

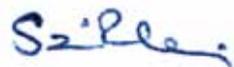
Vision, values and strategy 2019-2025

of

MVM Paks Nuclear Power Plant
Private Limited Company



Paks NPP



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The mission of Paks Nuclear Power Plant is to produce safe, reliable, cheap and environmentally conscious electricity



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Our vision

▷ We keep **the nuclear safety** at a standard complying with the international best practice and expectations. We follow the trends in development and implement the necessary improvement.

▷ During our business activity, we focus on the **safe** and reliable **electricity production**. By means of extending our operating period, we intend to keep our market position as a base-load power plant, producing as much cheap energy as possible.

▷ In accordance with the Owner's expectations, we realize a **long-term profitability**. We keep the competitiveness of our sales price and hold our costs at an optimally low level.

▷ Our reliability is guaranteed by **our highly qualified and committed colleagues working with discipline**. We pay special attention to keep on our colleagues needed for sustaining and developing our operation, and to continuously improve their professional standard.

▷ **We operate** the nuclear power plant **with the lowest environmental impact as reasonably as achievable**.

▷ **As realization of our social responsibility, we continue to pay special attention** to keep and develop the partnership implemented with our immediate and wider environment.

During realization of the Vision, our company relies on its existing strengths and synergic opportunities originating from the group-level operation of MVM, respectively:

▷ our loyal colleagues committed to the safety and the power plant,

▷ our professional experience recognized even at international level,

▷ our operating practice of more than 30 years,

▷ our well qualified experts and suppliers who work together in a well-organized and efficient way,

▷ the existing resources, infrastructural capabilities, and knowledge base of the MVM group, its common market potential.

Our values and principles

The fundamental feature of our company's operation is to be committed to the nuclear safety

✓ **Our operation is interpenetrated by safety-awareness**

The top management declares our safety policy and determines the most important safety messages, as well as takes part, in a committed way, in implementation of them. It operates an appropriate leading structure, ensures the necessary resources, and realizes the continuous development.

The managers determine the scopes of responsibility, ensures the necessary work conditions and methods, the training and education of workers, as well as they perform regular direct on-site inspection.

The colleagues work carefully, with a questioning mentality, in a disciplined way and they are strictly committed to the safety. By means of personal communication on the site of working activity, we facilitate the colleagues' commitment to the safety.

In order to ensure the safe operation, it is indispensable to provide the highest level professional and technological discipline, conservative decision-making in safety-related questions, compliance with rules and regulations and fulfilment of prescriptions.

It is expected from leaders and experienced colleagues to encourage, mainly by means of their own personal example, their subordinates, colleagues to work at a high level and in a safe way.

✓ **We think in an environmentally conscious way**

We continuously keep environmental releases at the lowest possible level, below the mandatory limit values, and continuously check them. We comply with the authorial requirements and fulfil the external professional expectations. We correctly cooperate with the competent nuclear and other authorities.





✓ **We always perform our work at high quality standard**

The working activity is characterized, at all disciplines and at all levels, by thoroughness, accuracy and “quality-first” approach, clearly understanding that the safety and the quality occur during working activity. The quality-conscious thinking confirms the commitment to the safety.

✓ **We improve our safety culture with continuous development**

By means of providing an atmosphere of honesty and trust, we allow and encourage to ensure availability of information needed for working, in due time, at the places concerned. It is important to reveal problems, errors, inappropriate circumstances. As a learning organization, we provide an organizational operation which encourages the knowledge and effective usage of internal and external experience, as well as the birth, acceptance and realization of corrective, new thoughts, ideas. We support and encourage the transfer of previous professional experience and the usage of existing knowledge.



The guarantee of safety of Paks Nuclear Power Plant is the regulated operation and the cooperation of our organizational units

- ✓ **Our leaders responsibly manage the corporate, presenting example towards colleagues**

During their work, the leaders comply with the power plant's safety and technological requirements, and make such requirements complied with by others. Their activities are characterized by the loyalty to the company, the strong decision-making, and the high professional standard. They show an example to their colleagues with their committed and responsible behaviour.

