



Reliable Connections



Sustainability Strategic Approach



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About Oetiker

Oetiker is a privately-held family-owned global leader in high-performing connecting and assembly solutions for automotive, commercial and industrial markets. Its global headquarters in Horgen, Switzerland, is where Hans Oetiker founded the company more than 80 years ago.

Global customers rely on the over 2 billion Oetiker clamps, straps, rings and quick connectors produced annually. *Peace of mind from Reliable Connections* is our purpose across all our markets and industries.

Oetiker's mission-critical products are featured on virtually every vehicle manufactured. We are a trusted partner of OEMs and Tier One suppliers because of a unique blend of proven quality, dedicated support and experience and expertise.

Markets & Industries



Passenger Vehicles



Electric Vehicles



Aftermarket



Commercial & Industrial Vehicles



Appliances



Plumbing



Irrigation



Medical



Food & Beverage

Services

360° Solution Approach

Integrated connecting, assembly and global engineering services



Connecting Solutions

Oetiker is the leader in high-end clamps, rings, straps and quick connectors for a wide range of mobility and industrial applications.



Assembly Solutions

Design and work cell integration of mechatronic power tool systems, pneumatic pincers, swaging devices and testing equipment.



Global Services

Technical analysis and application engineers manage projects from consulting, testing/validation, commissioning, training and maintenance.

Our Products

As the original inventor of the ear clamp, Oetiker established itself as the global leader in *connecting technologies* with a wide array of products.



Clamps & Rings

Ear clamps, low profile clamps, worm drive and universal clamps, multi crimp clamps, strap clamps, V-clamps, color coded ID clamps.



Straps

Heavy duty straps available in variety of standardized and custom band materials and components.



Quick Connectors

Reliable, compact and high performing sealing solutions with tool-free assembly.



Assembly & Disassembly Tools

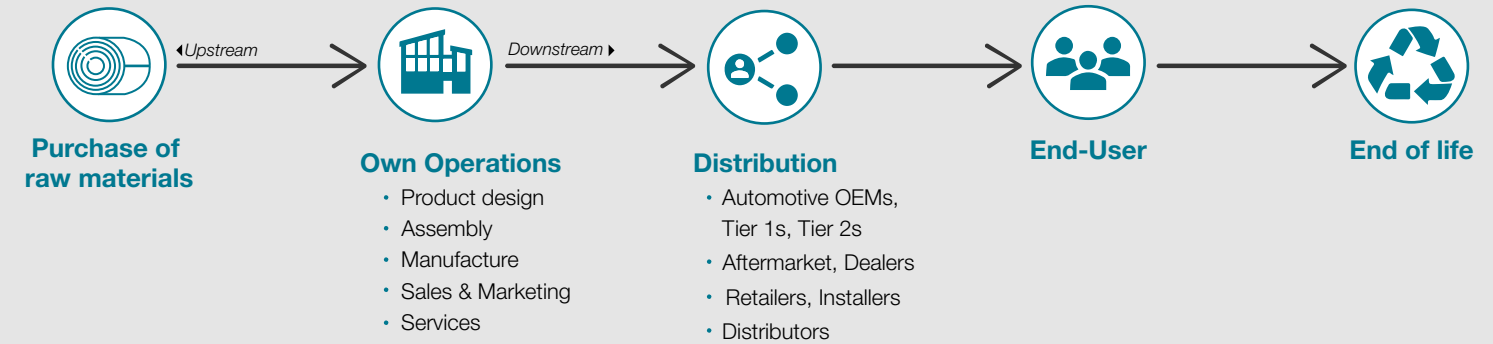
Wide range from hand tools to pneumatic and electromechanical assembly systems.



