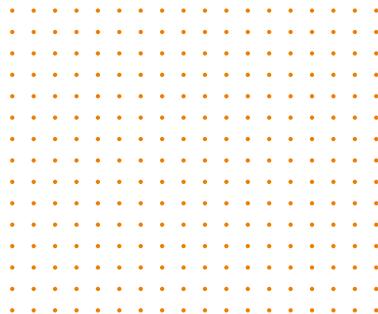




Corporate Business Solutions



www.cbs-consulting.de

The consultant of the global market leaders

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Foreword

“What unites us at cbs is a passion for digital business processes and global solutions.”

Dear cbs employees,

cbs is a development and growth platform. It is designed and made by consultants for consultants.

This is where people develop who enjoy designing digital business processes for globally active industrial companies using state-of-the-art technologies. This is where consultants grow who share a common goal: to create sustainable solutions for global process landscapes.

It makes me proud to see how committed and passionate the cbs employees are about their work. That creates an internal impact because we all have a common goal. And it creates a lot of impact with our customers.

Our customers love working with us. They appreciate the specific cbs spirit. They recognize that we don't just handle projects, but want to change things and make lasting improvements for our customers. We want to reinforce this reputation as the best and most reliable consultancy every day.

In this policy paper, we set out the common vision that drives us, what we stand for, the principles by which we work together and how we want to be perceived by our customers.

These guidelines apply to the entire global organization.

Harald Sulovsky



Harald Sulovsky
CEO

Who we are



cbs Managing Directors, LTR Stefan Risse, Harald Sulovsky,
Rainer Wittwen, Holger Scheel

cbs is one of the leading German consultancies for global, digitalized end-to-end business process solutions. Our eloquent company name „Corporate Business Solutions“ stands for this: We create business process solutions that are applied across applications and worldwide in internationally operating industrial companies.

cbs is a platform where exceptionally competent, committed and performance-oriented business and technology consultants can apply and develop their skills and inclinations.

With great passion, our consultants create efficient and effective business process solutions based on innovative technologies. Absolute customer orientation guides us: The goals and needs of the customer are always in focus for us.

Vision 2025

Global market leader for global market leaders

In 2025, cbs is the world's leading consultancy, preferentially advising innovative, agile, high-growth and world-leading industrial companies on creating their digital and global end-to-end business process solutions comprehensively and worldwide.

With 1 000 consultants, the cbs group will achieve a turnover of a quarter of a billion US dollars in 2025.

cbs is represented worldwide in all relevant regions with local and independent offices and is able to deliver globally for every customer.

We will achieve **Vision 2025** primarily through organic growth. We are accelerating our growth in specific business areas and regions through targeted acquisitions.

The cbs organization is complemented by a resilient and functional global partner network worldwide.



1 000

permanent consultants



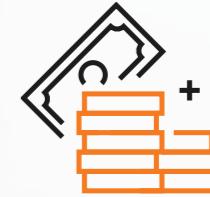
250

M USD revenue



>12%

organic sales growth p.a.



