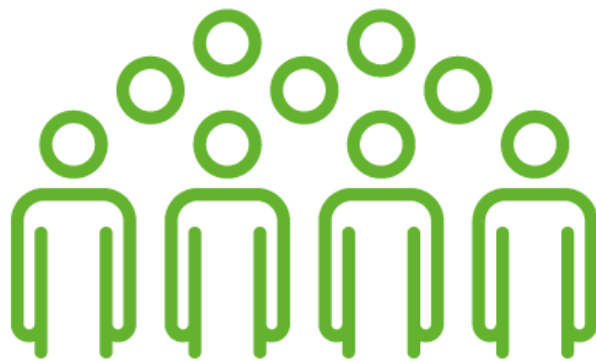




MISSION  
STATEMENT

New since 1701  
Zapp Group

ZAPP



TOGETHER  
FORWARD.

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- \_ Strategy: orientation
- \_ Organization: implementation
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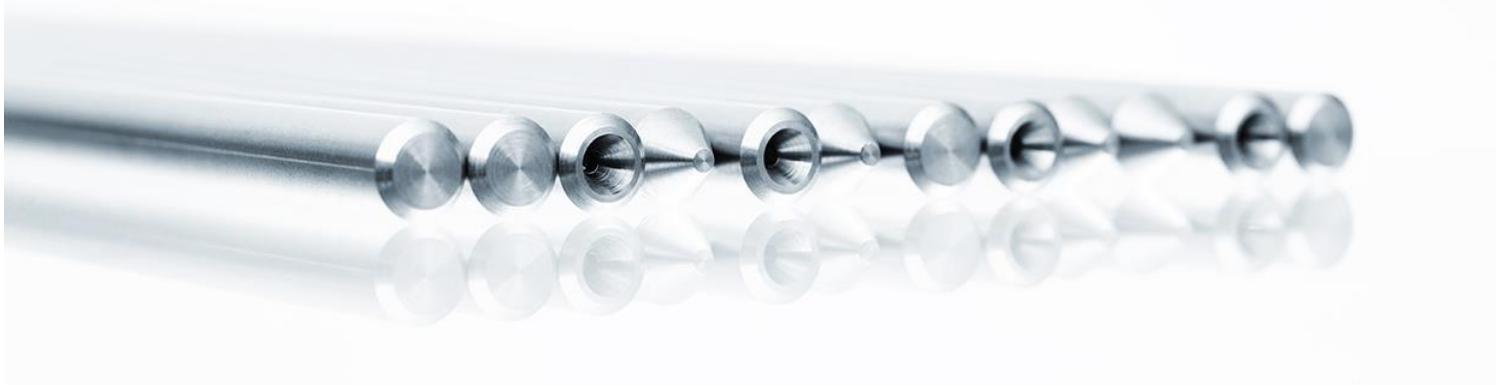
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- \_ Coordinator and "doer"
- \_ Coach and mentor
- \_ Role model and integrator

# MISSION STATEMENT - THE ZAPP GROUP



„On the basis of tradition, to pursue the new“  
(Engelbert Zapp senior, 1730)

The Zapp Group has had a decisive influence on progress in the steel industry for the past **300 years**.

To this day, our **continuous innovative power** provides us with a leading technological position in the area of high-precision **cold forming** and **high-performance materials**.

Our **goal** is to position Zapp as a solutions-based organization so every customer achieves a lasting **competitive advantage**.

This statement contains the **values** we believe in as a Company, the values that are **important** to us, and the way we conduct ourselves, both internally and externally, in order to achieve **our goals**.

