

FROM VISION TO ACTION



Customer experience

We create a positive customer-focused culture. Customers value the Armacell experience and continuous business relationship.



Commitment

We are committed to develop and motivate our people, nurture their talents and develop new skills. We will build strong teams to support our company's performance. The safety of our employees is the company's first commitment.



Empowerment and Accountability

We give our employees operational responsibility and expect them to develop and perform to the best of their talents. The basis for interaction between employees is mutual respect and trust.



Integrity

Our employees must be aware of and comply with rules and regulations, wherever in the world they are working. Integrity goes deeper than that. It is about doing the right things in the right way, as individuals and as a company. Ethical and responsible behaviour is fundamental to the way we do business. Armacell is a company that can be trusted.



Sustainability

We are focused on sustainable, profitable growth through development and manufacturing of our products to ensure a positive impact on our community. We contribute to sustainable growth by innovating in thermal and acoustical efficiency.



MISSION Why we exist

As inventors of flexible elastomeric foams for insulation, we focus on developing safe, innovative thermal, acoustic and mechanical solutions and systems that create value for our customers in a sustainable way.

TACTIC/ACTIONS How we do it

We do it in the A.R.M.A. way
 Appreciate our customers
 Raise our efficiency
 Manage our cash
 Act to empower our employees

Appreciate our customers

We take time to understand the customer's point of view. Customers value the quality of our solutions and are willing to pay a premium. We must continually evaluate our customer's strategies to ensure they support the business and manage our customer portfolio accordingly.

Raise our efficiency

While always considering the customer experience, we systematically find robust ways to raise our efficiency by using continuous improvement not only in our manufacturing facilities but also in Sales & Marketing, HR, Finance, R&D, Supply Chain and Administration.

Manage our cash

We manage our cash in order to reinvest in our future. We maximize inventory turn without reducing our service level and we target better supply conditions.

Act to empower our employees

We commit to support our employees' performance in their daily tasks by identifying and developing their talents. We will create a culture that allows everyone to perform effectively. Our employees feel valued and proud to work for Armacell. We commit to develop aligned objectives that have a positive impact on our employees and Armacell.

VALUES What we believe

VISION What we want to be

Being the global leader for flexible technical foams by providing value through continually innovating products and systems to improve thermal, acoustic and mechanical efficiency in all targeted applications.

STRATEGY How we compete

Grow our market by providing our customers with valuable solutions that have reliable, certified performance backed by high-calibre people for targeted applications.

Certified performance means specified product properties which are confirmed by an independent testing institute.

Applications include, for example, plumbing and HVAC-R solutions, solar equipment, components of industrial installations and others. **Valuable** stands for a price based on innovative value propositions that offer the best quality/cost ratio and durability to the market. **High-calibre people** are dedicated, passionate and competent individuals who operate with integrity, striving to be the best.

CODE OF CONDUCT The rules for our daily work

The Armacell Code of Conduct describes how our values are put into practice. It defines the rules for our daily work both internally and externally. Each individual is personally responsible for doing the right thing: for behaving legally and honestly towards all stakeholders and for putting the company's interests before his or her personal interests.



MAKING A DIFFERENCE AROUND THE WORLD.

 **armacell**[®]