

DMG MORI

AKTIENGESELLSCHAFT

DMG MORI

CO₂ neutral



dynamic .
excellence

SUSTAINABILITY REPORT 2020

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The Sustainability Report 2020

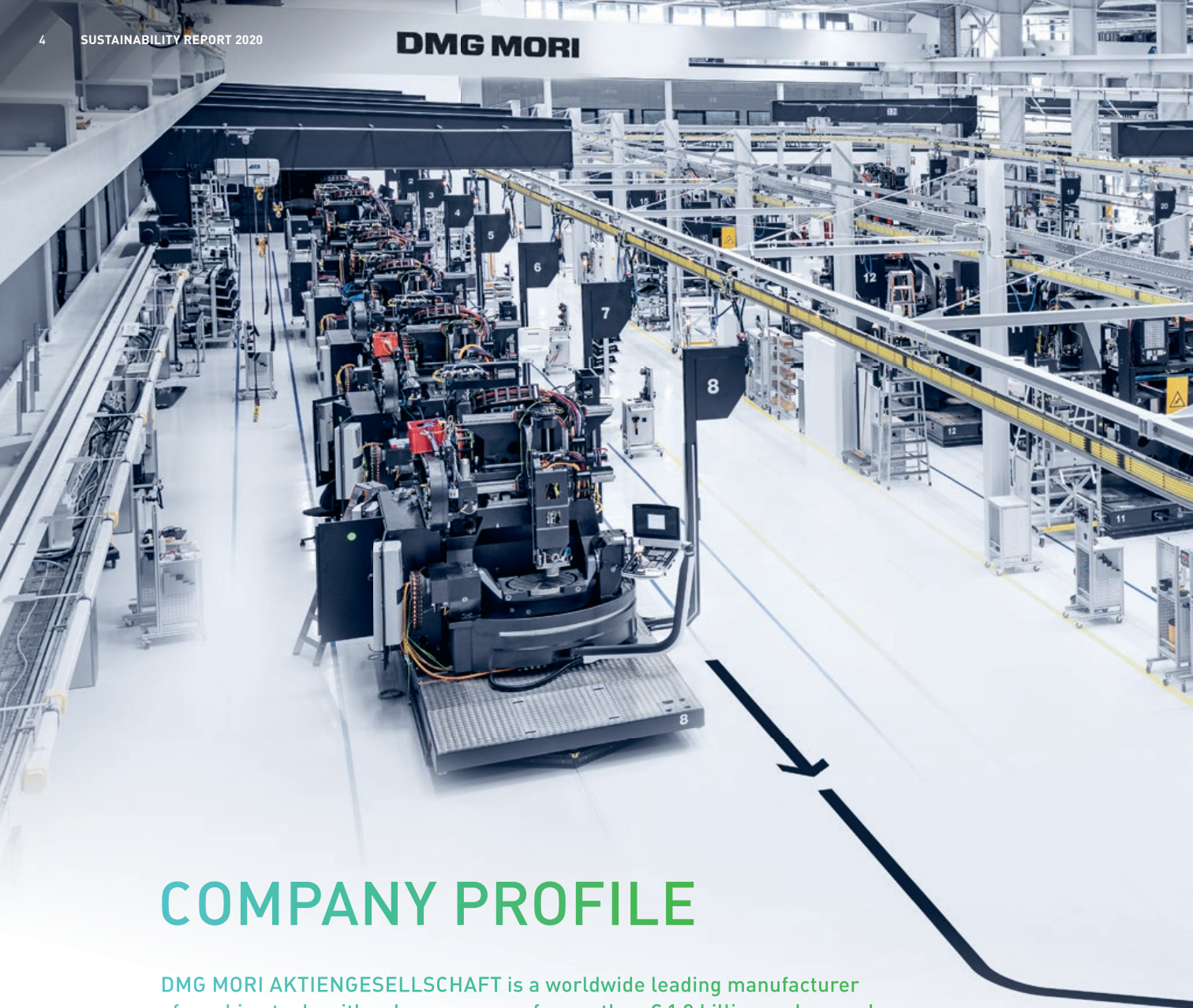
- informs about progress in the implementation of our sustainability strategy
- has been prepared in accordance with the “GRI Standards: Core Option”
- contains the separate, non-financial Group Report 2020
- meets the statutory requirements pursuant to German Commercial Code (HGB) and goes far beyond them with a large number of voluntary disclosures
- presents the delimitation or the legally required contents in the GRI Content Index under “Element of non-financial reporting in accordance with HGB”
- meets the requirements for the presentation of concepts pursuant to Section 289c (3) HGB by describing the management approaches under GRI (301) (hereinafter referred to as “management approaches”)

Reported content that has been subjected to a limited assurance engagement by the auditing firm PwC is identified in the GRI Content Index on p. 46 et seqq. by: ✓

Targets achieved:

- + DMG MORI has been climate neutral since May 2020
- + All DMG MORI machines delivered worldwide since January 2021 are completely CO₂-neutral





COMPANY PROFILE

DMG MORI AKTIENGESELLSCHAFT is a worldwide leading manufacturer of machine tools with sales revenues of more than € 1.8 billion and around 6,700 employees. Together with **DMG MORI COMPANY LIMITED**, our sales revenues are around € 2.7 billion.

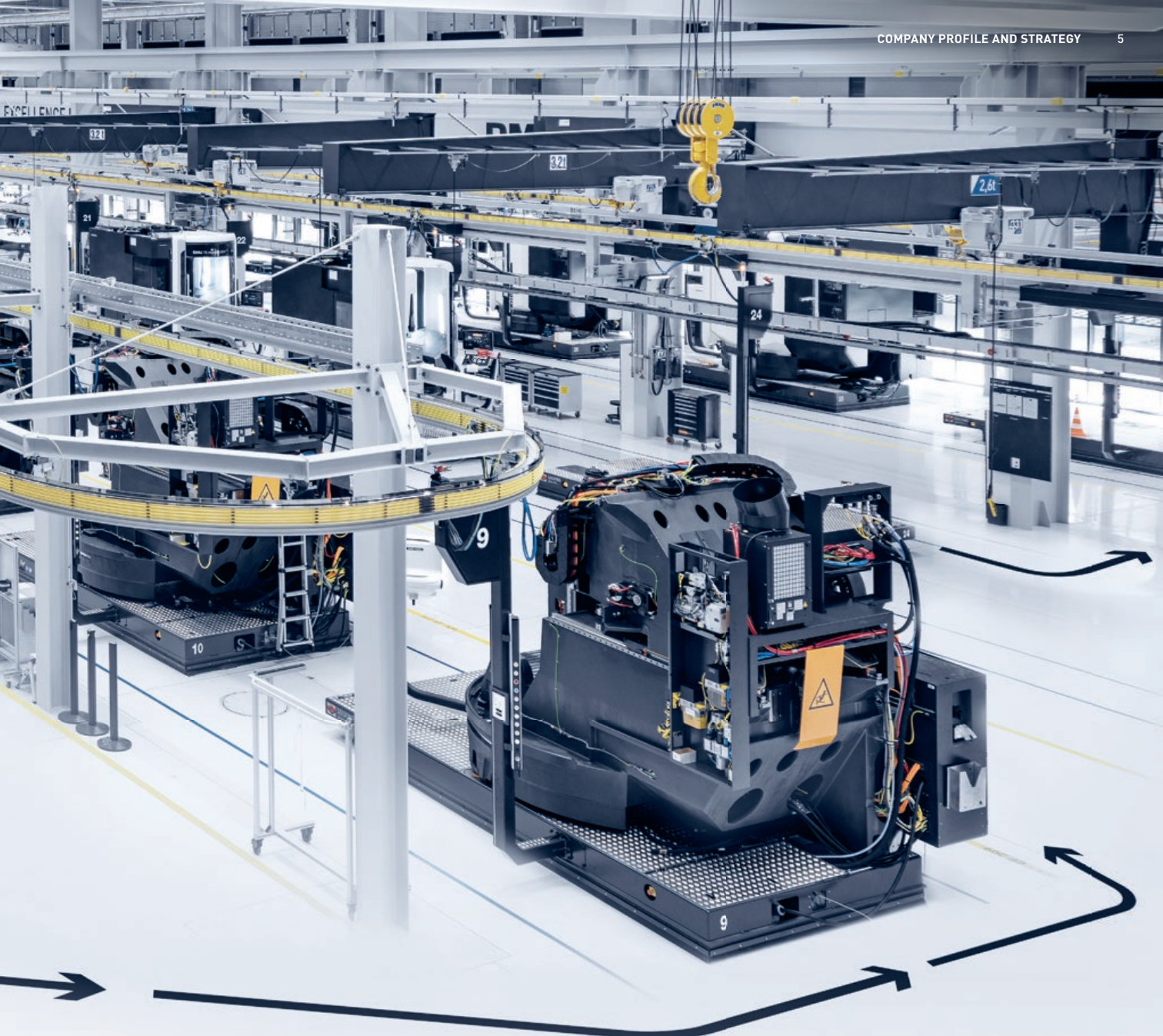
Around 12,000 employees work for the “Global One Company”. With 138 sales and service locations – including 15 production plants – we are present worldwide and deliver to more than 100,000 customers from 54 industries in 86 countries. Its high level of diversification makes DMG MORI a strong and reliable partner, even in challenging times.

Our integrated automation and end-to-end digitization solutions extend the company’s core business with turning and milling machines, Advanced Technologies (Ultrasonic, Lasertec) and Additive Manufacturing.

The corona pandemic is accelerating the digital transformation to smart factories and thus also the expansion of our strategic future fields – in particular, Automation, Digitization and Sustainability. Our modular products allow quick, easy and scalable access to digital

manufacturing and integrated digitization along the entire process chain – from planning and preparatory work to production and monitoring to service. **Our mission: Empower our customers in manufacturing and digitization.**

Our technology excellence is bundled within the main sectors of Aerospace, Automotive, Die & Mold as well as Medical and Semiconductor. In addition, we are pushing the production and further development of green technologies together with our partners. The partner program DMG MORI Qualified Products (DMQP) allows us to offer perfectly matched peripheral products from a single source. Our customer-focused services covering the entire life cycle of a machine tool include training, repair, maintenance and spare parts service. The online customer portal “myDMG MORI” digitizes all service processes.



Already since May 2020 DMG MORI AKTIENGESELLSCHAFT has an equalized CO₂ balance (Company Carbon Footprint). All machines delivered worldwide since January 2021 are – along the entire value chain – completely CO₂-neutral (Product Carbon Footprint).

The world's most modern assembly line: At the beginning of September 2020, the new monoBLOCK Excellence Factory went into operation in Pfronten. Digital and fully automated, up to 1,000 machine tools can now be manufactured climate-neutrally per year.

SEGMENTS OF DMG MORI AKTIENGESELLSCHAFT HEADQUARTERS: BIELEFELD



Further information on the group organizational structure can be found on the inside of the cover of the Annual Report 2020 and in the Group Business Report on page 16 et seqq.

“WE LIVE SUSTAINABILITY”

At DMG MORI AKTIENGESELLSCHAFT, sustainability is a matter for the top management. In this interview, Christian Thönes, Chairman of the Executive Board, and Dr. Maurice Eschweiler, Chief Representative, explain the sustainability strategy.

Mr. Thönes, how would you summarize DMG MORI's sustainability strategy?

Thönes: We take on responsibility in a holistic manner – for our company, for our products and in cooperation with our customers, partners, and suppliers. Sustainability is therefore quite deliberately at the very forefront of DMG MORI's strategic orientation. Moreover, sustainability has always been an important topic for us, long before it became a focus of global attention.

Where do you set the focus for sustainability?

Thönes: Sustainability and technology leadership are in balance at DMG MORI. We are climate-neutral in our own value creation already since May 2020 – we have a balanced “Company Carbon Footprint”. Since January 2021, all delivered machines are completely climate-neutral – along the entire supply chain: from the raw material to the delivery of our machines to the customer. This makes DMG MORI one of the first industrial companies with a climate-neutral “Product Carbon Footprint”. We do not announce, we realize and live sustainability! Our vision explicitly expresses this: We want to be the world's most attractive machine tool manufacturer with digital

and sustainable products. At the same time, we are committed to our employees. They are our most important success factor. We promote and – more important than ever in these times – protect them. This, also, is responsibility for us.

What is your approach to climate and the environment?

Dr. Eschweiler: Our approach covers the entire life cycle of our machine tools. That is unique in the industry. We combine our holistic climate neutrality measures into three initiatives:

1. GREENMACHINE: the completely CO₂-neutral produced machine,
2. GREENMODE: the energy- and emission-efficient operation at the customer's site,
3. GREENTECH: our commitment to the further development of green technologies.

What does GREENMACHINE mean in concrete terms?

Thönes: With the GREENMACHINE, we are setting standards: In addition to our own climate-neutral value creation, DMG MORI also compensates for the CO₂ emissions generated in the supply chain, for example for cast steel. In this way, we go a considerable way in advance for our suppliers. At the same time, we support our customers, partners, and suppliers in the matters of climate protection and strongly encourage them to become active themselves.

In what way?

Dr. Eschweiler: Sustainability is a key criterion in product development and, building on this, for our suppliers. Our partners are called upon to create transparency about their emissions and implement concrete climate protection measures. If desired, we can provide them with advice and support.



DR. MAURICE ESCHWEILER
Chief Representative





CHRISTIAN THÖNES

Chairman of the Executive Board

Thönes: The customer is the focus of our second initiative: GREENMODE. DMG MORI has been optimizing the energy and emission efficiency of its products continuously, e.g. through specific CELOS APPs, consumption-optimized components such as LED lighting, brake energy recovery or intelligent control of aggregates. Compared to the previous model, our machines save up to 30 % energy. We also use recycled and recyclable materials wherever possible.

And GREENTECH?

Dr. Eschweiler: At DMG MORI, we avoid or offset all emissions. This is right and important – but globally, of course, only a drop in the bucket. That is why we are taking a third step: Together with our customers, we commit ourselves to the production and further development of green technologies, summarized under the third initiative GREENTECH. Our customers manufacture highly innovative components on DMG MORI machines – for example for wind turbines, hydroelectric power plants, fuel cells or electromobility. In our Technology Excellence Centers we support them worldwide with specific know-how.

Why such a strong commitment to sustainability in the year of the corona pandemic?

Thönes: Sustainability – along with automation and digitization – is a winner of the corona pandemic. As a technology leader, it is natural for us to stick to our commitment to sustainability even in challenging times. More than that: we are seizing the moment and pushing this future field right now. For us, sustainability is much more than climate protection.

Dr. Eschweiler: That's why we have been working hard on many other sustainability initiatives in recent months – first and foremost on protecting the health of our employees, customers, partners, and suppliers. As Christian Thönes has already said, our employees

are more than ever the key to our success. They are a particular focus of our efforts. One example: we launched the DMG MORI Digital Academy in 2020 to take all employees with us on the journey of digital transformation. We have also significantly expanded our company health management.

“There is no such thing as too much commitment to sustainability – and that is why we will continue in 2021 exactly where we left off in 2020.”

What else do you have planned for the future in the field of sustainability?

Dr. Eschweiler: We are at the leading edge in many areas across all industries: environmental protection without question, but also in product quality and safety, in compliance and data protection, and above all in employee issues such as employee development, occupational health and safety. This was also confirmed recently by the EcoVadis rating institute: in the sustainability performance rating, we are among the top 7 % of all companies assessed and for this we were awarded with the silver status. The magazine “stern” also recognized DMG MORI as one of the 200 most sustainable companies in Germany.

