



**PLASTIC OMNIUM**

2014

BUSINESS REVIEW

02 Who are we?  
04 Where are we?  
06 Message from the Chairman and CEO  
08 Governance  
12 Economic performance  
14 Stock market

#### FINDING NEW PATHS

18 Mobility and globalization  
challenges  
20 Creating comprehensive solutions  
for automakers  
34 The urban waste challenge  
36 Creating solutions for communities

#### AT THE HEART OF INNOVATION

42 From visionary to producer  
of innovations  
44 Welcome to  $\alpha$ -Alphatech  
50  $\Sigma$ -Sigmatech, 12 years of  
excellence

#### OUR FUNDAMENTAL VALUES

58 Commitments of a company  
in motion  
62 Safety: demonstrated commitment  
66 Recruitment and retention  
to support growth  
72 Respecting the environment  
74 CSR performance

Anticipate and take the right decisions at the right time. It's been Plastic Omnium's approach since its founding and the key to its success.

Anticipate customer needs, staying a step ahead in technology, for both mobility and the environment.

Anticipate to move forward, capturing growth in markets throughout the world.

Anticipate to ensure our people have the best skills and latest expertise.

Anticipate, to control our fate.

Anticipate, to build our future.

# WHO ARE WE?

## A LEADER IN ITS TWO BUSINESSES: AUTOMOTIVE EQUIPMENT AND URBAN WASTE MANAGEMENT

### AUTOMOTIVE

#### WORLD LEADER IN AUTOMOTIVE BODY COMPONENTS

BUMPERS, TAILGATES,  
SPOILERS  
FRONT-END ASSEMBLIES  
STRUCTURAL PARTS

#### WORLD LEADER IN FUEL SYSTEMS

FUEL SYSTEMS FOR  
ALL TYPES OF ENGINES  
EMISSIONS CONTROL  
SYSTEMS FOR DIESEL  
VEHICLES

### THE ENVIRONMENT

#### WORLD LEADER IN WASTE MANAGEMENT AND CONTAINERS

WHEELED BINS  
UNDERGROUND, SEMI-UNDERGROUND  
AND CRANE LIFT CONTAINERS  
STREET BINS  
HARDWARE AND SOFTWARE  
SOLUTIONS FOR WASTE COLLECTION  
DATA MANAGEMENT

## **OUR INDEPENDENCE AND ENTREPRENEURIAL CULTURE MAKE US UNIQUE**

**AN INDEPENDENT  
COMPANY,**  
benefiting from stable family  
shareholding since its founding  
68 years ago.

**A COMPANY WITH  
A STRONG BRAND,**  
with enthusiastic teams, driven  
by a common entrepreneurial spirit.

**A COMPANY THAT  
INVESTS,**  
with 1.7 billion euros committed to  
R&D and manufacturing capabilities  
between 2014 and 2018.

**A BOLD COMPANY,**  
that innovates and explores new  
technologies and geographies.

**A HIGH-PERFORMING  
COMPANY,**  
where growth and excellence connect  
with profitability and investment.

**SOCIAL RESPONSIBILITY:  
THE FOUNDATION  
OF OUR COMMITMENTS**  
through strict adherence to rules  
of business integrity and ethics,  
for a successful and sustainable  
company.

**SAFETY: A REQUIREMENT  
FOR CONTINUOUS  
PROGRESS**  
Driven by strong governance, safety  
is one of our values.  
The improvement in our indicators  
over 10 years testifies to the success  
of our daily commitment.

# WHERE ARE WE?

30

countries

21

R&D centers

111

plants



NORTH AMERICA

26%  
of revenue

2 R&D centers  
15 plants

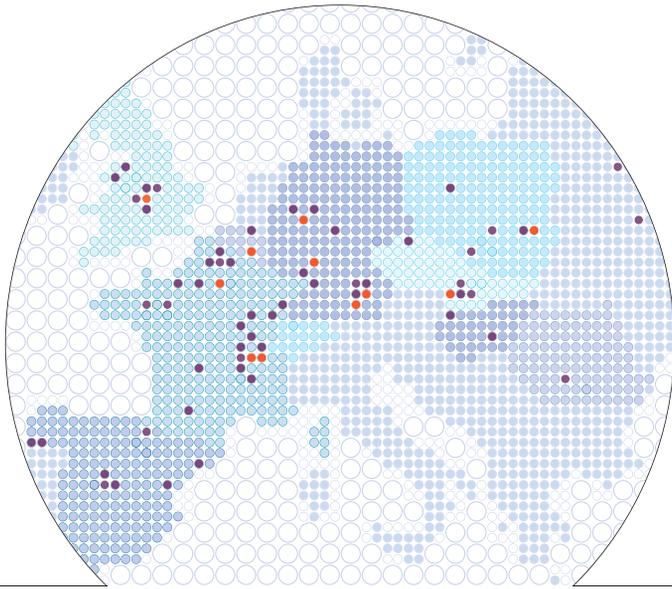
SOUTH AMERICA

4%  
of revenue

2 R&D centers  
5 plants

AFRICA

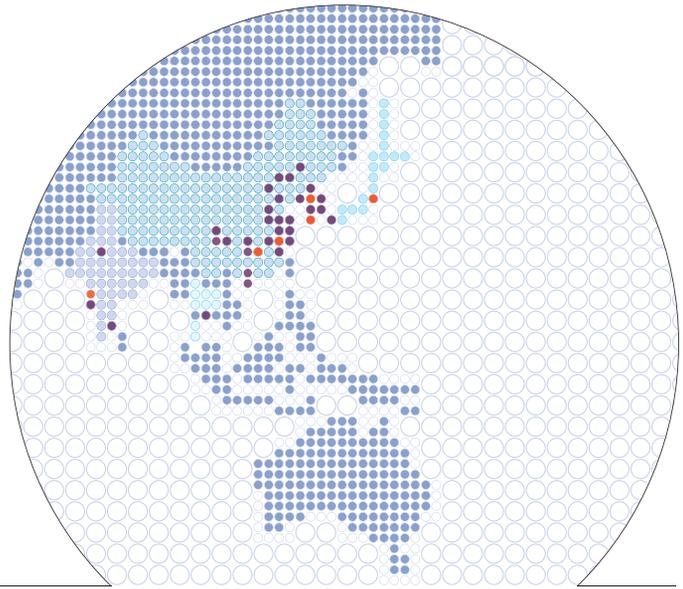
2 plants



WESTERN EUROPE

**43%**  
of revenue

9 R&D centers  
43 plants



EASTERN EUROPE

**10%**  
of revenue

2 R&D centers  
13 plants

ASIA

**17%**  
of revenue

6 R&D centers  
33 plants



**Laurent Burelle**  
Chairman and Chief Executive Officer

# MESSAGE FROM THE CHAIRMAN

2014 was a good year for Plastic Omnium, a year of strengthening our fundamentals.

First and foremost, safety, with our first global safety day, involving all of our 111 plants throughout the world. More than 20,000 employees were involved in the day's simultaneous activities, held in 29 countries and 17 languages, reflecting the fact that safety is essential and indispensable for our company's proper functioning. Through the investments we have made in this area, we have divided our accident rate by 3.5 between 2008 and 2014, including a reduction of 33% in 2014.

I am particularly proud because it confirms that workplace safety is a shared core value for our Group. With a frequency rate of 5.15 accidents, we are now among the best in our industry and continue to drive toward zero risk through our policy.

In 2014, family control of the Group increased, to 56.6% of the capital. Long-term preservation of Plastic Omnium's independence is part of our culture and a basic differentiating factor. We intend to continue our growth and remain in control of our destiny.

## We broke the records set in 2013 for revenue and results

Of course, I am also very satisfied with our 2014 results, which continue the financial performance of previous years and breaking the records set in 2013 for revenue and results.

We are now the world's 37<sup>th</sup> largest automotive equipment supplier, with a global industrial presence in 30 countries, 111 plants and numerous expansion projects. In 2014, we opened four new plants in China, where our market share is strong and growing. In 2015 and 2016, we will start construction and inaugurate nine new production facilities in the world's major automotive production areas – North America, Europe and Asia.

Our Environment business, a leader in providing services to local communities for the management of waste, also had an excellent year. Through its cost reduction efforts, it reached sustained profitability of 7% this year. We now need to strengthen its growth potential.

## Innovation and technology will be the keys to our success

To maintain our lead, we must continue to work tirelessly. Innovation and technology will be key to our success. We need to continue our deployment in high potential markets and to leverage our offerings in reducing vehicle weight, emissions control and smart waste management solutions. Change is accelerating in the automotive world and we need to anticipate the needs of automakers through enriched technology with more modules and complete assemblies. It's why we invested 65 million euros to construct the new  $\alpha$ -Alphatech global R&D center in Compiègne for our fuel systems business. Coming 12 years after the opening of  $\Sigma$ -Sigmatech in Lyons, its sister facility for body parts and modules, it is a strong new signal to our customers, suppliers, employees and industrial and financial partners. Nearly 1,000 engineers and technicians are now working at these two centers of excellence in France.

To stay ahead of the competition, we must also continue to invest while controlling and supporting this growth. Our solid financial structure enables us to do this and the 1.7 billion euro budget we have announced for 2014-2018 will be entirely self-financed.

This growth also requires a strong and ambitious human resources and recruitment policy to attract and retain top talent, anticipating changes through training, the evolution of our businesses and the management of cultural diversity: in 2014, 25% of our workforce are French; in 2018, 25% of our workforce will be Chinese.

Enthusiasm, technology, long-term investment: this is the DNA of the Plastic Omnium brand, which is building, today and tomorrow, the future of our Group. We are confident in our ability to continue our profitable growth, serving all of our stakeholders.



# BOARD OF DIRECTORS

01 <b>Laurent Burelle</b> (since 1981), 65, Chairman and Chief Executive Officer	06 <b>Anne Asensio*</b> (since 2011), 52, Chairman of the Audit Committee	10 <b>Prof. Dr. Bernd Gottschalk*</b> (since 2009), 71, Compensation Committee member
02 <b>Paul Henry Lemarié</b> (since 1987), 68, Chief Operating Officer	07 <b>Anne-Marie Couderc*</b> (since 2010), 65, Chairwoman of the Compensation Committee and Appointments Committee	11 <b>Vincent Labruyère</b> (since 2002), 64, Audit Committee member
03 <b>Jean-Michel Szczerba</b> (since 2012), 54, Chief Operating Officer	08 <b>Jean-Pierre Ergas</b> (since 1990), 75,	12 <b>Alain Mérieux</b> (since 1993), 76,
04 <b>Éliane Lemarié</b> (since 2009), 69, representative of Burelle SA, Appointments Committee member	09 <b>Jérôme Gallot*</b> (since 2006), 55, Audit Committee and Appointments Committee member	13 <b>Amélie Oudéa-Castéra*</b> (since 2014), 36, Compensation Committee member
05 <b>Jean Burelle</b> (since 1970), 76, Honorary Chairman		<b>Secretary of the Board:</b> Jean-Luc Petit

\* Independent director.

In compliance with good governance rules, the Plastic Omnium Board of Directors performs its responsibilities and reviews Group strategy in a spirit of anticipation.

The Board of Directors is composed of 13 members with leading and complementary managerial, production and financial expertise. Five have become Directors during the past 12 years and are considered independent. With four female Directors, Plastic Omnium already surpasses the minimum legal requirement for board gender diversity. The Board of Directors met four times in 2014, with a 95% attendance rate. The most recent meeting was held at the headquarters of the Group's Chinese holding company in Shanghai on December 11, 2014.

## Mission

The Board of Directors considers all matters related to the company's effective operation, verifies any points it deems necessary, monitors the

consistency of the accounts and approves the parent company and consolidated financial statements.

## Audit Committee

The Audit Committee consists of three Directors, two of whom are independent, with a chairmanship that rotates every three years. It examines the accounts and accounting methods and reviews any matter that may have a financial impact on the company. It met three times in 2014: twice to examine the accounts and once to analyze internal control and risk management procedures. It reports its findings to the full Board of Directors.

## Compensation Committee

The Compensation Committee comprises three independent Directors. It makes recommendations to the Board on remuneration of senior executive officers and the allocation and criteria for the exercise of stock options. It met once in 2014.

## Appointments Committee

The Appointments Committee is composed of three Directors, two of whom are independent. It reviews and makes recommendations to the Board on Director nominations and ensures the implementation of succession plans for senior executive officers. It met once in 2014.

For more information on governance: see the report of the Chairman of the Board of Directors in the Annual Report available on the [www.plasticomnium.com](http://www.plasticomnium.com) site or upon written request.