Aftermarket Kits

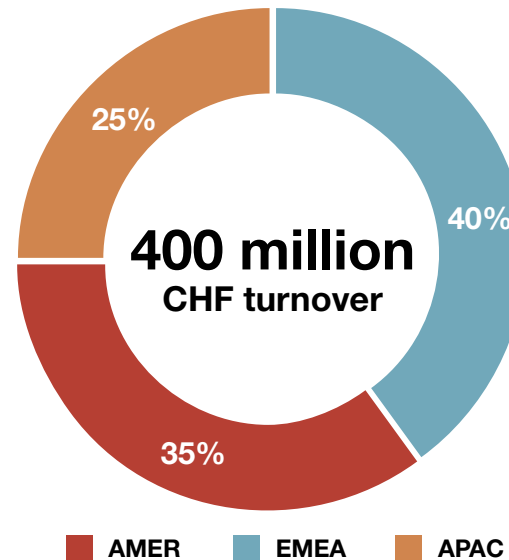
High-quality and easy-to-use clamps that are specially selected for Passenger Vehicles, 2-Wheelers, Commercial and Industrial Vehicles, and Cooling and Heating applications.

Value Chain



Net Sales *as of fiscal year 2022*

2 billion connections efficiently produced annually



Our Values



Global long-term perspective

We respect our family business heritage and conduct business with a global, long-term perspective

- Planning horizons, investments and management decision - making ensure long-term sustainability of the company
- Global presence allows for close proximity to our customers
- Global perspective means acting in the best interest of the company as a whole



Customers at the core

We focus all actions on our customers

- Serving our customers in our reason for being
- Our battleground is external - in our markets with competitors
- Customer orientation in living our values every day



Value people

We operate from a foundation of trust

- Trust in people; give them the freedom and responsibility to achieve results
- Encouragement to take on new responsibilities and support with investments in professional and personal development
- Cross-functional and cross-cultural cooperation and respect for individual and cultural differences



Pride in our quality

We have a zero-defect mentality

- Quality mindset lived by all functions and regions
- Active and open approach, focused on preventing errors and making improvements
- Source of competitive advantage from our quality products, customer service, employees, teamwork, and underlying processes



Innovation

We embrace the spirit of our founder, with technological leadership and customers always at the forefront

- Focus on understanding and addressing current and future needs for products, processes and services
- Open culture where failure is acceptable as a way to learn from experiments and tests
- Empowerment to systematically adjust to changes and make value-added improvements

Materiality Matrix

Oetiker conducted its first double materiality assessment in the second quarter of 2023. Topics were collected by reviewing sustainability reports from the industries in which we operate and applications which we serve as well as by consulting the Sustainability Accounting Standards Board (SASB) and the Global Reporting Initiative (GRI 2016). The Executive Board performed an initial review and focused on the 18 topics most relevant to the company.

Stakeholders included members of global and local management and key functional leaders. Externally, we reached out to the Board of Directors, Shareholders, Customers and Suppliers. Feedback was collected primarily through an online survey, supplemented by follow-up interviews. Respondents evaluated own impact (the impact that Oetiker has currently or can have in the future on each of the topics) and financial impact (the impact each topic has on the Oetiker's ability to create long-term financial value). The 18 topics were ranked from 1-18 with 1 having the highest impact.

The results revealed that raw materials usage and energy consumption were the highest impact topics by far. The company is already addressing energy consumption and will continue to invest in own solar projects over the course of the next few years. Additional material topics addressed in our sustainability reporting include: Energy Consumption and Use of Renewable Energy, Management of Greenhouse Gas Emissions, Diversity, Equality and Inclusion, Employment Practices and Job Creation, Occupational Health and Safety, Training and Education and Governance (Prevention of Corruption and Anti-competitive Behavior). All other topics including the usage of raw materials will be evaluated and a course of action will be determined and reported over the coming years.



Ethics and corporate governance



Our Commitment to responsible business conduct

Rooted in our values, the Code of Conduct outlines Oetiker's commitment to responsible business conduct and the behaviors we expect particularly from our leaders and our employees. It serves as a summary document that provides the foundation for detailed, topic-specific global company policies and local procedures.

All global company policies are reviewed and approved by the Executive Board. All policies are available on the company's intranet. The Code of Conduct is also available for download on the company's external website.

Oetiker abides by local laws and regulations in the specific countries where it operates. We expect our employees, business partners, suppliers, and all stakeholders connected to our company to act in a way that is consistent with our values and with our Code. We choose to work with customers who also share the same ideals and principles. It is the personal responsibility of every Oetiker employee to comply and to hold third-parties accountable for compliance.

