmed that Siegfried has an effective and integrated risk and environmental management system in place. In an industry comparison, the risk assessment by the HDI Global and Swiss Re insurance company revealed no irregularities. All Siegfried sites meet the requirements for operational safety and fire protection and are listed among the top 10% in the insurance company's risk benchmark rating. Following the inspection in 2016, the Evionnaz production plant was re-inspected and a good safety system and adequate fire prevention was attested again.

The system of internal audits and safety inspections tours has been well established at the various sites, in some for years already. In Nantong, several dozen internal safety and environmental audits were carried out and over 300 observations were recorded. 93% of the defects have already been corrected. In Zofingen, close to 600 internal safety and environmental audits were performed. The audit teams communicated over 120 steps for the improvement of occupational safety, more than 80% of which were successfully implemented in 2020. Concerning the control of hazardous materials, over 500 internal transportations by truck and rail were inspected. Defects and complaints were reported in less than 2% of the inspections, about the same as last year.

The implementation and compliance with both the global and the local SHE guidelines is periodically examined by corporate audits. This means that internal audit specialists are inspecting the individual sites and conduct multi-day safety audits. In 2020 only the Hameln plant underwent a SHE inspection due to the COVID-19 restrictions.

## **Plant Safety**

As a chemical-pharmaceutical company, plant security is priority for us. The company property is secured with a fence or a wall. Additionally, cameras are provided for monitoring. Pedestrian and vehicle access routes are watched and controlled (reception). All visitors are registered and introduced to the specific regulations of conduct and security. The presence on company property requires a visitor's pass. Employee vehicles may not be parked inside the plant property. The property is monitored outside of the working hours by periodic inspections performed by the security service.

## **Incidents, Occupational Accidents and Occupational Illnesses**

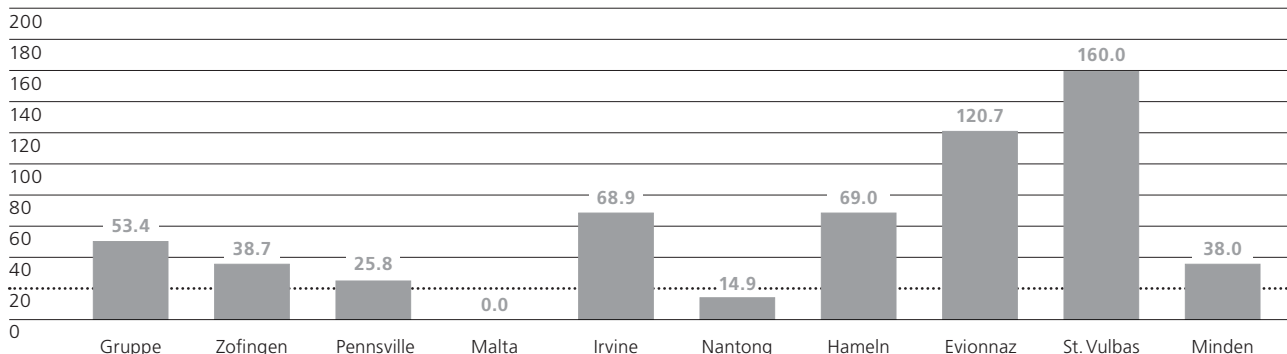
As part of Siegfried's integral risk assessment, in addition to the accident ratios, incidents with property damage or environmental impact have been shown under the parameter "accident points" since 2013. These accident points are determined as follows: 1 point for each day lost, 1 point per accident/occupational illness without days lost, 0.5 points per incident with significant property damage or environmental impact. This system allows Siegfried to be more transparent in reporting events. For occupational accidents with long-term absences (several months) the time lost is limited to 20 working days for purposes of site comparison.

At the Evionnaz, Minden, St. Vulbas, and Zofingen sites, occupational accidents of third parties on plant property (workmen, service providers) are also included in the accident statistics. Such third-party companies have a contractual relationship with Siegfried. They must comply with work safety rules and therefore are treated as if they were internal employees.

