

Doosan Lentjes

Integrated Management Manual

DIN EN ISO 9001:2015
DIN EN ISO 14001:2015
DIN EN ISO 45001:2018

DOOSAN



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1. Statement by the management

The management of Doosan Lentjes GmbH considers the Integrated Management System (IMS) described in this manual to be an effective and appropriate method for achieving high quality and reliability of products, processes and services. The management has direct responsibility for the effectiveness and regular evaluation of the management system.

The aspects of occupational safety and environmental protection are given equal priority with personnel, engineering, production, quality and finance in all business activities by the management.

The processes described in the IMS also include our suppliers and service companies, as they make an important contribution to the quality of our products.

Our corporate policy is laid down in this IMS. Both managers and employees are obliged to plan, implement and critically evaluate our internal processes in accordance with this policy and the defined goals in such a way that customer satisfaction is continuously increased.

Complying with our corporate philosophy and the applicable laws and regulations is the responsibility of all Doosan Lentjes GmbH employees and is a prerequisite for our suppliers when selecting them or placing production orders.

In order to ensure that, in addition to our legal obligations, we also meet our self-imposed obligations and continuously improve in our activities, our management system is additionally monitored and certified by accredited auditing companies in quality, occupational health and safety and environmental protection.

The management manual comes into force on the date of signature by the management.

Ratingen, 24th October 2022



Dirk Stokvis
Chief Executive Officer

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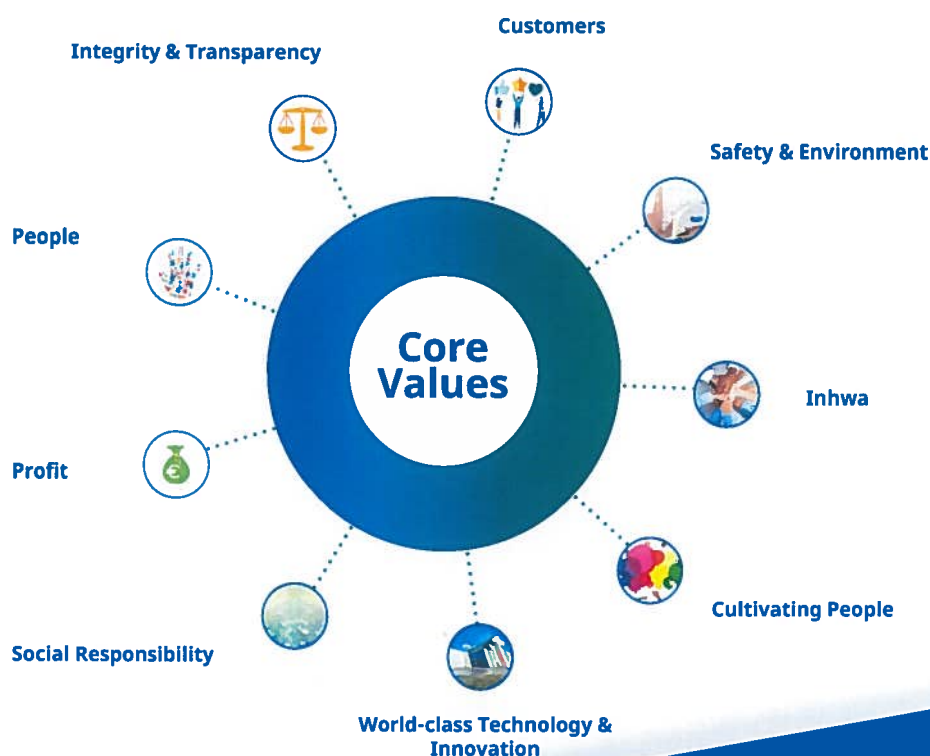
2. Corporate philosophy

2.1 Our vision

Our ambition is to become a Proud Global Doosan - a leading provider of products and services that improve people's lives worldwide.

