



Corporate Guidelines.

ONE FAMILY.

GLOBAL. AHEAD. SUSTAINABLE.



EDITORIAL ONE FAMILY

The Kurtz Ersa Group is a diversified family business. In our almost 250 years of company tradition, we have learned sustainability. We regularly change our corporate principles according to global, technical or ethical changes. In doing so, we strive to maintain our own identity, which has made us successful in dealing with our peers, customers, suppliers and business partners.

Everyone who works at Kurtz Ersa is required to align their behavior and actions with the content of these guiding principles. Our Purpose states how we currently see ourselves, while our Vision commits us to a perspective development in our markets. We see our Mission as a mandate for all of our employees that assists us in coming closer to our Vision. The individual guiding principles are derived from this, the observance of which is important to us and binding for everyone.

We want to develop together and create a sustainable future.

Glück auf!

Shareholder, Advisory Board and Global Management
of Kurtz Ersa

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OUR VISION

To be the #1 team for
sustainable production solutions

OUR MISSION

We live sustainability

- We have passion for our customers
- We shape the future
- We respect our history
- We achieve best results
- We save the planet
- We are one family





GLOBAL.



AHEAD.



SUSTAINABLE.

OUR PURPOSE

We optimize production
processes of our customers.
Global. Ahead. Sustainable.

We live our values

EFFICIENCY · DIVERSITY · OPEN · RELIABILITY · SUSTAINABLE · RESPECT ·

L · AHEAD · QUALITY · RELIABILITY

COMPLIANCE · GOAL-ORIENTED · COURAGE · INNOVATION · RISK-CONSCIOUS

COMPLIANCE · DIVERSITY · COMMITMENT

INNOVATION · TEAM SPIRIT

COMPLIANCE · FAMILY · EFFICIENCY · QUALITY · RELIABILITY

ONE · ONE FAMILY

TRUST · LONG-TERM THINKING

COMPLIANCE · GOAL-ORIENTED · SECURITY · CONSEQUENT · HUMANITY

COMPLIANCE · TRUST

EFFICIENCY · SECURITY · FLEXIBILITY · SPEED

COMPLIANCE · GOAL-ORIENTED · COURAGE · INNOVATION · RISK-CONSCIOUS

COMMITMENT · COMPLIANCE

INNOVATION · TEAM SPIRIT

COMPLIANCE · FAMILY · EFFICIENCY · QUALITY · RELIABILITY

ONE · ONE FAMILY

MISSION · NEED · HUMANITY ·
COURAGE · INNOVATION · LONG-TE
SUSTAINABLE · OPEN ·
RESPONSIBILITY · ONE FAMILY · Q
EFFICIENCY · DIVERSITY · OPEN · RELIABILITY · SUSTAINABLE · RESPECT ·
GLOBAL · AHEAD · QUALITY · RELIA
COMPLIANCE · GOAL-ORIENTED · RESPECT · COMPLIANCE · GOAL-ORIENTE
FLEXIBILITY · SECURITY · CONSEQUENT · HUMAN
RESPECT · TEAM SPIRIT
COURAGE · INNOVATION · LONG-TE
SUSTAINABLE · OPEN ·
RESPONSIBILITY · ONE FAMILY · Q
EFFICIENCY · DIVERSITY · OPEN · RELIABILITY · SUSTAINABLE · RESPECT · R
GLOBAL · AHEAD · QUALITY · RELIA
COMPLIANCE · GOAL-ORIENTED · RESPECT · COMPLIANCE · GOAL-ORIENTE
PASSION · SPEED · HUMANITY · GOAL-ORIENTED
GLOBAL · AHEAD · QUALITY · RELIA
COMPLIANCE · GOAL-ORIENTED · RESPECT · COMPLIANCE · GOAL-ORIENTE
FLEXIBILITY · SECURITY · CONSEQUENT · HUMAN
RESPECT · TEAM SPIRIT
COURAGE · INNOVATION · LONG-TE
SUSTAINABLE · OPEN



