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RIETER GROUP

Rieter is the world's leading supplier of systems for short-staple fiber spinning. Based in Winterthur (Switzerland), the company develops and manufactures machinery, systems and components used to convert natural and man-made fibers and their blends into yarns. Rieter is the only supplier worldwide to cover spinning preparation processes as well as all four end spinning processes currently established on the market. Furthermore, Rieter is a leader in the field of precision winding machines. With 16 manufacturing locations in ten countries, the company employs a global workforce of some 4 590.

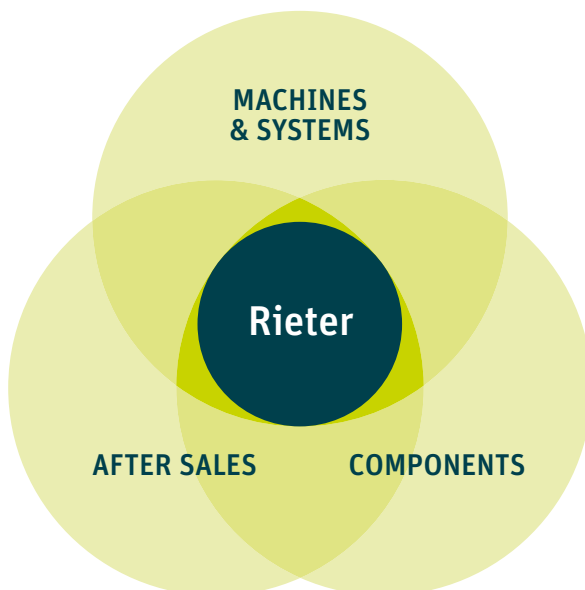
Rieter is a strong brand with a long tradition. For 225 years, Rieter's innovative momentum has been a powerful driving force for progress in the spinning mill industry. Products and systems are ideally tailored to customer needs and mostly produced in the markets where the customers are located. With a global sales and service organization and a strong presence in the core markets of China and India, Rieter as market leader is well positioned in the global competitive environment.

For the benefit of shareholders, customers and employees, Rieter aspires to achieve sustained growth in enterprise value. With this in mind, Rieter seeks to maintain continuous growth in sales and profitability, primarily through organic growth, but also through strategic alliances and acquisitions. The company comprises three business groups: Machines & Systems, Components and After Sales.

Machines & Systems develops, produces and distributes new equipment as spinning systems or as single machines. Blowroom and cards are used for fiber preparation; draw frames, combers and roving frames are used for spinning preparation; and ring, compact-, rotor and air-jet spinning machines are used for end spinning. The offer is supplemented by planning services and automation solutions as well as ESSENTIAL, the Rieter Digital Spinning Suite, as a digital platform for the complete spinning mill.

Components develops, produces and distributes technology components and precision winding machines for use in the textile value chain. Technology components come into contact with fibers and affect yarn properties; they are used in new machines and have to be replaced at regular intervals during operation. Precision winding machines are used for downstream yarn processing, such as dyeing.

After Sales develops, produces and distributes spare parts for Rieter machines as well as upgrades, conversions and retrofits. After Sales also sells technology components that are not included in the range of products offered by the Business Group Components. After Sales also offers services that enable Rieter customers to improve the efficiency and effectiveness of their spinning mills.





Sustainability is
an integral part of
Rieter's strategy.

SOCIAL, ENVIRONMENTAL AND ECONOMIC KEY DATA

Rieter is committed to a policy of social, environmental and economic sustainability, which is defined in the following documents:

- [Mission, Vision, Values and Principles](#)
- [Code of Conduct](#)
- [Corporate Governance](#)
- [Safety, Health and Environmental Mission Statement](#)
- [Supplier and Purchasing Conditions](#)

Sustainability is an integral part of Rieter's strategy. The company's sustainability strategy is based on the following pillars:

- [Social Sustainability](#)
- [Environmental Sustainability](#)
- [Economic Sustainability](#)

Each year, the company publishes "Social, Environmental and Economic Key Data," which contains all the important factors for the entire value creation process.

All documents are available at www.rieter.com.