But it is also clear: there is no such thing as too much commitment to sustainability – and that is why we will continue in 2021 exactly where we left off in 2020. DMG MORI is becoming more sustainable step by step to always be one step ahead.

SUSTAINABILITY STRATEGY AND MANAGEMENT

DMG MORI lives sustainability. It is an integral part of our corporate strategy.

Sustainability includes many areas: a respectful treatment of the environment and our employees is just as much at the focus of our attention as the high quality of our products and services. We use a sustainability materiality analysis following GRI standards to define and evaluate these topics. In doing so, we take internal perspectives, external stakeholders and impacts on legal aspects into account. For this purpose, topics were pre-selected, for example from supplier guidelines and customer questionnaires. Our sustainability coordinators then discussed and defined these. We review our assessment annually. There was one change in the reporting year: We included the topic of “Tax” for the first time, but it has not yet had any significant relevance for

our stakeholders, for example. Accordingly, it was not classified as material. We continue to report on it as part of the compliance management system.
→ [Compliance, p. 39 et seqq.](#)

The materiality matrix (figure 01) is divided into the categories “low, medium and high materiality” and summarizes the three-dimensional assessment of the topics:

- Y-axis: Relevance for DMG MORI
- X-axis: Impact on environment, people, and society
- Arrows: Significance for our stakeholders



02 | VALUE CHAIN

RAW MATERIALS	SUPPLIERS	DMG MORI	CUSTOMERS	DISPOSAL & RECYCLING
<div>+ Resource management</div> <div>+ Energy</div> <div>+ Emissions</div> <div>+ Conflict minerals</div> <div>+ Human rights</div> <div>+ Occupational health & safety</div> <div>+ Drinking water</div> <div>+ Waste</div>	<div>+ Resource management</div> <div>+ Energy</div> <div>+ Emissions</div> <div>+ Product quality & product safety</div> <div>+ Occupational health & safety</div> <div>+ Human rights</div> <div>+ Compliance & data privacy</div> <div>+ Drinking water</div> <div>+ Waste</div>	<div>+ Resource management</div> <div>+ Energy</div> <div>+ Emissions</div> <div>+ Product quality & product safety</div> <div>+ Human rights</div> <div>+ Personnel structure</div> <div>+ Employee development</div> <div>+ Diversity & equal opportunities</div> <div>+ Occupational health & safety</div> <div>+ Social responsibility</div> <div>+ Compliance & data privacy</div> <div>+ Drinking water</div> <div>+ Waste</div> <div>+ Conflict minerals</div>	<div>+ Resource management</div> <div>+ Energy</div> <div>+ Emissions</div> <div>+ Product quality & product safety</div> <div>+ Occupational health & safety</div> <div>+ Drinking water</div> <div>+ Waste</div>	<div>+ Product quality & product safety</div> <div>+ Energy</div> <div>+ Emissions</div> <div>+ Human rights</div> <div>+ Drinking water</div> <div>+ Waste</div>

Topics in the “High Materiality” category form the basis of our sustainability management system – and thus also the focus of this Sustainability Report. We describe our focus areas in our Group-wide “Corporate Responsibility” handbook, among other things.

We classify the areas for action along our entire supply chain (figure 02). The topics on which we exert influence, for example through internal and external information, measures, or concepts, are shown in black. In the reporting year, we adjusted the classification because we now actively influence energy and emissions in the upstream stages of the supply chain.

We are convinced that sustainability only works in a holistic way. Therefore:

- we take a 360-degree approach from procurement and production through to delivery to the customer
- we systematically record specific key figures to validate our work
- we inform new employees about sustainability topics right from the start

The aim of our sustainability strategy is to make the most positive contribution possible to people, society, and the environment. No negative impacts should result from our business activities.

Structure & Management

As part of the “Corporate Responsibility” division, sustainability is a matter for the top management. The department bundles sustainability and compliance issues and reports directly to the Executive Board as the highest authority in decision-making.



Excellent performance: The EcoVadis assessment institute awarded DMG MORI the silver status in October 2020. This places us among the top 7% of all companies evaluated. The CSR rating covers the categories environment, labor and human rights, ethics, and sustainable procurement.

03 | SUSTAINABILITY MANAGEMENT



VISION

BE THE MOST ATTRACTIVE
GLOBAL MACHINE TOOL
COMPANY WITH DIGITIZED
AND SUSTAINABLE PRODUCTS!



TOP VALUES

TRUST: We are fully responsible for the fulfillment of our commitments and we believe in the strength of trustful, team-oriented cooperation!

OPENNESS: We provide an open-minded and diversified corporate culture, open our products to third parties and strive for transparency!

PASSION: We are highly engaged and pursue our goals dynamically with full power, determination and enthusiasm!

With our vision and mission as well as our values we show, both internally and externally, what DMG MORI stands for and what drives us. Our mission: We strengthen our customers – in manufacturing and digitization! DMG MORI is only successful in the long term if our customers are efficient in the long term. Our excellent employees, strong partners and our TOP values (Trust, Openness and Passion) are the pillars of this mission. Our claim: We want to be the most attractive machine tool manufacturer worldwide with digital and sustainable products.

Building on this, we are committed to clear principles and value standards. Our Code of Conduct defines these with regard to the important sustainability aspects (including employees, environment, supply chain).

It describes goals and rules that reflect our commitments to responsible, ethical, and lawful business activities as well as sustainable value creation. It thus forms the basis for our sustainability strategy and sustainability management.

We regularly present chapters from the Code of Conduct in detail on our intranet DMG MORI ONE. In addition, every employee has the right and the duty to inform themselves about the current status of the internal regulations.

New employees confirm in writing that they have received the Code of Conduct. DMG MORI expects them to comply with and pass on the principles described therein. The same applies to our partners and suppliers.

Managers in particular are to be role models for employees and actively exemplify the code. To this end, we conduct training courses, for example. In addition, our "Leading Principles" provide them with guidelines for a sustainable leadership culture.



MISSION

EMPOWER OUR CUSTOMERS IN
MANUFACTURING AND DIGITIZATION!

Committed to responsibility: Our Code of Conduct defines our principles and values for responsible, sustainable behavior.



Stakeholder dialogue

Our company is in daily dialogue with numerous stakeholders – they influence our actions both directly and indirectly. The Code of Conduct forms the basis for our interaction with all our stakeholders. A continuous, constructive exchange with them is set out in our Corporate Responsibility Manual and is actively encouraged: their opinions, questions and comments provide important impulses to the “Corporate Responsibility” management.

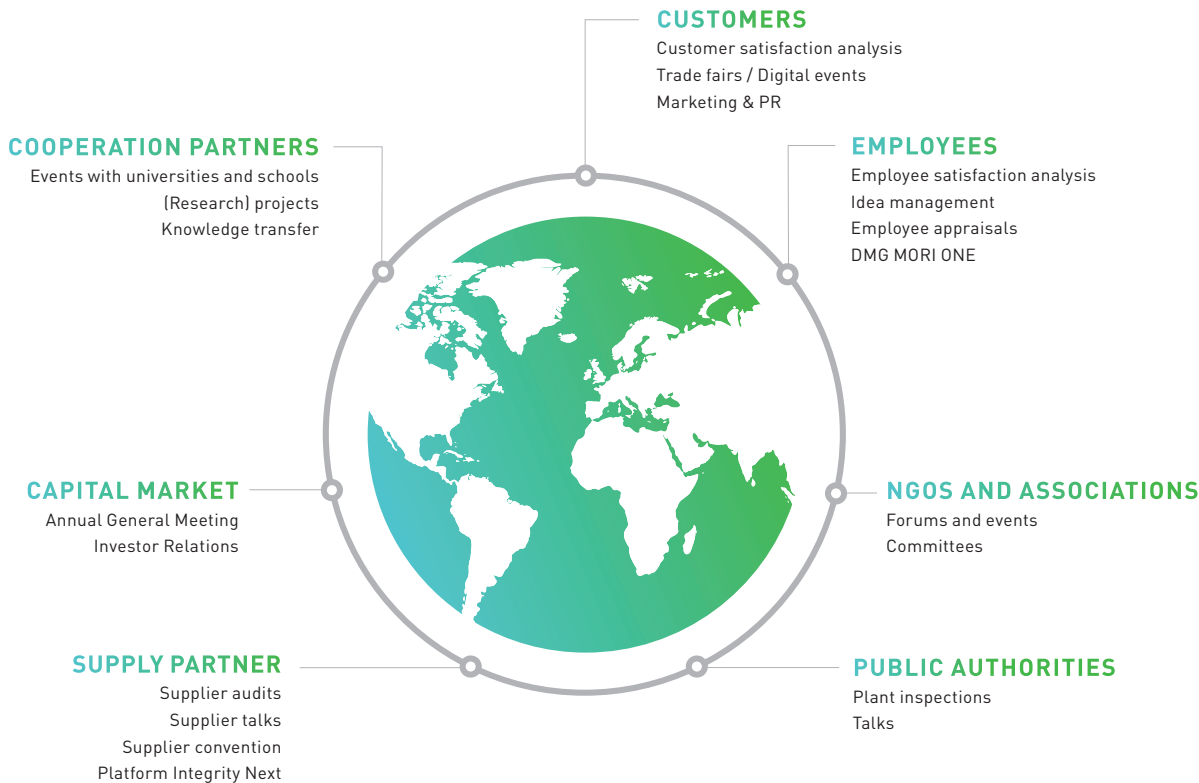
Regular discussions with employee representatives and quarterly interdisciplinary sustainability meetings also contribute to the further development of our sustainability strategy. Due to the unusual situation in the reporting year this exchange could not take place in the usual framework and was replaced by topic specific coordination rounds.

In consultation with external experts, the sustainability coordinators defined the “particularly important” stakeholders in 2017. These are shown in figure 04. In addition, exemplary forms of dialogue with these stakeholders

are listed. DMG MORI ONE provides us with an interactive and highly functional platform for internal exchange with and between all employees. In this way, we receive direct feedback on various sustainability topics and can, among other things, launch targeted surveys on measures. We also analyze feedback from our stakeholders and comments on sustainability aspects in our social media channels.

It also shows: our stakeholders are interested in a wide range of issues. In the reporting year, the focus was placed throughout on the effects of the corona pandemic, for example on the associated topics of occupational health and safety. Overall, however, the results are in line with our assessment of materiality. Accordingly, we have provided extensive information on the consequences of the corona pandemic, complementing our existing holistic sustainability communications: The economic impacts are addressed in our financial reporting and annual report.

04 | SIGNIFICANT STAKEHOLDERS & FORMS OF DIALOGUE



Questions? responsibility@dmgmori.com
Information! www.dmgmori-ag.com
Tweets. [@dmgmorieu](https://twitter.com/dmgmorieu)

Employees, customers, partners, and suppliers are regularly informed by the Executive Board about the current corona situation and corresponding measures. In addition, our employees have access to, among other things, daily updated, comprehensive FAQs in DMG MORI ONE. → [Employees, p. 28 et seqq.](#)

Our comprehensive communication measures fit in with our holistic approach to sustainability: They contribute both internally and externally to anchoring the topic in DMG MORI's business processes and to fulfilling the transparency requirements of our stakeholders. We have already achieved a great deal here: Sustainability is an integral part of development and design processes, our purchasing strategy, in production as well as in everyday office life.

Whistleblower system

It is a matter of course for us: We encourage our stakeholders to report suspected violations of applicable regulations or our DMG MORI guidelines. For this, our Responsibility Helpdesk (responsibility@dmgmori.com) or anonymously an external lawyer of trust, Dr. Carsten Thiel von Herff LL.M. (vertrauensanwalt@thielvonherff.de), are available. The contact details can be found in the Code of Conduct, in the DMG MORI ONE and on our website. Whistleblowers are a valuable, helpful source for us to uncover and stop possible misconduct. Therefore, we protect them from any discriminatory or disciplinary measures. Retaliation against the whistleblower will not be tolerated.

We are continuously expanding our monitoring and improvement mechanisms. Sustainability issues are integrated into the annual questionnaires to management in order to identify any need for action in a timely manner. In addition, the same escalation and reporting processes apply to sustainability as to compliance.

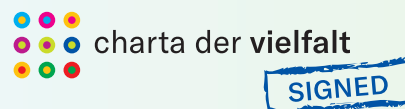
Taking into account existing principles and measures (net risks), the risk assessment did not reveal any significant risks that meet the materiality criteria pursuant to Section 289c (3) Nos. 3 and 4 of the German Commercial Code (HGB). This also includes the effects of the corona pandemic, such as employment or health risks, which we have already reduced with our measures. → [Employees, p. 29](#). The risk assessment of the sustainability issues is integrated into our "Responsibility Risk Assessment". → [Compliance, p. 39 et seqq.](#)



Blue Competence: We are a partner of the Blue Competence sustainability initiative of the German Mechanical Engineering Industry Association (VDMA). With our partnership, we are committed to compliance with the twelve sustainability principles of the mechanical and plant engineering industry.



Alliance for Development and Climate: We are voluntarily committed to implementing the UN Agenda 2030 and the Paris Climate Agreement. That is why we have been a member of the "Alliance for Development and Climate" since 2019.



Commitment to diversity: We are committed to an appreciative and prejudice-free organizational culture in the world of work. We made a voluntary commitment to this in 2019.



CEOs for recycled paper: We support the "Pro Recycling Paper" initiative and the associated campaign "CEOs for recycled paper". Since 2019, our German sites have been sourcing 100% recycled DIN A3 and DIN A4 paper certified with the "Blue Angel" label.

DMG MORI

GREEN MACHINE

100 % CLIMATE-NEUTRAL MACHINE PRODUCTION

SUPPLIERS + **DMG MORI**

CO₂-NEUTRAL FOOTPRINT FOR ALL DMG MORI MACHINES – FROM RAW MATERIALS THROUGH TO DELIVERY

1. NEUTRAL PRODUCT CARBON FOOTPRINT

All DMG MORI machines delivered worldwide since January 2021 are completely climate-neutral.

2. NEUTRAL COMPANY CARBON FOOTPRINT

DMG MORI's own value added has been climate-neutral since May 2020.

CLIMATE AND ENVIRONMENT

Climate change is the greatest challenge of our time. At DMG MORI, we are therefore taking on responsibility and setting standards. As one of the world's first industrial companies, we are already CO₂-neutral since 2020. This year, we are going one step further.

We are convinced: technology leadership and sustainability are in harmony. In order to provide the best possible protection for the climate and the environment, we take a holistic approach: We take the initiative actively at every stage of our value chain – from upstream processes along the supply chain, through our own production, to the operation of our machines at our customers' sites.

We bundle our climate neutrality initiatives into three areas (see figure 05):

- GREENMACHINE
- GREENMODE
- GREENTECH

GREENMACHINE



The completely CO₂-neutral manufactured machine
DMG MORI takes responsibility in a holistic way: since January 2021, customers receive completely climate-neutral manufactured machines from all our production plants. Two factors are essential for this:

- DMG MORI's own supply chain is completely climate-neutral.
- The upstream processes along our supply chain are climate-neutral.

We have already fulfilled the first requirement since May 2020 – our "Company Carbon Footprint" is zero. This refers to the emissions from Scope 1, Scope 2, and Scope 3 (categories 3, 5, 6 and 7) of the Greenhouse Protocol (GHG Protocol), the internationally recognized standard for greenhouse gas accounting. Our "Product Carbon Footprint" additionally includes emissions from upstream processes along the supply chain, primarily from Scope 3 (categories 1 and 4). Emissions from downstream processes are not included.