WORLDWIDE APPLICATION CENTERS

ONE FAMILY

WORLDWIDE

PARTNERSHIPS

MULTICULTURAL · CONNECTIVITY

PROCESS KNOW HOW

**CUSTOMER
SERVICES**

ANY TIME – ANYWHERE

MADE BY KURTZ ERSA

GLOBAL PLAYER

UNIFIED QUALITY STANDARD



We are present and active worldwide for our customers

Kurtz Ersa manufactures in Europe, Asia and North America – with over 20 sales locations, we are active worldwide and competently represented locally in over 90 countries through our sales network.

Market understanding and digital presence

As a global player, we understand our markets and act according to cultural conditions. To this end, we naturally rely on the global availability of resources and consider digital presence and intercultural competence to be important components of our actions.



We are a technological leader

Thanks to our worldwide “always available” service, we are able to directly record regional customer needs and incorporate them into product development.

Continuous development of cutting-edge technologies

With the help of market analyses, we align our product range with the requirements of the market. This enables us to constantly develop our product range and generate new products. Our success in the market is based on our technological lead, which we provide to our customers as cutting-edge technology.

We are technologically top in all product areas because we are better, faster and more efficient than our competitors. But also because our products rank among the best in terms of cost-benefit ratio. We consolidate and expand this position through cooperation with innovation centers, exchange with trend-setters, and openness to inspiration and ideas.



TECHNOLOGY LEADERSHIP
FUTURE DRIVEN
UNIQUE PROCESS KNOW HOW
ENGINEERING PARTNER · SPEED · PIONEER SPIRIT

CREATIVE POWER
IOT/INDUSTRY 4.0
CONNECTIVITY
SMART SOLUTIONS
E-MOBILITY · 5G · AUTOMATION

PRODUCTION EXCELLENCE
MORE THAN BITS & BYTES

INSPIRED



FAIRNESS & TRUST

TRADITION SINCE 1779

ENERGY SAVING & CO₂ NEUTRALITY · SAFETY

FAMILY BUSINESS

GENERATIONS OF RELIABLE PARTNERSHIPS

RESPECT

OUR COMMITMENT FOR YOUR SUCCESS

TEAM SPIRIT

GOGREEN250

RESOURCE EFFICIENT · RECYCLING

SUSTAINABLE PRODUCTS



We act sustainably and are a reliable partner

Since 1779, Kurtz Ersa, whose history began with a water-powered forge hammer, has stood for the highest quality and reliability

Sustainable business, optimal processes

For generations, we have been striving for sustainable solutions for our customers. In doing so, we always seek the optimum in terms of quality, costs and delivery service. The search for optimal processes is always carried out under consideration of ecological aspects. Our employees actively participate in the design and implementation of ambitious environmental goals, thereby laying the foundation for sustainable management and action.



WE WILL BE CO₂ NEUTRAL BY 2029

With the uptrend in Global warming, pollution of the oceans and species extinction, environmental protection is more important than ever. Ecological issues are also gaining significant importance in many companies, worldwide. Kurtz Ersä is committed to becoming even more sustainable as a company and to consistently aligning its products and processes with our sustainability goals.

Our goal is to act more sustainable in all areas of the company and to optimize the CO₂ footprint. By 2029 – the 250th birthday of Kurtz Ersä – we want to be CO₂ neutral in order to make our important contribution to stop climate change.



WE CARE FOR THE ENVIRONMENT

Kurtz Erska stands for sustainability. Since the footing of the company, we have stood for high reliability, long-term partnerships and sustainable business. In 2020, we have set ourselves the goal of putting our projects and processes to the test in terms of sustainability.

It is not just ecological aspects that play a major role here, but rather a holistic approach to the issues of “Developing”, “Procuring”, “Producing”, “Doing business” and “Living”. A wide range of projects and initiatives have been launched in these individual areas by managers and team member and already being fully implemented.