2.2 Our guiding principle

Doosan Lentjes is committed to the Doosan Credo, which is our corporate philosophy. The Doosan Credo with its core values is the DNA of our business activities and the guiding principle for all our decisions. We practice these core values wherever and whenever we operate to achieve our ultimate goal of becoming a "Proud Global Doosan". In doing so, we are always aware of ethical and social responsibilities and are committed to sustainable and legally compliant business practices along our entire value chain.



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2.3 Our strategy

The Doosan Lentjes Group is active in international plant construction and is involved in sale, planning, construction and commissioning of complete and/or partial plants for energy, waste disposal and environmental technology.

The Doosan Lentjes Group consists of Doosan Lentjes GmbH, Ratingen, and its subsidiary, Doosan Lentjes Czech s.r.o, Prague/Czech Republic.

Doosan Lentjes is involved in projects as a technology provider, EPC (Engineering, Procurement and Construction) or general contractor. The latter also includes, but is not limited to, Doosan Enerbility (DE), of which Doosan Lentjes has been a part since 2011.

We strongly believe in the "2G" approach developed by the Doosan Group, which sees business growth as a result of employee development and vice versa. Knowing that employees are the most important resource, Doosan Lentjes offers them exciting projects and the opportunity to develop and take responsibility.



Doosan Lentjes Headquarters in Ratingen, Germany

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3. Company profile

Doosan Lentjes provides proprietary environmental technologies for thermal waste treatment and energy generation. Our areas of expertise include the incineration of renewable fuels such as waste, sewage sludge and biomass, heat recovery systems and flue gas cleaning equipment. We deliver flexible solutions for long-term waste disposal safety and climate-friendly steam and power generation.

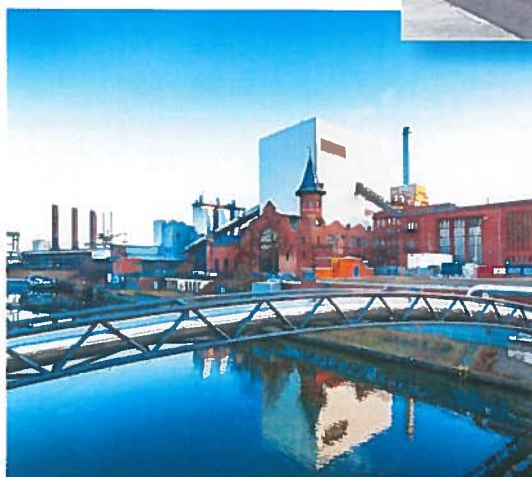
As a member of the global Doosan Group, Doosan Lentjes is part of a strong international network of companies providing complementary technologies, skills and value to customers the world over.



Top left:
Olsztyn, Poland
Waste-to-energy plant



Top right:
Belfast,
Northern Ireland
Sewage sludge
incineration plant



Bottom left:
Berlin, Germany
CFB power plant



Bottom right:
Can, Turkey
Flue gas cleaning plant

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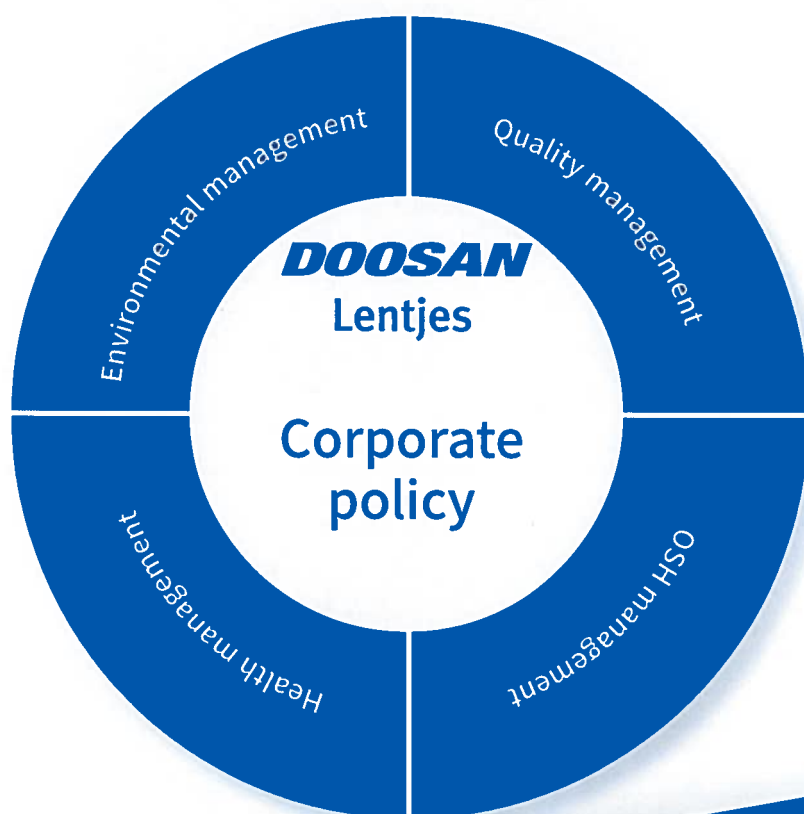
4. Corporate policy

