



Organizational Regulations

Schindler Holding Ltd.

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1. INTRODUCTION

- 1 Based on articles 716, 716a and 716b Swiss Code of Obligations (the **CO**) and articles 27 (3), 28 (3) and 33 (2) of the Articles of Association of Schindler Holding Ltd. (the **Articles**), the Board of Directors of Schindler Holding Ltd. (the **Company**) adopts these organizational regulations (the **Regulations**).
- 2 The Regulations establish the internal organization as well as the powers and duties of the following bodies and functions of the Company:
 - Board of Directors (the **Board**);
 - Chairman of the Board (the **Chairman**);
 - Vice-Chairman of the Board (the **Vice-Chairman**);
 - Supervisory and Strategy Committee (the **VRA**);
 - Nomination Committee (the **NC**);
 - Audit Committee (the **AC**);
 - Compensation Committee (the **CC**; together with the VRA, NC and AC the **Committees**);
 - Chief Executive Officer (the **CEO**);
 - Group Executive Committee (the **KL**).
- 3 The Schindler group (the **Group**) consists of the Company and the companies that are controlled directly or indirectly by the Company (the **Group Companies**). The Company's bodies and their members perform strategic, financial and management functions for the Company and the Group. Notwithstanding this, the Company, its bodies and their members observe the legal independence of the Group Companies and the provisions of applicable laws, rules and regulations relating to them.
- 4 All references to functions in these Regulations shall apply to all genders.

2. GENERAL PROVISIONS

2.1 Principles

2.1.1 Delegation

Each body and person shall to the extent possible delegate their powers and duties to the hierarchically lowest possible body or person that possesses the necessary knowledge and expertise to assume those powers and perform those duties. Unless specifically provided otherwise, the powers and duties assigned to a specific body or function by mandatory law, the Articles or these Regulations cannot be delegated.

2.1.2 Powers and Duties

Each body and function shall have the powers necessary to perform the duties assigned to it.

For the avoidance of doubt, the determination of compensation to the members of the Board and the KL shall be subject to approval by the Annual General Meeting of Shareholders (**AGM**).

2.1.3 Reservation of Powers

The bodies of the Company and their members may, notwithstanding article 2.1.1 above, in case of urgent matters, events pointing to material risks or material extraordinary events, intervene, either on an ad-hoc basis or on the basis of a general reservation of powers, in the powers and duties of hierarchically subordinate bodies or persons and assume responsibility for matters to be undertaken by them.

2.2 Duty of Care and Loyalty

All Board and KL members shall carry out their duties with due care, and shall safeguard and further the interests of the Company and the Group.

2.3 Conflicts of Interest, External Mandates

All Board and KL members shall arrange their personal and business affairs so as to avoid a conflict of interest. Where the possibility of a conflict of interest arises, the person in question shall immediately declare that possible conflict of interest in sufficient detail to the Chairman or to the CEO (or in the case of the Chairman to the Vice-Chairman).

As per article 35 (2) of the Articles, the non-executive members of the Board may be active in similar functions at up to 5 companies with a commercial purpose outside the Group, whereby the AGM may approve exceptions. In order to ensure that such activities do not conflict with their duties as members of the Board, each member intending to accept an external mandate shall report this intention to the chairman of the NC prior to accepting the respective external mandate.

In principle, the executive Board and KL members may not assume any executive function in companies with a commercial purpose outside the Group. Moreover, an executive Board or KL member should in principle not serve as (i) chairman of the board, chairman of the audit committee or chairman of the compensation committee of a publicly listed company, or as (ii) chairman of a larger foundation.

Prior to accepting an external function, each Board and KL member has to ensure that such activity does not conflict with the interests of the Company. Executive Board members and KL members also have to obtain prior approval as per their employment contract and **Annex I** (cf. also article 5.3.2 (1) lit. g). Should during the outside engagement a fundamental conflict with the interests of the Company arise, appropriate measures have to be taken in consultation

with the approving body, including a potential resignation from the external function.

2.4 Confidentiality

- 1 All Board and KL members shall keep confidential all non-public information relating to the Company and the Group which they have learnt during the exercise of their duties. The confidentiality obligations continue even after the term of office of the member has expired.
- 2 Each Board and KL member shall return to the secretary of the Board (the **Company Secretary**) or destroy, as appropriate, all confidential documents and records relating to the Company and the Group at the latest on expiry of the term of office.

