

2012



GLOBALIZATION, INNOVATION, TALENT

×

BUSINESS REVIEW



PLASTIC OMNIUM

CONTENTS



The Year in Review 01	Board of Directors 18
24 hours at Plastic Omnium 02	Executive Committee 20
Message from the Chairman 16	Key Figures 22



GLOBALIZATION

28

Our Automotive
Business

30

Our Environment
Business

36



INNOVATION

42

Lighter Vehicles, Lower Emissions

44

Our Products and Services
for Tomorrow

48



TALENT

54

Preparing the Future

56

A Company Focused
on Values and Individuals

60

Health, Safety
and the Environment

62



FINANCIAL SUMMARY

70

THE YEAR IN REVIEW



Independent, innovative and present in key large markets, Plastic Omnium pursued its strategic commitment to growth in 2012 while strengthening its global leadership positions in its two businesses:

AUTOMOTIVE — exterior and structural components, and fuel and emissions-control systems.

ENVIRONMENT — products and services for waste management and urban installations.

In 2012, Plastic Omnium generated €4.8 billion in revenue.



107
PLANTS

29
COUNTRIES



14
R&D CENTERS

5%
OF REVENUE
ALLOCATED TO R&D



21,000
EMPLOYEES

OF WHICH
75%
OUTSIDE FRANCE



24 HOURS AT PLASTIC OMNIUM

LYON

TOGLIATTI

NANJING

PUNE

P. 02



Somewhere around the world, at any time of day or night, one of Plastic Omnium's facilities is operating. The Company's men and women are wholly committed to providing automobile manufacturers and local communities with products and services that make a difference. Here's a brief tour of some of our facilities.



FRANCE
– Lyon

International
R&D Center



RUSSIA
– Togliatti

Plastic Omnium
Auto Inergy plant



INDIA
– Pune

Plastic Omnium
Auto Exterior plant



CHINA
– Nanjing

Plastic Omnium Auto
Exterior-YFPO plant



UNITED STATES
– Troy

Automotive
Development Center



BRAZIL
– Rio de Janeiro

A high-profile contract for
Plastic Omnium Environment

RIO DE
JANEIRO



P. 04

Lyon, France
International R&D Center

2:00 PM

GMT +1

Plastic Omnium Environment Design Office:
customized waste container solutions.

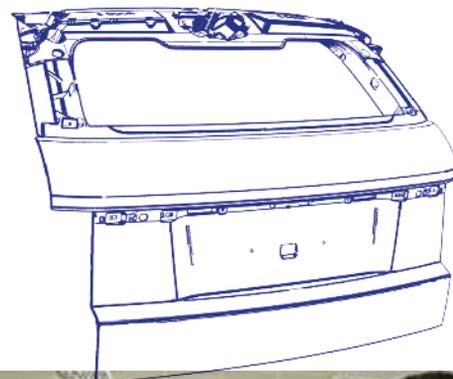


Mold for validating new high-performance composite materials.

The journey begins in Lyon, in the Plastic Omnium Auto Exterior and Plastic Omnium Environment International R&D Center.

×

Σ - Sigmatech, where 550 employees work, is a unique melting pot of skills and capabilities. Its engineers and technicians are in daily contact with Plastic Omnium's global R&D network and with automobile manufacturers.



IN THE HEART OF THE NETWORK

×

To ensure maximum efficiency, Σ - Sigmatech operates in full network mode, whether for regular exchanges between research, business profession, laboratory and development teams or for skills sharing with development and engineering centers around the world. At a time when Plastic Omnium is pursuing large-scale projects to make automobile components and composite materials lighter, training sessions held at Σ - Sigmatech enable teams worldwide to embrace this challenge as well as the related technological capabilities.



Workstations at Σ - Sigmatech are equipped with 35 computation applications that evaluate materials, static performance, thermo-mechanic properties, crash tests and processes.