At DMG MORI, we do everything we can to handle energy and resources responsibly and to consistently reduce emissions accordingly. We commit ourselves to this with the "Energy Policy", which was last revised in 2019. We compensate for currently unavoidable emissions by investing in sustainable, certified climate protection projects. These are ex-post certificates, so it is ensured



that a CO₂ saving has actually taken place. The projects are certified to high standards, including by the UN or WWF (World Wide Fund For Nature), and their effectiveness is confirmed. Their function and the amount of CO₂ saved are regularly checked by independent auditors.

We control energy consumption and emissions with our energy management system: Since 2015, DMG MORI has operated an energy management system in accordance with ISO 50001 at all European production sites. Since 2019, this has focused on the sites that are significant for energy consumption*. TÜV SÜD Management Service GmbH again certified effective energy management for DMG MORI in the reporting year. A central energy manager coordinates all energy-related activities and

is supported by local energy management teams and officers. Our FAMOT production site has also been certified according to DIN EN ISO standard 14001:2015 since 2019.

In our energy management system, we analyze the energy consumption of our sites, taking into account local specifics. We identify the main causes of energy demand and define targeted measures to reduce it. We regularly familiarize our employees and service providers with guidelines on energy use, for example in annual energy training courses or with our "Green Office" campaign. Concrete instructions for action and a detailed energy management manual also serve as guidelines for our employees.



Ecological infrastructure:

The parking garage at DECKEL MAHO Pfronten, which was completed in 2019 and features 48 e-charging stations, was given a green roof in the reporting year – this provides natural air conditioning and also acts as a filter for dust and pollutants.

* Seven European production sites and one Spare Parts site (out of a total of 68 sites) as well as vehicle fleet; corresponding to >70% of DMG MORI's global energy consumption.

Renewable energy:

At our headquarters in Bielefeld, we use 100 % green electricity – part of which we generate ourselves in our solar park.

Energy consumption within the organization is shown in Table 06. At our nine largest sites, it comprises the sum of purchased electricity, natural gas and liquefied petroleum gas, as well as internally generated electricity and fuel consumption in our EU vehicle fleet. In production, we use electricity as the main energy source for the assembly process and technical building equipment. We use natural gas to provide heating and, to a minor extent, to generate electricity in combined heat and power plants. Fuel consumption accounts for 40 % of energy consumption at the nine largest sites. Energy consumption per value added increased to 272 kWh/€K in the reporting year, but this was particularly due to the significant and sudden decline in sales caused by the corona crisis and the economic situation. Through numerous measures, such as modern heating, ventilation, and cooling concepts, we have significantly reduced energy consumption at DMG MORI 2020. We are continuing along this path.

Just like our energy consumption, we are also consistently reducing our general emissions along our upstream value chain. The Group-wide carbon footprint according to the GHG Protocol is shown in Table 07. Our Scope 1 and 2 emissions (share: 11 %) result from the consumption of energy in our production, assembly, sales and service processes, as well as from the use of fuels in our vehicle fleet. Our Scope 3 emissions (share: 89 %) result in particular from the purchase of production materials, transportation, and business travel. Our Group-wide carbon footprint shows: Compared to the same period of the previous year, emissions at DMG MORI decreased

significantly by 40 % in the reporting year. In addition to the effects of the corona crisis, for example through fewer business trips and reduced purchasing of production materials, this reflects the success of our holistic approach: For example, we generate regenerative energy ourselves at almost all of our plant locations and some sales and service locations – predominantly via photovoltaic systems. Wherever possible, we also purchase exclusively green electricity (share: 77 %). This alone avoided around 16,000 metric tons of CO₂ in 2020. In addition, we also oblige our suppliers to energy-saving and environmentally friendly procedures. → [Partner and supplier management, p. 26 et seq.](#)

Based on the carbon footprint, we made our “Company Carbon Footprint” climate-neutral in May 2020 – to this end, emissions of 47,422 metric tons of CO₂ were offset by investing in sustainable, certified climate protection projects.

In 2021, we will go one step further and also include the upstream processes along our supply chain in our carbon footprint. For the current year, we estimate our total emissions at around 315,000 metric tons of CO₂, assuming an economic recovery and a continuous increase in our energy efficiency. We have already proactively offset these in the estimated amount at the beginning of the year. If the corresponding figure differs after the end of the fiscal year, we will also compensate for the difference. We have thus achieved our ambitious goal: All machines delivered since January 2021 have a balanced product carbon footprint.

06 ENERGY CONSUMPTION WITHIN THE ORGANIZATION ^{1) 2) 3)}				
in MWh	2020	2019	Change against previous year	
Fuel consumption	76,803	90,818	-14,015	-15 %
of which natural gas	28,730	33,611	-4,881	-15 %
of which liquid gas	346	338	8	2 %
of which fuel	47,727	56,869	-9,142	-16 %
Electricity consumption	45,956	52,441	-6,485	-12 %
of which procured from the grid	43,554	49,696	-6,142	-12 %
of which self-generation from renewable sources	2,402	2,745	-343	-12 %
Energy consumption in total	122,759	143,259	-20,500	-14 %
Energy consumption per added value in kWh/€K	272	222	50	22 %

1) Locations Germany (Bielefeld, Pfronten, Seebach, Geretsried, Idar-Oberstein); Italy (Brembate di Sopra, Tortona); Poland (Pleszew); Russia (Ulyanovsk) and vehicle fleet; corresponding to over 90 % of DMG MORI's global energy consumption. Other sales and service locations are not included in this table.

2) Conversion factors for fuels: German Federal Office of Economics and Export Control (BAFA) 2020.

3) Since the annual financial statements were not yet available in full at the time the report was prepared, the data for 2020 are based on a projection using consumption from January to November.



Measures Energy & Emissions

- Implementation of modern heating, ventilation, and cooling concepts
- Intelligent and demand-driven optimization of existing systems
- Modernization of compressors, refrigeration machines and paint systems
- Monitoring and analysis of energy consumption using "Energy Monitor" software
- Expansion of measurement technology for recording and analyzing consumption
- Installation of additional charging stations for e-cars and e-bikes



The complete report on climate-neutral production and on the compilation of our carbon footprint balance sheet – including the methodology as well as an explanation of the scopes and sources used – can be found on our website.

07 | GROUP-WIDE CO₂ BALANCE OF DMG MORI ^{3) 4) 5) 6)}

in t CO ₂	Category	2020	2019	Change against previous year	
Scope 1		19,304	23,712	-4,408	-19 %
Internal combustion processes	Natural gas	6,088	7,475	-1,387	-19 %
	Fuel oil	214	188	26	14 %
	Liquid gas	80	78	2	3 %
	Gases	20	28	-8	-29 %
	Coolant	146	7	139	>100 %
Business trips with own vehicle	Pool	46	201	-155	-77 %
	Leasing	12,710	15,735	-3,025	-19 %
Scope 2		8,785	24,793	-16,008	-65 %
External energy supply	Electricity	8,353	24,244	-15,891	-66 %
	District heating	432	549	-117	-21 %
Scope 3⁷⁾		230,405	385,559	-155,154	-40 %
Category 1: Purchase of production material	Production material	200,518	339,422	-138,904	-41 %
	Paper	888	939	-51	-5 %
Category 2: Fuels and energy	e.g. fuel supply chain	7,631	9,511	-1,880	-20 %
Category 3: Transports	e.g. ship and truck	10,554	17,864	-7,310	-41 %
Category 4: Waste	Waste	102	127	-25	-20 %
	Water	52	62	-10	-16 %
Category 5: Business Trips	Flights	816	4,339	-3,523	-81 %
	Rental cars	348	835	-487	-58 %
Category 6: Service channels of the employees	e.g. cars	9,496	12,460	-2,964	-24 %
CO₂ emissions of DMG MORI		258,494	434,064	-175,570	-40 %

4) Calculations were made by using emission factors based on the DEFRA 2020 database. Due to an update of the stored factors in the reporting year, there is only limited comparability with the previous year's figures. Missing emission factors were filled in by GEMIS, Probas Umweltbundesamt, Ecolinvent and Ecotransit database. To calculate CO₂ equivalents (CO₂e), nitrogen trifluoride (NF₃) and the six main greenhouse gases under the Kyoto Protocol were considered: Carbon dioxide (CO₂), methane (CH₄), nitrous oxide (N₂O), hydrogen-containing hydrofluorocarbons (HFCs), perfluorocarbons (PFCs), and sulfur hexafluoride (SF₆). Other emissions occur only in small amounts and are not reported separately. A simplified market-based approach is used to calculate Scope 2 emissions. Sites that purchase green electricity are included in the calculation with a CO₂ coefficient of zero. For all other sites,

the average German CO₂ factor is used for simplification (source: GEMIS 5.0). The only exception is our site in Poland, which is included in the calculation with the national factor due to the more CO₂-intensive electricity mix.

5) Based on the location-based approach, electricity consumption causes 21,713 t CO₂ (source: Association of Issuing Bodies, 2019). This does not take into account that DMG MORI used 76.6 % electricity from renewable sources in 2020.

6) Compared to the Sustainability Report 2019, the pre-chain emissions of gray electricity are reported in Scope 3 (Category 3) instead of Scope 2. This shift has no impact on the total emissions.

7) The determination of Scope 3 emissions is based on prior-year data and corresponding projections in some categories.

GREENMODE

DMG MORI

**GREEN
MODE**

UP TO
30 %
ENERGY
SAVINGS*

Energy- and emission-efficient operation at the customer's site

Just like DMG MORI, our customers also have the ambition to consistently make their production more sustainable – we offer them machines and solutions that support them in this. We consistently improve the energy and emission efficiency of our machine tools, e.g. through specific CELOS APPs, consumption-optimized

components such as LED lighting, recovery of braking energy, and intelligent control of aggregates. A Group-wide product development process supports us in this. One example: we were able to increase the energy efficiency of the DMF 200I8, newly introduced in the reporting year, by around 25 % with GREENMODE. This opens up numerous advantages for our customers, including the possibility of subsidies for energy-efficient machines. We will be happy to advise them on the application process.



* compared to the previous model

INCREASING ENERGY AND EMISSIONS EFFICIENCY AT THE CUSTOMER'S SITE:



CELOS APPs

for transparency and optimization of the energy consumption

Intelligent, demand-oriented control

- + Automatic deactivation of aggregates
- + Control of feed rate
- + Reduced warm-up

Consumption-optimized components

- + Highly efficient motors according to IE3
- + Hydraulic accumulator charging system
- + LED lighting
- + FEM-optimized construction for smaller accelerated masses

Energy recovery during braking processes

Efficient and flexible automation solutions for continuous production

Efficiency through Technology Cycles

- + Up to 60 % faster programming
- + Maximum accuracy over the entire product lifespan
- + Protection against damage by MPC



Efficient service processes

Digital, remote and proactive

my **DMG MORI**

Highest quality and accuracy for lowest energy and material consumption



Digital Twin

Optimized components and processes through real-time simulation

Recycling-oriented product design

e.g. cast iron instead of polymer concrete

GREENTECH



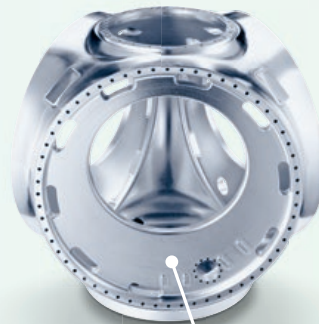
Our commitment to the development of green technologies

DMG MORI is an innovation leader in the production of environmentally friendly technologies. We push the production and further development of green technologies. Customers manufacture highly innovative components on machines from us – for example for wind turbines, hydroelectric power plants, fuel cells or electromobility. For years, DMG MORI has been gathering specific know-how in Excellence Centers worldwide in order to support the change to green technologies together with our customers.

Pelton wheel



Rotor housing



WIND ENERGY



Rotor hub



Resource management

Energy is a particularly important resource with regard to climate protection. But we also handle all other resources sustainably. After all, doing business successfully means doing business sustainably. We actively manage the ecological impact of our business activities. Our Code of Conduct specifies that every employee and business partner must ensure that their work has the least possible impact on the environment. We strengthen this awareness internally through training courses, among other things. Resource management is firmly anchored in our sustainability management concept and is an integral part of our "Corporate Responsibility" Manual.

We are successively increasing our contribution to environmental protection. We want to use renewable, recyclable and recycled materials in a steadily increasing proportion in our products and service. We are continuously developing this concept. In particular,

we involve our employees in this process. Our employees can submit suggestions for improvement via our company suggestion system and the Responsibility Helpdesk. Their ideas and suggestions – over 150 in the reporting year – are examined at short notice and implemented where possible.

Our product-related measures thus ensure the greatest possible conservation of resources, for example through stress-orientated design or the use of recycled (as in the previous year: 48%) and recyclable materials. With our "First Quality" campaign, we ensure that our products are in use for, at times, 30 years and longer. In this way we avoid waste and conserve resources. In the case of components, we pay attention to simple fixability and selective replaceability of expendable parts. In the reporting year, 29% of replacement components in terms of sales were supplied through our exchange parts management system (previous year: 31%). In



addition, we sell up to 600 high-quality used machines every year, thus extending their product life cycle by many years. Recycling-oriented product design is firmly anchored as a guideline in the development process. We do not source any conflict minerals directly.

→ [Compliance, p. 39 et seqq.](#)

According to the materiality analysis, the topics of waste and water are still not a focus for sustainability management and are only briefly explained here. → [Sustainability strategy and management, p. 8 et seqq.](#) We dispose of waste in an environmentally compatible manner through qualified companies. Disposal is based on the type of waste and the recycling process and is carried out separately and safely. We comply with local regulations and classify waste as dangerous or non-dangerous in accordance with the relevant national laws.

In production, we use small amounts of drinking water during the test phase of our machines by using processing emulsion (water content 90 %). We reprocess used emulsion after use. If this is no longer possible, we dispose of it in an environmentally friendly manner through qualified partners. Machining emulsion is usually also used later by our customers in the production of workpieces. Metal recyclables from machining at DMG MORI are fed into a sustainable recycling economy via our partner companies.

Goals

We met our Group-wide “Climate and Environmental Targets” for 2020 in the reporting year: Since May, we have been climate-neutral in our own value creation (“Company Carbon Footprint”). As planned, we further expanded our energy monitoring concept at the end of 2020. In addition, we achieved two further targets early on: we have reduced our CO₂ emissions by 500 t since 2019 and saved 1,000 mWh of energy on a project-by-project basis. We have therefore set ourselves new, ambitious targets:

- **01_** From 2021, we will offer our customers machines produced in a completely climate-neutral manner. We have already achieved this goal.
- **02_** By 2023, we will reduce CO₂ emissions by a further 5,000 tons on a project-by-project basis (base year: 2019).
- **03_** We will increase our energy efficiency by 5 % by 2023 (measured by kWh / EUR value added, base year: 2017).
- **04_** We are further expanding our energy monitoring concept at the European Group sites by 2023.
- **05_** We aim to save a further 10,000 mWh of energy on a project-related basis by 2023 (base year: 2019).

Targets for the individual sites are derived from the five Group targets. These are reviewed annually by the respective management in the management reviews and by the Executive Board in a central management review.

* Data based on weight in the material groups cast and sheet metal parts in machine tools and service. Castings and sheet metal parts account for a significant share of the weight of our products. According to our suppliers, they contain around 51 % steel scrap (iron castings, sheet metal) and 10 % hard coal fly ash (mineral castings).

PRODUCT QUALITY AND SAFETY

Good is not good enough for us: DMG MORI stands for premium products and solutions. We want to satisfy our customers 100 % – and conserve resources at the same time.