Human Rights policy commitments



Protection of internationally recognized human rights



Safe and healthy workspace



Discrimination and harassment free environment



Right to freedom of association and collective bargaining



Equity in the workplace



Fair, voluntary and legal employment



Awareness and Training

Our goal is to train every employee on our Code of Conduct. New employees receive an introduction as part of the standard induction process and provide a signed acknowledgment of their commitment to follow the Code. A dedicated training program launched in 2022 reached over 70% of employees. Executive Board members conducted virtual sessions with their teams to set the 'tone from the top'.

The training was then cascaded throughout each global function with each management level training their direct reports. The mandatory training covered how to apply the Code of Conduct to everyday business situations and potential misconduct with regard to health and safety, bribery, harassment, privacy and environment. We plan to reach 100% of current employees as well as establish e-learning courses for refresher training and topic specific deep dives for leaders in key positions.

For suppliers, new business partner sustainability standards were released in 2022. All suppliers are required to comply with these standards as a prerequisite for a lasting business relationship.

OETIKER SPEAK UP

Employees have an obligation to speak up if they suspect misconduct or behavior that is inconsistent with our values and our Code.

This communications channel allows employees and external stakeholders to report possible misconduct globally and anonymously. The information provided is handled with discretion, investigated and responded to appropriately.

Honestly sharing a good-faith concern does not result in any sort of retaliation. We protect the rights of individuals who report concerns or participate in an investigation related to a violation of our Code, our policies or the law. Retaliation against an employee for reporting an issue in good faith is itself a violation of our Code.

Misconduct Reporting

The number of incidents and how they were resolved are included in our annual sustainability reporting.

Roles and Responsibilities

Chief Executive Officer

Ensures Code is published and reviewed on a regular basis

Executive Board, Legal Entity Heads and Functional Area Managers

Ensures Code is available, communicated and adhered to by all employees

Executive Board, Heads of Group Functions

Creates and maintains global policies

Management System

Annual performance objectives for CO2 emissions reductions, health and safety and diversity

Group Human Resources

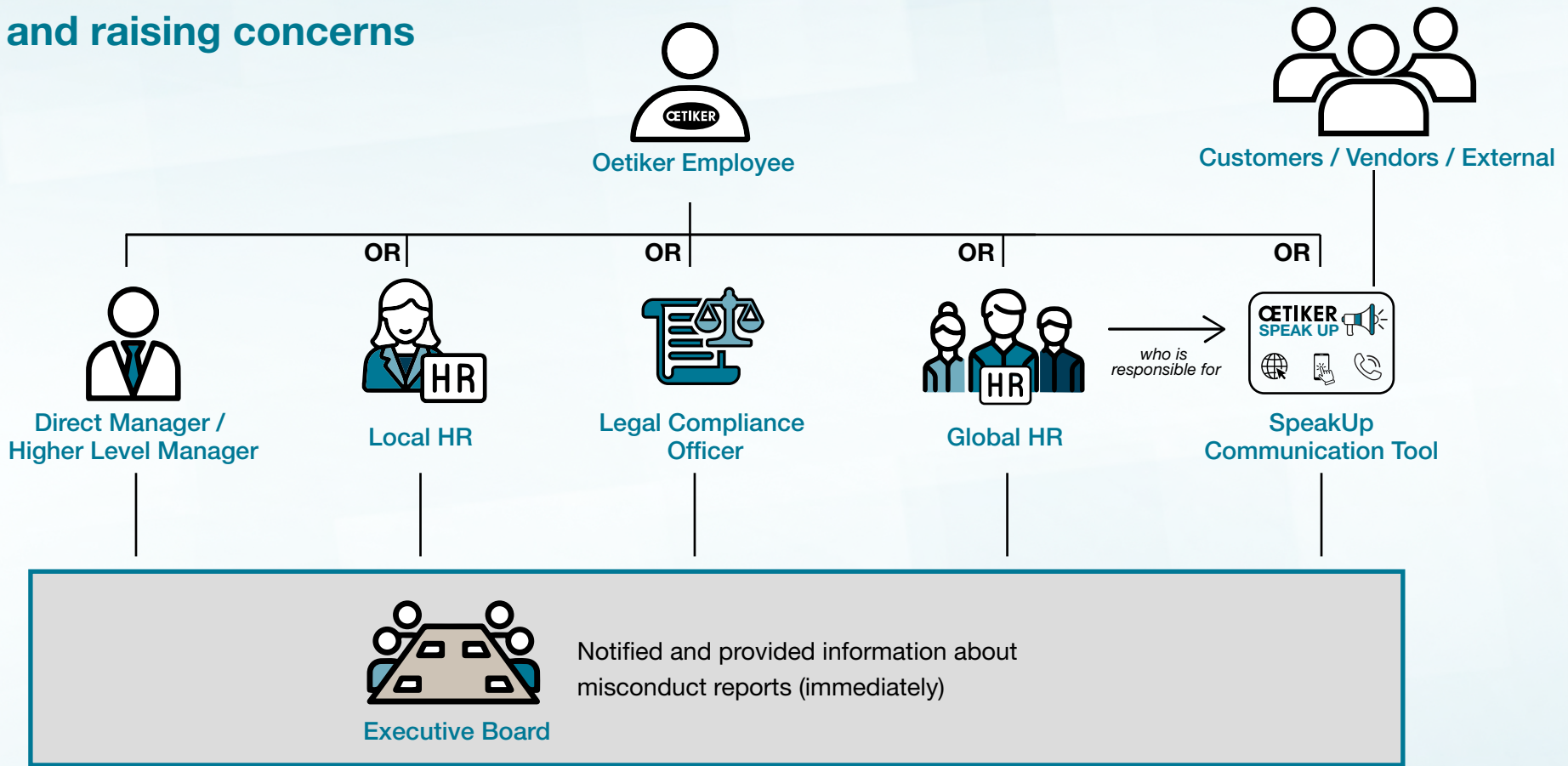
Administration of the “Speak Up” communications channel

