



Thinking ahead. Acting today.
Sustainability matters



Schindler

Rooted in our past

Our commitment to sustainability is rooted in our past and is an integral part of our culture.

Pioneering ideas

We develop new ideas to help create the next level of urban mobility.

Powerful solutions

We have the experience it takes to transform innovative concepts into powerful solutions.

Defining our future

Our sustainable approach to business defines our future direction and ensures we adopt a long-term perspective.

Rooted in our past. Defining our future. A history of sustainability.

Since it was founded in Switzerland in 1874, Schindler has grown from a small manufacturer of machines into one of the global leaders in the elevators and escalators business – transporting one billion people to their destinations each day. Since the early 1990s, Schindler has been committed to continuously improving the environmental performance of its products and processes and to assuming its corporate responsibilities:

1990s – Schindler Miconic 10

Launch of the world's very first hall call destination system, transforming the way elevators are used by reducing the number of stops they make, thus avoiding unnecessary trips and increasing their transportation capacity by up to 30%.

1996 – Machine room-less elevator

Schindler's permanent magnet gearless drive eliminates the need for a machine room, resulting in reduced space requirements, lower energy consumption, less noise, lower utilization of materials and the reduction of oil use.

1997 – Introduction of Code of Conduct

All employees pledge to observe the highest ethical standards of professional and personal conduct when interacting with customers, colleagues, business partners, competitors, regulators and the communities in which we operate.

1999 – Life Cycle Assessments (LCAs)

LCAs identify ways to improve the environmental performance of our products in all phases of an elevator's life cycle.

2000 – Schindler ID

Schindler introduces the enhanced second-generation traffic management system, which identifies passengers and meets their individual needs.

2000 – Disclosure of environmental performance

First environmental performance chapter published in the Annual Report.

2002 – Energy recovery technology

With this technology, unused energy is fed back into the building's electricity network, reducing waste heat and elevator cooling requirements.

2007 – Behavior-based safety initiative

Schindler launches an initiative to promote an enhanced safety culture by further strengthening risk awareness among all employees.

2009 – PORT transit management system

PORT is a universal third-generation communication system interconnected throughout the building, which calculates optimal routes while maintaining high levels of security.

2013 – Introduction of sustainability reporting

Schindler publishes its first annual Sustainability Report, based on Global Reporting Initiative (GRI) 3.1 guidelines, to provide details of its environmental and social performance.

Thinking ahead. Acting today.



Dear stakeholder

Mobility is an essential requirement in the world in which we live and work. Schindler is renowned as a global provider of smart, sustainable mobility solutions. Quality and safety are the hallmarks of our business: every day, one billion people across five continents place their trust in our products and services. At Schindler, we believe that mobility is about more than just reaching a destination: mobility begins in the mind. We are committed to continuously improving the environmental footprint of our products and processes as well as our social conduct.

Innovation leads to value creation

Each one of our innovations is driven by our understanding of future mobility requirements and our determination to solve pressing issues in this field. To realize this goal, we begin by watching closely, listening attentively and developing an intuitive insight into our customers' needs. Much can be achieved by continuously enhancing our existing products and services. However, there is also a need for real innovation – in other words: for fundamentally new solutions that address new aspects and provide increased efficiency while consuming fewer resources. We are committed to this approach and have repeatedly set new standards in the elevator industry, and trained our staff accordingly. In line with this tradition, Schindler invests in people and in innovation to develop safe and ecologically sound products.

At Schindler, we strive to conduct our business activities in a responsible and exemplary manner. All employees across our company are therefore expected to apply our core values in every aspect of their work. Being a good corporate citizen is also about ensuring the safety and wellbeing of our staff and supporting worthwhile educational, technological and charitable initiatives around the world.

Schindler never stands still: we are driven by our desire to be the partner of choice for our customers and to thus also ensure the continued success of our business.

Transparency

We create transparency by cultivating an open and ongoing dialogue with our employees, customers and suppliers, as well as our shareholders, the financial community and the general public. This publication is intended to provide you with an insight into the principles, values, commitments and targets that drive our business.

A stylized, handwritten signature in black ink, appearing to read 'A. Schindler'.

Alfred N. Schindler
Chairman of the Board of Directors
of Schindler Holding Ltd.

Shared values. Sustainable progress.



Dear reader

Schindler is a global, ever-growing corporation of over 50 000 employees that has been investing in innovation and continuous improvement for 140 years. We believe in long-term thinking and long-term strategies, and this is the approach we bring to sustainability too.

We are committed to developing and applying sustainable technologies for clean urban mobility solutions, and to sustainable business practices and processes. In line with this commitment, we also continue to systematically reduce both our consumption of natural resources and the carbon footprint of our operations and facilities.

We have already made encouraging progress here throughout the Schindler Group. We have reduced the fuel consumption of our global 20 000-vehicle fleet; we now make our elevators and escalators using components that are 80% recyclable; and we support the evolution of sustainable technologies through both our own substantial investments in research and development and our partnership with the Solar Impulse project to fly an exclusively solar-powered aircraft around the world.

These achievements are not definitive successes, however: they are no more than early milestones on a much longer journey. For Schindler, sustainability is not a one-off project that can be initiated, implemented and then completed. There is no single technology or major investment that “buys” sustainability, and no magic silver bullet that will dissolve a carbon footprint.