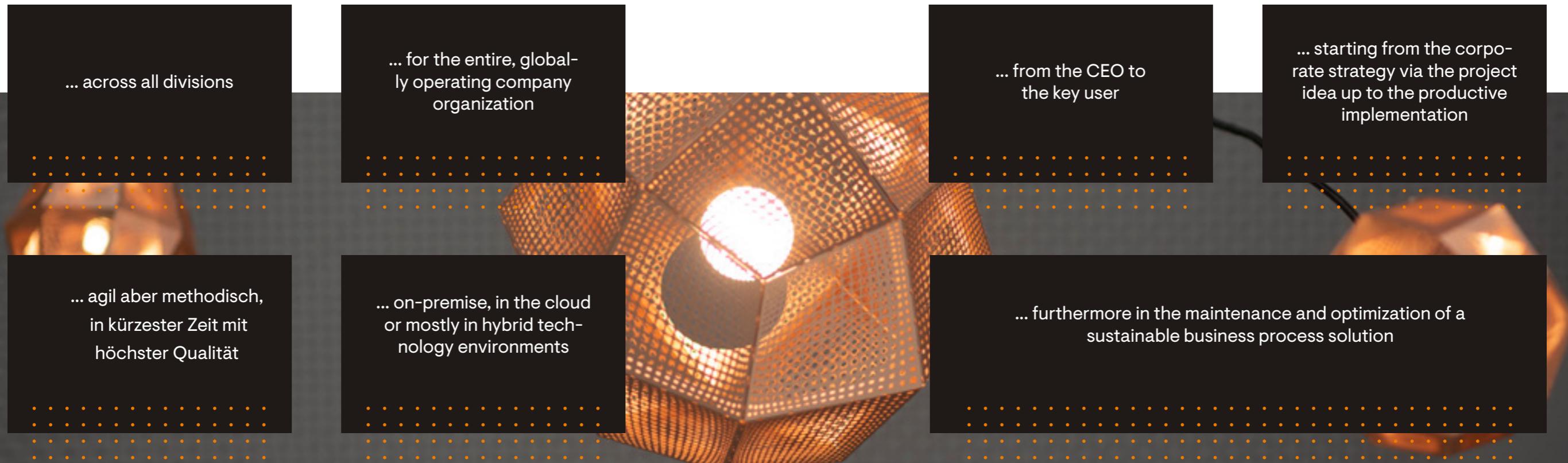
>13%

return on sales

Mission

We create enterprise-wide, harmonized, integrated and digitized end-to-end business process solutions for large industrial companies:

We support our customers at all management levels and throughout all phases of a project:



cbs as a management consultant

- Guidelines as a service provider
- Skills
- Attract and retain customers and employees
- Organization

“As process experts with a technical background, we don’t design fantasy worlds, but end-to-end digitized business processes for the reality of our customers.”

Rainer Wittwen
Managing Director



Guidelines as a service provider

Service claim

Together with and for our customers, we plan projects worldwide, approach them methodically and complete them safely, in the shortest possible time and with the best possible added value for the customer. At the same time, cbs customers know that "cbs" stands for reliability.

Customer orientation

We act in the interest of the customer and make the customer's project goals our goals. Achieving our own economic goals in the short term is not our priority.

We achieve our economic goals through convincing performance, professional action and fair dealings with our customers.



Market orientation

The consultants of cbs know the trends, requirements and current challenges of globally operating industrial companies. In a dynamic market environment, cbs consultants regularly scrutinize their consulting and solutions portfolio. They identify market opportunities, design new solutions and offer them on the market.

Solution orientation

cbs creates sustainable business process solutions. We harmonize the design of the solution with the company organization and put our customers in a position to work with their solution in the long term and to continuously implement change requirements.

Skills

The consultants of cbs have a very deep and broad business process and technology knowledge. They approach their tasks in a goal-oriented and methodical manner.

Business process competence

cbs creates promising global and company-wide process landscapes that are harmonized as far as possible. With their experience, the consultants of cbs advise and support the management, the specialist departments and the IT of our customers across the board in the design of their business processes.

That is why we achieve our customers' project goals exceptionally reliably and with comparatively little effort.

Digital technology competence

cbs provides holistic consulting on how to build, integrate and implement future-oriented hybrid system landscapes. The technology competence of cbs forms the basis for implementing digital end-to-end business processes in a modern and agile way.

Application competence

Digital end-to-end business process solutions are implemented on the basis of real existing technologies and applications from market-relevant software providers. To this end, cbs consultants have in-depth application know-how in the relevant products and solutions.

Nobody outside the development departments of SAP SE knows more about the functionality, technology and applicability of the market-relevant SAP products than the consultants of cbs. We make this claim for every market-relevant software product with which we supplement our core consulting portfolio over time.

Method competence

All cbs employees approach their personal tasks in a structured, professional and methodical manner.

Our methodological expertise as consultants is unique. It is based on the common methodology M-cbs. cbs consultants stringently apply this methodology and its project type-specific characteristics, align it with the customer's problem and continuously develop it further together.



