



Company Presentation

Ingenics Consulting Hungary
Budapest, 2025-04-29



CONSULTING AND REALIZATION COMBINED

Agenda

1. About Us
2. Our Company and Service Portfolio
3. Special Characteristics and Achievements
4. Methods and Approaches

1

About Us

Who We Are and What We Stand For

Ingenics Consulting

is your international business consultancy for transformation and digitalization in the fields of production and logistics.

| | | |
|-------------------------------|---------------------|---|
| 100 % | > 650 | 45 years |
| independent and owner-managed | employees worldwide | as a cross-industry partner for small & medium-sized enterprises & large corporations |

Our Purpose since 1979

Building tomorrow's companies:

PEOPLE. PASSION. PERFORMANCE.

Delivering sustainable success through our passion for performance.

Our Focus:

Strategy and implementation

Consulting

Strategy | Processes | Organization

Planning

Concepts | Sustainability | Implementation support

Digital transformation

Strategy | Technology | Implementation

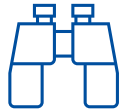
Academy

Qualification | Career models | Coaching



What Drives Us

Vision



Innovative concepts, value-creating solutions:

Together with our clients, we make an environmentally and socially sustainable future a reality.

Mission

> Planning

Effective strategies.
Cross-industry expertise.

> Implementing

Efficient solutions.
Precise execution.

> Optimizing and Qualifying

Individual. Integrative.
Always with an eye on added value.

Purpose



Building tomorrow`s companies:

Delivering sustainable success through our passion for performance.

DNA of Ingenics Consulting

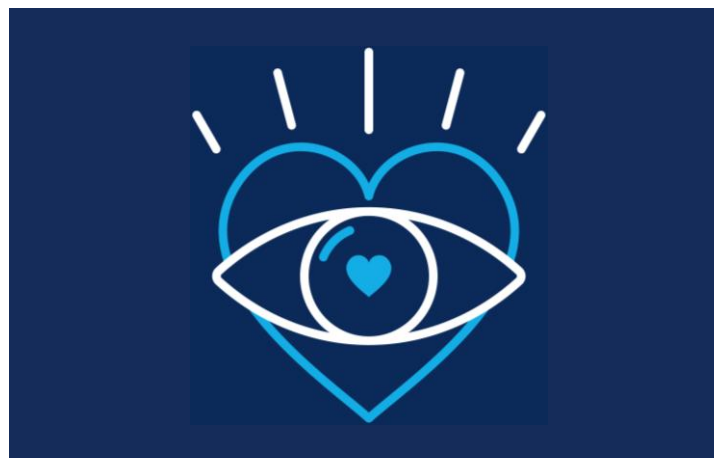
PEOPLE. PASSION. PERFORMANCE.

The distinctive Ingenics Consulting DNA for more than 40 years now.



People

In everything we do, we put people at the center. This applies to our clients as well as our employees.



Passion

We do not see change as an obstacle. Rather, we think it is an opportunity to make our clients stronger for the future.

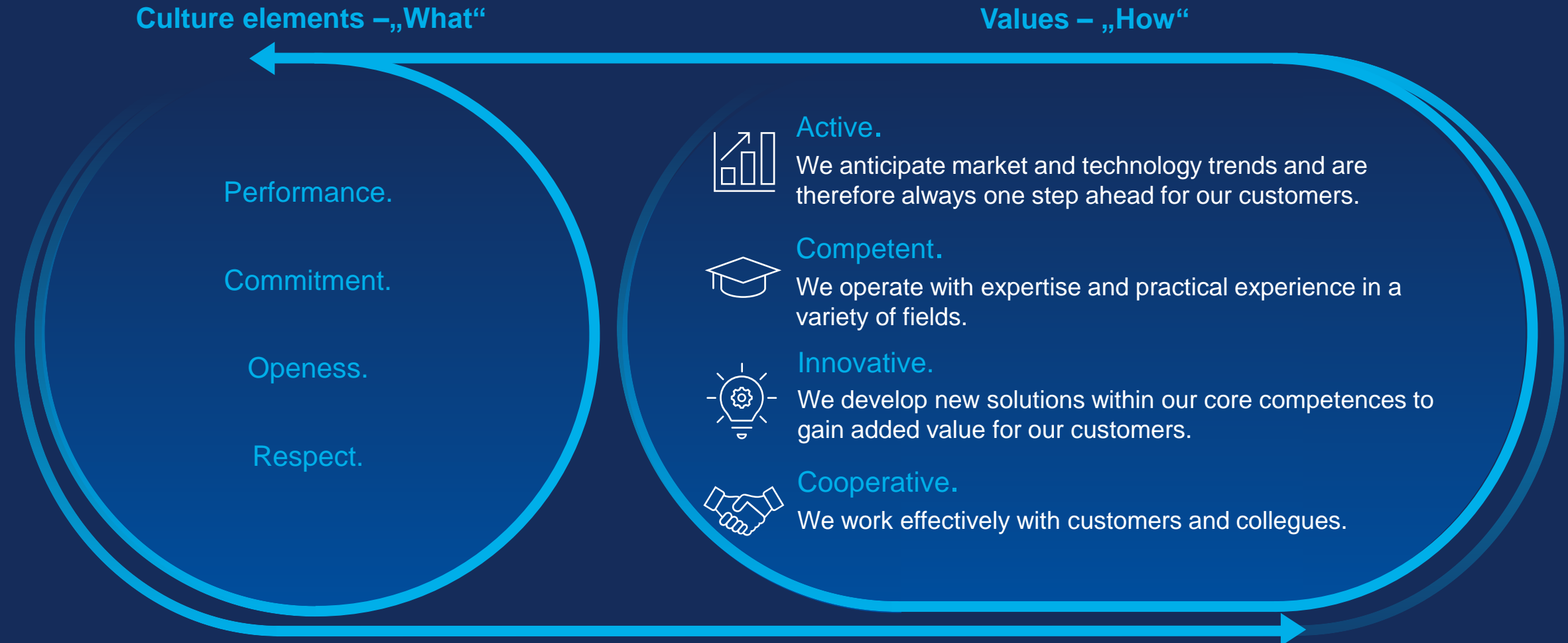
Our passion: digitalization and transformation through courage and creativity!



Performance

With our combined strengths in strategy and implementation, we are rated highly by our clients and always thinking about how to add value.

The culture core is the unalterable and worldwide equal cultural basis which represents success and identity of Ingenics.