Sustainable spinning process thanks to Rieter technologies

Rieter technologies stand for sustainable spinning processes which have a major impact on the lowest possible consumption of energy, water and chemicals, make efficient use of raw materials, consume energy in a sustainable and efficient manner, and are extremely advanced in the use of recycled fibers. Therefore, Rieter has set itself the goal of developing products and system solutions for its customers that allow them to produce in a more environmentally friendly manner, whether as a result of reduced raw material input, lower energy consumption or through the development of modern technologies for processing recycled fibers.

Digitization plays an increasingly critical role here. ESSENTIAL, the Rieter Digital Spinning Suite, already

measures energy consumption, quality data and key production statistics along the entire process chain in many spinning mills around the globe. Through permanent monitoring and by setting benchmarks, inefficiencies are quickly identified and can be remedied without delay, thus significantly reducing resource requirements.

Energy-efficient and ecofriendly internal manufacturing concepts

Rieter implements energy-efficient, environmentally friendly internal production concepts that reduce energy consumption. Fossil fuels for heating and cooling are replaced by renewable energies. Electricity from renewable energies and the reduction of water consumption and waste also play an increasingly important role.





Safe and healthy workplaces

The occupational health and safety programs that were introduced in recent years are having an impact. The number of accidents at work has been reduced across the Group. In particular, on-the-job training of employees aimed at raising risk awareness in the areas of accident prevention, risk consciousness and workplace safety has had a positive impact. Global guidelines and standards were revised and responsibilities defined more clearly at all levels. Locally, various improvement projects were initiated and

implemented in relation to occupational safety; this includes for example enhanced ergonomic workstations and the consistent use of personal protective equipment.

Global targets for the environment, health and occupational safety have been set annually since 2012. Target achievement is reviewed worldwide as part of reporting as well as self-assessments and systematically addressed at management meetings.



Continuous training and learning

Rieter needs competent employees to produce high-quality products and services. Know-how, commitment, flexibility and loyalty are the key to success. Therefore, the development of Rieter employees is of great importance. Development action does not only mean attendance at training courses and seminars. Training on the job is even more relevant. This includes job enlargement and enrichment, job rotation, project-related and international assignments, promotions etc. Rieter always pay attention to giving these opportunities to all employees in order to prepare them systematically for the challenges of the future.

Motivation and ability of our managers are crucial to how well Rieter is prepared for the challenges of the future. Rieter needs high-performance individuals who understand the company and its challenges. For

this reason, Rieter focuses on the promotion of talented professionals. The aim is to fill a high percentage of management positions with employees from within the company. Therefore, Rieter goes through a structured succession planning process on an annual basis and thus creates the prerequisites to identify potential internal successors. Besides, systematic, forward-looking succession planning enables potential candidates to prepare for a new position and ensures efficient know-how transfer.

And it goes without saying that diversity is an issue that is taken seriously at Rieter, at all levels of the organization. But diversity at Rieter is not limited to the topic of men and women. It is equally important for the company that the different markets in which Rieter operates are represented in the company's management.

Safety, Health and Environmental Mission Statement

Safety, health and the environment are of fundamental importance to the Rieter Group. Rieter therefore pursues an integrated corporate policy, focusing on the following key areas:

- Safe products and working conditions at all Rieter locations;
- Sustainable and efficient use of resources over the entire life cycle;
- Compliance with applicable legal requirements and Rieter's internal guidelines.

The Safety, Health and Environmental Mission Statement of the Rieter Group is anchored in the entire organizational structure and is actively communicated, coached and monitored.

For comprehensive information on Rieter's policies, the Safety, Health and Environmental Mission Statement and the Social, Environmental and Economic Key Data visit:

www.rieter.com/company/sustainability.

Risk audits

The Rieter Group has a very well established risk control audit system covering all locations. In addition to standard property insurance risks such as fire and natural hazards, business interruption, occupational safety and environmental risks are also analyzed. Appropriate recommendations are then made to the respective site management. In this connection, the corporate risk and insurance management team conduct regular audits together with an external partner, and monitor the internal implementation of recommendations.

EHS minimal procedure requirements

Rieter has compiled Environment, Health and Safety (EHS) minimal procedure requirements, which serve as a working model for the EHS officer. Compliance with these requirements is verified by means of self-assessment checklists and external audits.

Total energy consumption 2019
by over 5 000 MWh reduced.



