



COMMUNICATION ON PROGRESS REPORT 2011



CEO STATEMENT

EXCELLENT RESULTS IN 2011

Hartmann conducts business in all parts of the World and collaborates with a vast number of global corporations and retailers. It is therefore crucial that we take responsibility for the impact of our business activities and adhere to internationally accepted standards such as the UN's Global Compact. We are convinced that integrity and compliance is our entry ticket to doing business, and we wish to accentuate this position by continuing to commit ourselves to the ten principles of Global Compact. To further clarify our stance on sustainability, we have chosen to integrate Hartmann's sustainability principles adopted in 2003 with Global Compact's ten principles into one description of our commitment. This measure has been taken to facilitate internal and external communication efforts, and it underlines our sustainability commitment.

In 2011, we introduced Hartmann's new strategy "Competitive edge – driving growth" covering the period 2011-2015. As a cornerstone of our new strategy, we have implemented a new functional organisational structure, which allows us to conduct business more efficiently and act swiftly when facing both opportunities and challenges.

The new organisational structure has created a more streamlined Hartmann and lets us prioritise and focus our efforts within sustainability and other business areas alike. Furthermore, the new setup allows for smoother implementation of corporate sustainability standards and requirements across the company. We have thus initiated a number of Group-wide projects in 2011 focusing on e.g. global social responsibility, working environment improvements and supplier evaluation.

Our sustainability work showed excellent results during the year. In 2007, we set an ambitious target of reducing energy consumption by 20% by the end of 2011. At the end of the year our energy consumption had been reduced by an impressive 22% compared to 2007. This result is a true milestone for Hartmann's sustainability efforts as it underlines our continuous commitment and contributes to our strategic goal of reducing costs and creating competitive edge. We will continue our work in 2012, and by 2013 we will set a new target for the period 2013-2020.

Looking back at a year of excellent results, I feel confident that our new organisational setup will contribute greatly to our sustainability work, and I look forward to setting – and reaching – new goals in the coming years.

Michael Rohde Pedersen
CEO



At Hartmann we have adopted a life cycle perspective on our sustainability impacts. This is reflected in a broad range of initiatives aimed at strengthening our sustainability profile throughout our sphere of influence.

See page 5 for an overview of initiatives in 2011



HARTMANN AT A GLANCE

Hartmann is one of the three largest producers of moulded-fibre egg packaging and one of the world's largest producers of machinery for producing moulded-fibre packaging. Hartmann's market position can be ascribed to its strong technology know-how and extensive experience of production of moulded-fibre since 1936.

Sustainability

Sustainability and environmental considerations are integral elements of Hartmann's business model and strategy. All of Hartmann's products are based on recycled paper; a renewable, CO₂-neutral and biodegradable resource. Hartmann collaborates closely with its customers to support the need for sustainable products in the retail trade.

Markets

Hartmann's egg packaging is sold globally. The group's key markets consist of Europe and North America where Hartmann has strong market positions. Hartmann is the market leader in Europe and has a small share of the North American market. Hartmann's technology, including machinery and services, is also sold globally outside its key markets.

Customers

Hartmann sells egg packaging to egg producers and egg packing businesses and to supermarket chains which are increasingly demanding Hartmann's expertise in the marketing of eggs. Hartmann's technology and related services are sold to producers of moulded-fibre egg packaging. The group has more than 1,500 customers in 50 countries, and most of these customers have long-standing relations with Hartmann.

Organisation

Hartmann has about 1,500 employees, and its head office is situated in Gentofte, Denmark. Production takes place at Hartmann's own factories. Five of these factories are located in Europe, one is located in Israel and one in Canada. The group has sales offices in twelve countries.

The Hartmann share

Hartmann's shares have been listed on NASDAQ OMX Copenhagen A/S since 1982. The company has one share class, and each share carries one vote.