2

Our Company and Service Portfolio

Ingenics Group – Service Portfolio



- Strategy Consulting
- Process & organizational consulting
- Planning & Realization
- Digital transformation
- Ingenics ACADEMY
- Innovation LAB



- Software Development
- Embedded Systems



- Personnel Services
- Recruitment
- Employee Leasing and Contracting for Planning & Realization

Ingenics Consulting at a Glance



Organization

23
locations

> 650
employees around the globe

100% owner-managed,
no outside shareholders, and manufacturer-independent

13.2 years
of professional
experience

> 45
collaborations and partnerships

Achievements

470
active clients

> 10.000
successfully completed projects worldwide

There for you – worldwide



Service Portfolio – Ingenics Consulting

INGENICS CONSULTING

Strategy Consulting



- Strategy development
- Functional strategy production & logistics (production networks)
- Mission development/transformation consulting
- Performance management/cost reduction
- Business model development

Process & Organizational Consulting



- Business process optimization
- Organizational development & transformation
- Quality/supplier management
- Lean management
- Product cost optimization
- Maintenance & automation
- Supply chain management
- Restructuring/efficiency programs
- Change management
- Business process management

Planning & Realization



- Factory planning
- Logistics planning
- Production/manufacturing planning
- Industrial engineering
- Assembly planning
- Body shop planning
- Conveyor and storage technology planning
- Simulation
- Project management

Digital Transformation



- Strategy & mission digital transformation
- Road map digitalization
- IoT concepts & implementation planning
- Selection & implementation of IT solutions
- IT project management

Ingenics ACADEMY



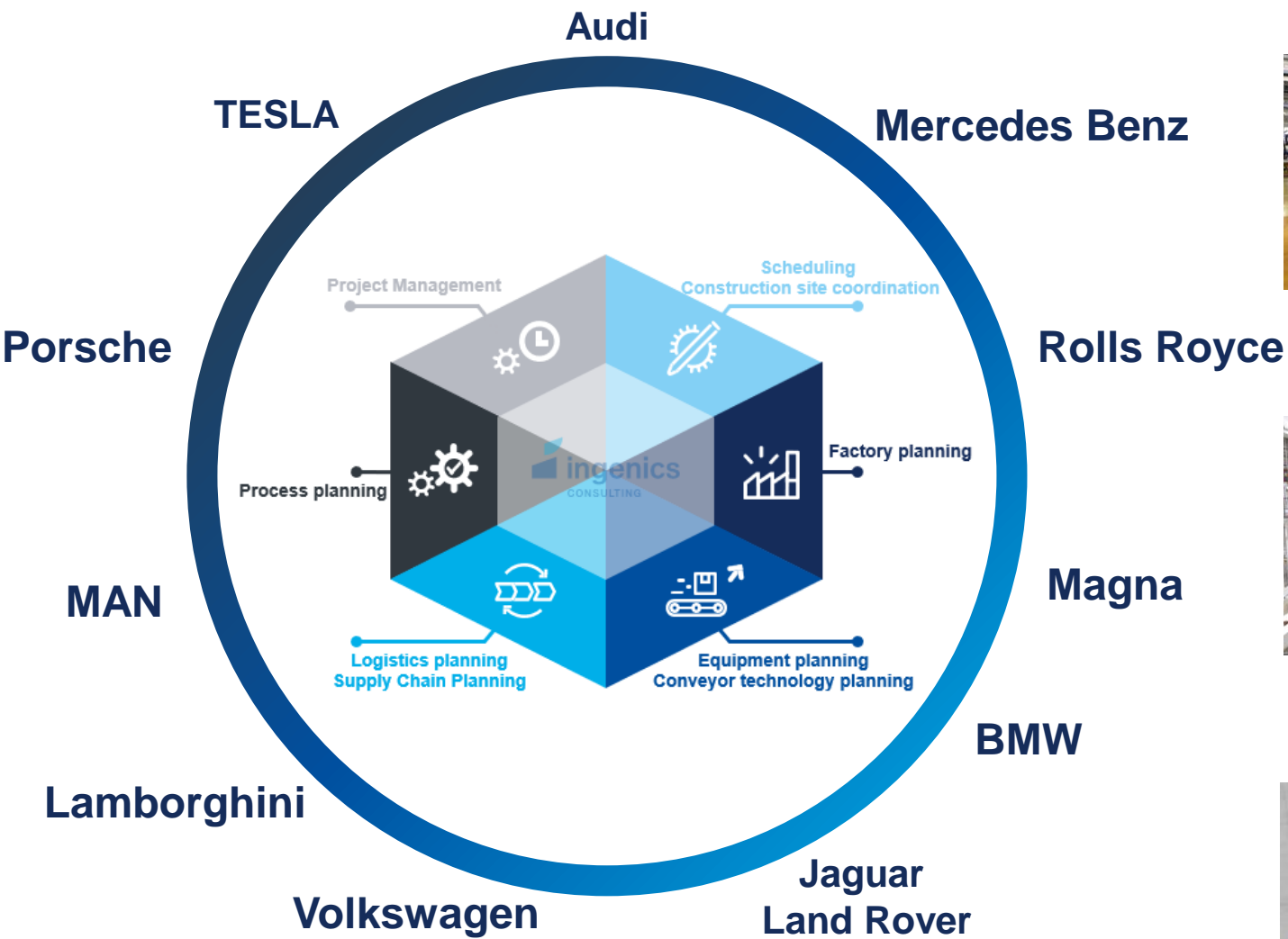
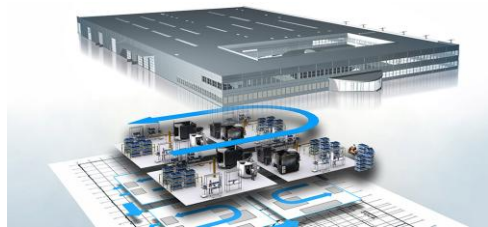
- Leadership & coaching
- Development of learning paths & training

Innovation LAB

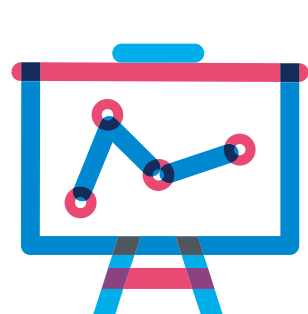


- Prototypes & software development
- IoT solutions
- Data science
- Artificial intelligence
- Digital cockpit solutions

Ingenics – Automotive-Customers



AUTOMOTIVE | Expertise



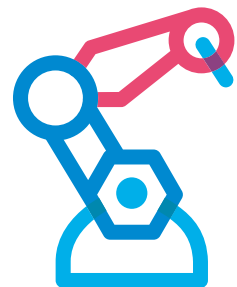
Site Development

- Strategic Alignment of Greenfield and Brownfield Locations
- Analysis and Optimization of Factory Structures
- Concept, Detailed Planning, Tendering
- Coordination and Realization Support