It contains statements of the **cornerstones** of our success:

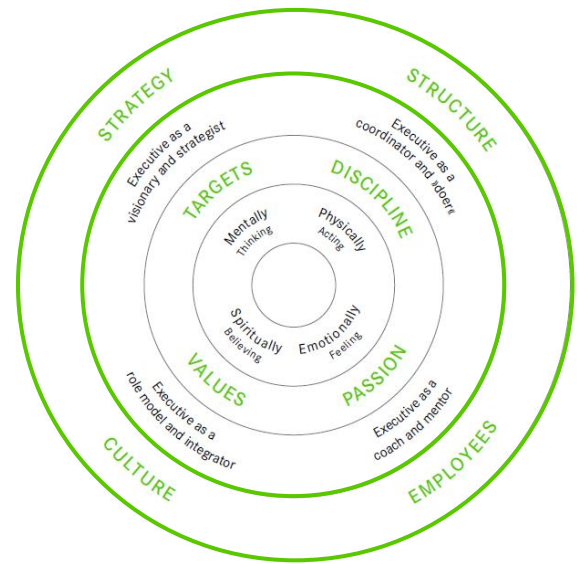
- \_ Strategy
- \_ Organization
- \_ Employees
- \_ Corporate culture

To us, this statement is an **obligation** and an **incentive** for a value-adding and respectful partnership with our customers, suppliers and employees, and toward our social and corporate environment



# STRATEGY: ORIENTATION

## FOUNDATION OF OUR SUCCESS.



To us, progress means constantly improving the way in which we **fulfill the needs and interests** of our customers, employees, owners and suppliers. Our corporate strategy is oriented around this. By concentrating on our core business, we secure long-term success as innovators and as a Company.

### (1) „Our core business is precision cold forming and high-performance materials“

We

- \_ are specialists for cold forming of precision semi-finished parts made of high-performance materials and special alloys
- \_ are a competent and reliable partner in consulting and the manufacture and trade in high-performance materials
- \_ are superbly established in our target markets with our brands and products

### (2) „Our progress-oriented corporate strategy lends our activities a clear focus“

We

- \_ have a clear and measurable strategy that we consistently pursue
- \_ place an equal focus upon the interests of all stakeholders (customers, employees, partners and owners)
- \_ gear our Company to our strategy by means of target agreements at all levels

### (3) „Innovations are the guarantors of our success“

We

- \_ passionately dedicate ourselves to progress – both in existing and new areas of application
- \_ are innovative and develop new products, materials, processes and services for our customers
- \_ spur our employees on to new and advanced solutions to problems

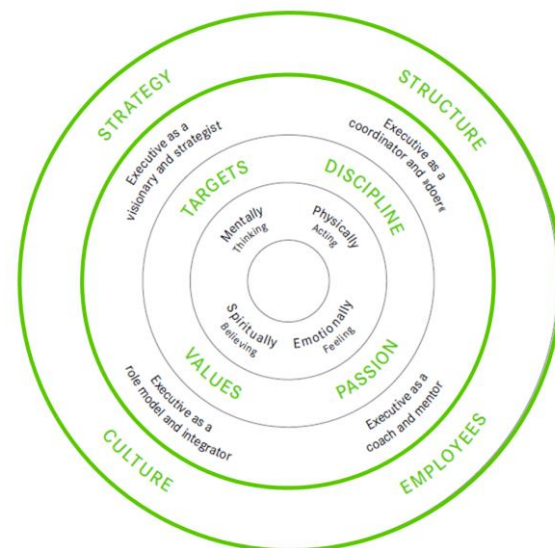
### (4) „Economic efficiency secures our independence and the preservation of the Company“

We

- \_ attach importance to revenue-oriented growth and economic efficiency
- \_ orient ourselves around the long-term preservation of the Company and the effort to secure our independence
- \_ actively observe our responsibility to our shareholders

# ORGANIZATION: IMPLEMENTATION

## FOUNDATION OF OUR SUCCESS.



The **market** itself is the **standard of measure** on which our organization is based. The highest standards of quality and precision make us a considerable competitive advantage for our customers. Our value-oriented processes are uncompromisingly geared to this goal.

Close collaboration in a **spirit of trust** with our long-time partners, coupled with interdisciplinary **teamwork** throughout the entire Company, ensure high-quality and economically efficient results.