# EXECUTIVE COMMITTEE AS OF MARCH 1, 2015

01 <b>Laurent Burelle</b> Chairman and Chief Executive Officer	05 <b>Éric Auzépy</b> Chief Executive Officer, Auto Exterior Division	09 <b>Adeline Mickeler</b> Executive Vice President, Communications
02 <b>Paul Henry Lemarié</b> Director Chief Operating Officer	06 <b>Mark Sullivan</b> Chief Executive Officer, Auto Inergy Division	10 <b>Jean-Sébastien Blanc</b> Executive Vice President, Human Resources
03 <b>Jean-Michel Szczerba</b> Director Chief Operating Officer	07 <b>Michel Kempinski</b> Chief Executive Officer, Environment Division	11 <b>Félicie Burelle</b> Executive Vice President, Strategy and Development
04 <b>Rodolphe Lapillonne</b> Senior Executive Vice President, Group Chief Financial Officer	08 <b>Jean-Luc Petit,</b> Corporate Secretary – Vice President, Legal Affairs Chairman of the Internal Control Committee	12 <b>Philippe Hugon</b> Advisor to the Chairman
		13 <b>Pierre Lecocq</b> Advisor to the Chairman

## Strategy implementation

The Executive Committee manages and implements strategy on a collegial basis and oversees joint ventures. It meets monthly as well as on an exceptional basis when needed. With the company's globalized presence, management meetings are organized each year in the regions where its principal production sites are located and attended by local management teams.

## Guiding growth and the HSE/CSR Plan

The Executive Committee guides financial and business performance and reviews industrial and R&D investment. At the end of the first half, it analyzes division and Group five-year strategic plans that determine the annual budget approved in December. As a stakeholder in CSR implementation, the Committee pays particularly close attention to implementation of the Health,

Safety and Environment (HSE) plan. It examines key monthly indicators and tracks program progress. Plastic Omnium today is the benchmark reference in its markets.

## Strict management of cash flow and costs

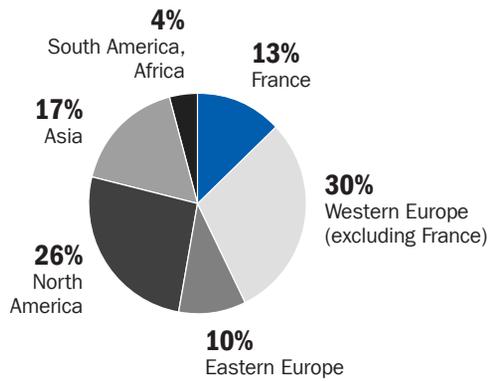
The Executive Committee is particularly attentive to the management of cash flow generated from operations and control of production and fixed costs. Anticipation, attentiveness and responsiveness characterize all decision-making.



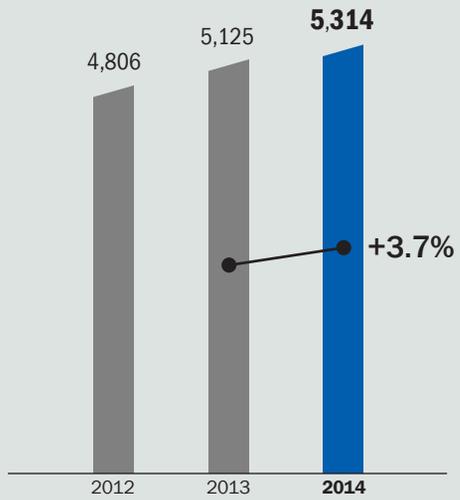
# ECONOMIC PERFORMANCE

Growth, profitability, generation of free cash flow

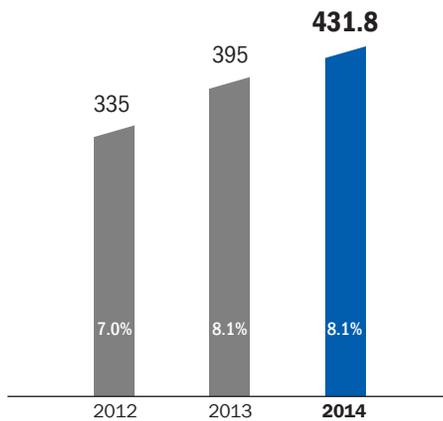
## REVENUE by region



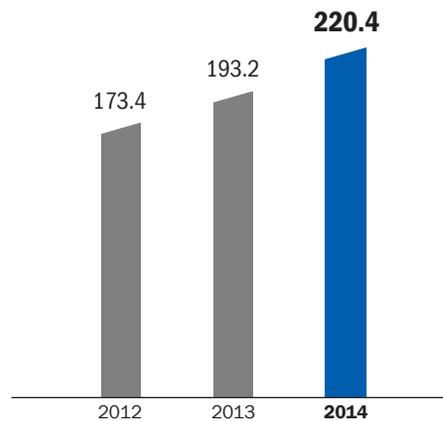
## REVENUE in millions of euros



## OPERATING MARGIN in millions of euros and % of revenue



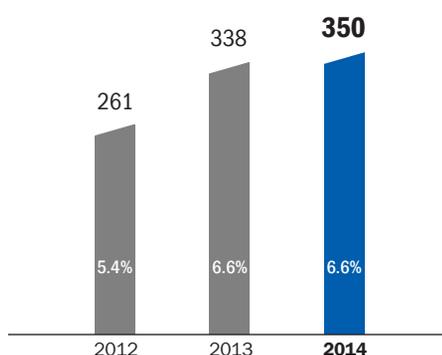
## NET INCOME in millions of euros



To reflect the Group's operational and managerial reality, the 2014 financial statements have been prepared using the same methods as those used in 2013 for the preparation of the audited consolidated financial statements. IFRS accounts are available in the 2014 Financial Report and on the company website [www.plasticomnium.com](http://www.plasticomnium.com).

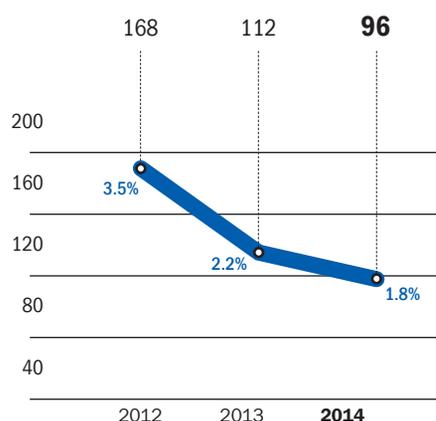
### INDUSTRIAL AND PROJECT INVESTMENTS

in millions of euros and % of revenue



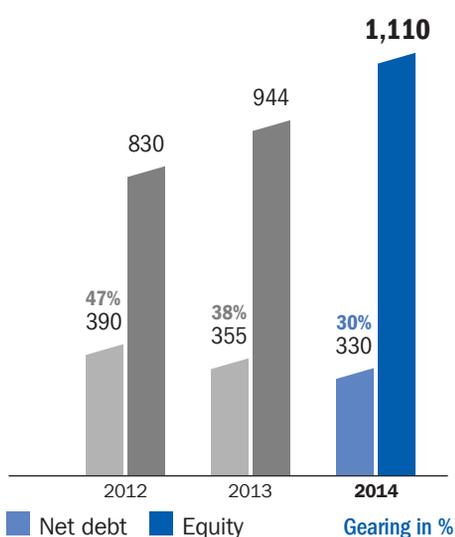
### FREE CASH FLOW

in millions of euros and % of revenue



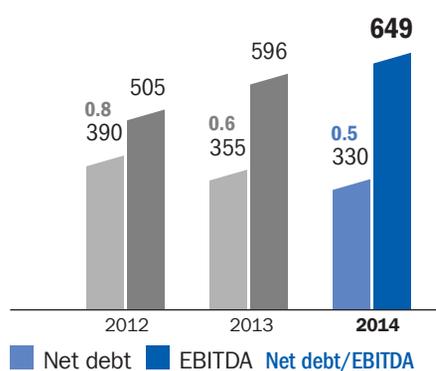
### NET DEBT/EQUITY

in millions of euros



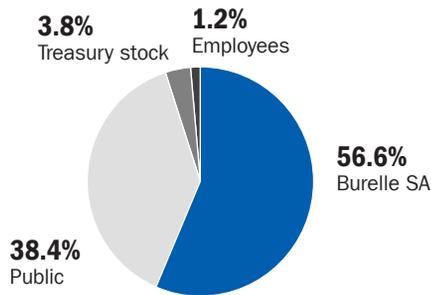
### NET DEBT/EBITDA

in millions of euros



# STOCK MARKET

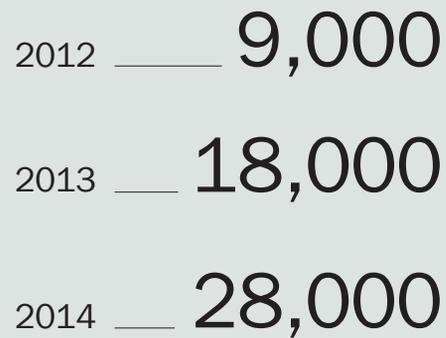
## SHARE OWNERSHIP as of December 31, 2014



38.4% of the capital is held by the public, including:

- 10.8% individual shareholders;
- 9.9% French institutional investors;
- 17.7% foreign institutional investors.

## INCREASE IN THE NUMBER OF INDIVIDUAL SHAREHOLDERS



## SHARE DATA

	2012	2013	2014
Market capitalization (as of December 31, in millions of euros)	1,177	3,146	<b>3,473*</b>
Dividend per share (in euros)	0.25	0.33	<b>0.37</b>

↖ +32%
↖ +12%

## STRENGTHENING THE CONTROL OF THE MAJORITY SHAREHOLDER

Following the October 24, 2014 cancellation of 1,400,301 treasury shares, the share capital of Compagnie Plastic Omnium has been reduced to 153,576,720 shares with a nominal value of 0.06 euro. Following this transaction, the Burelle SA holding company's ownership of the share capital increased from 56.1% to 56.6%.

\* 4,083 million euros as of March 1, 2015.

## SHARE PERFORMANCE

The value of the share has multiplied by 14 in 10 years. As a result, the French business TV station, BFM, presented Plastic Omnium with the award for best stock market performance by a French company for the second consecutive year. In Detroit (U.S.), PriceWaterhouseCoopers recognized Plastic Omnium with the award for best three-year share price performance for the entire automotive sector.

Plastic Omnium is listed on the NYSE Euronext Paris stock exchange, Compartment A, and is eligible for the Deferred Settlement Service (SRD). It is included in the SBF 120 and CAC Mid 60 indices.

## 2015 FINANCIAL CALENDAR

### February 25, 2015:

2014 earnings

### April 22, 2015:

1<sup>st</sup> quarter data

### July 23, 2015:

2015 interim earnings

### October 22, 2015:

3<sup>rd</sup> quarter data

## 2015 SHAREHOLDERS CALENDAR

### Shareholders' meeting

April 30

### Dividend paid

May 12

### Toll-free number

0 800 777 889

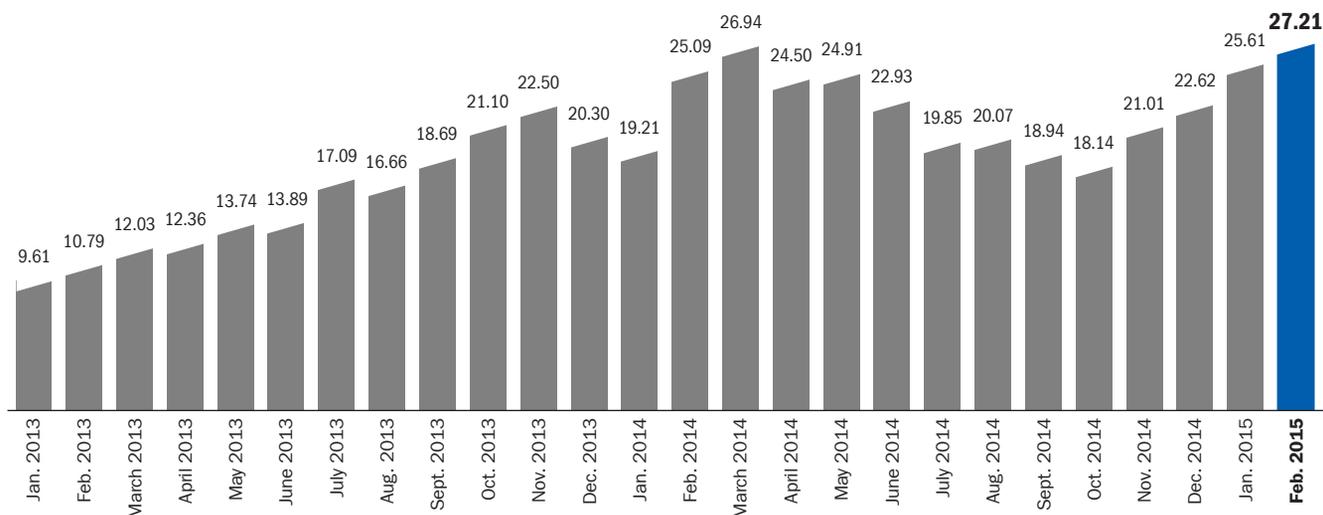
### Management of registered shares

BNP Paribas Securities Services

Tel.: + 33 (0)826 109 119

## EVOLUTION OF THE PLASTIC OMNIUM SHARE PRICE

Plastic Omnium month-end share price (in euros)



# FINDING NEW PATHS

Acceleration of R&D, continued geographic expansion: Plastic Omnium's growth strategy is guided by a determination to strengthen its leadership and offer innovative responses to the challenges of sustainable mobility and the planet's growing urbanization.