2.5 Signatory Power

- 1 The Chairman, the Vice-Chairman, the VRA members and all other persons entrusted by the Board with the representation of the Company are authorized to sign, jointly with another authorized signatory, on behalf of the Company. The persons authorized to sign on behalf of the Company shall be recorded in the Commercial Register.
- 2 The internal authority of signatories of the Company and the Group Companies is further specified in the Group's organizational norm on signatory power.

2.6 Dual Mandate Chairman and CEO

If and for as long as the Chairman has a dual mandate as Chairman and CEO, the following shall apply:

- a) The entire compensation (including fixed, variable, annual target compensation and fringe benefits) of the CEO shall be defined and determined exclusively following the process applying to the compensation of the Chairman and, accordingly, the Chairman shall not participate in the proposal, discussions and determination of the CEO's compensation;
- b) The entire compensation of the COO shall be defined and determined following the process applying to the compensation of the CEO (when no dual mandate is in place);
- c) the VRA shall consist of at least three members;
- d) for matters formally proposed by the CEO to the VRA for approval, at least three VRA members shall be present for the purpose of adopting resolutions;
- e) the CEO shall report to the VRA.

Articles 3.2(3)(q)(r), 4.1(1)(i), 4.1(1)(i), (j), 5.2.1, 5.2.3(2), 5.5.2(1)(c), (d), 5.5.2(2)(b), and 6.(1) shall hereby be deemed amended in accordance with the rules defined above.

3 BOARD OF DIRECTORS

3.1 Constitution

- 1 The Board consists of 5 to 13 members (article 23 (1) of the Articles). The majority of the Board shall, as a rule, be non-executive members.
- 2 The term of office for each Board member is one year (article 23 (2) of the Articles). A Board member shall not be available for reelection at the AGM in the year of the 73rd birthday; in exceptional circumstances the Board may extend this age limit.
- 3 The Chairman is elected by the AGM (article 15 (2) of the Articles). In case the position as Chairman becomes vacant, the Board appoints a Chairman from amongst its members for the remaining term of office.
- 4 The Board elects from among its members one or more Vice-Chairmen, the Committees' chairmen and the members of the VRA, the NC and the AC. The Board may remove these Board members from their functions at any time. The members of the CC are elected by the AGM. In case a seat in the CC becomes vacant, the Board may appoint from amongst its members another member to the CC for the remaining term of office.
- 5 The Board and each Committee appoints its secretary, who does not need to be a member of the respective body.

3.2 Powers and Duties

- 1 The Board has the ultimate responsibility for directing, supervising and controlling the Group and its management as well as for supervising their compliance with applicable laws, rules and regulations (article 716a CO).
- 2 The Board may adopt resolutions on all matters that are not expressly reserved or assigned to the General Meeting of Shareholders or to another body by law, the Articles or these Regulations subject to article 2.1.3 above.
- 3 In particular, the Board has the following powers and duties:
 - a) ultimately directing the Company and the Group and giving necessary instructions and overall guidance, especially with regard to:
 - approving and reviewing the Group's values (including safety, quality, corporate sustainability and the Group's Code of Conduct), strategy and short and long term objectives based on the proposals of the VRA;
 - approving the necessary financial and human resources to achieve the Group's short and long term objectives;
 - approving the Company's and the Group's annual budget, mid-term plan and forecast;
 - reviewing and approving acquisitions, divestitures, liquidations and other transactions as well as business matters, which are strategically or

financially material to the business activities of the Company or the Group as set out in **Annex I**;