- ✓ **One of our features is the high-level professional knowledge**

Our colleagues are well qualified experts with significant practical experience who are at a high level in their own speciality. Cooperating with their fellow workers, they are capable of operating the power plant in accordance with the targets determined. They continuously develop, extend their own knowledge, skills. Thanks to such approach, they facilitate the realization of safe operation, high-quality working activity, and long-term rational management, as well as the operation for as long as possible. Our company's professionally highly qualified experts facilitate, with their example-showing activity, to pass on the knowledge gained by them.



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- ✓ **The company's organizational units effectively cooperate in order to reach the common objectives**

Our company establishes its organizational structure, operating processes, and management system in order to ensure the long-term, safe operation. It applies the corresponding decision-making and management responsibilities and processes. The cooperation between organizational units of the company is characterized by partnership, respect for each other, mutual supportive action performed for implementation of common company objectives and responsibility taken for result of their own work. In the course of everyday life, they apply safe, simple, quick, precise, value-added solutions.

- ✓ **For safe operation, we create optimal work conditions**

Leaders of our company continuously keep in their mind the provision and maintaining of work conditions needed for safe operation, at all areas and in all work positions. Doing their work in such way, they consider and optimize safety, technical, economic, environmental protection and ergonomic aspects. It is our principle that the appropriate work conditions ensure a basis for our colleagues to do their work in a professional and responsible way. Our colleagues protect, keep such work conditions and use them in a practical and professional way in order to provide safe operation of the power plant.



We manage for safety, efficiency, and competitiveness in the long term

- ✓ **We manage in effective way for optimally low own cost**

Focusing on the priority of safe operation, our company manages with its available resources in a cost-sensitive and effective way in order to keep its market price advantage and competitiveness. During our result-oriented and value-creating activity, we ensure compliance with the Owner's expectations by means of keeping our costs at an optimally low level.

- ✓ **In addition to provision of continuous operation, we think that the strategic approach focusing on the long term is also important**

With our long-term optimized operations and management, we ensure fulfilment of our strategic and business objectives, increase in assets value of the company, as well as compliance with the Owner's expectations. By means of our regional engagement,

we reinforce our long-term relationships created with our environment. During fulfilling the electricity demands, we produce electricity focusing on economic efficiency, security of supply and environmental protection aspects, contributing to the concept of sustainable development through our activities.

- ✓ **During our work we maximally consider and respect demands of stakeholders to the greatest extent**

Our activity with our stakeholders is characterized by correctness and transparency. The security of supply of electricity consumers is realized through our high-level availability. By means of producing cheap and large-quantity electricity, we contribute to keep energy costs of domestic consumers at low level, as well as to improve the competitiveness of economic entities. We take responsibility for our suppliers and, during selection of them, endeavour to find the best partners.



Implementers of safe operation are our Company's colleagues and our contractor partners

- ✓ **Our colleagues work in a disciplined way and are committed to the Company**

Our colleagues are familiar with and accept the Company's objectives, identify themselves with such objectives during their work. They are motivated and actively work in order to reach good results. They are loyal to the Company, always represent it to third parties in a correct way, keeping in mind the values and interests of the Company. During their working activity, they do their tasks with whole-heartedness, in an ordered and disciplined way - thus enhancing the good image of our Company.

- ✓ **We have a cooperative attitude**

Appreciation of each other's work, mutual support and respect for each other ensure a good working atmosphere. During the co-operation, our colleagues are characterized by good partnership, commitment to solving problems, honesty, tolerance, help and solidarity.



✓ **We always communicate openly and honestly in every situation**

We consider it important to provide appropriate information both to the company's immediate and wider environment and within the nuclear power plant. Accordingly, we inform our environment in a correct and reliable way about topics, events concerning them. We encourage our colleagues to share information as completely as possible within the Company, helping them to get tasks completed faster, safer, more accurately and more efficiently.

✓ **The Company is characterized by its social concern for its employees**

One of the most important preconditions of safe operation of our power plant is the balanced and harmonic activity of our colleagues. It is important to ensure that they are calm, self-collected and psychically balanced. It is expected from our colleagues to perform their tasks with maximal carefulness and in a disciplined way in all situations. Preconditions of such working activity, that is, the physical and mental freshness, are provided for them within the frame of high-level social services.



