

# **How we think and act.**

**Our vision, philosophy,  
and guiding principles.**

Each company is only as good as the people who work for it. We are proud to have a team that comprises such outstanding individuals.



## Why was this book created?

As a family-run business, we care about people and think long term. We strive for sustainable development that yields advantages for customers, our staff, and the company as a whole. The following pages outline the central tenets of our company's vision, philosophy, and guiding principles. The idea is to provide guidance and support to every employee as they make and evaluate business decisions.

## What is the purpose of this book?

Technoform is a company with global operations and staff across more than 40 countries around the world – and that number is always increasing. We are growing, embracing new challenges, and becoming better than we even thought possible. We are guiding Technoform on its journey into the future. To get where we want to be, we need to have a common goal and a common understanding of how we think and act as a company. This book is designed to provide that guidance.

## Why is this important, and to whom?

Creating a common focus on our shared vision, philosophy, and guiding principles ensures that we as a company are able to meet customer needs. This is the central idea behind all our activities, and the foundation of our success. This is why each of us should be deeply familiar with the ideas found in the pages that follow – and be able to explain these ideas to others.

Please regard this book as a tool – one every organizational unit and team can refer to in their everyday work.

This will enable us to shape a successful future for Technoform, our customers, and each one of us.

**“We have continually reinvented ourselves to meet the needs of our customers, while staying true to who we are: creating solutions, holding onto our values, enabling innovation. Every step we have taken, no matter when or where, has its roots in our vision, philosophy, and guiding principles.”**

Andreas Caprano

**Vision**  
What we strive for.

01

**Philosophy**  
What defines and guides us.

02

**Guiding principles**  
How we measure ourselves and our success.

03

# 01

## Vision

### What we strive for and what drives us.

Our corporate vision describes how we are preparing our company for the future. What motivates us? What do we stand for? We have a vision of what we want to achieve. It speaks to hearts and minds alike, providing a consistent source of motivation every day. It frames all our activities, directing our focus on this shared objective. It is timeless – valid yesterday and today as it is tomorrow. We are all responsible for ensuring we get there. Together.

**We are developing our company with sustainability and future generations in mind.**

We put long-term stability above immediate success. We grow organically and beyond our core areas of expertise. The generations that follow will be able to build on these values.

**We maintain our entrepreneurial and financial independence.**

Avoiding outside influence on the Group allows us to preserve our freedom and flexibility. This ensures the sustainable development of our company – and the successful realization of our vision, philosophy, and guiding principles.

**We bring the interests of customers, the company, and our employees into alignment.**

We always strive for the best possible balance in everything we do. When our customers are doing well, so is our company. When our company is doing well, so are our employees. Motivated employees are the key to satisfied customers.

**We are open-minded.**

We are open to other countries, cultures, and languages. We are open to new products, markets, and business areas. We are open to new technologies and organizational models. New partners. New ideas. And social engagement. The broader the horizon, the more numerous our possibilities.

# 02

## Philosophy

### What defines and guides us is more than just theory: it is the philosophy we live by.

Our corporate philosophy describes the underlying idea that forms the cornerstone of all our activities. It creates the framework that allows us to work towards our vision. This makes it much more than how we see ourselves – it is a methodology embodied in our everyday work, business decisions, and especially our interactions with customers.

Our corporate philosophy is just as timeless as our vision. And just like our vision, this philosophy is something we live by every day.

### “Our customers are our employers.”

We develop products and provide services. That is what our customers pay us for. We as a company and each of our employees must apply this income to support our customers by creating additional products and services to meet their needs. In short, we are all obliged to think and act entrepreneurially. We are aware that our customers are our livelihood and our future. And we are proud to work for and with them.

#### Full customer focus

**We want our customers to recognize us as better than our competitors.** Our customers will only continue to provide our income in the future if we can ensure their full satisfaction today. How can we do this? By providing what they perceive as greater benefits than what any of our competitors can provide. That is the only way to ensure they come back tomorrow. That is our motivation. That is our promise to our customers. Worldwide.

#### Quality + Quantity/Time + Value

**We provide the whole package.** Customer satisfaction corresponds directly to the quality, quantity/time, and value we provide. This means our customers will only be satisfied if we supply the products or services requested in the desired quality,

in the correct quantity, at the right time, and at a competitive price. This is what our customers are looking for – and we deliver.