Sustainability – which is encapsulated for us in our motto of “Thinking ahead. Acting today.” – is an ongoing commitment with no end date. If we are to achieve it, the most important changes must be a permanent shift in our day-to-day behavior. With forward-looking attitudes that inform and influence every decision taken within our company, from global supply chain policies to opting for local sourcing, we can embed sustainability in every area of our business and every part of our corporate culture. And this, we believe, will help us create and maintain a viable synthesis of economic ambition, social responsibility and ecological concern.

A stylized, handwritten signature in black ink, appearing to read 'Silvio Napoli'.

Silvio Napoli
Chief Executive Officer
of Schindler Group

Corporate Sustainability Policy.

Schindler is committed to providing optimal mobility solutions, safe and effective, in response to continuing global urbanization in the coming decades. In an environment where rising energy needs, the scarcity of non-renewable resources and the need for CO₂ reduction are driving energy optimization, we strive to continuously enhance the energy efficiency and environmental performance of our elevator and escalator mobility solutions.

Our approach to sustainability is based on three pillars:

1. People – they are at the heart of our business
 - Customers: to whom we deliver first-class products and services as part of our commitment to being their partner of choice
 - Passengers: whom we offer safe and reliable mobility
 - Employees: whom we provide with a safe and motivating working environment and development opportunities to empower them to create value for our customers
 - Communities: where we assume our corporate responsibilities through our conduct, Group initiatives and focused local programs
2. Planet – where our main focus is on
 - Products: we design and deliver safe and energy-efficient solutions using clean and innovative technology
 - Services: we reduce the environmental impacts of our activities and on-site services, as well as our supply chain and office buildings
3. Performance – with a commitment to responsibly achieving sustainable growth and performance through strong corporate governance and an open dialogue with all our stakeholders

In the best tradition of a company with a clear vision and responsible management approach, sustainability is an integral part of our corporate values.

To create value for our stakeholders, we provide innovative vertical mobility solutions and high-quality services while continuously working to improve our environmental performance and thus contribute to the development of smarter cities.

People

Performance

Planet



Social dimension

People

Ambitions

Offer a safe, diverse and sustainable working environment

Strive to be the employer of choice in our industry

Create value for customers by supplying safe, reliable and energy-efficient products and services

Initiatives

Further improve employee safety and health

Introduce a new global people strategy

Provide ongoing training and development opportunities across all areas and functions

Customer Excellence program

Targets

5 days of technical training per year and per technician

Strengthen Customer Excellence program

Improve lost time injury frequency rate (LTIFR) by a further 25% by 2016 compared to 2012

Sustainability framework.

Focusing on key areas.

Environmental dimension

Planet

Continuously improve energy efficiency of our products

Lower CO₂ emissions from our service fleet

Reduce environmental impacts of our production site and supply chain management activities

Reduce environmental impact of our products

Optimize service fleet and eco-drive training

Incorporate environmental aspects into our choice of suppliers

Assess strategic suppliers based on their quality and environmental performance

Reduce overall environmental impact of new elevators by a further 5% by 2016

Ensure all production facilities comply with the ISO 14001 standard by 2016

Reduce CO₂ emissions from vehicle fleet by 30% by 2016 compared to 2012 levels

Economic dimension

Performance

Expand leading position

Deliver a distinctive offering of innovative products and superior services

Provide secure long-term employment

Generate long-term value for our shareholders

Secure the commitment of all employees to observe the highest ethical standards in their work

