

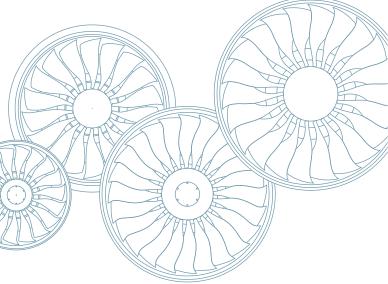


# United Nations Global Compact Communication on Progress 2012 - 2013



MTU Aero Engines AG Dachauer Straße 665 80995 Munich • Germany Tel. +49 89 1489-0 Fax +49 89 1489-5500 corporateresponsibility@mtu.de www.mtu.de





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Dear readers,

In partnership with Pratt & Whitney, we have developped an entirely new aero engine design featuring a reduction gear unit: the Geared Turbofan™. MTU is proud of this technological achievement, which will considerably reduce aircraft noise and emissions, and increase fuel economy. We contributed a key component, the high-speed low-pressure turbine, for which we received two German innovation awards in the spring of 2013. What is more, the Geared Turbofan is proof that a sustainable product can be a market success. Even before the first production engine has flown, firm orders have been placed for no less than 4,500 Geared Turbofan engines. Meanwhile, we are already working on further improvements to the original design, which promise to make the engine even more ecoefficient. We have pooled all our strengths and expertise and invested a substantial amount of capital in this venture. This second UN Global Compact Communication on Progress (COP) provides information on these activities and other milestones reached in the Geared Turbofan program as we advance toward the final launch date, together with various other topics of interest.

In the past year, we have continued to advance in our efforts to implement the ten principles of the UN Global Compact throughout the company. For instance, we inaugurated a new, energy-efficient manufacturing facility for high-tech engine components at our main production site in Munich. Its highly efficient power supply enables us to save valuable resources and at the same time significantly reduce our energy costs. We have also made significant progress in the domain of occupational health and safety, by expanding the health management program for employees at our sites in Germany.

Our sustainable approach to corporate management and value creation also includes strengthening the awareness of our employees, customers, suppliers, business partners and shareholders of the importance of corporate responsibility (CR). We compiled our first sustainability report on the basis of the internationally recognized GRI (Global Reporting Initiative) standards, and publish regular reports on related activities in the company's in-house media.

We are strongly attached to the ethical values of our corporate philosophy, which emphasizes our responsibility for the environmental and social impact of our business activities, and is anchored in the MTU Principles. We constantly review our progress in respect of these objectives. This COP relates our successes and pinpoints the areas in which we still need to intensify our efforts in order to reach our defined targets.

Yours sincerely.



Egon Behle CEO MTU Aero Engines



Cover photo: With the Geared Turbofan<sup>™</sup> Pratt & Whitney and MTU are building the powerplant of the future. It is fuel-thriftier, cleaner and quieter than conventional engines. The GTF has already proved its worth in flight tests on the wing of a 747.

Geared Turbofan<sup>™</sup> is a trademark application of Pratt & Whitney.





# 1 Statement of continued support

# 2 MTU Aero Engines at a glance







In the aviation industry, three simple letters stand for top-notch engine technology: MTU. With a workforce of more than 8,500 worldwide people Germany's leading engine manufacturer, the country's only independent engine builder, has been providing propulsion systems to power aircraft for almost 80 years now, having become an established global player. MTU Aero Engines engages in the development, manufacture and support of commercial and military aircraft engines and industrial gas turbines.

With its products, the company has content in all thrust and power categories and on all major engine components and subsystems, such as compressors and turbines. Technologically, MTU commands full engine systems integration capabilities, being a leader in the major engine areas and excelling



< We shape the future of aviation. The Geared Turbofan, in which MTU has a significant share, is an all new engine representing pioneering technology for more eco-efficient flight. In the aviation industry, three simple letters stand for top-notch engine technology: MTU. With a workforce of more than 8,500 world-With a workforce of more than 8,500 world-

> Together with other manufacturers, MTU cooperates on novel propulsion systems, its partners being the big players in the industry. In the commercial area, MTU is the world's largest independent provider of engine maintenance services. In the military arena, MTU is Germany's industrial lead company for practically all engines flown by the country's military.

# 3 Human rights



## Principle 1:

Businesses should support and respect the protection of internationally proclaimed human rights; and

Principle 2: make sure that they are not

MTU respects the internationally proclaimed human rights set out in the United Nations' Universal Declaration of Human Rights and ensures that they are safeguarded within the company. MTU is committed to respecting the individuality and dignity of all, upholding equality of opportunity in recruitment and preventing discrimination. The company is dedicated to ensuring men and women receive equal treatment. Roles must be assigned and promotions awarded on the sole basis of the skills, accomplishments and capabilities of the individual employee. To ensure this, we have drawn up a binding Code of Conduct that applies in all areas of the company. As an employer of around 8,500 people worldwide, MTU feels obliged to provide the highest possible degree of occupational safety and comprehensive health protection.

opportunity and diversity in the company and to the equal treatment of men and women is described in Chapter 4, Labor.

### Our commitments and management systems:

- The ten principles of the UN Global Compact
- A Code of Conduct that applies in all
- areas of the company
- 2012 on promoting a no-blame culture
- Health management
- Occupational safety in accordance with OHSAS 18001

< Occupational safety is a major part of MTU's principles of social responsibility. As an employer of around 8,500 people, MTU feels obliged to provide the highest possible degree of occupational safety and comprehensive health protection.

MTU's commitment to greater equality of

• The MTU Principles, with the focus for

and the corresponding training measures

# Binding Code of Conduct

Binding values and the same principles for everyone are the mainstays of a successful corporate culture. MTU has enshrined the values it finds most important in a binding Code of Conduct. And ever since, these principles of conduct have characterized MTU's everyday relationships with employees, partners, customers, suppliers and shareholders. We also expect our suppliers to follow similar guidelines as the basis for a long-term business relationship.

The Code of Conduct commits MTU to safeguarding human rights, observing all applicable employment law, creating fair working conditions in a safe and healthy environment, preventing corruption, and adequately training employees for the work they carry out. The principles are binding throughout the world for all employees, managers, executives and board members. Persons who suspect that improper conduct is taking or has taken place can report their concerns in confidence to an ombudsman. Breaches of the Code of Conduct or applicable laws are followed up and suitably punished.

The Code of Conduct can be downloaded from **www.mtu.de** under The company > Sustainability > Code of Conduct.



