

# Corporate Culture – the base for sustainable profitable growth

## **Forum ‘Value-driven Leadership and Healthy Corporate Cultures’**

**EfH Management Conference  
Berlin, October 13 – 14, 2005**

## At a glance

- **Hilti is „the partner for the construction professional” worldwide**
- **Technologically leading products, systems and services increase the productivity of Hilti´s customers**
- **Customers should receive a significant amount of added value through innovation, comprehensive consulting and professional support**
  
- **Hilti operates in over 120 countries around the world**
- **Sales of more than CHF 3.3 billion in 2004**
- **More than 15,000 employees worldwide**
- **Including 1,500 at corporate headquarters in Schaan, Principality of Liechtenstein**

# Product lines

Measuring systems



Drilling & demolition



Diamond systems



Cutting & sanding



Anchoring systems



Direct fastening systems



Screw fastening systems



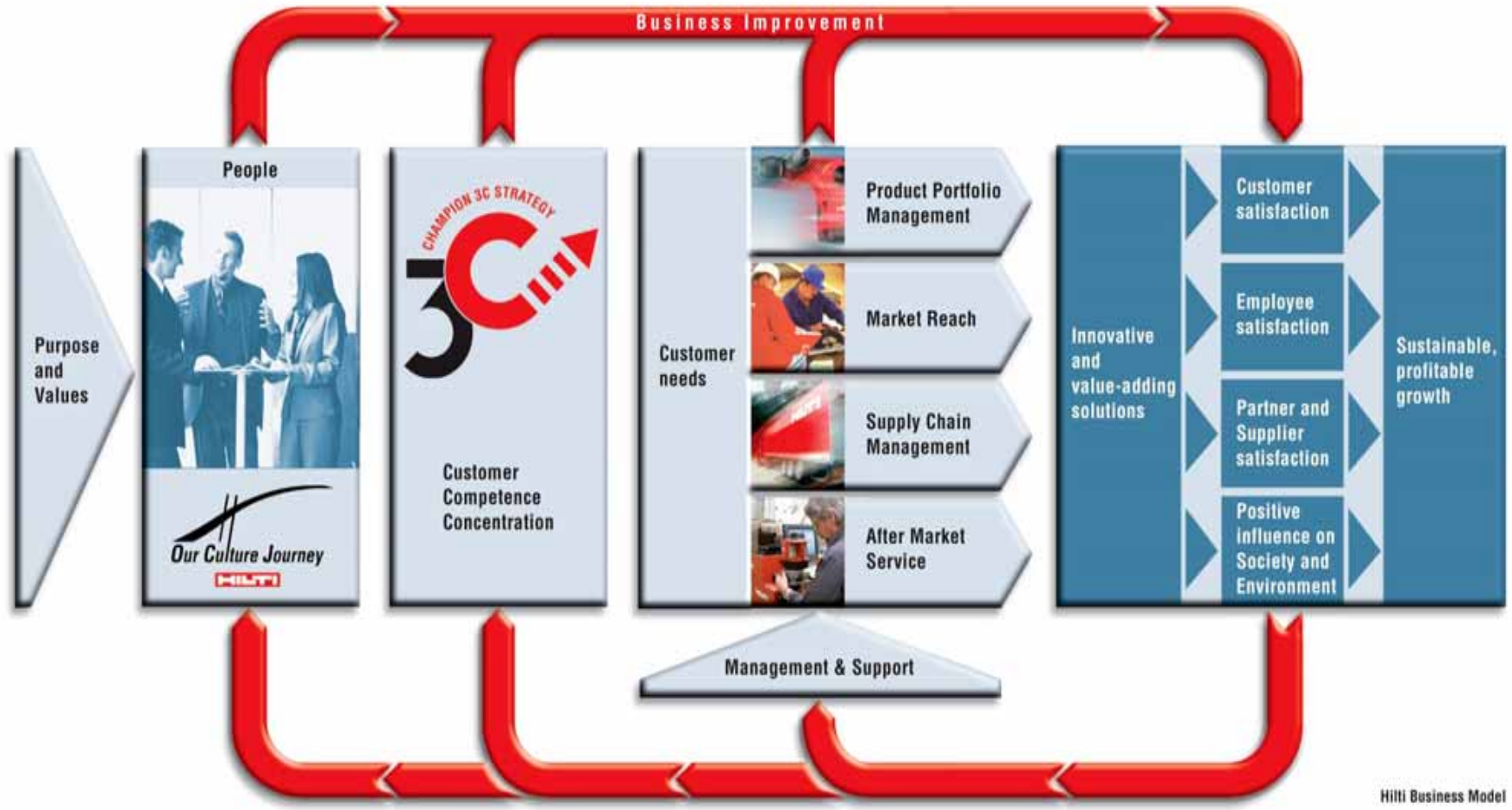
Installation systems



Firestop & foam systems



# The Hilti Business Model



Hilti Business Model

# Purpose and Values

## Our purpose

**We passionately create enthusiastic customers and build a better future!**



## We live our values

**The foundation of our culture is integrity, courage, teamwork and commitment.**



# Our purpose

## Enthusiastic customers

**We create success for our customers by identifying their needs and providing innovative and value-adding solutions.**



# Our purpose

## Build a better future

**We foster a company climate in which every team member is valued and able to grow.