HIGHLIGHTS 2011

- 22% reduction in **energy consumption** since 2007 outperforming the target of 20%
- **Social responsibility** company assessments and action plans
- New **anti-corruption policy** guideline
- Minimum standards for **working environment**

OUTLOOK 2012

- Identify further energy and CO₂ reduction potential and set **new target** for the period 2013-2020
- Continue social responsibility company assessments and implement **action plans**
- Introduce anti-corruption **employee training**
- Target of 50% **reduction of accidents** in production compared with 2010 level
- Introduce more corporate **working environment standards**

PROGRESS INITIATIVES

CLICK ON EACH PROGRESS INITIATIVE BELOW TO READ MORE

The below colours are used in the report to identify each sustainability theme. For a description of each of the ten principles, see Appendix I.

HUMAN RIGHTS • LABOUR RIGHTS • ENVIRONMENT • ANTI-CORRUPTION

OVERVIEW OF 2011 | PROGRESS ACTIVITIES RELATED TO EACH GLOBAL COMPACT PRINCIPLE

PRINCIPLE	1	2	3	4	5	6	7	8	9	10
PROGRESS INITIATIVE										
New sustainability principles	X	X	X	X	X	X	X	X	X	X
New supplier evaluation tools	X	X	X	X	X	X	X	X	X	X
Site in Croatia wins CSR award	X	X	X	X	X	X	X	X	X	X
One Company game	X	X	X	X	X	X	X	X	X	X
Working environment – new corporate tools and standards	X	X								
New HR standard benefits for all employees	X									
Hungarian site ISO 22000 certified		X								
Consumer safety – expanded test programme		X								
Social responsibility status project	(X)	(X)	X	X	X	X				
Employee performance review						X				
Wastewater improvements								X	X	
Outperforming ambitious energy reduction target							X	X	X	
CO ₂ accounting and customer carbon footprint in place							X	X	X	
Label paper from sustainable forestry							X	X	X	
Petroleum free inks and colours							X	X	X	
New IT tool for online meetings							X	X	X	
New anti-corruption policy guideline										X

RELATIVE BUSINESS IMPACT OF GLOBAL COMPACT THEMES

Our suppliers and customers are mainly located in Europe and we have few suppliers and customers in high-risk countries. If we use suppliers from high-risk countries we ensure that they comply with the ten UN Global Compact principles¹.

RELATIVE BUSINESS IMPACT

Global Compact theme	Environment	Labour Rights	Human Rights	Anti-corruption
Business impact	●	●	●	●

At Hartmann, our main focus lies on reducing CO₂ emissions by reducing the energy consumption at our production sites. Life Cycle Assessments² clearly show that this is our most significant environmental impact.

Due to increased international focus on corruption and the legal development in the field, Hartmann increased its focus on this Global Compact theme in 2011.

Hartmann's focus on human rights was also sharpened in 2011 as the integration of our sustainability principles with Global Compact's principles has clarified that for instance working environment issues are part of the human rights principle. See page 7 for a description of the integration of the principles.

¹⁾ See Appendix 1 for an overview of the UN Global Compact's ten sustainability principles and Hartmann's commitment to these.

²⁾ Source: Danish Environmental Protection Agency, Report no.546, and numerous internal life cycle assessments

ACTIVITIES COVERING ALL PRINCIPLES

NEW SUSTAINABILITY PRINCIPLES

In 2003, Hartmann adopted ten sustainability principles, which were similar but not identical to the ten UN Global Compact principles. In 2011, Hartmann's sustainability principles were integrated into the ten UN Global Compact principles, instead of existing as a separate set of principles. Hartmann's commitment is now clearly stated in one document describing our social and environmental initiatives as well as our contribution to sustainable development throughout the value chain.

The integration of the principles serves to better facilitate our internal and external communication efforts regarding sustainability.

NEW SUPPLIER EVALUATION TOOLS

Hartmann is a global business, and so is our network of suppliers. This gives advantages of logistics and costs, but it also adds to the challenges of ensuring that suppliers meet Hartmann's ethical demands.