Invest in growth markets

Operate competitively in all markets

Develop first-class products that feature the latest technology

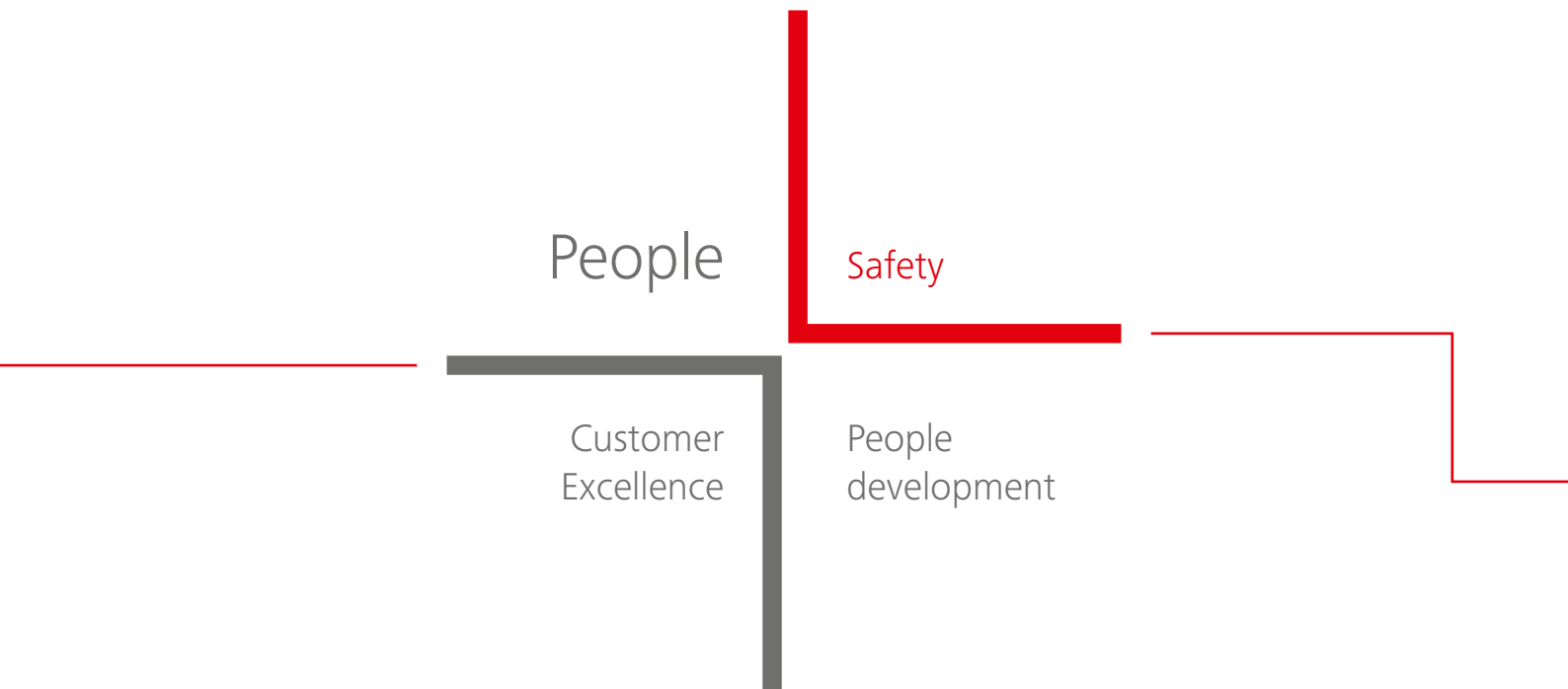
Offer superior service

Grow faster than the market

Achieve profitable growth

Conduct our business in a sustainable and profitable way, adhering to our Code of Conduct

Making a difference every day.





Safety as a core value.

Passenger safety.



Did you know?
We move one billion people each day.

One billion passengers use Schindler products each day, which is equivalent to us moving the world's population every seven days. We never compromise on safety: from the design and production phases through to on-site installation, servicing and inspections, our teams of skilled professionals focus on providing safe and reliable mobility, 24 hours a day. Schindler's safety concept is based on five pillars:

Product safety

Components and product lines comply with Elevator Code

Safe application engineering and authorized third-party safety components

Schindler Acceptance Inspection Standard (SAIS)

Periodic safety inspections and corrective actions

Learning organization

Product safety
People safety
Quality requirements

Ensured by management system

Final safety tests by certified inspectors

Certified process to ensure quality and safety in maintenance

Integrate learning and enforce corrective actions to deliver continuous improvements

Skilled people, reliable processes, safe products

Defining the way we work.

Employee safety.

We assign particular importance to promoting risk awareness and a robust safety culture among our employees. In addition to our safety management system, Schindler launched a comprehensive behavior-based safety initiative more than seven years ago that targets all employees worldwide. This initiative, which is updated on an ongoing basis, currently consists of the following main components:

Safety leadership training

Safety leadership is vital to improve our safety culture. Mandatory workshops help managers to better understand their leadership style and to enhance their leadership qualities. We expect each manager to become a safety leader who is able to maintain an injury-free culture by reducing risk exposures and motivating employees to behave safely.

Special training on fall protection, hoistway access and accident investigations

Schindler employees face the greatest risks when working at a height or accessing the hoistway. We therefore launched a global awareness program to further strengthen our performance in the area of employee safety. Should an accident occur, a detailed root cause analysis is carried out to ultimately help make Schindler an even safer place to work.

Safety walks

Regular safety walks performed by management are one of the most efficient tools to raise awareness for safe behavior at work and to improve our safety culture. Safety walks have been shown to play a critical role in improving our safety performance.

Safety awareness videos

Awareness videos that are developed in house for training purposes are important tools to communicate key safety information to all our employees in an effective and efficient manner.

To complement our traditional videos, a safety awareness video game was recently developed and rolled out. This additional training tool serves to enhance the risk awareness of our employees and their ability to identify potential workplace hazards in various operational situations.

Daily challenges. Long-term perspectives. Our employees.

Our People Strategy

The success of our business is driven by the hard work and commitment of our employees. Our goal is to have a highly skilled and motivated workforce led by talented managers and to provide a stimulating and attractive working environment for current and prospective employees. The Schindler People Strategy sets out the critical areas that we must focus on if we are to continue to successfully grow our business worldwide.

The People Strategy is based on Schindler's core values as well as our seven 'HR Ambitions', which help us to achieve our business strategy.

These ambitions are:

Attract and retain the best people

Create and sustain high employee engagement

Develop future leaders and functional expertise

Promote open dialogue and communication

Ensure excellent leadership behavior

Operate a safe, diverse and sustainable working environment

Foster a high performance culture



Employee engagement and leadership

We strive to continuously strengthen the motivation and engagement of our people using two key tools:

- The leadership framework, rolled out in 2014, defines the conduct that Schindler expects from its managers, since they have the greatest overall impact on employee engagement. The framework also forms the basis for all leadership assessment, selection and development activities. Leadership conduct is divided into three areas: planning the business, engaging people and delivering results.
- Schindler periodically conducts employee engagement surveys. In 2014, more than 42 000 employees participated in the survey, resulting in a record response rate of 89%. The survey identified several areas with scope for improvement. One priority is to further strengthen our customer focus by sharpening our vision of “Leadership through Customer Service”. The survey also confirmed that over 90% of employees are committed to “going the extra mile” to help Schindler succeed.