Togliatti, Russia
Plastic Omnium Auto Inergy plant

×

5:00 PM

GMT +4

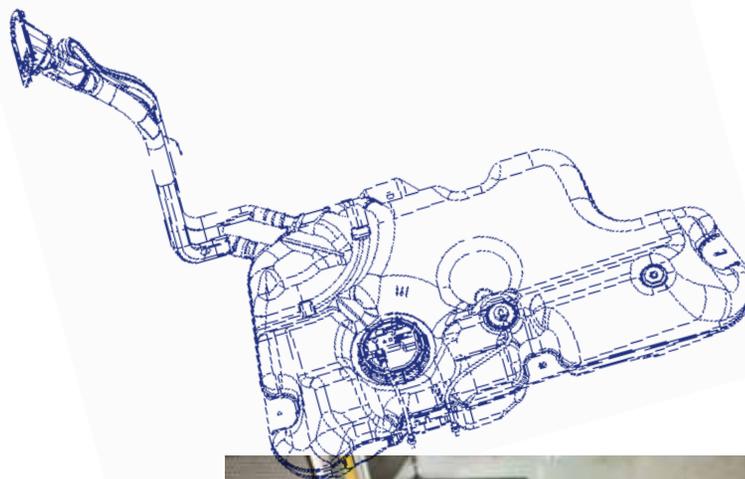
✕
 Here in Togliatti, the Russian automotive center that dates from the 1960s, Plastic Omnium Auto Inergy produces fuel systems for a fast-growing market. Located near the site operated by Renault AvtoVAZ, the plant's main customer, the plant also supplies fuel systems for Ford and Nissan.



Assembling the fuel system for the Lada Granta.

A SUCCESSFUL INTEGRATION

✕
 Present in Russia since 2009, Plastic Omnium Auto Inergy joined with market leader Detalstroykonstruktsiya (DSK) to create a joint venture in which the Company holds a majority 51% stake. The integration program enabled the rapid alignment of IT systems, production processes, human resources management methods, and health, safety and environmental guidelines to Plastic Omnium standards. Deployment of the PO WAY was also stepped up by inviting the joint venture's executives to attend the Company's Top Management meeting and integration seminar, as well as the first purchasing seminar organized by the two Automotive Divisions in France.



Fuel system signed at the ceremony on 30 August 2012.



Inauguration ceremony for the joint company held on 30 August 2012 in the Togliatti plant.



Pune, India
Plastic Omnium Auto Exterior plant



6:30 PM

GMT + 5 1/2

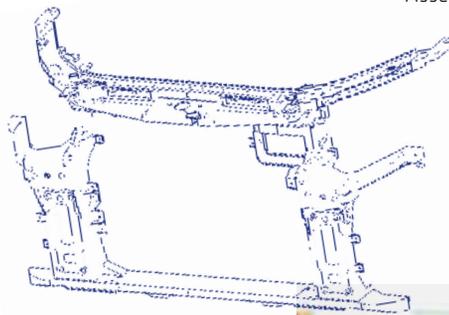
×
 Pune is India's third-largest automobile center, after Delhi and Vellore, where the Company also operates plants. In 2012, Plastic Omnium acquired all outstanding shares in its auto exterior components business in India to strengthen its development strategy in the country.



Assembly line for rear bumpers to equip the Mahindra XUV 500.



The award from Mahindra & Mahindra presented to the Plastic Omnium Auto Exterior plant in 2012.