### (5) „Our process-oriented organization combines our industry, consulting and implementation competence”

We

- \_ enlist our value-oriented production system to provide reliable and efficient processes and workflows
- \_ are a "learning organization" that views change as an opportunity and taps the ideas and experience of all our employees
- \_ regularly review our working methods, consistently adapting them to evolving conditions
- \_ take a cost-conscious and economically efficient approach to the work we do

### (6) „We are proud of the high quality and precision of our products and services”

We

- \_ expect ourselves to deliver nothing but the very highest quality
- \_ ensure the highest precision and quality in our processes and products
- \_ live up to increasing quality requirements through ongoing improvements
- \_ live and love quality

### (7) „For our customers, we want to provide a lasting competitive advantage“

We

- \_ have an extensive awareness and understanding of our customers' problems and expectations
- \_ work alongside our customers as strategic partners in a spirit of trust
- \_ competently solve our customers' problems with our products and services whenever needed
- \_ are a part of our customers' success

### (8) „Longstanding teamwork in a spirit of trust links us with our partners“

We

- \_ strive to foster long-term collaboration with our partners
- \_ work together to fulfill customer expectations and achieve mutual benefits
- \_ adhere to the agreements we make and expect the same of our partners
- \_ see success as a collective mission

### (9) „With us, teamwork and a cross-functional effort help shorten the information and decision-making cycles“

We

- \_ offer a variety of opportunities for teamwork and actively promote these
- \_ trust in the competence of our employees and delegate responsibility
- \_ rely on short information and decision-making channels
- \_ actively promote communication among different departments, locations, countries and cultures

### (10) „Within the scope of our operating procedures, we attach the utmost value to workplace safety and pay attention to our employees' health“

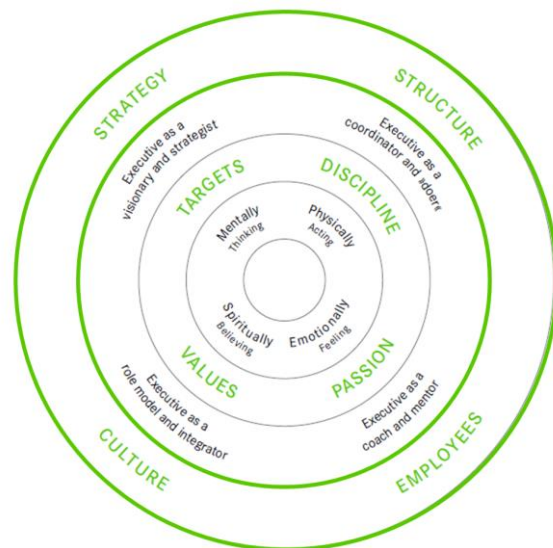
We

- \_ unwaveringly observe our safety regulations
- \_ pursue effective health management
- \_ attach importance to providing periods of relaxation and regeneration for our employees

# EMPLOYEES: HUMAN RESOURCES DEVELOPMENT

## CORPORATE CULTURE: TRUST

FOUNDATION OF OUR SUCCESS.



### EMPLOYEES: HUMAN RESOURCES DEVELOPMENT

The employees in our Company shape our progress and **ensure our success**. We offer a framework in which individuals can contribute their capabilities and potential while systematically working to **develop** further. For qualified employees, we offer interesting prospects within the Zapp Group.

**(11) „Our employees' qualifications and dedication are the most important drivers behind our success“**

We

- \_ attach great importance to our employees' qualifications and dedication
- \_ expect individual initiative and entrepreneurial activity, and offer the latitude that this requires
- \_ offer our employees a clear orientation framework for fulfilling their tasks, e.g. through strategy, guidelines and targets
- \_ support our employees through active human resources development

### CORPORATE CULTURE: TRUST

We visibly **practice** the **values** for which we stand. We create a climate of incentives and **mutual trust**. As a socially responsible Company, we contribute toward improving our economic and social surroundings while preserving the natural environment.