# Keeping fit in the workplace: MTU's health management

We achieve commercial success and meet our growth targets only with an excellent MTU team of healthy and motivated employees. Consequently, MTU pursues a policy of sustainable workplace health promotion. Our 2011 strategy was to build up a comprehensive health management program for all sites in Germany. We systematically followed up this goal in 2012, and it also represents a main focus of our activities in 2013. Improving employee health has again been explicitly included in the corporate goals for 2013 following its appearance there in 2012. The health management program, which involves the collaboration of the company health service, human resources department and occupational safety personnel, is responsible for important health topics across all sites in Germany. The program is to be expanded progressively in future to embrace further locations in other countries. This internationalization is scheduled to begin in 2014. In the groupwide strategy, special focus is to be placed on the location- and country-specific challenges involved in creating forward-looking health-oriented workplaces, as well as on policies for promoting healthy working and living among employees.

Healthy and motivated employees secure MTU's long-term competitive advantage. The company plays an active part in maintaining and improving the health and well-being of its employees in the workplace and preventing possible health risks. The company's activities in this regard are focused on the following aspects:

- Continuously improving working conditions
- Helping employees to acquire and develop skills and expertise
- Promoting active participation in health and accident prevention events and programs

MTU wants to raise the awareness of managers and employees regarding the importance of healthy behavior and help them to develop healthy routines in their everyday working and personal lives. For the different health aspects in working life, MTU has put together a package of offers for its employees in Germany as part of the company's health management program. Employees and management are called on to actively get involved in these activities. MTU feels validated in its efforts to improve employee health as they have been met with such a positive response from the workforce, with enthusiasm for the measures increasing all the time.



# Selected MTU health management initiatives during reporting period

### **Extended Risk Assessment**

Locations: Munich, Hannover, Ludwigsfelde Although employers are required under the law to assess the work carried out by employees in terms of the associated risks in order to protect employee health, their efforts to date have generally been limited to physical strains in the workplace. However, the number and duration of illnesses related to mental health issues have been on the rise for years. MTU is taking this development seriously. In the reporting year, we extended our systematic risk assessment of workplaces to incorporate psychological aspects. For this purpose, we are testing out a newly defined standard procedure for evaluating psychologically stressful working conditions. Together with scientists from the University of Potsdam and occupational safety personnel, the HR departments at the three sites in Germany are systematically inspecting and evaluating different production and administration workspaces. In the course of an inspection of the workplaces, the specialists from the university evaluate potential risks using a screening manual. Subsequently, the results are discussed and reviewed with the employees from the workplace in question. The responsible managers then develop corrective measures based on these results and ensure that they are implemented.

### Health Days

Locations: Munich Hannover, Ludwigsfelde MTU organizes Health Days as part of its health management program. The events are a combination of educational talks by experts and practical exercises in small groups. They generally cover topics such as healthy eating, keeping active, and coping with stress. The participants are employees from a particular center or department. In the summer of 2012, the production technology center launched its own Health Day, with the quality center following suit in the fall. For 2013, Health Days are scheduled for various departments in several centers; further Health Days are planned before the end of the year. At the Ludwigsfelde and Hannover locations, there were Health Days in 2012 for apprentices and students from the university of cooperative education. The program was specially tailored to its young participants and included topics such as healthy eating, keeping active, road safety, bullying and preventing addiction. During

the reporting year, MTU organized action days on the topic of coronary health in collaboration with Audi's company health insurer Audi BKK. Heart attacks and other circulatory disorders continue to pose the biggest risk to health. The action days kickoff was time to coincide with the German Heart Foundation's nationwide "Heart Weeks" initiative. All employees in Munich and at the Erding facility had the opportunity to obtain comprehensive information and advice at the special heart booth. In addition, 315 employees took up the offer of having their personal heart attack risk for the next ten years appraised according to scientifically validated factors.

The goal of the Health Days is to make employees more conscious of health issues, to boost awareness of the existing MTU facilities and programs, health center, and in-house sports association, and to give participants specific advice and tips on how they can improve their health in the workplace even with brief exercise routines. Exercise stations are provided and tailored to the requirements of the specific center or department. Participants then have the chance to delve deeper by getting individual nutrition advice or taking courses in the MTU health center.



### Location: Munich The positive results from the pilot project

Vibration training

in 2011 prompted MTU to continuously expand vibration training in the workplace at the Munich location during the reporting year. Vibration training is a personalized fitness program for efficient muscle building near the workplace. From mid-April 2013, vibration training will be available for all 4,550 employees at MTU headquarters. This was a goal MTU set itself back when vibration training was launched. The project, which is a unique undertaking in Germany, is currently being analyzed as part of a scientific study. A team from the Ludwig-Maximilians-Universität München (LMU) is evaluating the training results from 100 voluntary participants aged 45 and over. The researchers are paying particular attention to the effects on the musculoskeletal system and on quality of life. The study began in early 2013 and will include additional testing in the company to scientifically demonstrate the positive effects of the training.

### Back coach

Locations: Munich, Ludwigsfelde, Hannover 2013 is the first year in which the services of a back coach have been made available in pilot areas of MTU. The selected areas are ones where many employees are engaged in physical labor and disorders of the musculoskeletal system are most common. Using a special camera, the physiotherapists observe and analyze the movements and posture of employees as they carry out their work. They also ask employees about their existing back problems. Subsequently, they give advice on back-friendly posture, explain useful prevention measures, and give tips on how to optimize the specific workplace from an ergonomic perspective. If required, they recommend to employees that they consult the company doctor or a back specialist. The overall goal is to design

more ergonomic workplaces in conjunction with occupational safety personnel and the company medical officer. At the Hannover location, the back coach also provides a weekly open health surgery. The result of the pilot program will be used to establish a set of standards for health-oriented working. MTU will decide this year whether use of a physiotherapist should become a permanent fixture of the company's health services.

### Active break Location: Munich

Since 2012, MTU personnel taking part in lengthy meetings or conferences have had the option of taking an active break. The active break consists of simple stretches and exercises under the guidance of a trainer. The exercise boosts participants' concentration. Posters showing simple exercises are hung in meeting rooms so that people can take active breaks even when a trainer is not available.

### Healthy eating

Locations: Munich, Hannover, Ludwigsfelde MTU helps its employees to achieve a healthy diet. During the company medical officer's surgery, every employee has the opportunity to obtain dietary advice. Employees can also seek referrals to external nutrition consultants near their place of work. In the company restaurant at the Munich location, a "light meal" option has been available every day since 2012. These meals are low in fat and calories and are nutritionally balanced, with an emphasis on food that is freshly prepared and not overly processed. The menus at MTU's secondlargest location, Hannover, have featured healthier meals since a new caterer took over. And finally, the canteen at MTU's Ludwigsfelde location is due to be specially renovated in mid-2013 to enable more meals to be cooked in-house with fresh ingredients.