Supplier Management

- Supply Chain Design and Optimization
- Supplier Quality Improvement
- Supplier Task Force and Trouble Shooting
- Audit Support
- Assurance of quality and delivery reliability



Engineering Consulting

- Equipment engineering and design
- Design of Assembly Systems
- Logistics and Warehouse
- Design of Body in White Systems
- Installation and Commissioning
- Ramp-Up Management



Production Systems

- Cost Reduction
- Lean Production
- Target Images for Smart Production
- Continuous Improvement Process
- Target Costing
- OEE optimization



Strategic Development

- High Performance Organization
- Business Processes
- Change Management
- Lean Management
- Innovation Management
- Business Models
- Development of target pictures

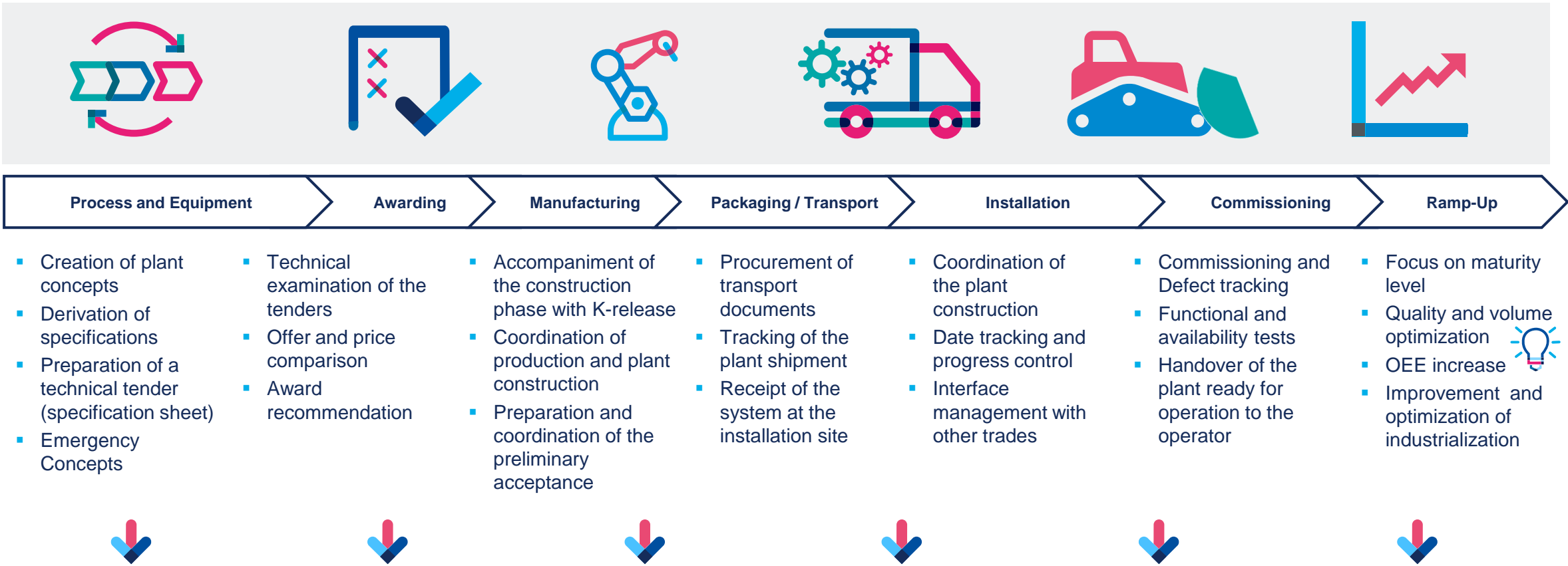


Digital Development

- Strategic baselines, organizations and visions
- Modules of the digital transformation
- Internet of Things
- Artificial Intelligence
- Data Science and Management

Manufacturing process and equipment design

Process and Equipment










Deliverables

| | | | | | | |
|----------------------------|---------------------------------|--|--|---|--|----------------------|
| Specification book created | Tender documents for purchasing | Preliminary acceptance issued with acceptance protocol | Plant transported to the installation site | Plant set up and basic function established | Final acceptance issued with acceptance protocol | Line target achieved |
|----------------------------|---------------------------------|--|--|---|--|----------------------|

Logistics process and equipment design

Logistics



| Logistics Structure | Material flow and processes | Warehouse structure | Warehousing | Supermarket | Installation | Commissioning | Ramp-Up |
|---|--|--|---|--|---|---|---------|
| <ul style="list-style-type: none">▪ Definition of logistics strategy and delivery principles▪ Quantity Structure defined and released (incl. packaging data defined)▪ Components are classified | <ul style="list-style-type: none">▪ Processes and functions▪ Warehouse/ Logistics equipment▪ Layout and areas▪ Flows: Material, Information, Volume | <ul style="list-style-type: none">➤ Area division:<ul style="list-style-type: none">▪ Function-oriented▪ Area-oriented▪ High/Low-Runner▪ Mixed form▪ Explosives/ hazardous area design | <ul style="list-style-type: none">▪ Warehouse occupancy design▪ Functional assignment▪ Container typing▪ Warehouse parameterization: | <ul style="list-style-type: none">▪ Route design▪ Separation processes▪ Empties process▪ Consumable's definition (quantity) and processes | <ul style="list-style-type: none">▪ Commissioning and Defect tracking▪ Functional and availability tests▪ Handover of the plant ready for operation to the operator | <ul style="list-style-type: none">▪ Ensuring line supply (volume, frequencies, time)▪ Stabilization of processes | |
|  |  |  |  |  |  |  | |


Deliverables

| | | | | | | |
|--------------------|--------------------------|------------------|---------------------|--|--|----------------------|
| Quantity structure | Specification and Tender | Warehouse design | Plan for every part | System set up and basic function established | Final acceptance issued with acceptance protocol | Line target achieved |
|--------------------|--------------------------|------------------|---------------------|--|--|----------------------|


Ingenics Consulting – Industry and Technical Expertise




| | |
|---------------------------------------|---|
| Strategy Consulting | <ul style="list-style-type: none">Operations StrategyZero Emission Company |
| Management Consulting | <ul style="list-style-type: none">Performance ManagementSupply Chain ManagementQuality & Supplier ManagementOperational Excellence |
| Institute | <ul style="list-style-type: none">Project ManagementAcademyCapability Management |
| Digital Solutions | <ul style="list-style-type: none">Digital SolutionsBusiness Process Management |
| Production Solutions and Optimization | <ul style="list-style-type: none">Production Technology & AutomationManufacturing Excellence |
| Factory and Logistics Design | <ul style="list-style-type: none">Factory Design & SimulationLogistics |