**

**We develop win-win relationships with our partners and suppliers.**

**We embrace our responsibility towards society and environment.**

**We aim to achieve significant and sustainable, profitable growth, thus securing our freedom of action.**



# We accomplish our purpose through people

## We value people

**We have excellent team members.**

**We expect high performance and we offer high incentives.**

**We recruit and develop our people based on their competencies, accomplishments and potential.**

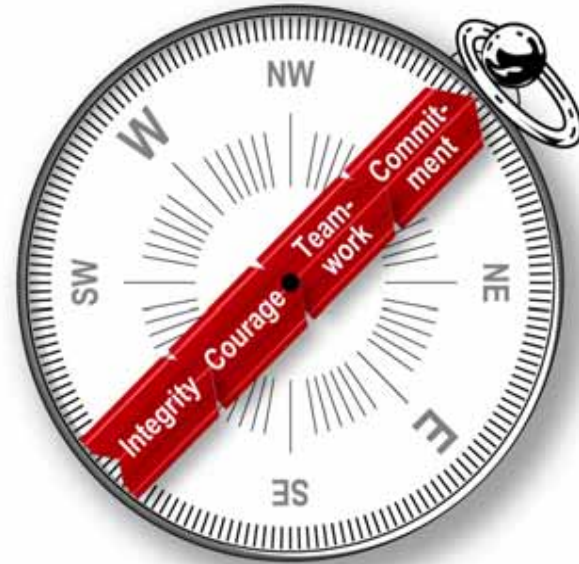
**We give them the chance to grow with us as part of a team and to develop a long-term career within the Hilti Group.**



# We live our values

## The foundation

**The way we do things at Hilti is based on living strong values. We act with integrity in all we do, we demonstrate courage to go beyond the circle of habits, we outperform through teamwork, and we have commitment to personal and company growth.**



# We live our values

## Our culture

**We share a common purpose.**

**We take self responsibility for the development of the business, our team and ourselves.**

**We encourage, coach and support each other to achieve outstanding results.**

**Our culture is a journey –**

**Our Culture Journey**



# Corporate Culture as main driver of our success – and the result of hard work



**We want team members that show initiative and take self-responsibility in their doing**

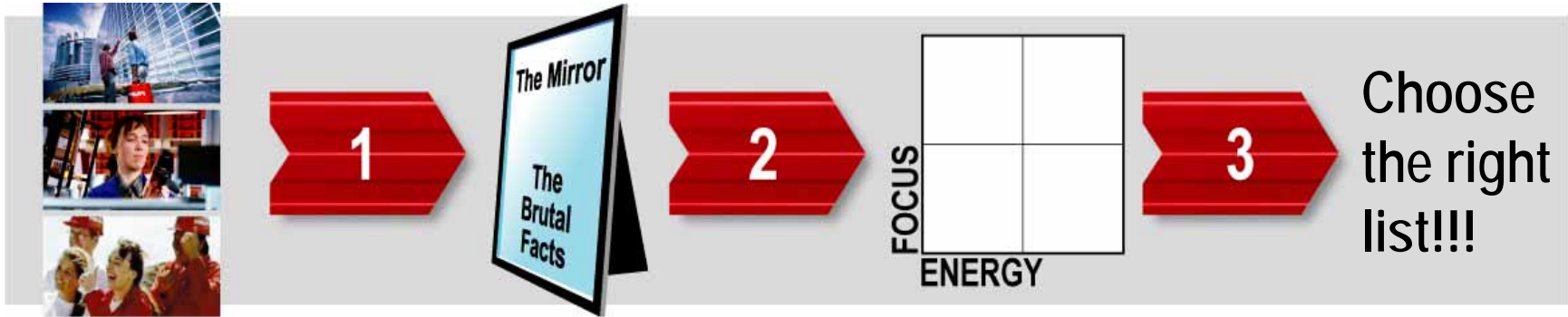
**Pre-requisite: clear alignment with purpose and values – all employees up to and including the Board of Directors. Our Culture Journey ‘team camps’ support the change management process**

