

Guideline

AEB Guideline

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www.aeb.com

A large, colorful triangular graphic in the bottom right corner of the page, with a gradient from purple at the top to yellow at the bottom. The letters "AEB" are printed in white on this graphic.

AEB

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1 AEB as a company

1.1 Who we are

AEB is an IT enterprise from Stuttgart with local roots and a global outlook. AEB has succeeded in the market for over 40 years, growing from a software engineering and development team into a leading provider for global cloud solutions and services in supply chain management. AEB is a global enterprise with over 7000 customers in Europe, Asia, and North America. AEB is based in Stuttgart (DE) with branch offices in Hamburg, Düsseldorf, Munich and Soest, and development centers in Mainz and Lübeck. AEB has international offices in Leamington Spa (UK), Singapore (SG), Manila (Philippines), Zurich (CH), Malmö (Sweden), Amsterdam (the Netherlands), Prague (Czech Republic), New York (USA), and further international locations.

1.2 What drives us

Making things happen with software: That's what drives us.

- First, for the benefit of our customers: By empowering them to evolve with the times, continually reinvent themselves, and transform powerful ideas and business models into reality. With cloud-based software that brings global trade and logistics together – software that is already helping over 5,000 businesses.
- Beyond that, we also want our software to make a positive contribution to society: By making supply chains leaner and greener, more secure and equitable. And by using parts of the profits that AEB earns to make a difference in society. That's why we allocate part of our annual profits to fund the AEB Foundation, which promotes educational projects for disadvantaged children.

The basis for this is our economic success which will allow us to fulfill our mission in the long term. We must constantly find the right balance between short-term success and long-term investments and implement this successfully every day. This is a challenge for all of us. We all have to achieve consistency between having fun at work, the results of our work, our own development and the development of AEB. This is the most important contribution that every employee can make to the sustainable success of AEB. Sustainability in terms of company development, individual development, and job security. But also for the sustainability of our activities in relation to society. For more details, refer to <https://www.aeb.com/media/docs/en/common-ground-en.pdf> Internally, we have described this in more detail in our "Common Ground".

1.3 Annual report

Further information on the company can also be found in AEB's annual report.

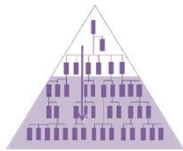
2 Organizational principles of AEB

2.1 Basic information

2.1.1 Guiding principles of the organization

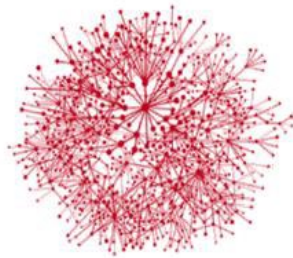
Our organization is shaped by a systemic approach. The theory states that an entity such as a company behaves like a system and is subject to constant change and adaptation. Corporate structures of added value have to be oriented on the market and the customers.

Formal structures



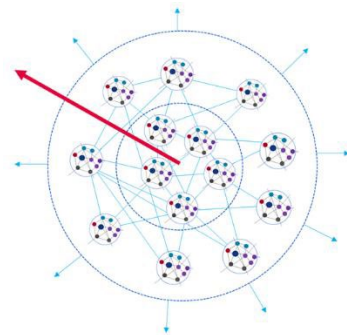
Formal structures are reduced to a minimum.

Informal structures



Informal structures are necessary but may not dominate.

Value-added structures



The most important structures at AEB

2.1.2 Added value

Our organization develops its particular strengths when independent units are cross-linked. Every unit creates value to the inside and/or to the outside. This enables us to constantly improve. And it makes it easier for each individual to take responsibility.

The social structure explicitly replaces control structures. Formal structures are reduced to a minimum. Informal structures are an important part of the interaction at AEB but must not overlay value creation.

2.1.3 Responsibility

At AEB, we are convinced that people are driven by a motivation that comes from within. They therefore take responsibility for themselves, for their tasks, and for AEB.

Responsibility means taking the right steps to ensure AEB's progress. Responsibility is the signpost that ensures the path we have chosen does not become an end unto itself.