Automotive



Aerospace



Industries

3

Special Characteristics and Achievements

References



4 References | OEM [Extract]



Audi AG
Germany, Mexico, Belgium, China
Scope: Logistics, Material Flow,
Assembly process and equipment,
Quality & Supplier Management



BMW AG
Germany, USA, China, Hungary, UK
Scope: Logistics, Material Flow,
Assembly process and equipment,
Quality & Supplier Management



Mercedes Cars
Germany, USA, China
Scope: Logistics, Material Flow,
Assembly process and equipment,
Quality & Supplier Management



Porsche
Germany
Scope: Plant-Structures, Material Flow
planning, Assembly process and
equipment,



Tesla Motors
Germany
Scope: Construction Management,
Logistics and Material Flow, Body-in-
White Lead Planning



Volkswagen AG
Germany, Poland, USA, Czech
Republic, China
Scope: Logistics, Material Flow,
Assembly process and equipment,
Quality & Supplier Management



Volvo Car Corporation
Sweden, USA, China
Scope: Logistics and Material Flow
planning, Load Carrier global
specification



NIO Cars
China
Scope: Master concepts and future
model plant layouts

4 References | Small Series



Automobili Lamborghini S.p.A.
Sant' Agata Bolognese, Italy
Services: Development of greenfield and brownfield production scenarios



Porsche AG
Stuttgart-Zuffenhausen, Germany
Scope: Assembly Design and Planning for Taycan, Body in White PM



Mercedes Cars - AMG
Sindelfingen, Germany
Services: Assembly planning and digital process planning for Mercedes-AMG GT Model



Lotus Cars P.L.C.
Hethel, United Kingdom
Scope: Conception Plant-Structure and Layout & Benchmark



Audi AG – Quattro GmbH
Heilbronn, Germany
Services: Process Planning assembly R8 Spyder



Rolls Royce
Goodwood, United Kingdom
Services: Conceptual Layout Planning, Detailed Assembly Planning, Material Flow Planning




Rivian Automotive, Inc.
Normal, USA
Scope: Concept Check and Benchmarking for new model plant - Greenfield



Bugatti Automobiles
Molsheim, France
Scope: Logistics & Material Flow, Assembly efficiency increase

4 References for general planning projects - OEM references



 Audi AG
San José Chiapa, Mexico
Scope: Greenfield Q5;
Integration Q5 MHEV/PHEV/SB;
Assembly, Logistics




 Audi Brussels
Brussels, Belgium
Scope: Integration E-Tron;
Assembly



 Audi AG / NEV Company
Changchun, China
Scope: Greenfield eQ6, eQ6 SB, E6
Assembly, HV-Battery




 US EV Manufacturer - Battery Plant
Berlin/Brandenburg, Germany
Scope: Construction Management,
Intra Logistics, Body-in-White Lead
Planning



 BMW AG
Dadong, China
Scope: Integration PHEV,
Assembly, Logistics



 JLR
Nitra, Slovakia
Scope: Plant Structure Concept,
Logistics: Body in White, Assembly

4 References | Battery



LG Chem
Wroclaw, Poland
Scope: Supplier development battery production



Accumotive
Kamenz, Germany
Scope: Task Force Ramp-Up Management for battery assembly lines



Northvolt Ett
Skellefteå, Sweden
Scope: Project Management, Interface OEM to Supplier



Tesla Motors – Battery Plant
Berlin/Brandenburg, Germany
Scope: Construction Management, CE-Conformity



Battery Manufacturer (Norway)
Site Canada
Scope: Master Plan, Layouting, Manufacturing Design



Battery Manufacturer (Japan)
Trstená, Slovakia
Scope: Supplier development battery production



BMW AG
Spartanburg, USA
Scope: Concept Logistics for Battery Assembly



S-Volt
Heusweiler, Germany
Scope: Concept for Battery Module Intralogistics and Material flow

Ingenics in the top 10 of German management consultancies

| Top 20 German business consulting companies | | | | | | |
|--|------|---|--------------------------------|-------|-----------------|-------|
| Sorted by revenue (ranked) | | | | | | |
| Companies with their headquarters and most of their share capital in Germany | | | Total revenue in million euros | | Total employees | |
| 2024 | 2023 | | 2023 | 2022 | 2023 | 2022 |
| 1 | 1 | Roland Berger Holding GmbH & Co. KGaA, Munich | 1,000.0 | 870.0 | 3,400 | 3,000 |
| 2 | 2 | Simon-Kucher & Partners Strategy & Marketing Consultants GmbH, Bonn | 540.5 | 534.9 | 2,017 | 1,953 |
| 3 | 5 | Horváth AG, Stuttgart 1) | 306.0 | 270.0 | 1,222 | 1,056 |
| 4 | 4 | Porsche Consulting GmbH, Stuttgart | 304.6 | 271.0 | 930 | 840 |
| 5 | 6 | d-fine GmbH, Frankfurt am Main | 266.2 | 221.6 | 1,572 | 1,215 |
| 6 | 8 | zeb.rolfes.schierenbeck.associates GmbH, Münster | 223.7 | 200.2 | 975 | 906 |
| 7 | 7 | Detecon International GmbH, Cologne | 211.3 | 214.4 | 1,215 | 1,217 |
| 8 | 11 | 4flow SE, Berlin 2) | 130.1 | 110.5 | 1,088 | 805 |
| 9 | 12 | H&Z Group, Munich | 127.0 | 99.7 | 637 | 592 |
| 10 | 14 | Ingenics AG, Ulm | 86.1 | 78.3 | 635 | 613 |
| 11 | 16 | Cassini Consulting AG, Düsseldorf | 81.9 | 73.8 | 431 | 412 |
| 12 | 15 | Miebach Consulting Group, Frankfurt am Main | 78.0 | 75.0 | 460 | 440 |
| 13 | 17 | Berylls Group GmbH, Munich 3) | 72.0 | 62.0 | 232 | 157 |
| 14 | 17 | Unity AG, Büren | 71.6 | 62.0 | 380 | 380 |
| 15 | 20 | Horn & Company Group GmbH, Düsseldorf 4) | 71.2 | 41.9 | 235 | 123 |
| 16 | 19 | Staufen.AG, Köngen | 59.0 | 51.0 | 280 | 280 |
| 17 | -- | quattron holding GmbH, Bamberg | 44.9 | 40.7 | 230 | 207 |
| 18 | -- | ROI-EFESO Management Consulting AG, Munich | 39.0 | 37.8 | 149 | 138 |
| 19 | -- | Struktur Management Partner GmbH, Cologne | 37.3 | 28.0 | 99 | 89 |
| 20 | -- | Iskander Business Partner GmbH, Ismaning | 29.8 | 29.4 | 59 | 41 |



ingenics
CONSULTING

L Ü N E N D O N K

Ingenics is among the **Top 10** of the Lünendonk list and is therefore among the leading German management consultancies