- ratification of provisional resolutions or decisions taken or proposed by the Chairman or the VRA in case of urgent matters;
 - establishing, reviewing and adapting the Group's internal control systems, risk management and compliance management;
 - adopting and amending these Regulations and its Annexes;
- b) establishing, reviewing and adapting the Company's and the Group's legal, organizational and management structure;
- c) establishing, reviewing and adapting the Company's and the Group's accounting, financial planning, reporting and controlling systems;
- d) reviewing and approving the Company's and the Group's half-year report and annual report (including the financial statements of the Company and the Group as well as the director's reports);
- e) preparing and convening the General Meetings of Shareholders and implementing their resolutions;
- f) nominating the members of the Board, its Chairman, the members of the CC, the external auditor and the Independent Proxy for election by the AGM;
- g) establishing the Company's and the Group Companies' dividend policy;
- h) ultimately supervising the CEO, the other KL members and other key members of management, especially with regard to compliance with applicable laws, the Articles, these Regulations, the Code of Conduct, internal regulations, organizational norms, directives, policies and the resolutions of the Board;
- i) appointing and removing the following persons:
- the Committees' chairmen and members of the VRA, the NC and AC;
 - the CEO;
 - the KL members;
 - the Group General Counsel;
 - appointing the Independent Proxy in case the position becomes vacant.
- j) establishing the Group's organizational norm on signatory power, designating the persons with signatory power for the Company and the authority of these persons to sign on behalf of the Company;

- k) filing of an application for a debt-restructuring moratorium (article 716a para. 1(7) CO);
- l) notifying the court if the liabilities of the Company exceed its assets (article 725 para. 2 CO);
- m) adopting resolutions concerning an increase in the share capital of the Company to the extent that such power is vested in the Board and of resolutions concerning the confirmation of capital increases and corresponding amendments to the Articles, as well as making the required report on the capital increase;
- n) approving the Company's share buyback programs;
- o) reviewing and approving the Group's compensation system and compensation report (as defined in article 716a para. 1(8) CO);
- p) determining the fixed compensation of the Board members for their service on the Board as well as for their service on a Committee (other than the Supervisory and Strategy Committee) based on the proposals of the CC;
- q) determining the fixed compensation and the annual target compensation and fringe benefits of the members of the Supervisory and Strategy Committee, the CEO and the other KL members based on the proposals of the CC;
- r) determining the annual variable compensation of the Chairman, the members of the Supervisory and Strategy Committee and the CEO based on the proposal of the CC;
- s) determining whether to allocate shares, participation certificates and/or performance share units under the Company's capital participation plans for the business year (including any exemptions thereto), based on the proposals of the CC;
- t) proposing to the AGM for approval the annual aggregate fixed and variable compensation for the Board and the KL as per article 32 of the Articles;
- u) approving any loan or credit to a member of the Board or the KL within the limits of article 34 of the Articles;
- v) reviewing and approving the Group's corporate sustainability principles and report(s) on non-financial matters (as defined in articles 964a et seqq. CO).

3.3 Meetings

- 1 Board meetings are convened by the Chairman whenever the need arises or by written request of any Board member stating the reasons for doing so. The Board schedules at least six regular meetings a year.
- 2 Board meetings may be held in person, via conference call or video-conference, any other suitable way that allows direct communication or a combination thereof.

- 3 The Chairman shall give notice of regular and extraordinary meetings in writing (also by electronic transmittal) in general at least ten business days before the date of the Board meeting together with the agenda and supporting material. Each Board member, the CEO and the COO may request the Chairman to put a certain item on the agenda. Such request shall be sent to the Chairman fifteen business days before the Board meeting (or in case a shorter notice for a Board meeting is given, within two days after receipt of the notice). In exceptional cases, the Chairman or the Company Secretary hands out sensitive documents to the Board members at the beginning of the Board meeting and may collect these documents thereafter.
- 4 In urgent cases the Chairman may convene on short notice a meeting in writing or by other suitable means without respecting the above notice period.
- 5 The Chairman decides as to the participation of the CEO, other KL members or other persons at Board meetings.

3.4 Quorum and Resolutions

- 1 Unless stated otherwise in these Regulations, the majority of Board members shall be present in person, by telephone, videoconference or other means of direct communication for the purpose of adopting resolutions. No such quorum is required for resolutions concerning the confirmation of capital increases and corresponding amendments to the Articles.
- 2 Urgent matters not referred to in the notice of meeting may be discussed at the Board meeting. However, resolutions regarding such matters may only be adopted if two-thirds of the Board members present agree to do so.
- 3 A Board member who is not able to attend a Board meeting may not be represented by another Board member or any other person.
- 4 No Board member with a possible conflict of interest may participate in the discussions and decision-making regarding the interest at stake. The Chairman shall advise the Board of the possible conflict of interest. In case of doubt, the Chairman requests the Board to determine whether a conflict of interest exists. A Board member with a conflict of interest is deemed to be present to determine the required quorum. The Board can request to discuss and decide the relevant matter without the conflicted Board member being present.
- 5 The Board adopts its resolutions based on a simple majority of the votes cast. The Chairman or the meeting's ad hoc chairperson has the casting vote.
- 6 The Board may also adopt resolutions in writing (including by e-mail or facsimile). The proposal for a circular resolution has to be sent to all Board members together with a deadline to respond. The resolution is passed as soon as it is approved by a majority of Board members, provided that no Board member requests oral deliberation.