**(12) „Our corporate culture creates trust and provides incentives“**

We

- \_ are a fair and trustworthy business partner and employer
- \_ provide for meaning and orientation in the things we do and in the way in which we do them
- \_ treat all people with respect and esteem
- \_ keep our word!

**(13) „Our actions as a Company and employer are responsible“**

We

- \_ take our social responsibility seriously, whether as an employer or as a "good citizen" at our locations
- \_ take a respectful approach to the social and cultural diversity of our employees and enlist this diversity in a constructive way
- \_ provide equality of opportunity for all employees and oppose all forms of discrimination
- \_ actively contribute to the preservation of our natural environment

## MISSION STATEMENT - EMPLOYEES



In our medium-sized Company, it is the employees who **shape** our **progress** and form the basis for our success. We offer framework conditions under which it is the individual and his or her team that matter, conditions that facilitate strengths-based work and in which talents and potentials can be further developed.

In this connection, we attach **importance** to:

- \_ Concentration on the essential matters at hand
- \_ Consistent implementation
- \_ Passion for performance and development
- \_ Meaningfulness and identity

Our employees are expected to show **initiative** and take **responsibility** for seizing upon existing opportunities and offerings, and to implement these in the spirit of this mission statement in the context of their everyday tasks and teamwork.

They have the **active support** of Company management in this effort.

CONCENTRATION ON THE ESSENTIAL MATTERS AT HAND  
The priorities of the work we do are geared to the corporate strategy and the goals that derive from it. We are the engine of innovation and progress on behalf of our customers.

### (1) „We take a target- and result-oriented approach to the work we do“

We

- \_ actively participate in the goal-development process
- \_ formulate and agree to realistic goals with our supervisors
- \_ set priorities and focus on the essential matters at hand
- \_ see to it that targets are reached on schedule

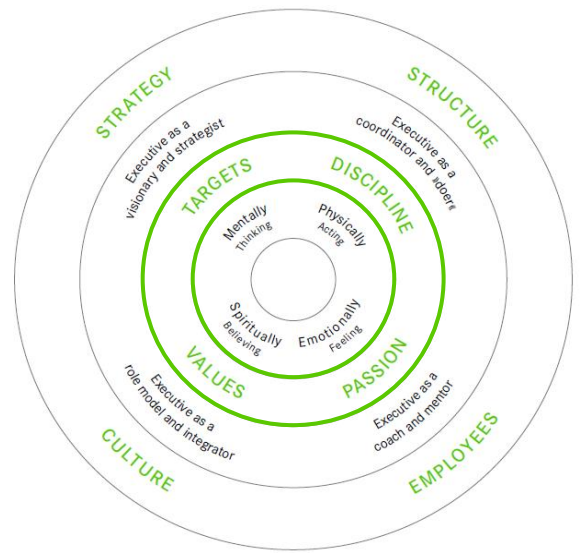
### (2) „We are curious, creative and innovative“

We

- \_ are resolute in our commitment to progress and innovation
- \_ use our creative ideas for improvements and innovations
- \_ courageously confront new challenges and find new solutions
- \_ are open to change

# OPTIMUM RESULTS THROUGH RESOLUTE IMPLEMENTATION

MOVING FORWARD TOGETHER.



We attach the greatest possible importance to resolute and **efficient** implementation, because we can only expect lasting success if you also deliver what you promise.

There are efficient structures and processes in place to ensure this. Our modern workstations offer a variety of options for action and modifications, with wide latitude for **independence** and **individual initiative**.

A safe and **healthy** work environment is of particular importance to us in this regard.