YOUR HISTORY



YOUR MACHINES

myDMG MORI CUSTOMER PORTAL



YOUR DOCUMENTS



YOUR SERVICE REQUESTS

UPGRADE

WERKBLiQ



myDMG MORI

DMG MORI MACHINES



THIRD-PARTY MACHINES /
REGARDLESS OF MANUFACTURER

Product quality

Quality is a fundamental requirement for sustainability and customer satisfaction in equal measure. Our customers expect durability and maximum availability throughout the entire product life cycle. Therefore, product quality and safety are top priorities at DMG MORI: The central quality management reports directly to the Executive Board. In addition, quality is a component of the Executive Board's remuneration.

To fulfill the high requirements, we are active along the entire value chain – from development to service. With our "First Quality" strategy and our service promises, we create standards that go far beyond the legal requirements.

The basis for high quality is the certification of our production factories to the latest quality standard ISO 9001-2015. We regularly monitor the implementation and effectiveness of the specifications via internal and external audits. Our global quality experts also develop innovative processes tailored specifically to our industry, test them intensively and pass on the best solutions as quickly as possible. They are supported by the central quality management platform "conSense Global", where we summarize all quality management manuals digitally and make them always available to our employees. In the reporting year, we successfully integrated additional sites into the system. In 2021, all production factories will be networked as planned.

Our digital products also meet the highest standards: When developing new software solutions, we rely on preventive quality assurance. In a structured, agile process, several quality gates are passed through during development. To maximize software quality, we test individual work steps both separately and integratively – and we do this automatically as well as manually. For this, we have set up a test center at the company DMG MORI HEITEC Digital in Hungary, for example.



Product safety

Our machines meet highest safety regulations. Of course, we comply with all laws relevant to the machine as well as directives and standards anchored therein. Our customers, for their part, must ensure that the machine is operated as intended by the user and that occupational health and safety regulations are adhered to.

We are also continuously developing in terms of safety: In national and international workinggroups (ISO, IEC), we are actively involved in describing the current state of the art as well as defining and further developing these. Internal experts, who are involved in professional associations and receive regular training, support our developers in implementing the legal and normative requirements.

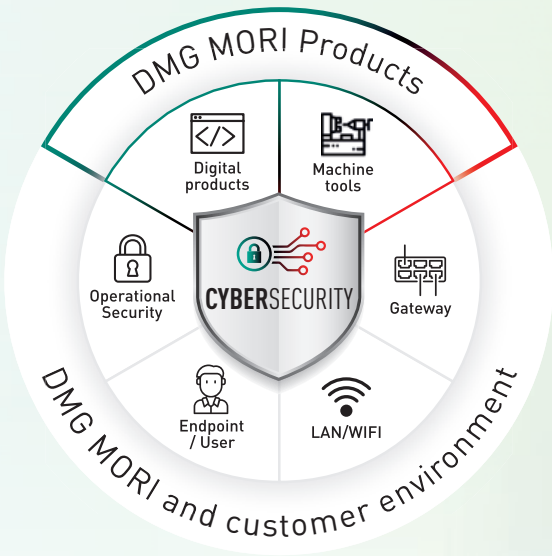
Our quality management system permanently controls the safety of our products by monitoring development and production. We also receive further important impulses from sales and service as well as the continuous exchange with our customers. DMG MORI prepares a risk assessment for each machine, which is continuously updated. This way, we identify potential hazards and initiate measures to reduce them. This assessment includes all work performed by persons over the entire service life of a machine. It is therefore fundamental to the protection of human health. Unavoidable potential residual risks are described in product manuals and indicated by warning or instruction signs as well as notes on the user display. We work closely with our customers to further reduce residual risks on an ongoing basis.

Important principles and guidelines at DMG MORI are the Product Safety Law and the other EU directives concerning the product, such as:

- Machinery Directive 2006/42/EG
- Low Voltage Directive 2014/35/EU
- Electromagnetic Compatibility Directive (EMV) 2014/30/EU
- Directive on the provision of pressure equipment 2014/68/EU
- EU Regulation on the Registration, Evaluation, Authorization and Restriction of Chemicals (REACH)
- National and international product standards

Cybersecurity at DMG MORI

As a technology leader, IT security is extremely relevant to us. The increased speed of digitization due to the corona pandemic reinforced this once again in the reporting year. At DMG MORI, we therefore systematically promote IT security. For example, we rely on the relocation of resource-intensive software to the cloud, use of “Software-as-a-Service” solutions, a security-optimized organization of our IT, regular investments in hardware and software, the use of virus scanners, firewall systems, and access controls. We also create appropriate awareness among our employees by informing and training them at regular intervals about corresponding risks and the existing threat situation. The aim of these measures is to protect information and data within the Group against theft, loss, unauthorized disclosure, unlawful access, or misuse.



Digital product security

Product security is a fundamental component of our digitization strategy. In the development of our digital products, we apply the “security by design” principle, which means that security is an explicit requirement during the development process. We also recommend to our customers a multi-level IT security concept based on the “Defense in Depth” approach for the secure operation of our machines and digital products. This describes security measures implemented at various levels of a network or system, such as controlled access to production buildings or segmentation of production and office networks.

Design Review Process

Quality and safety are already elementary requirements in the design process. Before market launch, all our products – machines, DMG MORI components, as well as automation and digitization solutions – must fulfill a six-stage “Design Review Process” and pass various stress tests that go beyond the actual conditions at the customer’s site.

Digital solutions:

When it comes to service, fast, targeted help is essential. This works best digitally: In the reporting year, we were able to resolve the vast majority of all service requests remotely from the service center.



We continuously develop our design review process to ensure that our products always meet the latest requirements. We involve our suppliers in the development process right from the start. In the reporting year, the development department focused not only on technical aspects but also increasingly on ecological requirements such as energy efficiency, reusability, and recyclability.

Quality and safety are also essential in subsequent series production: we test every machine for at least 100 hours before it leaves one of our production factories.

Service

When it comes to service, fast, targeted help is essential. This works best digitally. We provide our customers with comprehensive information about their machine via our free *myDMG MORI* customer portal. Even before the machine is delivered, we discuss the ideal conditions for delivery and set-up of the machine. Commissioning is carried out exclusively by highly qualified service experts. For the use of the machine, we provide our customers with additional information on efficient, safe, and resource-saving operation.

We also rely on digital solutions for service inquiries during subsequent operation at the customer's site. *myDMG MORI* links our customers directly to the "right" service expert. Furthermore, our customers can overview all ongoing service activities here and access all relevant documents regarding the operation of their DMG MORI machine.

In addition, our remote support DMG MORI NETservice is available, which allows a live stream as well as multi-user conferences with technicians and other experts. In this way, we were able to resolve most of all service requests completely digitally – remotely – from the service center in the reporting year: fast, efficient, and eco-friendly.

In addition to our digital solutions, we are in regular personal contact with our customers to identify further opportunities for improvement. With success: In 2020, we recorded -22% fewer service calls compared to the previous year. 98% of our customers indicated in the satisfaction analysis that they were satisfied with their purchase decision.



PARTNER AND SUPPLIER MANAGEMENT

DMG MORI takes on responsibility along the entire supply chain. Since January 2021, we have been going in advance for our suppliers in order to establish a climate-neutral production.

Organization

Our partner and supplier management plays an important role in our matrix organization. Our vertical integration is 27 % – a correspondingly large part of our supply chain is handled by our suppliers. For our production, we procure complex assemblies from globally positioned system suppliers. They coordinate the sub-suppliers and take care of pre-assembly. They are therefore the first stage in the supply chain. In the reporting year, we procured goods and services for our production almost exclusively from our approximately 2,800 existing direct suppliers. We rely on a high degree of localization and procure 94 % of our goods by value from Europe and 6 % from Asia.

The procurement department reports to the Chairman of the Executive Board and is divided into material group management for production and non-production materials. The material group management for production is carried out jointly with DMG MORI COMPANY LIMITED. In this way, we utilize synergies and ensure that all our sites use standardized, high-quality materials. We regularly train our buyers in relevant compliance and sustainability topics.

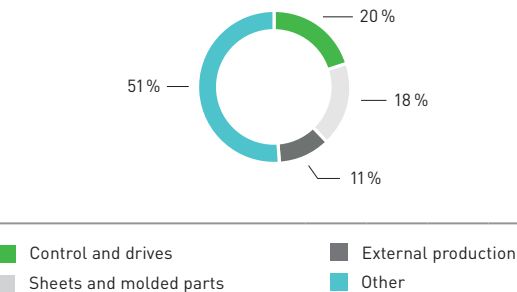
Sustainability along the supply chain

For us, sustainability does not end at our own company doors. We therefore increasingly evaluate and select suppliers on the basis of sustainability criteria. Our (potential) suppliers confirm in writing our fundamental ethical and principled requirements, including the rejection of forced and child labor, compliance with human rights, and ensuring labor safety.

We have made great progress on the topic of environmental and climate protection in 2020. For the first time, we have recorded the resulting emissions along the upstream supply chain. Since 2021, we have been offsetting these emissions in their entirety. At the same time, we encourage our suppliers to become active themselves and – starting in financial year 2021 – to also make their CO₂ emissions transparent to DMG MORI. To assist them, we provide a questionnaire for reporting and for deriving appropriate reduction measures in the digital platform “Integrity Next”. We also support our suppliers with advice on their path to climate neutrality.

We expect our partners and suppliers to follow our voluntary commitment to sustainability and in turn to pass on these requirements along their entire supply chain. We also refer to sustainable procurement in our purchasing guideline and purchasing conditions and specify the careful use of natural resources as well as energy-saving and environmentally friendly procedures. Further information can be found on our website and our purchasing portal.

08 | MATERIAL COSTS
by categories



With the platforms “Integrity Next” and SAP Ariba, our sustainability criteria are uniformly integrated into the purchasing and supplier organization throughout the Group. We successfully implemented the relevant IT systems in our production plants in 2019, followed by the sales and service companies in 2020. We use digitized processes to increase transparency and to evaluate and select our suppliers according to their sustainability performance. The IT-supported phases are:



Digital supplier assessment:
"Integrity Next" uses digital questionnaires to enable a transparent review of potential risk factors.

01 – Registration:

Registration on our purchasing platform from SAP Ariba is a requirement for the participation in tenders. In this process, (potential) suppliers bindingly confirm in writing that they comply with our standards. This process also applies to new suppliers in particular: Only after our demands have been confirmed in SAP Ariba, a collaboration becomes possible. In the case of rejection or suspected violation of one of the ethical or principle requirements, an escalation process is defined. This regulates the further course of action in the partnership in order to either define joint supplier development measures or to terminate the cooperation.

02 – Tendering and awarding:

If our requirements are met, this increases the chances of being awarded contracts in tenders on our purchasing platform. By the end of 2020, there were already 585 registered suppliers, representing 61% of the total purchasing volume.

03 – Assessment:

"Integrity Next" enables a transparent review of potential risk factors, such as quality, environmental standards, and social requirements, through digital questionnaires. As part of the Group-wide standardization of processes, our "Global Sourcing" team in Asia has also been using SAP Ariba and "Integrity Next" to qualify our suppliers since 2020. Accordingly, no separate evaluation was carried out since then.

No new suppliers were registered in the reporting year. The evaluation therefore relates exclusively to our existing suppliers. By the end of 2020, 73 % of A-suppliers were already registered, and we have also started

onboarding B-suppliers. The goal: to cover all A and B suppliers via "Integrity Next", which together account for around 95 % of the purchasing volume for direct materials. Based on the completed questionnaires, we were able to identify 20 at-risk suppliers in the reporting year and initiate targeted measures. In this way, DMG MORI is helping to strengthen sustainability among its suppliers as well.

04 – Risk management:

We use the early warning system "RISKMETHODS" to assess the risks of existing direct suppliers: It provides timely information on risks relating to creditworthiness, delivery and quality performance, as well as sustainability, such as violations of labor practices and human rights or environmental aspects. The responsible parties are proactively notified when risks occur. We use "RISKMETHODS" to monitor around 260 suppliers. These account for over 60 % of the total purchasing volume. In the reporting year, the system did not report any potential incidents for the indicator "Violation of labor practices and human rights" and four potential incidents for the indicator "Environment". The suppliers concerned accounted for 0.5 % of the purchasing volume for production materials. After close examination, it was determined that no further action was required because either the reports were not relevant, or measures had already been initiated. The early warning system enables a risk assessment per criterion based on reports and, on the one hand, serves as a basis for supplier discussions and further development. On the other hand, this evaluation is included as a partial result in the overall supplier evaluation.

Looking confidently into the future:
In a workshop in summer 2020, the trainees of DECKEL MAHO Seebach created their own personal Big Picture about training. It summarizes the goals, focus and challenges of their training period – and creates clarity for their future direction.



EMPLOYEES

Our employees are the most important key to our success – this is more relevant than ever in these challenging times. Therefore, we spare no effort to ensure their safety, health and satisfaction: with stable, attractive jobs as well as comprehensive development and qualifications opportunities.

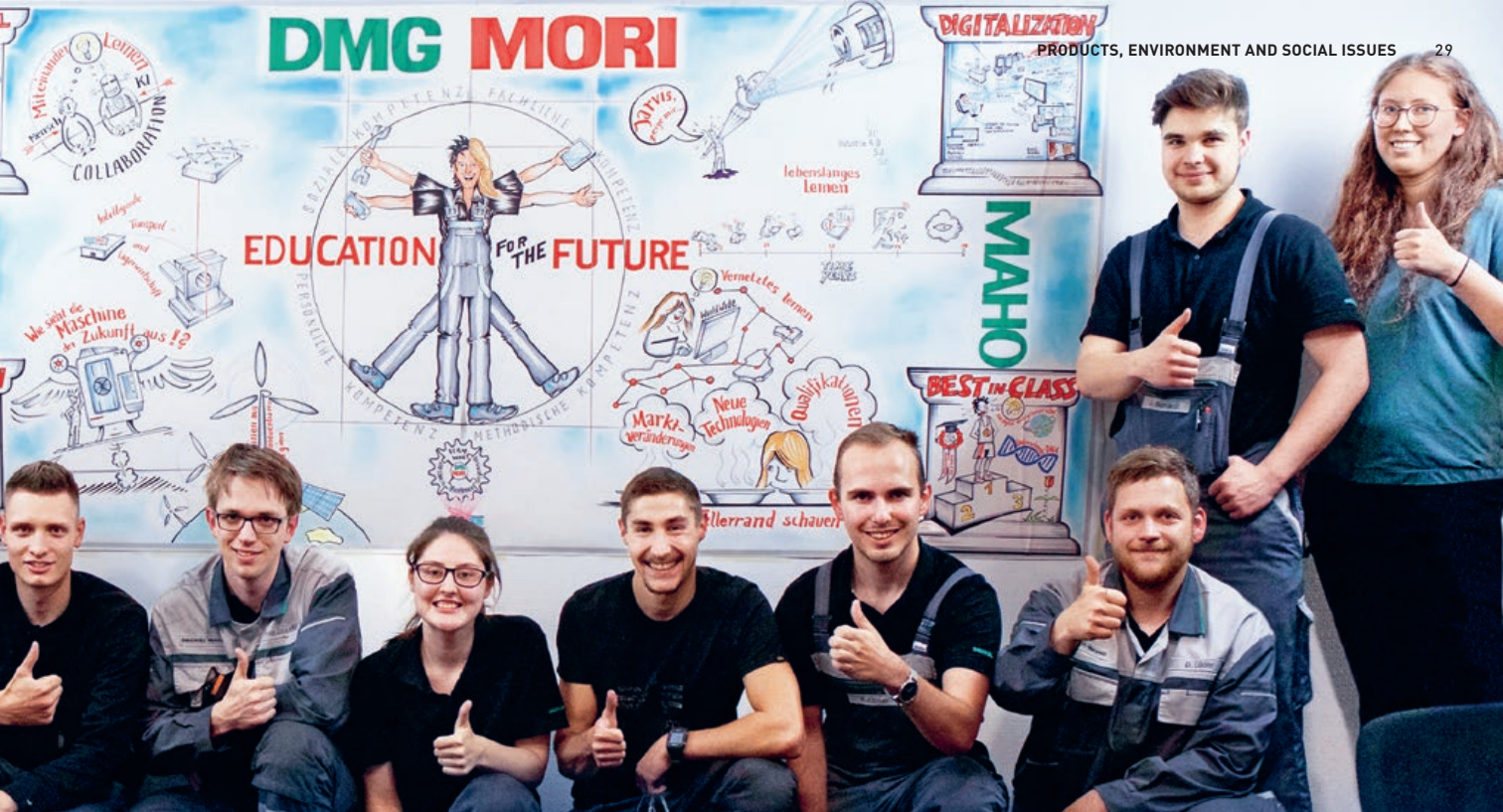
Excellent professional qualifications and exemplary commitment: DMG MORI is proud of its employees. With trust, openness, and passion, we are successful together, in a long-term and sustainable way. The satisfaction of our employees is therefore a focus topic at DMG MORI. As an international technology group, we see our cultural diversity as an opportunity. We learn from each other, are open to new ideas and develop the technologies of tomorrow as a team.