Doosan Lentjes' corporate policy covers quality management and assurance as well as occupational health and safety and environmental management. Our Corporate Social Responsibility (CSR) activities are closely related to these areas.

Our corporate policy focuses on achieving the following overall goals:

- Comprehensive fulfilment of the expectations of our customers and other stakeholders
- Strict compliance with legal requirements and binding obligations
- Early identification of opportunities to improve our products and services
- Seamless analysis of our work processes to minimise risks and hazards

The individual goals derived from the corporate policy are continuously tracked, evaluated and updated.



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Our corporate policy is regularly reviewed to ensure that it remains relevant and appropriate to the organisation and supports the strategic direction.

Protecting health and the environment requires constant reflection on our business activities, continuous optimisation of our technologies, ongoing improvement of our work processes and strict compliance with applicable legal and other binding obligations.

Our Supplier Code of Conduct is crucial in this context, ensuring that our subcontractors or service providers meet the highest standards in their part of the value chain. The paper defines our basic requirements in the areas of human rights, labour conditions, environment and business integrity. It is based on the Doosan Code of Conduct, which sets out guidelines for responsible corporate governance applicable to all Doosan companies, as well as the principles of the United Nations (UN) Global Compact.

4.1 Quality & HSE policy

Our quality orientation is primarily focused on error prevention and on keeping customers satisfied. It aims to avoid complaints, warranty claims, product liability cases, rework and rejects. The quality policy is relevant to the organisational goals of our company as well as to the expectations and requirements of our customers and shareholders. The DIN EN ISO 9001:2015 certification confirms that our efforts in this area are in line with international standards.

Our quality policy essentially comprises the following goals:

- Meet market requirements while maintaining economic considerations
- Meet our customers' expectations and build trust
- Deliver high quality products reliably and on time, in full compliance with contract and customer requirements
- Take preventive action against possible defects in a product or process
- Identify and record non-conformities in a product or process
- Eliminate weaknesses and improve the quality of our products as an ongoing task at all levels of our organisation

Security is at the heart of everything we do. Our safety concept is based on the premise that safety transcends all economic concerns. Wherever we operate in the world, we are committed to the safety of our staff and to creating healthy and safe working conditions that prevent injury or illness. We work hard to promote a safety culture characterised by open communication, mutual trust, teamwork and shared values. This culture includes the systematic definition of measures to prevent health hazards and minimise risks at every stage

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of the project, with consultation and participation of all stakeholders, such as customers, suppliers and our employees. The implementation and maintenance of our safety concept is supported by a DIN ISO 45001:2018 certified safety and health management system.

In the area of environmental protection, our DIN EN ISO 14001:2015 certification consistently requires us to identify and implement measures to improve the sustainability of our facilities. This includes the requirement to consider the entire life cycle of our plants from planning to commercial operation and decommissioning.

The aim of our environmental policy is to conscientiously analyse and reduce to an absolute minimum the impact on our environment resulting from our activities and, in addition, to ensure a sustainable future for future generations with the further development of our products.