A major component of a healthy working environment is of course a safe workplace: employees must not be exposed to any health risks while carrying out their work. As an aviation company, MTU is concerned not only with having the highest standards as regards the quality and reliability of its products, but also with ensuring that the products are manufactured and maintained using safe processes and methods. This is assured by means of comprehensive occupational safety measures. Occupational safety is a major part of MTU's principles of social responsibility. For us, observing national regulations and standards is a matter of course. We strive for continuous improvements by means of our management system, which is certified to OHSAS 18001 (Occupational Health and Safety Assessment Series), verified annually and recertified every three years. The system defines the required measures, goals and responsibilities. A golden rule is that there is one person with overall responsibility for occupational safety at each location-for the headquarters in Munich, for example, the chief operating officer plays this role.

MTU's Integrated Management System (IMS) encompasses the areas of quality, occupational safety and environmental protection. For more information, visit: www.mtu.de > The company > Quality

Approvals and certifications guarantee the highest quality standards. They are documented for the individual locations at: www.mtu.de > The company > Quality

Our duty of care toward our employees is reflected in our sustained and determined efforts to prevent accidents. Information campaigns and accident analyses help us to keep our accident rate at a consistently

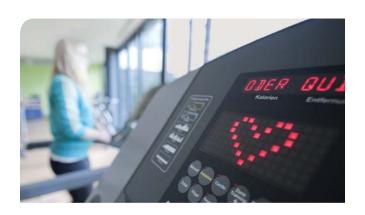


low level. Our aspiration is to bring the accident rate right down to zero. An occupational safety campaign was launched at the Munich location in 2012 to make people more aware of how dangerous stairs can be and to show them how to avoid falls. After all, falls account for 40 percent of days lost due to accidents. In the course of the campaign, stairs were made safer by measures such as adding a second hand rail.

Accidents at German locations per 1,000 employees (End-of-year figures)

	2010	2011	2012
Munich	4.1	3.0	2.9
Hannover	0.6	0.6	3.3
Ludwigsfelde	8.0	8.3	5.1
Total (average)	4.2	3.9	3.7







# 4 Labor



## Principle 3:

Businesses should uphold the freedom of association and the effective recognition of the right to collective bargaining;

### Principle 4:

the elimination of all forms of forced and compulsory labor;

## Principle 5:

the effective abolition of child labor; and

## Principle 6:

the elimination of discrimination in respect of employment and occupation.

# MTU's attractiveness as an employer

MTU sees itself as a fair and responsible employer. We are committed to creating a work environment that encourages open communication and is imbued with the values of mutual respect, trust and appreciation. In other words a place in which all employees can unfold their talents and contribute their individual strengths, know-how and ideas. There is strength in unity, and efficient collaboration by highly trained, gualified and motivated employees is essential to MTU's success. This is why the company does everything it can to protect and further its employees' interests, including offering them fair compensation for their work and socially acceptable working conditions.

Every two years, MTU carries out an employee satisfaction survey at its three sites in Germany in order to obtain an up-to-date picture of prevailing opinions. The last survey was held in 2012. This opportunity to express their views and deliver feedback to management was utilized by 76 percent of the workforce. The survey is a key tool for honing the corporate culture and enabling employees to shape their own working environment. The survey covers issues such as employee commitment, leadership, information and communication, efficiency and continuous improvement. In several of these categories, performance was rated higher in 2012 than in 2010, indicating an improvement. Overall, the results show that employees and managers alike place great trust in the company's executive management, identify closely with the corporate goals and the MTU Principles, and are very satisfied with MTU's qualities as an employer. A large majority of employees are confident that the company will continue to develop in a positive manner in future. The employee satisfaction survey also provides input for measures to improve the company's management culture. Relevant issues will be followed up in discussion workshops between members of the Board of Management and management personnel, and in team meetings in the individual business units. Feedback also plays a role in another new instrument intended to improve the

< Vocational training is accorded a high priority at MTU, where apprentices made up 4.5 percent of the workforce in 2012. MTU relies on the capacity of its highly qualified and motivated employees to develop new ideas and bring them to fruition. management culture. The "180-degree feed-back" program provides managers with a structured process that enables them to compare their own image of themselves with their image as perceived by the members of their team and by their supervisors. Subsequent measures are agreed in a personal interview with the HR department's career advisors.

# Fair working conditions

For MTU, fair working conditions include respecting employees' rights and guaranteeing their freedom of association. MTU personnel are employed on the basis of collective bargaining agreements and the terms of their employment contracts comply with the relevant legislation and supplementary in-house agreements. Fair and appropriate remuneration is ensured by a uniform, transparent and consistent compensation structure. Compensation for senior managers is linked to the company's long-term performance. Employees' interests are represented by a works council at each MTU location in Germany in addition to the Group Works Council. The sites in Germany account for the large majority of the total workforce (7,248 out of 8,541 group employees at December 31. 2012). The Board of Management respects employees' concerns and maintains an open, trust-based dialog with the Group Works Council on such matters. MTU enables its employees to participate in the company's success through various profit-sharing schemes. It also provides other supplementary benefits, including company-funded pension plans. In keeping with our ethical values, we resolutely oppose all forms of forced labor and child labor, and all other abuses of human rights.

Occupational health and safety are prime considerations in the company's concerns for its employees' welfare. More information on the improvement processes we have implemented in this area can be found in Chapter 3, Human rights, of this COP.



## Diversity and equal opportunities Gender diversity

MTU is committed to ensuring equal opportunities for men and women and supports targeted career advancement measures for women in specialized and management positions. Equal treatment of all employees is an important issue for the company. MTU strives to create a work environment that values each person's contribution and provides a wide range of career opportunities for new recruits and existing employees. We offer interesting jobs and flexible workingtime arrangements. Our support for diversity in the workplace means integrating employees of all ages, men and women alike, of many different nationalities and cultural backgrounds, including persons with restricted mobility and other disabilities. We also have a policy of promoting the advancement of women in engineering and related professions. For a high-tech company like MTU, a diversified workforce with access to equal opportunities for career advancement is a distinct competitive advantage and a valuable source of innovative strength. Scientific studies have proved that mixed teams collaborate more efficiently, generate more creative ideas, and produce more successful results, because this approach multiplies individual strengths and compensates for individual weaknesses. People of more than 100 nationalities work together in harmony at MTU locations around the world. A buddy system in which new recruits are paired up with more experienced colleagues provides a means of transferring knowledge from one generation to the next and ensures that essential skills are maintained within the company. In this way, diversity also serves the interests of the company by assuring the supply of future experts in a time of demographic change.

In 2010, MTU underpinned its pledge to promote diversity in the workplace by signing the "Charter of Diversity", a joint initiative of the German government and industry. By signing the charter, companies accept the obligation to create a discrimination-free working environment that recognizes and supports the potential of each and every member of the workforce.

