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2020	0040	
	2019	Delta
250	299	(16%)
163	202	(20%)
88	97	(10%)
86	96	(10%)
1.6	1.2	28%
	88	88 97 86 96

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Well-balanced investment case

Our strategic focus on sustainability ensures INFICON's market leadership, its profitable growth and the expansion of its core vacuum technology into a growing range of applications. It is also beneficial for our workforce, our customers, and the natural environment as a whole.

INFICON's Board and Management are fully supporting the goal of net zero greenhouse gas emission by 2050 or sooner.

The annual strategy development/review process will define the strategic directions and develops KPIs and ESG targets.

In the short term, we are striving for the following goals:

- Convert all major production sites to 100% certified green electricity
- Analyse alternative heating and cooling concepts to reach a better energy balance and reduced Co₂ emission, e.g. energy recovery, geothermal energy, groundwater or thermal insulation and building improvements
- Review mobility concepts and support the programs and the needed infrastructure

INFICON thus presents a robust investment case. It is based on its world-leading technology leadership, its diverse workforce, a global customer base, its ability to generate solid cash flows and earnings as well as the sound conviction that INFICON's value proposition sustainably contributes to make our planet a healthier and more resilient place today and for future generations.

This chapter of the Annual Report gives an outline on INFICON's perception and understanding of sustainability and the respective actions taken. It explains the customer-oriented approach of INFICON's value proposition, and gives insights into the Company's relationship with its customers, employees, the hosting communities, its business partners and suppliers as well as general environmental, social and governance and leadership aspects of INFICON's business.

Sustainability – a core aspect of INFICON's strategy

As a global leader in instruments for gas analysis, measurement and control. INFICON's business model is backed by our commitment to do business sustainably in economic, environmental and social terms as well as regarding governance and leadership. INFICON's approach to sustainability is comprehensive and holistic. In our business decisions and conduct, we consider economic, environmental and social aspects at both strategic and operational levels. This approach lies at the heart of the Group's long-term strategic orientation, its value creation, market leadership, and thus long-term success and profitable growth. Our emphasis on sustainability provides guidelines for INFICON's customeroriented innovation management, its worldwide purchasing and production processes, its risk management as well as the conduct of its customer relations. It also is an important factor in terms of employer branding and helps INFICON attract, recruit and retain the bestsuited talents

Since its formation in the year 2000, INFICON's business model proved to be strong. Our instruments, the technology and customer targeted offering allows us to generate solid cash flows to solidify and grow the business. In 2006, the Company started to pay out dividends to its investors. Our commercial accomplishments and our solid financial backbone allow INFICON not only to successfully master crises such as the current COVID-19 pandemic. They are also the grounds for our long-term and customer-focused approach to innovation, our state-of-the art manufacturing capabilities, our strong relations with our workforce, communities, customers and other stakeholders. INFICON aims at sparingly and sustainably utilize resources and compensate appropriately for their use, allowing prosperity today and for future generations. This compensation includes reasonable dividends for shareholders, fair and timely payments of our workers and business partners, as well as the disbursement of taxes in the various jurisdictions we operate in. The multi-dimensional business approach allows INFICON to drive innovation and its longer-term business goals ahead while observing high ethical business standards in general, striving for the least-possible impact on the environment, and providing for human and ecological health.

Identification of material topics

The sustainability reporting in this report has been significantly expanded. In doing so, we are guided by the standards of the Global Reporting Initiative (GRI). A materiality analysis was carried out in 2020 as the basis for the expansion. Material topics are considered material if they are important to INFICON from an internal company perspective and/or from an external stakeholder perspective and/or have a significant economic, environmental or social impact. These topics were identified and assessed in a workshop with Management.

Environment

- Environmental management system
- Environmental compliance
- Energy and carbon emissions
- Efficient materials sourcing and use

Governance

 Ethical business conduct

Social

- Attractive employer
- Occupational health & safety
- Diversity
- Training and education
- Responsible supplier standards
- Community and giving

Economy/Products

- Profitable Growth
- Market leadership
- Tax practices
- Technology leadership
- Customer relations
- Product quality & compliance
- Product impact

The materiality matrix shows the results for material topics in the three dimensions "business relevance", "relevance for stakeholders" and "impact relevance".