The chart is a cross-comparison between the plants in 2020. The very ambitious goal – less than 20 accident points per 1 million hours worked – was only achieved by two production sites, while seven sites did not meet the target. In Evionnaz, Irvine, Hameln and St. Vulbas, there were several occupational accidents which led to multiple weeks of lost working hours. The injuries affected hands

## Accident Points/ 1 million worked hours

..... Goal



and arms caused by falling (broken bones, torn muscles) as well as the face caused by contamination with a solution due to a leak in the hose. These accidents were caused by improper behavior and miscalculation of danger. As a result of the high accident rates various measures were taken, such as safety workshops, daily safety inspection tours and weekly meetings with the shift workers on the topic of safety. As part of the ongoing improvement process the concept “Safety Culture Flywheel” was introduced in Minden in 2019 with the goal of strengthening the safety culture and avoiding unsafe activities to prevent accidents. In workshops, safety meetings, department meetings and employee information, the events and accident reports are addressed, analyzed, and safety-related improvements are initiated. The ENHANCE program 2020 was launched in Zofingen last year. It focuses on processes, such as production planning, equipment cleaning, quality and GMP (Right First Time) and occupational safety. In several employee workshops with a total of 200 participants, problems and possible improvements in quality and safety were discussed in detail and solutions were developed. As a result, a task force was established for the ENHANCE program 2020, section SHE. The solutions proposed in the workshop were analyzed and implemented as specific improvements.

For example

- the use of personal protection (PPE) was included in a new PPE concept, combined with a risk assessment of some individual work steps
- the responsibility and the management of foremen and shift supervisors were reviewed with respect to occupational safety and practiced with the employees concerned in multi-day trainings
- a SHE introductory training for new employees at the Pharmapark Zofingen was implemented on a monthly basis
- a SHE council with monthly meetings was introduced as a leadership and management process for the management team in Zofingen

The STOP™ program was strengthened again in Zofingen by training 10 new STOP inspectors. The approximately 100 STOP inspectors were sensitized and advised of their responsibilities and duties regarding work safety in 21 events. In Minden, the introduction of the STOP™ program had to be postponed to 2021 because of the COVID-19 pandemic.

Although the safety target was not achieved by the Siegfried Group in 2020, the management teams of all sites are committed to permanently decrease occupational accidents in 2021.

No occupational illnesses or work-related deaths occurred in 2020. Compared to 2019, the production plant in Malta was able to reduce the number of occupational accidents (with and without days lost). In Minden, Nanton and Zofingen, the accident rate remained at least stable.

The opposite was the case in the pharmaceutical production plants in Irvine and Hameln and in the chemical production plants in Evionnaz, Pennsville and St. Vulbas where the rate of occupational accidents worsened. At the Hameln and St. Vulbas plants, the occupational accident rate was over 2%, in Evionnaz, Irvine, Minden and Zofingen it was 1–2% and below 1% in all other plants. A multi-year comparison shows that the accident rate across all sites was worse in 2020.

For the first time in several years, no occupational accident occurred in Malta. On the other hand, after a positive year without occupational accidents, the number of accidents in the American plants of Irvine and Pennsville increased. With 18 occupational accidents per one thousand employees, the accident rate in Zofingen is just below the long-term average in the Swiss chemical and pharmaceutical industry (2019: 20 accidents/ 1000 full-time employees).

Most of the injuries were caused by tripping and falling. For a third of the occupational accidents, no absences from the workplace were recorded. Care was given at the site's own first-aid stations, and the employees were able to return to their workplace. Due to the excellent cooperation between patient and treating physician on the one hand and between the accident insurance company and the employer on the other hand, a special workplace was made available to the injured employees in two cases at the Zofingen site. This resulted in a positive effect on the time lost and the costs of the accidents for all concerned.

At the Group level, Siegfried was not successful in further lowering the number of occupational accidents on average. The occupational accident rate over the last five years is 13 occupational accidents per one thousand employees. Viewed across all sites, apart from Evionnaz, Hameln, Irvine, and St. Vulbas, most of the accidents, such as tripping, falling, contact with chemicals and cuts, resulted in only minor injuries with no or merely short absences of a few days from the workplace.

### **Ensuring Health**

Siegfried maintains process technologies with various containment systems for the development and production of highly active substances and finished dosage forms. Closed handling of substances protects the employees from excessive exposure. At the Minden plant, close to two million euros were invested in processing systems since 2019 to allow closed substance handling or enclosed equipment. Where necessary, protective clothing with respirators is additionally available to ensure the safety of the employees at all times. To minimize the risks of contamination, Siegfried has installed decontamination stations, airlocks and designated changing areas.

For the assessment of the risks of substances at the workplace, Siegfried introduced a system with five exposure categories. Based on factors, such as toxicity or pharmacological activity each substance is assigned to an exposure category and a maximum workplace threshold is determined. Compliance with this threshold and the effectiveness of the technical equipment are periodically monitored by SHE.