Employees

Report grievances through various channels: Speak Up, to member of the local leadership team, to a member of the HR team, through processes described as part of the collective bargaining agreements, during regular in-person, visits and meetings with Executive Board members to local sites, and during quarterly review sessions conducted at every site

OETIKER SPEAK UP

Seeking advice and raising concerns



All reports can be submitted anonymously



All reports are received by a member of the HR team, who evaluates whether an investigation is required



All investigations are conducted in a confidential manner



Conflicts of Interest and communication of critical concerns

The Group Code of Conduct is rooted in our Values and outlines the accepted global standards for our professional business conduct. The Code explicitly stipulates the avoidance of all conflicts of interest that may adversely influence the ability to make objective decisions on behalf of Oetiker.

Additionally, members of the BoD, the CEO, the members of the Executive Board and other Functional Area managers must organize their relationships such that conflicts of interest with the Group are avoided as far as possible. They shall disclose potential conflicts of interest to the President of the BoD or to an Executive Board member immediately and in full. Every member of the Group's management shall recuse herself / himself if transactions are dealt with that affect her/his personal interests or those of related natural persons or legal entities.

Critical concerns raised through grievance mechanisms are discussed at the BoD level if they have a potentially material impact on the business.

Approach to stakeholder engagement

Oetiker has an open approach towards all stakeholders, the most important of which are employees, customers, strategic suppliers, local communities in which the company operates and shareholders. The company considers the interests of stakeholders and the impact of business activities on them when making business decisions.

Key stakeholder group	Example of stakeholder engagement
Employees	<ul style="list-style-type: none"> · We hold quarterly review sessions with our senior leadership to keep them updated on business strategy and other organizational changes. · Our engagement survey helps us to understand employee views which inform our people, talent and succession management initiative
Customers	<ul style="list-style-type: none"> · Our customer account teams and engineers are in regular contact with our customers to ensure we are meeting their requirements. · We participate in many customer events and tech days in Europe, Asia and the US where we showcase our products, providing an opportunity for our engineers and account teams to meet face to face with our customers.
Suppliers	<ul style="list-style-type: none"> · We consistently engage with suppliers in the day-to-day operations of our business.
Local communities	<ul style="list-style-type: none"> · We continue to support our local communities in the areas in which we operate, both through charitable donations and employee volunteering.
Government and local authorities	<ul style="list-style-type: none"> · We regularly monitor changes in policy and local legislation to ensure we are maintaining compliance. · Our local management team build relationships at a local and national level with governments, authorities, and policy-makers.
Global ESG standards and rating agencies	<ul style="list-style-type: none"> · We monitor global ESG standards and key rating agency developments on an ongoing basis.