4

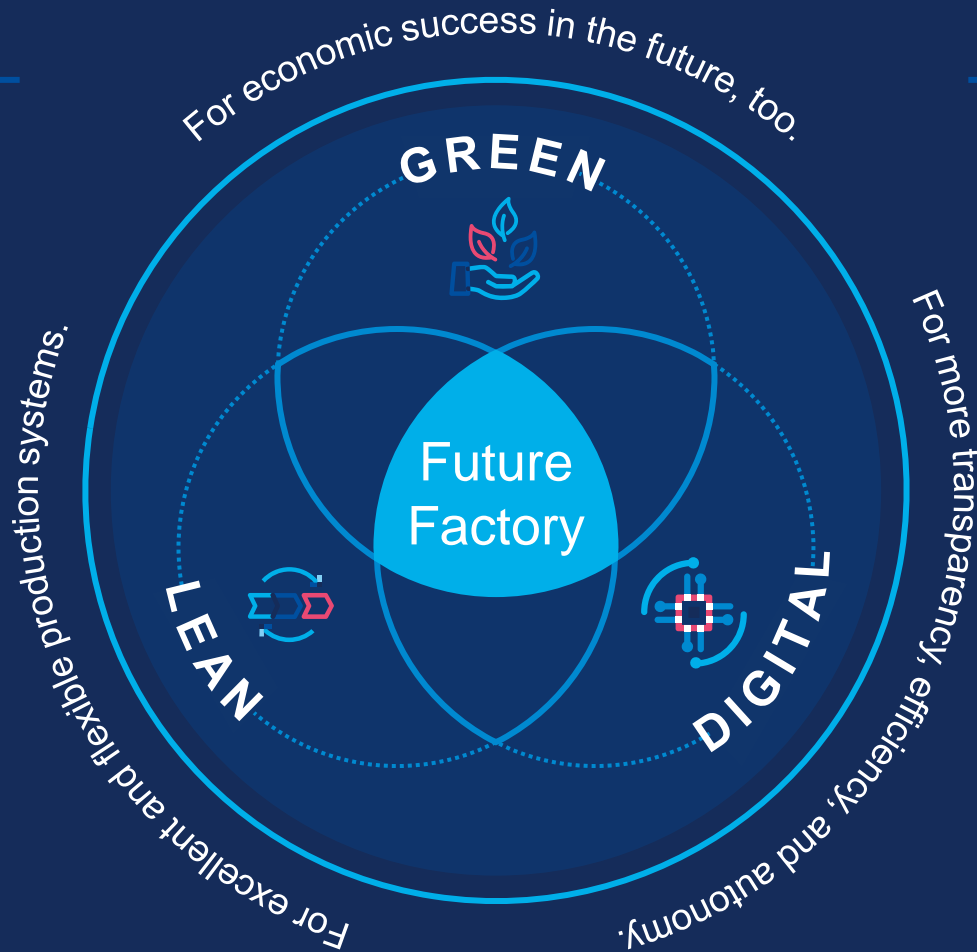
Methods and Approaches

HOLISTIC BUSINESS TRANSFORMATION



Holistic business transformation aims to make a company stronger overall and ensure that all aspects of business operations are compatible with each other and help the company achieve its goals. For it, measures must often be thoroughly analyzed, planned, and implemented so lasting improvements can be made.

Continual Transformation: Lean – Green – Digital

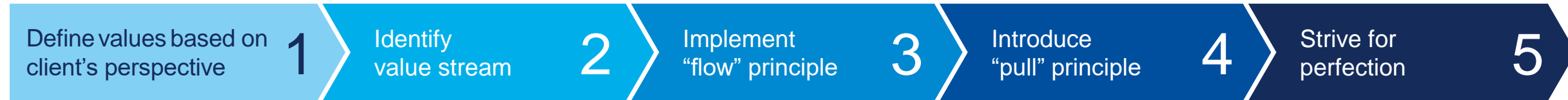


LEAN | GREEN | DIGITAL Continual Transformation

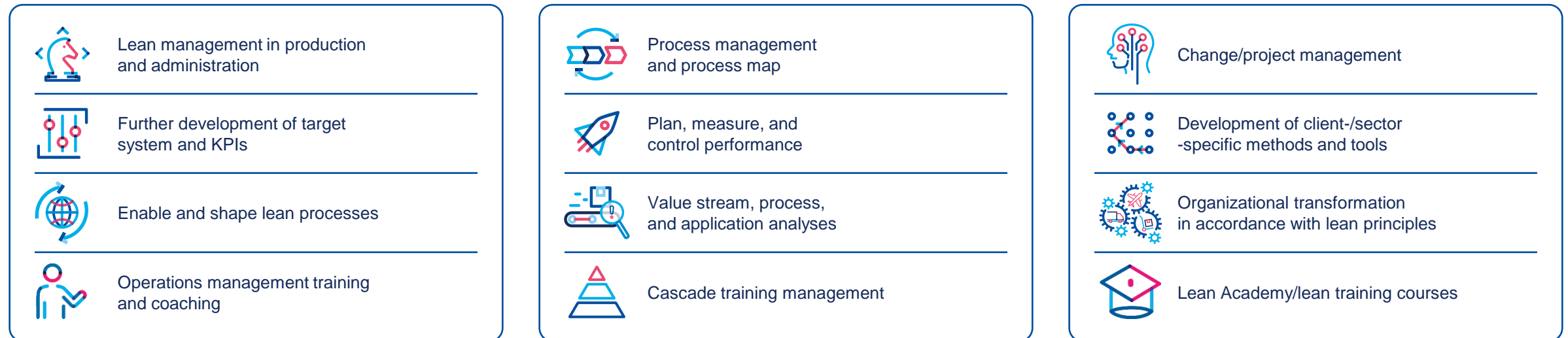
Transformation on only one level is no longer useful. **Lean**, **Green**, and **Digital** need to be brought into balance as the core components of a holistic and **continual transformation**.