#### 360° awareness of customer needs

**We are dedicated to discovering, awakening, and satisfying customer needs.** We understand markets – and so we know what motivates our customers. All of our company's activities – and those of each individual employee – are designed to deliver a compelling overall package. At the same time, we maintain the perfect balance between customer, company, and employee interests. This creates added value for our customers, across every industry.

# 03

## Guiding principles

### How we measure ourselves and our success: mutual respect, creating value together.

Our guiding principles provide operational guidelines that substantially help us to achieve our goals. They define the practices that apply to the whole company and all employees in every area of responsibility. We regard these principles as a single entity, comprising individual interacting components. In other words, even our guiding principles are the product of teamwork.

And just as we share these principles, we also share the responsibility of ensuring they are adhered to. Let this be the measure of our success – today and tomorrow!



## Staff development

**Qualified and committed employees are a key component of Technoform's success. Tool mechanics, engineers, salespeople... Our locations unite a diverse range of professionals from more than 40 nations. And it all depends on each individual.**

We are all Technoform. Individual responsibility and entrepreneurial thinking and action are in the hands, hearts, and minds of all employees.

We promote entrepreneurial thinking and action. We pass on responsibility and skills through on-the-job training, teamwork, and project work.

We enable our staff to develop and grow. Our eyes and ears are open to desired and required skills training. We also promote further development through external courses and training.

We live and breathe diversity. Mutual respect forms the basis of open and trustful collaboration in a positive work environment.

## Leadership

**Good leadership increases company value – and employee motivation. This is achieved by successfully creating and communicating goals and an overall framework that are based on our vision, philosophy, and guiding principles. To build a better present and future.**

We promote sustainable growth, both for the company and our employees. We delegate responsibility, provide support, and provide the facilities for people to help themselves.

**We lead by example and through our expertise, not by virtue of rank.**

We take our social responsibility seriously. Looking beyond staff and customers, we also examine our responsibility to society and the environment.

## Organization

**From production to bookkeeping: All our structures are carefully designed to ensure we deliver an impressive overall package. This also includes enabling and ensuring people are encouraged and able to learn.**

We are always learning. To us, this means people must be able to continually learn and independently adapt to changes based on their own experiences or those of others.

We reduce complexity. This also includes the formation of organizational units and teams, provided these are aligned with the overall process:

- The company's organizational structure maps the processes required to perform our core business.
- Our operational structure helps to ensure day-to-day business runs smoothly. It must ensure tasks are as closely integrated as possible.
- Project teams manage all problems that cannot be taken care of activities as part of day-to-day business.

We provide marketable products and services. This particularly applies to

organizational units/teams that work together in a customer-supplier relationship.

We can take action. The organizational units/teams must be able to freely access all the resources they require to provide their services to the market.

We are connected. Our decentralized organizational structure creates synergies across teams and locations.

**We are where you need us. Our decentralized organizational structure promotes customer focus and reduces complexity.**



## Partnerships

**The right combination provides the strength to achieve more together. We at Technoform know this like no other. Materials with valuable, completely new properties can be created by adding small quantities of the right component parts. Our partnerships work exactly the same way.**

We carefully consider every collaboration. We only enter into new partnerships when we see this will strengthen or increase the benefit to our customers, employees, and company.

We put long-term partnerships before immediate success. Potential partners need to be a perfect fit in every way – with our culture, organizational structure, and overall strategy.

## Innovation

**In our eyes, innovation means constantly working to improve our offering. It lays the foundation for organic growth beyond our core areas of expertise as we explore and expand – including new fields and applications that may not even exist today.**

We innovate by design. Innovation is the result of implementing ideas. These ideas are what result from continual observation of markets for technology, procurement, and sales.

We innovate across the board. Our new developments relate to products, processes, and systems. These offer benefits to customers, the company, and our employees.

We innovate for the market. We assess market-potential during the development stage. Aside from the obvious commercial purpose, our innovations are always designed to meet a specific customer need – solving a problem, offering additional benefits, or improving the overall package.

## Quality

**Producing quality means generating wide-ranging benefits for customers, the company, and employees through everything we do. This is achieved through all our products, services, systems, and processes. Technoform's commitment to quality is central to our work, even before anything goes to market, and continues long after delivery.**

We keep a close eye on the detail as well as the big picture. We ensure that every employee has access to exactly the right information at all times. This allows them to judge how happy a customer is (with their current solution), which targets must be met, the current project status, and how any discrepancies can be rectified.