In September 2011, we launched a new supplier evaluation tool consisting of a procedure, a self-evaluation scheme and an audit scheme. The tool is used to evaluate suppliers on all parameters relevant to Hartmann, including quality and ethical performance. Each supplier receives a score, which indicates their current status and their potential

for improvements in different areas. Simultaneously, the suppliers fill out a self-evaluation scheme, and the outcome reveals if the suppliers' own perception matches the outcome of Hartmann's evaluation. These evaluations are supported by a systematic audit scheme, which ensures repeated audits depending on the evaluation and strategic importance of the supplier. A supplier who fails to meet Hartmann's criteria will be carefully reconsidered. If it is not possible to improve the performance of a supplier who continues to fail such evaluations, eventually the contract with the supplier will be terminated.

ONE COMPANY GAME

Hartmann's One Company game challenges employees on their knowledge about Hartmann and their understanding of Hartmann's values. At the beginning of 2011, Hartmann set out to further integrate the company's values into the game. During 2011, management introduced a new strategy and a new set of Guiding Principles, and further development of the One Company game was therefore postponed.

Read more about Hartmann's Guiding Principles in Appendix 2.

SITE IN CROATIA WINS CSR AWARD

For the second time Hartmann's production site in Croatia received a CSR Index award for the year 2010. The award was presented on 28 February 2011 in the National and University Library in Zagreb.

The CSR Index award was created as a joint initiative of the Croatian Chamber of Commerce and the Croatian Business Council for Sustainable Development, with technical and financial support from USAID, UNDP and the Faculty of Economics, University of Zagreb.

The CSR Index award assesses the performance of companies within economic sustainability and strategic orientation, corporate and social responsibility, working environment, environmental protection and investment in the community and market relations.



HUMAN RIGHTS

Human rights and labour rights on site level are managed with the Hartmann STEP® Human management model, and the production site status level did not change in 2011. For an overview of the status, see www.hartmann-packaging.com.

WORKING ENVIRONMENT – NEW CORPORATE TOOLS AND STANDARDS

Hartmann is dedicated to continuously improving the working environment at the company's production sites. The first item on the weekly agenda for production management meetings is the status on work accidents at each production site. If an accident has occurred, however small, the details of the accident are shared within the Group and follow-up on resulting actions is ensured.

Our production sites have very similar equipment and processes creating a strong foundation for internal knowledge sharing and development of best practices. We have always had dedicated people working to improve the working environment at our production sites. Our new organisational structure, combined with a renewed corporate focus on working environment, has resulted in the development of a set of Hartmann Group minimum standards in this area. These minimum

standards were adopted by end-2011 and will be fully implemented during the first half of 2012. The standards include:

- Requirements to Personal Protection Equipment (PPE)
- KPIs for comparing production sites
- Procedures around accidents
- Procedures around near miss situations and other preventive measures

In 2011, Hartmann reduced reported work accidents by 18% compared to 2010. Hartmann has set a short-term target of reducing its accident frequency by 50% in 2013 compared with the 2010 level. During 2012, additional working environment standards will be prepared for adoption during 2012 and 2013.

NEW HR STANDARD BENEFITS FOR ALL EMPLOYEES

In 2011, we carried out a global mapping of the benefits provided to employees, and a minimum level has been set for all employees. This minimum level is gradually being implemented. Examples of already implemented global benefits include that all Hartmann employees now have a retirement pension and insurance against workplace accidents.

"It is our ambition to implement and maintain a strong safety culture at Hartmann. Visitors at our production sites should immediately be able to register that this is a safe place where all necessary precautions are taken to prevent accidents from happening. This awareness is essential for us to achieve the ambitious long term goal of zero accidents."

Rauno Kakko, Vice President of Production



"There are no undesired effects on eggs due to our moulded fibre packaging"

HUNGARIAN SITE ISO 22000 CERTIFIED

In April, Hartmann's production site in Hungary was certified according to the international ISO 22000 standard for food safety. The standard can be used in food production companies and related businesses such as packaging for food. With this certificate the production site is certain that hygiene and food safety risks are managed systematically and with precaution.