At present, women make up 13.7 percent of the MTU workforce. This means there are still considerable untapped resources that could be deployed productively in our business and innovation processes. To improve this situation, MTU has set itself the target of increasing the proportion of women in the workforce, and more particularly in management positions, to 15 percent by 2015. This goal has been incorporated into our corporate objectives, and each business unit is responsible for reaching its own specific targets. The new career advancement program for women that was established in 2012 is now being implemented on a continuous basis through an extensive range of targeted measures. The main focus of these efforts lies on persuading more women with high potential to join MTU and providing women employees with career planning advice and ongoing support throughout their professional lives. By mid-2013, MTU aims to increase the proportion of women among its heads of department to ten percent. Other measures include widening the range of options available to parents who need to balance their professional and family commitments by working more flexible hours, and organizing seminars to raise awareness of gender diversity issues within the workforce as a whole.

MTU aims to strengthen its position as an attractive employer for future engineering specialists, with an emphasis on the upcoming generation of women engineers. The company's consistently high rating in surveys to determine Germany's top employers, a title that it received for the seventh consecutive year in 2013, demonstrates the quality of the benefits that MTU offers its employees. As part of our employer branding activities, we have enhanced the company's image though a new communication strategy that directly targets women and draws attention to the attractive job opportunities that MTU has to offer. As a result, we were able to attract a significantly higher number of female applicants in 2012, increasing their proportion among new recruits from 14 to 24 percent. This development is reflected in the company's improved ranking in the influential Universum Young Professionals study published in the German business journal "Wirtschaftswoche", where MTU was voted by women engineers into 21st place in 2012 after a ranking of 44th the year before.

MTU is involved in numerous programs and initiatives promoting the advancement of women:

### **Munich Memorandum for Women** in Management

The engine manufacturer is one of the co-founders of this initiative to establish mixed leadership in businesses and organizations and promote more women to leadership positions.

### **Cross-mentoring**

MTU has participated in this annually renewed program organized by the City of Munich since 2003. The program aims to promote a new generation of female managers by facilitating the exchange of experience and knowhow between mentees and mentors from different companies. In 2012, two mentees and two mentors from MTU took part in the program.

### MTU Studienstiftung

This non-profit foundation offers workshops and personal counseling to help young women studying for vocational and university qualifications in various scientific and engineering disciplines to succeed in their chosen careers.

### Girls' Day

MTU has participated in this nationwide event every year since 2002. By opening their doors to female school students, the various MTU sites in Germany aim to stimulate the girls' interest in pursuing a career in a technical profession.

### **Research Camp for Girls**

Since 2007, MTU has taken part in this project addressing girls with an interest in technology, organized jointly by a group of private companies in association with the training centers of the Bavarian employers' association (BBW) and the Munich University of Applied Sciences. In 2012, 15 young women profited from this occasion to gain a foretaste of the varied professional opportunities available to women engineers.

The key element in MTU's career advancement measures for women is a new system that provides personal career advice for high potentials that enables them to choose the most suitable location for their future activities. In the course of a two-day seminar, the candidates are asked to evaluate their individual talents, strengths and development potential and reflect on how these tie in with their professional ambitions. The participants are then divided into groups to discuss the roles they will be required to assume within the organization as specialists and managers, including genderspecific aspects. This new program has met with a very positive response, and will probably be expanded.

Diversity also has an important role to play in the Supervisory Board. MTU has attained its objective of increasing the number of women on the board to two, one being an employee representative and the other a shareholder representative. At the Annual General Meeting in May 2013, Prof. Dr. Marion A. Weissenberger-Eibl was elected as the second female member of the Supervisory Board. The Supervisory Board will also pay attention to the goal of adequate representation of women when searching for suitably qualified candidates to fill vacant positions on the Board of Management.





## Work-life balance

MTU enhances the work-life balance of its employees with a range of offers and services. It provides its employees with a wide range of working-time models, teleworking options, a working-time corridor from 5:15 a.m. to 8:00 p.m. as well as flexibility in taking time off. Parental leave and child/ elderly care sabbaticals are arrangements that enable staff to spend more time with their families when this need is uppermost in their lives. What is more, external familyservice providers offer employees a comprehensive package of additional services, including debt counseling, help in finding child minders, and advice when next of kin require long-term nursing care. A women's network has been established to promote dialog and experience-sharing, as a means of adapting the measures we implement to promote equal opportunities and a better work-life balance to the requirements of the women we employ. MTU has provided financial support for the "TurBienchen" day-care center, situated next door to the

company's site in Munich, ever since the center was founded over ten years ago. A new initiative, "Sommerkinder", was recently launched to help parents during the long summer vacation, when their children are not in school. In 2012, for the first time, children aged from three to 12 were able to attend this daily "summer camp" at the MTU headquarters in Munich. The "Sommerkinder" program will be offered again in 2013. Another example of continuous improvement will soon be realized in Hannover, where a new works agreement will permit more flexible teleworking arrangements.

## Investing in the future workforce

To invest in the training of new recruits is to invest in the future of the company. Like any other high-tech company, MTU relies on the capacity of its highly qualified and motivated employees to develop new ideas and bring them to fruition. Consequently, vocational training is accorded a high priority at MTU, where apprentices made up 4.5 percent of the workforce in 2012. At December 31, 2012, 328 apprentices were employed at the company's sites in Germany. In keeping with MTU's self-imposed responsibilities as an employer, we aim to provide apprentices with a full education covering all technical, social, and ecological aspects of their future work. All participants who pass the final exam are offered a permanent contract with MTU. We carry out regular reviews of our training programs and evaluate the content of our vocational training courses and dual study programs at two- to four-year intervals in order to keep them aligned with the company's needs. In 2012, this resulted in the creation of two new advanced training courses: IT networks and software engineering, and production and management techniques for mechanical engineers. These replace the industrial management course, which has been removed from the curriculum. At the same time, the number of places available on the dual-study program has been increased from 12 to 14. To meet the increasing need for warehouse managers, a new vocational training course for specialized logistics staff has been added to the curriculum. The number of apprenticeships for industrial mechanics has been increased from 25 to 33 to meet the requirements of the new blisk manufacturing facility in Hall 077 of the production site in Munich.

MTU is involved in numerous initiatives and educational projects designed to get children and teenagers interested in technology from an early age and to introduce them to technical careers:

**Training Night:** Annual company event providing information to interested schoolchildren about training opportunities at MTU

Science Exhibition in Hannover (IdeenExpo Hannover): Event for teenagers and schoolchildren to experience and find out about science and technology and associated careers

Nature and Technology Days: Involvement in special events organized by MTU partner schools

**Teachers in Industry:** Program sponsored by the Bavarian Ministry of Culture and the educational institute Bildungswerk der bayerischen Wirtschaft, in which teachers spend one year on the staff of participating companies.

Long Night of Museums: The MTU Museum in Munich opens its doors to the public on the night of this event and on three or four other occasions during the year. Among the exhibits on industrial history at the City Museum in Ludwigsfelde, home of one of MTU's subsidiaries, there is an entire room devoted to MTU, which opened in 2012.