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Our system of strategic objectives

Three main pillars of our strategy

In order to reach the objectives determined in our vision, the strategy 2019-2025 of MVM Paks Nuclear Power Plant Ltd. relies on three pillars which mutually need and affect each other, each of which represents our attempts to ensure excellence.

During implementation of our Vision, as well as strategic objectives, we rely on our Values and Principles.

Strategy



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In the spirit of **Excellence in Safety**, in relation to all elements of our activity, we put particular emphasis on provision of priority to the safety. We continuously analyse and assess the safety level and reliability of the installed technology, the safety performance of our processes and everyday practice, as well as our, and our partners', safety culture. Beyond consideration of the international advanced "good practice" of the nuclear industry, and of European Union and domestic legal requirements, we try to reach that our commitment to safety can be considered by others as an example.

Our Excellence in Production is one of the most important guaranties of the country's security of supply, furthermore it is a key factor in the availability of affordable electricity. In the spirit of our commitment to long-term

sustainability of nuclear based electricity production, we perform our work in a reliable way, complying with the regulations and standards in force at the time, being familiar with the responsibility towards future generations, our activity confirms and substantiates the justification of peaceful use of nuclear energy.

In the spirit of **Excellence in Operation**, we endeavour to reach results better than ones expected from us. In our work, we apply the approach of "good host", during use of our resources we try to ensure effectiveness and optimalization. We continuously seek opportunities by means of which we can reach the best results with the lowest cost as far as possible. The permanence of development and progress forms integral part of our processes and our everyday working activity.



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Our strategic objectives, indices and target values assigned to them

In relation to the 3rd main pillar, totally 12 strategic objectives have been determined for the next six years.

Our strategic-level objectives are determined on the basis of the Owner's expectations, the Vision, as well as the internal and external environment analyses.

Strategic main pillar	Strategic objective and its interpretation.
Excellence in Safety	BK1 Maintaining and improving the safety level of operations
	Maintaining the safety level of operations at a high level, and improving it, is a priority from the aspect of Excellence in Safety. Within this, the most important is to keep the level of nuclear safety, since the employees and the members of population can only be protected against hazards originated from ionising radiation of the nuclear power plant by providing appropriate normal operating conditions, preventing accidents, and mitigating consequences of accidents possibly occurred.
	BK2 Maintaining and improving nuclear security
	Security of the nuclear power plant, improving such security ensures the peaceful use of nuclear energy, the prevention of, and defence against, threatening acts



Strategic main pillar	Strategic objective and its interpretation.
Excellence in Safety	BK3 Keeping industrial safety at high level
	Maintaining and improving healthy and safe working conditions
	BK4 Improving environmental performance
	Effective operation of the environmental protection programme during operation of the nuclear power plant in order to keep the quantity of releases and wastes at optimal level.
Excellence in Production	TK1 Keeping level of availability
	Increasing the time spent in operation of nuclear power plant units by reducing the number and duration of planned outages and improving the rate of in-service maintenance.
	TK2 Studying opportunity of additional long-term operation
	Studying opportunity of additional long-term operation as a real option for maintaining the nuclear capacity.
	TK3 Coordination of P2 implementation tasks from a production point of view
Mitigating the P2 implementation's impacts representing risk on operation of P1.	



Strategic main pillar	Strategic objective and its interpretation.
Excellence in Operation	MK1 Working capital optimisation
	Improving stock levels and financing needs
	MK2 Ensuring cost-effective production capacity
	Increasing operational efficiency to the level of peer companies.
	MK3 Maintaining and developing partner relations
	Maintaining and developing international, supplier and company group relations, increasing the utilization of synergies.
	MK4 Ensuring human resources
	Ensuring the human resources and competitive work conditions in critical positions. To create an employer brand attractive from the outside, establishing a youthful, dynamic company image and providing training opportunities. Preparing the internal staff for welcoming and integrating the new colleagues.
	MK5 Ensuring social acceptance
	Maintaining the high-level social acceptance based on representative surveys and increasing it, respectively within the scope of the target group that rejects operation of the nuclear power plant to a higher-than-average extent.



The strategy of MVM Paks Nuclear Power Plant Ltd. covers the whole range of its operation, ensuring the realization of the Owner's expectations, the energy policy objectives and the ambitions set out in the Vision.



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