M-cbs is the mindset of cbs. M-cbs translates our attitude, way of thinking and convictions into structured practical procedures.

M-cbs can be experienced in everyday project work, in the cooperation within the team and with our clients, in our striving for continuous improvement and the firm will of our consultants to achieve extraordinary project results.



“Nobody outside the development departments of SAP SE knows more about the functionality, technology and applicability of the market-relevant SAP products than the consultants of cbs.”

Stefan Risse
Managing Director

Attract and retain customers and employees

Customer acquisition

In our target market segments, we want more and more companies to benefit from our outstanding services. That is why it is the task of cbs executives to build and maintain networks, position our range of services and exploit opportunities in the market.

As a quality leader, we do not win our customers through low prices.

In this sense, each employee actively ensures, within the scope of his or her possibilities and environment, that cbs is able to continuously open up new fields of activity with existing customers.

Employee recruitment

At cbs, success-hungry consultants are committed to completing challenging projects to the highest level of customer satisfaction in a successful consulting company.

Our employees have high expectations of what they do and how they do it. When selecting our employees, we therefore place the highest value on professional competence, a high willingness to perform and „cultural fit“.

In this sense, every employee actively contributes within the scope of his or her possibilities and environment to finding, inspiring and retaining the right people for cbs in the long term.



Organization

As a consulting company, we are oriented towards network-like forms of organization, as is common in classic consulting firms or start-ups.

As far as possible, managers should act and make decisions as independent entrepreneurs. Business segments and national subsidiaries are organized as independent companies to the greatest possible extent.

Entrepreneurs drive the development of the business segments and national companies without losing sight of the development of the global company.

The project and consulting business is at the heart of cbs. Projects are staffed across countries from within the global organization.

To support the core business, central service units deliver the requested services in high quality and at defined costs. With their great value contribution to business development, they enable rapid and international growth of the company and the successful development of new business areas.

The acquisition of consulting orders is carried out by the management and the executives of the consultancy in close cooperation with the employees of the sales organization.



“Leaders act and decide as entrepreneurs in their own right.”

Holger Scheel
Managing Director

cbs as an employer

Guidelines as an employer

The well-being, promotion and development of both young and experienced employees is at the heart of the company's interests.

cbs is the most attractive employer in its performance segment for committed and highly qualified employees.

cbs corporate culture

Employees of cbs meet each other at eye level, regardless of their origin, position or task.

The success of cbs is the result of exceptional teamwork: each employee actively supports his or her colleagues and draws on the knowledge of all other colleagues as needed. To achieve the project goals, the entire consulting organization stands behind every cbs consultant.

Employees of cbs, in particular managers, pay strict attention to the sensible and economic use of company resources.

Employees act freely, result-oriented and responsibly as far as possible. Managers lead and support.



Training, exchange and development

No other consulting company invests as much time and resources in training and further education as cbs.

cbs creates the necessary time and organizational environment to enable continuous training and development. Targeted project assignments promote the individual development of our employees.

The exchange in the cbs network enables self-determined further training in various organizational forms. Experienced consultants develop, coach and guide young consultants.

Through growth and active career development, we create opportunities for development as an expert or manager.

Welfare and employee retention

The goal of cbs is the long-term retention and development of our employees.

Employees of cbs organize their everyday working life on their own responsibility in accordance with their individual life needs. For changing family situations, cbs has offers that can be applied individually to the organization of working hours and place of work.

The health of our employees is important to us. We support sustainable physical well-being with appropriate task design and health and sports offerings.



Responsibility for society and the environment

As a company, we bear responsibility for society and the environment. We want to actively assume this responsibility. The focus is not on marketing, but on the effect achieved.

cbs supports social projects that are in line with the company's values and interests. One of the main focuses is on supporting children, young people and families.

cbs is committed to environmental and climate protection. Our consultants use the framework set by our activities in an environmentally conscious and resource-saving manner.

As a company, we set ourselves measurable, ambitious climate targets and take measures to achieve them, which are regularly reviewed and improved.

In 2023 we will be CO₂ neutral.



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