Global technical training and certification

Around 60% of Schindler’s workforce consists of installation and service technicians, who make a vital contribution to the success of the business. Reflecting our focus on the quality and safety of our products, we assign the utmost importance to ensuring that employees have the expertise needed to perform their roles safely and effectively.

We assess the technical capabilities of our technicians and provide them with training, and we have implemented a certified process to guarantee a comparable level of expertise worldwide.

Fair and competitive remuneration

Schindler is committed to paying employees fairly, in line with market rates. We therefore conduct regular market surveys to ensure our compensation packages – which include a base salary, variable pay, pension contributions and other benefits – are competitive. Each Schindler company adheres to the Group compensation policy and takes account of criteria such as overall profitability, internal equity, individual performance and relevant market practices when determining compensation levels. Schindler supports the use of incentives and bonuses where appropriate.

Promoting a culture of diversity

Schindler has over 1 000 branches worldwide and employs people from many different nationalities and ethnic backgrounds. We believe that by creating an inclusive culture in which employees are respected and valued for their diverse skills and ideas, we can better serve our customers and achieve our objectives. We therefore provide a working environment that is free from discrimination and expect our employees to observe high ethical standards by respecting the rights and dignity of others.

Making a difference. Every day.

Customer Excellence.

Our vision: Leadership through Customer Service

Our customers are our most valuable asset. Reflecting our focus on customer service, we launched

“Customer Excellence” – a program designed to help our subsidiaries worldwide to deliver the solutions and services that our customers expect. It defines the basic business processes needed to serve our customers effectively and describes Schindler’s value proposition.

Customer Excellence program

The program incorporates our new Customer Survey System that measures and improves customer loyalty using a state-of-the-art survey tool known as Net Promoter System. Customers can expect to receive the survey immediately after any significant form of interaction with our company (e.g. a maintenance visit, breakdown or sales call). Only a few questions are asked during the survey, the most important of which is: “On a scale of 0-10, would you recommend Schindler to a friend or business colleague?”

This simple question opens up a dialogue between the customer and our sales team and allows us to better understand each customer’s needs and expectations.

The program is already producing results, as our customer feedback confirms:

“In the fast moving world of commoditized products and services, what truly makes the difference are close working relationships between professionals who value and trust each other. This is why we retain Schindler as a preferred partner. They put our interests first.”

Zhang Jin Dong, Chairman of Su Ning Group

Chen Jin Shi, Chairman of Zhong Nan Construction Group

“The proven track record of successfully executing a string of technically demanding iconic construction projects is a testimony to Schindler’s expertise and strong project management capabilities.”

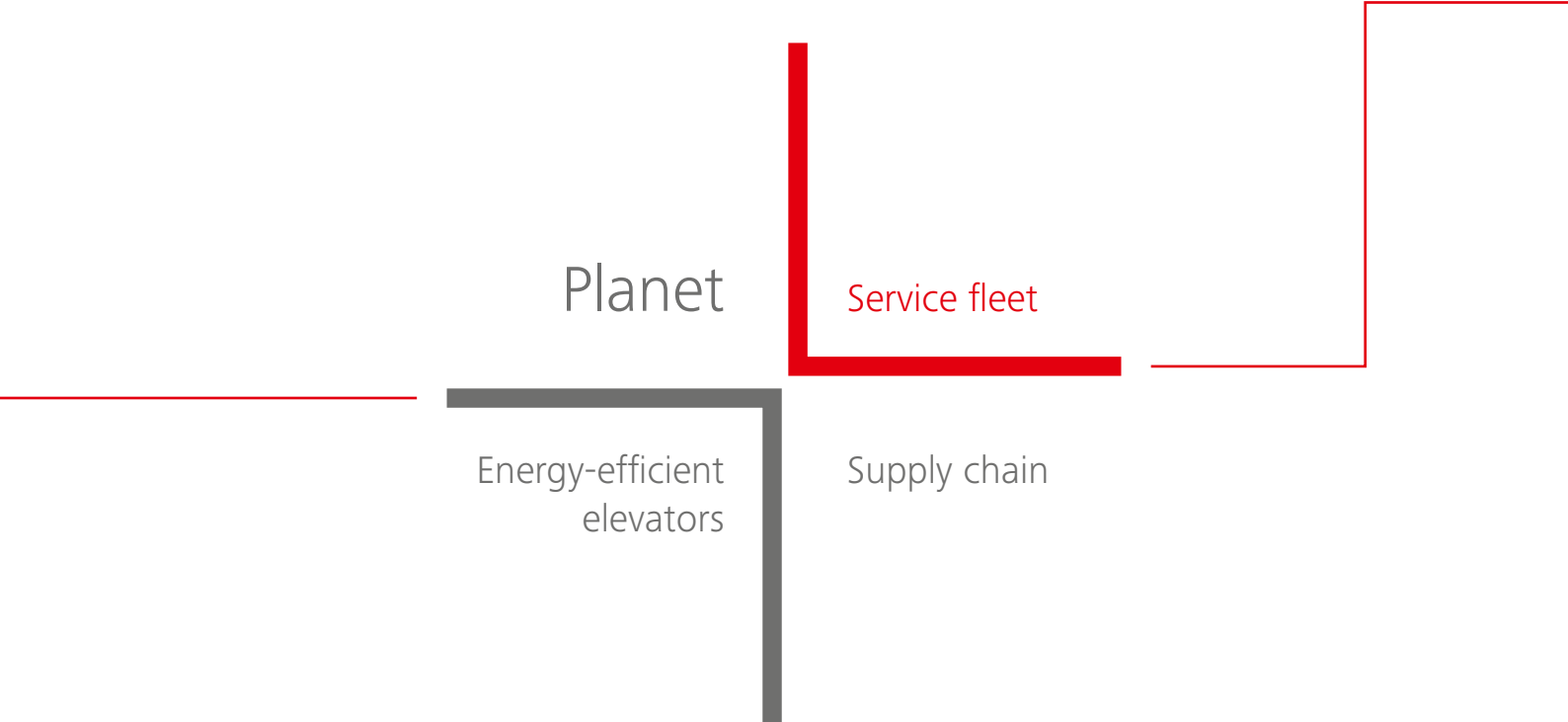
Dr. J.R. Gangaramani, President and Executive Chairman,
Al Fara’a Group, Abu Dhabi, United Arab Emirates