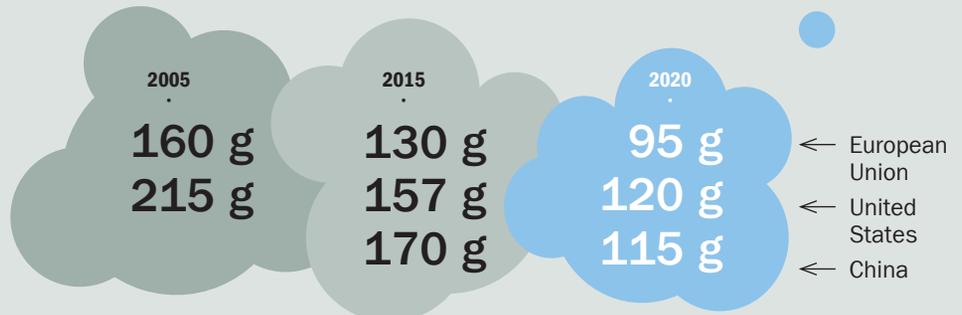


790 VEHICLES PER 1,000 PEOPLE IN THE U.S., 565 IN EUROPE, 80 IN CHINA.  
VEHICLE OWNERSHIP STILL VARIES WIDELY THROUGHOUT THE WORLD.  
IN 2020, AUTOMOTIVE GROWTH IN EMERGING REGIONS, ESPECIALLY CHINA,  
WILL BE A MAJOR INFLUENCE ON THE GROWTH OF THE GLOBAL MARKET.

# MOBILITY AND GLOBALIZATION CHALLENGES



## CARBON DIOXIDE EMISSIONS (CO<sub>2</sub>) REGULATORY THRESHOLD



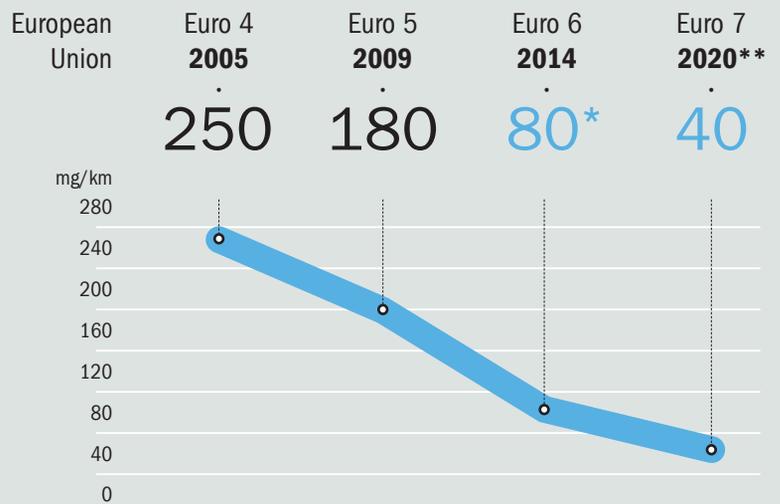
Average g/km for vehicles on the market.

18

### Regulatory environment benefiting Plastic Omnium

The international community's goal to limit the rise in temperature by 2100 to 2°C will require a 40-70% reduction in greenhouse gas emissions by 2050, including carbon dioxide (CO<sub>2</sub>) emitted by cars. In addition, nitrogen oxide (NO<sub>x</sub>) emissions standards are increasingly stringent. Fifteen years ago, levels of CO<sub>2</sub> emissions were still high and varied widely between continents. Today, the urgency of the climate and energy crisis has led to an emerging convergence toward a 100 g CO<sub>2</sub> per kilometer limit by 2020-2025, in both developed and developing countries. The entire automotive industry is working to achieve government emissions limits. In Europe, automakers will have to pay financial penalties for non-compliance beginning in 2019.

## REGULATORY THRESHOLD FOR NITROGEN OXIDE (NO<sub>x</sub>)

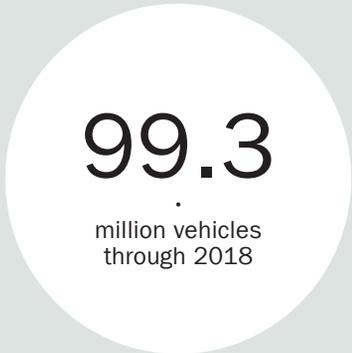
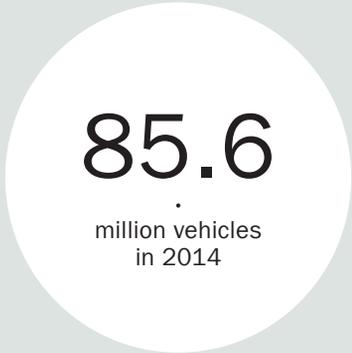


\* Mg/km.

\*\* Threshold under study and effective date to be confirmed.

**EVOLUTION OF GLOBAL  
AUTOMOTIVE PRODUCTION  
THROUGH 2018:  
+16%**

in millions  
of vehicles



ENVIRONMENTAL  
AND GEOGRAPHIC  
CHALLENGES ARE  
DRIVING PLASTIC  
OMNIUM'S NEW  
GROWTH PHASE.

**DISTRIBUTION OF GLOBAL  
AUTOMOTIVE PRODUCTION  
IN MILLIONS OF VEHICLES**

	2004	2014	2018
EUROPE	20.2	20.1	22.3
AMERICAS	18.3	20.8	23.5
ASIA REST OF THE WORLD	23.1	44.7	53.5
<b>TOTAL</b>	<b>61.6</b>	<b>85.6</b>	<b>99.3</b>

# CREATING COMPREHENSIVE SOLUTIONS FOR AUTOMAKERS

20

- 1 – THE REAR SPOILER, A KEY COMPONENT FOR AERODYNAMICS.
- 2 – ATTRACTIVE, MULTI-FUNCTIONAL BUMPERS.



# LIGHT WEIGHTING, AERODYNAMICS, MODULARITY



POTENTIAL TO INTEGRATE TAILGATE  
MODULE FUNCTIONS IN PLASTIC.



## TOWARD NEW ON-BOARD ENERGY AND EMISSIONS CONTROL SYSTEMS

### GREEN DIESEL POWERS FORWARD

DINOx, Plastic Omnium's cutting edge SCR emissions control solution for diesel vehicles, is a major focus of the division's growth strategy. The technology is based on the storage and distribution of the AdBlue® urea-based aqueous solution. Vaporized in the exhaust gas, AdBlue® causes a chemical reaction that converts NOx into inert nitrogen and water vapor. Introduced to the market in 2008, DINOx technology has already been adopted by Audi, Porsche, Chrysler, Nissan and General Motors, with new orders received from Ford, Renault and two Japanese manufacturers at the beginning of the year. By 2018, Plastic Omnium will be producing nearly two million units annually. DINOx Enhanced, the latest addition to the line, offers an even more precise measuring function for AdBlue®

in response to stringent new standards, which prohibit any interruption in the system's operation. The dashboard indicator displaying the AdBlue® tank level prompts the driver to quickly refill at a service station to avoid automatic stoppage of the vehicle.

The fuel system offer was also extended with the first rechargeable plug-in hybrid system designed with TSBM Technology (Twin Sheet Blow Molding). This allows reinforcements to be placed inside the tank to increase its pressure resistance at the time of the blowing. Other TSBM advantages: it meets the most stringent environmental standards and reduces the weight of an INWIN tank by 40% to 60% compared to its equivalent in metal.

ASSEMBLY LINE IN LUBLIN (POLAND)  
FOR ADBLUE® DELIVER MODULE,  
USED IN THE ENHANCED SCR DINOx  
SYSTEM FOR THE AUDI Q7.  
THE TECHNOLOGY ELIMINATES 95%  
OF VEHICLE NOx EMISSIONS AND UP TO 8%  
OF ITS CO<sub>2</sub> EMISSIONS.

INWIN TANK FOR HYBRID VEHICLE  
PRODUCED USING TWIN SHEET  
BLOW MOLDING (TSBM) TECHNOLOGY.



2

MILLION DINOx UNITS PRODUCED  
WORLDWIDE IN 2018



PRODUCTION OF THE ENHANCED SCR DINOx SYSTEM  
FOR THE AUDI Q7.

## ACTIVE SYSTEMS TO IMPROVE AERODYNAMICS

A VEHICLE'S INITIAL POINT OF CONTACT WITH THE AIR, THE FRONT BUMPER IS A CRITICAL AREA FOR REDUCING AERODYNAMIC RESISTANCE. PLASTIC OMNIUM PROVIDES ACTIVE SYSTEMS TO MANAGE THE ENGAGEMENT AND FLOW OF AIR AROUND THE CAR:

- MOVABLE FLAPS ON THE AIR GRATE OPEN COMPLETELY OR PARTIALLY, DEPENDING ON SPEED AND ENGINE TEMPERATURE;
- THE FRONT SPOILER LOWERS AT OVER 60 KM/H, OPTIMIZING THE VEHICLE'S AERODYNAMIC SHAPE;
- LATERAL MOVABLE SHUTTERS ON THE REAR BUMPER OPEN AT 60 KM/H TO RESTRICT AIRFLOW.

THESE ACTIVE SYSTEMS ALL USE ELECTRONIC AND MECHANICAL DEVICES (SENSORS, MOTOR) THAT WILL FURTHER IMPROVE THE BUMPER.

MAJOR BENEFIT: AN IMPROVEMENT OF 3 G CO<sub>2</sub> PER KILOMETER.







**IN ADDITION  
TO BEING LIGHTER  
AND CLEANER,  
THE CARS OF  
TOMORROW WILL  
ALSO BE HIGHLY  
CONNECTED.**

1 – AN AERODYNAMIC PIECE, THE THERMOPLASTIC REAR SPOILER PROVIDES A SECOND BENEFIT. TRANSPARENT TO ELECTROMAGNETIC WAVES, IT IS PARTICULARLY WELL ADAPTED TO INTEGRATING 3G/4G AND FM ANTENNAS AND CAMERAS.

2 – ELECTRONIC CONTROL FOR SCR DINOx POLLUTION CONTROL SYSTEMS.

3 – NEW REINFORCED BEAM CONCEPT FOR FRONT BUMPER: AWARDED BY JEC EUROPE, THE INNOVATION ENABLES A WEIGHT SAVINGS OF 3.7 KG.

26



## CREATING COMPREHENSIVE SOLUTIONS FOR AUTOMAKERS



### INNOVATE TO MEET NEW CHALLENGES

The world moves: the consumer wants a safer, easy-to-drive car, loaded with options, and connected to its environment, as well as more fuel-efficient and less polluting. A global benchmark reference in its businesses, Plastic Omnium continues to explore new ways to design solutions that respond to environmental regulatory challenges.

### LIGHTER, MODULAR BODY PARTS

To help reduce CO<sub>2</sub> emissions from 130 g/km today to 95 g/km by 2020, the Auto Exterior division relies on light weighting (6 g/km) and aerodynamics (3 g/km). Building on the success of a full line of lighter tailgates, Plastic Omnium is working on structural part solutions using reinforced composite carbon fiber to achieve weight reduction of 25 kg. More broadly, light weighting is achieved by carefully combining composite and non-composite materials and optimizing design and integration of functions.

Long limited to a single use, the bumper makes a significant contribution to vehicle style and quality perception and has been enriched over time with multiple functions: headlights, fog lights, shock absorption systems, pedestrian protective beams, electronic systems to assist drivers and optimization of vehicle aerodynamics. This modularity trend is also clearly visible at the rear of the vehicle: Plastic Omnium offers a multi-equipped plastic tailgate, paving the way to a complete rear module.

### EMBEDDED INTELLIGENCE

Initially a simple, basically-equipped container, the fuel tank has become a complex system, whose manufacture has evolved to anticipate all environmental regulations. Building on its expertise in fuel storage and distribution, the Auto Inergy division created DINOx, its own SCR-based NOx reduction technology. Gauging, ventilation, pressure and temperature controlled, AdBlue® distribution in the exhaust... all of these features require innovative and efficient electronic devices. With this expertise, Plastic Omnium can support manufacturers with new cutting edge propulsion and emissions control systems. With the embedded intelligence providing the foundation of new expertise, the Auto Inergy division is becoming a specialist in energy storage.

### A NEW DIMENSION

Aerodynamic, function integration, embedded electronics: with product technological content increasing, Plastic Omnium is positioned as a leader in an industry that increasingly favors a modular approach.

The success of the Higate hybrid and fully thermoplastic tailgate, entering the market in 2015 with a carbon fiber composite structural part, the increasing adoption of SCR DINOx systems by manufacturers, the first order for an INWIN reservoir for a hybrid vehicle: innovations during the past five years and under development will enable Plastic Omnium to increase the content per vehicle sold, supporting its future growth.