The production process is assessed with regard to risks, including establishing of surveillance and definition of limit values. Furthermore, preventive and corrective actions are defined and verification, reporting and documentation are ensured.

CONSUMER SAFETY – EXPANDED TEST PROGRAMME

Due to an increased European focus on consumer safety related to recycled paper packaging for food, Hartmann has expanded an already extensive testing programme.

We have applied the precautionary principle and documented that there are no undesired effects on eggs due to our moulded fibre egg packaging. All test results were positive and confirmed that moulded fibre packaging is safe.

LOCAL ENGAGEMENT

Easter workshop at orphanage

In Croatia, we sponsored an Easter eggs painting workshop for socially disadvantaged children at the Sunrise orphanage. The workshop was run by local artists, and the Easter eggs were made of moulded-fibre produced manually in tailor-made moulds crafted by Hartmann employees.

The workshops included blind and visually impaired children and children of all ages from Sunrise orphanage.



LABOUR RIGHTS

Human rights and labour rights on site level are managed with the Hartmann STEP® Human management model, and the production site status level did not change in 2011. For an overview of the status, see www.hartmann-packaging.com.

SOCIAL RESPONSIBILITY STATUS PROJECT

Hartmann's STEP® Human management model allows production sites to implement improvements one step at a time. During 2003 and 2004, company assessments were performed at selected production sites to assess their performance on labour rights and partially also human rights. Another purpose was to lift the local knowledge level and understanding of these issues. Since these assessments were performed, a number of improvements have been implemented throughout the organisation, and the sites have moved up the ladder in the STEP® Human model.

In 2011, Hartmann initiated a Group-wide social responsibility project with the following aims:

- to assess the current status of social responsibility at each production site (labour rights and certain human rights topics)
- to share best practice among sites
- to start implementing of a number of corporate standards and tools, which will assist the sites by providing useful systematic work processes aimed at preventing violations of Hartmann's sustainability principles

- to introduce the integrated sustainability principles and train local employees in these, see Appendix I
- to create a foundation for defining future corporate priorities within social responsibility

In 2011, our sites in Hungary, Denmark and Croatia were assessed, and all remaining sites will be assessed during 2012. Assessments are based on SA8000 requirements, Global Compact principles and ILO conventions among others. The assessments take specific national and local risks into account.

The same high labour standards apply throughout the Hartmann Group irrespective of history and national differences. However, Hartmann Croatia was SA8000 certified some years ago, and during the assessment of Hartmann Croatia, the benefits of the SA8000 certification became clear.

EMPLOYEE PERFORMANCE REVIEW

As part of a new annual employee performance review process, salary adjustments will be based on a number of predefined parameters. Furthermore, all positions will be benchmarked by an external consultant. This will contribute to a fair and equal remuneration system and help prevent discrimination.



"In Croatia we are seeing the benefits of the SA8000 certification every day. The employees feel more comfortable communicating openly with management about topics that concern their well-being in the production"

Sanda Ivancevic, HR assistant, Croatia

ENVIRONMENT

The site level environmental impacts are managed with the Hartmann STEP® Environment management model, and the production site status level did not change in 2011. For an overview of the status, see www.hartmann-packaging.com.

ISO 14000 certificates (environmental management) were maintained or renewed in 2011 for all European production sites.

OUTPERFORMING AMBITIOUS ENERGY REDUCTION TARGET

In 2007 Hartmann endorsed the United Nations "Caring for Climate" charter and set an ambitious target of reducing energy consumption by 20% per kg product by the end of 2011 relative to the 2007 consumption level. With a 22% reduction we have outperformed that target.