“As a company, Hilton has a duty to our customers, staff and stakeholders to operate our business to the highest possible standards. Schindler is a preferred partner for the vertical transport in our hotel operations.”

Andrew Forte, Vice President Architecture,
Design & Construction MEA, Hilton Worldwide



Mindful of the environment.





Service fleet is one of our focus areas

Almost two-thirds of Schindler's total environmental impact is generated by our large global service fleet. The technological advances and reductions in fuel consumption and emissions that are continuously being achieved as new vehicles enter the market create opportunities for us to improve our own environmental performance in this area.

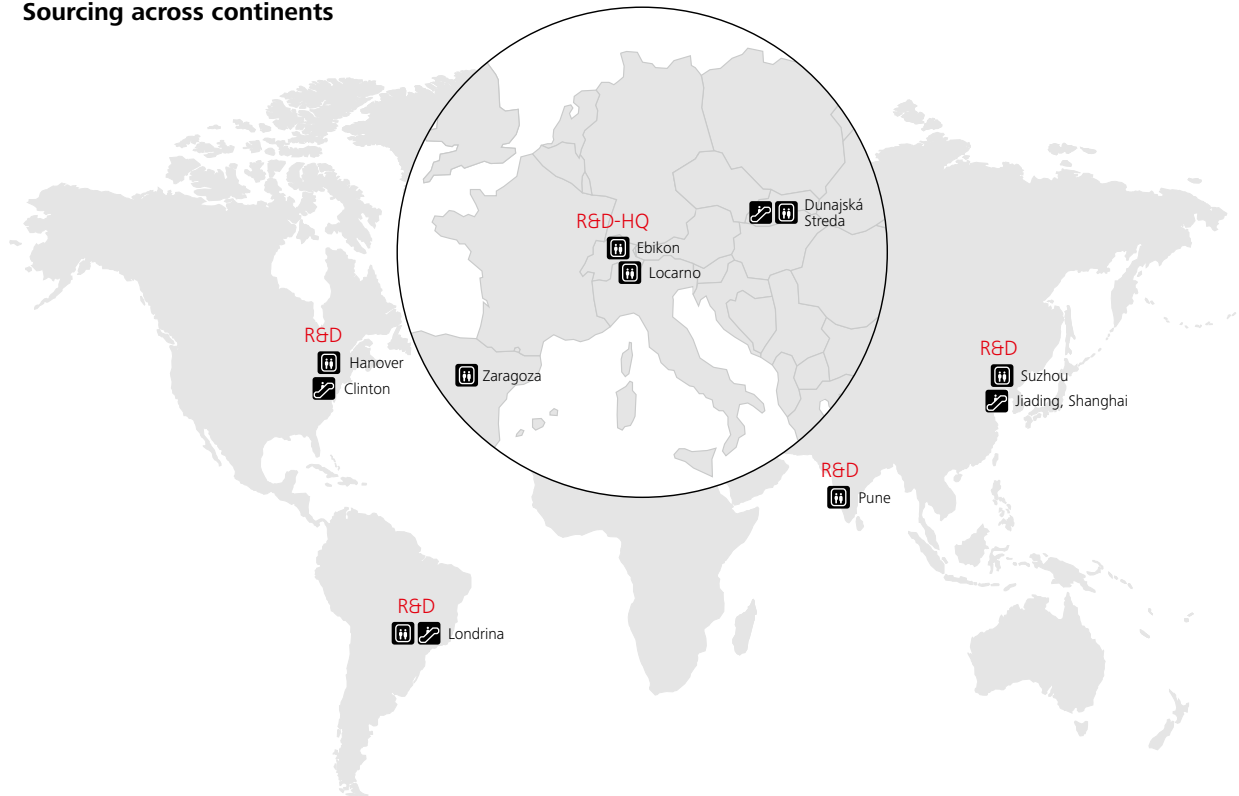
In 2012, we therefore introduced a new Global Fleet Policy that sets out strict internal targets for the replacement of less efficient technology. It also includes a set of safety and emissions standards. The application of this new policy will allow us to benefit from improved technology while simultaneously reducing Schindler's overall carbon footprint.

Our goal is to continuously reduce the CO₂ emissions from our service fleet. This will be achieved gradually as vehicles are replaced and employees are trained in eco-driving methods.