SUSTAINABILITY SUCCESSES IN THE RIETER GROUP 2019

Total energy consumption significantly reduced

In the reporting year, Rieter managed to reduce total energy consumption by over 5 000 MWh. Greenhouse gas emissions declined by 15 percent and acidification fell by more than 8 percent. Waste and recycling volumes were reduced by 2 562 tons. The improved values are the result of corporate initiatives in recent years. Another initiative was also launched: old heating and ventilation systems will first be identified and then replaced by new, energy-saving systems and alternative energy sources. The necessary funds will be included in the budget planning for the coming years.

Solar system inaugurated at Rieter India

In September 2019, Rieter CEO Norbert Klapper inaugurated a 2 MW solar system at the Rieter India production site in Wing. With an area of 27 000 m², it provides 25 percent of the annual electricity consumption and reduces the annual CO₂ emissions by 2 500 tons. These figures were confirmed in the last quarter of 2019: a total of 564 tons of CO₂ were saved by producing solar power.



Production site Wing (India)

Rieter relies on renewable energies

In 2019, Rieter fulfilled the prerequisites for generating power using photovoltaic systems and hydro-power at its site in Winterthur (Switzerland). Starting in 2020, the company will use this power to cover a substantial proportion of its annual electrical energy requirements. In addition, Rieter is planning to build further solar energy plants on the roofs of the production sites it owns.

In Winterthur, too, Rieter promotes the use of electromobility by its employees, where ten newly installed charging stations for electric vehicles have been provided.



For PET recycling awarded

The Rieter locations in Winterthur and Rapperswil SG (Graf + Cie AG) were awarded the environmental certificate by PET Recycling Switzerland in 2019. By correctly disposing of PET beverage bottles for recycling, with just a little effort we can all make a small but important contribution to save greenhouse gas and oil and thus contribute to climate protection, energy saving, waste reduction and the conservation of natural raw material sources. Graf + Cie AG also took part in the program of the Energy Agency of the Swiss Private Sector and made also a commitment to actively reduce CO₂ emissions and optimize energy efficiency.

Added value through longer service life



The Bräcker traveller C1 ELM udr guarantees a service life 30 percent longer than any other product available on the market. In this way, it contributes to the efficiency of the production processes in spinning mills. The advanced development was achieved through a new design and the use of even better materials.

A completely energy-efficient portfolio

At ITMA 2019 in Barcelona, Rieter presented an almost completely upgraded portfolio for all four spinning systems established on the market. The aim of these innovations is to increase productivity and flexibility and to reduce raw material costs (see also: Using raw materials efficiently) and energy costs (see also: Making significant energy savings) in the spinning mill. Customers benefit from the advantages of each individual machine. By contrast, complete Rieter systems build on the know-how in the entire spinning process: from raw material to yarn. The outstanding economy of the perfectly aligned complete system brings significant energy savings with maximum productivity.

Using raw materials efficiently

Rieter technologies enable customers to make very good use of raw materials. When producing combed yarns with a Rieter compact spinning system, the customer achieves raw material savings of one percentage point compared to “mixed systems” with the same good yarn quality. This is due in large part to the high-performance card C 80 with maximum technological cross-section and individually loadable pre- and post-carding zone, as well as the comber E 90 with high-quality technology components for optimally aligned combing movements.

Another approach is to process less expensive cotton with a higher percentage of noil or trash into yarns of merchantable quality. This is what the new direct rotor process is all about. The card C 80 and the regulated draw frame module RSB-Module 50 with two draft zones provide clear advantages in terms of yarn regularity compared to modules with only one draft



Rieter at ITMA 2019 in Barcelona: innovative and energy-efficient



Comber E 90

Making significant energy savings

Energy-efficient solutions and high production output bring significant energy savings throughout the process. In fiber preparation, the blowroom line VARIOLine with the new ECOrized option offers 30 percent energy savings when conveying fibers. Intelligent software dynamically controls all fans. When no material is being conveyed, the fan speed decreases. The energy requirement in rotor spinning was also reduced further. The fully automatic rotor spinning machine R 70 has an extremely efficient extraction system. Energy-saving automatic filter cleaning and optimized air flow reduce the energy requirement by up to 5 percent. State-of-the-art, electronically controlled individual drives are highly efficient. The individual drives do not consume energy when a spinning station is not in operation.

zone. In conjunction with the fully automatic rotor spinning machine R 70 and its more efficient trash removal, it is possible to spin yarns with considerably greater strength. Even in the range finer than Ne 30, yarn with a high degree of regularity can be produced from a cotton blend with over 50 percent noil.