An internal workplace hygienist is available to address questions and problems of hygiene at work. Workplaces have been assessed and production equipment has been classified by means of monitoring. The production equipment is combined in a system evaluation register. Based on this information, the equipment operator or product chemist can assess in advance whether additional steps must be taken regarding exposure when the product is changed. If necessary, the monitoring is repeated. In 2020, for example, approximately 65 such workplace exposure evaluations have been carried out in St. Vulbas and Zofingen.

The preliminary work for a new PPE protection concept was completed in the Zofingen plant in 2020. All work steps in the chemical production environment, such as the transport of liquids or unloading of solid material from a centrifuge were included in a risk catalog. Occupational safety specialists, together with foremen and chemists assessed the risks of the work steps for the operational personnel and then defined the necessary work and protective clothing in a PPE concept. This PPE protection concept will now be integrated in the manufacturing regulations on an ongoing basis and the employees will be trained in the use of the PPE, some of which is new. SHE supports the company trainers on site. The internal Occupational Safety office evaluates new personal protective items for various applications, reviews skin care products and generates an internal catalog for body protection based on this information.

In 2020 the annual flu shot was offered again in the form of a vaccination campaign at no cost to the employees. About 40% of the employees in Zofingen took part, three times as many as in previous years. This was achieved by specific appeals for vaccination in Zofingen and at other sites during the COVID-19 pandemic. As part of the medical care, approx. 100 employees were examined in Zofingen by the Institute for Occupational Medicine (ifa Baden) and assessed for their capacity to work. These medical check-ups were performed at the direction of SUVA (Swiss Council for Accident Prevention). In relation to the promotion of health, the Nantong site offers all employees the possibility of undergoing a medical check-up. No illnesses were found. In addition, more intensive care was provided to pregnant employees. 2020 was the first year when employees with strong pregnancy-related symptoms were offered the possibility of working from a home office, in addition to the required time off.

The so-called idea pool offers a platform where ideas and suggested improvements submitted by employees are evaluated and implemented, if possible.

Company sports clubs are available to promote fitness.

## **Outlook**

Siegfried continues to make the reduction of incidents and workplace accidents a priority by optimally using the STOP™ safety program which has been rolled out worldwide by now. Local initiatives and campaigns, such as the "Safety Culture Fly Wheel" in Pennsville are supporting the awareness of safety at work.

To quickly reintegrate employees in the work process after an occupational accident, the provision of alternative workplaces is intended to optimize operational health management. Steps have been taken and are individually updated on an ongoing basis. Individual solutions for injured employees are sought in close cooperation between insurance company, physician and employer to reintegrate injured employees in the work process as quickly as possible.

All sites are encouraged to continue sharing information on SHE issues. The purpose is to further harmonize health and safety standards and to implement the global SHE philosophy across all sites. Meetings and the exchange of knowledge among SHE specialists are taking place and will continue.

In the practical implementation of the Responsible Care Program Siegfried makes every effort to continue promoting the cooperation with the authorities regarding safety and environmental protection. In addition to project-based interaction, periodic meetings between representatives of the authorities and Siegfried's management are taking place.

The 2020 accident statistics of all sites are as follows:

<b>Incidents /1000 FTE</b>	<b>2020</b>	2019	2018	2017	2016	2015
Zofingen	18	17	7	33	24	16
Pennsville	10	0	16	17	11	34
Malta	0	24	6	14	7	14
Irvine	13	0	7	0	8	0
Nantong	9	7	0	3	0	5
Hameln	23	8	0	8	17	24
Minden	12	12	8	12	16	n. a.
Evionnaz	14	9	9	9	11	n. a.
St. Vulbas	38	26	27	35	13	n. a.
Group	16	12	7	16	15	15

<b>Accident Points /1 million working hours</b>						
Zofingen	39	37	15	146	49	24
Pennsville	26	1	8	17	87	159
Malta	0	43	3	19	4	42
Irvine	70	0	7	0	82	0
Nantong	15	42	2	4	1	5
Hameln	70	29	0	63	20	65
Minden	38	77	39	21	20	n. a.
Evionnaz	121	81	44	29	46	n. a.
St. Vulbas	160	86	189	228	50	n. a.
Group	54	47	25	63	36	40

The country and gender-specific accident rate of occupational accidents/occupational illnesses for 2020 is as follows:

	<b>Occupational accidents without days lost</b>		<b>Occupational accidents with days lost</b>		<b>Days lost</b>	
	Men	Women	Men	Women	Men	Women
Switzerland	6	0	14	0	179	0
USA	1	1	1	1	6	20
Malta	0	0	0	0	0	0
China	1	0	2	0	8	0
Germany	2	3	10	5	47	47
France	2	2	2	0	36	0

## 4. Employees

According to our Mission and Vision statements we strive to be champions in science and technology and aspire to provide leadership that appreciates the value of personal growth and performance and fosters teamwork at the local and cross-functional levels within the group. The foundation of this is formed by our staff of 2 583 competent and motivated employees and their outstanding performance across the globe, every day and at all sites.