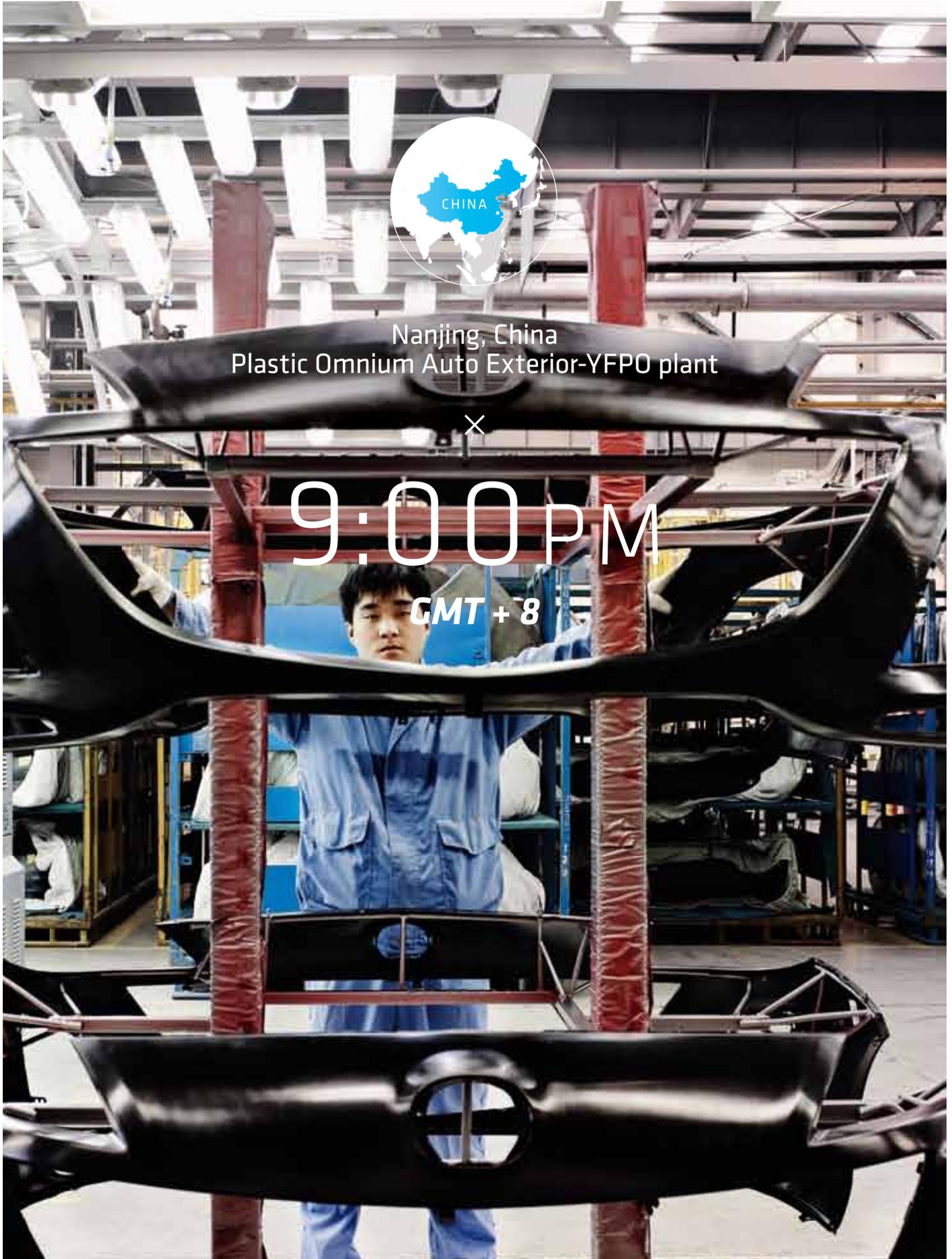


THE TREND TOWARD PLASTIC

×
 Opened in late 2009, the Pune plant produces parts for General Motors, Mahindra & Mahindra and Skoda/Volkswagen. In 2012, the facility received a Product Development Excellence Award from Mahindra for the design, development and manufacture of the fenders and the structural front-end unit for the XUV 500. This was the first time that the versions of the two components made with thermoplastics and composite materials had been produced in India. The two programs demonstrated the market's growing interest in solutions that make vehicles lighter. This burgeoning interest in plastic is also a growth driver for Plastic Omnium Auto Inergy, whose fuel systems are increasingly replacing metal counterparts.



Metrology laboratory at the Pune plant.



Nanjing, China
Plastic Omnium Auto Exterior-YFPO plant



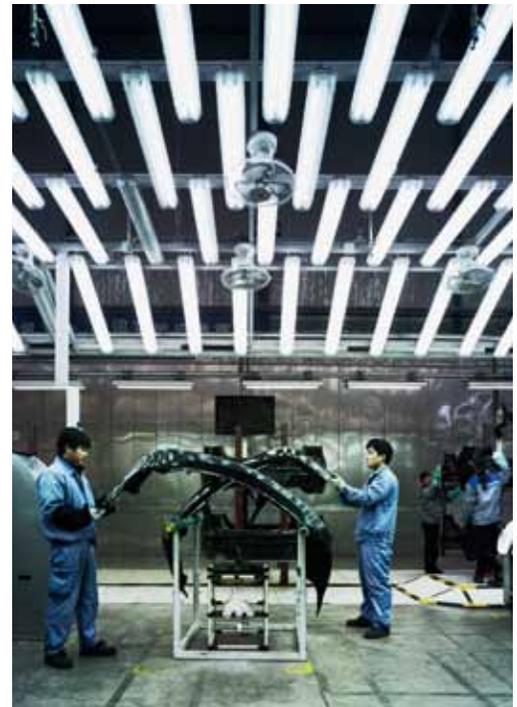
9:00 PM

GMT + 8

✕ Capital of Jiangsu province, Nanjing is home to one of the Company's 13 plants in China. Plastic Omnium is continuing to invest to increase production capacity for exterior automobile components and fuel systems in a country where over 17 million vehicles were produced in 2012 and 25 million are forecast in 2016.