### Internationalization

For a company like MTU, with activities spanning the entire globe, effective cooperation between international locations is essential. One way in which this is achieved is by training prospective managers in networking skills at an early stage of their career. That is why the "Building on Talent" (BOT) program, which was established at the company's sites in Germany in 2005, has also been available as an international development program with training in English since 2012. The participants comprise young employees from the MTU locations in Canada, Poland, the United States, and China, selected on the basis of their potential as future members of higher management. The "International Building on Talent" program is divided into two parts. The first module concentrates on the individual's capacity for innovation and ability to reappraise their own set attitudes, preconceived ideas, and behavior patterns. The mixed groups also discuss possible solutions to problems of conflict management. The second module, which relates to the conditions in the specific work location, focuses on the application of each person's individual strengths in a management context.

For MTU, the international dimension of the BOT program makes it the ideal platform for anchoring a shared understanding of leadership across MTU locations, whatever their size or area of business, in all regions. It also encourages the exchange of ideas and establishment of contacts between people of different nationalities and cultural backgrounds. Internationality is important for an engine manufacturer because development, production and maintenance activities take place in a global market context that involves collaboration with international partners. Internationality is an aspect of diversity, and MTU is convinced that diversity is a major factor in the company's success. As far as possible, we recruit managers for our international locations on the local labor market. We offer training in intercultural skills and encourage employees to spend time working abroad. At present, about 60 MTU employees at all levels of the hierarchy are on assignment in another country around the world. Trainees, too, can spend part of their period of training at one of MTU's international locations.

# Leadership and management feedback

Managers bear a special responsibility within the company. They are expected to act as role models and guide the conduct of the employees in their charge. In this leadership role, they embody the corporate culture and their actions are judged by reference to the corporate values. To advise and support them in this important function, MTU has designed a new feedback instrument. For the first time, a uniform system is in place throughout the company to provide managers at all levels with valuable information that will help them to assess their leadership role and take targeted improvement measures where necessary. The management feedback is based on criteria derived from the rules and principles of the MTU Code of Conduct. Compliance with these criteria is assessed by the managers themselves, the employees in their charge, and by the manager's direct superior. Participation in the feedback process is voluntary and anonymous. The results are evaluated by an independent consulting firm.

### MTU@Social Media

MTU maintains an open dialog with its stakeholders. The groups and organizations with which we communicate are listed on pages 40-41 of our Sustainability Report 2011 "We help shape the future of aviation". The various platforms and instruments that we use for communication and feedback are also described there. In addition, in the summer of 2012, MTU started to build up a presence on social media websites that are used by hundreds of millions of people throughout the world every day. MTU's strong position on the labor market is due not least to the company's ability to respond flexibly to changes of every kind, including the expectations of job applicants and their media habits. In addition to YouTube and Facebook, the popular Xing recruiting platform is another of the channels that MTU employs in order to create a closer relationship with its target groups and demonstrate its openness to questions and new ideas. In presenting careers information on these platforms, MTU is pursuing several simultaneous objectives. This personnel marketing approach familiarizes more people with the company and the activities of its various locations. It reinforces employer branding and enables job applicants to swiftly establish direct contact with the relevant human resources officers. Typical content includes interviews with current employees, reportages, information on job vacancies and corporate events, and video clips illustrating the advantages of working for MTU. A presence on LinkedIn, a platform with a particularly international character, is planned for the near future.







# 5 Environment

Principle 7:

Businesses should support a precautionary approach to environmental challenges;

**Principle 8:** 

undertake initiatives to promote greater environmental responsibility; and

Principle 9:

encourage the development and diffusion of environmen-tally friendly technologies.

MTU places a high value on environmental protection. This is enshrined in the MTU Principles, in each year's corporate goals, and in the company's program of environmental measures. We advocate companywide environmental responsibility not only in terms of our products themselves but equally in the ways they are developed, manufactured and maintained. MTU takes an active role in numerous technology initiatives and research programs that aim to keep aviation's impact on environment to a minimum, and puts considerable resources into the development of fuel-efficient, loweremission and quieter engines.

We make every effort to minimize emissions and pollutants and we take great care to conserve resources. Although production at MTU continues to increase, our energy consumption remains the same and has even dropped in some areas. The guiding principles of our waste disposal plan are, first, to avoid the production of waste wherever possible and, second, to recover the material or energy from waste that does arise. This enables MTU to achieve a consistently high recycling ratio at its Munich, Hannover and Ludwigsfelde sites in Germany, which represent the vast majority of its production activities. The average recycling ratio achieved is over 80 percent, and this is set to remain unchanged despite increasing production rates.

A certified environmental management system, in which all processes, responsibilities and goals are defined, ensures that consistently high standards are upheld throughout the company. This integrated management system comprises the areas of safety, quality, environmental protection and occupational health, and has the following certifications:

- EN9100
- ISO 14001
- EMAS Regulation (EC) No. 1221/2009 (Eco Management Audit Scheme)
- OHSAS 18001.

We are also a member of the "Umweltpakt Bayern" initiative in Germany's Bavaria region, which was launched to encourage companies to take more responsibility for environmental protection. We support our employees in practicing the environmentally conscious behavior we expect from them. Moreover, we have been a member of the Munich-Upper Bavaria energy efficiency network since 2010.

< We make every effort to minimize emissions and pollutants and we take great care to conserve resources

# Cleaner Air

The volume of international air traffic is growing steadily every year. Experts calculate that passenger volume will increase by an average of 5 percent annually as we move toward the year 2020. In view of this prognosis, there has never been a greater need for cleaner, guieter and more efficient aircraft and engines. The future of aviation demands sustainable solutions that will make this growth as eco-friendly as possible. The lengthy development and technology cycles that are a feature of aircraft and engine production force design engineers to adopt a long-term attitude toward products that encompasses clearly defined concepts and future plans; eco-efficiency thus plays a significant role in MTU's corporate strategy.

Following the roadmap drawn by the Advisory Council for Aeronautical Research in Europe, the European aviation sector has agreed upon fixed targets for the future of air traffic to be realized by 2020 (ACARE 2020) and by 2050 (Flightpath 2050). MTU is offering its full support and considers the following targets binding:

	by 2020	by 2050		
CO <sub>2</sub>	-50 percent	-75 percent		
NO <sub>x</sub>	-80 percent	-90 percent		
Noise	-50 percent	-65 percent		
in the perceived noise level				

(per passenger kilometer compared to the equivalent figures from the year 2000).

Achieving these targets involves setting ambitious ones for engines. The next generation of aircraft engines must comply with the following:

- CO<sub>2</sub>: -20 percent
- NO<sub>x</sub>: -80 percent
- Noise: -50 percent.

The International Air Transport Association (IATA) has also imposed similar requirements. From 2020, growth in air traffic must be carbon neutral, with no rise in overall CO<sub>2</sub> emissions. Furthermore, by 2050,  $CO_2$  emissions from air traffic are to be merely half of what they were in 2005.