**Key factors:**

- **Culture is not a program, it is integrated into daily business**
- **Commitment of the Leadership team**
- **100% disciplined execution**

# Disciplined Actions

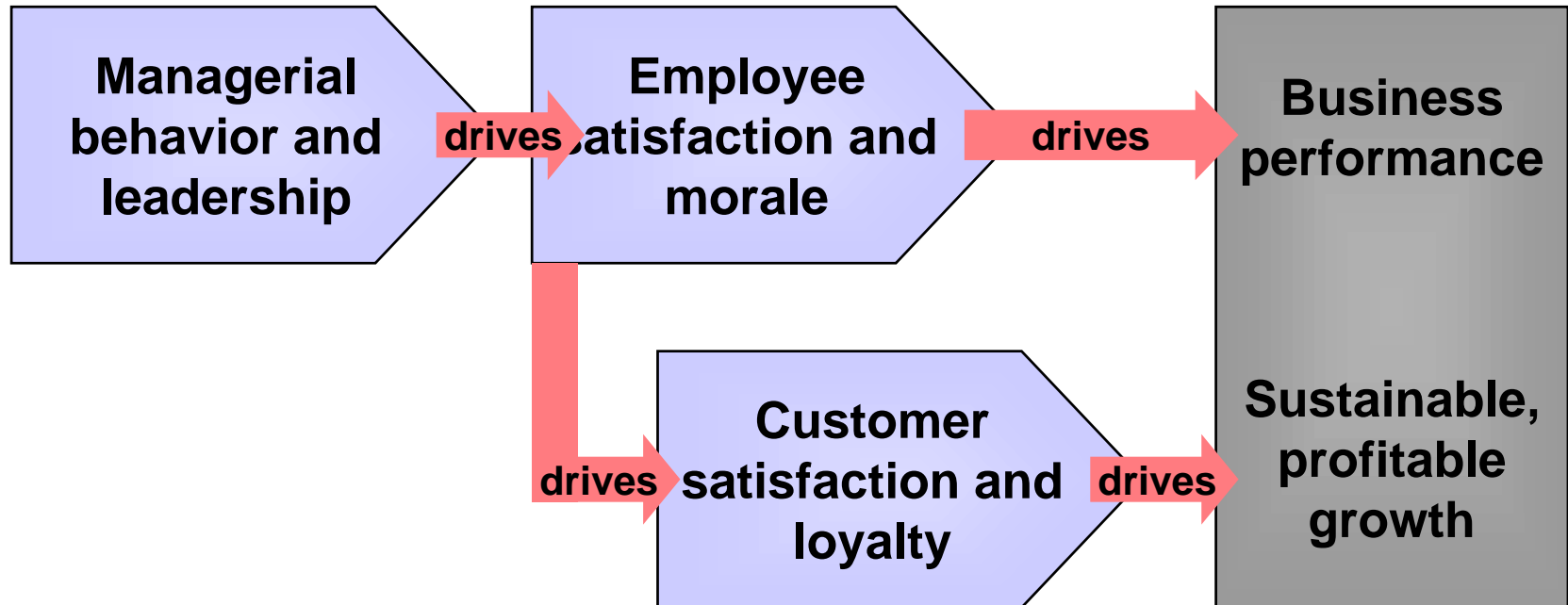
**KEEP** six honest serving-men: (They taught me all I knew). Their names are What and Where and When and How and Why and Who. (Rudyard Kipling)