Situated near Shanghai, Nanjing is one of the hubs of China's automobile industry.



Quality control of parts coming off the paint line.



LEADER IN THE WORLD'S LARGEST MARKET

✕ In 2007, YFPO had 600 employees and two plants. When the company celebrated its fifth anniversary in July 2012, it had seven plants, a development center and 2,000 employees. In just five years, YFPO has become the leading producer of bumpers in China. This position is due to the excellent business model created by Plastic Omnium and Yanfeng Visteon and to the fact that the partners decided very early on to work together in China. With four new plants under construction, Plastic Omnium will have a total of 17 plants at year-end 2013, a change in scope that clearly indicates its commitment to developing in the country.



Opened in 2008, the Nanjing plant launched series production of bumpers for the Volkswagen Lavida and Santana and the Skoda Rapid in 2012.



Troy, Michigan (US)
Plastic Omnium Auto Exterior and Plastic Omnium
Auto Inergy development center



8:00 AM

GMT - 5

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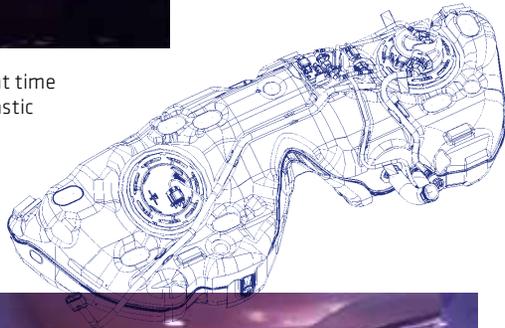
Welcome to Troy, in the suburbs of Detroit, the historic capital of the American auto industry. In a clearly rebounding market, Plastic Omnium reported sustained sales and deeper backlog with both American and Asian automobile manufacturers as well as with European carmakers operating in the United States and Mexico.



The Renaissance Center, headquarters of the General Motors Company in Detroit.



Optimizing program development time is one of the keys to ensuring Plastic Omnium's competitiveness.



**A POWERFUL IMAGE
AND A COMPREHENSIVE OFFER**

×

The US development centers for the Company's two Automotive Divisions, along with their administrative and sales teams, were brought together in the same building in 2012. Bringing together the Plastic Omnium Auto Exterior and Plastic Omnium Auto Inergy teams also underscored the Company's comprehensive offer for carmakers operating in North America. What's more, Plastic Omnium's innovative solutions that reduce pollutants, lower evaporative emissions and make vehicles lighter are more relevant than ever in a country whose emissions-control regulations are among the strictest in the world.



Plastic Omnium Auto Inergy showroom in the entrance to the development center.