# CLOSE TO OUR CUSTOMERS

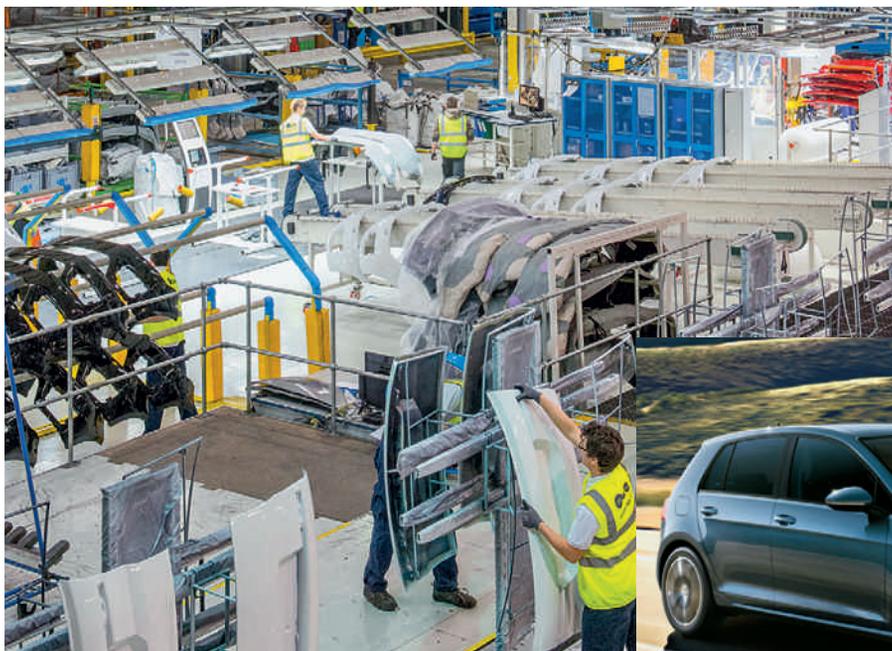
1 – FOLLOWING MEASHAM AND EDISON ROAD, A NEW SITE WILL BE ADDED MID-2016 IN WARRINGTON, NEAR THE SECOND JAGUAR LAND ROVER PRODUCTION CENTER IN GREAT BRITAIN.  
2 – VOLKSWAGEN GOLF, 2015 CAR OF THE YEAR IN THE U.S., EQUIPPED WITH BUMPERS PRODUCED IN PUEBLA.

**13**  
NEW PLANTS  
OPENED  
BETWEEN 2015  
AND 2017,  
INCLUDING:

**8**  
IN CHINA

**2**  
IN RUSSIA  
AND IN THE UK

**3**  
IN THE U.S.  
AND IN MEXICO



## UNIQUE GLOBAL COVERAGE, A HIGH-PERFORMANCE INDUSTRIAL NETWORK



29

ASIA REPRESENTS 50% OF THE GLOBAL AUTOMOTIVE MARKET, LED BY CHINA, WHERE PLASTIC OMNIUM HAS 21 PLANTS, INCLUDING FOUR OPENED IN 2014. IN 2018, THE GROUP WILL HAVE 42 SITES IN ASIA.

## GROWTH

# FURTHER ACCELERATION IN NORTH AMERICA

AFTER SOUTH CAROLINA, GEORGIA AND MICHIGAN, THE GROUP EXPANDS FURTHER, STRENGTHENED BY NEW PROGRAMS TO SUPPORT GROWTH IN 2015.

THE AUTO EXTERIOR AND AUTO INERGY PLANTS IN CHATTANOOGA (TENNESSEE) AND KANSAS CITY (KANSAS) WILL DELIVER TO VOLKSWAGEN AND GENERAL MOTORS, RESPECTIVELY, AND BRING TO EIGHT THE NUMBER OF U.S. PRODUCTION SITES. BOTH SITES WILL ENTER SERVICE IN LATE 2015.

NEW PROJECTS ARE UNDER DEVELOPMENT IN MEXICO TO CREATE A NEW INDUSTRIAL HUB SERVING TWO CUSTOMERS. THE MOVES REFLECT THE DYNAMIC NORTH AMERICAN MARKET, WITH AMERICAN, EUROPEAN AND ASIAN AUTOMAKERS ALL INCREASING THEIR INVESTMENTS. NORTH AMERICA REPRESENTED 26% OF GROUP REVENUE IN 2014 AND IS EXPECTED TO INCREASE TO 29% BY 2018.





# 102 LAUNCHES IN 2014, INCLUDING 28 IN EUROPE, 16 IN THE AMERICAS AND 58 IN ASIA



**NEW MARKET SHARE  
GAINS IN CHINA**



- 1 – FRENCH-CHINESE TEAMS DIRECTING OPERATIONS AND PLANTS IN CHINA.
- 2 – PLASTIC OMNIUM MAKES THE FUEL SYSTEM FOR THE OPEL ASTRA AND THE CHEVROLET CRUZE IN SIX COUNTRIES ON THREE CONTINENTS AS PART OF GENERAL MOTORS' GLOBAL PLATFORM. IN 2014, THE SHENYANG SITE STARTED PRODUCTION FOR THE CHEVROLET CRUZE IN CHINA.

Development of roadway infrastructure, household purchasing, demand for high-end vehicles such as SUVs: a favorable combination is promoting the continued growth of the Chinese automotive market.

During the past two years, the Group's engineering and development capabilities were strengthened in Anting and Wuhan, helping to accelerate the pace of the plants' production launches. The development also supports the marketing of innovations such as the Higate tailgate and the deployment

of TSBM blow molding technology to deliver lighter fuel systems. Between 2014 and 2018, nine new plants will be commissioned in the country's six major auto-manufacturing zones. In 2018, Plastic Omnium projects that it will hold 26% market share for bumpers (compared with 18% in 2014) and 15% market share for fuel systems (compared with 8% in 2014).

## CLOSE TO OUR CUSTOMERS



### LEADER IN A GROWING GLOBAL MARKET

Very early in its history, Plastic Omnium turned toward international markets, enabling it to position itself quickly in growth markets. The Group has thus been well positioned as global automotive production has shifted to China. Continuing in this direction, four new plants were opened in 2014, bringing the total number in China to 21. At the same time, Plastic Omnium continues to invest in its expanding traditional markets such as the UK, the U.S. and Mexico. In Russia, a third plant opened at the beginning of 2015 in Saint Petersburg to support programs for Nissan, Ford and Toyota. Buoyed by the dynamic growth of its markets and customers and the success of its innovations, Plastic Omnium will commit half of its planned 1.7 billion euros in investments during 2014-2018 to building new industrial capabilities. This will further strengthen its existing industrial network, which is running at a remarkable 83% capacity.

### PROGRAMS BOTH GLOBAL AND NEAR BY

With its manufacturing, commercial and R&D presence on all continents, the Group has a formidable organization to manage the complex programs and provide support to automakers for their global platform strategies. It also understands how to meet the growing demand for differentiation and the proliferation of models. In the product lines where Plastic Omnium is growing, proximity is also a prerequisite for just-in-time deliveries to the assembly line and optimized logistics costs. Producing locally by market area is the rule.

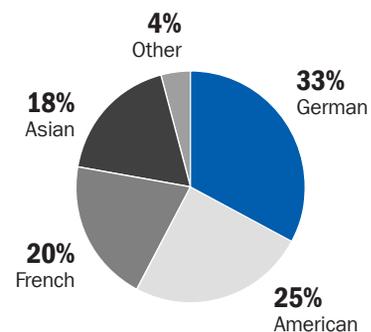
### INDUSTRIAL EXCELLENCE: GLOBAL STANDARDS

Each project is subjected to rigorous management according to standardized processes to ensure quality, performance and reliability. All of Plastic Omnium's products and industrial processes reflect its expertise and standard of excellence, both in the development phase (design, simulation and validation) and during industrialization (mass production).

Best practices are deployed to accelerate development time and ensure successful launches, with a constant goal of reducing non-quality costs. Industrial and quality indicators on the organization, management and processes enable performance monitoring and benchmarking between sites. This commitment to continuous improvement is supported through managerial training, team awareness meetings and special communications vehicles.

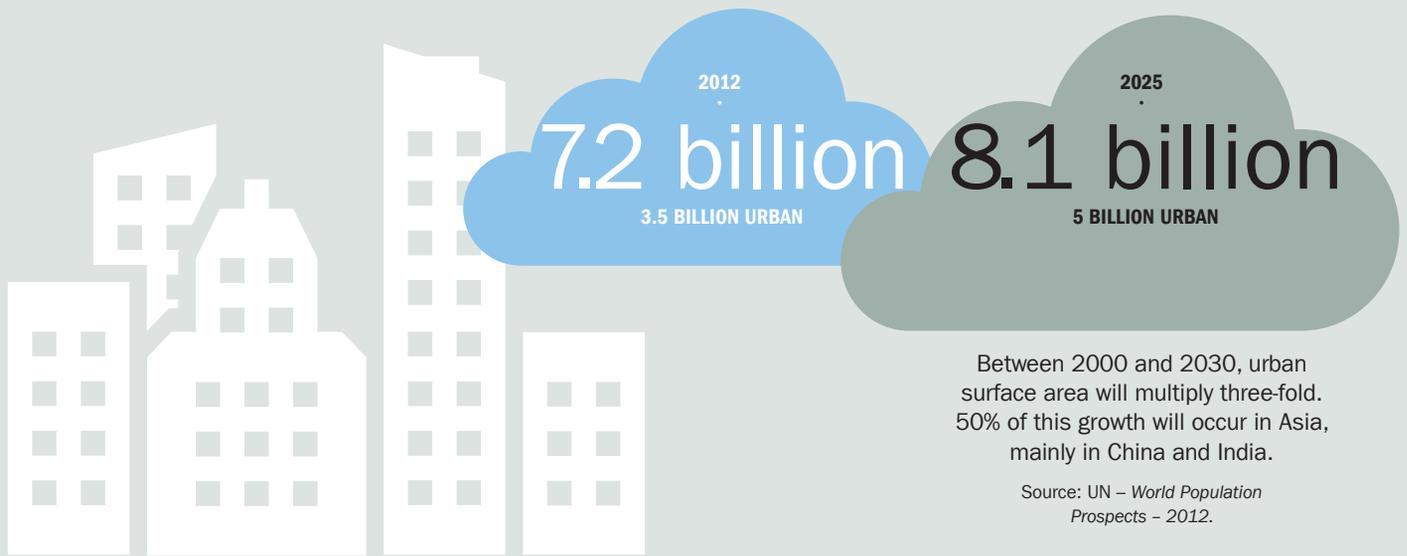
Best in class in its sector, Plastic Omnium recorded a 30% decrease in the number of defective parts per million parts delivered (ppm) between 2009 and 2013. This approach is intrinsically linked to the process to achieve zero accidents. Both ensure the company's long-term competitiveness and sustainability.

Distribution of automotive revenue by automaker nationality  
2014 automotive revenue: 4.9 billion euros



# THE URBAN WASTE CHALLENGE

## GROWTH IN GLOBAL AND URBAN POPULATION



34

”

IMPROVED QUALITY OF LIFE INCREASES THE GENERATION OF WASTE, CONCENTRATED IN URBAN AREAS.



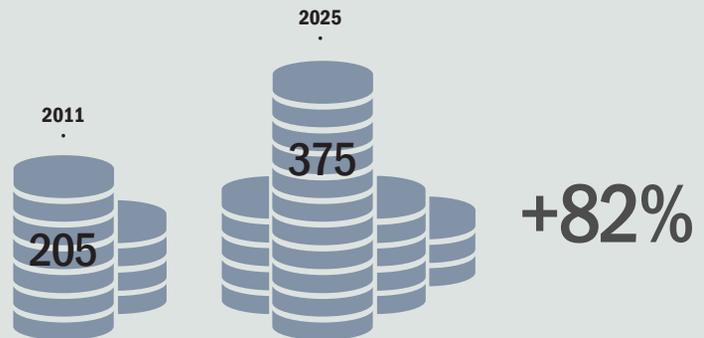
## EXPONENTIAL WASTE VOLUMES

**Increase in household waste worldwide** in billion tons/year



Source: World Bank.

**Cost of waste management** in billion dollars



### Waste recycling: targets revised upwards

With the volume of waste recycled well below the 2020 target of 50%, the European Union is seeking to accelerate progress. In July 2014, it proposed new, ambitious recycling objectives for 2030 of 70% of municipal waste and 80% of packaging waste. In addition, beginning in 2025, landfilling of recyclable waste will be prohibited. Dependent on citizens' awareness to reduce and improve the sorting of waste, the upward revision in the objectives is supported by the EU's willingness to accelerate the transition toward a circular economy in which recycled waste can be reused.

**2.1**  
million tons  
of CO<sub>2</sub> emissions avoided  
in 2013 through waste  
sorting in France

Source: Eco-Emballages  
and Adelphe – June 2014.

