

# CAS Core Values and Company Credo





# CAS Software AG SmartEnterprise core values and company credo\*

\* Company credo: „A set of systematically developed guidelines that aid decision making“.

## Preamble

The objective of the CAS Software AG company credo is to provide a set of common guidelines for all employees with the aim of achieving a sustainably healthy and successful company. Consequently we are committed to developing an extraordinarily adaptive company that is capable of making a useful contribution to society, and which is also attractive to both employees and customers.

## Vision/Mission

„Nowadays, the implementation of sustainable strategies for managing customers has become a business critical factor for many companies. This is driven by growth in networking and increasing global transparency as well as a trend towards collaborative projects and working in partnerships. We are committed to helping our partners and customers manage their varied relationships, whether with customers, employees, partners or suppliers. We can give you a considerable competitive advantage and increase your attractiveness as an employer. As a SmartEnterprise, we provide innovative methods and market-leading solutions for any kind of relationship management (xRM)“.





# 1. A life worth living and a positive self-image

- (1) It is our responsibility to ensure that all our actions are based on the irrefutable fundamental rights of the individual.
- (2) Every CAS Software employee lives and works according to the values of friendliness, respect, fairness and optimism.
- (3) Every CAS Software employee strives for continual development which enables them to proactively contribute to company success and the success of our society as a whole.
- (4) We are committed to supporting our employees in their further development to enable them to reach their goals.
- (5) Each and every employee has strengths and merits that are necessary for company success. We trust in the skills and abilities of our employees and their will to succeed. And we are committed to the use of management principles that champion people and value orientated management values such as: „Generating enthusiasm and excitement“, „Creating innovation“, „Aiming to excel“ and „Making people more successful“.
- (6) It is our responsibility to provide an attractive work environment in which our employees can contribute to the sustainable success and entrepreneurial spirit of the company.

*Note: „Appoint your employees according to their attitude; you can develop their skills later“.*




» Positive thinking gives you wings «

## 2. Our overarching goal is to ensure sustainable success for CAS Software AG, our employees, customers and partners

- (1) The sustainable success of CAS Software AG takes precedence in all decisions. Thus the interests of individual or groups are subordinate to the overall success of the company, but not however, at the cost of just and ethical means. Economic success is important to us, but only using fair means.
- (2) We are committed to our overarching goal and the milestones we need to hit along the way such as: establishing company resilience, realizing our vision, channeling company energy productively, ensuring as many customers as possible are using our solutions, maintaining an exemplary company culture, binding company values, making a useful contribution to society, maintaining adaptability and agility, and maintaining a sustainable and attractive image for our employees, customers and partners.
- (3) It is our responsibility to maintain our attractiveness as an employer by combining a variety of suitable qualities for example: providing a range of challenging, sensible and responsible tasks, ensuring trustworthy teams that can rely upon each other, providing an inspiring work environment, enabling constant personal development, and finally, including them in the success of the company.

*Note: This key objective underpins all decisions.*

A photograph of four business professionals (three men and one woman) gathered around a laptop, looking at the screen with interest and engagement. They are in a modern office setting with large windows in the background.

» Only those who know the goal will know their way «

Laotse (6. century BC)

## 3. A natural model: the company as an organism

- (1) As with the human organism, CAS Software AG also strives to ensure that it has as long a life as possible, and that its life is both fulfilling and has purpose. This applies to the company itself, the employees and the wider environment which consists of our customers, partners and society.
- (2) Continuing with this analogy, the various organs of the company are dependent upon one another and work in concert towards the company's common goals. CAS Software's most important organs are: The AG's Supervisory Board, The Directors, The Executive Board, The SmartServiceCenter, The SmartDevelopmentCenter, The SmartCompanies, the boards of all these centers and companies, and finally the steering groups that coordinate everything.
- (3) Through the orchestrated, coordinated cooperation of specialized employees, we have created a so-called „meta-organism“. This meta-organism increases the number of options available to each of the individual company organs which helps to increase the advantages to each organ.
- (4) Our SmartEnterprise architecture consists of one enterprise made up of a number of sub-units, or SmartCompanies, which are flexible enough to act autonomously for their market segment, but they still remain subordinate to the SmartEnterprise as a whole. This effectively means that each sub-unit is organized similarly. A series of common threads characterize the sub-units such as, potential for growth, adaptability and simplicity.

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» Always try to keep  
a patch of sky above  
your life «

Marcel Proust (1871-1922)

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## 4. Transparency: keeping it as simple as possible

- (1) We are committed to reducing our efforts to the necessary minimum, so that we can extract maximum benefit.
- (2) We are committed to creating simple and understandable systems and methods that can be learned quickly, and which are particularly useful.
- (3) It is our responsibility to strive for high levels of transparency in order to strengthen trust and acceptance, and to provide a clear management focus.

*Note: a long way to go!*

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» Everything should be made as simple as possible, but not simpler «

Albert Einstein (1879-1955)




## 5. DesignThinking

### focuses on people

- (1) We have organized our products, services and company structures around the needs of our customers and employees. The superior business benefits that our products and services offer, makes us successful and attractive to customers.
- (2) To each customer their own CAS. Each of the SmartCompanies is driven by an excellent customer promise because they organize themselves according to their specific customer segment. In addition, they use their own vision and strategy to become the market-leading providers of innovative solutions for their core markets.
- (3) We are committed to meeting peoples' real needs by organizing our company structure around specific principles that address consequent customer orientation, anticipative market insight and interdisciplinary thinking.

*Note: Customer excellence remains a top priority!*

*Human centrality and customer experience are becoming more and more business critical.*

A group of diverse business professionals, including men and women in various attire (suits, blouses, jackets), are walking towards the camera in a bright, modern office hallway with large windows in the background. The floor is highly reflective.