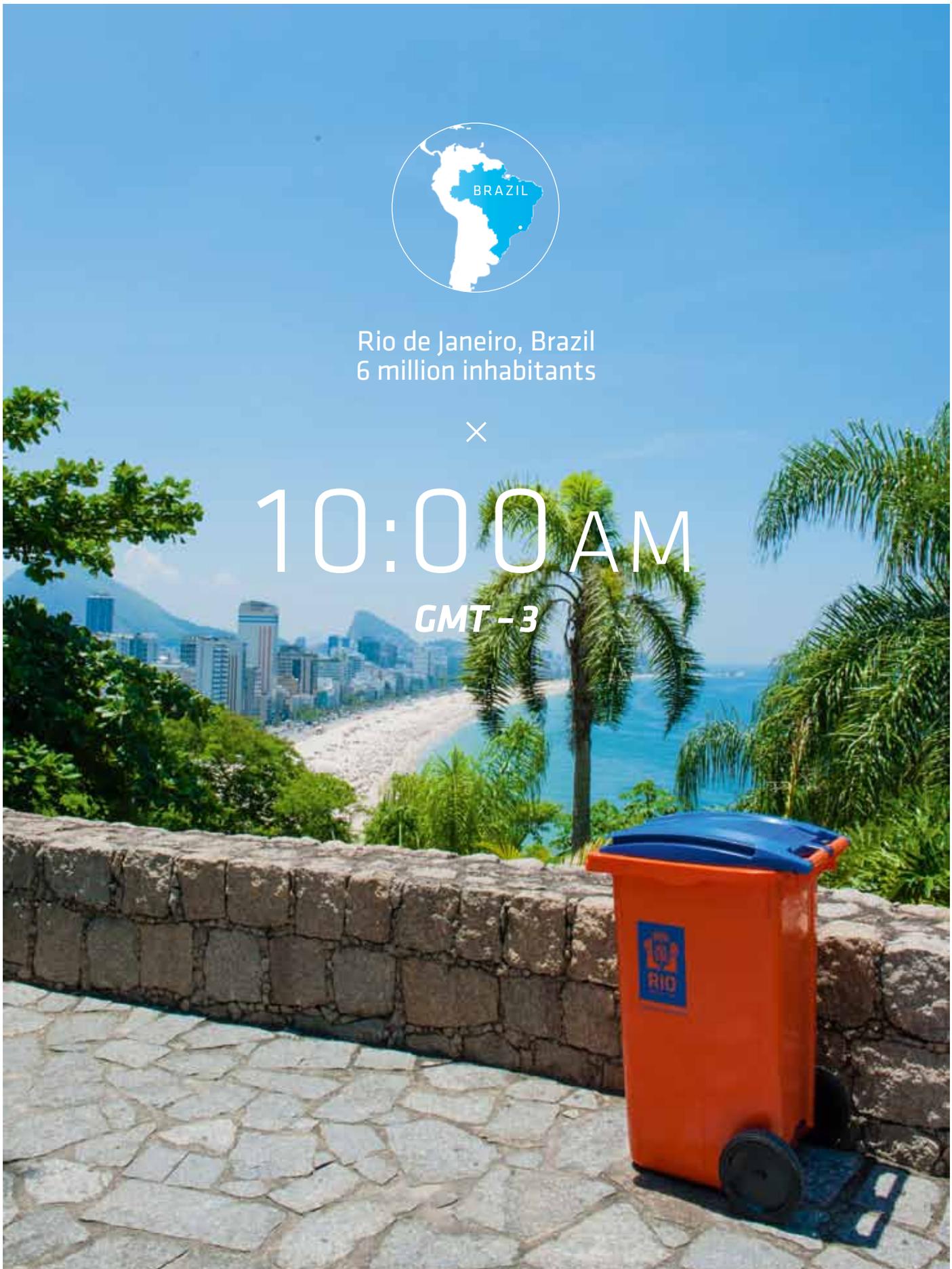


Rio de Janeiro, Brazil
6 million inhabitants



10:00 AM

GMT - 3



✕
 Rio de Janeiro, Brazil's second largest city, has installed Plastic Omnium's Green Made containers. The choice illustrates the success the Company has had in promoting its sustainable development policies to local communities, which are also committed to the principles of environment responsibility and corporate citizenship.



A popular destination for tourists, Rio de Janeiro is preparing to host the Olympic Games in the summer of 2016.



The Comlurb team and Rio de Janeiro Mayor Eduardo Paes receiving the first Green Made bins in spring 2012.

**100% GREEN MADE:
 THE ENVIRONMENTALLY FRIENDLY
 ALTERNATIVE**



The City of Rio de Janeiro contracted with Plastic Omnium Environment to supply and deploy 50,000 "100% Green Made", 240-liter wheeled household waste bins, which are manufactured with plant-based polyethylene made of ethanol derived from non-food sugarcane. The first bins were delivered by the plant in Langres, France, one week before the opening of the United Nations Conference on Sustainable Development (Rio+20) held in June 2012. Representing an alternative to bins made with fossil-based polyethylene, the containers reduce manufacturing-related greenhouse gas emissions by around 85%.



Made entirely of plant-based plastics, Green Made bins are fully recyclable.



MESSAGE FROM LAURENT BURELLE

CHAIRMAN AND CHIEF EXECUTIVE
OFFICER OF PLASTIC OMNIUM



In 2012, we posted record-high results and reaped the rewards of our sustained spending in international expansion and innovation, which we maintained during the crisis in 2009-2010.

Our revenue reached €4.8 billion, or \$6.2 billion, lifted by the dynamism of the automobile market in North America and Asia. Our operating margin and net profit were higher than ever before. Our backlog increased by 20% with additional contracts that reflected the growing success of our new products and our faster expansion in growth regions. At €168 million, our free cash flow after capital expenditure was again considerable and our gearing stood at 47%, its lowest level since 1999.