Composition and Competencies of the Board of Directors

The duties and responsibilities of the Board of Directors (BoD) of Hans Oetiker Holding AG are defined by the Swiss Code of Obligations, the Articles of Incorporation and its associated statutes and the company's Organizational and Management Regulations.

The members of the Board have a broad range of professional experience, with a varied skill set across a diverse set of industries. They have various Board positions in other companies and in local government. Links to their individual LinkedIn profiles are provided in the table below. The president of the Board is independent i.e. not a senior executive in the company.

BoD members as of 2022

Name / Position	Year of Birth	Entry	Gender	Nationality
Dr. Martin Folini (President)	1958	2011	male	CH
Jost Sigrist (Vice President)	1968	2014	male	CH
Dr. Diane Nicklas	1969	2022	female	DE
Dr. Thomas Schmuckli	1963	2016	male	CH
Marco Sohm	1975	2012	male	CH



Nomination and Selection processes for BoD and its committees

The BoD elects Committees members (at least two members for each committee). Members are selected who have the necessary expertise in each of the topic areas. Shareholders elect BoD members at the General Assembly for a three year term. The BoD allocates members to different committees (at least two members for each committee).

The term of office is identical to the relevant person's term of office as a member of the BoD. Members may be re-elected or relieved of their duties. In the event of resignation or dismissal, newly elected members complete the term of office of their predecessors.

Role of the highest governance body in overseeing the management of impacts

The BoD is responsible for the strategic management of the Group. It advises and decides on a number of topics that relate to the sustainability strategy and the management of impacts:

- *Group strategy, business policies, commercial principles, and corporate planning of the Group, including the establishment of its financing structure and policy*
- *The principles governing corporate governance and compliance*
- *The principles governing the Group's risk policy*
- *Strategic opportunities and risk management*

The BoD reviews and advises on the Sustainability strategy and receives a status update on an annual basis.

The role of reporting and communication with key stakeholders (employees, customers, investors, banks, and other business partners of the Group, the authorities, and the media, as well as the general public) is delegated to the CEO. The CEO reports to the BoD periodically and in a timely manner on the assessment of strategic opportunities and risk situation, the status of the implementation of strategic initiatives (including sustainability) and on measures taken to ensure compliance with the Group's risk policy, in addition to reports on financial matters and on critical concerns.

With regard to reporting, the BoD reviewed the Company's first Sustainability report in 2022 and participated in the materiality assessment process and reviewed the outcome in Q2 2023. The BoD advances their collective knowledge, skills and experience on sustainable development from the annual discussion as well as from their own experiences on the Board of other companies.

The BoD assesses its own performance annually and takes any (corrective) measures resulting from this performance appraisal. Current remuneration policies do not incorporate ESG metrics for executive incentive programs. There are no independent evaluations of their performance in overseeing impacts on ESG topics.

Delegation of responsibility for managing impacts

The CEO is the sponsor of the corporate initiative on Sustainability. The initiative lead is the Head of Sustainability, who reports to the CEO and is supported by the Heads of Group functions Health and Safety, World Class Operations (continuous improvement), Global Procurement, Legal and Compliance, and Human Resources. Together, they are responsible for group-wide sustainability management including defining goals and performance indicators, tracking towards targets, managing internal and external sustainability reporting, interacting with key internal and external stakeholders and supporting operational execution.

Responsibility for the day-to-day management and operational implementation of sustainability-related topics is at the local plant level. The Head of Sustainability provides status updates to the CEO on a monthly basis and to the full Executive Board 2-4 times per year by attending their regularly scheduled meetings.



Remuneration policies and processes

The remuneration system for the BoD consists of only a fixed annual salary. Board members do not receive fringe benefits nor do they participate in the company's pension scheme. There are no bonuses of any kind, no termination payments and no claw backs. As there is no variable component, there are no performance objectives in relation to ESG impacts.

Remuneration for all positions in the company (at all levels) is determined by the market conditions for the individual role and function. Target total remuneration is the median when compared to the local market. Decisions are made without the support of remuneration consultants. Guidelines are set by the Nomination and Remuneration Committee of the BoD, without any input from other stakeholders. Votes of stakeholders are not applicable.