## Clean Air Engine: MTU's technology program

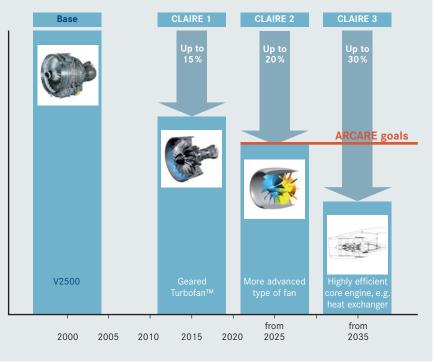
MTU gauges its performance against the ACARE 2020 and Flightpath 2050 requirements. The Clean Air Engine (Claire) technology program brings together its research and development activities into sustainable propulsion concepts and ties them to specific phased targets out to 2035: future generations of aircraft engine must achieve a 15, then 20, then 30 percent drop in  $CO_2$ emissions. The ACARE goals for 2020 call for engines that produce 20 percent lower CO<sub>2</sub> emissions. MTU is right on course: the new Geared Turbofan (GTF) in which MTU has a significant share, represents pioneering technology for more eco-efficient flight and will reach the market in 2014. MTU engineers are already at work refining and improving this engine. The second phase of Claire will see the engine receive a more advanced type of fan in order to obtain greater propulsion efficiency. The third generation of engines is to be even more fuelefficient and produce even lower emissions. This is to be achieved by means of an im-

proved core engine with greater thermal efficiency, for example by using a heat exchanger that utilizes thermal energy from the exhaust gas stream to operate the turbine. In the reporting period, MTU is laying the groundwork for an engine demonstrator as part of the EU's Clean Sky research program. This will be used to test and validate new technologies for high-pressure compressors and low-pressure turbines belonging to the second-generation of Geared Turbofans.

## Green Engine: the Geared Turbofan

The engine industry is itself currently setting the pace in terms of developing eco-friendly aviation technologies. This is demonstrated by the huge market success of the Geared Turbofan, which has taken almost no time to become popular among aircraft manufacturers and airlines and which sets groundbreaking standards for eco-friendly technologies. The Geared Turbofan is based on an entirely new engine architecture that





truly and without overstatement represents a milestone in engine development. A reduction gear unit decouples the fan from the low-pressure turbine; the two were previously connected by a shaft. Decoupling enables the low-pressure turbine to run faster, and the fan to rotate slower than before. This helps both components to achieve very high levels of efficiency, making the engine distinctly more economical and quieter at a stroke. The Geared Turbofan is especially effective in reducing aircraft noise, with 20dB lower noise emissions (compared to the International Civil Aviation Organization's latest, most stringent 'Chapter 4' noise standard), which cuts the perceived noise level almost in half. In addition, the first generation of engines to feature the Geared Turbofan-the PurePower<sup>®</sup> PW1000G family–consumes around 15 percent less fuel than traditional engines, with a corresponding reduction in CO<sub>2</sub> emissions. Together with its partners, MTU is introducing an entire engine family for all aircraft sizes based on the Geared Turbofan. MTU is responsible for the engine's key component, its high-speed low-pressure turbine, and for critical stages of the high-pressure compressor as well as for the brush seals.

### MTU's award-winning turbines

In March and April 2013, MTU received two German innovation prizes for its high-speed, low-pressure turbine: the 32nd German Industry Award given by the F.A.Z.-Institut as well as the German Innovation Prize. These awards acknowledge outstanding scientific, technical, entrepreneurial and intellectual innovations to come out of German industry. In both cases, MTU won the category for major companies. MTU's award-winning turbine is characterized by its high rotation speed and high structuremechanical resilience while also being lightweight. It lowers an engine's fuel consumption and thus its CO<sub>2</sub> emissions.

The Geared Turbofan's success also extends to the market: five renowned aircraft manufacturers have chosen the PurePower® PW1000G for their regional and mediumhaul models. In some cases, these manufacturers offer only the Geared Turbofanas in the case of Brazilian company Embraer and the next generation of its popular E-Jets. Market leader Embraer specializes in regional and business jets and decided to adopt the Geared Turbofan at the beginning of 2013.

# Geared Turbofan on board

- Bombardier CSeries- PW1500G 2014 Entry into service for launch customers
- Mitsubishi Regional Jet- PW1200G 2015 Entry into service for launch customers
- 2015 Entry into service for launch customers • Irkut MS-21- PW1400G
- 2017 Entry into service for launch customers
  - 2018 Entry into service for launch customers

More information about Geared Turbofan applications can be found under Products/ Services at www.mtu.de.

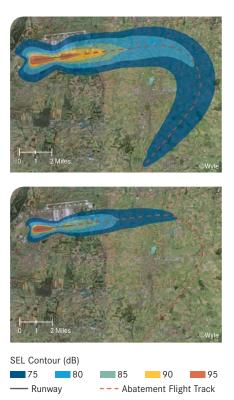
The Geared Turbofan is proving a popular engine option among airlines, too. There were some 4,500 orders for the engine by the mid of 2013; deliveries will start in 2014. This clear vote of confidence proves that MTU is right to strive for sustainable products and eco-efficient flight and justify the company's high upfront investments for product development and introduction.

The new engine achieved important milestones in the reporting period on the way to entering regular airline flight operations. In January 2013, the first member of this engine family-PW1524G for the Bombardier CSeries-received certification after completing over 4,000 hours of testing. MTU played a decisive role in the comprehensive test program by carrying out critical test runs using its test rigs. Essential for certification, these included endurance and stress tests as well as spin and load tests. The engine meets all the load test performance criteria set by developers and engine experts without difficulty. In parallel, the PW1000G is also undergoing flight testing. At the end of 2012, testing got underway on the first of the PW1100G-JM engines for the A320neo, followed in May this year by the start of flight tests-a key step in bringing the engine to market. The highlight of 2013 will be the maiden flight of the first CSeries prototype.

• Airbus A320neo- PW1100G-JM

Embraer E-Jets- PW1700G/PW1900G

### Reduction of 75 dB noise contour due to new geared turbofan technology at Munich airport



The "noise footprint" of an aircraft powered by geared turbofan engines is 70 percent smaller than that of today's aircraft.





### Research collaborations

As part of a leading technology company, MTU's experts are constantly setting themselves new goals in a bid to strengthen our core competencies. We are always striving to improve these key areas, which include our low-pressure turbines, high-pressure compressors, manufacturing processes and repair techniques. MTU's innovative advantage stems from the new design features we incorporate to increase efficiency, the modern production concepts we develop for high-tech components, and our innovative repair processes that offer customers a uniquely in-depth maintenance service while upholding the motto that "repair beats replacement". Besides ensuring we progress as a company, these measures also save resources and reduce our environmental impact.