The continuous optimisation of product design, for example, has led to a significant reduction in the carbon footprint of our plants and the saving of valuable resources in recent years.

Our efforts to be environmentally conscious are supported by the Doosan Group's corporate values, such as caring for society and passion for innovation.



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4.2 Corporate Social Responsibility (CSR)

We take our corporate responsibility very seriously, i.e. we do not see CSR activities as an "add-on" but as an integral part of our business activities and processes. In doing so, we strive for a world that is characterised by mutual respect. In this world, people live and do business in harmony with the environment and nature. Therefore, our CSR strategy is based on three pillars developed in line with these goals.

The first pillar deals with issues related to people. **People** are at the centre of everything we do. Our efforts are directed at all the people we influence through our corporate existence. The goal is to create an environment that promotes motivation and creativity and gives the highest priority to physical and mental well-being.

The second pillar focuses on **sustainability**. Here, we not only implement individual measures to achieve an improvement in our environmental performance, but understand sustainability as the foundation of our business model and activities. Along our entire value chain, we attach great importance to the highest environmental standards and the reduction of our carbon footprint.

Charity is the third pillar on which our CSR activities are built. With this element of our social responsibility strategy, we follow our conviction that caring for others is our corporate duty. In doing so, we do not limit ourselves to our community, but help where help is urgently needed.

Our efforts join those of our colleagues in the global Doosan Group. Together, we aim to become a leader in CSR.



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5. Areas of application of our Integrated Management System

The areas of application of our Integrated Management System cover the planning, construction and servicing of partial and complete plants in the field of power plant and environmental technology as well as research and development.

Furthermore, the areas of application - based on the management systems Quality (DIN EN ISO 9001:2015), Environment (DIN EN ISO 14001:2015) as well as Occupational Health and Safety (DIN ISO 45001:2018) - include the identified external and internal topics as well as the expectations or requirements of the interested parties and the resulting binding obligations.

The services of our company essentially include:

- Research and development
- Engineering
- Project management
- Procurement
- Quality assurance
- Assembly, assembly management and supervision
- Training, commissioning and acceptance tests
- After-sales service

The outsourced processes concern the manufacturing of systems and components for the erection of the partial and complete plants. The manufacturing process carried out by external suppliers is consistently monitored by Doosan Lentjes with regard to the fulfilment of schedule and quality requirements.

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6. Customer focus

To provide our customers with solutions that help them achieve their economic and environmental goals, we have developed the Doosan Lentjes operating model. This approach supports the maximisation of cost efficiency and the optimisation of order processing times. This is done by integrating product requirements into modular solutions, which in turn are adapted to specific customer requirements. Lessons learned during the fulfilment phase are integrated into the modular solutions. Thus, we ensure a consistent learning process to the benefit of all future projects. Combined with our continuous investment in the development of our technologies, we are always one step ahead when it comes to innovation and sustainable business performance. This helps us lead our clients' projects to success - crucial in times of ever-changing market demands.

With our operating model, we integrate, consolidate and realise synergies to achieve sustainable business performance in challenging market environments.



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7. Process focus

The process-oriented integrated management system is documented in a database that is accessible to all employees. It is the core of the management system and contains, among other things, the management manual, the process descriptions and other applicable documents such as technical instructions and standard templates for key documents. The process landscape is constantly optimised and improved with the consistent involvement of staff.

The process-oriented approach is aligned with the actual business activities, the value-adding processes (core processes). Management and support processes are arranged around these processes to ensure the effective and efficient flow of value creation.

All processes in the process landscape are systematically documented in the form of a flow chart showing the interfaces to other processes.

For each process, a process owner responsible for the process is appointed, who is responsible for achieving the defined process results and continuous process improvement.



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8. Project management

Project management comprises the management tasks, techniques and tools for the successful completion of a project.

The core task is to control the course of the project in such a way that the deviations in terms of costs, time and quality compared to the planning are minimal. Thus, high demands are placed on order processing. Project management represents a central area in order processing, as it ensures the project leadership of the specialist departments involved.