### SDG Contribution

In view of SDG 4 (“ensure inclusive and equitable quality education and promote lifelong learning opportunities for all”) Siegfried contributes significantly by purposely fostering and developing its own employees and the next generation, offering a variety of different training options to apprentices, the trainee program for university graduates, and continuing professional and personal education to our employees and executives. The professional training and continuing education offered by Siegfried is an important foundation for this, designed to cover the required core competencies. These opportunities are intended to ensure that our employees are able to successfully master current and future changes in the working environment, thereby ensuring that their future and their competitiveness in the job market are protected.

The results of our daily work are high-quality active ingredients and medical products. They have a favorable effect on the life and health of many patients and thus on the global society as a whole. During the past year we have invested much time to explain our mission, our vision and values to our employees to have a shared understanding of the company we strive to be and what we have to do to achieve our goals. In these discussions, it is obvious that our employees recognize the sense of purpose and the benefits of the work we perform day-in and day-out and that they work with great passion, commitment and know-how and help us realize our mission and our vision.

To enable our employees to provide outstanding work every day and that they are comfortable, we cultivate lively interaction across all levels, for example through roundtable meetings with the management, which are held at regular intervals at every site. These allow an open exchange across all hierarchies where we listen and learn from each other. We are convinced that listening carefully is an essential part of our culture and our respect for each other. Despite the restrictions related to COVID-19, we have tried to offer virtual interactions because we believe that they are important and beneficial.

In 2019, the Siegfried Academy established the basis for individual continuing training and education at all levels. Due to the restrictions related to COVID-19 we were unable to offer all options as planned with direct contact and physical presence. Therefore, we have taken this opportunity to further develop digital learning options. With the agreement of their supervisors, all employees now have the possibility to invest one working day per year for online learning contents. Both the classic option with in-person courses and on-line choices will be further expanded and developed as needed at all sites over the coming months and years. The available training will be made accessible to all employees globally within the company Intranet.

For the first time, the newly designed leadership program LEAP (Leadership Education Advancement Program) was made available this year to all European sites in English, German and French. In addition to holding the LEAP at the remaining sites in 2021, we will focus on expanding the leadership training for the senior management. In connection with the introduction of the new performance management tool, the managers are obligated to conduct a development meeting with every employee. In the process of this, the development goals will be discussed and specific actions will be defined and documented.

In the reporting year, Siegfried Group's employees attended approx. two days of internal and external continuing training and education.

Well trained junior staff is an indispensable aspect for us, particularly because the demographic change will lead to extensive age-related outflows in some occupations in the coming years. This is why Siegfried is investing in the future by training 112 trainees worldwide and increasingly including lateral recruits from other industries. The specific recruitment of university graduates for the company's own management trainee program with two new trainees every year is also gaining in importance.

Site	Number of trainees	Percentage of all employees
Zofingen	31	5.2%
Evionnaz	10	3.2%
St. Vulbas	6	4.8%
Hal Far	6	3.7%
Nantong	13	5.4%
Hameln	17	3.7%
Minden	29	7.8%
<b>Total</b>	<b>112</b>	<b>4.3%</b>

### Attractive and Responsible Employer

One question that we as a company consistently contemplate is how employer attractiveness and the working conditions can be enhanced at all our sites. On the one hand, this is an important success factor in an increasingly competitive labor market with more and more heterogeneous demands from different generations. On the other hand, it is also essential that the employees feel secure in the long term and are able to perform their job. Priorities include the need for flexible work models to make family and career compatible, flexibility in working from home, but also activities concerning health and wellbeing, such as various sports activities, flu vaccination campaigns, smoking cessation programs, and much more.

### Malta

HR, SHE and the management team are committed to support the staff and implement strategies to mitigate the challenges caused by COVID-19. We have strengthened our home office policy, not only to meet the lockdown requirements, but as part of our social responsibility to support the families of our employees. To do so, we went beyond our collective labor agreement and the local employee handbook.

We attach great value to the compatibility of work, family and leisure time. It is important for our employees to find a balance and to be and continue to be productive, creative and successful. The possibility for flexible work hours and part-time work, using a home office and the ability to take unpaid leave are key elements of this. Additionally, we support our employees when important events happen in their lives and their careers (such as professional changes, personal crises, illness in the family, maternity/paternity and other events of consequence).