Our human resources management is strategically controlled by the Executive Board. At the production sites, we look after our employees through local HR departments. At the sales and service companies, our HR business partners confidently take on this task. As an attractive employer, we focus on diversity and equal opportunities, flexible and innovative working environments as well as training, personnel development and – in the reporting year in particular – occupational health and safety and comprehensive health management. In addition, we offer attractive compensation models and continuously strengthen our open, trusting corporate

and management culture. The strategic focus of our international HR work is intended to take these aspects even more intensively into account in the medium term.

09 EMPLOYEE STRUCTURE	2020	2019	Change against previous year
Total employee ¹⁾	6,672	7,245	-573
of whom employees	6,393	6,898	-505
of whom apprentices	279	347	-68
of whom national	4,084	4,391	-307
of whom international	2,588	2,854	-266
of whom Machine Tools segment	3,780	4,077	-297
of whom Industrial Services segment	2,808	3,081	-273
of whom Corporate Services segment	84	87	-3
Total agency workers ²⁾	51	313	-262
of whom Machine Tools segment	19	69	-50
of whom Industrial Services segment	32	242	-210
of whom Corporate Services segment	0	2	-2

1) The number of employees is based on the company's internal headcount personnel statistics.
2) In 2020, a total of 28 agency workers were taken on as permanent employees.



Security and stability in the pandemic

The year 2020 was dominated by the corona pandemic. Health and safety of our employees are a top priority for DMG MORI.

Despite the high dynamics of the pandemic, we managed the corona situation successfully in the reporting year. The comprehensive preventive measures introduced by the Executive Board right at the beginning were implemented immediately and followed by all employees in a very disciplined manner. Group-wide and local crisis teams developed individual hygiene and safety concepts for each site. At the same time, we continued to expand our occupational health management system. Our comprehensive, holistic, and fast communication enabled us to provide our employees worldwide with daily updated information.

In addition, our focus on digitization has benefited us: To avoid face-to-face contact, we have held meetings and our in-house exhibitions virtually as "digital events". The result: even during the peak phases of the pandemic, we kept the infection rate at DMG MORI at an extremely low level. No DMG MORI employee became infected with the corona virus while working in the reporting period.

At the same time, we had to counter the effects of the pandemic on our business activities, also to provide

stability and security for our employees. Therefore, we created more efficient structures, increased DMG MORI's flexibility and resilience, and optimized costs with a variety of measures. With one goal: with high stability through the crisis! To this end, the Executive Board, managing directors and employee representatives have agreed on numerous personnel stabilization measures, including individual, flexible work time agreements, short-time work, or time off for personal training.

An internal "Corona Fund" has been set up for employees particularly affected by the corona pandemic. In individual cases, up to € 20,000 can be paid out to provide fast and unbureaucratic assistance to employees who have found themselves in an emergency situation through no fault of their own.

In dialogue:

Federal Minister of Labor Hubertus Heil was a guest at DMG MORI in August 2020 for a round table discussion with employee representatives on the topic of short-time work.



Recruiting

In the recruitment process, age and gender have no influence on the selection of new employees. In principle, we use a selection process to decide whether a candidate is suitable for a position both professionally and personally. We naturally comply with legal requirements in this process. The hiring approval is preceded by a multi-stage, digital-supported approval process with final confirmation by the Executive Board. We avoid any discrimination, child labor or circumvention of legal regulations by ensuring a high level of information transparency. Our internal audit department reviews our approval processes on a regular basis. → [Compliance, p. 39 et seqq.](#)

As part of our onboarding programs, we provide new employees with extensive training and give them all the tools they need for a successful start – from factory tours and product training to health and sports programs and a voluntary company pension plan. In addition, we ensure a seamless transfer of knowledge with structured succession planning.

As of December 31, 2020, there were 6,672 employees, including 279 apprentices. DMG MORI hired 318 employees in the reporting year. This represents a hiring rate of 5%. A total of 891 employees left the Group in the reporting year. The resulting fluctuation amounted to 12.7%. The proportion of employees in key positions or junior staff (high potentials) who left our company (dysfunctional fluctuation) amounted to 0.9% in the reporting year.

Feedback and satisfaction

We attach great importance to the satisfaction and health of our employees – this applies more than ever in the exceptional year 2020. The corona pandemic has focused attention on the issues of health and safety. With a variety of measures as well as comprehensive communication, we have guided our employees through these challenging times, providing them with stability and orientation. In virtual meetings, the Executive Board informed our employees personally on the current situation on several occasions, answered questions and provided an outlook on planned measures and targets.

We set great value on a transparent exchange of opinions and an open feedback culture. In particular, our employee survey contributes to the further development of this culture. In 2018, employees were questioned about a total of twelve topics for the first time – including working conditions, supervisor behavior, professional development, and compensation. More than 300

individual measures, especially in the communication and information category, were identified and successfully implemented on the basis of the results. The next employee survey will probably take place in 2022 instead of 2020 as planned due to the current corona situation.

A detailed employee discussion is held at least once a year by the responsible manager. In addition, we have implemented and strengthened the “Leading Principles” in 2018. They form the basis of our modern corporate and leadership culture. Furthermore, we reformulated DMG MORI’s “Vision, Mission, Values” in the reporting year. → [Sustainability strategy and management, p. 10 et seq.](#)



Start of training with distance: The new trainees at DECKEL MAHO Pfronten are looking forward to the start of training despite distance and hygiene rules.



Benefits

Especially in challenging times, we need highly motivated employees to master the crisis together as a team. We strengthen team spirit and a sense of belonging to the company with numerous measures such as employee days and events as well as a comprehensive range of health and sports programs, sports competitions and company runs. In the reporting year, many activities had to be held on a smaller scale or digitally or had to be postponed due to corona.

We know that balancing work and family life is often a major challenge. That's why we are committed to make everyday life easier for our employees wherever possible – with flexible working hours, opportunities for mobile working, and numerous local offerings. At our Bielefeld site, for example, we offer a laundry-cleaning service. During the summer vacations, the tried-and-tested program for looking after employees' children – in compliance with strict hygiene and distance rules

– provided a welcome change: In the "Arminia Soccer Camp", everything revolved around soccer training for a week, in addition to an exclusive stadium tour.

Our wide range of offers was convincing: The Local Alliance for Families of the City of Bielefeld and the WEGE Wirtschaftsentwicklungsgesellschaft Bielefeld mbH awarded DMG MORI as an especially family-friendly company in the reporting year.

We offer our employees attractive compensation packages. These consist of basic salaries in line with the market and variable, performance-based payments. With our Group bonus model, all employees have the opportunity to participate in the economic success of DMG MORI. In the reporting year, no bonus was distributed after an agreement between the Executive Board and the Group Works Council due to the economic impact of the corona pandemic.



For years, DMG MORI has been a member of “FairCompany”, Germany’s largest and best-known employer initiative for junior employees. We enable students and interns on a regular basis to get to know the operative day-to-day business.

Interns do not replace full-time positions as a matter of course, but instead we strongly believe that learning is paramount. In addition, interns also receive appropriate remuneration from us. As a leading global provider of integrated technology, automation, and digitization solutions, we offer our employees numerous opportunities to work on international projects.

We also take the Co-Determination and Works Constitution Act very seriously and maintain a regular, open

exchange between managers and employee representatives. In this way, both the Group Works Council and the local Works Councils receive information on relevant issues at an early stage. Of course, DMG MORI complies with local regulations on employee co-determination. Collective agreements, such as collective bargaining regulations, apply to around 61% of our employees.

Diversity and equal opportunities

At DMG MORI, all employees and applicants are valued and treated equally – regardless of their nationality or ethnic origin, gender, age, religion, sexual orientation, or physical impairment. This is also defined in written form by the Executive Board in the DMG MORI Code of Conduct as well as in the management guidelines and is actively lived. → [Sustainability strategy and management, p. 10 et seq.](#)

Digitally united: In difficult times, solidarity is more important than ever. DMG MORI employees from all over the world therefore sent digital greetings on Christmas.



As a globally active Group, our diversity enables us to meet the needs of our customers and business partners in a target group-oriented manner and to individually address local specifics. We also see diversity as an opportunity to learn from one another. That's why we specifically encourage it – for example, we are committed to getting young women interested in mechanical and plant engineering. An example: We regularly give them a practical insight into the fascinating world of machine tools on "Girls' Day" and support promotional initiatives such as "MINTrelation".

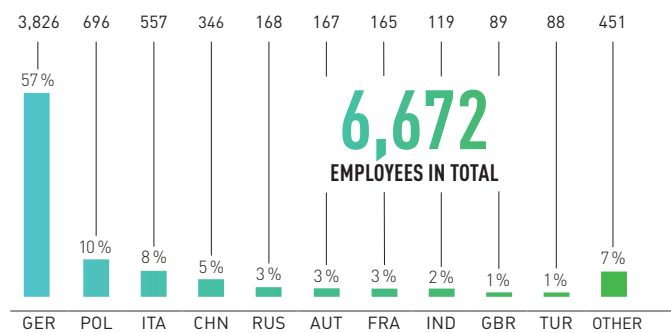
Our long-term and older employees have valuable expertise which we want to retain in the company for as long as possible. We therefore offer them attractive partial retirement models. There were 90 contracts under the partial retirement scheme in the reporting year.

132 employees with a severe disability worked at the German companies. This corresponds to a rate of 3.5%. DMG MORI pays around € 116,000 as a direct severely disabled compensation levy. Around € 180,000 is also paid to workshops for handicapped persons via deductible payments.

The Supervisory Board is composed of five female (42%) and seven male (58%) members. The average age in the reporting year was 54. The Executive Board was composed exclusively of male members with an average age of 46. Further information on the legal requirements regarding the proportion of women on the Supervisory Board and at the top management level can be found in the chapter "Corporate Governance" on page 31 of the Annual Report 2020. The age structure at DMG MORI (figure 12) is balanced.

For years, we have placed emphasis on the qualifications of our employees. The qualification structure is at a high level: 97% of all employees have a qualified education or are currently undertaking one.

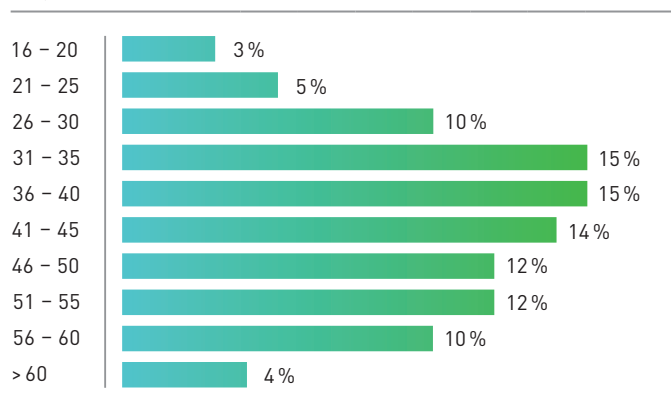
10 | NATIONALITIES

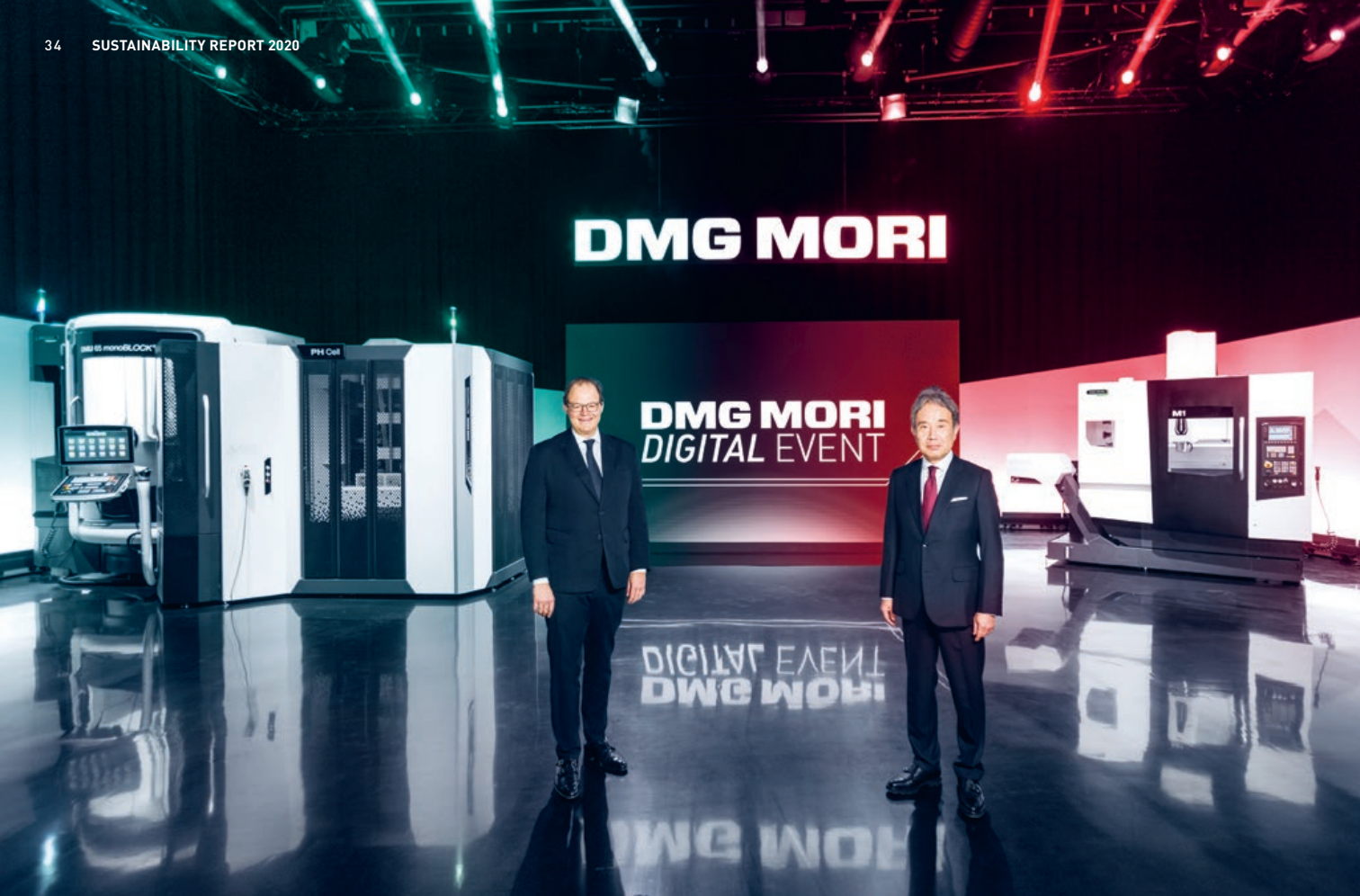


11 | EMPLOYEE CATEGORIES

	2020	2019	Change against previous year
Total employees	6,672 (100%)	7,245	-573
of whom female	770 (12%)	839	-69
of whom male	5,902 (88%)	6,406	-504
Total managing directors	69 (100%)	65	4
of whom female	2 (3%)	0	2
of whom male	67 (97%)	65	2
Total employees with supervisory function	289 (100%)	325	-36
of whom female	41 (14%)	46	-5
of whom male	248 (86%)	279	-31
Staff including apprentices	6,314 (100%)	6,855	-541
of whom female	727 (12%)	793	-66
of whom male	5,587 (88%)	6,062	-475

12 | AGE STRUCTURE





Digital training: In the new studio at DECKEL MAHO Pfronten, illustrative videos and learning paths can be created. The kick-off is made by Dr. Eng. Masahiko Mori (right), President of DMG MORI COMPANY LIMITED, and Christian Thönes at the DMG MORI Digital Event.