Cooperation arrangements with universities and research institutions form a key component of our research and development activities. Strategic alliances have been established with research partners in order to strengthen ties between universities and industry and safeguard MTU's innovative capabilities. MTU and its scientific partners have set up six centers of competence across Germany, with each center focusing on a specific area of research. This reporting period, for instance, saw the further intensification of the research network

Munich

through its cooperation with Technische Universität Braunschweig. For the first time, aerospace engineering students were able to undertake a practical seminar at MTU as an integral part of their scientific studies.

MTU is one of the founding members of the Bauhaus Luftfahrt research institution. This pioneering and internationally oriented think tank develops innovative solutions for future air transport systems. MTU was involved in a number of different Bauhaus Luftfahrt projects during the reporting period, and makes a valuable contribution to research being conducted into new aircraft concepts for 2025 onward. MTU's engines know-how is indispensable, as novel aircraft architecture exerts a strong influence on engine design.

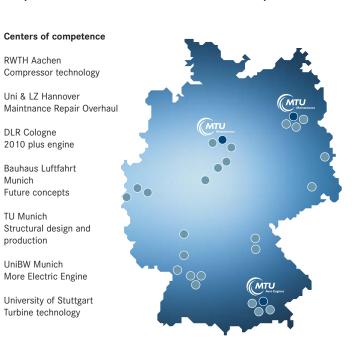
### EU research programs

MTU is deeply involved in European Union research programs. During the reporting period, the company was part of the following large-scale projects:

- Clean Sky
- Lemcotec
- Dream

As part of Clean Sky, Europe's largest aviation technology program, MTU is working on

### Cooperation with universities and centers of competence



### **Cooperation with** universities

BAM Berlin DLR Berlin TU Berlin TU Braunschweig BTU Cottbus TU Darmstadt TU Dresden Uni Erlangen FHG Fürth TU Göttingen TU Hannover TU Heidelberg KFA Jülich TH Karlsruhe Uni GH Kassel DLR Stuttgart MPA Stuttgart

high-pressure compressors and low-pressure turbines for the next generation of Geared Turbofan. We are also responsible for developing one of five engine demonstrators that are to be built and tested by 2015 to cover a range of performance classes and for different market segments. MTU's GTF-based demonstrator will start its first test runs in 2014 to prove the technological maturity of new, weight-saving designs and materials in being able to withstand higher mechanical and thermal loads. Tests will also be carried out on components made of new materials or using additive manufacturing methods. Currently, the components are undergoing a comprehensive series of tests in order to prepare them for integration into the demonstrator.

### Alternative fuels

MTU is supporting the introduction of sustainable aviation fuels in a number of ways: by carrying out studies commissioned by Bauhaus Luftfahrt; by being involved in the first practical application of these fuels in Lufthansa scheduled flights (Future Aircraft Research, FAIR for short); and by being a member of aireg (Aviation Initiative for Renewable Energy in Germany), to name a few examples. In May 2013, as part of the EU's Solarjet project, the Swiss Federal Institute of Technology Zurich succeeded for the first time in producing synthetic fuel using non-biological manufacturing processes, by using process engineering methods on a laboratory scale.

### Eco-friendly manufacturing

The Clean Air Industrial Site program (CLAIR-IS) was initiated in 2009 at MTU's Munich headquarters. The program sets similar climate objectives for manufacturing processes as Claire (Clean Air Engine), a product-related technology project. In the long term, CO<sub>2</sub> emissions from the manufacture and maintenance of products at the main plant in Munich are to be cut by up to 25 percent by the year 2020 (compared to figures from the year 1990). The various measures for implementing energy efficient manufacturing are:

- increased use of well water as coolant in production processes
- renovation of the heating network
- improved heat insulation
- using a building control system

- using renewable fuels (vegetable oil powered cogeneration plant)
- pressed air supply

At the same time, these measures are set to reduce electricity consumption by 25 percent (based on turnover in the period from 2010 to 2020). Cooling with well water, for instance, saves around 3,000 tons of CO<sub>2</sub> annually, while using the cogeneration plant avoids roughly 7,400 tons of CO<sub>2</sub> emissions per year. For several years now, modernized ventilation systems featuring the latest rotary heat exchangers have been gradually increasing the amount of heat recovered from indoor exhaust air, with a significant saving of around 1,500 tons of CO<sub>2</sub> emissions each year. In total, these measures will save around 23,000 tons of CO<sub>2</sub> (greenhouse gas) emissions annually (based on average emissions over the last three years). This equates to an average annual reduction of 1.5 percent.

# Best practice: Concept for the new manufacturing building 077

When erecting new buildings or renovating established ones, the company considers measures that guarantee efficient energy supply to be very important. MTU recently built a new facility in Munich to produce high-tech engine components, integrally manufactured blades and disks (blisks). Part of the total investment of some 65 million euros in the new building was directed toward equipping the facility to be energy efficient. Energy efficiency and economic viability were MTU's top priority in designing the building. The entire building is conceived as a low-temperature facility with cutting-edge ventilation technology and well-water cooling. Heating energy that is still required is extracted by heat pump from the compressed-air compactor's waste heat, and is also recovered from the waste heat emitted by machinery. By recovering heat in this way and employing additional thermal insulation, the facility's energy costs are around 60 percent lower than those of existing buildings-reducing the building's energy consumption to a sixth of that of the existing, standard facilities. This building concept enables the company to keep its consumption of resources to concept minimum. The new manufacturing facility was officially opened in April 2013, with blisk machining having begun there at the end of 2012.

• using a more energy efficient com-

using energy efficient lighting systems



### Further measures taken for factories and buildings at the Munich location:

### Heat recovery

All major production facilities have heat recovery systems incorporated into their ventilation systems. These extract heat from waste air and use it to heat the fresh air flowing into the building. As several thousand cubic meters of air flow through per hour, using the energy reserves present in waste air dramatically reduces the amount of heating required.

Compressed air is one of the most important forms of energy used in industrial manufacturing after electrical power. It is

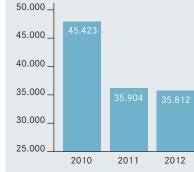
generated by modern, energy efficient compressors that significantly reduce electricity consumption and CO<sub>2</sub> emissions. Waste

Compressed air generation



# water consumption\* (cubic meters per 1 million production hours)

MTU Group



<sup>\*</sup>average for each year across all production locations, excluding well water

## Water use

heat from the compressed air generation process is used to heat the water supply to the canteen, and to heat the newly built Hall 077. MTU regularly checks the compressed air network for potential leaks and repairs these if any are discovered.

