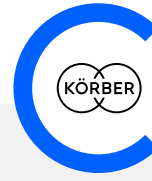
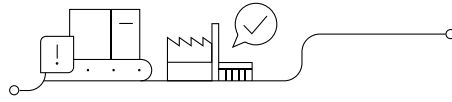
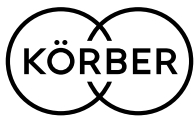
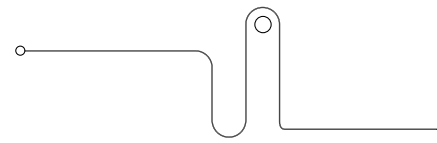


CORPORATE POLICY



REVIEW



PURPOSE / REASON

The purpose of this document is to define the guidelines, principles and strategies related to quality, environment, energy use, occupational health and safety, as well as sustainability at Körber Hungária Gépgyártó Kft., in order to establish a standard policy for monitoring and continuously improving these areas at Körber Hungária Gépgyártó Kft. . The policy and the objectives contained within are consistent with and support the principles and goals of the Körber Group.

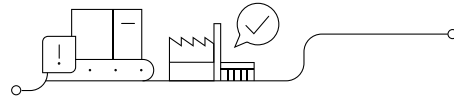
SCOPE OF APPLICATION

Körber Hungária Gépgyártó Kft.

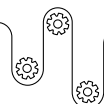
STANDARD REFERENCE

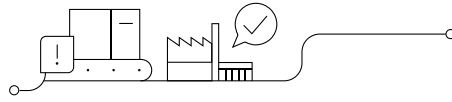
ISO 9001:2015 5.2
ISO 14001:2015 5.2
ISO 50001:2018 5.2
ISO 45001:2018 5.2





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1 BASELINE

1.1 Customers look differently at future competitiveness

Competitiveness in the past was defined by products, costs, material costs and labour costs.

In contrast, competitiveness today and in the future is influenced by multiple factors. It also depends on the product-portfolio, costs, risk profiles, data availability, real-time planning, sustainability, material costs, labour costs, response time to market changes and the environmental impact of production.

1.3 We aim to become the leading factory of the future.

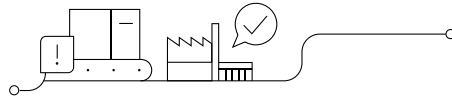
Our operations strategy and culture:

1.2 Transforming manufacturing into a valuefacturing process

Customer expectations have changed

- Sustainability is of paramount importance to them. They would break away from previous technologies and favour new ones.
- Response time to market changes is much more important than before and they strive for risk-free solutions.
- Customers prefer customized solutions.
- They favour brands/products with local/regional heritage.
- Digitalization and transparency are key success factors. Customers demand shorter lead times and real-time monitoring of manufacturing.





1.4 The goal of Körber Campus Europe Pécs is to become the Role Model Factory of the Körber Group.

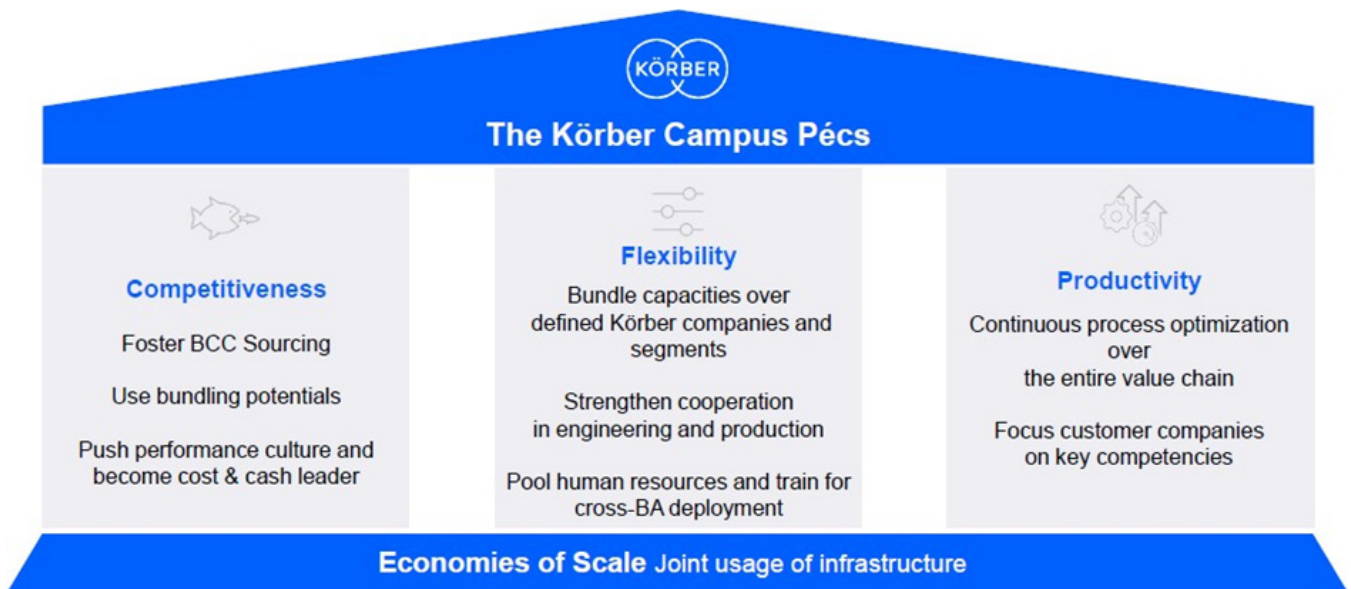
1.5 Key readiness questions for enhancing our competitiveness:

- What is the strategic positioning and business model of the Körber Campus Europe Pécs?
- Which operating model(s), processes and organization in Pécs are required to fulfil the strategic positioning and vision?
- What is the optimal product portfolio and the respective business/production model?

- What is the optimal production portfolio and integration level in Pécs (standards, make-or-buy, ...) and does it need to be streamlined or extended?
- Where are the efficiency and cost & cash potentials in Pécs and how can they be realized?
- Does the layout, process and organization support the future ambition and strategy of Körber?

To achieve all this, we need to maintain our competitiveness, increase our flexibility and improve our productivity.

1.6 Our main advantages



2 CUSTOMER FEEDBACK

The first step in self-reflection is to understand how our main business partners perceive us.

3 CONCLUSION

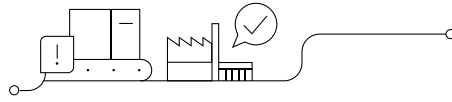
Our core challenges:

- Campus Strategy lacking clear direction and positioning
- Customer satisfaction is decreasing, due to fractured maturity of S&OP (Sales & Operation

Planning), lack of communication and unclear responsibilities and expectations

- Transparency regarding the Governance Model (e.g., SLAs (Service Level Agreements)) and Performance steering is not fully defined
- Cost competitiveness is decreasing, due to increasing complexity, working capital and none standardized processes
- The validity of the printed version of this document is not guaranteed.
- Mid-to long-term target operating model cannot be fully specified
- Leadership and organizational transformation needs guidance and support
- Unclear if current processes support further scaling





We have identified the following areas for improvement to get closer to our goals:

4 STRATEGY

4.1 Strategy

- We will make the strategic positioning and business model of Körber Campus Europe Pécs clear and understandable to all Körber customers.
- We ensure that all employees are informed of our strategic goals so that they can actively contribute to achieving them.

4.2 Governance and Service Level Agreements

- We are integrating a unified governance model with transparent and agreed-upon Contract Manufacturing Agreements/Service Level Agreements. We will monitor discrepancies to ensure compliance with contracts and enforce mandatory productivity commitments.
- A clear governance model has been established to strengthen the USP functions and consolidate efforts.

4.3 Performance Management and Steering

- We manage performance collaboratively based on defined KPIs (Key Performance Indicators) across various perspectives (Balanced Scorecard).
- We ensure that data and KPIs provide the highest level of transparency and that steering is based on facts and figures. Performance is regularly reviewed and corrective actions are proactively implemented at all levels of the hierarchy.

4.4 Sales & Operation Planning Process

- We will expand and elevate the S&OP to the next level, eventually creating the benchmark SIOP process internally and with all K.Campus customers.

4.5 Product Portfolio and Production Model

- We will define the future capability matrix, product portfolio and production model of the Pécs factory, including the level of vertical integration and the core competencies required for production.
- In addition, we will establish LEAN processes to encourage efficiency and continuous improvement in our plant.

4.6 Cost & Cash Structure

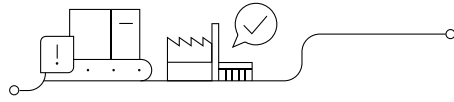
- We are building K.Campus Europe Pécs into a competitive site, building on the right complexity and high efficiency in all relevant areas.
- We aim to reduce costs and liquidity, promoting their constant optimization by increasing the efficiency of the site in order to achieve positive results in the medium and long term.