Personnel development

We promote young talents in Group-wide trainee programs. Our talent management also includes, of course, taking on apprentices and dual students. In addition, we challenge potential managers and talented young employees through the “High Potential Program”.

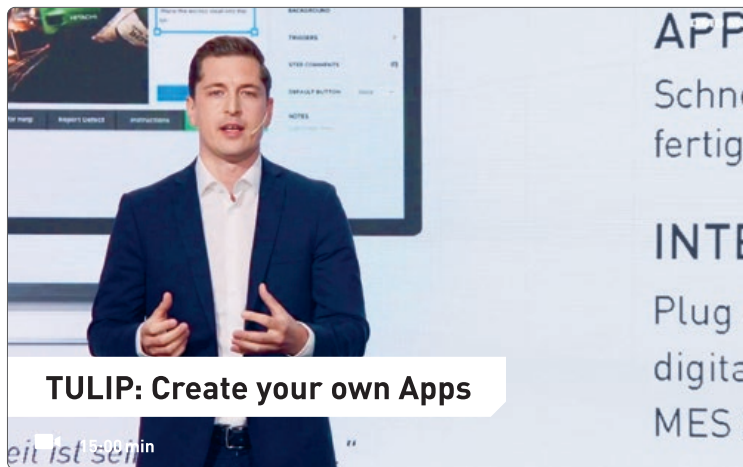
Furthermore, we offer our employees attractive, individual and targeted further training. As an innovation leader, DMG MORI has already been forcing digital solutions at every point for years. It is therefore even more important that all employees learn how to shape digitization on an active basis.

Our goal: DMG MORI will become a permanently learning organization. This requires modern, digital learning concepts that are always available – the birth of the DMG MORI DIGITAL ACADEMY. Here, we make our employees fit for digitization since 2020.



The central element is the Masterplan learning platform – the “Netflix of professional development” – with whom we have entered a strategic partnership. The basic knowledge of digitization is clearly conveyed in short, diverse videos by top-class experts. Short quizzes, a motivating point and ranking system, as well as certificates consolidate learning success on a long-term basis. In short: permanent learning should be fun!

In addition, DMG MORI-specific content is available. For example, videos in which the Executive Board explains DMG MORI’s digital strategy, but also product videos or information on important projects. In this way, our employees can easily share valuable know-how digitally. In the reporting year, we have already successfully brought over 2,500 employees onto the platform and assigned them individual learning paths. They have already used over 100,000 videos for further training. In 2021, around 5,000 employees should be authorized for Masterplan!



Digital learning platform: With Masterplan, we make our employees fit for digitization and share important internal know-how.



Another important learning tool is the innovative no-code-platform TULIP. With TULIP, users can create their own APPs in a very short time – intuitively and without programming knowledge. In our production plants, more than 600 TULIP workstations and more than 80 self-developed APPs are already in use. In this way, we use the experience and knowledge of the shop floor employees and enable them to digitize processes in their work environment directly on their own and share them with their colleagues.

In our TAKT Academy, we train our employees in the so-called Digital Lean Six Sigma methodology. The aim of the training is to impart knowledge in the digitization of one's own value chain (Digital), the elimination of waste (Lean) and the transfer of optimized states into a stable process (Six Sigma). In the comprehensive training, participants are introduced to digital tools for data collection, evaluation, optimization, and control, among other things. The acquired knowledge is then actively applied in optimization projects. At the end of 2020, more than 300 employees from 10 different locations, including more than 50 managers, had been trained in the Digital Lean Six Sigma methodology.



13 PERSONNEL DEVELOPMENT	2020	2019	Change against previous year
Number of employees on further training courses	4,003	4,740	-737
of whom female	398	495	-97
of whom male	3,605	4,245	-640
Cost of apprenticeships and further training	€ 12.8 million	€ 18.5 million	€ -5.7 million
Days for further training	26,421	20,674	5,747

“With the innovative Masterplan learning platform, TULIP, and our TAKT Academy, DMG MORI is becoming a permanently learning company.”

Training

DMG MORI is committed to the training and further education of its employees, even in challenging times: We provide training in a total of 10 professions and offer courses of study in cooperation with regional technical universities and vocational academies. We are continuously expanding and developing these collaborations. In the reporting year we took on 56 new apprentices and trainees. 42 young specialists were taken on in permanent positions after successfully completing their training. In this way, we commit young talents to DMG MORI at an early stage. The distribution of training specialties at DMG MORI is shown in figure 14.



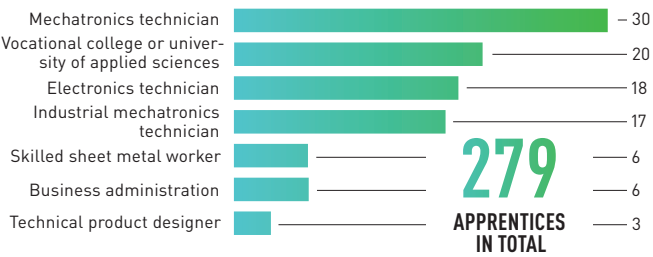
In the reporting year, we were again honored as one of “Germany’s best training companies”. This underlines our focus on talent management and development opportunities as well as our position as an attractive employer.

Occupational health and safety

The health and safety of our employees is our top priority. Accordingly, occupational health and safety are central components of our global value-adding system.

We align our management system to national, legal regulations on occupational health and safety as well as other relevant safety standards for all areas of activity. This includes the global labor and social standards of the International Labour Organization. Internally, we conduct corresponding audits, but so far, no external certification has been obtained. Our local sites organize the implementation of occupational health and safety management on an individual basis. Thus, there is an HSE management system (Health, Safety, Environment) based on OHSAS 18001 especially in Germany. A management system applies both to our own employees – including field staff – and to agency workers. (4,943 of 6,672 persons, corresponding to 74%). → Employees, p. 28. The focus here is on the production plants due to the higher impact on occupational safety. For organizational reasons, it is not possible to provide information on the coverage of external or short-term employees.

14 | BREAKDOWN OF VOCATIONAL SPECIALIZATION AND STUDIES
in %



Digitization in training:

At DMG MORI, digital learning is firmly integrated into training. Via the MLS (Mobile Learning in Smart Factories) learning and work platform, the trainees receive tasks on their tablet – they can determine the learning speed themselves and are thus optimally challenged individually.



At these sites, there is a separate occupational health and safety committee for each company located at that site, which is staffed by a member of the management and an employee representative, for example. For administrative reasons, other external or short-term employees are not represented. The health and safety committee meets at least once a year and analyzes incidents, defines protective measures, and reviews the status of their implementation.

New employees, agency workers and employees of external companies who carry out work on our company premises generally receive all relevant health and safety training. To this end, we conduct safety briefings and rely on classroom training wherever possible. The scope and level of detail of the training is adapted to the risk assessment of the activity in each case. Authorized and competent persons receive additional qualifications. First aid and fire protection facilities are available for emergencies.

In addition, a company doctor is available to our employees, agency workers and field staff at the production sites. Our company doctors support employees in health matters and provide advice on topics including occupational safety, hygiene, and prevention. They carry out compulsory, offered and requested preventive medical checkups and offer flu vaccinations as well as seminars on addiction prevention.

The occupational safety specialists support supervisors in analyzing all work areas, including those of external companies, on our premises with regard to possible hazards and eliminating them. This applies in particular to reported incidents or concerns. Employees – both internal and external – can contact the relevant authorities or anonymously the external lawyer of trust if they suspect that risks have not been eliminated. → [Sustainability strategy and management p. 13](#)

In addition, we already pay attention to safety and health impacts during the development of our products and pass on these requirements to our partners and suppliers. For example, we ensure that the use of hazardous substances is avoided or reduced as far as possible in the upstream stages of the value chain, or that appropriate protective measures are taken. → [Partner and supplier management, p. 26 et seq.](#)

The Corporate Mobility & Security unit performs overarching security tasks, including ensuring the travel safety of our employees and actively preparing them for trips. When traveling to countries with increased security risks, DMG MORI maintains regular contact with the travelers.





Start of training: The new trainees at DECKEL MAHO Seebach start with a mask and a digital learning concept. This way, learning can be done in a safe way even in these difficult times.



Health management

At almost all production sites, we have offered our employees a comprehensive range of activities for many years – from gymnastics and sports programs to health days, soccer competitions and ski races.

In order to bundle the existing offers even more systematically, sustainably, and comprehensively and also to roll them out further in the service area, the company health management was established in the Sales & Service division at the beginning of the reporting year. With the realignment, we are focusing on situational and behavioral prevention. Some examples are:

Situational prevention:

- Ergonomic workplace design in the office and in the production area
- Courses on ergonomic posture

Behavioral prevention:

- Sports program and offerings, such as fitness studios, running groups and Group sports events
- Orientation on healthy nutrition in the canteens
- Charging stations for e-bikes

Furthermore, we prepare regular health reports and conduct personal illness return meetings. With our measures and offers, we aim to have a positive influence on the satisfaction and health of our employees,

promote their motivation and thus reduce the sickness rate. In the reporting year, the sickness rate was 3.5% and thus, as in the previous year, below the latest industry average of 5.7%. There were 108 accidents on the way to and from work in the reporting year. In relation to the total number of employees, this corresponds to a rate of 1.6%.

We inform our employees extensively about all offers in the area of occupational safety and health management on site, in person or via notices, as well as in our intranet DMG MORI ONE.

Nutrition

A regional, healthy menu that protects the climate and the environment – that is the principle behind our company restaurants at the Bielefeld, Pfronten, Seebach and Geretsried sites. The canteen concept introduced in 2018, including climate balance, is something to be proud of: Regionality, seasonality and sustainability are highly valued. The convenience level is below 15%, because a balanced diet has a positive impact on the well-being and working capacity of our employees.

DMG MORI has also kept its ecological footprint as small as possible through modern concepts for cooling, ventilation, and lighting as well as extensive renovations in recent years. As a result, the company restaurant at the Bielefeld headquarters has been awarded the title of “climate-friendly company kitchen” since 2018.

COMPLIANCE

As “Global One Company”, our entrepreneurial activities are based on three values: trust, openness, and passion.

These values are the foundation of our corporate culture. To ensure their continued upholding in the long term, our compliance management system is based on responsibility and integrity, sustainability and the Code of Conduct. On this basis, we define rules and processes in order to:

- respond to company-specific risks in the best possible way and on a timely basis
- prevent, detect, and sanction compliance violations quickly and effectively
- contribute to the success of the company

To achieve this, we have positioned ourselves broadly and fully integrated the following sub-areas: Export Control, Tax Compliance, Anti-Money Laundering, Data Protection, IT Security, Anti-Trust, as well as Anti-Corruption and Bribery Rejection.

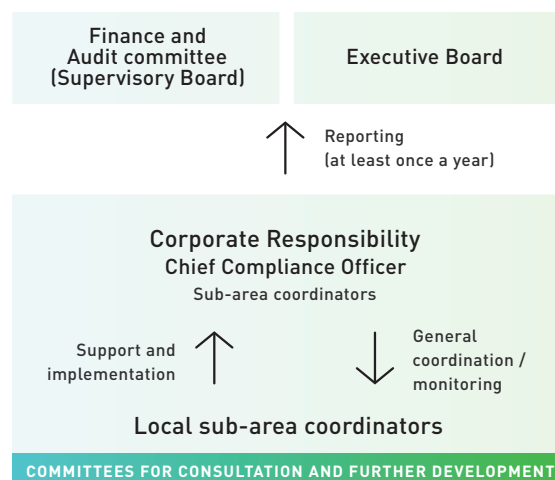
In financial year 2019, all sub-areas were successfully audited simultaneously for the first time, and, therefore, starting in 2020 rolling audits have been carried out. In the reporting year, the effectiveness audit’s focus was on the subsection of export controls. In addition, our implementation of data protection requirements in the EU was analyzed.

DMG MORI AKTIENGESELLSCHAFT successfully obtained ISO 37001 certification for the anti-corruption sub-area in the reporting period.

Our targets

- 1) 100 % of newly hired employees at DMG MORI AKTIENGESELLSCHAFT confirm the Code of Conduct in the reporting year – Target achieved!
- 2) 80 % of employees complete the basic training – 92 % achieved!
- 3) 80 % of managing directors and chief operating officers are trained by the central compliance management as of December 31, 2020 – 98 % achieved!
- 4) 80 % of managing directors state in the annual Group-wide self-assessment that they feel sufficiently informed by the central compliance management – 100 % achieved!

15 | COMPLIANCE ORGANIZATION



Compliance risk management

We analyze risks systematically and in a standardized way. Compliance risks can arise potentially in all areas and companies if laws and regulations as well as internal company policies are disregarded. Our scenario-based risk analysis is carried out each year for all areas and covers the next three financial years. The company-specific risk situation is evaluated centrally and locally on the basis of uniformly defined criteria for all operating Group companies. Overall, compliance risks were manageable in the reporting year.

Guideline Management

The Executive Board is committed to full compliance at DMG MORI. We regularly sensitize our employees with various internal communication measures, including:

- Executive Board information on important, current requirements
- annual questionnaire to the managing directors on the need for clarification and action
- sustainable anchoring of the compliance guidelines in the corporate culture

To ensure that all rules are adhered to, DMG MORI uses a guideline management system. Via DMG MORI ONE, we make sure that all regulations are permanently available to our employees. We refer to the group-wide compliance guidelines in the Code of Conduct on our website. In addition, compliance is reviewed, for example, by the Corporate Audit department as an independent staff unit. For questions, suggestions, and concerns, e.g. regarding illegal or unethical behavior, our stakeholders can contact the Compliance Helpdesk and an external lawyer of confidence. → [Sustainability strategy and management, p. 13](#)

Digital Workflow System

Digitization is a top priority at DMG MORI – this also applies to compliance processes. In our customer relationship management system, we check customers for anti-money laundering risks. For processes relating to anti-corruption, we use our digital workflow system, e.g. for the approval and documentation of gifts and invitations. We also use a workflow to check the integrity of potential agent and dealers. The exact process depends on the respective risk level. In this way, we use digitization to make our processes more efficient and transparent.