In addition to attractive work conditions with a competitive base salary as well as performance-based variable compensation elements and profit-sharing plans (detailed explanations are provided in the section Report on Compensation, available at [report.siegfried.ch](http://report.siegfried.ch)), Siegfried greatly values a work environment without discrimination where the employees are comfortable to grow personally and professionally, advance innovation and are able to deliver a top performance. We communicate clearly and ensure that all Siegfried employees have equal rights in terms of wages, social benefits, recruitment, work assignments, promotion, continuing education and training, disciplinary action, retirement rules, access to services, etc. We do not tolerate any form of discrimination based on gender, age, nationality, ethnicity, race, skin color, physical and psychological characteristics/limitations, faith, caste, language, physical disability, membership in an organization, health condition, civil status, maternity, sexual orientation, religion, union membership or political affiliation. The principle of "non-discrimination" is also defined in our Code of Conduct, strengthened by the corporate value of "Integrity" and actively practiced and required on a daily basis.

As an employer, Siegfried promotes equality of women and men and promotes compatibility between family and work. In this context, it should be mentioned that the issue of equal pay was systematically reviewed for the first time in Switzerland by an external audit company (PwC). At all other sites, equal pay was examined based either on a legal or an internal analysis. These analyses have not resulted in any statistically relevant discrimination based on gender-specific characteristics at any of the Siegfried sites.

As a globally active company and employer, we consider diversity with regard to gender, age, education, nationality and cultural background, etc. to be an enrichment in the interactions between the employees and a prerequisite for positive, balanced and suitable solutions and results. Since we firmly believe that diversity makes us a better company, these aspects are a significant criterion of relevant personnel decisions.

We consider our corporate culture, which is based on the values of excellence, passion, integrity, quality and sustainability, and our Business Code of Conduct to be a valuable and binding foundation of our teamwork.

An open and solution-based social partnership has a long tradition at Siegfried. Siegfried respects the right of each employee to join an employee representation or a union without causing any negative consequences, such as termination, discrimination or retaliation. New employees will be contacted and informed directly by the applicable employee representation. We cultivate a direct, transparent and constructive dialog with all representatives of employees and unions. Joint information meetings and discussions concerning Siegfried's business development and workplace-related decisions and participation in employee-relevant aspects take place at regular intervals. Collective labor agreements are available to substantial groups of employees in Switzerland, Germany, France, Malta, China and the USA. Overall, 1 153 employees, or 46.2%, are subject to a collective employment agreement. The rights of co-determination of each employee representation are defined in the respective agreements and regulate the participation rights which are relevant to the applicable negotiations.



In the event of complaints or for a report of violations of our values, internal instructions or laws, the employees have a variety of channels available, such as their supervisors, the employee representatives, ombudspersons or the Legal Compliance Officer via an external reporting office. All reports concerning violations are systematically handled. The safe and confidential treatment of sensitive matters and the personal protection of the informant are guaranteed at all times (also see the section on Legal Compliance on page 11).

At all sites we unconditionally respect the local statutory regulations concerning labor and the universal international standards of the International Labor Organization (ILO). The salaries Siegfried pays its employees are above the legal minimum wage at all sites and the company does not employ minors. With respect to the employment conditions, Siegfried's part-time employees and employees with a fixed-term work contract are treated the same as full-time employees.

### **Staff Development**

As at December 31, 2020, the Siegfried Group had 2 583 employees worldwide (prior year: 2 486). The number has increased slightly compared to the previous year due to growth in business. The group-wide fluctuation rate decreased to 9.6% in the reporting year (prior year: 10.5%). It includes all terminations of contract (either on the part of the employee or the employer), outsourcing as well as retirements and deaths. In addition to the staff reduction related to the shutdown of the pharmaceutical production in Zofingen, which was announced in December 2019, no extensive staff reductions occurred in the year under review. About half of the approximately 50 employees affected by the reduction were reassigned to other employment within the Siegfried Group.

In every case of unavoidable staff reduction in the past, the affected employees were retrained and transferred internally wherever possible.

### **Personnel Structure**

Siegfried employs approximately 519 external staff worldwide, or approximately 20% of all employees. They are mainly employed in production and production-related fields such as laboratory and warehouse, to cover for production peaks and long-term absences. All of Siegfried's partners relating to external employees comply with the legal regulations and minimum wage requirements. The basic salaries of external employees are comparable to those of Siegfried's own employees. If qualified, external employees working for Siegfried are given preference in the event a job opens up internally.

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### **St. Vulbas**

The St. Vulbas site was given a ranking of 90 out of 100 points in the Gender Equality Index 2020.