# CREATING SOLUTIONS FOR COMMUNITIES

36



1 – TEAMS SERVING COMMUNITIES AND CITIZENS.  
2 – 19 COPENHAGEN (DENMARK)  
AREA MUNICIPALITIES CHOSE PLASTIC OMNIUM'S  
ESPECIALLY EASY TO USE AND MOVE BINS,  
EQUIPPED WITH A DOUBLE-OPEN LID  
AND LARGE DIAMETER WHEELS.

#### 4 innovations for user comfort:

- New design: lighter cover and handle;
- Axes slow the lid's fall and reduce noise;
- Better shock absorption by wheel axle while being rolled;
- Recycled tire wheels: flexible rolling and noise absorption.

91 dB  
CLASSIC 120 L BIN

77 dB  
NEW GENERATION  
120 L BIN

-14 dB  
NOISE REDUCTION



# CONVENIENT, AESTHETIC AND CONNECTED EQUIPMENT



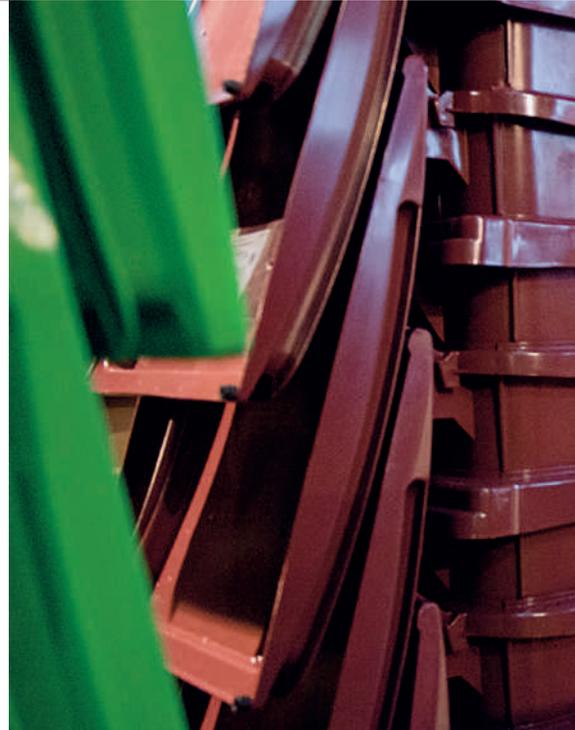
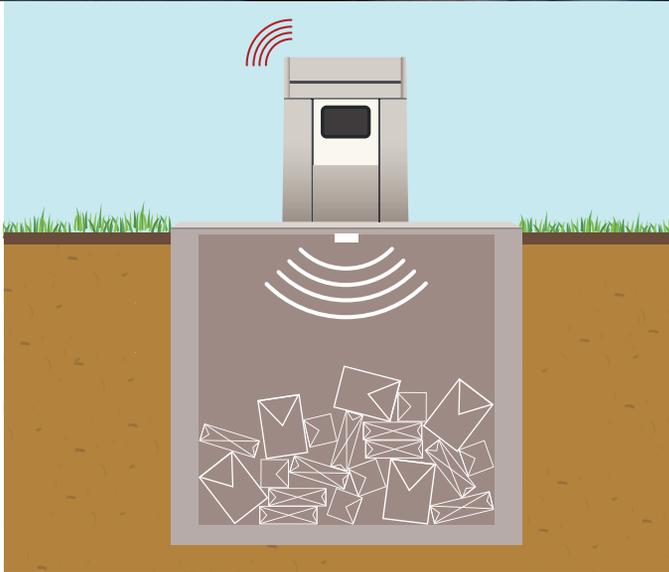
37

DESIGN OF FACILITIES TO INCREASE THE CITY'S BEAUTY.  
DROP-OFF POINTS, THE UNDERGROUND CONTAINERS ARE AN EFFECTIVE MEANS OF SORTING WASTE BY STREAMS.



**SERVICE  
EXCELLENCE:  
OUR  
DIFFERENCE**

38

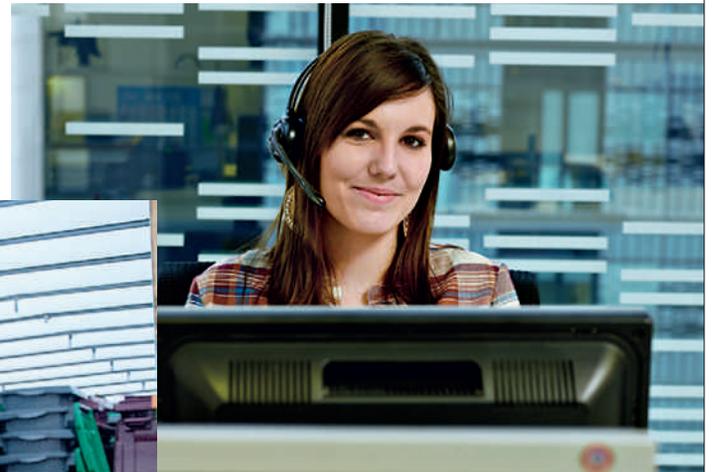


- 1 – DIGITIZED DOOR-TO-DOOR HOUSEHOLD SURVEY AND DELIVERY SERVICES.
- 2 – THE OPTIFILL SYSTEM MEASURES THE FILL LEVEL OF WASTE IN THE CONTAINER. WHEN THE LEVEL REACHES 85%, A SIGNAL IS SENT TO THE COMMUNITY TO SCHEDULE COLLECTION. A PLASTIC OMNIUM SERVICE TO OPTIMIZE COLLECTION FREQUENCY.

# 6

MILLION RESIDENTS RECEIVE SERVICES FROM THE LYONS-BASED CUSTOMER SERVICE CENTER, WHICH MANAGES 450,000 OPERATIONS AND 250,000 CALLS PER YEAR. THE CENTER WAS ISO 9001-CERTIFIED IN MARCH 2014.

SERVICE, CLOSE AT HAND, PROVIDED BY A NETWORK OF 28 OFFICES IN FRANCE.



## CREATING SOLUTIONS FOR COMMUNITIES



### CREATING NEW SOLUTIONS TO BETTER MANAGE WASTE

Optimize waste management, improve the quality of the living environment, accelerate the transition to a circular economy where resources and wastes are given a second life: these major challenges require ambitious planning and increasingly effective approaches.

Plastic Omnium R&D, manufacturing, sales and services teams work alongside local communities, companies and citizens to protect the environment while optimizing treatment costs and budgets.

### CUSTOMIZED FACILITIES ENCOURAGE CITIZEN PARTICIPATION

Plastic Omnium offers the widest and most complete range of products, including wheeled bins, crane lift, underground or semi-underground containers and litter bins. Aesthetic and ergonomic, the products encourage improved disposal and sorting by citizens. With its multi-material expertise and its integrated design office, Plastic Omnium can meet the demands of cities for customized equipment that reinforces their urban identity. On public thoroughfares at residences, each community is provided with the right equipment and the right volume at the right place, appropriate for the locale and urban density. Bins or containers gathered at collection sites are increasingly acclaimed for their large waste storage capacity. They thus reduce the amount of equipment in the roadways and collection rounds while maximizing sorting efficiency. Operational services ensure equipment durability through preventive and corrective maintenance, washing/disinfection and replacement.

### THE DIGITAL REVOLUTION: INCREASING REAL-TIME SERVICES

Plastic Omnium also offers unique, integrated data management, based on powerful IT hardware and software solutions. Radio-frequency identification of equipment, access and remote measuring of container fill levels, an on-board weighing system for collection trucks...

The expertise enables data to be collected and transmitted securely to the Plastic Omnium Customer Service Center, communities or collection companies. Data treatment ensures better fleet management, analysis of changes in sorting performance and real-time optimization of collection schedules. They also enable Plastic Omnium to support local authorities in the implementation of incentive pricing and identifying savings.

### ACTIVE RESEARCH

In addition to optimizing data management solutions, research also focuses on optimizing existing products. The wheeled bin is transformed to be quieter and more environmentally friendly, with a more attractive design. Minimax 2 and 3 underground container terminals offer opportunities for communication. Another area of innovation comes from research into saving virgin fossil fuels. Across all of its production, Plastic Omnium uses 60% recycled materials, compared with 48% in 2008. A line of 100% recycled bins has been further developed using material from end-of-life bins, demonstrating a virtuous environmental approach.

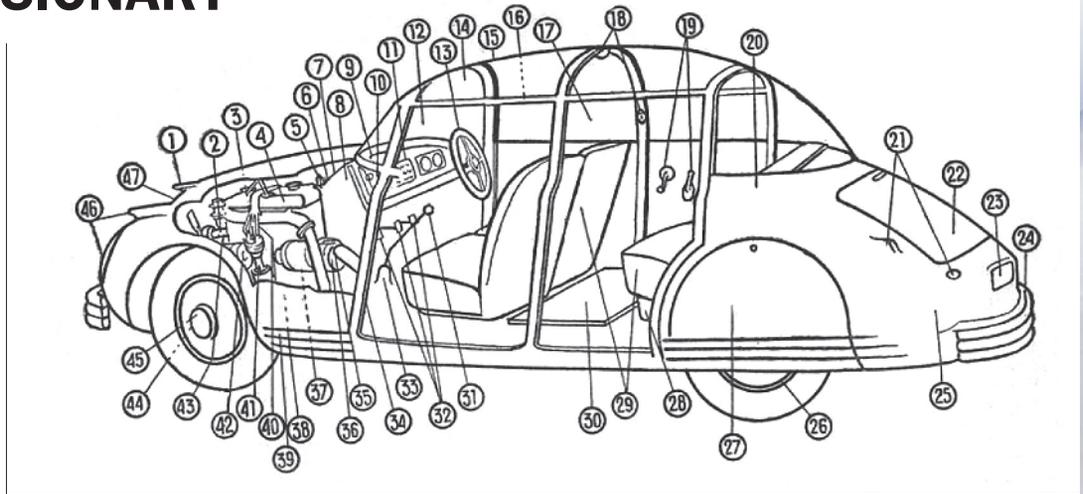
A person's hands are shown hovering over a glowing blue digital car model on a futuristic interface. The car is a compact hatchback, and its internal components like the engine, transmission, and seats are visible in a wireframe style. The background is a dark blue with various digital elements like lines, circles, and text fragments such as "development" and "NETWORK".

# AT THE HEART OF INNOVATION

Innovation reflects passion and Plastic Omnium's focus on the future. Its high-tech solutions support its growth and anticipate developments in a changing world.

IN *PLASTICS IN AUTOMOTIVE*, PUBLISHED IN 1947, PLASTIC OMNIUM FOUNDER PIERRE BURELLE IDENTIFIED 47 PARTS THAT COULD BE MADE OF PLASTIC THAT WOULD "IMPROVE THE CAR". A BET THAT WOULD GUIDE THE COMPANY'S GROWTH PATH THROUGH INNOVATION.

## FROM VISIONARY



### R&D: A GROWTH DRIVER

#### Sustained investment

In a competitive environment where the answers to tomorrow's technological challenges are being anticipated today, Plastic Omnium has further strengthened its R&D organization, multiplying its projects to transform its business, product lines and manufacturing processes.

R&D budgeting enables it to create unmatched, competitive solutions and remain a step ahead. Between 2014 and 2018, 600 million euros will be devoted to new program development and innovation. This amount includes  $\alpha$ -Alphatech, the new international fuel systems R&D center, representing an investment of 65 million euros.

#### Global dynamics

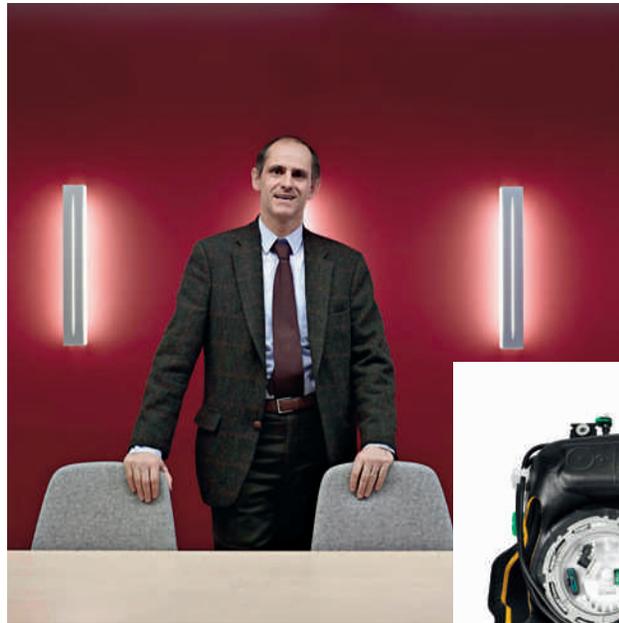
The two international R&D automotive centers in France,  $\Sigma$ -Sigmatech in Lyons, for body components, and  $\alpha$ -Alphatech in Compiègne, for fuel systems, bring together unique ways for exploring and validating innovative solutions. Numerous projects are conducted in partnership with automotive manufacturers, suppliers, university laboratories, material producers and chemists. At Measham (Great Britain), Troy (U.S.), Munich (Germany), Lozorno (Slovakia), Anting and Wuhan (China), Gyeongju (Korea) and in Japan.... the Group also counts 19 development centers. Located close to automakers' decision-making centers and organized as a network, they are responsible for the design and validation of new automotive programs in liaison with  $\Sigma$ -Sigmatech and  $\alpha$ -Alphatech.