Our Services for Excellent and Flexible Production Systems

Principles of lean management



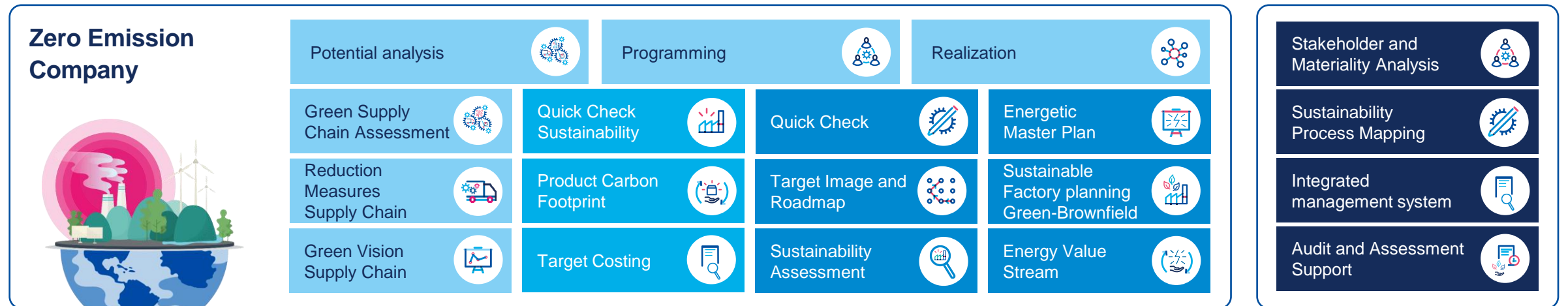
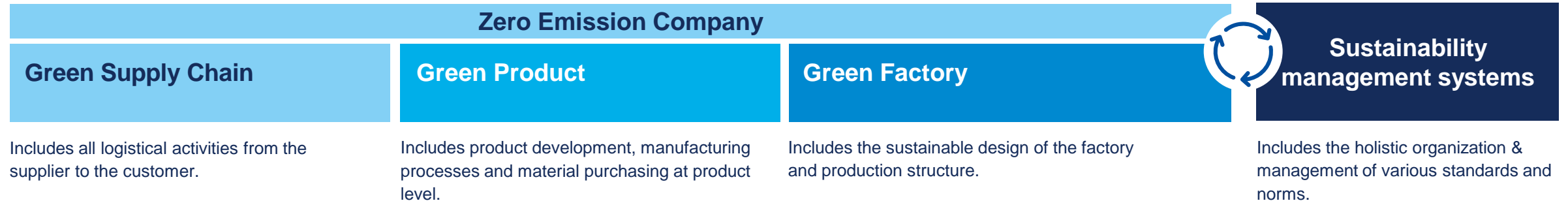
Lean-related services



Envision, empower, and implement – that's the lean management principle we strive for to create excellent and flexible production systems.



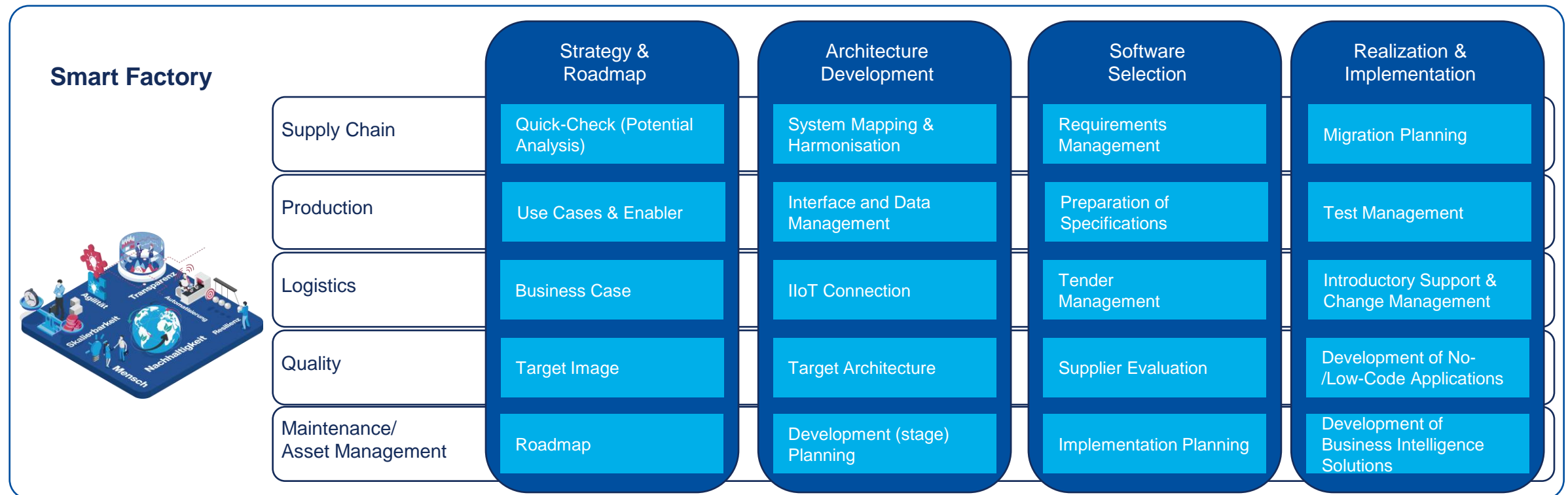
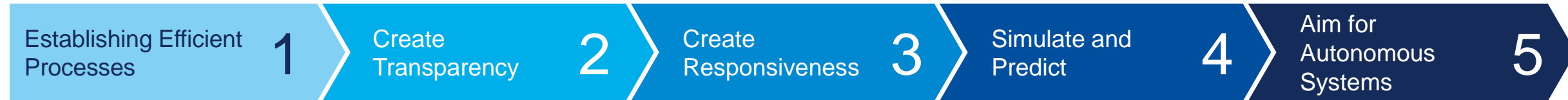
Our services for economic success in the future