4.7 Organization, Culture, Communication

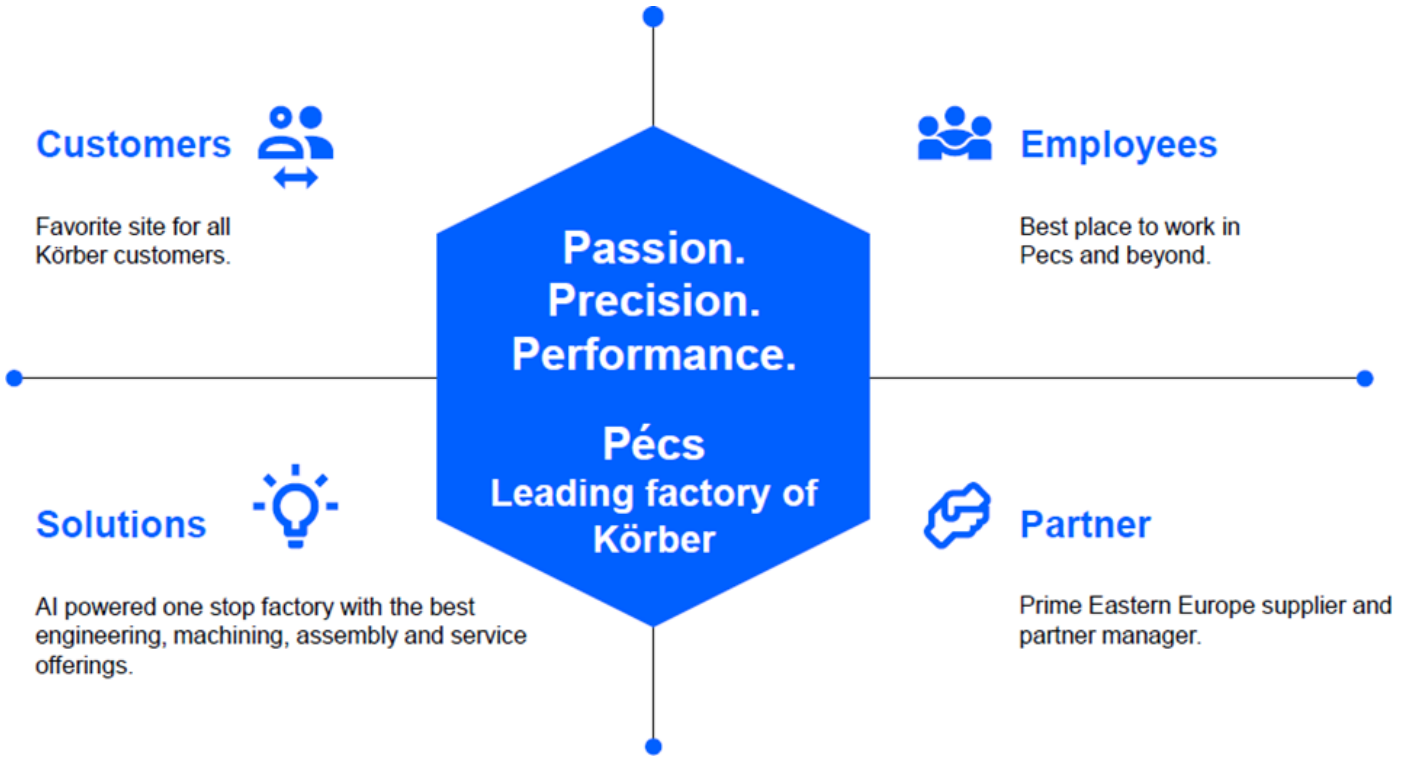
- We strengthen the leadership team and organization of K.Campus Europe Pécs and enhance the performance and skills of the members of the organisation to be ready for cross-business collaboration.

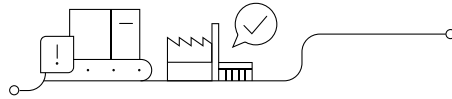
4.8 IT and Technologies

- We will establish the necessary level of standardization in all relevant business areas and functions to achieve high efficiency.
- We support development with a clear investment strategy in IT infrastructure.
- We will utilize the latest technologies and solutions to achieve the highest efficiency and become a production site powered by AI.



5 VISION





6 OUR GUIDELINES

We are part of a global network of competencies that...

...Strives for a leading position in the field of custom machine manufacturing and related services within the Körber Group, aiming to be the preferred supplier and partner for our customers.

...Does its utmost to ensure customer satisfaction and places great emphasis on environmental protection and optimal energy use, favouring the use of renewable energies, thereby reducing greenhouse gas emissions.

...Continuously develops its management systems, processes, products, solutions and services towards a circular economy, regularly analyzes risks and opportunities and ensures business continuity in a proactive and planned manner.

...Is committed to protecting the health and safety of its employees, to social responsibility and to environmental and energy awareness and encouraging its employees and partners to do the same.

...Builds on local assets and resources.

...Is at the forefront of digitalisation, innovation and human-centred management.

...Is a fair and attractive employer, where diversity, equity and inclusion, along with promoting employee health are important building blocks for advancing the social aspects of sustainability within the company.

...Is founded on people, relying on active dialogues and trust-based communication between employers and employees.

...Understands and addresses the sustainability concerns of its key stakeholders through close dialogue and interaction.

...Its mission is to give back to society a portion of its success.

...In its principles and corporate values, Körber is committed to adhering to relevant laws, monitoring changes and implementing high ethical standards.

...Takes a strong action against corruption, bribery,

fraud and anti-competitive behaviour, including anti-trust practices.

...Data protection is treated as a top priority.

...Making global supply chains more sustainable is more than just a legal obligation.

Tevékenységünk jobb életet tesz lehetővé a jelenlegi és a jövő generációi számára.

7 GROUP-LEVEL GUIDELINES AND CORPORATE VALUES

- We believe in acting rightly first, at the right time.
- We believe that collaboration leads to success.
- We believe that our financial independence grants us entrepreneurial freedom, which is the foundation for lasting success.

The Corporate Policy Guidelines come into effect as of today.

Pécs, 01.01.2024

Management of Körber Hungária Gépgyártó Kft.



Buda Zalay



István Inotai