Business Ethics Policy

INFICON's Business Ethics Policy defines the fundamental principles of ethical business behavior and the responsibilities of every employee and Company representative. It is instrumental as we strive to avoid any violation of the law or other regulations. We expect compliance with these principles by all employees. Management promotes it by example.

Guidelines for INFICON employees

The Business Ethics Policy defines the ethical behavior we expect from all employees. A proper conduct includes compliancy with the law, ordinances and regulations, as well as accounting principles and procedures. Our policy forbids and prevents child or forced labor and stipulates honesty and integrity in personal behavior. It gives guidance for political contributions, gifts, fees and commissions. Our policy also covers areas such as conflict of interest and other potential misconduct. It provides employees with guidelines about how to behave in the international business environment, how to handle corporate and confidential information, defines employment practices, as well as health and safety procedures. INFICON's Business Ethics Policy is publicly available online: https://www.inficon.com/about-us/company/

All employees joining INFICON anew complete a special training session on business ethics at any of the many Company sites around the globe. Bi-annually, all employees participate in a refresher course and renew their commitment to our high standards by signature.

INFICON assesses every year if there were any reported breaches of compliancy with the policy, any confirmed incidents of corruption, or any legal actions for anti-competitive behavior or any anti-trust issues. There were no such incidents reported. Furthermore, regular external quality, financial, and IT audits as well as on-site reviews promote the compliance with our Business Ethics Policy.

Fair and good practice tax policy

INFICON benefits from the public infrastructure and other public services at the locations we or our customers operate. Tax money generally pays for such services. As a corporate citizen, INFICON complies with the applicable tax laws and pays taxes wherever we undertake commercial activity. INFICON does not engage in any aggressive tax planning or artificial structuring to minimize tax payments. INFICON's Executive Office is in charge of tax governance, control and risk management, based on regular discussions with and recommendations from the Board of Directors and external consultants.

Responsible supplier standards

INFICON is an expert in developing market-leading instruments for gas analysis, measurement, and control. The actual manufacturer of these products, however, is based on the third-party supply of many INFICON designed and/or specified components. The majority portion of the cost of goods sold arises from purchases from suppliers. The close cooperation with suppliers is the backbone of INFICON's flexible manufacturing model. We therefore devote a lot of attention to the careful selection, the ongoing management and continuous development of our suppliers. Key suppliers have e.g. signed an agreement outlining INFICON's expectations regarding requirements on production change control process (CE/CC). We also include vital elements such as e.g. the prevention of child or forced labor in our supplier contracts. Compliancy with our business ethics policy is a standard topic at our regular supplier meetings. Several other standards and regulation like RoHS, REACH and others are important to us as explained in the "Environmental protection" chapter later in that report.

Value creation for our customers

INFICON was formed and operates as a truly customer oriented Company. We operate in very competitive target markets, where we hold leading positions, generally as one of the top-three global solution providers.

Major customer groups per target market

INFICON serves different clients in these target markets: In the largest target market, **Semiconductor & Vacuum Coating**, we address two major customer groups: The first consists of semiconductor or thin-film coating end-users and their top-tier suppliers. They seek to optimize their manufacturing processes and output yields. INFICON gas and vacuum instruments as well as process control software help semiconductor manufacturers ("fabs") to optimize their production processes and increase the yield and quality of their waver production. The second large customer group are Original Equipment Manufacturers (OEMs). We supply them with vacuum & thin film technology components, which they integrate into their semiconductor or vacuum coating production equipment and tools.

In the **General Vacuum** market, we supply vacuum analysis, control and measurement instruments to a broad array of industrial and research customers.

In the **Refrigeration, Air Conditioning, and Automotive** market, our customers are specializing in cooling appliances and services. They focus on quality control, leak tightness of their products, and on leak detection when servicing the installed basis of products. Leak tightness is also of paramount importance for many components in modern cars – from engines, to fuel tanks and airbags, and growingly so to test lithium-ion batteries and battery stacks.

In the **Security and Energy** market, we supply public and private sector clients with devices to rapidly detect and analyze gases and volatile organic compounds. INFICON products help identify chemical agents and hazardous volatile compounds and thus increase the safety of people and the environment.