The Executive Board compensation relies on fixed and variable components:



The company does not make any special termination payments or claw backs



Termination is managed in accordance with standard notice periods



Retirement program is the same for all employees, regardless of rank and title

Advancing social issues



Training & Education

People, Talent & Succession Management is a corporate initiative aimed at creating an environment where Oetiker teams can perform at their best to achieve the goals outlined in Strategy 2030. There are a number of training and leadership development programs designed to upgrade skills and promote career progression.

In addition, Oetiker is introduced an annual Talent & Succession Management Process with the goals of fostering job fulfillment, satisfaction, engagement and pride. The process rolled out to the highest level of management in 2023 as a pilot and was extended to all employees in 2024.

Onboarding

All new employees receive a robust onboarding schedule to assist in acclimating to their role so that they feel comfortable and productive as quickly as possible. New employees are systematically introduced to company history, values, strategies, locations, organizational structure, products/applications, processes, essential functions and people over 2-4 weeks.

Mobility

The signature program for internal mobility is the Employee Exchange Program. Since 2016, 37 employees were chosen to work at a different Oetiker location for 8-12 weeks with the objectives to develop competency and cross-cultural awareness, improve communication and cooperation across locations, exchange best practices and work seamlessly as a truly global company.

Language and Cultural Training

Classroom training and access to language learning applications are available.

Skill Development

The company offers individualized access to online training through LinkedIn Learning as well as to local, external technical, job-specific training through reimbursement programs to further knowledge and capabilities. Group functions are also empowered to organize specific training for their respective teams. For example, Sales and Marketing team in India recently attended leadership development training focused on resilience.

Leadership Training

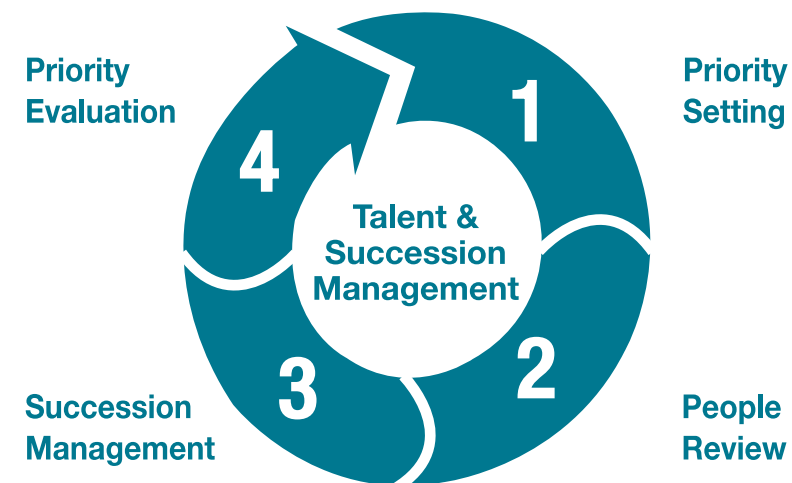
The Leadership Challenge Program is for first-line managers to work in small peer groups over 40 weeks to improve their response to day-to-day leadership and change management challenges.

Talent & Succession Management Cycle



Oetiker introduced an annual Talent & Succession Management Process focused on the personal and professional development of our employees. Starting with the first step 'Priority Setting', line managers work with their employees to translate company strategy into goals on which to focus over the course of the year. Connecting the high-level strategy with day-to-day tasks creates a stronger sense of job fulfillment and satisfaction, coming from a clear understanding of how every contribution brings the company closer to its strategic goals.

'People review' and 'Succession Management' offer a common framework to evaluate performance (relative to the annual priorities) and to evaluate future potential. The final piece of the process 'Priority Evaluation' is dedicated to open discussions between individuals and line managers that center on identifying actions to further personal and professional development.



Diversity, Equity and Inclusion means actively working towards equality for all.

Ensure equitable compensation

Equal pay studies were conducted in Switzerland, Spain and Sweden with the outcome that there is no statistically relevant difference in pay between men and women.

Retention, representation and inclusion

These topics are currently in the planning stages. A new employee group in the Americas kicked off to promote inclusivity and find practical ways to foster a culture of equal opportunity, fairness and acceptance.