Data privacy and information security

We treat the data of our employees and business partners confidentially and sensitively – because their personal rights are important to us. Data privacy and information security are part of the integrated compliance management system and are managed centrally by the Head of Group Privacy and IT Security. We comply with the requirements of the EU Data Protection Regulation and follow the ISO / IEC 27001 standard for information security.



The issue of IT security has gained even more importance due to the accelerated digitization. Our response are extensive measures, investments in hardware and software, and regular training for our employees. The aim of these measures is to protect information and data within the Group. → [Product quality and safety, p. 22 et seqq.](#)

Human rights

We strictly adhere to the following principles – and expect the same from our suppliers:

- Alignment with the global labor and social standards of the International Labour Organization
- Promotion of fair working conditions
- Rejection of all child and forced labor
- Freedom of association and the right to collective bargaining



Digital training concept: DMG MORI relies on interactive online seminars in different languages for compliance learning content.

Training concept (online seminars)

Basic training for all employees

- + Focus: DMG MORI Code of Conduct
- + Completion rate: >90 %¹⁾
- + 568 hours in the reporting year²⁾

Data protection & EU-GDPR

- + for all employees affected by EU-GDPR
- + Completion rate: 90 %³⁾

NEW 2020 // Information security

- + Completion rate: >65 %³⁾

NEW 2020 // Classification and handling of information

- + Completion rate: >55 %³⁾

In addition, regular personal training sessions on updated and current topics are held by the Chief Compliance Officer and central subarea coordinators. These are aimed at the managing directors and other key functions.

Our customers and employees also expect corresponding standards from us and our suppliers. The Executive Board is committed to respecting human rights in the Code of Conduct and in the "Modern Slavery Statement", which is published annually together with DMG MORI UK Limited.

As part of the integrated "Responsibility Approach", all elements of this management system also apply in principle to human rights. With appropriate measures, e.g. our online seminars and classroom trainings, we ensure that our high standards are also observed and applied within DMG MORI worldwide. → [Employees, p. 28 et seqq.](#)

We do not procure any (conflict) minerals, such as gold, tantalum, tungsten, or tin in pure form. Conflict minerals can be problematic in procurement, as some of them originate in mines in the Congo or neighboring countries and are used to finance armed conflicts which can lead to human rights violations. Due to our complex, multi-tiered and global supply chain, there is a certain risk that we may be indirectly confronted with legal violations or human rights abuses. We counter this primarily with appropriate due diligence processes. With the "Integrity Next" platform, for example, we have standardized and digitized our supplier information questionnaires. This has enabled us to further increase transparency in the supply chain. → [Partner and supplier management, p. 26 et seq.](#)

1) of employees registered in the online seminar (excluding productions staff)

2) assumed average duration: 1 hour

3) of employees registered in the respective module

SOCIAL AND LOCAL COMMITMENT

Responsibility does not end at the company gates! We are committed to our community – and therefore do our best to give something back.

Social responsibility is very important to DMG MORI and is an integral part of our sustainability strategy. Our Group-wide donations and sponsoring guideline specifies the areas in which we are involved and the processes and value limits that must be observed. Many of our employees also make a voluntary contribution to society. We are happy to support them in their efforts: we give voluntary employees time off for operations, training, and exercises during working hours – for example, members of the company fire department or mountain rescue team. Flexible work organization and working time arrangements simplify volunteer work.

With donations and sponsorships, DMG MORI promotes projects in the areas of community, education, science, art, culture, sports, and especially young talents. The

focus are our employees, the youth, schools or universities and non-profit associations. We support schools and universities through donations, cooperation, and a lively exchange of knowledge. We are also involved in local associations and projects at many locations. In this way, we actively form networks and can make a strong impact on the respective region.

Our local employees have the best overview of regional projects. That's why our sites decide for themselves which projects they will support. The Executive Board reviews planned sponsorships at the beginning of the fiscal year. Donations and sponsorships made during the year are approved via our digital workflow system by the respective management or the Executive Board. The Corporate Responsibility and Corporate



Holiday program: Young talents are the focus of our commitment to Arminia Bielefeld. The soccer camp for children of our employees provided a welcomed change of pace during the summer vacation.

Memberships of DMG MORI

DMG MORI is involved in various industry associations, including:

VDMA – German Mechanical Engineering Industry Association // VDW – German Machine Tool Builders' Association // IHK Chamber of Industry and Commerce Ostwestfalen zu Bielefeld // DKE – German Commission for Electrical Engineering // Electronics Information Technology in DIN and VDE // TÜV – Technical Monitoring Association // OWL Mechanical Engineering // BME – German Association for Materials Management, Purchasing and Logistics // it's owl e. V. – Intelligent Technical Systems OstWestfalenLippe // Energy Efficiency Network East Westphalia // Mechanical Engineering Foundation for Young Talents (Nachwuchsstiftung Maschinenbau)

Communications departments check donations and sponsorship activities on a random basis with regard to the purpose and amount of funding and compliance with the approval processes. Local Controlling monitors the annual budget. In principle, no donations are made to political or party-affiliated organizations or politicians. In legally permissible exceptions, the approval of the Executive Board is required.

In the reporting year, we invested around € 230,000 in donations and sponsorships. Some examples: In the region of East Westphalia-Lippe, DMG MORI has been a sponsor of the Arminia Bielefeld soccer club for many years – especially in the area of youth development. In addition, we support the positive development of the club as a member of the “East Westphalia Alliance”. Sponsorship agreements exist with Bielefeld University, “Bielefeld Marketing GmbH” and the “Bielefelder Kunstverein” (art association). Donations were made to local associations, institutions, and universities, as well as to the young talent foundation for mechanical engineering, for example. A mid-four-digit amount was donated to the initiative “Bielefeld United” of three former Arminia



5,000 m² of forest:
The “Bielefeld City Forest” project is committed to the reforestation of the Teutoburg Forest – and is one of numerous initiatives supported by DMG MORI.

professionals, which has set up sports and educational programs for refugee children. DMG MORI donated an equally high amount to the “Bielefeld City Forest” project. Our production site in Ulyanovsk supported an association for the promotion of disabled athletes. This and two other initiatives – an orphanage and a curatorship for autistic children – also received New Year’s gifts.

Committed helpers: With their voluntary work, our employees make life safer at and around our locations – for example as a member of the Pfronten mountain rescue team.



Crises can only be mastered together. That is why we at DMG MORI gave everything to support our fellow human beings and society during the reporting year. Five examples:

1

Masks from the 3D printer

March 2020. The corona virus is spreading in Europe – in many places there is not enough protection. Even in Pleszew, Poland, funds are scarce. Jakub Jasiński, a service employee at DMG MORI Poland, quickly converted his private 3D printer and now produces masks for everyday use in his spare time. He steadily supplies his entire surroundings with them, even making a larger delivery to support the local hospital. His motto: Everyone can help.



2

Task force for accelerated delivery

April 2020. Many production plants across Germany are at a standstill. DMG MORI is also experiencing a temporary shutdown. At the same time, the demand for technical equipment is exploding in the medical industry. Franke GmbH already relies on six DMG MORI machining centers at this time, and two more had already been ordered before the crisis.



3

Demonstration machine for rapid capacity increase

April 2020. In the fight against Covid-19, orders from medical device manufacturers are a top priority. The Nijdra Group already relies on six DMG MORI machines for the production of precision mechanical components and mechatronic modules, for example for ventilators, monitors and CT scanners. Another machine has been ordered and is expected at the end of May. To ensure that Nijdra can service the urgent orders from the medical sector despite the situation, DMG MORI provided a CTX beta 800 TC from its showroom in Bielefeld as a transitional measure – within five working days including conversion for automated production, delivery and commissioning.

High quality and precision:

Nijdra manufactures medical instruments and components for X-ray tubes on the CTX beta 800 TC.



Precise and automated: Franke GmbH manufactures highly complex components for computer tomographs on a DMC 125 FD duoBLOCK.

Now they are desperately needed, preferably immediately. Despite the ongoing shutdown, DECKEL MAHO Pfronten quickly forms a task force – and ultimately delivers the machine even earlier than planned.



5

Excellent sense of responsibility

December 2020. China is the first country to be hit by the corona pandemic but was able to contain the virus comparatively successfully in the course of the year. DMG MORI takes responsibility, contributes to stabilizing the economy, and supports customers in resuming their production. For this, the company received three awards at the 4th International Business Forum "Made in China 2025" of the Vogel Media Group in December.



Fast corona help: Within just under a week, the production plant in Ulyanovsk assembles and delivers two machines.

4

Urgent delivery in the fight against COVID-19

April 2020. Many companies are looking for ways and means to manufacture medical devices – including customers of DMG MORI: A customer specializing in supplying healthcare facilities wanted to set up production of valves for respirators as soon as possible. Within less than a week, our plant in Ulyanovsk assembled and delivered two machines, a CTX 310 ecoline and a DMU 50. And that includes technology elaboration: the appropriate NC programs and tools were supplied directly. This means that the customer was able to start immediately after commissioning. The machines enable the production of up to 150 valves per day.

Digital pioneer: With the "WeChat Club" founded in May 2020, DMG MORI China has established a digital information and communication platform.



GRI CONTENT INDEX

This Sustainability Report follows the Sustainability Reporting Standards of the Global Reporting Initiative (GRI). This report has been prepared in accordance with the “GRI Standards: core option”. In addition, the demarcation of the non-financial report in accordance with German Commercial Code (HGB) is marked.

GRI standard	GRI disclosures	Pages in the Sustainability Report 2020	Pages in the Annual Report 2020	Element of non-financial reporting in accordance with HGB	Externally audited by PwC ⁽¹⁾
GRI 101: Foundation 2016	FOUNDATION				
	GENEREL DISCLOSURES				
GRI 102: General disclosures 2016	ORGANIZATIONAL PROFILE				
	102-1 Name of the organization	4			
	102-2 Activities, brands, products and services	4 et seq.			
	102-3 Location of headquarters	5			
	102-4 Location of operations	4	Cover AR, 18		
	102-5 Ownership and legal form	4	24 – 26		
	102-6 Markets served	4	24 – 26		
	102-7 Scale of the organization	4	Cover AR, 56 – 60		
	102-8 Information on employees and other workers ²⁾	4, 28 et seq., 33			
	102-9 Supply chain	9, 26 et seq.			
	102-10 Significant changes to the organization and its supply chain	27	24 – 26		
	102-11 Precautionary principle or approach	18 – 20, 23 – 25, 26	79 – 82		
	102-12 External initiatives	13, 32, 40, 43			
	102-13 Membership of associations	42			
	STRATEGY				
	102-14 Statement from decision-makers	6 et seq.	10 – 13		
	ETHICS AND INTEGRITY				
	102-16 Values, principles, standards, and norms of behavior	10, 40 et seq.			
	GOVERNANCE				
	102-18 Governance structure	9	32 – 39		
	STAKEHOLDER ENGAGEMENT				
	102-40 List of stakeholder groups	12		sec. 289c para.3	✓
	102-41 Collective bargaining agreements	32			
	102-42 Identifying and selecting stakeholders	12		sec. 289c para.3	✓
	102-43 Approach to stakeholder engagement	8, 12 et seq.		sec. 289c para.3	✓ p. 8, 12
	102-44 Key topics and concerns raised	8, 12 et seq., 25, 30		sec. 289c para.3	✓ p. 8, 12

GRI standard	GRI disclosures	Pages in the Sustainability Report 2020	Pages in the Annual Report 2020	Element of non-financial reporting in accordance with HGB	Externally audited by PwC ¹⁾
REPORTING PRACTICE					
GRI 102: General disclosures 2016	102-45 Entities included in the consolidated financial statements	51	154 – 156		
	102-46 Defining report content and topic boundaries	8 et seq.		sec. 289c para.3	✓
	102-47 List of material topics	8		sec. 289c para.3	✓
	102-48 Restatements of information ³⁾	49			
	102-49 Changes in reporting	8 et seq.			
	102-50 Reporting period ⁴⁾	49			
	102-51 Date of most recent report ⁴⁾	49			
	102-52 Reporting cycle ⁴⁾	49			
	102-53 Contact point for questions regarding the report	51			
	102-54 Claims of reporting in accordance with the GRI Standards	2, 46			
	102-55 GRI content index	46 – 49			
	102-56 External assurance	50			
CATEGORY: ECONOMIC					
Anti-Corruption				sec. 289c para.2 no. 5	
GRI 103: Management approach 2016	103-1 Explanation of the material topic and its boundary	8 et seq., 26 et seq., 39 – 41		sec. 289c para.3	on p. 13 only "Whistle-blower system" ✓
	103-2 The management approach and its components	10, 13, 26 et seq., 39 – 41		sec. 289c para.3	
	103-3 Evaluation of the management approach	39		sec. 289c para.3	
GRI 205: Anti-Corruption 2016	205-1 Operations assessed for risks related to corruption	39		sec. 289c para.3	Compliance Risk Management ✓
CATEGORY: ENVIRONMENTAL					
Materials				sec. 289c para.2 no. 1	
GRI 103: Management approach 2016	103-1 Explanation of the material topic and its boundary	8 et seq., 14, 18, 26 et seq.		sec. 289c para.3	
	103-2 The management approach and its components	10, 13 et seq., 15, 18 – 21, 26 et seq.		sec. 289c para.3	
	103-3 Evaluation of the management approach	20 et seq.		sec. 289c para.3	
GRI 301: Materials 2016	301-2 Recycled input materials used	20		sec. 289c para.3	
Energy				sec. 289c para.2 no. 1	
GRI 103: Management approach 2016	103-1 Explanation of the material topic and its boundary	8 et seq., 14 – 16, 26 et seq.		sec. 289c para.3	on p. 13 only "Whistleblower system"; p. 21 "Goals" ✓
	103-2 The management approach and its components	10, 13 – 17, 21		sec. 289c para.3	
	103-3 Evaluation of the management approach	16, 21		sec. 289c para.3	
GRI 302: Energy 2016	302-1 Energy consumption within the organization	16		sec. 289c para.3	table 06 ✓
Emissions				sec. 289c para.2 no. 1	
GRI 103: Management approach 2016	103-1 Explanation of the material topic and its boundary	8 et seq., 14 – 16, 26 et seq.		sec. 289c para.3	on p. 13 only "Whistleblower system"; p. 21 "Goals" ✓
	103-2 The management approach and its components	10, 13 – 17, 21		sec. 289c para.3	
	103-3 Evaluation of the management approach	17, 21		sec. 289c para.3	
GRI 305: Emissions 2016	305-1 Direct (Scope 1) GHG emissions	17		sec. 289c para.3	table 07 ✓
	305-2 Energy indirect (Scope 2) GHG emissions	17		sec. 289c para.3	table 07 ✓
	305-3 Other indirect (Scope 3) GHG emissions	17		sec. 289c para.3	table 07 ✓
	305-6 Emissions of ozone-depleting substances (ODS) ⁵⁾	49		sec. 289c para.3	