This (personal) responsibility is another defining characteristic of AEB's organization and processes.

2.1.4 Employees

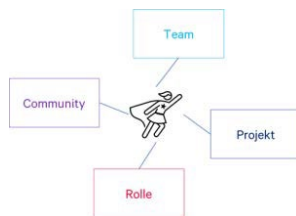
At AEB, the employee is the main focus of the organization. The employee is the nucleus of all other organizational units and structures. Employees assume responsibility in the company and AEB assumes responsibility for its employees.

At AEB, each employee is assigned a personal companion and coach, the line manager. The line manager supports, challenges, and encourages the employee. The Employee Services team accompanies the employees and their coaching.

2.2 Organizational units

2.2.1 Units

Basics



Each unit can have responsibility for operational tasks.

Units form as they are needed.

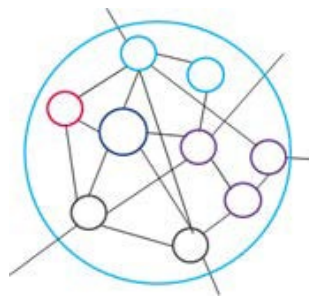
Units can transform without any problems. For example, a role can become a team. Or a team becomes a community.

The overview of the units can be found in Confluence: **Organizational structures of AEB**

Within the units, one or more people take responsibility.

Employees can be members or assume roles in several teams, communities, and projects.

Team

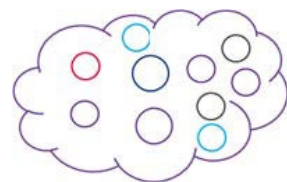


Teams are one of the four main structures of AEB.

Teams follow a mission, a common goal. The team members work closely together.

In every team one or more people are responsible who are part of the team and work in the team.

Community

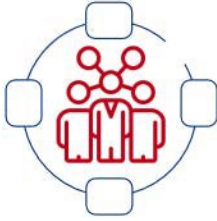


Every community focuses on a topic, mostly functional ones. The members of a community have the same interests (the topic of the community).

The community members ensure their own workload independently. Community members act as

- Moderator, if they take responsibility for the whole community, give impulses and develop community concepts and strategies.
- Contributor, if they are the contact for the functional/technical community topic, if they contribute to knowledge transfer, and proactively handle operational tasks in the respective community.
- Follower, if they are more of an observer than a participant, mainly want to increase their knowledge, and only assume tasks of the community if it seems appropriate and reasonable.

Role



Every employee at AEB has at least one, often multiple roles in the company. A role describes tasks, responsibilities, and competencies of an employee. A role is assigned to an employee who actively assumes responsibility and whose existing or acquired skills and characteristics match the requirements of the role.

Project



Projects are another important unit adding value. A project's objective is the successful implementation of a (larger) one-off task with special significance for the company or a customer, for example.

For projects, project-related units are created with project standards defined by the goals.

These structures are limited in time for the duration of a project and override other formal structures.

2.2.2 Geographical organization

Locations

AEB is geographically distributed. The places where AEB employees find an organized working environment are called locations. These are grouped as follows:

- Larger and smaller locations: In addition to the locations in Germany, this also includes the subsidiaries. They form independent organizational units with a high proximity to the market and the customers.
- Co-working spaces: Locations where AEB has reserved or uses rooms or other facilities.
- Places of residence as registered locations.

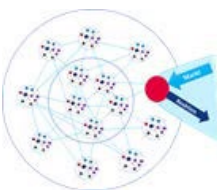
Mobile offices/mobile working

Every AEB employee has the necessary equipment to be able to work on a mobile basis at any time and from anywhere. At AEB, we call this "small office/mobile office" ("SoMo"). Clear principles and regulations as well as appropriate IT setup ensure that this is always done in a secure way and in accordance with data protection regulations.

AEB employees are "in the office" wherever they are and whenever they want and have secure access to all necessary resources.