Rotor spinning machine R 70

Recycling high-quality cotton fibers

Countless tons of old clothes are discarded every year. Recycling these brings great environmental benefits, because processing these fibers requires no fertilizer, pesticides or water. A great deal of know-how is required to recycle high-quality cotton fibers.

That is why Rieter defines the process sequence, settings and components in its own spinning centers so that customers can optimally recover rotor and ring yarns from used clothing.



Social engagements continued

Rieter India continued the social engagement program that was initiated in 2018. From the projects submitted, the internal committee selected the ones most worthy of support and provided the corresponding funding. The following projects were implemented:

Repair of the flow-through at the dam in Wing, Khandala Valley (fig. 1)

Maintenance of the watersheds in Katgun (fig. 2)

Renovation of the school washroom in Bapuji Salunkhe Vidyalaya (fig. 3)

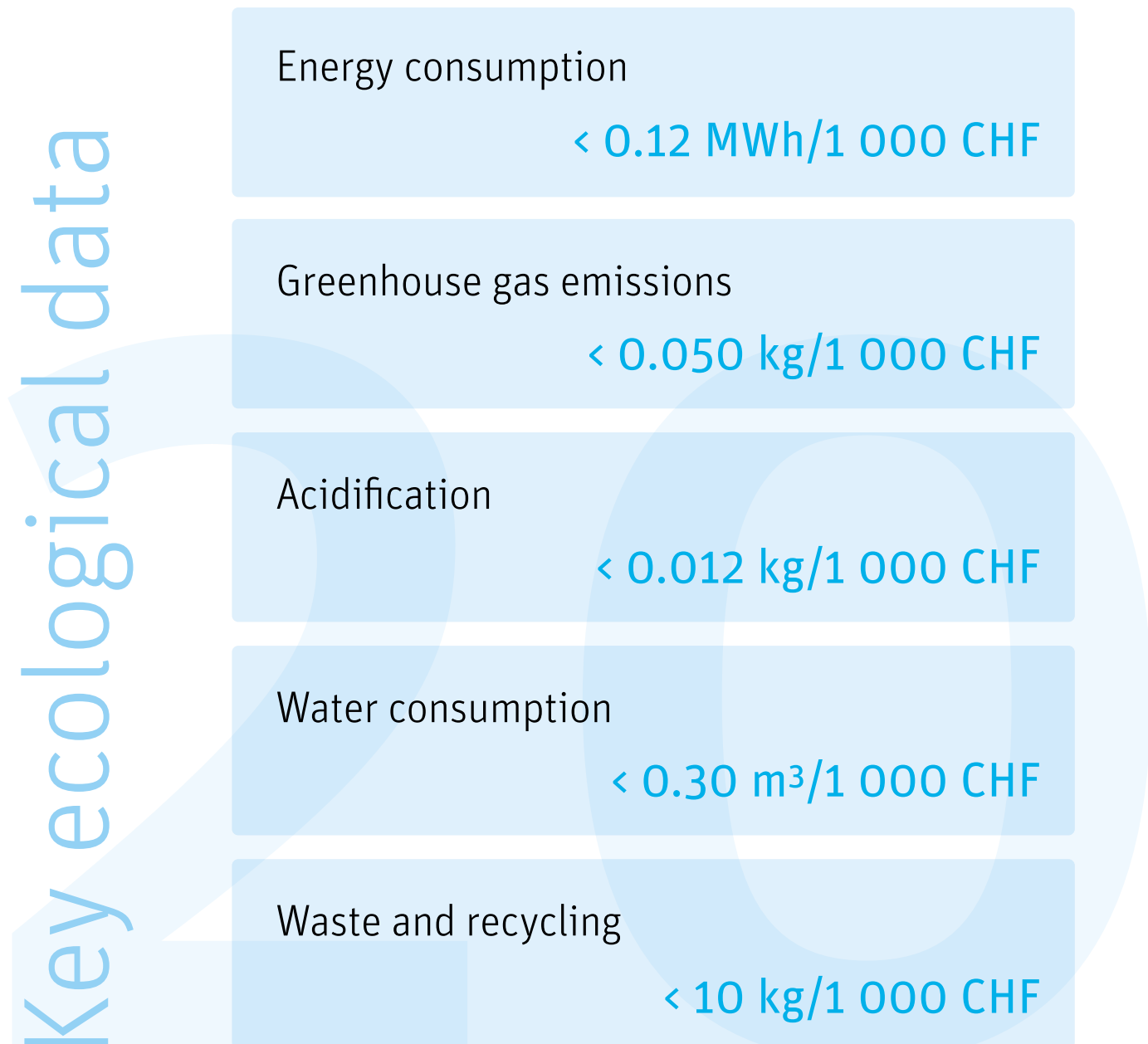
Material donation to flood victims in Kolhapur/ support for the affected school children (fig. 4)