In accordance with decree no. 2019-15 of January 8, 2019, the number of points is calculated based on the four criteria: compensation, return from maternity leave, promotions, and the percentage of women in upper management.

# Sustainability Figures

Employees as of 31. Dezember <sup>1</sup>		2020		2019	
<b>Permanent employees</b>					
Zofingen, Switzerland	Number/total	594		545	
Evionnaz, Switzerland	Number/total	316		290	
St. Vulbas, France	Number/total	125		115	
Pennsville, USA	Number/total	175		166	
Irvine, USA	Number/total	143		128	
Hal Far, Malta	Number/total	161		146	
Nantong, China	Number/total	241		227	
Hameln, Germany	Number/total	457		453	
Minden, Germany	Number/total	371		364	
Siegfried Pharma, Zofingen, Switzerland <sup>2</sup>	Number/total	–		52	
Siegfried Group	Number/total	2 583		2 486	
Full-time employees	Number/ %	2 368	91.7%	2 273	91.4%
Part-time employees	Number/ %	215	8.3%	213	8.6%
Temporary employees based on total employment	Number/ %	326	12.6%	315	12.7%
Apprentices/number of apprentices based on total employment	Number/ %	112	4.3%	101	4.1%
<b>Temporary employees</b>					
Zofingen, Switzerland	Number/total	54		66	
Evionnaz, Switzerland	Number/total	34		38	
St. Vulbas, France	Number/total	38		16	
Pennsville, USA	Number/total	1		3	
Irvine, USA	Number/total	2		10	
Hal Far, Malta	Number/total	1		2	
Nantong, China	Number/total	19		4	
Hameln, Germany	Number/total	98		93	
Minden, Germany	Number/total	79		80	
Siegfried Pharma, Zofingen, Switzerland	Number/total	0		3	
Siegfried Group	Number/total	326		315	
<b>Diversity<sup>3</sup></b>					
Female employees	Number/ %	731	28.3%	715	28.8%
Male employees	Number/ %	1 852	71.7%	1 771	71.2%
Women in upper management	Number/ %	6	11.8%	7	13.5%
Men in upper management	Number/ %	45	88.2%	45	86.5%
Women in middle and lower management	Number/ %	111	29.4%	106	28.8%
Men in middle and lower management	Number/ %	267	70.6%	262	71.2%
Female full-time employees	Number/ %	550	75.2%	534	74.7%
Female part-time employees	Number/ %	181	24.8%	181	25.3%
Male full-time employees	Number/ %	1 818	98.2%	1 738	98.1%
Male part-time employees	Number/ %	34	1.8%	33	1.9%
<b>Demographics</b>					
Employees up to age 30	Number/ %	422	16.3%	385	15.5%
Employees between age 31 and 50	Number/ %	1 388	53.7%	1 347	54.2%
Employees above age 50	Number/ %	773	29.9%	754	30.3%
Average age of employees	Age	41.7		42.2	
<b>Fluctuation</b>					
Exits/fluctuation women		68	2.6%	77	3.1%
Exits/fluctuation men		181	7.0%	184	7.4%
Total fluctuation rate		249	9.6%	261	10.5%
<b>Lost working days due to accidents and illnesses</b>					
Lost working days due to work-related illness, rate	Number of days/ %	0.0	0.0%	15.0	0.1%
Lost working days due to illness <sup>4</sup> , rate	Number of days/ %	32 175.2	91.1%	25 702.3	90.2%
Lost working days due to work-related accidents/ quota of days lost in %	Number of days/ %	616.7	1.7%	360.4	1.3%
Lost working days due to non-work-related accidents/ quota of days lost in % <sup>4</sup>	Number of days/ %	2 518.5	7.1%	2 415.7	8.5%
Total lost working days	Number of days/ %	35 310.4	100.0%	28 493.4	100.0%
Lost working days per employee	Ø days per employee/ %	13.7	6.2%	11.5	5.2%

<sup>1</sup> Source: Siegfried ERP System (SAP HR), as per 31.12.

<sup>2</sup> Operation closed 31.12.2020

<sup>3</sup> related to permanent employees

<sup>4</sup> Hameln and Minden sites: non-work-related accidents are included in "lost working days due to illness"

### **Outlook**

In the months ahead we will primarily focus on empowering our employees and the leadership. Another priority is the integration of the new sites. In addition to processes and instruments, change management and cultural integration will be given particular importance.