**(3) „We conduct ourselves on behalf of the Company in a manner that is independent, rooted in individual initiative and implementation-oriented“**

We

- \_ make responsible use of the latitude available to us and seize the initiative
- \_ consistently and unwaveringly observe specifications and standards
- \_ ensure quality at every level of the value process and contribute to constant improvement
- \_ are cost-conscious and responsible in the way we deal with the tools and equipment entrusted to us

**(4) „We are one team and work together fairly and in a spirit of trust“**

We

- \_ are respectful and demonstrate esteem in our dealings with one another
- \_ work together fairly and in a spirit of trust as we practice the "Zapp team spirit"
- \_ view cultural, gender and age diversity in our workforce as an enrichment and profit from lived diversity
- \_ live up to our promises and observe deadlines and take one another at our word

**(5) „We communicate with one another openly, honestly and understandably“**

We

- \_ view information as a commodity we have an obligation to provide and obtain
- \_ communicate openly across different hierarchical levels, departments, locations, countries and cultures
- \_ communicate with one another in a timely fashion, in a manner tailored to addressees, and understandably
- \_ conduct dialogue on a regular and honest basis

**(6) „We pay attention to our safety and health“**

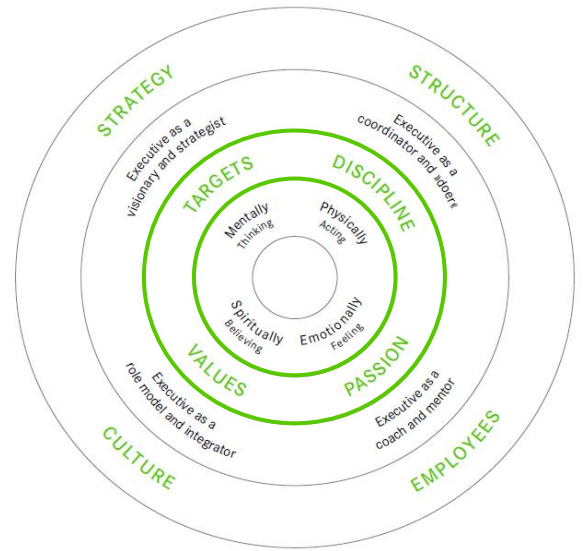
We

- \_ are circumspect in our work and are bound by safety regulations
- \_ ourselves accept responsibility for a healthy and balanced lifestyle
- \_ pay attention to a healthy balance between energy consumption and regeneration
- \_ keep ourselves fit



PASSION FOR PERFORMANCE AND DEVELOPMENT  
 TRUST AND INTEGRITY THROUGH MEANINGFULNESS AND VALUES

MOVING FORWARD TOGETHER.



PASSION FOR PERFORMANCE AND DEVELOPMENT  
 We consider well-trained, dedicated and competent employees as the most important **driver** behind our **success**. Through a strengths-oriented approach to human resources development, we support our employees in their professional and personal development while offering them attractive prospects with interesting opportunities for development.

(7) „We maintain our performance through needs-based development of our capabilities and potentials“

- We
- \_ are aware of our strengths and development fields and are both willing and in a position to quickly learn new things
  - \_ keep our knowledge and skills state-of-the-art
  - \_ are open-minded about feedback and implement the development measures agreed with our supervisors
  - \_ also provide our supervisors with feedback

(8) „We work with ambition and passion“

- We
- \_ are deployed on a strengths-oriented basis wherever possible
  - \_ enjoy and bring an enthusiastic attitude to the work we do
  - \_ derive a high measure of satisfaction from the work we do
  - \_ are emotionally tied to our Company

TRUST AND INTEGRITY THROUGH MEANINGFULNESS AND VALUES

The things we do, both in-house and outwardly, reflect the values of the Company. With integrity, trust, **respect and tolerance**, we contribute to a living and progress-oriented corporate culture.