Lighting technology

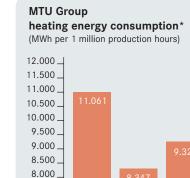
When erecting new buildings or carrying out basic renovations, we take care to illuminate our factories, offices and floor spaces using energy efficient lighting technology. This is another way to save resources, as such systems use less electricity and emit less  $CO_2$  while providing lighting that is as good as if not better than previous solutions.

### Lower rated thermal input in the heating plant

Boiler 6 in the heating plant at the Munich site was successfully downsized during the reporting period, dropping the heating plant's rated thermal input down to under 50 megawatts. Now that it no longer counts as a large combustion plant, its large boilers are no longer started up several times a day, which was unfavorable from an ecological point of view. This considerably reduces fuel consumption and exhaust emissions.

MTU is using more well water as coolant at its Munich headquarters. Groundwater is extracted using MTU's own on-site wells. and used for cooling in production processes. The quaternary water, which is not classed as drinking water, is pumped and piped throughout the site. Compared to conventional cooling methods, this method saves energy and avoids the use of environmentally damaging coolants, while also significantly reducing CO<sub>2</sub> emissions. MTU has been gradually expanding its water extraction plants for years. Developments undertaken in 2012 mean the company can now extract 12.8 million cubic meters of groundwater per year.

Systematic use of well water in cooling processes has drastically cut drinking water consumption in Munich. Drinking water is mainly used by sanitary facilities, in the canteen and, to a lesser degree, in manufacturing. Drinking water consumption has dropped significantly in recent years, as we have been consistently working toward employing water-saving technology and recirculating process water internally. Process water for electroplating and crack detection facilities is fed into the water recirculation system. Since most of the water is reused, only a small amount of waste water requires treatment before being introduced into the municipal sewer system.



7.500

7.000



14.000

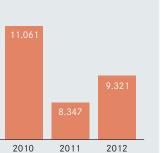
13.500 \_

13.000 \_

12.500 \_

12.000.

locations



(MWh per 1 million production hours) 15.500 \_ 15.000 \_ 14.500

\*average for each year across all production locations

### Best practice: Electroplating water circuit

In engine manufacturing, electroplating involves certain coating processes that use water-based chemical process baths. An ion exchange plant is used to create a water circuit that enables large volumes of water to be reused. In 2012, this facility circulated 451,609 cubic meters of water. The entire circuit has a volume of 257 cubic meters, meaning the full volume was cycled through the system a total of 1,757 times in 2012. Electroplating work was carried out on 286 days during 2012, meaning the full volume was circulated and reused 6.5 times a day. Losses arising for example from evaporation were made up for by adding municipal water. Only 13,744 cubic meters of water from used process baths was introduced into the municipal sewer system as treated waste water.

2010

The volume of waste that accumulates at MTU is determined by workload. Dangerous waste stems primarily from electroplating, waste water treatment and, to a lesser degree, from production processes. As production volumes rise and fall, so too does the amount of harmful waste produced. On average, around 80 percent of waste generated in our German factories is recycled, be it via direct recycling of materials or, to a lesser extent, via other recycling techniques. We intend to maintain the recycling quota at this level in future, too.

# Best practice: Improved logistics chain

During the reporting year, MTU Maintenance constructed and opened a new logistics building at the Hannover site. This allowed component transport routes to be improved. such that the path from spare-parts warehouse to production has now been cut from 15 kilometers to a mere 75 meters. This has led to major improvements in the site's logistics chain in terms of resources consumed and emissions generated. Further work is currently underway to optimize traffic flows. To reduce the environmental impact, a solar plant was fit to the roof of the building to heat service water. The logistics facility also features underfloor heating, powered by surplus waste heat from the compressors used in production



\*average for each year across all production

# Waste accumulation



# 6 Anti-corruption

Principle 10: Businesses should work against including extortion and bribery.

We consider compliance with all applicable laws and regulations to be part of our corporate responsibility in the service of the common good. We deplore corruption, including extortion and bribery, and all other forms of corporate crime. MTU operates as a fair business partner and client and advocates equal and transparent competition. Integrity and responsible behavior are inherent values of our corporate culture and our code of conduct lays out what we expect of our employees, managers and Board of Management in upholding them. Detailed information about MTU's code of conduct can be found in chapter 3, human rights.

# Corporate Governance

The term corporate governance stands for the practice of administering and controlling a company in accordance with the principles of responsibility and long-term added value. In all areas of the company, MTU demonstrates good corporate governance, which comprises mutual trust and efficient collaboration between the Board of Management and the Supervisory Board, respect for the shareholders' interests, and open and transparent communication with all stakeholders. As a globally operating company, MTU acts in compliance with the relevant national and international standards. In Germany, where the company has its headquarters, these standards are laid down principally in the Stock Corporation Act (AktG), in the Co-Determination Act (MitbG) and in the German Corporate Governance Code. In the Corporate Governance Report for 2012, the Board of Management and the Supervisory Board stated that the current version (released May 15, 2012) would reflect all recommendations set out by the German Federal Ministry of Justice in the Corporate Governance Code

As part of the 2012 Annual Report, MTU's Corporate Governance Report is published online: www.mtu.de/Investor Relations

# Compliance

MTU set up a Compliance Board back in 2007, made up of the heads of its legal department, corporate audit, and corporate security. The Board is committed to fully clearing up reported suspicions and cases of improper behavior. The Compliance Board is also in charge of reviewing all new and to-be-renewed consultant agreements in

< We consider compliance with all applicable laws and regulations to be part of our corporate responsibility in the service of the common good.

order to assess any potential risks of corruption. Additionally, consultants are to be reviewed by independent organization TRACE. Only once the Compliance Board has submitted a positive recommendation will the CEO sign off on any particular contract.

One of the Compliance Board's key duties is to prevent corruption and to increase awareness of this issue among employees. Compliance training is provided to all employees, with special courses for employees and managers in positions of trust. These courses are carried out at regular intervals; the relevant MTU employees will undergo the next round compliance training in 2014.

Working alongside the central Compliance Board are MTU-wide group officers for individual topics, data protection for instance, who are responsible for making sure the special rules in a given area are observed and that uniform standards apply across the whole company in accordance with statutory regulations. The internal auditors also conduct regular compliance audits, in which they scrutinize business processes and procedures for legal conformity and adherence to internal guidelines.

An ombudsman acts as a confidential contact person for information from managers, employees, suppliers, customers and partners in cases of suspected corruption. MTU risk management regularly evaluates corruption-related risks in organizational units as well as measures taken to minimize risk.

Company-wide activities to adhere to ethical principles are showing results. In the given reporting period, there was no indication to suspect any corruption whatsoever involving MTU, and the company's successful efforts were also recognized by Transparency International: MTU had the independent organization conduct an audit and achieved a positive evaluation.

MTU underscores its commitment to management integrity through its membership of the Aerospace and Defence Industries Association of Europe (ASD), which it joined in 2011, and its recognition of the association's standards combating corruption, bribery and unfair competition.