



# **CORPORATE GUIDING PRINCIPLES**



**“It is the people in our company that make success possible.”**

Alfred Kärcher

**“Independent of technologies, an organisation must foster its very own culture that focuses primarily on humane goals.”**

Irene Kärcher

## Introduction

We model our approach to business on the tradition of the “ehrbarer Kaufmann”/honorable merchant<sup>1</sup>. Our business activities are governed by the overriding principle that we preserve our independence and autonomy. Our goal is long-term economic success. We operate sustainably, which includes preserving our local environment in both human and natural respects.



# 01

## Customer focus

The principal objective of our work is to meet our customers' needs as effectively as we can. We help customers find the solution that works best for them. The highs and lows they face inspire us; what they provide in return for our offer sustains us. Dealing with Kärcher should always be a source of pleasure for them.



# 02

## Employees

We empower our employees. This enables them to harness their skills and creativity and exercise responsibility, for the good of the company and for their own personal development. Ensuring that work is compatible with family life is important to us. We welcome diversity, and are keen to see a culture that allows input from the widest range of differing viewpoints and identities – irrespective of gender, age, outlook on life or background.



<sup>1</sup> A model for responsible action in the economic environment. An “ehrbarer Kaufmann” is characterized by the fact that values and virtues such as honesty, integrity, fairness and humbleness (among others) form the foundation for his actions. The concept of the “ehrbarer Kaufmann” is closely related to corporate social responsibility.



## 03

### Collaboration and communication

Our relationship with each other is defined by mutual esteem, trust and respect, both within the company and externally. We all put our knowledge and experience to use by sharing information actively; within and across all levels we work as a team. Where conflicts arise we address them openly; we take those involved seriously, treat them with respect, and listen to them actively.

## 04

### Our performance commitment

With our products and services we contribute significantly to maintaining value through cleaning and care. We are passionate about preserving what has value.

We make active use of the opportunities afforded by increasing digitalization; in doing so we protect the privacy of everyone involved.

We deliver on our performance commitment throughout the world. In doing this we take account of our customers' differing needs and ideas, including their economic circumstances. Regardless of the market segment, Kärcher always stands for quality.

## 05

### Market position

Kärcher is a company that operates globally while remaining true to its roots. Across the entire value stream we aim to be leaders and pioneers in terms of market share, innovation, quality and our customers' trust in us.

## 06

### Innovation

Innovation allows us to devise outstanding solutions for our customers, the company and society at large. In doing so, we take a creative approach in order to generate value and learn from our mistakes. We act according to the principle:

“What we are already good at, we want to do even better.”

## 07

**Our brand**

Customers across the world associate the brand Kärcher with top performance, innovation and quality, and this is what they experience whenever they interact with the company and its products. The brand inspires enthusiasm; it generates identification and trust. It is a brand to be relied on.

## 08

**Sustainability**

We aim to be pioneers in terms of sustainability. We act responsibly whenever we use resources; we take our corporate responsibility seriously and are always looking for solutions that take account of the entire life cycle of our products and services.

## 09

**Corporate independence**

Our goal is long-term stability and commercial success in the market. We safeguard our company's independence through profitable and sustainable growth. In doing so we maintain a balance between the proportion we generate ourselves and what we derive from acquisitions. That said, organic growth is our priority.

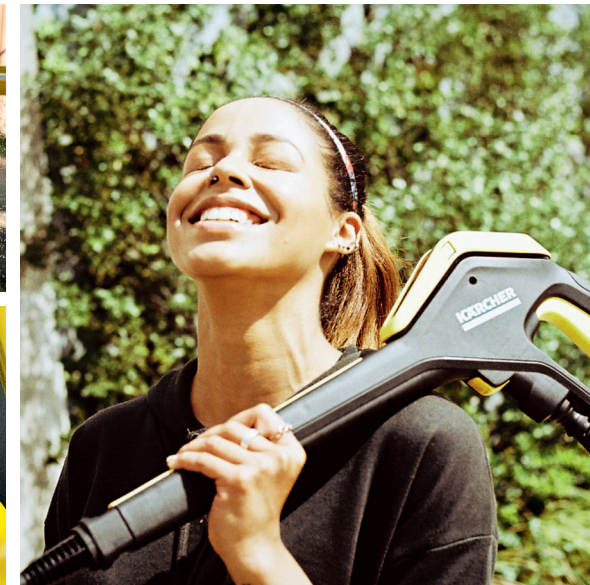
## 10

**A family business**

The shareholders are mindful of their responsibility for the welfare of the company, its employees, its customers and the wider community.

Kärcher's long-term future is to remain a family business. The shareholders are actively engaged in the task of handing the company on to the next generations by ensuring the latter identify with the company.

The intention is that coming generations can lead the company with pleasure and pride.



**“Any cooperation can only be stable and successful in the long term if it is founded on an underlying sense of community and shared purpose.”**

Susanne Zimmermann von Siefert

**“It is the responsibility of every individual to act in line with these principles in carrying out his or her role in the company.”**

Johannes Kärcher





makes a difference

**Head Office Germany**

Alfred Kärcher SE & Co. KG  
Alfred-Kärcher-Straße 28-40  
71364 Winnenden

Phone +49 7195-14-0  
Fax +49 7195-14-2212

[www.kaercher.com](http://www.kaercher.com)