3.5 Minutes

- 1 The Company Secretary takes written minutes of the Board meetings. The minutes shall contain all Board resolutions and reflect in a general manner the considerations which led to the resolutions, including, if requested, dissenting opinions of and votes cast by Board members.
- 2 If Board resolutions are adopted in writing, the Company Secretary shall promptly communicate the outcome to the Board members and record such resolutions in the minutes of the following meeting.
- 3 The Chairman or the meeting's ad hoc chairperson and the Company Secretary shall sign the minutes. The Company Secretary shall keep the agenda, the supporting material and the minutes.
- 4 The Company Secretary makes available to the Board members a copy of the minutes once the minutes have been signed. The minutes must be approved at the next Board meeting. Board members may examine the Board minutes of any Board meeting at any time.

3.6 Right of Information and Inspection

- 1 At each Board meeting, the Chairman, the CEO or other KL members inform the Board members about the Group's business performance and about material events affecting the Group. During Board meetings, each Board member may request and receive from other Board members, the CEO, the KL members and other persons present, information on any and all affairs relating to the Group.
- 2 Between Board meetings, each Board member may request from other Board members, the CEO and the KL members, with notification to the Chairman, information on the Company's and the Group's business performance and, with prior authorization of the Chairman, on specific business matters. The Board member shall communicate the received information to the Chairman.
- 3 If the Chairman denies a request for information on specific business matters, the Board decides whether or not to grant access to such information.
- 4 Insofar as it is necessary for the fulfillment of his duties, each Board member may ask the Chairman for approval to inspect the books and records.

3.7 Independency

- 1 A majority of Board members shall be non-executive Board members who do not depend on the Board fee.

3.8 Other Duties

- 1 The Company's directives relating to Insider Trading and in particular with respect to "Close Periods" and disclosure of Management Transactions are also applicable to the Board members. The Corporate Secretary will inform the Board members of the forthcoming "Close Period" and any "Restricted Period".

- 2 Within 18 months after their initial election, each member of the Board of Directors is required to have registered in their own name as a full shareholder at least 100 registered shares of the Company and shall hold them free of any encumbrance, lien or charge until leaving the Board of Directors.
- 3 Each Board member shall provide annually information on (i) his participation in the Company (registered shares, participation certificates, options, etc.), (ii) any transactions with the Company or any of its subsidiaries and (iii) all other matters that the Company has to request from the Board member in order to comply with its disclosure obligations.

4 CHAIRMAN AND VICE-CHAIRMAN

4.1 Chairman

- 1 The Chairman has the following powers and duties:
 - a) setting - subject to mandatory law and the Articles - the agenda of and chairing the General Meetings of Shareholders;
 - b) setting the agenda of, convening and chairing Board and VRA meetings and coordinating, together with the other Committees' chairmen, the work of the other Committees;
 - c) ensuring together with the VRA the ultimate direction and supervision of the Company and the Group by the Board;
 - d) acting, intervening or taking provisional decisions on behalf of the Board in case of urgent matters if a regular Board or a VRA resolution cannot reasonably be adopted (in such cases the Chairman promptly informs the other Board members of the provisional decision, which will be submitted to the Board for ratification as soon as possible);
 - e) interacting with and providing support and advice to the CEO on a regular basis outside of Board meetings;
 - f) providing leadership to the Board and ensuring that it operates as a team;
 - g) representing the Company and the Group, in coordination with the CEO, towards third parties in all important matters;
 - h) ensuring effective communication, in coordination with the CEO, with shareholders, stakeholders (including government officials, regulators and public organizations), industry associations and media;
 - i) proposing the fixed compensation and - if applicable - the annual target compensation and fringe benefits of the Board members (excluding the Chairman) and the CEO for review by the CC and determination by the Board;

- j) together with the CC proposing the annual variable compensation for the members of the Supervisory and Strategy Committee (excluding the Chairman) and the CEO for approval by the Board;
- k) exercising veto power on sanctions imposed for compliance violations in accordance with the internal Compliance Sanctioning Guidelines;
- l) taking care of any other matters reserved for the Chairman by law, in the Articles or these Regulations.

