Foreword from the management

Our story starts in the year 1916 – it all begins with a spring. Today we see ourselves as a global partner for the automotive industry and as an innovative lightweight construction specialist. Using new materials and processing methods, we create innovative solutions for the construction of lighter vehicles and therefore of sustained reduction of fuel consumption and emission levels. We supply all automobile manufacturers worldwide as well as leading tier 1 system suppliers.

As an owner-operated family company with a high degree of flexibility and the ability to make quick decisions, loyal and satisfied customers are our top priority. They are the basis of our long-term and sustainable business success. In order to satisfy our customers, we rely on outstanding product quality, an attractive cost-benefit ratio focused on protecting natural resources, as well as our comprehensive integrated management system.

This handbook displays our integrated management system which is intended to ensure that all activities, which have an impact on quality, health, safety, environment and energy, are planned, controlled and monitored. It is based on the requirements of our customers and the norms and standards ISO 9001, IATF 16949, OHSAS 18001, ISO 14001 and ISO 50001. It is valid worldwide for all locations of the Muhr und Bender Group.

The management of the Muhr und Bender Group supports the management system in its entirety. This handbook supports the special quality awareness, as well as the company’s responsibility to employees, society and the environment.

Customer satisfaction is the most important target. This means: fulfilling the expectations of our customers and, if possible, exceeding them. An optimal cost-benefit ratio is based on protecting natural resources, as well as a fair and comprehensive behavior. All this contributes to customer satisfaction.

„DRIVEN BY THE BEST“ is a slogan describing the high demands of Mubea´s customers and our own values - the "Mubea Way". We are driven by the challenging specifications and requirements of our customers realized by the best employees to reach „the best“ in every moment.

Thomas Muhr

Attendorn, June 2017
Our Mission – What we strive for

The Mubea Group is a global market leader in the development and manufacture of automobile products with unique features that reduce vehicle weights and help protect the environment by lowering CO2 emissions.

We are committed to delivering sustainable business growth that creates value for customers, employees, shareholders, and the environment. As a family-owned business we aim to achieve long term financial stability and profitability.

Our focus on technical innovation and operational excellence is driven by our ambition to become one of the Top 100 global automotive suppliers by 2020. Our exceptional technological know-how is also applied to products in the general industry.

We aim to achieve this through our greatly valued, motivated, highly skilled and diverse people to whom we offer long-term, individualized careers.
Our Code of Conduct

Laws and Legislation, Competition, Corruption

- We comply with laws and legislation at all times and act in accordance with the respective national legal provisions in all business matters. We adhere to the principles of fair and free competition and respect the competition and antitrust laws in all countries where the Mubea Group does business. We do not tolerate any corruption in the form of unlawful privileges. We do not accept any form of benefits and reject any sort of bribe.

Ethical conduct, Fairness toward Business Partners

- We abide by the internationally recognized principles on the prohibition of discrimination against individuals. Our business partners are treated in a fair manner and are selected according to comprehensible criteria. Suppliers found to be in violation of the Mubea Code of Conduct will not be commissioned.

Working Environment, Social Standards

- We respect the right of freedom of association and collective bargaining. At the least, the respective national regulations shall be taken into account with respect to remuneration, working hours and social benefits. We ensure health and safety in the workplace. We are fully committed to Mubea within the context of our employment relationship. Potential conflicts of interest must be communicated to the supervisor and require appropriate resolution. Mubea will not tolerate any type of harassment or violence in the workplace including sexual harassment as well as all kind of physical force against our employees. Specifically forbidden is the harassment based on race, color, religion, gender, national origin, age or disability.