Reducing carbon emissions.

Minimizing environmental impacts.

Sourcing across continents



Production site ecology

After conducting a systematic analysis, Schindler decided to focus on those areas of production site ecology in which our actions can have the greatest impact. We have so far obtained ISO 14001 certification for 70% of our production sites worldwide.

The implementation of ISO 14001 is accompanied by the periodic definition of targets for key indicators, including initiatives to reduce the environmental impacts of water consumption and waste generation. Another

area of focus is the reduced usage of volatile organic compounds through our gradual transition from solvent-based paints to water-soluble paints in recent years.

Since 2013, we have invested in the construction of new production plants in China and India, as well as in the USA and Slovakia. All of the finished plants have obtained globally accepted or country-specific sustainability certifications.

Further construction activities are under way in China and India.



Escalator plant; Jiading, Shanghai, China
LEED Silver



Elevator plant; Pune, India
IGBC Gold



Elevator plant; Hanover, USA
LEED Gold



Elevator plant; Dunajská Streda, Slovakia
BREEAM Excellent

First we analyze. Then we act.

Life cycle assessments.

Schindler performs life cycle assessments (LCAs) based on ISO 14040 to ISO 14041 to identify ways of improving the environmental performance of a product throughout its life cycle – from the development phase and procurement of raw materials to production, packaging and transportation, utilization, maintenance and disposal. The LCAs carried out on our most important product lines have shown that the energy consumed by an elevator when operating or in standby mode accounts for two-thirds of its total environmental impact during its life cycle of 20 to 30 years or more.

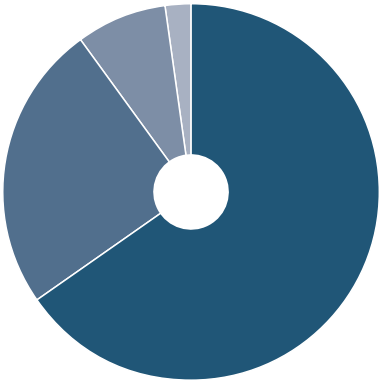
This means that the utilization phase offers by far the greatest potential to reduce the environmental impact of an elevator, followed by the procurement phase and the disposal phase. Based on these findings, Schindler places a particular emphasis on lowering energy consumption during the utilization phase when designing the drive, control system, car lighting, door drive and ventilation system. The remaining phases in the elevator's life cycle are less significant from an environmental perspective. For example, the manufacturing phase accounts for less than 10% of an elevator's total environmental impact.

Measuring energy efficiency

Our measurements are based on the VDI 4707 standard, which was introduced by the Association of German Engineers in March 2009 to assess the energy efficiency of elevators while operating or in standby mode. The ratings range from 'A' (highest level of energy efficiency) to 'G'. Factors such as frequency of use, travel height and the speed at which the elevator travels also have a strong influence on the rating. This standard enables Schindler to demonstrate the improvements in energy efficiency it achieves through innovation.

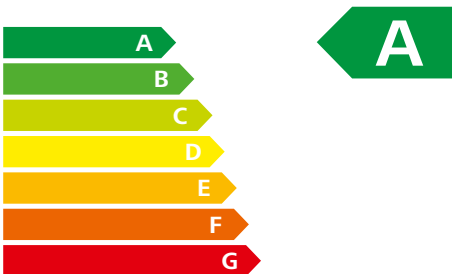
Total environmental impact in an elevator's life cycle:

In %	
Development	2
Material procurement	25
Production	8
Utilization, disposal	66



Energy consumption accounts for around two-thirds of the environmental impact of the product over its life cycle.

Energy efficiency classes



All new elevator lines achieve the 'A' rating according to VDI 4707.

Optimizing energy usage.

Innovative technology for advanced mobility.

Efficient system for all global elevator lines

Schindler elevators are designed to help make buildings more energy efficient and sustainable based on an efficient system approach: all the components in our smart, fully engineered products – from the drives to the controls, doors and car – interact perfectly, thus maximizing efficiency. Both planners and operators are convinced of the merits of Schindler systems in view of their optimized energy usage, ecologically responsible production methods, smooth planning processes, rapid installation and trouble-free maintenance.