2 Further details of powers and duties delegated to the Chairman are set out in **Annex I**.

4.2 Vice-Chairman

If the Chairman is temporarily unable or unavailable to exercise his functions, the Vice-Chairman, or in case of several Vice-Chairmen, the senior (longer-serving) Vice-Chairman assumes his functions.

5. COMMITTEES

5.1 General

The Board delegates certain powers and duties to the following Committees:

- VRA;
- NC;
- AC;
- CC.

To fulfill the Committee duties, the chairmen are entitled to ask management for all information and documents necessary for this purpose. Each Committee has the right to seek advice and support from internal and external advisors.

5.2 Supervisory and Strategy Committee (VRA)

5.2.1 Constitution

The VRA consists of the Chairman and at least one other Board member.

5.2.2 Powers and Duties

- 1 The VRA has in particular the following powers and duties:
 - a) ensuring together with the Chairman the ultimate direction and supervision of the Company and the Group by the Board;
 - b) reviewing and proposing for approval by the Board - in coordination with the CEO - the Group's values (including safety, quality and the Group's Code of

Conduct), strategy and short and long term objectives;

- c) developing and proposing for approval by the Board - with the involvement of the CEO - the principles of corporate sustainability;
- d) acting, intervening or adopting provisional resolutions on behalf of the Board in case of urgent matters if a regular Board resolution cannot be adopted in a timely manner (in such cases the Chairman promptly informs the other Board members of the provisional resolution, which will be submitted to the Board for ratification as soon as possible);
- e) preparing the Board meetings and supervising the implementation of its resolutions;
- f) deciding on the disclosure or the postponement of disclosure of potentially price-sensitive information regarding the Company's shares and participation certificates (SIX ad-hoc publicity);
- g) ensuring that the Company's and the Group's employees comply with applicable laws, the Articles, these Regulations, the Group's Code of Conduct, internal regulations, organizational norms, directives, policies and the resolutions of the Board;
- h) approving, based on the proposals of the CEO, the appointment or removal of area managers, the heads of large-size Group Companies and other key personnel;
- i) at least once a year reviewing the succession planning for key personnel;
- j) deciding on and leading of specific strategic projects within the strategy of the Group;
- k) supervision of the risk management of the Group.

2 Further details of powers and duties delegated to the VRA are set out in **Annex I**.

5.2.3 Meetings

- 1 The VRA meets on a regular basis at the invitation of its chairman.
- 2 At least two VRA members shall be present for the purpose of adopting resolutions.
- 3 Articles 3.3 - 3.5 of these Regulations apply analogously to the VRA.

5.3 Nomination Committee (NC)

5.3.1 Constitution

The NC consists of the Chairman and up to three other Board members, at least two of them shall be representatives of the majority shareholders.

5.3.2 Powers and Duties

- 1 The NC has in particular the following powers and duties:
 - a) evaluating the composition and size of the Board and the KL as well as determining criteria for selecting the Chairman, Board members, Committee members and KL members;
 - b) preparing and annually reviewing succession plans for the Board, the Committees and the KL;
 - c) evaluating and proposing the Chairman, the Board and CC members for nomination by the Board and election by the AGM (including re-elections);
 - d) evaluating and proposing the appointment of other Committee members, their chairmen, the CEO and the Group General Counsel for approval by the Board;
 - e) proposing the removal of the CEO or the Group General Counsel for approval by the Board;
 - f) evaluating and proposing the appointment or removal of KL members - based on the proposals of the CEO - for approval by the Board;
 - g) approving new external mandates (including committee chairmanships) of executive Board members, the CEO and other KL members;
 - h) preparing a periodical self-evaluation of the Board;
 - i) ensuring the appropriate introduction of new Board members to the business and other matters of the Company and the Group.
- 2 Further powers and duties delegated to the NC are set out in **Annex I**.