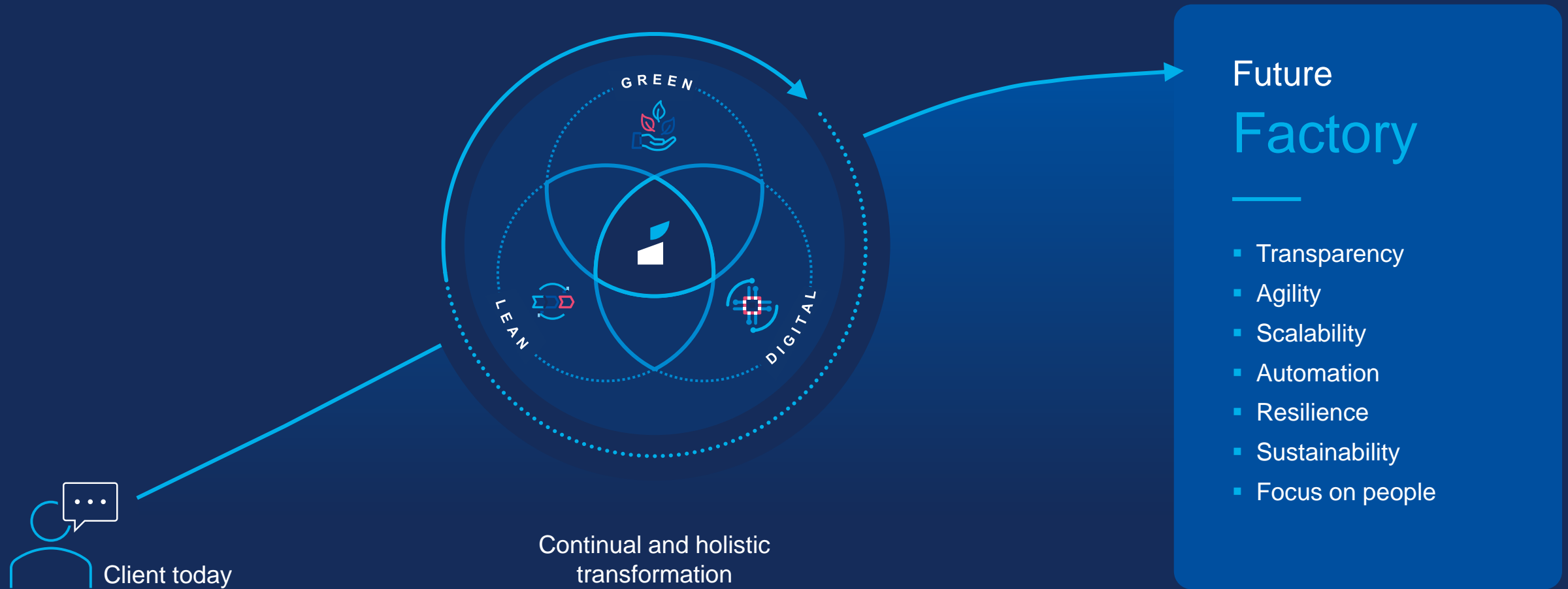
Our consulting portfolio seamlessly integrates ESG aspects and enables you to take future-oriented measures for a holistic transformation.

Our Service for More Transparency, Efficiency, and Autonomy

Principles of the Smart Factory



LEAN – GREEN – DIGITAL – The Path to the Future Factory



We use the services we provide for lean, green, and digital to aid the transformation to the factory of the future. The steps recommended in this process are tailored to our clients individually and precisely.

Future Factory – The Future of the Intelligent Factory



Future Factory

The future belongs to the **Smart Factory**

Seven theories – seven
conditions for the dynamic
“Future Factory”

Transparency

Data is the fuel of
the Future Factory

The Future Factory sets new standards when it comes to end-to-end transparency. All information is provided in real time across the entire value chain.

Agility

The Future Factory reinvents
itself every day

Modular process organization and adjustable infrastructure are the answers to dynamic market conditions and modern work concepts. The Future Factory makes it possible to implement new technologies in a flexible manner and realize individual client requirements.

Scalability

Standardization
creates individuality

The Future Factory is scalable. An efficient adjustment process, one that can respond individually to volatile supply and demand, is made possible by the standardized modular structure.

Automation

Everything requiring automation
will be automated

The Future Factory's combination of intelligent technologies and autonomous systems boosts productivity and efficiency, enabling fault-free production and relieving employees of routine activities.

Resilience

There are no crises with
the Future Factory

Resilient factories are able to anticipate constant changes in their environment and swiftly and independently take counter-measures. In the Future Factory, change is always seen as an opportunity for growth and development.

Sustainability

Positive value only comes from
from green factories

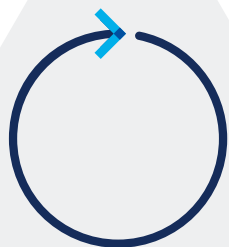
The Future Factory focuses on sustainability by combining resource-saving and ultraefficient value-adding processes. The positive impact affects the entire factory life cycle and is the only option for economic production in the future. The Future Factory constantly learns from nature.

People are decision-makers and
designers in a collaborative and
respectful work environment

People are at the core of the Future Factory. Monitoring complex digital systems and adapting to new technologies can only be achieved with qualified specialists. The Future Factory offers attractive and respectful work environments and empowers employees to achieve their full creative and strategic potential in highly complex assignments.

Our USP: Consulting and Implementation

Expertise from a single source



Target vision and transformation

We develop goals and strategies for process and organizational optimization.

Efficient processes
Sustainable organization
Agility | Transparency | Quality
Coaching and employee training



Top-down and bottom-up

We consider all strategic impacts.

Ambitious and realistic approaches
Interaction on all levels
Top-down design + bottom-up implementation
= long-term success



Technical expertise and practical experience

We facilitate optimal implementation and ensure your success.