**5%**  
OF REVENUE  
INVESTED  
IN R&D

**9%**  
OF THE  
WORKFORCE

**3,121**  
PATENTS  
IN THE PORTFOLIO

**137**  
PATENTS FILED  
IN 2014



## TO PRODUCER OF INNOVATIONS

FROM A TRANSFORMER OF PLASTIC, PLASTIC OMNIUM HAS BECOME A DESIGNER OF COMPLEX AND COMPLETE SOLUTIONS, THE CONNECTED MULTIFUNCTIONAL MODULE BECOMING THE NEW STANDARD. AS IN 1947, PLASTIC OMNIUM IS COMMITTED TO A NEW VISION OF THE AUTOMOBILE, RICH WITH POTENTIAL.





WELCOME  
TO  
α-ALPHATECH

September  
**2014**

site opening

**450**

people dedicated  
to R&D

**20**

nationalities represented  
on a site that lives to  
an international beat

**8 ha**  
of land

**24,000 m<sup>2</sup>**  
constructed  
surfaces

**1** helipad

**12,000 m<sup>2</sup>**  
of industrial  
buildings and  
laboratories

**8,500 m<sup>2</sup>**  
of offices

**3,500 m<sup>2</sup>**  
dedicated to social  
interaction

**A CENTER OF EXCELLENCE  
DESIGNED TO PROMOTE  
PROJECT INNOVATION,  
CREATIVITY AND EFFICIENCY**

Plastic Omnium's new international R&D center is home to cutting edge equipment available to research, development and validation teams, previously based in Brussels, Compiègne and Laval. This best in class center is a formidable asset for strengthening Plastic Omnium's leadership in energy storage.

# 3 hubs



## **ALPHADEV**

The services hub includes all project teams: Project managers, development, industrialization, quality and purchasing.

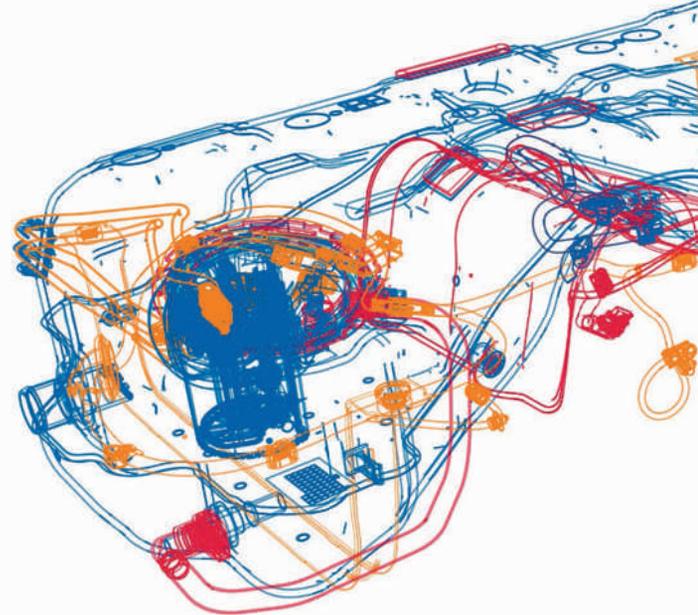
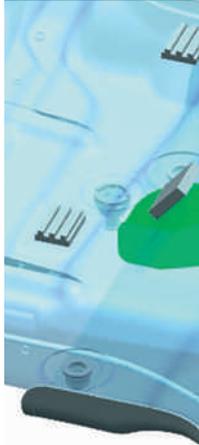
## **ALPHALAB**

The technology hub houses all necessary resources for the development and validation of products and prototype production.

## **ALPHAGORA**

The social hub includes the restaurant, an auditorium and a sports facility.

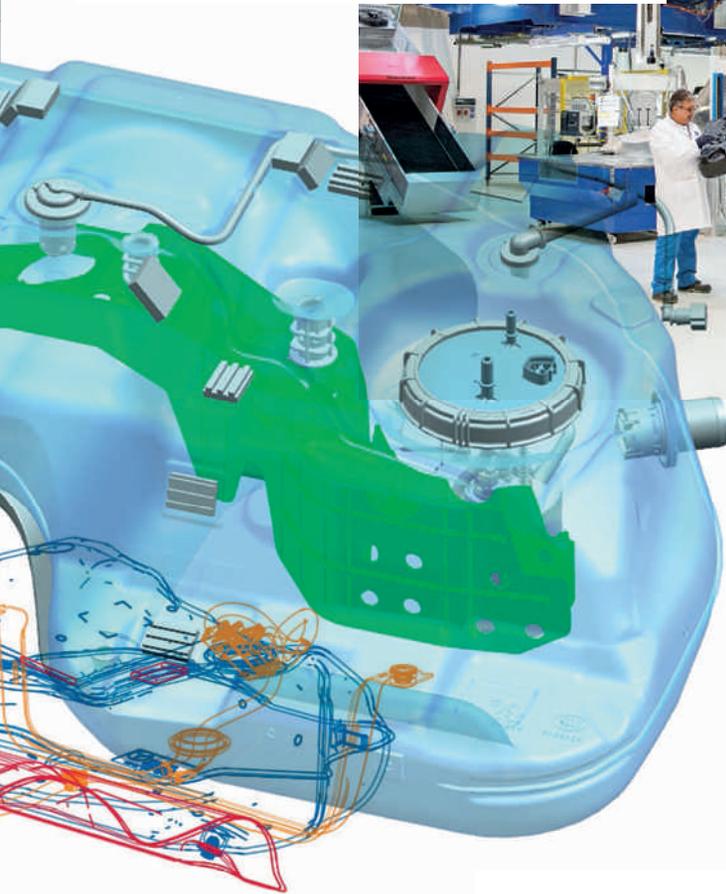
The work of the R&D teams is focused on three objectives: optimizing existing product lines such as fuel systems and SCR DINOx emissions control systems, whose success has been confirmed in Europe, North America and Asia; developing solutions for storage and distribution of fossil fuels and non-fossil fuels, hybrid and non-hybrid alternative energies, with the rise of embedded electronics; improving overall process development and validation prior to each series start.



## ADVANCED EQUIPMENT

Alphalab brings together the equipment needed to perform mechanical, electronic, chemical, acoustic and virtual testing:

- an ATEX room to manage 25 fuel varieties during filling tests and to simulate extreme driving conditions, at high temperature with its Hexadrive system;
- a virtual reality room, Alphavision;
- an anechoic chamber to measure noise;
- a TSBM blower dedicated to research and validation of all developments prior to production launch.



## NEW ERA, NEW EXPERTISE

The Auto Inergy division is developing its expertise in two areas:

- **energy.** Gasoline, diesel, biofuels, gasoline/electric hybrid. Each type of propulsion has a corresponding fuel storage and distribution system. Auto Inergy works actively alongside automakers on alternative propulsion systems such as hybrids developed from water or hydrogen;
- **complete systems integration.** Development and production of fuel systems and SCR DINOx abatement systems for diesel vehicles requires dual expertise in electronics and control systems for storing, measuring and dispensing fluids: fuel and urea (AdBlue®).



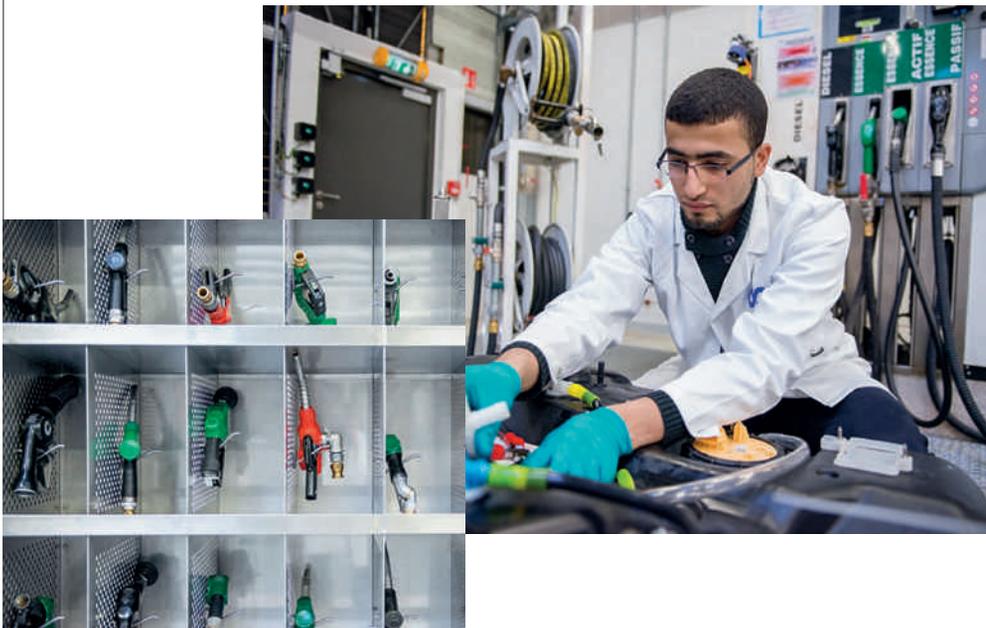
## UNIQUE CAPABILITIES

6 AXES HEXADRIVE ROBOT

46

MORE THAN 80 TYPES OF REFUELING HANDLES ARE USED AT SERVICE STATIONS AROUND THE WORLD.

Rugged terrain, high-altitude routes, high temperatures... fuel systems can be subjected to rough conditions. The 6 axes Hexadrive robot validates endurance under extreme driving conditions using a device capable of simulating all types of geographical and climatic conditions. In particular, it enables analysis of changes in tank pressure when the fuel temperature increases.



## ALPHAVISION

A virtual reality room unique in the industry, Alphavision serves a dual purpose. During development, it enables the study of the tank's positioning within the frame to optimize its design, with respect to other vehicle

components, such as wheels and exhaust lines. It also makes possible the design and testing of each new production line to improve workstation ergonomics and operator safety.



ALPHAVISION ALLOWS AN INSIDE VIEW OF THE FUEL SYSTEM TO OPTIMIZE ITS INTERNAL ARCHITECTURE.



## ANECHOIC CHAMBER

### BE QUIET TO LISTEN

AN 80-M<sup>2</sup> SPACE, WALLS COVERED WITH DIHEDRAL MELAMINE FOAM. WITH AN EXTREMELY LOW SOUND LEVEL (20 dB), **α-ALPHATECH**'S SEMI-ANECHOIC ROOM IS WELL-SUITED FOR THE PRODUCTION OF ULTRA-PRECISE SOUND MEASUREMENTS.

THE CHAMBER ENABLES EFFECTIVENESS TESTING AND VALIDATION OF ANTI-NOISE MEASURES FOR CERTAIN FUEL SYSTEMS SUCH AS INBAFFLE. THIS SOLUTION INVOLVES THE PLACEMENT OF NOISE INSERTS IN THE TANK TO LIMIT THE MOVEMENT OF FUEL, WHICH CAUSES SLOSHING NOISE, A PHENOMENON PARTICULARLY AUDIBLE IN HYBRID VEHICLES OR VEHICLES EQUIPPED WITH A START & STOP SYSTEM WHEN THE ENGINE ISN'T RUNNING.

THE FACILITY IS ALSO USED IN RESEARCHING NEW SOLUTIONS TO REDUCE NOISE FROM SYSTEM OPERATIONS SUCH AS THE PUMP WHICH CAN BOTHER VEHICLE OCCUPANTS.



# Σ-SIGMATECH, 12 YEARS OF EXCELLENCE

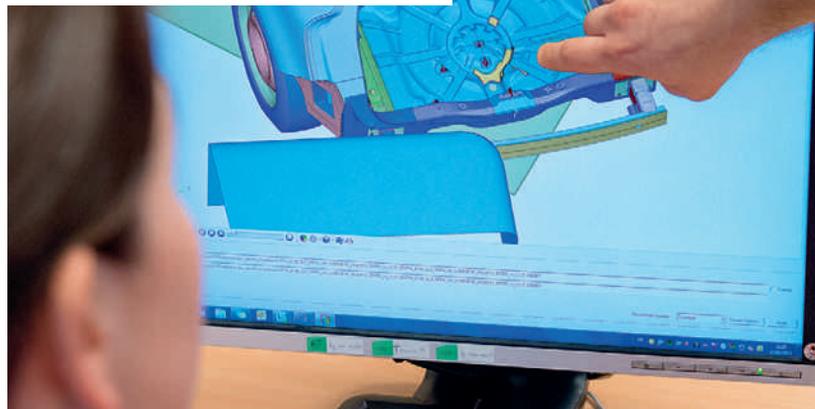
Opened in 2002, Σ-Sigmattech is Plastic Omnium's international body components R&D center. Its teams manage innovation programs in light weighting and aerodynamics to develop the body modules and structural components of tomorrow. They also develop new projects, from design to validation in the site's pilot plant.