5.3.3 Meetings

- 1 The NC meets on a regular basis at the invitation of its chairman, if possible in connection with other Board or Committee meetings.
- 2 For the purpose of adopting resolutions at least the majority of the NC members must be present.
- 3 The chairman of the NC decides on an ad hoc basis who will take written minutes of the NC meeting. Articles 3.3 - 3.5 of these Regulations apply analogously to the NC.

5.4 Audit Committee

5.4.1 Constitution

The AC consists of at least three Board members. At least two members should be non-executive and preferably independent.

The majority of the AC members, including its chairman, should be financially literate.

5.4.2 Powers and Duties

The powers and duties of the AC are set out in the Charter for the AC which is attached to these Regulations as **Annex II**.

5.5 Compensation Committee

5.5.1 Constitution

The CC consists of up to three Board members. The members of the CC are elected by the AGM.

5.5.2 Powers and Duties

1 According to article 27 of the Articles, the CC has the following powers and duties:

- a) annually reviewing the Group's compensation systems and the alignment of the incentive system with the Group's strategy and values, and proposing any amendments to the Board for approval;
- b) proposing for determination by the Board the fixed compensation, the annual target compensation and fringe benefits and the annual variable compensation for the Chairman;
- c) proposing for determination by the Board the fixed compensation and the annual target compensation and fringe benefits - based on the proposals of the Chairman - for the executive Board members (excluding the Chairman) and the CEO;
- d) proposing for determination by the Board the fixed compensation and the annual target compensation and fringe benefits - based on the proposals of the CEO - for the KL members (excluding the CEO).

2 In addition, the CC has the following powers and duties:

- a) proposing for determination by the Board the fixed compensation - based on the proposals of the Chairman - for the Board members for their service on the Board as well as for their service on a Committee (other than the Supervisory and Strategy Committee);
- b) together with the Chairman proposing the annual individual compensation (in particular variable compensation) to the members of the Supervisory and Strategy Committee and the CEO for approval by the Board;
- c) together with the CEO proposing the annual variable compensation to the KL members (aggregate amount) for approval by the Board;

- d) proposing to the Board whether to allocate shares, participation certificates and/or performance share units under the Company's capital participation plans for the business year (including any exemptions thereto);
- e) approving separation agreements, early retirement and similar arrangements with executive Board members or the CEO, and upon request of the CEO with other KL members;
- f) proposing to the Board the granting of loans or credits to members of the Board or the KL (article 34 of the Articles);
- g) approving all material agreements and transactions between the Company or any of its subsidiaries and a member of the Board or the KL or a party related to any of them. An agreement or transaction is material if it has a total value of more than CHF 100'000.

3 Further details of powers and duties delegated to the CC are set out in **Annex I**.

5.5.3 Meetings

- 1 The CC meets at least twice a year.
- 2 The chairman of the CC may invite the Chief Human Resources and any other person to its meetings.
- 3 Two CC members shall be present for the purpose of adopting resolutions.
- 4 The chairman of the CC reports to the Board about the activities, findings and main resolutions of the CC.
- 5 Articles 3.3 - 3.5 of these Regulations apply analogously to the CC.

6. CHIEF EXECUTIVE OFFICER

- 1 The CEO reports to the Chairman.
- 2 Subject to mandatory law and these Regulations, the Board delegates - with the authorization to sub-delegate - the operational management of the Group to the CEO. Accordingly, the CEO is responsible for the Group's overall operational business under the KL responsibility.
- 3 Within the area of responsibility, the CEO has the following powers and duties in particular
 - a) developing in coordination with the VRA the Group's values (including safety, quality and the Group's Code of Conduct), strategy and short and long term objectives for review by the VRA and approval by the Board;
 - b) ensuring that the KL operates as a cohesive, effective and inspired team;