(9) „We stand behind the values of our Company and breathe life into them in our day-to-day work“

- We
- \_ are men and women of integrity and comply with internal and external rules, standards, guidelines and laws
  - \_ identify with the underlying values and culture of our Company
  - \_ are tolerant of diversity and difference and treat everyone with respect
  - \_ experience our work as meaningful and our contribution as valuable

# MISSION STATEMENT – MANAGEMENT



The management of the Zapp Group has jointly drawn up and approved this mission statement. It **commits** them to a shared view of leadership, a view guided by their **responsibility** for results and employees.

With this purpose in mind, the guidelines are categorized based on the four underlying and complementary roles of an executive:

- \_ Executive as visionary and strategist
- \_ Executive as coordinator and "doer"
- \_ Executive as coach and mentor and
- \_ Executive as role model and integrator

The Zapp Group and its management want to contribute toward achieving a high quality of leadership, thereby making a lasting contribution toward fulfilling their **high standards** of performance excellence and **employee satisfaction**.

We practice leadership out of conviction and with a passion

VISIONARY AND STRATEGIST: FOCUS ON THE ESSENTIAL  
Through our corporate strategy and the goals that derive from it, we create a **clear focus** that leads to a shared and future-oriented approach throughout the entire Company. With clear goals and priorities, we provide a convincing and reasoned basis for our day-to-day decisions.

## (1) „We orient our areas of responsibility around the corporate strategy“

As executives,

- \_ we play an active role in developing the strategy
- \_ we involve all stakeholders to an appropriate extent
- \_ we communicate the strategy clearly and in a manner tailored to addressees
- \_ we regularly review the strategy and make any necessary adjustments
- \_ we enlist suitable indicators to keep implementation of the strategy "on track"

## (2) „We agree to goals derived from the strategy and see to it that priorities are clear“

As executives,

- \_ we derive the goals for our area of responsibility from the corporate strategy
- \_ we ensure that the goals are also broken down on the subsequent levels
- \_ we set **Specific, Measurable, Ambitious, Realistic and Time-scheduled** goals with our employees (our goals are **SMART**)
- \_ we provide target transparency among employees and co-workers and proactively manage any target conflicts that arise
- \_ we regularly check on target implementation

## (3) „We provide convincing reasoning for our decisions“

As executives,

- \_ we create clear and convincing bases for decision-making
- \_ we decide in a timely fashion
- \_ we involve the parties affected by our decision-making to a reasonable extent
- \_ we create an open-minded culture of discussion in which all relevant aspects are voiced and even critical voices are welcome
- \_ we stand behind our decisions and unanimously work for their implementation

# COORDINATOR AND "DOER" CONSISTENT IMPLEMENTATION

## SETTING AN EXAMPLE.



Through efficient and error-free operating procedures, we ensure high-quality and economically efficient results. Our interdisciplinary **cooperation** in highly motivated teams, together with effective communication, ensures a consistent and successful implementation process. Here we attach great importance to our employees' **safety** and **health**.

### (4) „We ensure efficient structures and processes“

As executives,

- \_ we provide efficient business processes and operating procedures and ensure a high level of quality
- \_ we organize our area of responsibility in a functional way and make use of synergies
- \_ we provide a clear and binding delegation of tasks and areas of competence and responsibility
- \_ we actively shape and assist with change processes and involve our employees at an early stage

### (5) „We work together on an interdisciplinary basis and communicate effectively with one another“

As executives,

- \_ we work to promote interdisciplinary teamwork
- \_ we support teamwork wherever possible and useful
- \_ we ensure that any meetings and conferences held are effective and efficient
- \_ we use suitable platforms for effective information exchange and create sufficient opportunities for direct communication
- \_ we create clear standards for our corporate image while ensuring a high recognition factor

### (6) „We implement our plans consistently and with economic efficiency“

As executives,

- \_ we efficiently and effectively guide the implementation process throughout all of its phases
- \_ we form our own impressions of things and are aware of what is taking place on location
- \_ we are cost-conscious and economically efficient in our actions
- \_ we create an "implementation mentality" within our area of responsibility
- \_ we provide results and fully measure up to our responsibility to achieve them