Medical aid for animals in the flooded area of Sangli (fig. 5)



TARGETS OF THE RIETER GROUP 2020

At Rieter, sustainability is linked to the objective of improving key social and ecological data, which is measured annually. The data on ecological sustainability relates to sales of CHF 1 000 in each case.



Employee turnover

< 10%

Women in management positions

> 15%

Training days per employee/year

> 3

Absence rate in relation
to working hours

< 2%

Fatal accidents at work

None

Key social data



Rieter makes the difference.

SOCIAL SUSTAINABILITY

Social sustainability involves employees, leadership and responsibility.

In interactive workshops in 2019, in order to renew the Rieter culture, Rieter executives developed our vision, mission, values and principles. The results can be summarized in one sentence: “Rieter makes the difference”. The values and principles that guide our conduct have been introduced and applied worldwide, with all employees having the opportunity to participate in workshops.

On the new careers webpage at www.rieter.com/careers, interested individuals both within and external to the company can quickly find out about vacancies at all Rieter locations. The website also provides useful information for students and apprentices.

Rieter also launched the “Graduate Program”. This will further increase the attractiveness of the company on the Swiss employment market and arouse the interest of talented young people in choosing Rieter as their future employer.

The “Global Onboarding Program” was introduced internally to acquaint new employees with the Rieter organization and the Rieter products. The program includes visits to customers in Austria, India or China.

The newly designed worldwide “Performance Management Process” offers considerable support for professional personnel development and is attuned to the new values and principles. Furthermore, the “People Review” was revived in the sense of a performance and potential assessment: Talent is identified more quickly internally and benefits from sustained advancement.

An innovative software application – developed for internal personnel applications – speeds up the approval of new positions and the replacement of existing positions thanks to an efficient process flow. This also offers useful overviews for HR managers and line managers.

More women in management positions

Compared to the previous year, the number of full-time positions (excluding temporary employees) declined from 5 134 to 4 591. The number of temporary employees (169) was just under 4 percent. In contrast, the age distribution of the Rieter workforce in 2019 was virtually unchanged from the previous year. It continues to be in balance and shows a uniform distribution across all age ranges. The 30 to 39 age group contains the most employees with 32 percent.

In 2019, the share of women in the total workforce was around 20 percent. In management positions, this was around 10 percent, 2 percent higher than in 2018. In the top four management levels, the share of women also increased to 10 percent. Rieter continues to pursue the goal of increasing the share of women in management positions to 15 percent by the end of 2020.

The employee turnover rate varies greatly from region to region. In 2019 – based on the total number of employees – it was just over 16 percent.

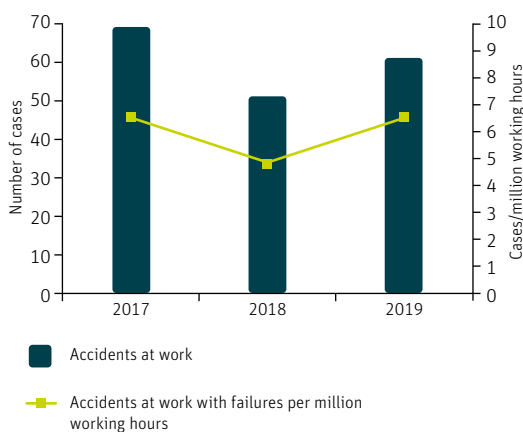
Successful investment in further education

Around 90 percent of all Rieter employees have qualified vocational training or a university degree. The number of training days increased by a solid 15 percent in 2019; at the same time, the average number of training days per employee/year rose to just under two and a half days. In 2019, 94 apprentices/trainees worked in the Rieter Group, including 74 at locations in Switzerland. In relation to the entire Rieter workforce, this is around 2 percent.