Under the heading “Great Workplace to Grow”, we will increasingly continue to focus on the issue of EVP (Employee Value Proposition) in the coming year to enhance the employer and workplace attractiveness internally and externally. Depending on the progress of the upcoming integration of the new sites, we are planning the round table meetings mentioned above over the course of the next 12 months as well as related employee surveys to systematically explore what moves our employees.

## **5. Corporate Social Responsibility**

### **5.1 Local Population**

In connection with corporate social responsibility Siegfried maintains contact with the authorities and other responsible parties and also directly with the population at the various sites. Since Siegfried is considered and valued as an important employer at most of the sites all parties are interested in doing so. The contacts are primarily maintained by the site management, but the top management of the Siegfried Group also periodically meets with the regional and local political leadership.

The key component of such communication is the topic of education and training. Siegfried provides internal training positions and internships and is willing to support primarily science-oriented educational institutions in various ways, based on the respective professional training systems and/or academic educational institutions. Where gaps exist, Siegfried also provides internal training or retraining. Furthermore, Siegfried supports institutions where students are exposed to the sciences at an early age. An example is the initiative “simply science” in Switzerland ([www.simplyscience.ch](http://www.simplyscience.ch)).

Other vital topics discussed in close communication with the authorities concern the subject of safety and environmental protection. Siegfried is doing its utmost to meet all corresponding rules and regulations. As a result, it maintains sizeable firefighting and chemical disaster units at all sites. If the authorities wish, these units are prepared to also serve outside the company, especially in cases concerning chemical substances.

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### **St. Vulbas**

The St. Vulbas site supported local sustainability programs, such as the installation of two bird houses on the site to provide nesting grounds. It also promoted the colonization of bees by sponsoring a beehive. The honey they produce is distributed to the employees, and any excess is donated to a local charity. In addition, the St. Vulbas site discontinued the use of pesticides for weed control on green spaces.

Overview of the memberships of the Siegfried Group and the companies at each individual site:

Gruppe		European Fine Chemical Group (EFCG) (Sektorgruppe des European Chemical Industry Council (CEPIC)) scienceindustries Chemie Pharma Biotech, Swiss economic umbrella organization Swiss-American Chamber of Commerce Swiss-Chinese Chamber of Commerce The Association of Swiss Enterprises in Germany (VSUD) Avenir Suisse
Zofingen	Switzerland	DCAT Drug, Chemical, & Associated Technologies Association, USA Aargau Chamber of Commerce and Industry (AIHK) Zofingen Regional Economic Association(WRZ) Park InnovAARE
Evionnaz	Switzerland	Chambre Valaisanne de Commerce et d'Industrie Groupement Romand Industrie Pharma Union Industriels Valaisans
Hameln	Germany	AdU (Employers' Association of Business in Weserbergland) Chamber of Commerce and Industry of Hannover ChemNord (Employers' Association of the Chemical Industry in Northern Germany) BME (Bundesverband Materialwirtschaft, Einkauf und Logistik) Weserbergland AG (network of businesses)
Minden	Germany	Arbeitgeberverband für die Chemische Industrie Ostwestfalen-Lippe e.V. East Westphalia Chamber of Industry and Commerce (IHK) Association of the Chemical Industry (VCI)
St. Vulbas	France	France Chimie Auvergne Rhône-Alpes Mouvement des entreprises de France (MEDEF) Syndicat Mixte du Parc Industriel de la Plaine de l'Ain (SMPIPA)
Hal Far	Malta	Malta Chamber of Commerce Malta Employers' Association Foundation for Human Resources Development
Pennsville	USA	SOCMA Society of Chemical Manufacturers and Affiliates NJBIA (New Jersey Business & Industry Association) Salem County Chamber of Commerce Employers' Association of New Jersey
Irvine	USA	International Society of Pharmaceutical Engineers (ISPE) Parenteral Drug Association (PDA) American Society of Quality (ASQ) California Chamber of Commerce
Nantong	China	SwissCham Shanghai Nantong Pharmaceutical Association Nantong Biopharmaceutical Industry Union

Other engagements take place in the social and cultural environment. Related activities by the employees are also supported by the company at many sites. They include the participation of company teams at charity events such as "Race for life" or "Powerman Charity". The company also grants financial support to social engagements and to activities volunteered by employees for the disabled. The same is true for volunteer engagement in the field of sports and youth sport. The sites have a budget item available for this.

### **Outlook**

The Siegfried Group will continue to fulfill its social responsibility, for example in the form of various memberships, and will cultivate the contact with the local population at all sites. The goal is to increasingly establish such engagements across the sites to make better use of the resulting synergies between the various sites, countries and regions.

