



GKN Hydrogen Cultural/Organizational Frameworks and Overarching Priorities

Mission

Unlocking the potential in our business begins with nurturing our culture. The sparks which ignite culture are our mission, vision, values and the why and how we lead. As leaders and employees of GKN Hydrogen, we will be committed to our mission of **Together we can create a sustainable legacy where everyone thrives!** Our mission is our NorthStar and our guide to achieving our mission are our VALUES. Our values of Integrity, Performance Driven Culture, and Teamwork are non-negotiable. As leaders, we will demonstrate and live our mission and values daily. Our values along with achievement of results will determine advancement, growth, and development within GKN Hydrogen.

Our Vision

We will be the premier hydrogen energy storage company. We intend to win in the markets we choose to participate in by providing the most reliable green hydrogen storage solutions. Our offerings enable decarbonization and deliver energy resiliency, diversity, and security for a better tomorrow. We exceed customer expectations through every employee's commitment to quality, service, operational excellence, and continued innovation.

Our Values

The expectation is daily every high performing air management employee will support these behaviors. Our values are the cornerstone of achieving our mission of Together we can create a sustainable legacy where everyone can Thrive!

- **Integrity:** We will conduct business with professionalism, respect, and uncompromising integrity daily. With our people, customer relationships, product quality, and our communities.
- **Accountability:** We create trust through transparency whilst sharing in our collective successes and failures. We assist each other in becoming better every day. We will embrace collaboration, responsibility, and execution as behaviors to deliver on our commitments consistently and predictably.
- **Agility:** We must be entrepreneurial and move with speed and pace. We are only what we do, not what we say (we will do). Responsibility is how we show up every day, how we deliver on promises, and how we make decisions. We must reduce complexity while in parallel be comfortable with leading change and manage through ambiguity.
- **Teamwork:** The courage to shape a better a future and role model a performance culture. We will excel as a team by having no hidden agendas and ensuring we have open dialogue with the goal of achieving shared goals and maximizing our potential.



Leading with Purpose:

At GKN Hydrogen we believe in doing well by doing good and hold ourselves accountable to make the world a better place through the solutions we provide, our engagement in society, the way we do business, and our commitment to protect people and the environment.

GKN Hydrogen will be a purpose-driven company. We unlock the power of people, ideas, and technology to redefine what is possible. The power comes from connecting purpose to our performance.

Purpose drives our performance, delivering financial value to our shareholders while creating societal value for all stakeholders. We are committed to environmental stewardship, behaving in a socially responsible manner, and delivering economic prosperity by executing our strategy and achieving results the right way. Our purpose provides Hydrogen employees, customers, partners, and communities a powerful framework within which to make decisions and ensure that we meet the expectations of all stakeholders.

More than ever, our world is counting on breakthrough technology that helps us to transition to a new energy dawn. We must continually search for transcendent solutions and answers that enable us to address our future today. The resilience of our planet, our people, and our economy depends on it.

Driving for Results:

As a GKN Hydrogen leader and employee, we must be committed and accountable to build a business that is underpinned by our purpose. The cornerstone of building a successful business begins and ends with people. People aligned around a common purpose create legacies, achieve scale, and drive results. We must execute fully against our outlined strategy and financial commitments. We must be accountable to achieve results and do so the right way.

As leaders, we are responsible to set and communicate clear achievable targets. In parallel, it is our role to inspire and motivate teams to realize results based on a coherent business plan. As a team and individually, we are entrepreneurial and agile and find ways to deliver on our commitments and overcome adversity with perseverance and tenacity. All rooted in the utmost ethical behavior.

Linking GKN Hydrogen Mission, Purpose, and Drive Results, to Sustainability



Our Cultural Beliefs

Our values are governed by a framework of cultural beliefs we hold sacred and steadfast. Our cultural beliefs are considered our playbook. This playbook must be understood by each employee and leadership's obligation is to role model these beliefs. Leaders are expected to coach, mentor, and hold each other and every individual accountable to act in accordance with our beliefs.

- Do business the right way.
- Treat each other with respect.
- Evolve into a highly effective, diverse global team.
- Maintain our growth culture and competitive drive.

We will actualize our cultural beliefs through:

- We expect **Authenticity** to permeate the organization and apply to everything and everyone.
- Our **Performance Culture** ethos enables our Results. We make no excuses.
- Our **Quality Mindset** is holistic and end to end because we realize the interdependencies.
- We **listen**, we encourage **candor**, and we **learn** from each other.
- To win we take an **outside in view** to help our customers be successful.
- We back up perspectives with **data and facts** and avoid drawing baseless conclusions.
- We ensure **speed of action** so we can be agile with change and better manage ambiguity.
- **No sacred cows**. We challenge assumptions and all options are up for discussion.
- **No passive/aggressive behaviors**, but when agreement is reached, we speak as "one".
- Remember, it is about **getting better**: individually, as a team, and the business!