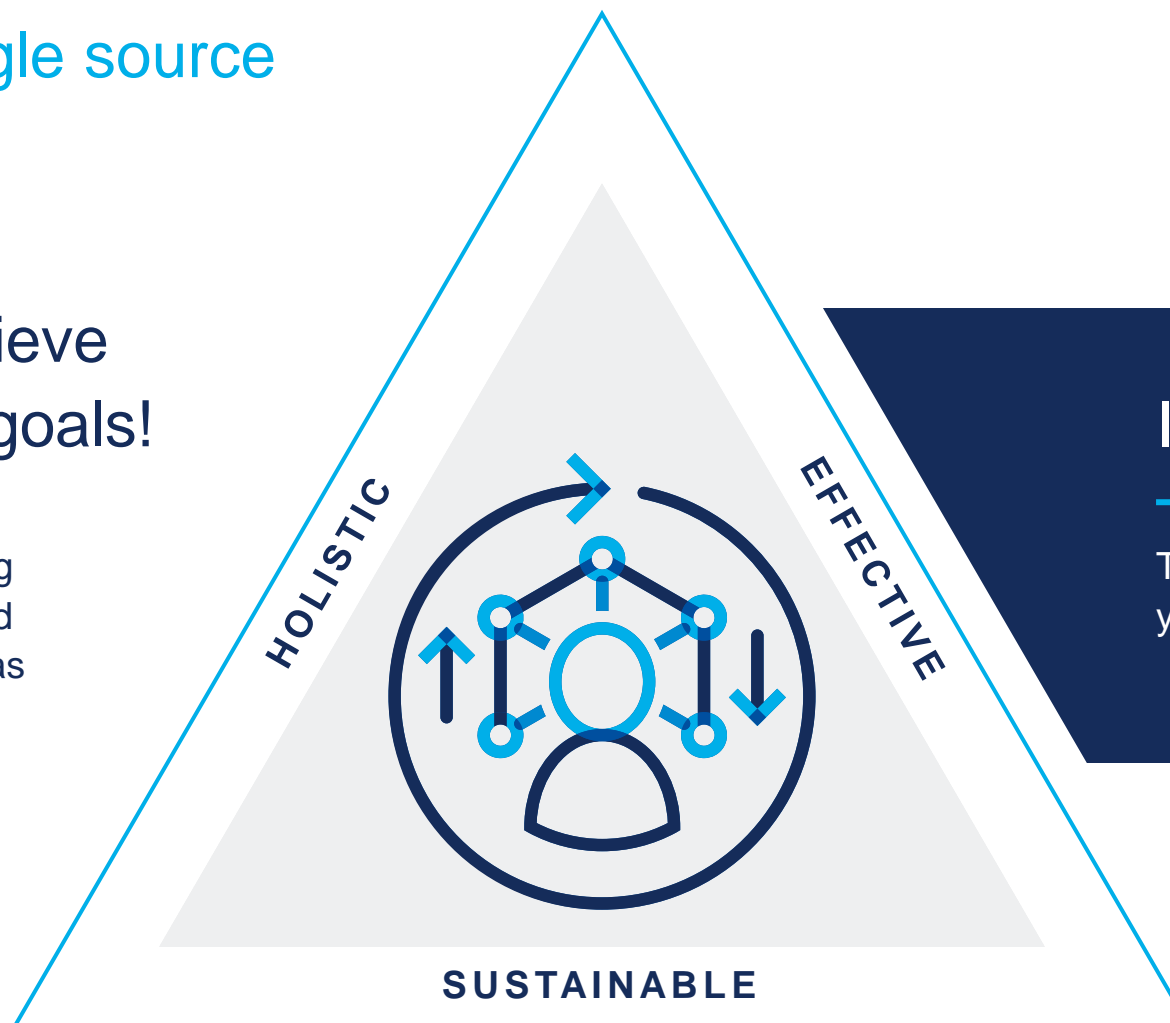
Operational know-how
Technological and specialist expertise
Holistic project management
Analysis skills

Our USP: Consulting and Implementation

Expertise from a single source

Together we will achieve
your transformation goals!

We help you by using our consulting expertise, implementation skills, and many years of experience, as well as our ability to achieve holistic and individual project success.



Ingenics Consulting

The transformation partner that helps
you improve your competitiveness

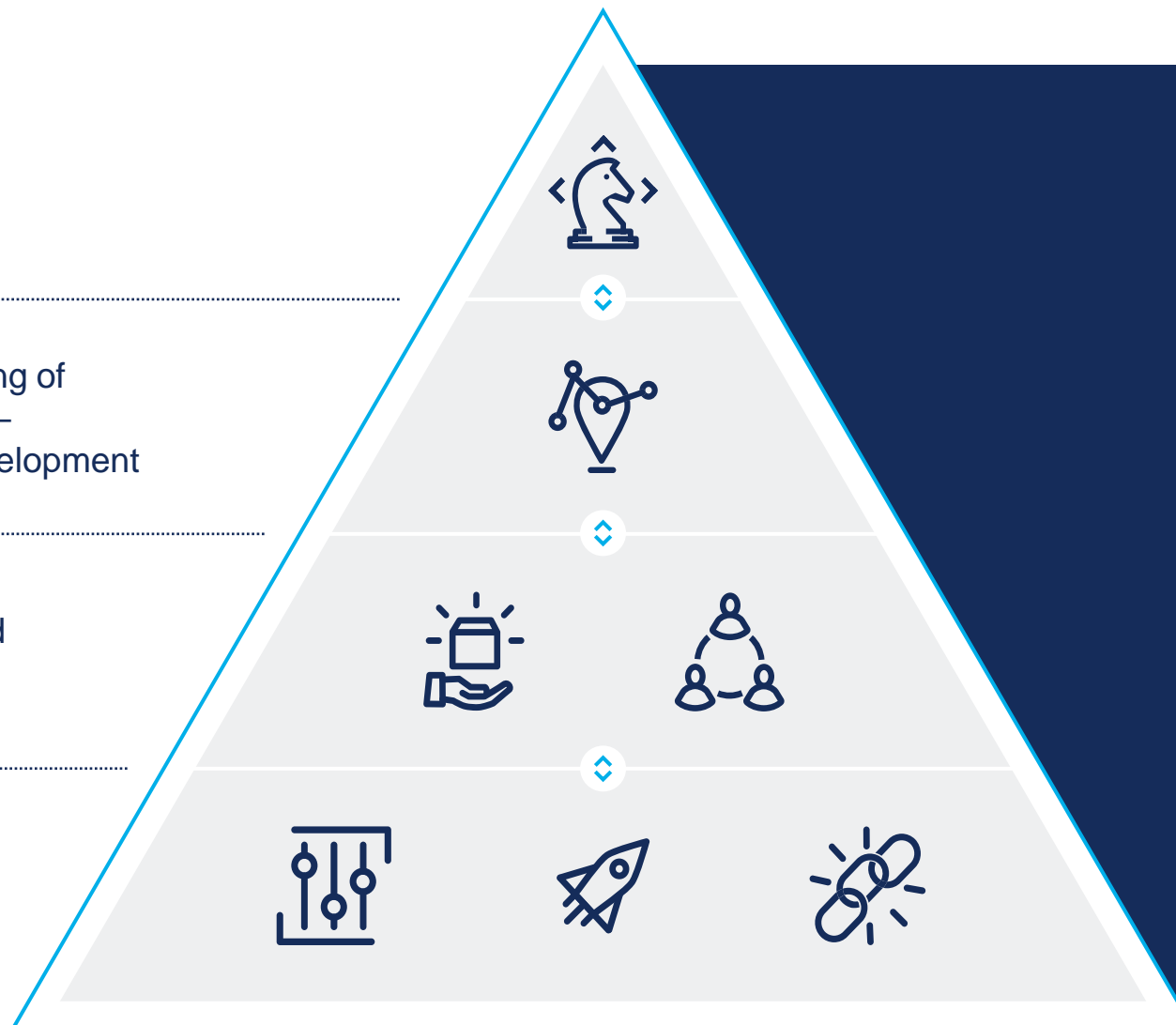
Our Approach: From Strategy Development to Implementation Support

Strategic anchors
and drivers

Strategic positioning of
business function –
organizational development

Organizational and
operational model

Operational
execution



Business goals



Effective and efficient
transformation



Enabler



We are looking forward to
see you in your factory

Contact

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