Selected innovative features of our elevators

Drive

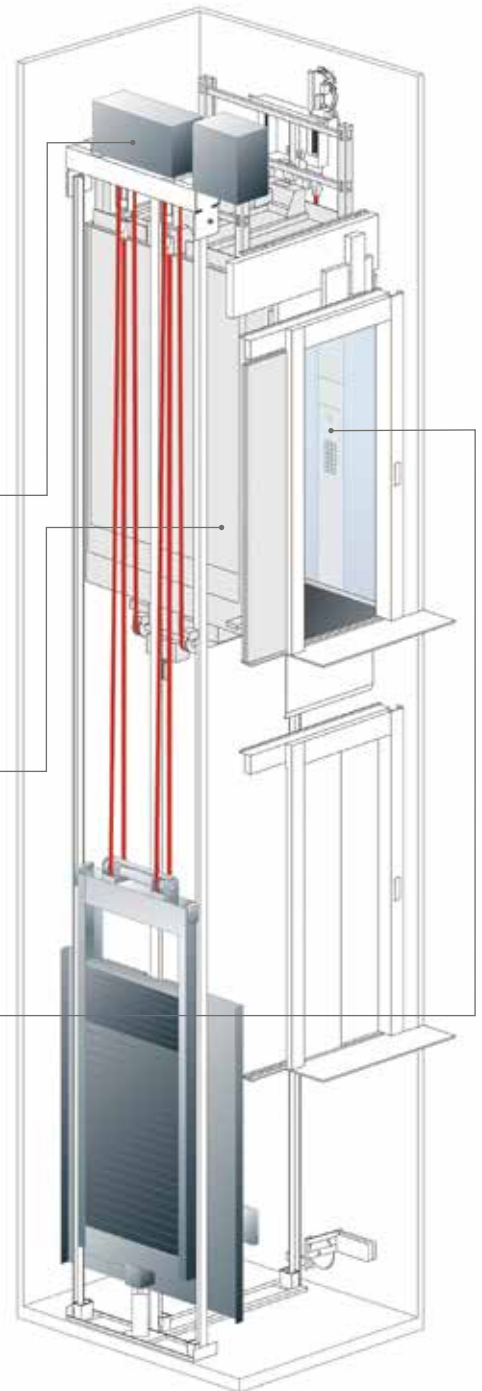
- Highly efficient gearless machines with maximum mechanical and electrical efficiency based on state-of-the-art technology
- No oil required for lubrication purposes
- Outstanding inverter architecture without network disturbance
- Clean energy is fed back into the building's electricity network through an energy recovery process

Car

- Use of non-hazardous materials
- Car lighting is automatically switched off when elevator is not in use
- LED car lighting technology
- Use of highly efficient roller guide shoes to ensure a smooth and frictionless ride
- Low-friction mechanics

Control

- ECO mode (Energy Control Option) places unused elevators on standby mode
- Direct travel with fewer stops due to destination control system
- Automatic sleep mode for components during periods of low traffic
- Reduction in empty car operation



Multiple ideas. One ambition.

Supply chain management.

Ensuring competitiveness and long-term success through sustainable cost leadership

Schindler is committed to improving supplier performance, competitiveness, cost efficiency, innovation and environmental awareness while maintaining high standards of quality and safety. We strive to achieve this through our Strategic Sourcing Organization. By working with an approved group of key suppliers on a global, regional and local basis, we are able to reduce complexity and risk, enhance quality, efficiency, and productivity, and optimize our supply chain to meet our operational needs in over 100 countries.

Supplier Policy as an integral part of contracts

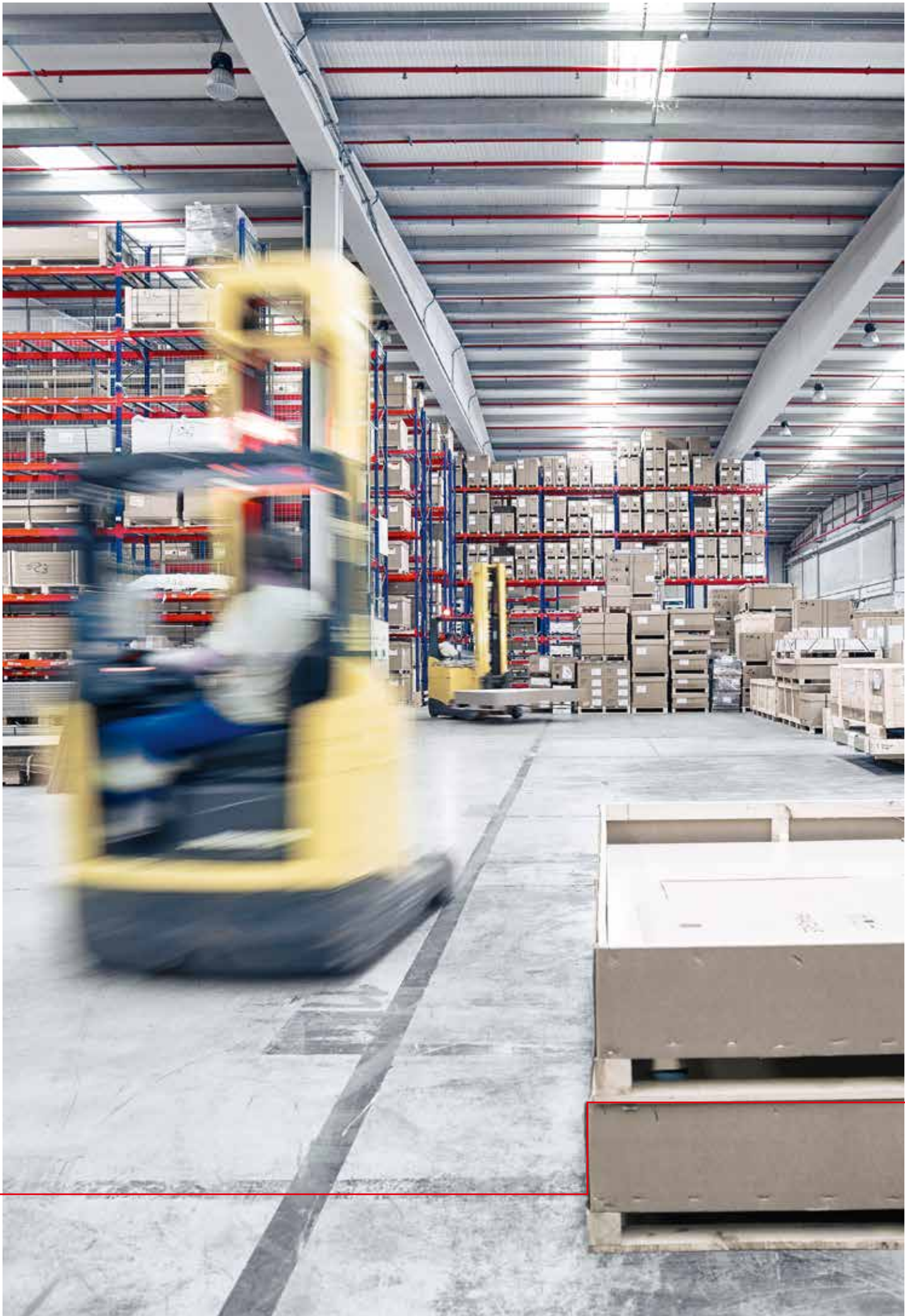
Our external suppliers are expected to maintain the highest standards of professional conduct and integrity in their business activities. They must comply with our Supplier Policy, which is based on the values set out in our Code of Conduct. Any failure to meet these requirements could lead to sanctions and, ultimately, to the termination of the supply contract. At Schindler, we have drawn up purchasing guidelines for our own business that are enforced globally via mandatory organizational regulations to ensure compliance in each one of our offices around the world.