» Our customers  
are our employers –  
they pay us «

## 6. Valuable: safeguarding our children's future

- (1) Our vision and our solutions and services contribute to a better world.
- (2) We are role models for our children; they look to us to set an example in our dealings with people and the environment.
- (3) We are working proactively towards a society with a worthwhile standard of living.

*Note: „In the future, the attractiveness of a particular employer or job will be determined by the value or meaningfulness of the work that is required“ (Horx).*



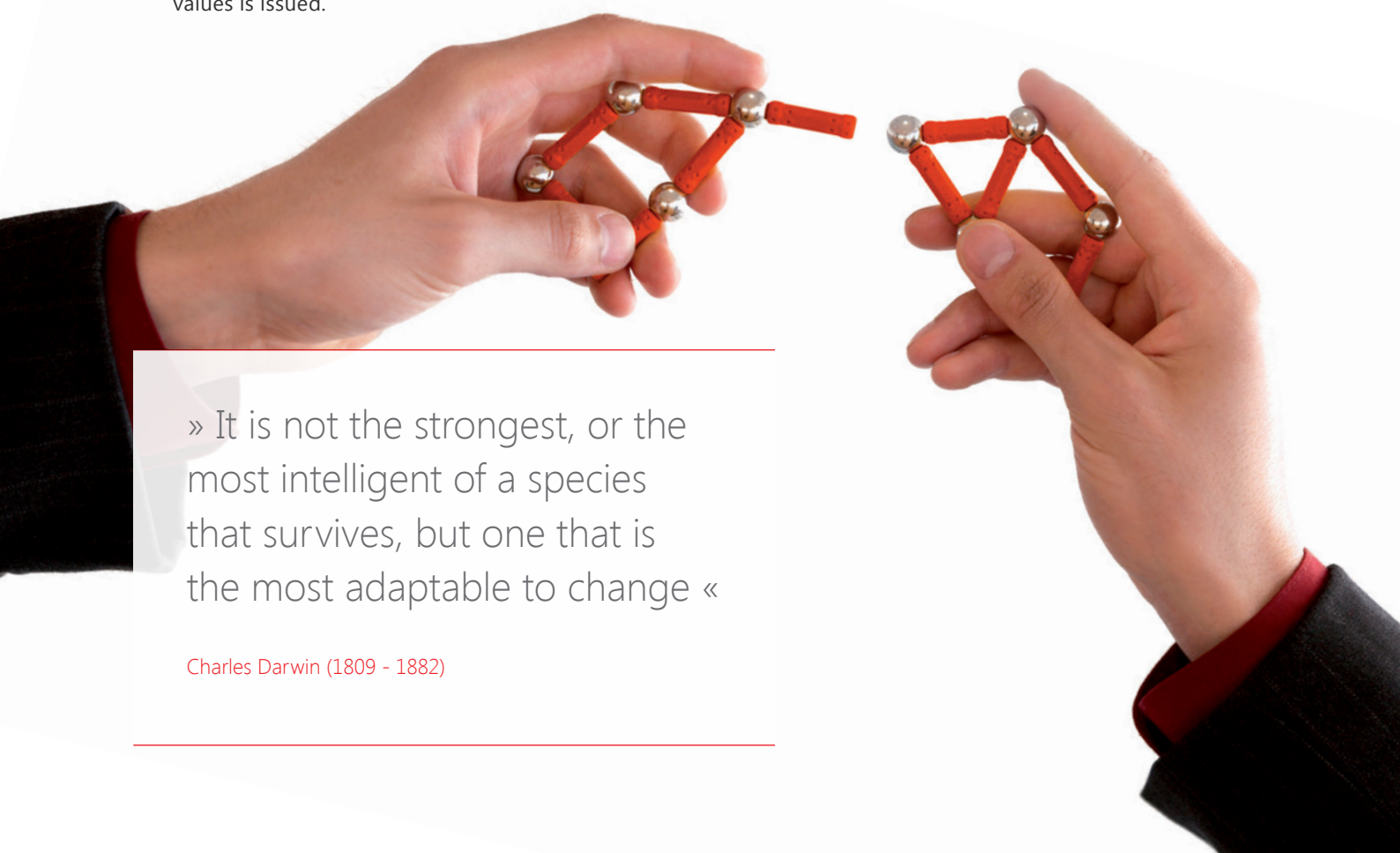
» Life can only be understood backwards, but it must be lived forwards «

Sören Kierkegaard (1813-1855)



## 7. Constant optimization: adaptability as a key to the future

- (1) We are always training agile thought, and constantly changing our ways of thinking. We have implemented flexible structures that enable us to act proactively and to remain adaptable.
- (2) The finite nature of all organisms is a fact that we have all come to accept. The same universal law also applies to our SmartCompanies, SmartServiceCenter and SmartDevelopmentCenter; they all have a limited life span that depends upon market developments, the competitive environment and company success. By adapting quickly to change and capitalizing on new opportunities for growth we can assure the economic viability of our Smart-Enterprise.
- (3) Life-long learning and continuous innovation are critical factors for both the company and our employees. These measures ensure that our employees remain marketable and that we remain competitive.
- (4) And finally, our commitment to adaptability also applies to this document. The core values and company credo set out in this paper have to be implemented whenever possible, or until such a time as a revised and updated set of values is issued.

A photograph showing two hands, one from the left and one from the right, holding a molecular model made of red sticks and silver spheres. The hands are positioned as if they are about to connect or have just connected the two parts of the model.

» It is not the strongest, or the most intelligent of a species that survives, but one that is the most adaptable to change «

Charles Darwin (1809 - 1882)