### (7) „We make sure that safety regulations are observed and pay attention to the quality of life of our employees“

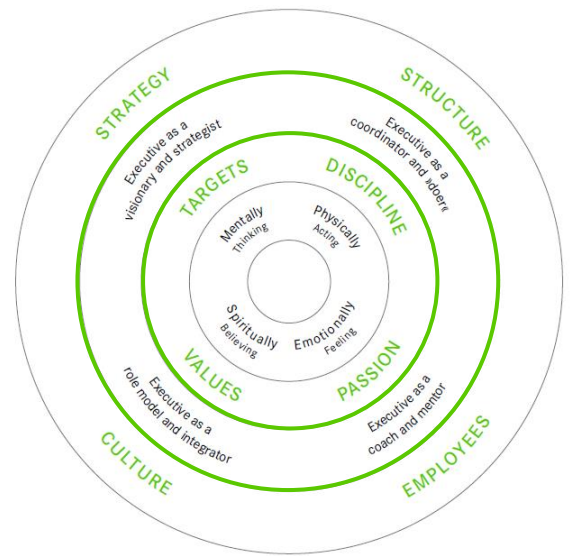
As executives,

- \_ we see to it that our employees are aware of, understand and observe all safety regulations
- \_ we consistently exercise our responsibility for the safety and health of our employees
- \_ we actively participate in setting up and implementing Company health management procedures
- \_ we also pay attention to maintaining a healthy balance between activity and relaxation in our own case

# COACH AND MENTOR: EMPLOYEE DEVELOPMENT

## ROLE MODEL AND INTEGRATOR: TRUST AND INTEGRITY

### SETTING AN EXAMPLE.



#### COACH AND MENTOR: EMPLOYEE DEVELOPMENT

We are aware of and **appreciate** our employees' performance. In questions of staffing and development, we consistently orient our approach around their strengths while creating long-term prospects for further **development** of their talents and potentials. In this connection, we view our role as that of "primary human resource developer" for our employees and personally take time to fulfill this mission.

#### (8) „We provide the conditions for sustainable, solid performance“

As executives,

- \_ we ensure that employees are deployed based on their strengths
- \_ we objectively assess the work results achieved based on the goals and tasks that have been agreed and provide constructive feedback
- \_ we provide unmistakable and clear recognition of solid employee performance, but we also openly address performance that is less than optimal and agree to suitable improvement measures
- \_ we actively pursue feedback from our employees

#### (9) „We develop and promote our employees' talents on an individual basis“

As executives,

- \_ we are familiar with our employees' strengths and fields of development, and we derive adequate development and assistance measures based on these
- \_ we promote areas of strength and attempt to moderate any identified deficits wherever useful and possible
- \_ we personally act as coach and mentor to our employees and take sufficient time for this task
- \_ we provide our employees with encouragement and support in their development
- \_ we stand up for an active approach to employee and executive development and view this as a major part of our executive mission

#### ROLE MODEL AND INTEGRATOR: TRUST AND INTEGRITY

To a considerable extent, our corporate culture is a function of our **behavior**. Consequently, as executives, we are particularly called upon to serve as a **role model** in applying our mission statement, and to visibly put these into practice in the exercise of our day-to-day management responsibilities. That is the key to trust and integrity in our Company.

#### (10) „We visibly practice the values we all share“

As executives,

- \_ we are men and women of integrity and comply with internal and external rules, standards, guidelines and laws
- \_ we provide a visible and authentic example of the Company's values and of the requirements made of employees
- \_ through our own behavior, we provide employees a positive example and an orientation for their own conduct
- \_ we foster a climate of mutual trust

#### (11) „We enable our employees to experience their work as meaningful and themselves as significant“

As executives,

- \_ we help see to it that employees can experience their work as meaningful
- \_ we keep our employees completely informed and demonstrate the ways in which they contribute to the whole
- \_ we treat our employees with respect and esteem

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