INFICON covers these global markets with three own brands. We also manufacture and supply private label products for large industrial players, see page 6–7 for INFICON's target markets.

Innovation and market leadership

Global competition keeps the innovation pace high. We strive to provide customers with the best available technology for their complex and rapidly evolving vacuum technology production processes and tools. INFICON devices guarantee for maximum accuracy of measurement results. Our products and services help customers gain best control and predictability of their processes, maximize productivity and yield while minimizing production time, material usage, scrap rate and labor. Employing INFICON components leads to the overall lowest costs of ownership in the longer term.

Understanding and anticipating our customers' most pressing, emerging and future needs, drives innovation at INFICON. Proximity to our customers is vital. Through our close co-operation with OEMs, we also gain important information about both their needs as well as the needs of their customers, which in many instances are also our customers for end-user products.

INFICON's global sales and service organization includes globally approximately 280 people. Half of them are highly skilled service and application engineers who are in constant dialogue with our customers. They solve their technical challenges and help them develop new applications. Supported by seven regional centers, INFICON is present in all world areas. On top of that, customers can also rely on the INFICON-trained assistance from distributors and agents. See page 13 for INFICON's global presence.

In 2020, we have added new service centers in Germany and France. In Asia, we insourced service activities in Japan and expanded the capabilities of our service organizations in China and Singapore. The goal is clear: INFICON wants to offer competent services, consultancy and training covering the full customer buying circle. Customers around the globe shall locally and timely benefit from a comprehensive range of installation, commissioning, calibrating, maintenance, repair, and device rental services. Large customer with multinational presence can rely on INFICON to ensure high level of service deployment around the globe.

Strong online presence at our customers'...

INFICON's presence in many countries is a true asset. While cross-border travel was often restricted in 2020, national, local trips were still possible to an extent. Yet, the Covid-19 pandemic made personal contacts more difficult. So, INFICON increased its online communication presence drastically in 2020: We offer video meetings, virtual product demonstrations and technical webinars. We host user-group platforms such as e.g. the Leak Detection Academy, share technology roadmaps, run an INFICON channel on YouTube, and invite customers to virtual exhibitions or provide them with trial development kits.

To tailor our virtual contacts to our customers' needs we plan to provide even Augmented Reality assisted advice, training, commissioning or problem-solving expertise for over the shoulder (OTS) applications.



... spurs innovation

At INFICON, we are keen on turning our customers' emerging needs into our own innovation targets. We therefore analyze customer feedback very carefully. We collect spontaneously expressed client responses. In addition, we use survey-assisted voice-of-customer surveys to unveil otherwise unexpressed customer wishes and opinions. We carry out such surveys intermittently for various regions, markets or product segments. We also systematically monitor external and internal data such as customer complaints, product rejections, as well as insights from our own development efforts or quality assurance processes. On these grounds, we define measures and derive actions for our own processes to close the customer feedback loop full circle.

Collaboration creates better functionality and sustainable value

INFICON's cooperation with customers led 2020 e.g. to the development of two new pressure measurement devices and new purity monitoring instruments. Based on customer feedback, we also developed a gas analysis and plasma measurement solutions supported by artificial intelligence software for the semiconductor end user market.

A specific customer request resulted in the creation of a completely new product category: INFICON is already a major supplier of equipment to test lithium-ion battery stacks and systems. A customer was confronted by the challenge to test completely filled lithium-ion batterv cells, especially the pouch cells, for leaks, Such cells are used in smartphones, tablets or in the booming industry for e-mobility. The tightness of the pouches is critical for a long battery life and consumer safety. INFICON solved the problem combining two proprietary technologies - a multigas leak-detector and a flexible test chamber - into a new product: The new ELT3000 Battery Leak Detector spots any leakage of electrolytes from a cell into a flexible test chamber without jeopardizing the integrity of the plastic pouch cells under vacuum. This method finds leaks 1000 times smaller than traditional pressure test methods. The effect is threefold: a) a guarantee for a long battery life, b) preventing waste of precious materials used in production and c) the avoidance of harmful electrolytes emerging into the environment.