A strategic focus on independence and growth

We need to have sufficient financial resources both to continue investing in geographic expansion, innovation and new models for customers and to constantly lower our overheads by rationalizing our production base as needed. That's the key to the strategy that we are pursuing and which ensures our Company's independence and future growth.

Shared rules

With 85% of our revenue generated in international markets, we also need an organization capable of capturing market growth in increasingly complicated regions and ensuring that governance, management and safety rules are shared across the enterprise. Aware of these challenges, in 2012 we strengthened our programs for integrating and training employees, making our facilities safer and decentralizing our organization.

“We strengthened our programs for integrating and training employees, making our facilities safer and decentralizing our organization.”

Accelerating the pace of investment

In an automobile market that is expected to grow again in 2013, our diversified customer base and broad-based geographic presence should enable us to outperform our markets once again this year. We’re going to continue increasing production capacity outside Europe, where demand from automobile manufacturers remains high, while also investing heavily in the development of ever-more environmentally friendly products. We’ve allocated a capex budget of €1.2 billion for the 2013-2016 period. In this way, we’re strengthening our global leadership in all our businesses, from exterior components and fuel systems to waste containerization products and services.



“2012 was another year of profitable growth for Plastic Omnium.”

A long-term vision

Backed by a stable family shareholder group, which increased its holding in 2012, and by a clearly defined strategy and ample financial resources, Compagnie Plastic Omnium has the advantages it needs to pursue its profitable growth. I would like to thank our customers, both carmakers and local communities, for their trust, our shareholders for their loyalty, which has been rewarded by a sharp rise in the share price, and our 21,000 employees for their unwavering commitment.

Laurent Burelle

BOARD OF DIRECTORS



At 1 January 2013, the Board of Directors was composed of twelve members, of whom seven were independent. The Board met four times in 2012.

Independence and freedom of judgment

The Board of Directors is composed of members with outstanding, complementary expertise in management, industry and finance. Seven of them are independent, meaning they have no relationship with the Company, its group or the management of either that might compromise their freedom of judgment.

With three women directors, Plastic Omnium already complies with French legislation requiring companies to increase the number of women Board members to 20% in 2014.

Role

The Board studies all issues concerning the Company and its operations, carries out any controls and procedures that it feels are appropriate, verifies the consistency of the accounts and accounting policies, and approves the parent company and consolidated financial statements. The Board of Directors met four times in 2012, with an average attendance rate of 92%.

Audit Committee

The Audit Committee is comprised of three independent Directors.

A new Chairman is appointed every three years, on a rotating basis. It reviews the accounts and accounting policies and studies all issues that may have a financial impact on the Company and reports its findings to the Board of Directors. The committee met three times in 2012.

Compensation Committee

The Compensation Committee is comprised of the Board's only independent directors. It meets once a year to discuss compensation paid to senior executives and officers as well as criteria for granting and exercising stock options.

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**For more information about the Company's corporate governance** see the Chairman's report in the Annual Report, which can be downloaded at [www.plasticomnium.com](http://www.plasticomnium.com) or received on written request.



—  
01  
**LAURENT BURELLE**  
(since 1981), 63, Chairman  
and Chief Executive Officer

—  
02  
**PAUL HENRY LEMARIÉ**  
(since 1987), 66,  
Chief Operating Officer

—  
03  
**JEAN-MICHEL SZCZERBA**  
(since 2012) 52, Chief  
Operating Officer

—  
04  
**ÉLIANE LEMARIÉ**  
(since 2009), 67,  
Representative  
of Burelle SA

—  
**CORPORATE  
SECRETARY:**  
Jean-Luc Petit

—  
05  
**JEAN BURELLE**  
(since 1970), 74,  
Honorary Chairman

—  
06  
**ANNE ASENSIO\***  
(since 2011), 50

—  
07  
**ANNE-MARIE COUDERC\***  
(since 2010), 63

—  
08  
**JEAN-PIERRE ERGAS\***  
(since 1990), 73,  
Member of the Audit  
Committee

—  
**FRANCIS GAVOIS**  
Director until  
26 April 2012

—  
**THIERRY DE LA TOUR  
D'ARTAISE**  
Director until  
17 October 2012

—  
09  
**JÉRÔME GALLOT\***  
(since 2006), 53, Chairman  
of the Audit Committee

—  
10  
**PROF. DR.  
BERND GOTTSCHALK\***  
(since 2009), 69

—  
11  
**VINCENT LABRUYÈRE\***  
(since 2002), 62,  
Member of the Audit  
Committee

—  
12  
**ALAIN MÉRIEUX\***  
(since 1993), 74

\* Independent director.