50



## PROVEN DEVELOPMENTS

Collaborative work enables optimization of all project phases – design, simulation, development – through the real-time exchange of information between Σ-Sigmattech and the division's global development centers. Σ-Sigmattech has 75 dedicated engineering positions (modeling) and 20 dedicated to computation/simulation.





**6**  
HA OF LAND

**16,000**  
M<sup>2</sup> OF  
CONSTRUCTED  
SURFACES

**7,000**  
M<sup>2</sup> OF  
INDUSTRIAL  
BUILDINGS AND  
LABORATORIES

**8,000**  
M<sup>2</sup> OF  
ENGINEERING  
OFFICES

**450**  
PEOPLE  
DEDICATED  
TO R&D

**12**  
NATIONALITIES

## AN INTEGRATED PLANT

Σ-Sigmattech's pilot plant reproduces full-scale industrial processes of each division site in the world. It has three presses, including one dedicated exclusively to composite materials; four paint lines, including two robotic lines

equipped with a choice of several types of robotic painting; and an assembly line. At this unique and flexible facility, projects can be tested and optimized to ensure successful production transfers and launches in plants.



PREPARING A 40-KM/H “LEG”  
IMPACT TEST.

## IMPACT MANAGEMENT AND PEDESTRIAN SAFETY

Since 1998, Plastic Omnium has developed unique expertise in low and moderate-speed impact absorption through its overall expertise of materials, processes and architecture. Research on high-performance composite materials and their implementation will enable the offering of new product lines that are even more efficient in terms of shock absorption or weight reduction. Σ-Sigmattech's laboratory equipment reproduces all forms

of bumper impact, up to 40 km/h, on bumpers, fenders and hood, including a detailed analysis of the impact on the leg, femur or head of a child or adult pedestrian struck by the front of a vehicle. Testing on a dummy leg or head is used to validate implemented systems. The tests reduce the injuries to real pedestrians' legs or head and meet the regulations of international and independent organizations such as the Euro NCAP.

## ANALYSIS OF PAINT MATERIAL CHARACTERIZATION.

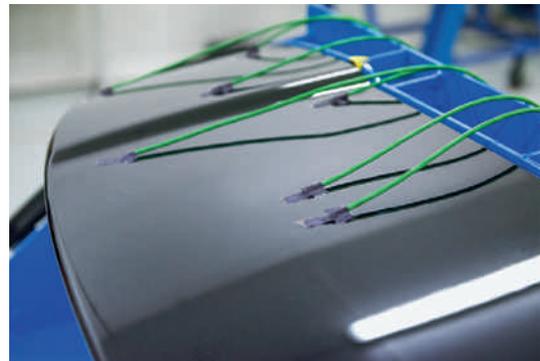


LIKE OTHER CENTERS OF THE AUTO EXTERIOR DIVISION'S GLOBAL DEVELOPMENT NETWORK, THE LOZORNO (SLOVAKIA) CENTER WORKS CLOSELY WITH  $\Sigma$ -SIGMATECH AND IS PRIMARILY DEDICATED TO WORKING WITH GERMAN AUTOMAKERS.

## OPTIMIZING PERFORMANCE

In addition to its "shock" laboratory,  $\Sigma$ -Sigmatech's materials analysis laboratory studies the mechanical characterization and chemical and rheological properties of components and materials as well as colorimetry and surface aspects. The laboratory is also capable of assessing the sustainability of products through sunshine cabins, vibration or slash test benches. All means, when combined with numerical calculations, of reducing validation time.

53



ELECTRONIC INSTRUMENTATION FOR THERMAL TESTS OF AN AERODYNAMIC COMPONENT.

## INNOVATION

# COMPOSITES, A TECHNOLOGICAL SHIFT

WITH ITS LONGTIME EXPERTISE IN TRANSFORMING COMPOSITE MATERIALS AND WITH ITS MCR SUBSIDIARY SPECIALIZING IN THEIR MANUFACTURE, PLASTIC OMNIUM IS PARTICULARLY WELL PLACED TO PROMOTE HIGH PERFORMANCE AUTOMOTIVE SOLUTIONS. TWO CHALLENGES LOOM – OPTIMIZATION OF MATERIAL COSTS AND CYCLE TIME – WHICH ARE THE FOCUS OF AN AMBITIOUS INNOVATION PLAN.

COMPOUNDING PROTOTYPES USING DIFFERENT QUALITY FIBERS (GLASS, CARBON...) AND WEAVING (UNIDIRECTIONAL, WOVEN, CUT...) ARE PRODUCED AT MCR. THESE MATERIALS ARE THEN TESTED ON Σ-SIGMATECH'S PRESSES.

THERE WILL BE WIDE APPLICATIONS FOR HIGH-PERFORMANCE COMPOSITES IN THE STRUCTURAL VEHICLE COMPONENTS BY 2019.

RECYCLING OF PLASTICS SUCH AS POLYPROPYLENE AND COMPOSITE MATERIALS IS ALSO AN IMPORTANT AREA OF RESEARCH FOR PLASTIC OMNIUM, INCLUDING POSSIBLE DEVELOPMENT OF RECYCLED THERMOPLASTIC COMPOSITES AND THE USE OF RECYCLED CARBON FIBER.





# OUR FUNDAMENTAL VALUES

To continue to grow smoothly, Plastic Omnium remains true to the values that have guided its development, with corporate social responsibility at the heart of its strategy.



PLASTIC OMNIUM, A COMPANY OF DYNAMISM.

# COMMITMENTS OF A COMPANY IN MOTION

58

## Employees by region

**22,000**  
EMPLOYEES

**42%**  
WESTERN EUROPE  
(FRANCE 24%)

**13%**  
EASTERN EUROPE

**22%**  
ASIA

**18%**  
NORTH AMERICA

**5%**  
SOUTH AMERICA  
AND AFRICA

THE PORTION OF PLASTIC OMNIUM'S  
WORKFORCE LOCATED  
IN ASIA INCREASED FROM 3% IN 2004  
TO 22% IN 2014.





**Plastic Omnium continues in its commitment to sustained and responsible development: responsible for ensuring the company's economic performance and sustainability; responsible for improving the environmental performance of its sites and products; responsible for employee well-being and development.**

#### **BRINGING THE 'PO Way' TO LIFE**

Plastic Omnium is entering a new phase of growth that is transforming its technology, geographic and human profile. But, through it all, the company continues to observe three cardinal rules in conducting its business activities: ethics, safety and respect for people, and to transmit the 'PO Way' to all its teams.

To sustain Plastic Omnium's own management approach, the Executive Committee meets regularly with local management and visits production sites. Annual conventions of the three divisions and the Top 100 meeting provide opportunities for exchanges between the Chairman, the Executive Committee and the management teams on the company's strategy and direction. In addition, integration seminars introduce new employees to Plastic Omnium's culture upon their arrival.

#### **SOCIAL RELATIONS: SUSTAINED DIALOG**

Consistent with the principles of the Global Compact, Plastic Omnium involves employee representatives in the company's operations as part of a process of constructive social relationships. 30 unions are represented globally and 157 committees meet regularly with Group and site management. Each year, the Chairman and the Vice President for Human Resources participate in a meeting of the European Consultative Committee with 31 delegates representing eight European countries. In 2014, 147 agreements were signed on terms of employment, wages and benefits.

The agreement reached in 2010 with the UAW in Huron in the U.S. was renewed in 2014 after negotiations conducted by local teams of the Auto Inergy Division.





# SAFETY: DEMONSTRATED COMMITMENT

WORK ON ERGONOMIC  
DESIGN AND WORKSTATION  
MODIFICATION ARE PART OF TRAINING PLANS  
DEDICATED TO GESTURES AND POSTURES.

**The safety of people and property is the focus of a highly structured process aimed at the eradication of accidents. Plastic Omnium is particularly vigilant in organizing its work processes to take into account workstation ergonomics, safety and the employability of its people.**

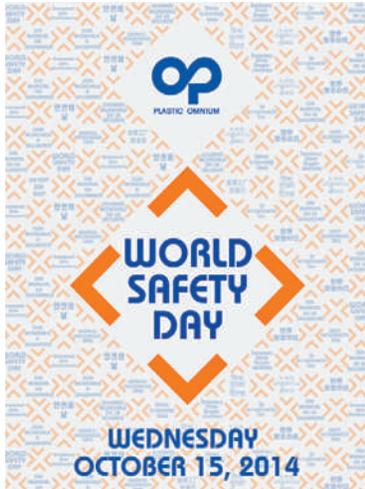
## FIRST WORLD SAFETY DAY

On October 15, 2014, more than 20,000 people in 29 countries participated in the first World Safety Day, observed in the Group's 17 languages. The day mobilized all employees around the daily issues of safety. Several entities used the day to develop educational stands to illustrate potential risks associated with our activities. Group senior managers were fully involved in the day, with Executive Committee members discussing the event's deployment via multiplex between Asian, American and European sites.

Participation by each employee in the event was marked by enthusiasm and creativity, adding to the special dynamism of the day, aimed at increasing ongoing involvement and long-term performance.

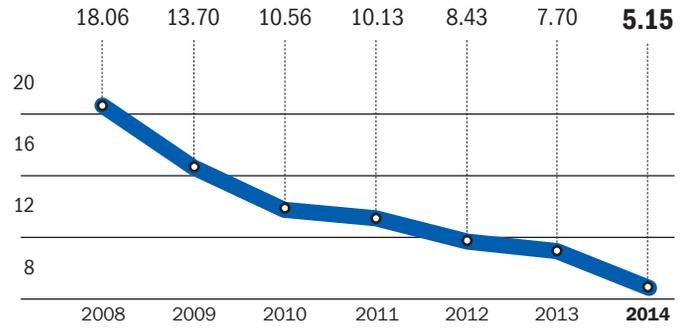
In addition to World Safety Day, other initiatives were launched in 2014:





### CONTINUING Tf2 IMPROVEMENT

Frequency rate of accidents with and without lost time.



creation of a “near miss” indicator that adds to the measures reviewed by the Executive Committee, strengthening the HSE network, the launch by Auto Exterior of a driver ergonomics program and distribution in 17 languages of a document on “non-negotiable” safety rules.



33,857 TOP SAFETY VISITS DURING THE YEAR,  
OR 1.51 PER EMPLOYEE.





# RECRUITMENT AND RETENTION TO SUPPORT GROWTH

## A WORLD OF INTERNATIONAL OPPORTUNITY

To implement its technology leadership strategy and support the opening of new sites, Plastic Omnium actively recruits, respecting the Global Compact principles of non-discrimination and equal opportunity. In 2014, 20% of managers recruited were women. The company promotes the mobility of managers and gives priority to internal candidates in filling open positions,

a key to retaining and promoting talented, high-potential employees. At the new Chattanooga plant in the U.S., for example, 30% of the team came from other Plastic Omnium sites or are expatriates.





# 40,000

VISITORS TO THE NEW CAREER SITE SINCE IT WENT ONLINE IN OCTOBER 2014.

## 248%

INCREASE IN GLOBAL WORKFORCE DURING THE PAST 10 YEARS

## 3,000

RECRUITED IN 2014, INCLUDING 634 MANAGERS

## 13%

OF MANAGERS INVOLVED IN MOBILITY IN 2014, COMPARED WITH 9% IN 2013

## 50

NATIONALITIES REPRESENTED IN THE GROUP INCLUDING 25 IN MANAGEMENT TEAMS





THE GLOBAL PRODUCTION SITE  
IN LUBLIN (POLAND) FOR ADM MODULES USED  
IN DINOx SYSTEM HAS SEEN THE NUMBER  
OF EMPLOYEES INCREASE BY 77%  
BETWEEN 2013 AND 2014.



# 24.45

HOURS OF TRAINING  
PER PERSON IN 2014.



## DEVELOPING TALENT

The annual interviews conducted with all managers provide Plastic Omnium's management with a solid base of information. Training needs and mobility aspirations are discussed during the meetings and contribute to a positive climate of cooperation between the company and its managers. Through the Topnet e-learning platform on the company's intranet, 9,550 employees are able to access 130 training modules (all languages). The curriculum includes specific programs on electronics and mechatronics to help increase these expertise subject areas throughout the company. In addition, more than 500 shared spaces dedicated to professional or project communities can be found on the company's collaboration portal.

In 2014, a new program, Starter, was launched for site management teams. Designed to reinforce executives' managerial and leadership skills in the early years of their careers, Starter themes include Leadership and Communication, Finance, Human Resources, HSE and company history. Initiated in China and the U.S., the program helps reinforce a common culture and procedures with managers.