This major achievement is a result of a committed effort within the following six focus areas:

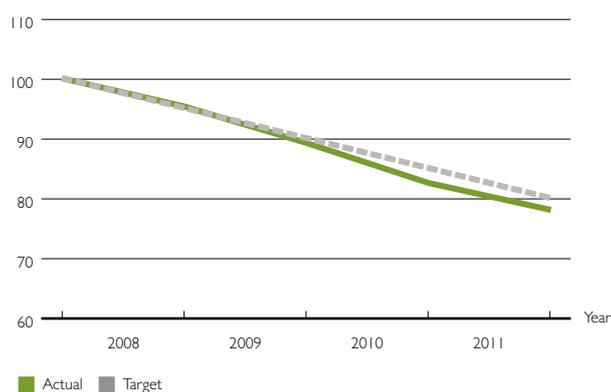
- Investments in new process technology
- Maintenance, improvement and optimization of existing equipment
- Training of staff
- Knowledge sharing
- Developing best practices across the Group
- Involving experts

Looking ahead, rising energy prices, CO₂ emission costs and a continuous strong focus on climate change will retain energy and CO₂ reductions as a key focus area in Hartmann. During 2012 we will continue to implement energy improvements while simultaneously investigating the remaining reduction potential. By 2013 we will set a new target for the period 2013-2020. Elements that will be investigated to determine Hartmann's reduction potential include:

- Internal waste reduction potential
- Potential for further optimizing current assets
- Possible energy reduction investments
- Potential to replace fossil energy by renewable energy

ENERGY CONSUMPTION

Per kg product (%) (End 2007 = 100)



"The carbon footprint of eggs is far greater than that of the egg carton"

CO₂ ACCOUNTING AND CUSTOMER CARBON FOOTPRINT IN PLACE

During 2011, Hartmann's corporate CO₂ accounting scope 1 and 2 has been completed in accordance with the GHG Protocol³. This corporate CO₂ accounting strengthens the basis for our climate priorities and goals and allows for greater transparency in the carbon footprint⁴ calculations performed at Hartmann. We have seen an increasing customer demand for carbon footprint screenings as well as data for carbon footprints performed by our customers themselves. Hartmann takes pride in supplying transparent and thorough carbon footprint calculations to assist customers in their efforts to improve processes throughout their value chain and document such improvements. Typically, the carbon footprint of eggs within an egg carton is far greater than that of the egg carton itself⁵. This is one reason why Hartmann keeps a maintains on producing the strongest packaging products providing optimal protection for the contents.

Hartmann's scope 1 and 2 emissions are not fully included in the accounting, but omissions are justified and based on materiality and/or relevance in relation to our influence on the emissions and their strategic importance.

Due to the goal and scope, Hartmann's CO₂ accounting has not been assured by a third party. Furthermore, Hartmann does not publish the company's total CO₂ emission figure as this information is not deemed useful to readers of this report.

LABEL PAPER FROM SUSTAINABLE FORESTRY

Hartmann makes efficient use of renewable resources by manufacturing moulded fibre products from recycled paper. The internationally acknowledged forestry certification schemes, FSC⁶, acknowledges that recycled paper is a sustainable resource.

Several of Hartmann's packaging products are fitted with paper labels made from virgin paper. In June 2011, Hartmann documented that all paper for these labels originate from sustainable forests certified in accordance with internationally acknowledged certification schemes. In this way, Hartmann can be sure that we are not contributing to increasing deforestation problems in the world.

WASTEWATER IMPROVEMENTS

The STEP[®] Environment model focuses on continuous environmental improvements, and Hartmann's efforts have led to a substantial improvement and reduction of wastewater emissions at one of our two largest production sites, located in Tønder, Denmark.

Since 2007, the wastewater quantities as well as the content of sulphate and organic material have been reduced by more than 50%. Hartmann's measures ensure improved use of the local water reserves at the production site by reducing the use of additives and by other means.