Our project management is divided into project definition, project implementation and project completion. The aim is to plan and manage projects correctly in each of these phases, while limiting risks and exploiting opportunities.

Doosan Lentjes handles projects in the field of power plant and environmental plant construction, which are characterised by the fact that they must be completed by a binding date. The effort involved in project control is correspondingly intensive and detailed. This is ensured by means of modern project control techniques and tools, which are continuously kept up to date and further developed in order to meet the increasing demands.

The management of resources, quality, the stakeholders involved as well as the scope of delivery including the management of additional requirements is part of the achievement of the further project goals.

Due to the complexity of the task as well as the importance for order processing, project management is one of the core competences at Doosan Lentjes.



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9. Risk & Opportunity Management

Doosan Lentjes operates an integrated risk and opportunity management system that identifies, analyses and evaluates risks and opportunities from all areas of the business processes. The detailed, process-oriented consideration of risks and opportunities is based on a historically grown catalogue of measures. The aim of the system is to effectively manage risk factors and opportunities that may arise during business operations.

The Doosan Lentjes risk and opportunity management focuses on:

- Superior business risks/opportunities with a direct impact on the business result, such as market price developments
- Project risks/opportunities from the preparation of the offer to the final handover of the plant to the customer
- Management of process risks/opportunities with key figure and trend analyses as well as verification of the effectiveness of the measures via internal audits

The responsible colleagues are closely involved in the development and implementation of the measures. Overall responsibility for risk and opportunity management is held by the Risk Management department, which reports directly to the Executive Board.

Given the increasing volatility of the global economy, identifying and managing potential risks and opportunities that may arise during the operation of a business has become a critical factor for sustainable growth.



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10. Staff & resources

Our employees are at the centre of everything we do. That is why we pay special attention to their personal development and make their advancement our long-term priority. We are also concerned with inspiring new talent for us and securing know-how. Passing on knowledge and experience to the next generation strengthens the stability and reliability of our company and gives our customers the assurance that our engineering expertise is characterised by sustainability.

Doosan Lentjes launched a campaign to strengthen the feedback culture under the motto "Your Voice Matters". The aim is to increase employee satisfaction in the long term and to create more transparency. The project started with a satisfaction survey.



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11. Procurement

We define global sourcing strategies that reflect the full capabilities of the Doosan Group. In doing so, we benefit from the Group's international sourcing and production capabilities. Workshops under Doosan's control in Changwon/Korea, Chennai/India and Vina/Vietnam provide best practice procurement of goods and services while maintaining and ensuring compliance with laws, regulatory guidelines and internal control procedures. Procurement centres in Beijing and Shanghai/China underline Doosan Lentjes' efforts to provide cost-optimised solutions. At the same time, we focus on a locally based portfolio of reliable suppliers that support us in identifying efficient supply chain solutions.

At Doosan Lentjes, we understand that our suppliers make an important contribution to our performance, which is why we are committed to building long-term, mutually beneficial partnerships in terms of quality assurance.

In project tracking, we are always mindful of our ethical and social responsibilities, as well as our commitment to increased sustainability and transparent business practices. To achieve this, we have introduced our Code of Conduct for Contractors, which is based on our corporate values. This code helps us to ensure that our suppliers act in an ethical and socially responsible manner while complying with applicable laws and regulations.



Top left: Doosan Vina, Vina, Vietnam



Top right: Doosan Chennai Works, Chennai, India



Bottom right: Headquarter, Doosan Enerbility, Changwon, Korea

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12. Management review & improvement process

The efficiency and appropriateness of our IMS is regularly assessed essentially on the basis of the audit results and the key figure analysis.

The implementation of the corrective and improvement measures resulting from the management assessment is continuously monitored and checked for effectiveness.

In addition, our employees can submit ideas or suggestions for improvement in an idea management system. These suggestions are evaluated by experts in a transparent process, rewarded if applicable and implemented.



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