

# Behavioural guidelines

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## 1. We live continuity and change – nothing is as constant as change

We see changes as challenges, as opportunities to develop further. We use what is tried and tested and at the same time are prepared to courageously engage in something new, to take new paths and thus also risks. We are expressly committed to the strategic promotion of innovation, flexibility and positive change processes.

## 2. We trust our employees and our employees trust us

We motivate people to think and act entrepreneurially and on their own responsibility. We give our employees as much room for manoeuvre as possible within their area of responsibility. We make and communicate decisions honestly and responsibly. We implement decisions consistently and purposefully. This includes sensible corrections according to new knowledge.

## 3. We encourage and challenge our employees

We motivate a willingness to perform and creativity. Enjoyment of successful work and personal initiatives within the framework of the respective possibilities lead to the best possible performance. Measurable and sustainable economic results are the basis for corporate success, growth and thus job security. We measure ourselves by the results we achieve. To achieve this, we create a working environment in which it is fun to perform and offer career prospects. We promote and demand lifelong learning to develop individual performance.

## 4. We work together efficiently and in partnership

The same basic rules apply to all partners - employees, customers, suppliers. We value each other's opinions, help each other to the best of our ability and focus on the benefits that constructive and efficient cooperation offers to all involved (win-win strategy). We think beyond departments and locations. Successful cooperation includes openness, honesty, team spirit, passing on necessary information and sharing knowledge in a trusting manner. Successful teamwork requires a communication culture characterised by respect and appreciation, which includes both tolerance and consistency. We resolve conflicts fairly and respect other opinions.

## 5. We have high standards

We have high standards for ourselves and our work, especially for the quality of our processes, products and services. VACOM's strategy is the continuous development of the product portfolio in the upper quality level at affordable prices. The only decisive factor is what the market needs and the customer expects. There is only one way to be successful on the market in the long term: We do everything we can to be better than the average – and we do this every day anew.

## 6. We listen

We understand the wishes of our customers, business partners and colleagues best by listening carefully and making sure we have understood them correctly. We express suggestions and opinions only when we are sure that we have understood our dialogue partner correctly.

## 7. We behave with integrity

Our behaviour and actions are characterised by integrity: the basis is respectful and collegial interaction with each other, which includes open and honest communication. This includes reliability, trustworthiness and loyalty as well as the willingness and ability to offer constructive criticism and self-criticism. We acknowledge successes and name mistakes in order to learn from them. We promote these values, which determine the sustainable success of the company, by only demanding what we ourselves exemplify.

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