³⁾ The Greenhouse Gas Protocol is the most widely accepted international standard for accounting for corporate greenhouse gas emissions

⁴⁾ Carbon footprint is the accounting standard of greenhouse gas emissions from specific products or processes

⁵⁾ Study at Wageningen University, Prof. Dr. Imke de Boer, Carbon Footprint of the Egg Industry, 2009

⁶⁾ Forest Stewardship Council, see www.fsc.org

PETROLEUM FREE COLOURS AND INKS

During 2011 documentation was gathered to establish that all colours and inks used in Hartmann are vegetable based. This is the best option for the environment and the safe choice for consumers, and is therefore appropriate for Hartmann's moulded fibre products, which are based on natural and renewable raw materials.

NEW IT TOOL FOR ONLINE MEETINGS

More online meetings are held in Hartmann after the introduction of a new IT tool, which improves the technical quality and allows employees to easily share information across functions and locations. With this new tool the difference between physical meetings and online meetings has decreased. Employees are encouraged to use this method whenever it can positively replace travelling, which in turn will reduce pollution from travelling and reduce costs.

EDUCATING SCHOOL CHILDREN

In Hungary, we developed a special program for local school children teaching them about sensible waste collection, recycling processes and life cycle management.

In return, the children shared their own experiences with waste collection as well as recycling ideas. The program focused on teaching students how to make a difference when collecting old newspapers and other materials for recycling.

Hartmann's environmental knowledge improvement program will reach 500 children. At Hartmann we believe that such company environmental education helps shape children's values, perspectives and understanding of the environment and how to interact with it.



ANTI-CORRUPTION

NEW ANTI-CORRUPTION POLICY GUIDELINE

At Hartmann, we want to be good citizens, and we do not accept corruption or bribery in any form. We want to be good citizens, and if we cannot do business without corruption, we simply do not do business. The focus on private sector corruption and bribery has increased sharply in recent years, and Hartmann takes measures to avoid involvement in such cases.

Hartmann has adopted a new comprehensive policy guideline, which covers all types of corruption and bribery – in all parts of the value chain – and also provides guidance on whether or not to give or accept gifts, gifts of hospitality, meals, entertainment, etc.

This new policy aims to bring complete clarity to the expected behavior of Hartmann employees with regards to these matters. The policy includes a number of example scenarios, which can help employees understand what to avoid and how to handle bribery attempts.

During 2012, Hartmann will run anti-corruption training programs for all senior and high risk employees to further increase the awareness and understanding of this issue. The training programs will focus on real life scenarios, and the employees' understanding of the policy will be tested. In addition, the participating employees will be required to sign a document, stating that they have understood and will adhere to the policy.

APPENDIX I

HARTMANN GROUP COMMITMENT TO THE UN GLOBAL COMPACT PRINCIPLES

The original wording of the ten UN Global Compact principles can be found at www.unglobalcompact.org

HUMAN RIGHTS PRINCIPLES

Hartmann will make an effort to promote the conditions outlined in each of the human rights principles in companies that are part of the value chain to which the Group belongs.

Principle no. 1: Human rights – support & respect

Hartmann will support and respect the protection of internationally proclaimed human rights. Hartmann's commitment includes, but is not limited to, the following:

Hartmann will endeavor to secure the well-being of employees and their families by means of relevant local initiatives, practices and procedures that are in keeping with local traditions, conditions and needs.

Hartmann will endeavor to secure fair wages by means of a wages policy, which is consistent with the situation prevailing in other local industrial companies, and which enables the Group to attract and retain qualified employees.

Hartmann will endeavor to secure health and safety in the workplace, by means of cleaner technologies, procedures and practices as well as by the development of competences and efforts to change attitudes among the employees.

Hartmann will endeavor to secure good relations to the local community by means of active participation in social and business-related activities at local level and by setting a good example to others.

Principle no. 2: Human rights – abuses

Hartmann will make sure that it is not complicit in human rights abuses.