Advanced supplier assessment process

Our Strategic Sourcing Organization performs an in-depth analysis and evaluation of all sourcing options throughout Schindler's global network of operations. Suppliers are required to submit an environmental certification, e.g. ISO 14001, or details of their environmental management system for review on an annual basis. Schindler operates a sophisticated four-stage supplier assessment process comprising: the initial evaluation of prospective suppliers; the qualification of new suppliers and of new production sites of existing suppliers – with a detailed supplier quality audit; frequent recertification audits of existing partners; and an industrialization process to enable suppliers to attain state-of-the-art standards. This process includes checks on the supply chain management system – with the definition of key performance indicators and targets relating to issues such as quality, labor standards, human rights, emissions and the avoidance of hazardous materials.

Through these measures, Schindler adds value to the supply chain and the company, building mutually beneficial long-term partnerships, enhancing competitiveness, and delivering exceptional levels of customer satisfaction.

Did you know?
Schindler elevators are more than
80% recyclable.



Our contribution to green leadership in buildings.

With our product and service offerings, we help to promote compliance with green building standards by improving the environmental footprint of landmark buildings around the world – enabling them to achieve globally accepted certifications such as LEED and BREEAM, or other country-specific certifications.

Leading products featuring the latest technology

Our products use leading technologies to provide superior ride quality, excellent reliability and exceptional design, while meeting increasing demands for energy efficiency and maximizing space. This is why they are used time and again in prestigious building projects around the world.

PORT technology – the Personal Transit Management system

Our PORT technology revolutionizes the management of traffic flows through a building while offering personalized service and access control. This makes it possible to achieve a new level of resource utilization together with a very high level of user satisfaction.

Commitment to service excellence

One billion people around the world use our products every day. They should be able to rely on a high-quality service at all times. The next Schindler technician is therefore always within reach, 24 hours a day.



Hearst Tower, New York, USA
LEED Platinum



Heron Tower, London, UK
BREEAM Excellent



Kalpataru Square, Mumbai, India
LEED Platinum



Park Ventures, Bangkok, Thailand
LEED Platinum



Asia Square, Singapore
LEED Platinum and Green Mark Platinum



International Commerce Centre (ICC), Hong Kong, China
HK-BEAM Platinum

Constantly moving.
Solid as a rock.

Performance

Economic targets

Ethical business
behavior

Transparent
reporting

We create long-term value for our shareholders

We have a solid balance sheet and generate strong cash flows. Our net liquidity exceeds CHF 2 billion and the valuation of our company reflects the strong performance we have delivered over the years.

Our dividend policy is related to earnings and provides for a payout ratio of 35% to 45% of our consolidated net profit.

This financial strength and independence allows us to take a long-term view and to thus preserve our competitiveness and strengthen our leading position globally. We not only invest substantially in our production facilities, offices and infrastructure but also in continuously growing the expertise of our employees in all areas of the business and in developing new energy-efficient products and services.

Growing with integrity

To ensure that we grow with integrity, we rolled out the Schindler Code of Conduct in the mid-1990s. It applies to all our employees worldwide: they pledge to observe the highest ethical standards of professional and personal conduct in their interaction with customers, colleagues, business partners, competitors, regulators and the communities in which we operate.

Transparent reporting

We operate an information policy that is based on the principles of accurate, timely, and continuous reporting. Issues that could have an impact on our share price are disclosed immediately in accordance with the ad hoc publicity rules of the SIX Swiss Exchange.

We provide information about our annual results in printed and electronic form. The half-year results and selected key figures as of March 31 and September 30 are published electronically.

All interested persons may also communicate with the Group directly through the contacts provided on the Media or Investor Relations pages of our Group website: www.schindler.com



For further information, please contact:

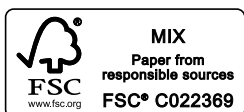
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This Sustainability Brochure was published in 2014.

An annual Sustainability Report produced according to GRI 3.1 guidelines is available in the sustainability section of our website.



ClimatePartner[°]
climate neutral

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