Environment and Safety

- Our products meet the environmental standards of our market segment. In the process of production, natural resources will be consumed in an efficient and economical manner. The resources and work equipment made available to us are not to be used for anything besides the intended business purposes, unless special arrangements allow other usage. In order to protect the data of the Mubea Group as well as the data of our business partners, our IT systems should only be used in line with the corresponding IT rules and regulations. We maintain the confidentiality of all information designated as such.
Leadership and Collaboration at Mubea

All of our actions must focus on satisfying our customers. This is the only means of securing the sustainable success of our company, which provides the basis for ensuring the wellbeing of all colleagues at Mubea. Our success is driven by the commitment of every single member of staff and by good collaboration throughout the entire company. The quality of this collaboration is impacted to a major extent by our management style. Our international growth is imposing additional requirements on the need for all members of staff to work together. The following principles aim to create a common understanding and binding framework for leadership and cooperation at Mubea. They apply to all members of the management team in their dealings with their staff, their superiors and their colleagues.

Our collaboration is based on fairness, respect and trust

- Each individual expects to be treated with fairness, respect and trust, which is why these three values form the basis of our cooperation. Our approach to dealing with other cultures and differing opinions is open-minded and tolerant at all times.

Communication is the basis for good cooperation

- The members of the management team create and encourage an atmosphere that permits open communication between the different divisions and hierarchy levels. In doing so, they ensure that the information needed to perform assignments is provided as required and in good time. The defined reporting lines are the solely applicable procedure for making decisions and issuing instructions.

Targets are developed and agreed together

- The supervisors inform their members of staff individually about the aspects of corporate strategy and the resulting objectives that are relevant for that particular member of staff. The personal targets for each member of staff are developed and agreed mutually with the respective supervisor on the basis of the department targets.

The delegation of responsibility requires a definition of the freedom to act

- Each member of staff determines independently how to achieve their targets and assumes responsibility for implementing the same. They define the necessary freedom to act, and the support they require, together with their supervisors. All members of staff provide their supervisors with regular progress reports and, in particular, inform them in good time if any of the targets are in danger of being missed.

Mutual feedback ensures clarity

- Supervisors hold regular meetings with their members of staff to ensure that the assignments and expectations are clear. Feedback on performance is provided promptly in the shape of acknowledging success or openly addressing critical issues. All members of staff provide their supervisors with constructive feedback on their cooperation and management conduct. The members of the management team at Mubea allow themselves to be measured in terms of the role model they represent.

Demanding performance and encouraging development

- Supervisors assign challenging tasks to their members of staff and expect them to demonstrate above average performance. The members of staff actively utilize their skills to reach the set targets, and openly embrace new challenges. Each member of the management team is responsible for their members of staff and for promoting their development at Mubea. In doing so, they take both the individual skills of each member of staff and the needs of the company into account.
Quality@Mubea - Our principles for quality

Customer satisfaction is our #1 objective

- The word “quality” at Mubea means to fulfill the customer specific requirements in the best, most efficient way. We strive to exceed these requirements through continuous improvement and with our innovative technologies. We display this commitment to our customers with the expertise, proactive approach, flexibility and reliability to lead the worldwide competition as a best-in-class supplier. The above objectives and the following principles are valid at Mubea and are standard for the corporation with our suppliers.

Our commitment as employees

- Each employee is committed to quality processes and products. Managers act as role models by providing the necessary means to promote continuous improvement and encourage open communications regarding quality. All employees are actively involved and perform their duties with a disciplinary approach.

We go for 0-failures

- The striving for 0-failures motivates our organization to continuously improve our processes. We use a structured approach with predictive validation in order to avoid failures. If a failure occurs, we perform an immediate and systematic root cause investigation and communicate finding across the entire company.

We work with capable processes

- Quality must be built into the process. This requires consistent implementation of standardized, capable and efficient manufacturing/business practices at all locations and all divisions. These standards are based on the best practices that are continuously improved upon.

We are data driven

- Our views are based on the requirements and evaluations of our customers. We define process indicators, agree on challenging targets, measure the progress and implement the needed actions based on the data driven approach.

All of this serves our most important goal: the satisfaction of our customers.
Mubea drives Projects

Mubea is driven by the inherent wish of being better – ensuring we remain or become the best. One important element supporting our drive to be the best are executable concepts implemented by well-equipped project teams. These are aligned on clear responsibilities, empowered and actively monitored by critical reviews of the management.