# RESPECTING THE ENVIRONMENT

72

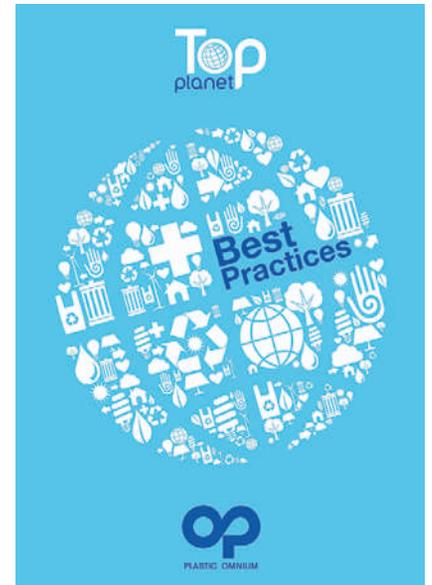


WHEELS OF ROLLING BINS  
PRODUCED FROM TIRE GRANULES.

## GLOBAL RESPONSIBILITY

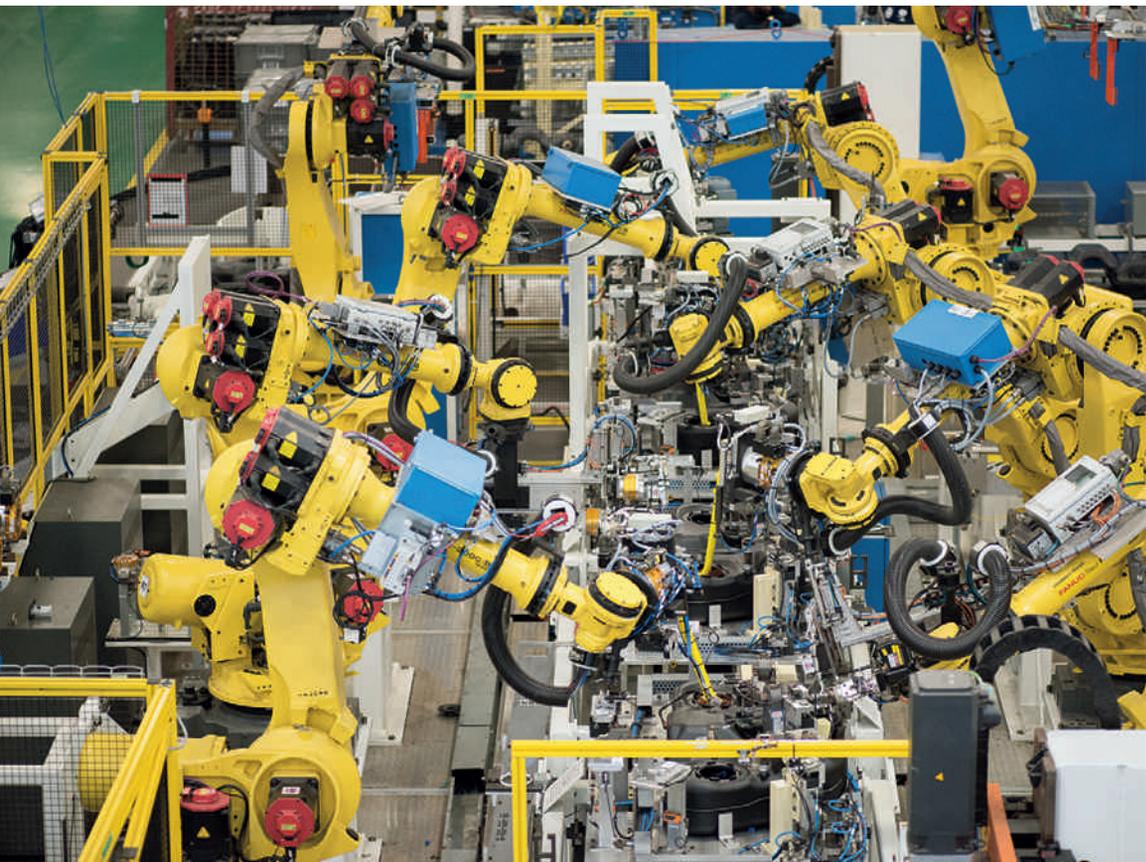
Respect for the environment is part of Plastic Omnium's strategy. It is based first on the constant expansion of solutions introduced to the market to improve the environmental performance of vehicles and optimize the sorting and recycling of waste.

It is also underpinned by an eco-design approach through which the product life cycle is analyzed to optimize the carbon footprint. As a founding member of the Research in Eco-design and Recycling association (Cluster), Plastic Omnium also participates in programs to develop recycling capacity for auto parts at the end of their useful life and for vehicles to reach the 2015 targets for recycling and recovery targets set at 95%. The Environment Division continues its research to increase the proportion of recycled material in the bins it manufactures.



Plastic Omnium also is committed to reducing the impact of its activities on the environment through Top Planet, its program to reduce energy consumption, deployed globally as part of the company's energy policy. New initiatives taken in 2014 include distribution of new "best practices" flyers, creation of a steering committee and deployment of an electricity consumption analysis methodology. A wide number of improvement initiatives are helping sites prepare for ISO 50001 energy management certification.

DEPLOYMENT OF ENERGY  
CONSUMPTION ANALYSIS  
FOR INDUSTRIAL SITES.



# 8

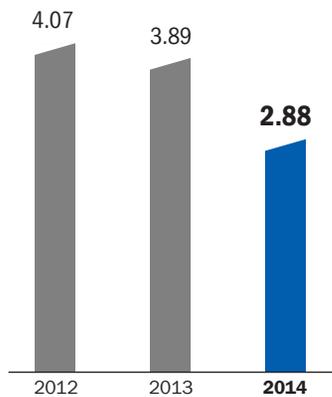
ISO 50001-CERTIFIED SITES.

REFLECTING ITS STRONG  
COMMITMENT TO REDUCING  
ENERGY CONSUMPTION, PLASTIC  
OMNIUM HAS ALREADY OBTAINED  
ISO 50001 CERTIFICATION FOR  
EIGHT OF ITS SITES JUST TWO  
YEARS AFTER ITS PUBLICATION.  
THE COMPANY PLACES A HIGH  
PRIORITY ON REINFORCING THE  
DEPLOYMENT OF BEST PRACTICES  
IN ORDER THAT THE SITES MOST  
ADVANCED IN ENERGY  
MANAGEMENT HAVE THE  
OPPORTUNITY TO OBTAIN THIS  
NEW CERTIFICATION.

# CSR PERFORMANCE

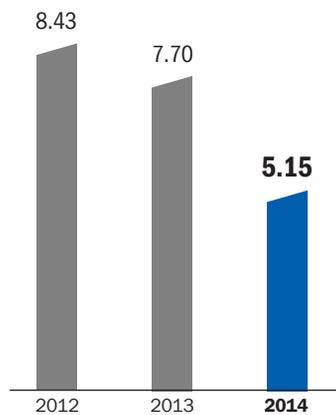
## FREQUENCY RATE OF ACCIDENTS WITH LOST TIME – Tf1

in number of accidents per million hours worked.



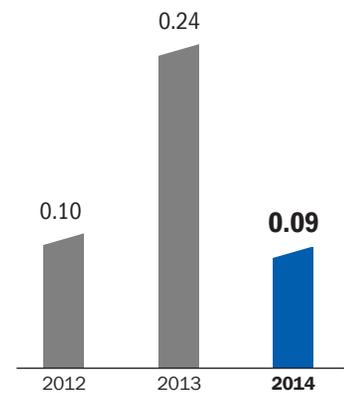
## FREQUENCY RATE OF ACCIDENTS WITH AND WITHOUT LOST TIME – Tf2

in number of accidents per million hours worked.



## SEVERITY OF WORKPLACE ACCIDENTS – TG

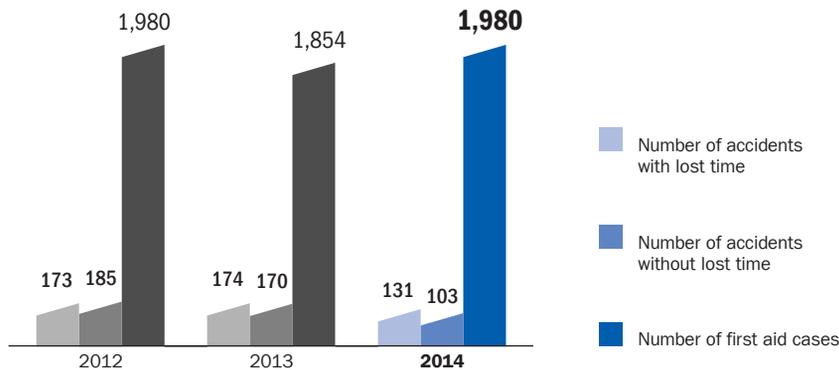
in number of days lost due to accidents per thousand hours worked.



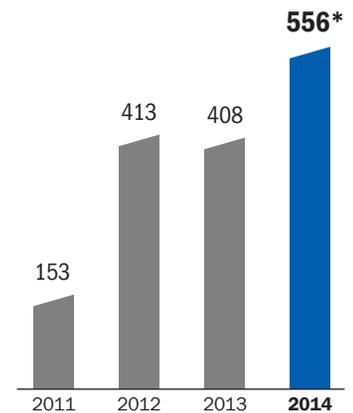
74

## ACCIDENT EVENTS

indicators include Plastic Omnium full-time and temporary employees.

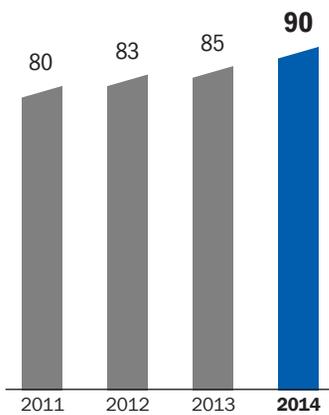


## NUMBER OF MANAGERS TRAINED IN TOP SAFETY

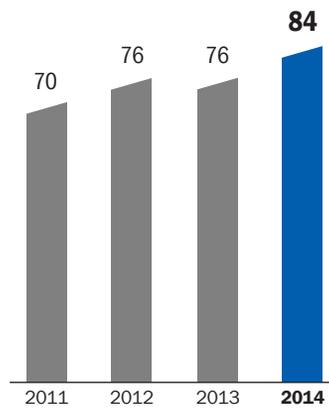


\* 270 managers + 286 technicians and maintenance agents.

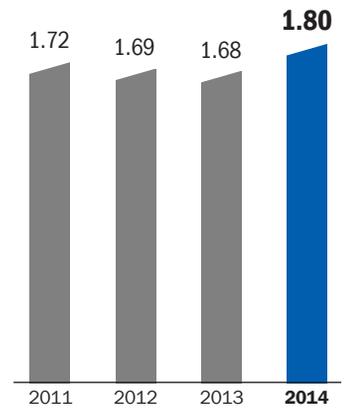
NUMBER OF  
ISO 14001-CERTIFIED SITES



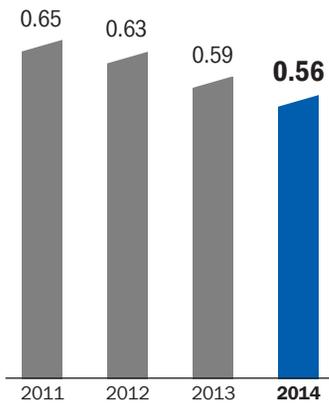
NUMBER OF  
OHSAS 18001-CERTIFIED  
SITES



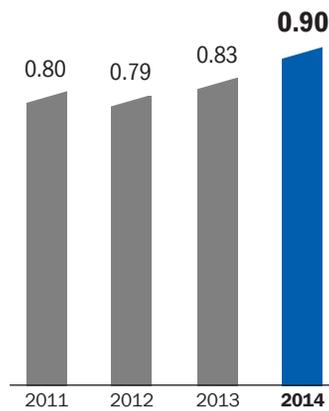
ELECTRICITY  
CONSUMPTION IN KWH  
PER KG OF PROCESSED  
MATERIAL



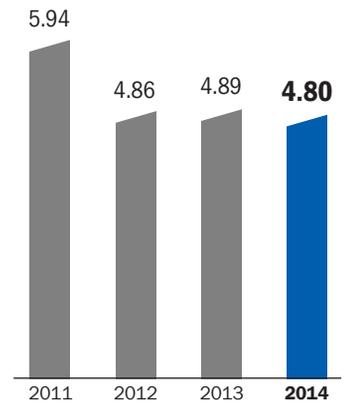
GAS CONSUMPTION  
IN KWH PER KG  
OF PROCESSED MATERIAL



GREENHOUSE GAS  
EMISSIONS IN KG OF CO<sub>2</sub>  
PER KG OF PROCESSED  
MATERIAL



WATER CONSUMPTION  
IN LITERS PER KG  
OF PROCESSED MATERIAL





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