Improve gender diversity in recruiting

In 2022, we enhanced the diversity of our Board of Directors as well as our Executive Board. In addition, we forged partnerships with a local technical school in Spain to encourage women to pursue internships at our facility.



Enhancing Employee Well-Being: the Benefits of Working at Oetiker



In today's competitive job market, attracting and retaining top talent requires more than just a competitive salary. To create a positive and thriving work environment, we provide comprehensive employee benefits that go beyond financial compensation.



Flexible working hours



Remote work opportunities



Promotion of work-life balance



Personalized onboarding program



Learning and development opportunities

Benefits can vary based on location and based on job position.

Certain locations provide a variety of well-being programs, retirement provisions, health care, insurance coverage, service awards, parental leave, educational reimbursement and volunteering programs.

Parental leave

Oetiker values parental leave and the benefits that it brings to new mothers and fathers - especially to mothers who have the opportunity to continue to advance in their careers. Parental leave policies also boost employee engagement and morale and aid in recruiting new talented employees.

The company complies with all laws and regulations governing paid parental leave in the countries and US states where it operates. Its track record when it comes to parents returning to work after their leave is strong, with most employees returning to the same position.

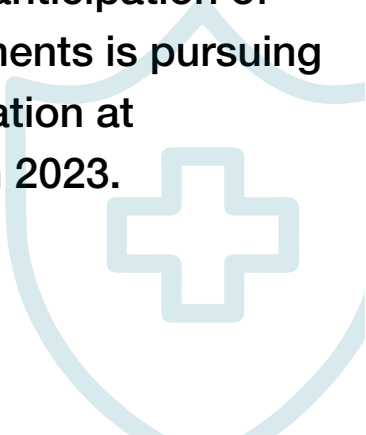


Global management approach to occupational safety

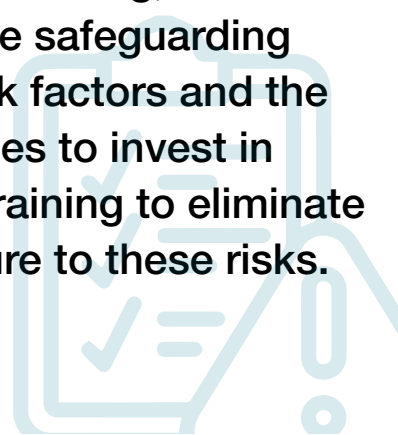
At Oetiker, caring for the health and safety of our employees is part of our values. Providing a safe and healthy workplace with a focus on the prevention of work-related injury and ill health is how we show that we value our people.

Our global health and safety policy clearly defines the roles and responsibilities that guide and direct all employees, visitors and service providers to maintain a safe and healthy workplace. It provides guidelines for establishing and implementing programs that identify workplace hazards, reduces risk and promotes employee health and safety.

The company has a Group-wide approach to occupational health and safety and in anticipation of customer requirements is pursuing ISO 45001 certification at production sites in 2023.



Risk assessments at production sites, completed in 2022, indicate manual material handling, hand tools and machine safeguarding to be the high-risk factors and the company continues to invest in technology and training to eliminate or reduce exposure to these risks.



The company adheres to country specific laws and regulatory frameworks that provide clearly defined standards for occupational health and safety.



Certification of manufacturing sites

All manufacturing sites have Heads of Health and Safety, who along with local management teams and safety representatives, support the implementation of best practices and promote a Safety First Mentality.



Oetiker Canada is scheduled to become the first manufacturing site to achieve the ISO 45001 certification with the goal of certifying the remaining sites by 2030.

ISO 45001 prescribes conducting regular assessments at the site level to identify and evaluate occupational health and safety risks to workers. On this basis, activities including risk assessments, workplace inspections and Gemba walks are carried out to proactively identify improvement opportunities.





Health and safety governance on the global, regional and local levels

Health and safety performance is assessed with regular reporting by the global health and safety management team to the Executive Board. Local sites also share Lessons Learned including root cause analyses and countermeasures on the company Intranet.

A global initiative was started in 2022, driven by the Americas region, to utilize a Smart Manufacturing Platform (Leading2Lean) to capture incident and accident reporting as well as continuous improvement efforts. This improves the visibility of leading and lagging indicators within the site and across the Group and helps make data driven decisions.