2.3 Further organizational principles

2.3.1 Strong periphery



All units that add value according to the requirements of the market are called periphery. The focus is on activities, not on people or places. This means that working with a customer in a customer project, even if it is carried out by people in the HQ in Stuttgart, is an activity of the periphery. And organizing the branch office in Hamburg is not. In our dynamic market, a centrally organized company is no longer able to react flexibly. The periphery must be autonomous and must have decision-making scope to be able to act independently.

2.3.2 Processes



(Business) processes are repeated sequences of individual activities to achieve an objective. They enclose other formal structures and are the main structure for activities adding value that are carried out frequently.

In process descriptions, only the static parts of a process are described. If an unexpected event occurs and increases dynamics, the process is interrupted and replaced by principles.

For more details see the value chain.

3 Basics of working at AEB

3.1 Starting work at AEB

When new colleagues start at AEB, they receive comprehensive support:

- From people: Both the line manager and a tutor assigned to the employee are available as contacts and to support at the beginning.
- Through learning material: New employees must complete mandatory training courses. For this purpose, but also for later use, they have access to extensive training materials, video tutorials, and other materials for self-study.
- An on-site introduction event ("Jump-in"): For one week, workshops and training sessions are held to allow new employees to intensively familiarize themselves with AEB values and AEB working principles.
- Comprehensive documentation: The company wiki provides relevant information on all topics. Guides are always a first introduction to a topic.

3.2 Working at AEB

3.2.1 Support

During their working life, employees are also accompanied by the line manager. They are supported by another experienced employee who is consulted on a regular basis to ensure that the interaction between the line manager and the employee works well and is based on trust and mutual respect.

3.2.2 Focus on adding value

Every employee works on his or her tasks: independently, jointly, in a network. We want to avoid bosses, hierarchies, instructions, and controls as much as possible and only use them where it really makes sense. The focus is on adding value. For the customers. And for AEB.

3.2.3 Process-related work and SPOCs

AEB's normal operations are based on processes. Groups (teams, communities, roles, or project teams) at AEB are responsible for tasks. Tasks are not given to people, but to these groups. The groups have a central access point where tasks are handed in. This central access point is called "single point of contact" (SPOC). Per SPOC one or more people are responsible for passing on the tasks to their colleagues and ensuring an optimal distribution.

3.2.4 Staying up to date

In order to keep up to date, AEB employees must not only take advantage of internal and external training opportunities, but also regularly review the most important regulations, at the latest when they are updated. This means in particular:

- [AEB Guide](#)
- [Common Ground](#)
- [Security Guide](#)

Furthermore, every employee is required to actively participate in the intranet. At least once a day, they must take note of the relevant information published there.

There are extensive subscription options for both the corporate policy documents and the information on the intranet.

3.3 Terminating work at AEB

Employees who leave AEB are a chance to become better. Therefore, the line manager should conduct a detailed review with them.

Technical mechanisms ensure that all access points for departing employees are automatically cut off on the last working day. Where manual intervention is still necessary (e.g. handing in the company smartphone), this is ensured by a dedicated process.

4 Leadership and management

Leadership is the capability and the willingness to take responsibility. Every employee works on his or her tasks: independently, jointly, in a network. We want to avoid bosses, hierarchies, instructions, and controls as much as possible and only use them where it really makes sense.

4.1 AEB leadership principles

All employees who assume leadership at AEB are guided by the following:

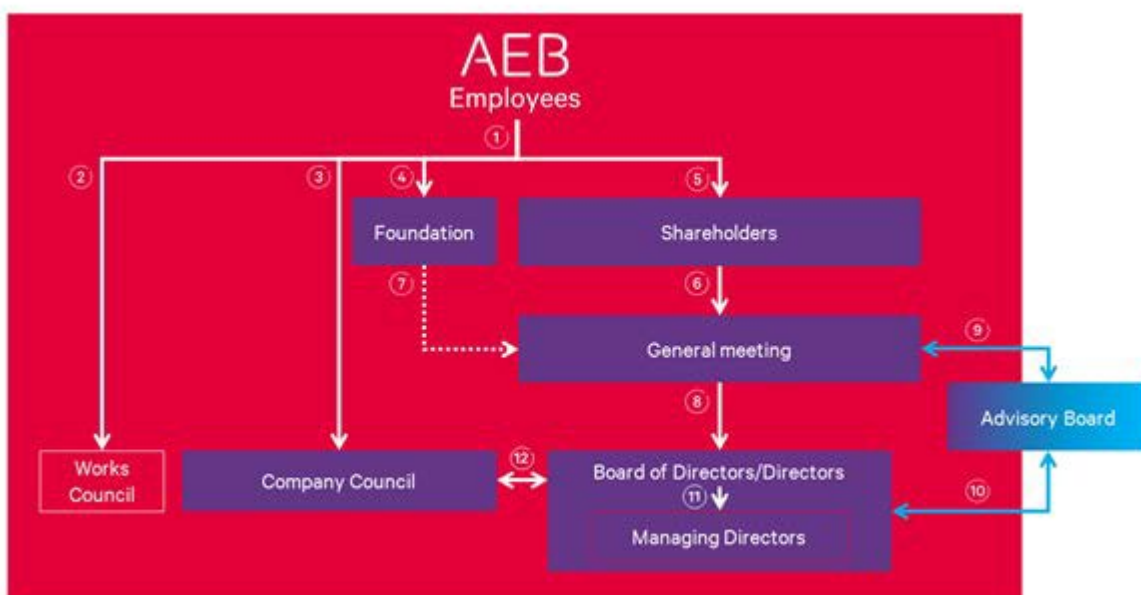
- **Implementing company goals:** They implement company goals through entrepreneurial thinking and values-based action. They communicate and explain company goals to their colleagues and work collaboratively with them towards implementing them.

- **Foster company philosophy:** Our company culture is characterized by values such as customer orientation, innovation, teamwork, performance, professionalism, openness, and agility. They teach, explain, and support this culture. They maintain a good attitude and lead by example.
- **Tolerance:** They are positive about people, interact with them in an open manner and accept personal differences. They have an open-door policy whereby they carefully listen to and show interest and understanding for what others say. They both accept different points of views and different ways of achieving a goal.
- **Rules and processes:** They know and apply existing rules. Their conduct is guided by existing processes, their work is aimed at actively improving these processes. They show understanding for other areas of the company. They ensure compliance with guidelines in their area of responsibility. In particular, this also includes security regulations and principles.
- **Commitment to quality:** You deliver quality products and services and champion agreed quality standards' achievement. Customers are the focus of our quality standards. The success of our company depends on customers who trust our solutions and are satisfied that these solutions support their business processes. Part of our quality standards is ensuring a secure environment for our customers' business processes.

4.2 AEB corporate management

AEB SE is designed to be a company moving in the right direction in the long term and sustainably. This starts with the governing bodies of AEB SE. In addition to the general meeting and Board of Directors, which are prescribed by law, AEB has established other bodies. These are not legally required in the way they are set up but are considered as valuable contributors to actively living and strengthening the principles of **employee-owned** and **open**.

See also the [AEB SE Shareholder Guide](#)



1. Employees can purchase shares, thereby becoming voting shareholders of AEB SE.
2. Employees can elect a "works council" of employee representatives in accordance with local laws. This option exists independently of the legal structure and organizational design of AEB SE.
3. Employees elect the six members of the Company Council which is made up of employees and representatives of the Board of Directors.
4. Employees take on an active role in the AEB Foundation.
5. All shares are held by either AEB employees or the AEB Foundation. No shares may be held by anyone outside the company.
6. The general meeting is made up of the voting shareholders.
7. The Chair of the AEB Foundation takes part in the general meeting but cannot vote.
8. The general meeting elects the Board of Directors.
9. The general meeting elects an Advisory Board consisting of shareholder representatives and others from outside the company.
10. The Advisory Board advises the Board of Directors, analyzes the company's performance, and develops proposals for the general meeting.
11. The Board of Directors appoints the Managing Directors.
12. The Board of Directors and the Company Council maintain a close exchange on the "working at AEB" issues.