## **5.2 Political Representations of Interests**

For Siegfried, the purpose of communicating with political bodies and decision-makers is to establish beneficial conditions for business in general and the chemical-pharmaceutical industry in particular. We make every effort to achieve a competitive site, an innovative environment as a basis for research and development, and an excellent educational system, both work-related and academically. Free market access worldwide is of great importance to Siegfried.

Important current topics include the following:

- Research and innovation
- Education
- Free movement of people and thus the possibility for Siegfried to acquire employees with the greatest capabilities
- Free movement of goods
- Comparable conditions for all manufacturers worldwide, also with regard to the regulatory environment.

These are the issues that Siegfried supports worldwide, at the company's headquarters in Switzerland and at every site.

At the European level Siegfried is actively involved in EFCG (European Fine Chemical Group), a sector group within CEFIC (European Chemical Industry Council).

In Switzerland, Siegfried occasionally supports – primarily in connection with popular votes – political parties or candidates who share the company's political goals. During the reporting year, Siegfried spent approximately CHF 15 000 for popular votes in Switzerland relating to the interests of business in general and companies in the chemical and pharmaceutical industries in particular. Siegfried's direct support of pro-business parties amounted to about CHF 5000. Several business-oriented candidates were supported during the reporting year with a total of approximately CHF 5000.

Furthermore, Siegfried is a member of Avenir Suisse, a think tank for economic issues, and "scienceindustries", the Swiss economic umbrella organization Chemie Pharma Life Science, and the Swiss Society for Chemistry (SCU). Siegfried is also a member of Park InnovAare, an organization which brings business and science together in the Canton Aargau where Siegfried is located. In addition, the head of Pharmapark Zofingen has a seat on the Board/Board Committee of the Swiss economic umbrella organization economiesuisse (as a representative of "scienceindustries"), and on the Board of "scienceindustries", the economic association Chemie, Pharma, Life Science. He is also the Vice President of the Aargau Chamber of Industry and Commerce AIHK and the President of the Zofingen Regional Economic Association (WRZ).



## About this Annual Report

In addition to highlighting Siegfried's business performance and its position concerning assets, finances and earnings, this report throws light on the company's commitment concerning sustainability and its interaction with society and the various stakeholders.

They are to gain a comprehensive and differentiated understanding of how Siegfried incorporates these issues into its corporate strategy and of progress achieved in this regard in the course of the year. The report appears in English and German language.

### Scope

We report on the 2020 financial year ending 31 December 2020. The future-oriented topics dealt with in the report represent an exception. Siegfried's Annual Report appears annually and was last published in March 2020, both in a printed version and as PDF on our corporate website. The next report will come out in the spring of 2022.

### Governance

Our statement concerning Governance describes the principles of management and the control of the Siegfried Group. Essentially, the Siegfried Group's corporate governance follows the Swiss Code of Best Practice and is subject to regular reviews and further development by the Board of Directors. Any deviations from these guidelines find mention in the report.

### Principles of accounting

The Siegfried Group's financial reporting is carried out in accordance with the entire guidelines of Swiss GAAP FER and the provisions of the Swiss law.

### External validation

PricewaterhouseCoopers AG (PwC) as auditors reviewed Siegfried Holding AG's Compensation Report (tables with remark "Audited") for the financial year ending 31 December 2020 and came to the conclusion that it corresponds with the law and with article 14 to 16 of the Ordinance against excessive remuneration for listed stock corporations. The process of sustainability reporting was supported by BSD Consulting, a consulting company specialized in the management of sustainability issues.

### Sustainability Report in Accordance with GRI Standards

This report has been prepared in accordance with the GRI Standards: Core option. Furthermore, for the present annual report, the GRI Materiality Disclosures Service was carried out and the accuracy of the GRI references 102-40 to 102-49 confirmed. Please refer to the detailed GRI content index on the Internet at [report.siegfried.ch](http://report.siegfried.ch).

## Publisher's Note

This Annual Report is also available in German, being the original version.

This is an excerpt of Siegfried's Annual Report 2020. All chapters of Siegfried's Annual Report 2020 can be downloaded at [report.siegfried.ch](http://report.siegfried.ch).

### Editor

Peter A. Gehler, Christa Brügger, Nathalie Häfliger, Miriam Anton

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Siegfried Holding AG

Untere Bruehlstrasse 4

CH-4800 Zofingen

Switzerland

Phone + 41 62 746 11 11

Telefax + 41 62 746 12 02

[www.siegfried.ch](http://www.siegfried.ch)



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Siegfried Holding AG  
Untere Bruehlstrasse 4  
CH-4800 Zofingen  
[www.siegfried.ch](http://www.siegfried.ch)