Health and Safety Weeks were also conducted around the globe at twelve manufacturing locations with many activities to engage employees at all levels and promote a safety first mentality.

Regional HSE meetings are conducted on a regular basis to share knowledge and best practices as well as review Lessons Learned and root cause analysis from accidents.

Protecting our environment



Oetiker values the Earth's natural resources and is committed to its protection for future generations.

We set the goal to be CO₂-neutral in all our business activities by 2035. By improving efficiency and shifting to renewable energy sources, we are committed to doing our part to mitigate the effects of climate change

Reducing our Carbon Footprint

Continuous improvement of our environmental management system has always been important as part of ISO:14001 certification. Now with the goal to become carbon neutral, we put more focus, resources and investment to reach our emission reduction targets across Scope 1, 2 and 3. The reduction of CO₂ emissions is one of our most important concerns. We expect to achieve the greatest gains from local energy efficiency projects and by increasing the share of self-generated renewable energy in our electricity mix. We are also exploring ways to capture and re-use heat from production processes as well as using water in closed-loop cooling cycles.



Oetiker is currently working with suppliers to source as much recycled content in its raw materials as possible, with a focus on APAC where the current rates can be improved

Since the first design of the original ear clamp in 1942, the philosophy of using resources sparingly has been at the forefront.

Oetiker's clamps, rings, straps, quick connectors, tools and kits are all designed and produced to minimize waste and scrap metals. In order to get a full picture of Scope 3 carbon emissions, we are analyzing purchased good and services.

The materiality assessment also showed that raw material usage highly impacts Oetiker financially as well as contributes to Oetiker's impact on the environment. Purchased raw materials accounts for 63% of the total spend on purchased goods and services, the majority of which is steel and aluminum.

To reduce carbon emissions associated with these raw materials, Oetiker seeks out suppliers with high levels of recycled content:

- 90% of purchased stainless steel in the Americas and Europe
- 80% of purchased aluminum in Europe
- 20% of purchased carbon steel worldwide

Sustainable procurement

Oetiker set the goal to work with business partners to reduce their carbon footprint, respect labor and human rights and uphold the highest standards of corporate governance and business ethics.

Our strategy for sustainability in the supply chain aims to achieve continuous improvements and ensure that our suppliers meet environmental and social standards. Here are the key points of our strategy:



100+ suppliers rated

representing +75% of the purchasing spend



Measuring Sustainable Performance

We prioritize the continuous onboarding of suppliers to measure sustainability performance. We involve all relevant suppliers in the process to ensure a comprehensive assessment.

These evaluations are based on clear criteria covering environmental, social, and ethical aspects.



Assessing and Improving Performance

Our suppliers undergo thorough assessments to evaluate their sustainability performance. Based on these assessments, we identify areas where improvement is needed.

We establish clear goals for sustainability improvements and work collaboratively with suppliers using specific action plans to achieve these objectives.



Optimizing the Network

We continuously optimize our supplier network to ensure that only those suppliers who meet our sustainability requirements remain part of our network.

Suppliers actively commit to improvements and receive preferential treatment with the opportunity to become long-term strategic partners.

Our sustainable procurement vision

Environment

By respecting nature, our business partners promote an environmental awareness throughout the supply chain, continuously reducing their carbon footprint to be emissions neutral by 2050.

Ethics

Business-partners maintain a system and operate honestly and ethically to avoid conflicts and personal gain.

All our business partners prohibit all forms of bribery, corruption, embezzlement and extortion.

Labor and Human Rights

Our business partners respect and apply the applicable laws and respect employee's human rights.

All our business partners prohibit any form of child labor, respect human equality and actively avoid any form of discrimination.

Sustainable Procurement

To uphold and secure a sustainable and successful future, the business partners have implemented the same values and business practice with their business partners.

*Our sustainability strategy, supported by the **Ecovadis tool**, will not only strengthen **environmental and social responsibility within our supply chain but also create long-term benefits for our company and partners.***

By consistently implementing this strategy, we underscore our commitment to sustainability while simultaneously making a positive impact on the environment and society.

In addition, all suppliers committed to [Oetiker's business partner sustainability standards](#) as well as the [global code of conduct](#).



Reliable Connections