Products with social and environmental impact

The above-mentioned example illustrates how INFICON products promote sustainability in various ways. Our innovation efforts and product pipeline inherently guarantee for the Company's technological leadership, long-term growth and prosperity. At the same time, they make an important contribution to resource conservation at our customers' and help protect the environment and humankind. A few more examples from our main product categories:

Leak detectors spot harmful gases so they can be sealed off. A recent example is IRwin[®], a portable Methane Leak Detector for easy gas pipe survey and leak detection. The integrated proprietary infrared sensor system (patents pending) has a fast reaction and short recovery time. The system prevents false leak alarms and ensures correct and fast leak evaluation. The specially developed gas chromatography and IR-sensor combination allows fast distinction between swamp gas and gas from all known natural gas sources.



More information is available in the following video: https://youtu.be/GOgPRQp8PaA

Vacuum gauges control production processes and reduce waste and energy consumption. INFICON gauges offer superior accuracy and reliability in compact designs. Four different technologies cover the whole range of vacuum from ultra-high vacuum up to atmospheric pressure. The Pirani technology enables cost-effective measurement in the low and medium vacuum range. The Capacitance Diaphragm technology

enables precise measurement in the low vacuum range, whereas the ultra- and high-vacuum ranges are covered by the Hot or Cold Ionization technologies. Each technology is available as a stand-alone sensor or combined with complementary measurement technologies to enable an optimum price-to-performance ratio over the complete vacuum range.



To learn more about the full range of INFICON gauges, view: <u>https://products.inficon.com/en-us/nav-products/</u> category/productgroup/pg-wide-range-vacuum-gauges/

Gas analyzers generate contamination profiles needed to remove the risk. INFICON's HAPSITE ER is the only person-portable Gas Chromatograph/Mass Spectrometer (GC/MS) that requires minimal training to deliver lab-quality results in the field, in less than 10 minutes. By merely pushing a button the system identifies and quantifies volatile organic compounds (VOCs), toxic industrial chemicals (TICs), toxic industrial materials (TIMs), chemical warfare agents (CWAs), and select semi-volatile organic compounds (SVOCs). HAPSITE ER has the capability to identify agents in the PPM (parts per million) to PPT (parts per trillion) range. The GC column provides sharp chromatography and excellent resolution. During the quantitation method, the front panel clearly displays what chemicals are present, informs about their concentration, and provides information regarding the degree of danger - to help make quick decisions relevant for life, health, and safety.



Employees – a core asset at INFICON

INFICON is active in a highly competitive market place. In our quest for talents, we compete not only with often much larger corporations but also with universities, research laboratories and scientific institutions. Our success relies on attracting, developing, empowering and holding the most talented employees. Smart colleagues drive innovation and product excellence. We therefore want to be recognized as an attractive, modern and fair employer where people at all levels are motivated and happy to work.

We offer a clean, safe and well-equipped working environment for all functions – from executive and managerial positions to engineering, servicing and industrial jobs. Apart from competitive payment, we offer all our workers attractive performance-based financial benefits as highlighted in the remuneration report. In addition, our colleagues highly welcome the flexible working hours and work pattern we offer, our canteens where staff of all levels meet and mingle, attractive lifelong learning and development programs, and many after-work social activities that often include also the families of our colleagues.

Such activities regularly take place at all locations (such as e.g. barbecue or summer festivals, family days, Christmas and year-end parties, planned and spontaneous get-togethers to celebrate success, Company outings) and also take local customs and workforce preferences into account (as e.g. skiing days in Switzerland and Liechtenstein with international participation; moon festival or Chinese New Year celebrations in China). Apart from these instances, regular management updates at every INFICON site create a shared culture that fosters identification, team spirit, creative cooperation, and intercultural inclusion.

A comprehensive HR program structures INFICON's dialogue with its staff and workforce. Every new colleague receives a formal introduction to the Group and the respective site on his or her first day. HR continues to be in regular contact with all employees supported by numerous programs rolled out across the whole Group. These include courses on our Company values and business ethics, professional health and safety training, the pillars of personal health (body, spirit, soul), INFICON's value-based approach to corporate governance, leadership and motivation.