No work-related fatalities since 2011

With 61 cases compared to the previous year, Rieter was unable to keep the number of occupational accidents at the same low level in 2019. However, only the number of occupational accidents without absence increased; whereas occupational accidents with absence remained the same. The accident rate of six cases – based on a million hours of work – was slightly higher than in the previous year. The company continues to consistently pursue the goal of completely preventing occupational accidents. Rieter has had no work-related fatalities since 2011. Sick leave and accident-related absence hours in 2019 amounted to 4.7 percent of the number of hours worked. Although the number of work-related accidents with absence hours remained the same compared to 2018, the absence rate increased due to an increase in illness-related absence.

Occupational accidents



Certified management systems

	2017	2018	2019
ISO 9001 (locations)	13	11	11
Employees in %	83%	82%	86%
ISO 14001 (locations)	1	1	1
OHSAS 18001 (locations)	1	1	1
Rieter production locations	18	16	16

In 2019, 13 Rieter sites were certified for compliance with ISO 9001, one plant for compliance with ISO 14001 and one for compliance with OHSAS 18001. In addition, one plant is certified to ISO 50001 in a reduced version. In the Group, 86 percent of all employees work at a location certified to ISO 9001.

Social responsibility

Rieter has always taken its social responsibility in the communities where its plants are located and toward employees very seriously. In Switzerland, through the **Johann Jacob Rieter Foundation**, Rieter is engaged in the fields of art, culture, education and charitable causes.

In India, Rieter supports projects in education and medical care. At the production site in Wing a committee has approved a fixed budget for supporting social projects and decides annually on the allocation of grants to eligible projects.

Cooperation with employee representatives worldwide is of fundamental importance to Rieter. At the European level this is with the European Works Council, and at the national level directly with the relevant employee representatives and trade unions in the individual countries.

Social commitment

As an employer, Rieter provides support for its employees concerning their voluntary commitments in associations and social services or concerning political authorities. Rieter is a member of various industrial associations and is actively involved with the various committees according to the field of activity.



Continuous optimization
of own energy consumption
and use of renewable
energy sources.

ENVIRONMENTAL SUSTAINABILITY

Constantly reducing the consumption of resources is a major concern for Rieter. The company strives to add value for its customers by developing machines, systems and components. In this way, it makes an important contribution toward more sustainable production by its customers. This results in lower energy consumption, optimal use of resources and waste prevention.

At the same time, Rieter continuously optimizes its own energy consumption and uses renewable energy sources. This leads to minimal pollution of the environment and better utilization of raw materials in its own production. Rieter identified these sustainability factors decades ago. The company consistently takes account of these factors in product development and production.

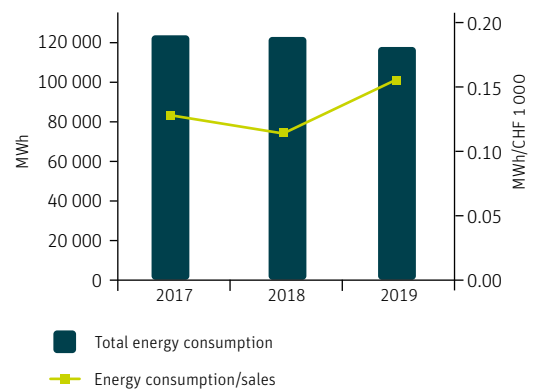
Rieter collects all data relevant to sustainable corporate management in the SEED (Social, Economic and Environmental Data) database. These data are evaluated annually. They are also the basis for the social, environmental and economic key data.

Energy consumption and mix

Absolute energy consumption fell by 5 092 MWh – or over 4 percent – to 117 861 MWh in 2019. In relation to corporate performance, energy consumption rose to 0.15 MWh/CHF 1 000 of sales; however, this is due to the decline in sales in 2019. Given comparable sales, the value would have declined further.

