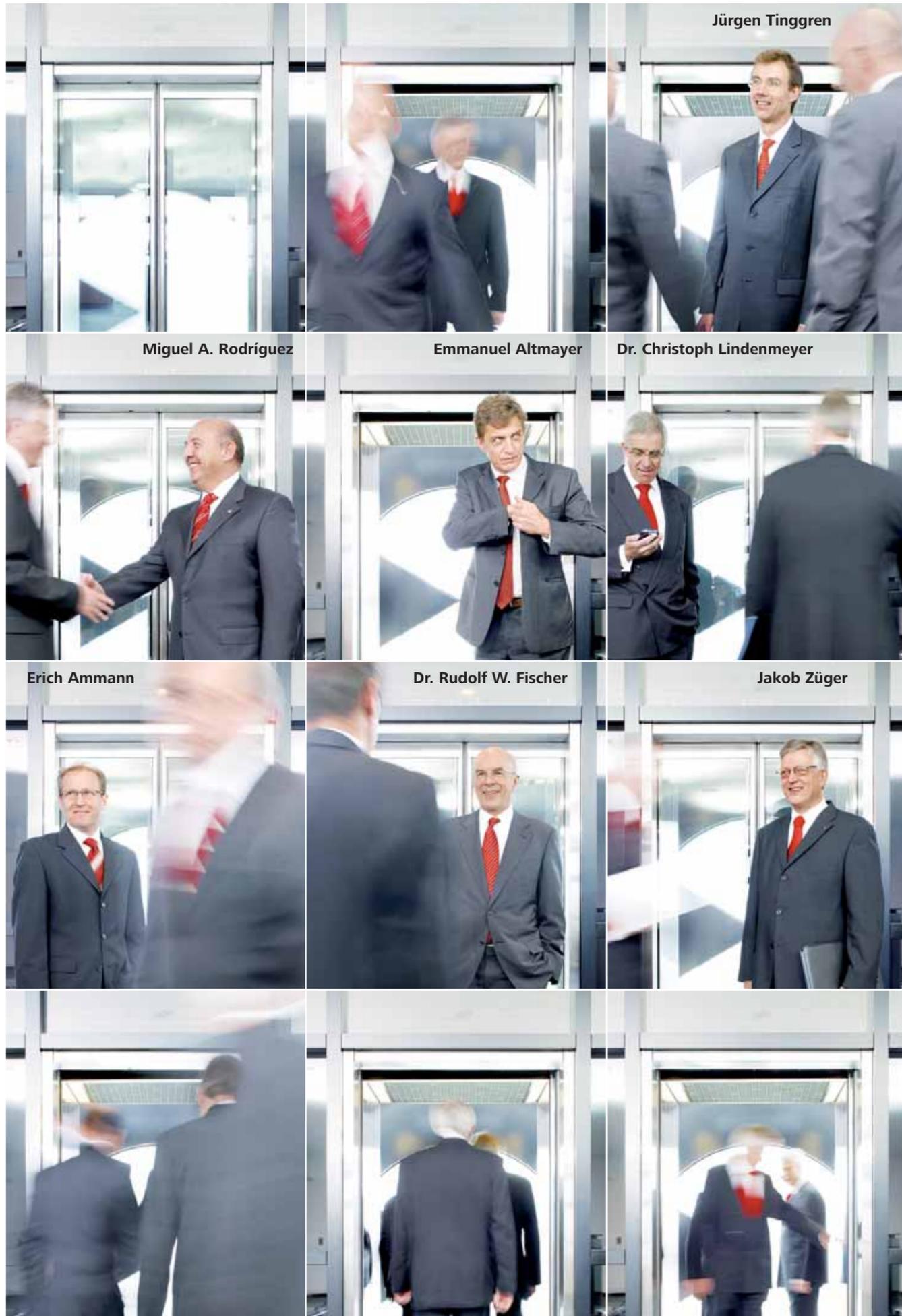


Schindler Navigator Book

Defining the goals. Setting the path.
Strategic directions for success in the
elevator and escalator marketplace.



Schindler



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Our commitment

Dear colleagues

The global elevator and escalator marketplace continues to evolve and change. Customer expectations, competitive conditions, emergent technologies and new regulatory frameworks all require Schindler to be creative and bold in developing strategies that ensure the long term success of our company.