**We deliver what we promise.**  
**Reliable delivery, right first**  
**time – that is the quality**  
**standard to which we hold**  
**ourselves.**

We are alert. When we identify errors or defects, we remedy these and their causes without delay. If necessary, we interrupt any processes that are affected.

Teamwork at Technoform is based on quality interactions and a supportive work environment.

## Procurement

**Procurement is handled by our local units, while our global network allows us to freely exchange knowledge and experience. This gives us both flexibility and strength.**

We act globally and locally. We exploit synergies in our global networks and local contacts when selecting suppliers.

We are commercial thinkers. Value matters to us, and we strive for the best value for money for the combination of quality, quantity/time and prices in the products and services we purchase.

We are fair. Internal suppliers and service providers are subject to the same competitive conditions.

## Provision of services/ Production

**Meeting targets. Increasing competitiveness. Production means delivery – delivering exactly what we promise, from off-the-shelf products to bespoke solutions.**

We achieve set performance targets with careful consideration of every aspect, scaling production and including all requirements along the entire value chain, from the customer to the supplier.

Every deviation from the target configuration is considered an error. The causes of any deviations are thoroughly investigated, determined, and eliminated.

We reduce complexity in all our processes, through standardization, decoupling, reproducibility, and sub-market alignment.

## Information/ Communication

**We are both business partner and conversation partner to our customers.**

We are convinced that the best solutions are developed together in an ongoing dialogue based on mutual understanding and learning.

We communicate with openness, warmth, and competence – working closely with our customers, colleagues, suppliers and other business partners.

We always use state-of-the-art collaboration tools and channels that support the way we like to communicate.

## Marketing

**We understand what drives customers and markets – and what has driven both since our founding in 1969. Our global network allows us to respond to customer needs where they arise. Together we will find solutions to the challenges of tomorrow.**

We generate customer satisfaction and benefits through our close proximity to our customers. The key requisites are a global mindset and local action.

We know and recognize the needs of our customers. This is achieved by constantly collecting, recording, and analyzing market, environmental, customer, product, and service information – and feeding this back to where it is needed.

**Customer proximity is not defined by geographic distance, but in terms of customer benefits and satisfaction.**

We operationalize our observations. Operational marketing lays a fertile foundation for effective strategies and targets. It simultaneously inspires all the short-, medium- and long-term activities that we need in order to plan, implement, and manage these strategies and targets.

## Finances

**The primary purpose of profit is to secure the continued existence and future of our company. In other words, we place liquidity before the promise of future returns.**

We finance our operations through a positive operating cash flow.

We also acquire external financing to support strategic investments where required.

We do not use profits in one area to subsidize other areas making a loss.

We only make investments that will pay off before the end of the product lifecycle.

We take a balanced approach, working with multiple banks to safeguard our existing structure, culture, and strategy.

## Risks and opportunities

**Security is its own reward. We make no compromises when it comes to customer, company, and employee benefits.**

We carefully evaluate all risks and opportunities. It is the responsibility of all Group companies to ensure that these assessments are carried out.

We are proactive. We examine the results of every assessment to identify the appropriate and necessary activities required to safeguard these customer, company and employee benefits.

## Environmental responsibility

**Environmental responsibility does not begin at the factory gate. We take stock of our responsibility across the entire value chain.**

We use resources sparingly. Whatever we do, we always strive to be as conservative as possible in our use of resources and minimize our environmental impact.

We will never stop getting better. Further optimization of our material cycles and consumption is an integral part of our innovation processes.

## Clean and organized

**By keeping things clean and organized, we demonstrate the value we place on others and their work – and secure a key factor in the comfort and safety of all employees. This applies everywhere – from materials storage to data storage.**

**Even in this document, we hope we have not carelessly left any thoughts out of place, have avoided needlessly repeating ourselves, and have instead – quite literally – only unpacked the essentials.**

**We want to make it easier for you to focus on your important role at Technoform. So thank you for reading. And thank you for being here.**

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Our worldwide network connects 5 continents

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More than 45 locations work hand in hand to secure our customers' success

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More than 100 different skill sets form a professional global team

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We have been united by 1 shared vision, philosophy, and set of guiding principles since 1997.