4.2.1 Shareholders

Only AEB employees are allowed to become shareholders.

What this means in practice: Any permanent employee of the AEB Group with at least two years of service and no outstanding notice of termination can apply to purchase shares.

4.2.2 The Advisory Board

It includes both shareholders as well as outside experts to give us an adequate perspective from outside AEB. It is expected to advise and support the Board of Directors and the Managing Directors in the performance of their duties – within the parameters assigned to it under the law and Articles of Association, of course. It analyzes the company's business situation and reports on its insights and on its activities in the past fiscal year to the general meeting – and elsewhere where necessary. It works for and with the Board of Directors to develop a proposal for allocating profits and developing the share capital.

To be able to fulfill these tasks, any member of the Advisory Board can request information from the Board of Directors at any time on the company's business affairs and is explicitly authorized to review and audit the company's books and records.

4.2.3 Executive Board and Managing Directors

The Executive Board (formally: Board of Directors) is responsible for the operational management of the company and is elected by the shareholders.

Essential decisions are reached in mutual agreement: At the end all members of corporate leadership must be convinced that they have embarked on the right path – or realizing at least to have supported this decision. AEB has two Managing Directors. Each Managing Director has individual representative authority.

4.2.4 Company Council

The Company Council is responsible for the topic of "working at AEB". It is responsible for any issues of collective relevance and represents all employees of AEB and its subsidiaries.

It is responsible in particular for questions concerning the design of working modalities and questions of everyday working life. Another task is to develop principles and values within AEB. It ensures that our values are embraced and implemented in everyday life. These values are the foundation for the Company Council's work.

The Company Council is elected for three years and consists of six members. Four of these are employees, three of whom are proposed by the employees and one by the management. The two others are members of the Executive Board. All of them must be confirmed as members by secret ballot by the staff.

5 Management systems

5.1 Leadership and commitment

From AEB's principles, from how we want to interact, and how we want to act in the market, our high quality, security, and data protection standards are derived. AEB's Company management places a special emphasis on this and feels responsible for quality management, security, and data protection. Company management also wishes for all employees to be aware of this special responsibility and duty of care and for them to act accordingly.

Therefore, management systems have been set up, which fulfill the following criteria:

- compliant with the relevant ISO standards
- strategically integrated into the organization
- process-oriented alignment for continuous improvement to achieve the objectives

The necessary efforts and additional resources will be provided for. Among other things, relevant roles have controlling responsibility. In addition to targeting objectives, an important aspect of the leadership task is encouraging all involved to contribute continuously to actual effectiveness and continuous improvement.

5.2 Guidelines on management systems

The associated guidelines are an integral part of the management systems. These guidelines fulfill the following criteria:

- compliant with the relevant ISO standards
- presentation of the objectives and their reasoning
- presentation of the application areas towards which the management systems are geared
- presentation of the organization which is dealing with the implementation of the objectives

These guidelines are subject to the processes for guideline documents. They are made in writing and their current version is made available to the employees for consideration.

More detailed explanations, also on implementation in accordance with ISO standards, can be found in the Guideline Integrated Management System (IMS). A separate chapter details the understanding of a management system as an organic process.

Extract:

- Handling changes
- Handling opportunities and risks
- Ensuring control and effectiveness
- Introducing improvement measures

An important part of the guidelines is the clarification of the organization with roles and their functions and authorizations. The objective of the organization is the continuous alignment with the objectives incorporated in the guideline, the development and adjustment to changing conditions. The management systems contain a check feature. As part of regular management evaluations, reports are made, decisions on upcoming correction and prevention measures are taken, and the measures are implemented.

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Locations

Amsterdam . Düsseldorf . Hamburg . Lübeck . Mainz . Malmö . Manila . Munich . New York . Prague . Salzburg . Singapore . Soest . Stuttgart . Warwick . Zurich