WE ARE BENCHMARK FOR OTHERS

We also want to be the benchmark in our industry when it comes to sustainability and the implementation of ecological objectives. We do not just want to follow a trend, but instead, work towards vigorously achieving the goals we have set ourselves.

This applies above all to the development of products that meet higher CO₂ footprint requirements and help to reduce this carbon emissions. Recent environmental awards are the first evidence of our sustainable and ecologically relevant product development.



WE WORK STRATEGICALLY AND WITH CLEAR OBJECTIVES

Kurtz Ersä is a family-run, diversified industrial company. Our business is based on three business units, which interact successfully in the market. In terms of content, Kurtz Ersä's strategy focuses on "engineering" – in this context, the development and

construction of production systems are essential building blocks.

In each case, we strive for technological leadership and are oriented to megatrends such as digitization, electromobility and IoT.





As a machine builder with a high level of process expertise, we are systematically focusing on the digitization of processes and the interlinking of production to ensure sustainable growth. The latest Industry 4.0 communication and information systems play a key role here.

The business with individual machines is increasingly changing into complete solu-

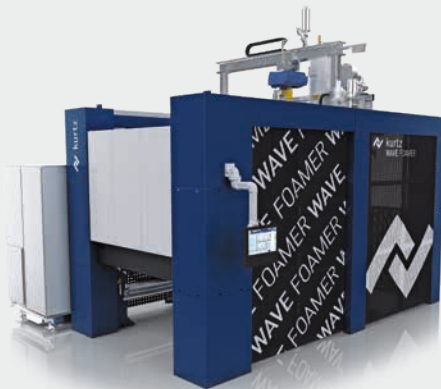
tions including upstream and downstream automation of handling, testing technology, assembly and labeling – the aim is always to increase the productivity of our customers. Our vision functions as a “guiding star” and gives us orientation. Our strategy and corporate goals are based on this vision. We work on the basis of medium-term planning that is reviewed annually.





OUR PRODUCTS CREATE ADDED VALUE

Our products are the result of an optimal interaction of our processes from various specialist areas. We strive for product and process solutions that are future-proof, sustainable and reliable. Energy consumption and efficiency are becoming increasingly more important in our world, today.



WE STAND FOR THE HIGHEST QUALITY

Our high quality standards encompass all products and processes along the entire value chain. We regularly have compliance with the current standards

certified. In this way, all Kurtz Ersa products meet the same quality standards worldwide.



WE DRIVE NETWORKING FORWARD

Kurtz Ersa products are network-compatible. Networking with customer data networks is realized via standardized interfaces. The digital Kurtz Ersa services are accessible independent of

location and device and increase reliability and availability of each individual system. With "Kurtz Ersa Connectivity" we promote a data-based and future-oriented solution towards sustainable growth.

WE SECURE SUSTAINABLE GROWTH

Financial stability and profitability of our company are important to secure our existence and enable continual growth. In doing so, we aim to grow faster than the markets in which we operate. Likewise, as a family-owned

company with a long tradition, we attach great importance to financial independence and a steady increase in the value of the company. We also aim to always outperform the industry average in our key financial indicators.

WE CONTINUOUSLY INCREASE PRODUCTIVITY AND EFFICIENCY

We always aim to provide the best of best of the best! To achieve this, we live a regulated process with which we improve in a targeted and sustainable manner. This is implemented with the "Hammer Innovation Program" (HIP). Waste is avoided through cost-conscious action. Order and cleanliness in the workplace are a matter of course. HIP projects and employee suggestions contribute to process improvement. Continuous improvement is essential for us.

Productivity is our key to success, so our actions are always aimed at further increasing productivity. Everyone can contribute to this responsibly. If our costs increase, productivity must also grow at least accordingly. We reward goal-oriented, performance-driven action in the form of a functioning ideas management system. Speed and "time to market" are important key performance indicators (KPI) for us.