Our projects are equipped with sufficient resources

- Starting from project risk evaluation the management assigns experienced project managers who understand all necessary business aspects. Teams are multidisciplinary containing all key functions, staffed on time with necessary training. Investments are based on realistic concepts and are closely linked to meet all timelines of the launch management.

Our responsibilities are clearly communicated and acted on accordingly

- Project managers and teams are empowered by the management to fulfil their tasks. All responsibilities and rights of involved organizational units are clearly defined and communicated. Role expectations are defined and agreed upon, escalation paths are specified and are acted on accordingly. Personnel responsibility is transferred and committed.

Our reviews are critical

- The management assigns sufficient time to provide counselling and to perform critical reviews. The reviews are regularly scheduled, all responsible team members participate and as a result measureable targets based on technical understanding are agreed upon. The structure of the reviews is based on Lessons Learned. Reviews are followed with adequate actions to ensure sustainable success.

Effective project management is essential for the successful growth of our business.
Health, Safety and Environment (HSE)

The health and safety of employees, neighbors and others affected by our business activities as well as the protection of the environment are essential for us.

Health & Safety
- We provide our employees with safe working conditions and strive to protect them from potential health hazards and injuries. A risk assessment, such as a Process Risk Analysis or Workplace Health Risk Assessment, is carried out on a regular basis. Management is responsible for implementing and maintaining good health, safety, environmental practices and leading by example. Employees need to fully support the HSE guidelines and we respect colleagues to make each other aware of unsafe behavior.

Environment
- We strive to use natural resources responsibly and to minimize the environmental impact of our activities. This includes maximizing energy efficiency in our operations and the use of sustainable packaging. We all do our best to minimize our environmental footprint in daily work, including applying the hierarchy of waste prevention measures (avoid, reduce, recycle and reuse of all materials).

Continuous Improvement
- We continuously drive improvement in our HSE management systems and performance. Management sets annual objectives and targets, and regularly measures performance against them. All employees are expected to take early action if deviations occur. We draw lessons learned from accidents and events. These are used to raise and improve our standards, then communicated to prevent recurrence.

Communication
- We communicate HSE results and activities on a regular basis internally to support an ongoing awareness.

We are committed to ensure a healthy work environment and to drive a zero accident culture.
Our Process Map

The Mubea management system (MMS) focuses on the needs of the internal and external customer requirements. The process-oriented approach demands for the development, maintenance and continuous improvement of efficiency of the integrated management system. The worldwide valid business processes and their interactions are documented according to the applicable standards in the process map and the corresponding process descriptions.

We distinguish between main-, sub- and supporting processes. The customer-oriented processes are identified in the corresponding process descriptions and have a clearly controlled input and output which is realized by the customer. The customer defines requirements for the Muhr und Bender Group, which are usually directed to the development of a product or process.

Beside the customer-oriented processes there are further main processes as well as sub-processes within the Muhr und Bender Group. Sub-processes arise when a main process is subdivided due to its volume for better understanding. Supporting processes, are processes which interfere and/or support many of the main- and sub-processes.

The specific process descriptions illustrate the processes of our organization in complete accordance to ISO 9001, IATF 16949, ISO 14001, ISO 50001 and OHSAS 18001. For continual concretization and in addition to the process descriptions, further documents were assigned to the specific processes.

For example, these are standards, management-instructions, work- and inspection instructions and the corresponding form sheets. The valid version of the process map and the complete management documentation is available on the Mubea-Wiki and is accessible and mandatory for all employees.
## Change log

<table>
<thead>
<tr>
<th>Revision date</th>
<th>Type of revision</th>
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<tbody>
<tr>
<td>October 2018</td>
<td>Page 13: Revised process map included -&gt; supporting process U1, U2 and U4 added</td>
</tr>
<tr>
<td></td>
<td>Corporate Culture and DBTB paragraph deleted</td>
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