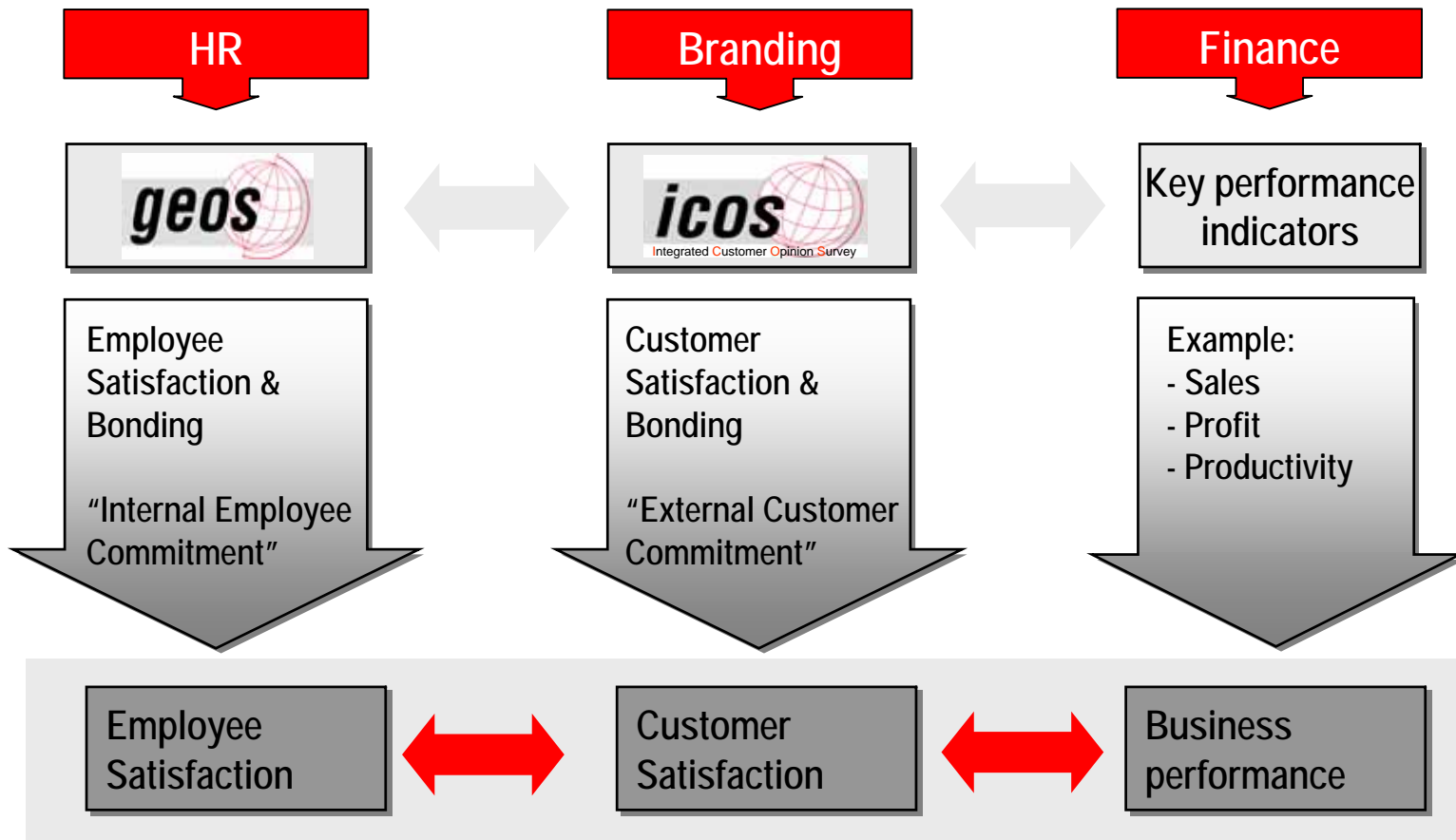
TO DO LIST			
Prio.	What	Who	When

STOP DOING LIST			
Prio.	What	Who	When

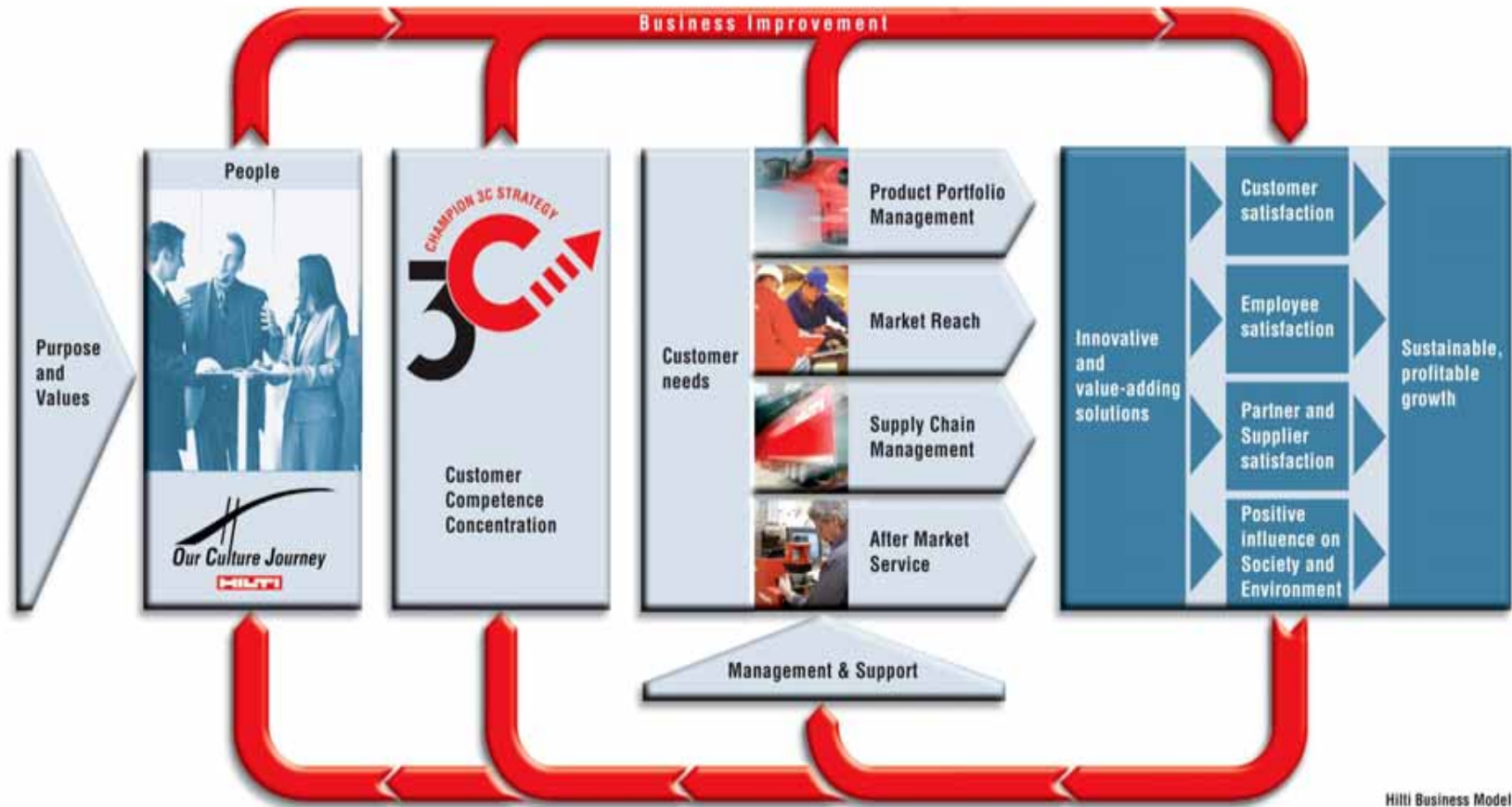
# Employee and customer satisfaction as important drivers of success

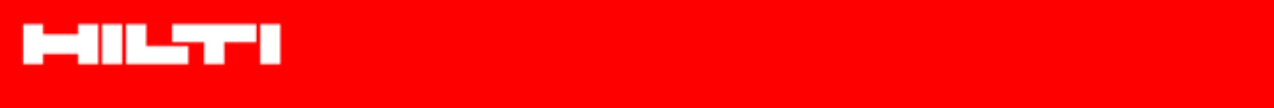


Measuring Employee Satisfaction (GEOS) and Customer Satisfaction (ICOS) are based on the same principles and therefore can be linked together



## Sustainable profitable growth based on Corporate culture





Hilti. Outperform. Outlast.



Hilti. Outperform. Outlast.