LABOUR RIGHTS PRINCIPLES

Principle no. 3: Freedom of association and the right to collective bargaining

Hartmann recognizes the right of its employees to be members of a trade union and to negotiate pay and working conditions collectively. The Group further recognizes the right to organize and collective bargaining in companies forming part of the value chain to which the Group belongs.

Principle no. 4: Rejection of forced labour

Hartmann will support the elimination of all forms of forced and compulsory labour and does not accept the use of forced labour – neither inside the Group nor in companies forming part of the value chain to which the Group belongs.

Principle no. 5: The effective abolition of child labour

Hartmann will not employ persons below the minimum age and the Group will apply preventive procedures and practices accordingly. The Group will make an effort to promote that similar procedures and practices are applied by companies forming part of the value chain to which the Group belongs.

Principle no. 6: Non-discrimination

Hartmann will endeavor to prevent discriminatory practices and secure equal opportunities by means of the application of procedures and practices to prevent discrimination in connection with recruitment or dismissal, career development, training and education, or the granting of staff benefits. Hartmann will endeavor to promote non-discrimination and equal opportunities for employees in companies forming part of the value chain to which the Group belongs.

ENVIRONMENTAL PRINCIPLES

Hartmann will endeavor to protect, respect and safeguard environmental values by means of the systematic and proactive integration of environmental considerations in its daily business activities, by the development of environmentally friendly production methods and products, by training its employees in environmental issues, and by influencing the stakeholders in the value chain to which the Group belongs.

Principle no. 7:

A precautionary approach

Hartmann will support a precautionary approach to environmental challenges.

Principle no. 8:

Environmental responsibility

Hartmann will undertake initiatives to promote greater environmental responsibility.

Principle no. 9:

Environmentally friendly technologies

Hartmann will encourage the development and diffusion of environmentally friendly technologies.

ANTI-CORRUPTION PRINCIPLE

Principle no. 10:

Refraining from bribery and corruption

Hartmann will work against corruption in all its forms, including extortion and bribery.

It will do this by means of openness towards relevant business partners and by setting up a set of guidelines specifying how to avoid bribery and corruption. Hartmann will also contribute to minimizing bribery and corruption in companies forming part of the value chain to which the Group belongs.

APPENDIX 2

HARTMANN GUIDING PRINCIPLES

INTEGRITY & COMPLIANCE

The entry ticket to doing business! Conduct all affairs lawfully and with integrity. Strive for compliance in all aspects, with all employees complying all the time – also when nobody looks! **Strive for excellence in environmental, safety, and all other areas of compliance.** Stop, think and ask, lead by example.

VALUE CREATION

Create real long term & **sustainable value** by economic means; remember that value creation is our reason for being. Measure profitability wherever practical and **eliminate waste wherever you find it.**

ENTREPRENEURSHIP

Understand and demonstrate the sense of urgency, **accountability**, initiative, economic and critical thinking skills, and the risk-taking mentality necessary to generate the greatest contribution to the company. Accept failure as a part of learning. Treat Hartmann as your own company.

CUSTOMER FOCUS

The customers pay our wages. Understand and develop relationships with customers to profitably anticipate and satisfy their needs. Make them successful, be their business partner and preferred supplier!

CHANGE

Accept & promote change. **Imagine** what could be, **what good looks like**, and challenge status quo and drive creative destruction.

KNOWLEDGE

Seek and use the best knowledge available, and share your knowledge with others for best practices development while accepting a constant challenge and improvement process.

HUMILITY

Practice humility and intellectual honesty. Call things by their right name. Seek to understand and constructively deal with reality and challenge to create value and achieve personal development. Understand the power of positive attitude. Accept challenge as an opportunity.

RESPECT

Treat others with dignity, respect, honesty, and sensitivity. Listen them out and always **appreciate the value of diversity.** Also speak up and give open and honest feedback and answers, **avoid hidden agendas.** Encourage and practice teamwork.

ACCOMPLISHMENT

Produce results which create value to the company and to you, develop your talent and deliver your full potential. Seek success and successful people – and remember to celebrate when appropriate.

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