There was no significant change in the energy mix in 2019 compared to the previous year. The two main energy sources – electricity and gas – accounted for around 94 percent. Rieter has opened up another energy source with the production of solar power at the Wing location in India. This will increase the share of renewable energies in 2020 and together with the expansion of solar power at other locations will contribute to a change in the energy mix.

Energy consumption




Target 2020:
 Energy consumption/sales < 0.12 MWh

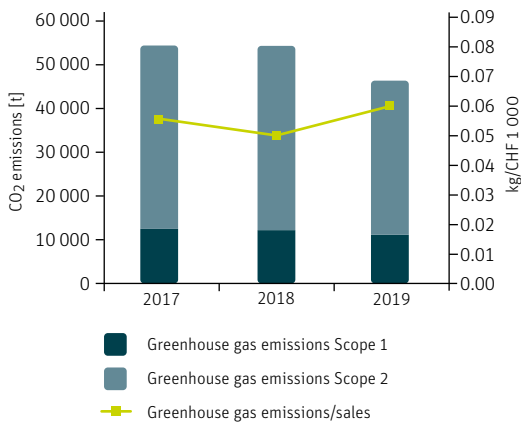
Greenhouse gas emissions

Compared to the previous year, Rieter reduced absolute CO₂ emissions in 2019 by almost 8 000 tons – or around 15 percent – to 46 397 tons. In relation to corporate performance, the value of CO₂ emissions rose to 0.061 kg/CHF 1 000 of sales. The target figure was not achieved due to the sharp decline in sales in 2019; however, this is a good value compared to the results of recent years. Given comparable sales, the result would have beaten the target value set for 2020.

Acidification

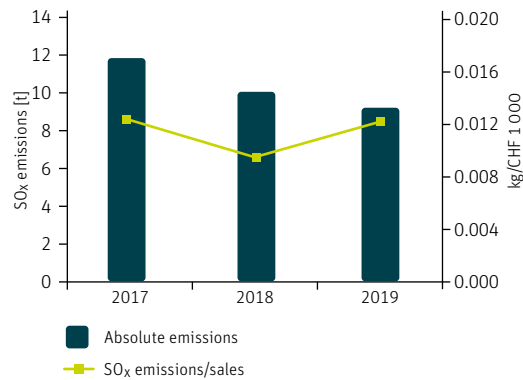
Rieter reduced absolute SO_x emissions in 2019 compared to the previous year by a solid 0.84 tons – or more than 8 percent – to 9.12 tons. In relation to corporate performance, the value of SO_x emissions rose to 0.0122 kg/CHF 1 000 of sales. The target was achieved despite the sharp decline in sales in 2019. Given comparable sales, the result would have beaten the target.

Greenhouse gas emissions



↓ **Target 2020:**
Greenhouse gas emissions/sales
< 0.050 kg

Acidification



↓ **Target 2020:**
SO_x emissions/sales
< 0.012 kg

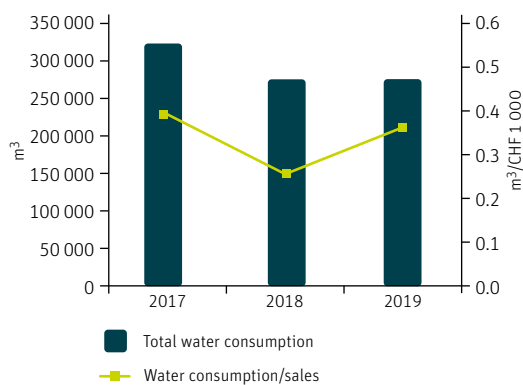
Water consumption

Rieter kept absolute water consumption at the 2018 level. In relation to corporate performance, water consumption rose above the planned target for 2020, which is due to the decline in sales. Given comparable sales, the 2020 target would already have been achieved in 2019. The major share of the water used (around 64 percent) came from the municipal water supply; ground and surface water accounted for the remaining 36 percent.