At Schindler, our mission is to live our vision and values. As a company, and as individuals, we embody those ideals and strive to demonstrate them in all our actions. Our name and reputation must always be synonymous with service to our customers and uncompromising integrity.

We believe that all Schindler employees deserve a clear statement of what their company represents, its direction and purpose because their contributions are essential if critical goals are to be achieved. The Navigator Book provides a statement of principles, as well as objectives, and defines the pathway for those contributions. We are proud to make it available to our employees, our customers and other stakeholders of Schindler's success.

**Management Committee
Elevators & Escalators**

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Our vision

Leadership through service.

The vision is achieved by fulfillment of these conditions:

To be a total service company we must live values that make our customers see us as delivering a service and not only hardware

We must all be passionate service providers to our customers, whether they are internal or external

Every business process must be designed to contribute to serving our customers

A company's vision is its statement of intent. A vision gives direction, guidance and focus to strategy. The vision is the reason why Schindler does business the way it does, and not differently.

Our values

Create Value For The Customer

As a service company, we strive to always fulfill the needs and expectations of our customers and users by creating exceptional value. We have to be recognized by our customer and user as No. 1 in perceived quality.

Commitment to People Development

Only the right people can create exceptional value for our customers. Therefore, we develop our employees' skills and create high levels of motivation so they are knowledgeable and well trained. Schindler is the preferred employer in the elevator industry.

Integrity

All our employees, regardless of position, function or location adhere to the Schindler Code of Conduct.

Continuous Improvement of Products and Services

We are committed to the continuous improvement of our products, services and business methods. We optimize the processes and internal structures that lead to product superiority and value generation. These practices are designed to reduce complexity, are deployed globally, are applied in a consistent, disciplined manner and are continually improved over time.

Ensure the Safety of Employees and Passengers

Forty thousand Schindler employees serve their customers around the clock. There are 700 million Schindler passengers every day. Safety to each and every one of them is a must. We cannot, and will not, compromise on safety.

Visible Leadership

The leader acts, and through his actions, shows the way. He or she influences or sets the rules. At Schindler, our leaders use respect, clarity, openness, drive, teamwork, accountability, innovation and a commitment to employees and customers to achieve competitive advantage. Schindler managers develop the skills necessary to be leaders who can shape the course of company directions.

Values describe how Schindler, as a company, and its employees behave and are the principles upon which our business relationships are based. Schindler's values define not only what we do but also what we are not prepared to do.





Our corporate goals and objectives

Employee motivation

- Greater than national norm in each country
- Schindler is the preferred employer in our industry

Customer satisfaction

- Greater than 45% very satisfied (5 ratings)
- Less than 3% dissatisfied (1 + 2 ratings)

Balanced growth

- Organic growth of New Installations and Modernizations equal or greater than market growth
- Growth in line with confirmed fulfillment capability and improving margins
- Be # 1 or # 2 in market segments served
- Greater than 80% of all NI product sales generated by Group standard product lines
- Realize growth opportunities in emerging markets
- Portfolio growth through relentless conversions from New Installation and through a positive recovery/loss balance

Financial performance

- Steadily improving financial condition through profitable growth
- All product lines achieve a positive result

Schindler has a set of corporate goals and objectives that embody the areas of performance most important to long-term success. Our goals and objectives define the direction our leaders drive the company, how resources are allocated and constitute the measures by which our success is judged.

Strategy execution



Communication of strategic direction across the organization

Creation of clear goals and action plans at all levels to achieve the strategy

Assigning clear ownership for the objectives and required actions

Confirming that proper people capabilities, resources and commitments are in place

A review process ensuring deviations are detected early and corrective actions taken

The Balanced Scorecard is the preferred tool to clarify, communicate and align the required strategic actions. Through the Vital Few Objectives (VFOs) the strategic target is broken down in annual objectives following a systematic approach where clear metrics and ownership are established. The VFO reviews held during the year allow early detection and corrective actions of any deviations from targets while providing feedback on the effectiveness of the strategy.

This Navigator Book provides the necessary information to enable all Schindler organizational units at functional and local levels to align their objectives to those of the E&E Division through the Balanced Scorecard and, therefore, maximize the contribution of individuals and teams in the achievement of Schindler's goals.

Execution is about translating the strategy into action to achieve the set objectives. It requires a systematic approach that incorporates the critical elements of successful strategy deployment.

Reaching objectives.
Achieving success.

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