Every colleague annually discusses his or her performance and achievements, satisfaction, motivation, personal development goals as well as communication aspects at work with their immediate managers in a structured appraisal dialogue. Everyone prepares individually for these discussions. At the Balzers/FL site, so-called energizing talks complement this process mid-year. Our Human Resources departments oversee this process and assesses the long-term success with key performance indicators such as employee satisfaction, loyalty, fluctuation as well as participation in the various ongoing training, workshops, and development programs.

Ongoing education and training

INFICON offers training for all employees to empower everyone with the required knowledge and skills to optimally fulfil their responsibilities and perform in their respective jobs. These trainings responds both to the needs of the individuals as well as the requirements of the market and the Company as a whole. They unleash the employees' potential, creativity, and motivation to secure, stimulate and transfer expertise and knowledge. INFICON offers live and computer-based in-house training sessions and offers workshops assisted or led by external experts. Employees receive respective certificates upon completion of such programs. Being an international Group, we support employees in their efforts to learn languages and we supports high potential colleagues in their academic careers. Young people are a special focus: We offer a variety of professional and vocational apprenticeships and internal trainee programs. In its European factories in Balzers/FL and Cologne, young people can learn four different professions: physics laboratorian, as well as electronic, construction and logistics specialists.

Composition of the workforce at the end of the year

All numbers in				
Headcount	2020	Share	2019	Share
Employees (excl. apprentices, interns, trainees, externals)	768	93%	760	96%
Apprentices, interns, trainees, externals	58	7%	29	4%
Employees by employment contract (excl. apprentices, interns, trainees, externals)				
Permanent	736	96%	741	98%
Fixed-term	32	4%	19	3%
Employees by employment type (excl. apprentices, interns, trainees, externals)				
Full time	725	94%	723	95%
Part time	43	6%	37	5%

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Diversity at INFICON

INFICON's long-term success as a high-tech Company active in a competitive market place relies on its competent staff. We are therefore always looking for the best available person for any job opening and seek to create the right mix of people, technical capabilities and human competence across our Group. INFICON's employment policies and procedures provide for equal opportunity and fairness in employment decisions. We do not discriminate on the basis of race, color, ancestry, place of origin, religious belief, physical or mental disability, age, gender, sexual orientation, marital status, family status or source of income, and we take steps to comply with all applicable affirmative action legislation. We also endeavor to ensure that all employees are treated fairly in all aspects of the employment relationship, including performance appraisals, compensation, opportunities for advancement, and disciplinary matters. Already four years ago, INFICON launched its I3C Initiative - Care, Commit, and Change. The initiative promotes the following key understandings that promote INFICON's "one Company culture".

- We care about our customers, our Company, and ourselves.
- · We commit to accept responsibilities.
- · We change to deliver better results.

INFICON's workforce is very diverse as evidenced by the 13 different nationalities of our employees working at our Balzers/FL location. The I3C Initiative helps create a common approach and understanding in working together.



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Health and Safety at INFICON

The Business Ethics Policy declares personal health and safety of all employees a top priority. We have adopted policies and procedures to ensure that we meet and exceed all applicable health and safety laws and regulations as well as prevailing industry standards. A comprehensive training program ensures implementation of all safety policies and procedures. Training topics range from general safety at work courses, specific instructions for special jobs or equipment and sessions on how to adjust one's workstation ergonomically, to firefighting courses, lessons on applicable chemical laws and teachings on how to correctly handle critical chemicals, to name just a few examples.

In 2020, we added instructions and policies dealing with the COVID-19 pandemic to safeguard the physical integrity of our colleagues. We introduced non-overlaying shifts to make sure people from various shifts do not meet physically. We instructed our personnel on how to best keep distance to their co-workers, to wear facial masks correctly, to disinfect their hands, tools and workstations, and on new rules for cafeterias and canteens. Office personnel currently works from home whenever possible.

We track all these measures by key performance indicators on incidents, accidents, absenteeism. We evaluate feedback from our human resource departments, our workforce and from our insurance companies. We also support programs such as e.g. the cycle to work initiative, we offer yoga sessions, and encourage workers to join jogging or walking groups.

Occupational Health and Safety

	2020	2019
Accidents resulting in at least one lost work day	4	4
Lost work days	19	100
Accident Frequency Rate (AFR)	0.6	0.7
Accident Severity Rate (ASR)	3.0	17.4

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Rates are calculated by dividing accidents/lost work days and are per 200'000 working hours.