GRI standard	GRI disclosures	Pages in the Sustainability Report 2020	Pages in the Annual Report 2020	Element of non-financial reporting in accordance with HGB	Externally audited by PwC ¹⁾
Supplier environmental assessment				sec. 289c para.2 no. 1	
GRI 103: Management approach 2016	103-1 Explanation of the material topic and its boundary	8 et seq., 26 et seq.		sec. 289c para.3	on p. 13 only ✔ "Whistleblower system"
	103-2 The management approach and its components	10, 13, 26 et seq.		sec. 289c para.3	
	103-3 Evaluation of the management approach	27		sec. 289c para.3	
GRI 308: Supplier environmental assessment 2016	308-1 New suppliers that were screened using environmental criteria	27		sec. 289c para.3	sections "03-Assessment" and "04-Risk management"
CATEGORY: SOCIAL					
Employment				sec. 289c para.2 no. 2	
GRI 103: Management approach 2016	103-1 Explanation of the material topic and its boundary	8 et seq., 28		sec. 289c para.3	
	103-2 The management approach and its components	10, 12 et seq., 28 – 32		sec. 289c para.3	
	103-3 Evaluation of the management approach	30		sec. 289c para.3	
GRI 401: Employment 2016	401-1 New employee hires and employee turnover ^{dl}	28, 30		sec. 289c para.3	
Occupational health and safety				sec. 289c para.2 no. 2	
GRI 103: Management approach 2016	103-1 Explanation of the material topic and its boundary	8 et seq., 28, 36		sec. 289c para.3	
	103-2 The management approach and its components	10, 12 et seq., 28 – 31, 36 – 38		sec. 289c para.3	
	103-3 Evaluation of the management approach	30, 38		sec. 289c para.3	
GRI 403: Occupational health and safety 2018	403-1 Occupational health and safety management system	36 – 38			
	403-2 Hazard identification, risk assessment, and incident investigation	13, 37			
	403-3 Occupational health services	37 et seq.			
	403-4 Worker participation, consultation, and communication on occupational health and safety	29, 37 et seq.			
	403-5 Worker training on occupational health and safety	37			
	403-6 Promotion of worker health	38			
	403-7 Prevention and mitigation of occupational health and safety impacts directly linked by business relationships	26 et seq., 37			
	403-8 Workers covered by an occupational health and safety management system	36 et seq.		sec. 289c para.3	
Training and education				sec. 289c para.2 no. 2	
GRI 103: Management approach 2016	103-1 Explanation of the material topic and its boundary	8 et seq., 28, 34		sec. 289c para.3	
	103-2 The management approach and its components	10, 13, 28, 33 – 36		sec. 289c para.3	
	103-3 Evaluation of the management approach	30, 33, 35 et seq.		sec. 289c para.3	
GRI 404: Training and education	404-1 Average hours of training per year per employee ²⁾	35		sec. 289c para.3	
Diversity and equal opportunity				sec. 289c para.2 no. 2	
GRI 103: Management approach 2016	103-1 Explanation of the material topic and its boundary	8 et seq., 28, 33		sec. 289c para.3	on p. 13 only ✔ "Whistleblower system"; without new employees and fluctuation p.30; on p. 32, 33 only "Diversity and equal opportunities"
	103-2 The management approach and its components	10, 13, 28, 30 – 33		sec. 289c para.3	
	103-3 Evaluation of the management approach	30, 33		sec. 289c para.3	
GRI 405: Diversity and equal opportunity 2016	405-1: Diversity of governance bodies and employees ²⁾	33		sec. 289c para.3	✔ table 11

GRI standard	GRI disclosures	Pages in the Sustainability Report 2020	Pages in the Annual Report 2020	Element of non-financial reporting in accordance with HGB	Externally audited by PwC ¹⁾
Human rights assessment				sec. 289c para.2 no. 4	
GRI 103: Management approach 2016	103-1 Explanation of the material topic and its boundary	8 et seq., 26 et seq., 40 et seq.		sec. 289c para.3	on p. 13 only "Whistleblower system"; p. 21 "Goals", p. 30 "Recruiting"
	103-2 The management approach and its components	10, 13, 26 et seq., 30, 40 et seq.		sec. 289c para.3	
	103-3 Evaluation of the management approach	27, 41		sec. 289c para.3	
GRI 412: Human rights assessment 2016	412-2 Employee training on human rights policies or procedures	41		sec. 289c para.3	
Supplier social assessment				sec. 289c para.2 no. 4	
GRI 103: Management approach 2016	103-1 Explanation of the material topic and its boundary	8 et seq., 26 et seq.		sec. 289c para.3	on p. 13 only "Whistleblower system"
	103-2 The management approach and its components	10, 13, 26 et seq.		sec. 289c para.3	
	103-3 Evaluation of the management approach	27		sec. 289c para.3	
GRI 414: Supplier environmental assessment 2016	414-1 New suppliers that were screened using social criterion	27		sec. 289c para.3	sections "03-Assessment" and "04-Risk management"
Customer health and safety					
GRI 103: Management approach 2016	103-1 Explanation of the material topic and its boundary	8 et seq., 22 – 24		sec. 289c para.3	
	103-2 The management approach and its components	10, 13, 22 – 25		sec. 289c para.3	
	103-3 Evaluation of the management approach	23, 25		sec. 289c para.3	
GRI 416: Customer health and safety 2016	416-1 Assessment of the health and safety impacts of product and service categories	23		sec. 289c para.3	
In addition to the GRI: presentation of social engagement				sec. 289c para.2 no. 3	
GRI 103: Management approach 2016	103-1 Explanation of the material topic and its boundary	8 et seq., 42		sec. 289c para.3	on p. 13 only "Whistleblower system"
	103-2 The management approach and its components	10, 13, 42 et seq.		sec. 289c para.3	
	103-3 Evaluation of the management approach	43		sec. 289c para.3	
	Amount of donations and sponsorships	43		sec. 289c para.3	✓
In addition to the GRI: presentation of additional minimum elements of the non-financial report					
	Presentation of the business model	4 et seq.	16 – 26, 42 – 55	sec. 289c para.1	✓
	Results of the risk assessment	13		sec. 289c para.2 no. 3-4	✓
	Information on the framework used	2		sec. 289d	✓

1) See audit report of the independent auditors on page 50.

2) No further subclassification of the categories and data as these are not of material significance for our sustainability management.

3) Restatements will be outlined accordingly as required (102-48).

4) The Sustainability Report is published annually, most recently on 10 March 2020, and covers the financial year 1 January to 31 December 2020.




5) The use of or the emission of ozone-depleting substances could not be determined at DMG MORI.

6) As information on age and gender does not present any significant information regarding the hiring and departure of employees, this is not analyzed at DMG MORI.

Assurance Report

Independent Practitioner's Report on a Limited Assurance Engagement on Non-financial Information¹⁾

To DMG MORI AKTIENGESELLSCHAFT, Bielefeld

We have performed a limited assurance engagement on the disclosures denoted with  in the GRI-Content-Index of the sustainability report (hereinafter the "disclosures denoted with ") in the separate non-financial group report pursuant to § (Article) 315b Abs. (paragraph) 3 HGB ("Handelsgesetzbuch": "German Commercial Code") of DMG MORI AKTIENGESELLSCHAFT, Bielefeld, (hereinafter the "Company") for the period from 1 January to 31 December 2020 (hereinafter the "Non-financial Report"). Our engagement in this context relates solely to the disclosures denoted with .

Responsibilities of the Executive Directors

The executive directors of the Company are responsible for the preparation of the Sustainability Report 2020 in accordance with the principles stated in the Sustainability Reporting Standards of the Global Reporting Initiative (hereinafter: "GRI-Criteria") and the Non-financial Report contained in the Sustainability Report 2020, in accordance with §§ 315c in conjunction with 289c to 289e HGB and the relevant GRI-Criteria and for the selection of the Sustainability Information to be evaluated.

This responsibility of Company's executive directors includes the selection and application of appropriate methods of non-financial reporting as well as making assumptions and estimates related to individual non-financial disclosures which are reasonable in the circumstances. Furthermore, the executive directors are responsible for such internal controls as they have considered necessary to enable the preparation of a Non-financial Report that is free from material misstatement whether due to fraud or error.


Independence and Quality Control of the Audit Firm


We have complied with the German professional provisions regarding independence as well as other ethical requirements.

Our audit firm applies the national legal requirements and professional standards – in particular the Professional Code for German Public Auditors and German Chartered Auditors ("Berufssatzung für Wirtschaftsprüfer und vereidigte Buchprüfer": "BS WP/vBP") as well as the Standard on Quality Control 1 published by the Institut der Wirtschaftsprüfer (Institute of

Public Auditors in Germany; IDW): Requirements to quality control for audit firms (IDW Qualitätssicherungsstandard 1: Anforderungen an die Qualitätssicherung in der Wirtschaftsprüferpraxis – IDW QS 1) – and accordingly maintains a comprehensive system of quality control including documented policies and procedures regarding compliance with ethical requirements, professional standards and applicable legal and regulatory requirements.

Practitioner's Responsibility

Our responsibility is to express a limited assurance conclusion on the disclosures denoted with  in the Non-financial Report based on the assurance engagement we have performed.

We conducted our assurance engagement in accordance with the International Standard on Assurance Engagements (ISAE) 3000 (Revised): Assurance Engagements other than Audits or Reviews of Historical Financial Information, issued by the IAASB. This Standard requires that we plan and perform the assurance engagement to allow us to conclude with limited assurance that nothing has come to our attention that causes us to believe that the disclosures denoted with  in the Company's Non-financial Report for the period from 1 January to 31 December 2020 has not been prepared, in all material aspects, in accordance with §§ 315c in conjunction with 289c to 289e HGB and the relevant GRI-Criteria.

In a limited assurance engagement the assurance procedures are less in extent than for a reasonable assurance engagement, and therefore a substantially lower level of assurance is obtained. The assurance procedures selected depend on the practitioner's judgment.


Within the scope of our assurance engagement, we performed amongst others the following assurance procedures and further activities:

- *Obtaining an understanding of the structure of the sustainability organization and of the stakeholder engagement*
- *Inquiries of the personnel involved in the preparation of the Non-financial Report regarding the preparation process, the internal control system relating to this process and selected disclosures in the Non-financial Report*
- *Identification of the likely risks of material misstatement of the Non-financial Report*
- *Analytical evaluation of selected disclosures in the Non-financial Report*
- *Comparison of selected disclosures with corresponding data in the consolidated financial*

statement and in the combined group management report of DMG MORI AKTIENGESELLSCHAFT

- *Evaluation of the presentation of the non-financial information*

Assurance Conclusion

Based on the assurance procedures performed and assurance evidence obtained, nothing has come to our attention that causes us to believe that the disclosures denoted with  in the Company's Non-financial Report for the period from 1 January to 31 December 2020 has not been prepared, in all material aspects, in accordance with §§ 315c in conjunction with 289c to 289e HGB and the relevant GRI-Criteria.

Intended Use of the Assurance Report

We issue this report on the basis of the engagement agreed with the Company. The assurance engagement has been performed for purposes of the Company and the report is solely intended to inform the Company about the results of the limited assurance engagement. The report is not intended for any third parties to base any (financial) decision thereon. Our responsibility lies only with the Company. We do not assume any responsibility towards third parties.

Frankfurt am Main, 8 March 2020

PricewaterhouseCoopers GmbH
Wirtschaftsprüfungsgesellschaft

Nicolette Behncke ppa. Meike Beenken
Wirtschaftsprüfer
(German public auditor)

¹⁾ PricewaterhouseCoopers GmbH has performed a limited assurance engagement on the German version of the separate non-financial group report and issued an independent practitioner's report in German language, which is authoritative. The following text is a translation of the independent practitioner's report.

Forward-Looking Statements

This press release contains forward-looking statements, which are based on current estimates of the management regarding future developments. Such statements are based on the management's current expectations and specific assumptions. They are subject to risks, uncertainties and other factors, as well as to the effects of the corona pandemic, that could cause the actual circumstances including the results of operations, financial position and net worth of DMG MORI AKTIENGESELLSCHAFT to differ materially from or be more negative than those expressly or implicitly assumed or described in these statements. The business activities of DMG MORI AKTIENGESELLSCHAFT are subject to a range of risks and uncertainties, which may likewise render a forward-looking statement, estimate or forecast inaccurate.

DMG MORI AKTIENGESELLSCHAFT is strongly affected, in particular, by changes in general economic and business conditions (including margin developments in the most important business areas as well as the consequences of a recession) as these have a direct effect on processes, suppliers and customers. Due to their differences, not all business areas are affected to the same extent by changes in the economic environment; significant differences exist with respect to the timing and extent of the effects of any such changes. This effect is further intensified by the fact that, as a global entity, DMG MORI AKTIENGESELLSCHAFT operates in various markets with very different economic rates of growth. Uncertainties arise inter alia from the risk that customers may delay or cancel orders or they may become insolvent or that prices become further depressed by a persistently unfavorable market environment than that which we are expecting at the current time; developments on the financial markets, including fluctuations in interest rates and exchange rates, in the price of raw materials, in borrowing and equity margins as well as financial assets in general; growing volatility on the capital markets and a deterioration in the conditions for the credit business as well as a deterioration in the future economic success of the core business areas in which we operate; challenges in integrating major acquisitions and in implementing joint ventures and achieving the expected synergy effects and other essential portfolio measures; the introduction of competing products or technology by other companies or the entry onto the market of new

competitors; a change in the dynamics of competition (primarily on developing markets); a lack of acceptance of new products and services in customer target groups of DMG MORI; changes in corporate strategy; interruptions in the supply chain, including the inability of a third party, for example due to natural catastrophes, to supply pre-fabricated parts, components or services on schedule; the outcome of public investigations and associated legal disputes as well as other measures of public bodies; the potential effects of these investigations and proceedings on the business of DMG MORI AKTIENGESELLSCHAFT and various other factors.

Should one of these factors of uncertainty or other unforeseeable event occur, or should the assumptions on which these statements are based prove incorrect, the actual results may differ materially from the results stated, expected, anticipated, intended, planned, aimed at, estimated or projected in these statements. DMG MORI AKTIENGESELLSCHAFT neither intends to nor does DMG MORI AKTIENGESELLSCHAFT assume any separate obligation to update any forward-looking statements to reflect any change in events or developments occurring after the end of the reporting period. Forward-looking statements must not be understood as a guarantee or as assurances of future developments or events contained therein.

There are two companies using the name "DMG MORI": DMG MORI AKTIENGESELLSCHAFT with registered office in Bielefeld, Germany, and DMG MORI COMPANY LIMITED with registered office in Nara, Japan. DMG MORI AKTIENGESELLSCHAFT is (indirectly) controlled by DMG MORI COMPANY LIMITED. This report refers exclusively to DMG MORI AKTIENGESELLSCHAFT. If reference is made in this report to "DMG MORI", this refers exclusively to DMG MORI AKTIENGESELLSCHAFT and its controlled companies within the meaning of Section 17 of the German Stock Corporate Act (Aktiengesetz – AktG). If reference is made to "Global One Company", this refers to the joint activities of DMG MORI COMPANY LIMITED and DMG MORI AKTIENGESELLSCHAFT including all subsidiary companies.

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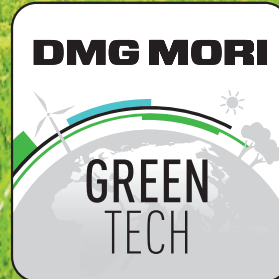
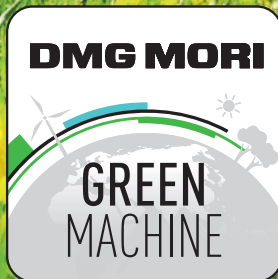
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For better readability, gender-specific formulations are not used in this Sustainability Report. The chosen form refers equally to all persons of the female, male and diverse genders.

THE FUTURE FIELDS FROM DMG MORI

AUTOMATION
DIGITIZATION
SUSTAINABILITY
ADDITIVE MANUFACTURING
DMQP

FIRST QUALITY
SERVICE EXCELLENCE
TECHNOLOGY EXCELLENCE
GLOBE
EMPLOYEES



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