- c) implementing a global product portfolio, global processes and technical trainings regarding new installations and maintenance of elevators and escalators as well as benchmarking within the Group;
- d) implementing the internal regulations, organizational norms, directives, and policies and the resolutions of the Board and its Committees;
- e) leading, supervising and coordinating the KL members;
- f) proposing the appointment or removal of KL members for evaluation by the NC and approval by the Board;
- g) assessing the performance, skills and potential of the KL members for review by the NC;
- h) convening, preparing and chairing the meetings of the KL;
- i) defining and reviewing the short and long term objectives of the KL members and based thereon set the objectives for the variable compensation of the KL members;
- j) preparing and consolidating the annual budgets, mid-term plans and forecasts of the Group Companies for review by the VRA and final approval by the Board;
- k) monitoring operational and financial results in view of their compliance with annual budgets, mid-term planning and forecasts as well as taking appropriate measures to address important issues;
- l) informing the Board and the VRA in a timely manner about the Group's course of business and all matters of material significance to the Group;
- m) immediately informing the Chairman about events pointing to a material risk or material extraordinary events;
- n) ensuring effective communication with employees, customers and - in cooperation with the Chairman - the shareholders;
- o) in coordination with the Chairman, proposing the fixed compensation and the annual target compensation and fringe benefits for the KL members (excluding the CEO) for review by the CC and determination by the Board;
- p) in coordination with the Chairman determining the annual variable compensation for the KL members subject to approval by the CC (aggregate amount).

4 Further details of powers and duties delegated to the CEO are set out in **Annex I**.

7. GROUP EXECUTIVE COMMITTEE (KL)

7.1 Organization

- 1 The KL consists of eight to thirteen KL members with functions determined by the Board, such as the following functions:
 - CEO;
 - Chief Operating Officer (the **COO**)
 - Head Field Operations (Zone);
 - Chief Technology Officer (the **CTO**);
 - Chief Financial Officer (the **CFO**);
 - Chief Human Resources (the **CHR**).
- 2 The Board appoints one KL member as Deputy CEO. The KL members report either to the CEO or to the COO.
- 3 The KL forms the Group's Sustainability Committee.

7.2 Powers and Duties

- 1 The KL has the following powers and duties:
 - a) implementing the Group's values (including safety, quality, corporate sustainability and the Group's Code of Conduct), strategy and achieving its short and long term objectives;
 - b) ensuring that management capacity, financial and other resources are available and efficiently allocated;
 - c) reviewing, approving and submitting at least once a year the succession planning for key position holders to the VRA for review;
 - d) annually preparing the Group's strategic and operational short and long term objectives and strategic plans for review by the VRA and approval by the Board;
 - e) assessing and achieving the Group's strategic and operational short and long term objectives;
 - f) preparing and submitting the Group's annual budget, mid-term plan and forecast for review by the VRA and approval by the Board;
 - g) implementing the Group's internal control system, the insurance and risk management and the compliance systems;
 - h) proposing amendments to the Group's Code of Conduct and these Regulations for review by the VRA and approval by the Board;

- i) approving internal regulations, organizational norms, directives and policies;
- j) implementing the internal regulations, organizational norms, directives, and policies and the resolutions of the Board and its Committees;
- k) proposing amendments to the Company's and Group's organization and management structure for review by the VRA and the AC and approval by the Board;
- l) implementing the Company's and the Group's accounting, financial planning, financial controlling and reporting system;
- m) approving business matters and transactions set out in **Annex I**.

7.3 Meetings

- 1 The KL meets regularly, as often as business requires, but at least quarterly.
- 2 The KL appoints a secretary who records the deliberations and resolutions of the meetings in minutes signed by the CEO and the secretary. The CEO shares the minutes of the KL meetings with the VRA.
- 3 Articles 3.3 - 3.5 of these Regulations apply analogously to the KL.
- 4 The Sustainability Committee shall meet regularly as part of the regular KL meetings.

8. GLOBAL ASSURANCE

- 1 The Head Global Assurance reports to the Chairman of the AC.
- 2 The AC appoints and dismisses or removes the Head Global Assurance.
- 3 Global Assurance has the following powers and duties:
 - a) performing internal audits and assisting the Board, the VRA, the AC and the KL in carrying out their duties;
 - b) informing the AC, the VRA and the KL of the results of audits performed and reporting without delay any actual or suspected irregularities;
 - c) performing other tasks as assigned by the chairman of the AC.

9. FINAL PROVISIONS

9.1 Effectiveness, Amendments

These Regulations entered into effect on 1 August 2012 and were amended on 11 February 2013, 17 March 2014, 1 April 2017, 16 August 2018, 22 March 2022, 13 December 2022, 28 March 2023, and 19 March 2024.

9.2 Reviews

These Regulations shall be reviewed by the Board at the Chairman's request, but at least every three years.