Partner to our hosting communities

INFICON cares for its employees and their and our communities. As a corporate citizen, we support many local activities where our colleagues eagerly participate such as e.g. the yearly cycle to work contest. For vears, the Balzers workforce regularly ranks in the top three positions of the companies whose workers manage to cycle to work on more than 50% of the summer period. Besides our commitment to the training of young colleagues and the ongoing education of our own workforce, we support e.g. in the Principality of Liechtenstein special out-of-school weeks for students. INFICON annual hosts a whole class for one week in a special business oriented course where the students familiarize themselves with economy, business and management. In the USA, INFICON supports not-forprofit organizations that are dear and important to our employees and the local community. A voluntary team of some eight employees forms a Council that manages the corporate budget for charitable contributions. This involvement provides opportunities for INFICON colleagues to do voluntary work with the Samaritan Center, the Salvation Army, the Humane Association, and others or to individually participate in walks, runs, or bike-a-thlons

In 2020, INFICON created a so-called "Green Team" in Syracuse. With representatives from operations, marketing, R&D, finance and facility management, the team seeks to create a more sustainable work environment for all employees. Sub-teams study ways to reduce waste and energy consumption or look into options to create a greener workspace. As a result, INFICON e.g. invested in December 2020 in reusable cutlery and banned plastic utensils. 2021 will see e.g. improvements to the HVAC system, an optimization of the heat pumps and the installation of power supplies for charging electric vehicles and thus promoting e-mobility.

Environmental protection

Environmental protection, safety and product stewardship have long been key priorities at INFICON. The first manufacturing facility met ISO 14001 standards as early as 1998. Today, all manufacturing sites adhere to ISO 14001:2015. According to this ISO release, all manufacturing locations are required to analyze their risks and opportunities with respect to environmental performance in a systematic way, to minimize their ecological risks, and to identify any corresponding need for action. The manufacturing facilities are themselves in charge of setting priorities and implementing the actions they deem necessary.

INFICON engages in many efforts to reduce any negative impact of its business. These measures have often multiple effects – in terms of health and safety benefits for the employees, minimization of environmental damage, and the quality of our products and services. Despite the already low emissions from our manufacturing locations, INFICON wants to curtail its carbon footprint further to reduce the impacts of climate change. Therefore, the environmental managers at each location have created teams and programs to monitor, analyze and minimize energy consumption and other aspects detrimental to our carbon footprint. Progress is monitored yearly.

INFICON's flexible manufacturing model involves materials and components sourced from many different suppliers. We strive to use materials and components that minimize negative impacts on our environment.

The Company observes the RoHS directive 2011/65/ EU on the restriction of the use of certain hazardous substances in electrical and electronic equipment, the European Union's REACH regulation on chemicals and their safe use, and monitors the "SVHC Candidate List" which lists substances of very high concern.

In addition, INFICON also observes the standards set out in the Code of Conduct of the "Responsible Business Alliance (RBA)." All manufacturing facilities observe and comply with international and regional legislation, as well as guidelines. Moreover, the Company observes the UN Security Council Report S/2006/525 regarding so called "conflict minerals." INFICON did not encounter any non-compliance with environmental laws in 2020.

Energy and Emission

	2020	2019	Delta
Total energy consumption in MWh	13,178	13,981	(6%)
Electricity	10,012	10,031	(0.2%)
of which certified green electricity	20%	13%	
Natural gas	2,801	3,503	(20%)
District heating (wood chips)	365	447	(18%)
Energy consumption in kWh per employee	15,707	17,631	(11%)
Greenhouse gas emissions in tCO₂e	1,782	2,015	(12%)
Scope 1: Natural gas	515	644	(20%)
Scope 2: Electricity & district heating 1	1,267	1,371	(8%)
Greenhouse gas emissions in kgCO₂e per employee	2,158	2,554	(15%)

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Emission factors from DEFRA and IEA.

For district heating fueled by wood chips, Scope 2 emissions cover methane and nitrous oxide emissions not absorbed during growth. Biogenic CO_2 emissions are reported outside of scopes and amounted to 129 ICO₂ in 2020 and 158 ICO₂ in 2019.



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