Waste and recycling

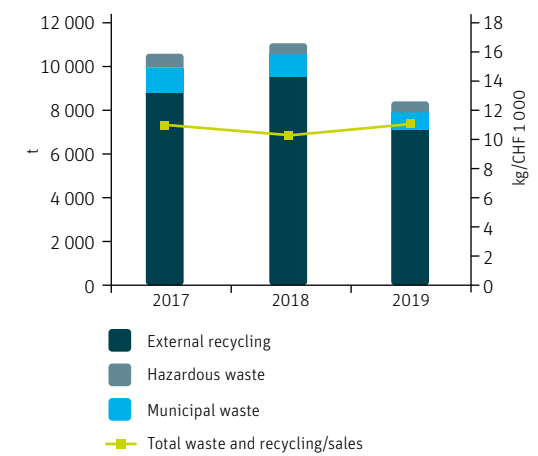
The amount of waste generated at the Rieter locations in the reporting year fell significantly by 2 652 tons – or 24 percent – to a waste volume of 8 362 tons. The share of externally recyclable waste increased to 85 percent. This achievement is due to the impact of internal waste prevention measures. In relation to corporate performance, the volume of waste exceeded the planned target for 2020, which is due to the decline in sales in 2019. Given comparable sales, the target would have been surpassed.

Water consumption



↓ **Target 2020:**
Water consumption/sales
< 0.30 m³

Waste and recycling



↓ **Target 2020:**
Total waste and recycling/sales
< 10 kg

Mission, vision, values
and principles as common
basis of the Rieter culture.



Jan Feb Mar Apr May Jun Jul Aug Sep Oct Nov Dec



ECONOMIC SUSTAINABILITY

Rieter is guided by common values and principles that provide a framework for its practices, actions and decisions.

Together with the mission that explains the fundamentals of Rieter's business, and the vision that outlines what the company is striving for, these values and principles form the basis of Rieter's corporate culture:

- Customer first
- Technology leadership
- Quality starts with me
- Me and us
- Right things right
- People with passion

Rieter has a long history to look back on. A company that has been successful in the market for 225 years must have done many things right. Rieter's values and principles play a vital role in further developing the company and ensuring its ongoing success. Everyone at Rieter respects these values and principles – after all: Rieter makes the difference!



RIETER

Rieter provides leading technology for yarn production.

We are in business to make our customers successful. We ensure sustainable profitability for Rieter.

Rieter makes the difference.

Mission



RIETER

Rieter in every spinning mill.

We are customers' first choice as a system solution supplier. We create sustainable value for our stakeholders.

Rieter makes the difference.

Vision

Investors

Rieter fosters open, transparent dialog with investors. In its reporting, Rieter aims to present a comprehensive and accurate picture of the company's targets and development. This is intended to ensure that Rieter can be fairly valued, enabling the company to minimize the cost of capital and bolster its reputation and positioning on the capital market. In addition to semi-annual financial reporting, the company makes regular presentations at banking and investors' conferences. Rieter meets with Swiss and foreign fund managers and financial analysts and holds an annual event for financial media and financial analysts to provide in-depth background information and explain technological innovations and medium to long-term development prospects for the textile machinery and components business.

Customers

Rieter's business activities are consistently aligned to the needs of its customers. Customer loyalty and satisfaction are a decisive success factor for Rieter. The company strives for long-term partnerships based on mutual trust and respect. With innovative technologies, dependable products and excellent services, Rieter provides customers with solutions that contribute in turn to their success. Comprehensive expertise in production processes from fiber to yarn and along the entire textile value chain is an important competitive advantage in this context. Rieter continuously develops the products together with our customers, thus enhancing customer benefits. Through its service offering, the company supports customers throughout the lifetime of the products.

Suppliers

Suppliers are Rieter's partners. Together with them, the company continuously improves the quality and costing of bought-in materials and components. Rieter places emphasis on gaining the active support of its suppliers in the innovation process. The company respects the IP rights (intellectual property rights) of its partners and strives for long-term cooperative relationships characterized by mutual respect and joint commitment to addressing business challenges. The company also expects its suppliers to adhere to the principles of Rieter's Code of Conduct.

Value-added statement

The value added by Rieter corresponds in principle to corporate output less third-party inputs. It is calculated as EBIT plus personnel costs and financial income. Details concerning the value added are included in the Annual Report.



For ecological reasons, there is only an electronic version of this report.

All statements in this report which do not refer to historical facts are forecasts for the future which offer no guarantee whatsoever with respect to future performance; they embody risks and uncertainties which include – but are not confined to – future global economic conditions, exchange rates, legal provisions, market conditions, activities by competitors and other factors which are outside the company's control.

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