WE CONTROL RISKS

Accidents, attacks, fluctuations in the financial markets, political and social changes or pandemics are examples of possible risks that may be due to force majeure. These can threaten people, property or the entire existence of our company.

Our comprehensive risk management system enables us to identify, assess and manage controlled risks and take appropriate action. Unforeseeable risks are thus identified quickly and at an early stage by our system.



WE EMBODY AN OPEN AND FAIR CORPORATE CULTURE

Kurtz Erska is committed to internationally recognized human and employee rights. All people experience the same appreciation on the part of Kurtz Erska, irrespective of nationality, ethnic origin, religion or ideology, disability, age as well as sexual orientation and identity. We reject child and forced labor, and we do not give corruption a chance – both active and passive corrupt behavior is not only not tolerated, but consistently punished.

We actively live values such as freedom of association and equal opportunity, and our actions both internally and externally are in strict compliance with our “Corporate Governance” policy. Our management system maps the group-wide standards for occupational safety, environmental and energy management of all Kurtz Erska companies, and is the footing for an efficient organization. Every company must organize itself in such a way that it complies with internal as well as external requirements (e.g. ISO standards). This results in corresponding process, work and test instructions.

WE LIVE THE FAMILY SPIRIT

People are at the center of everything we do at Kurtz Ersä. Our workplace is more than just a place to earn a living – we are part of a global family of the Kurtz Ersä family of companies. Here we respect each other. We help each other, are honest and stand up for our issues. We live a harmonious working atmosphere at Kurtz Ersä – the goal is an environment in which everyone can develop and find their way to success. We are “One Family”, to which the former employees also continue to belong.



WE COMMUNICATE DIRECTLY AND PROACTIVELY

Internally, we communicate openly, honestly and regularly and inform our workforce directly and comprehensively. For this purpose, we use our HammerApp and the “Unter Uns Gesagt”. Internal communication is rounded off by the HIP events.

In our external communication, we pay attention to confidentiality and company interests. We regularly inform the press and

the public about current business developments.

Our business relationships are designed to be long-lasting and should be beneficial to both us and the customer. Therefore, we mainly communicate with our customers personally and directly. In doing so, our employees embody the all encompassing family culture.



It is imperative that our Kurtz Ersa Group align with our values: We are friendly, open-minded and respectful. Our employee respond quickly, effectively and competently to the customer's wishes.

We maintain an open and cooperative relationship with our suppliers, which is designed for long lasting collaboration. We conduct price negotiations in a goal-oriented and con-

sistent manner – but always transparently, objectively and fairly. All areas of the Kurtz Ersa Group work together cross-functionally to leverage savings potential. We expect all this from our suppliers as well, with whom we pursue our goals together.

WE ARE EMPLOYEE-ORIENTED

We deploy our employees according to their aptitudes and skills and provide them with targeted training. Diversity is an elementary component of our teams and departments and strengthens our external impact. We expand our specialist know-how through our own academy for training and further education.

We regularly allow newcomers to our jobs to "get a taste" of what it's like to work here, so that we can find the best possible match between requirements and ability or inclination for both sides.

As the accelerating world of work also subjects our workplaces to constant change, evaluations are carried out annually to ensure that the ability and requirements of the workplace and the employee continue to harmonize. Qualifications, performance and behavior should always be in line with the job requirements so that our employees are not over- or under-demanded.

We involve our employees in the success of the company and work constructively with the elected representatives of the works council. We attach great importance to safety in the working environment. We celebrate our successes and stand firmly together in times of crisis.

WE OFFER MODERN AND SAFE WORKPLACES

We offer state-of-the-art workplaces and, in mutual agreement, the possibility of working from a home office. We consider a balanced relationship between work and private life to be even more important. As an attractive employer, we try to accommodate employees and their current life situation as best we can with family-friendly conditions.

Safety in the workplace is only guaranteed by existing regulations if everyone keeps an active eye out to ensure that they are complied with. Every employee must point out safety risks that come to his or her attention. Those responsible must then act immediately. Accidents must be avoided at all costs. With regard to occupational safety, we are certified and aim to improve continuously, irrespective of the minimum requirements defined by law.



WE LIVE MEDIUM-SIZED BUSINESS

Each individual company of the Kurtz Ersa Group retains its own independent organization. This regulates competences and information channels. Decisions which directly affect the group's interests are coordinated with the Global Board. Otherwise, the Kurtz Ersa companies are independent in their decisions.

All employees of the Kurtz Ersa Group are colleagues. Within the team, people deal with each other directly, openly and respectfully.

Direct cooperation must not be prevented by pushing hierarchies forward. Wishes, ideas and suggestions from employees of other companies in the Kurtz Ersa Group are to be followed with the same attention as if they came from one's own colleagues. Orders are only given by the direct superior – even if he or she is lower in the hierarchy than the colleague from the sister company.



WE STAY CONNECTED OVER GENERATIONS

We value and reward employees who remain loyal to us for a long time. Even after retirement, we maintain contact with our alumni. The workforce remains connected across generations. We promote the maintenance of personal contact through regular events.



WE THINK LONG-TERM

We have been an owner-managed family business for seven generations, and our thinking and actions have been curated for the long term. Tradition since 1779 obliges, but also carries many opportunities. We are able to renew ourselves again and again and to adapt quickly to current changes. A successful future needs knowledge of the past and constant renewal of ideas.

WE ARE ONE TEAM

You are important!

No matter at which position – every single employee in our companies is crucial. Everyone actively contributes to our continuous improvement. The basis for this is state-of-the-art training and opportunities for advancement. We create an environment in which creativity and commitment to the company are achievable. Individuality is always in harmony with team spirit. Only together can we bring Kurtz Ersa to the top again and again. We take delight in keeping fun in attaining our goals as a team.





WE SUPPORT YOUNG PEOPLE

Our future: apprentices!

We have made it our mission to train young people. As a technology group, we offer top training in numerous occupations. Everyone has a share in this. We support the skilled workers of tomorrow, everywhere and at all times – we encourage them to find their own style, offer advice, share experiences, are there to help and listen and have a sympathetic ear. Even during their training, which in most cases leads to direct subsequent employment, our young professionals benefit from the diversity within the Group. We take the “next generation” seriously and integrate important impulses from the specialists of tomorrow into our daily business.



LEADERSHIP VALUES

ROLE MODEL:

We model our values and ensure they are upheld.

TEAM SPIRIT:

We create a positive climate and promote cohesion.

NEARNESS:

We seek personal contact with our teams.

OPENNESS:

We are open and honest.

RESPECT:

We respect each individual employee.

DIVERSITY:

We live diversity. We treat all ethnicities and genders equally.

FAIRNESS:

We are humane, fair and loyal.

HELP:

We are understanding, helpful and open to criticism.

LEADERSHIP QUALITIES

- We are social and responsible.
- We are reliable and consistent.
- We are resilient and supportive of our employees.
- We inspire and excite our employees to achieve ambitious performance.
- We recognize our employees' accomplishments through praise and recognition.
- We communicate openly, professionally and promptly.
- We set clear goals and monitor their consistent achievement.
- We make timely decisions and implement them in a goal-oriented manner.

LEADERSHIP TECHNIQUES

Organization and delegation of responsibility

- We define clear tasks.
- Employees are given the greatest possible responsibility and freedom to make decisions.
- Clarity is important at the interfaces with other areas of responsibility.

Goal setting and achievement

- We keep an eye on our area of responsibility – systematically and continuously.
- We resolve conflicts promptly and fairly.
- We continuously develop our management system.

Operational Management

- Decisions made with the widest possible involvement of employees must be supported by all. We ensure this.
- We give our employees immediate and regular feedback on their performance.
- We help our employees to behave appropriately in the situation.

Management results

- We celebrate successes together.

GLOBAL. AHEAD. SUSTAINABLE.



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