01  
**LAURENT BURELLE**  
Chairman and Chief  
Executive Officer

04  
**ERIC AUZEPY**  
President, Plastic Omnium  
Auto Exterior

08  
**RODOLPHE LAPILLONNE**  
Group Chief Financial Officer  
and Executive Vice President  
Information Systems

02  
**PAUL HENRY LEMARIÉ**  
Director  
Chief Operating Officer

05  
**PIERRE LECOQ**  
President, Plastic Omnium  
Auto Inergy

09  
**ADELINE MICKELER**  
Executive Vice President,  
Corporate Planning  
and M&A

03  
**JEAN-MICHEL SZCZERBA**  
Director  
Chief Operating Officer

06  
**MICHEL KEMPINSKI**  
Chairman, Plastic Omnium  
Environment

10  
**JEAN-LUC PETIT**  
Corporate Secretary –  
Vice President, Legal Affairs  
  
Chairman of the Internal  
Control Committee

07  
**PHILIPPE HUGON**  
Executive Vice President –  
Human Resources

11  
**JEAN-SÉBASTIEN BLANC\***  
Vice President –  
Human Resources

\* Associate member of the Committee.

# EXECUTIVE COMMITTEE



The Executive Committee, which has management and decision-making powers, meets once a month.

## Managing the strategy

The Executive Committee has 11 members: the Chairman and Chief Executive Officer, the two Chief Operating Officers and five senior executives for corporate functions and three for the Company's worldwide operations. Meeting more often than once a month if necessary, the Committee is responsible for managing and deploying the Company's strategy. It also exercises control over Plastic Omnium's joint companies.

## Managing growth

The Executive Committee manages the Company's financial and sales performance and reviews its capital spending and R&D projects. At the end of the first half, it analyzes the five-year strategic plans for the Divisions and the Company as a whole, which help to shape the budget approved in December. It also monitors the development of the Company's health, safety and environment (HSE) programs by reviewing key indicators once a month. Executive Committee members attend Corporate HSE Committee meetings, which are chaired by Laurent Burelle. At the meetings, the Committee's objectives are defined and reviewed and program budgets are validated.

It also meets once a year during People Review sessions to identify the Company's management needs and help retain high-potential individuals.

## Vigilance and responsiveness

The Executive Committee diligently manages cash flow from operations and controls overheads. All of its decisions are guided by vigilance, responsiveness and a spirit of anticipation. In recent years, the Executive Committee has organized work sessions with local managers in the Company's main production regions: Europe, North and South America, and Asia.

~~~~~  
*“All of its decisions are guided
 by vigilance, responsiveness and
 a spirit of anticipation.”*
 ~~~~~

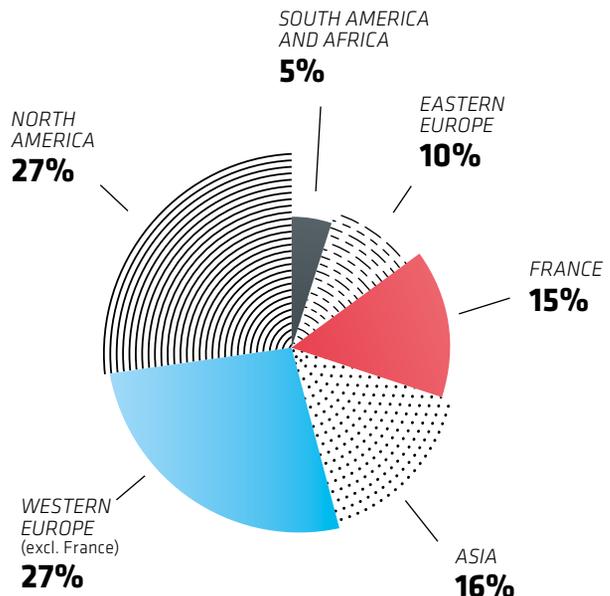
# OUR BUSINESS PERFORMANCE



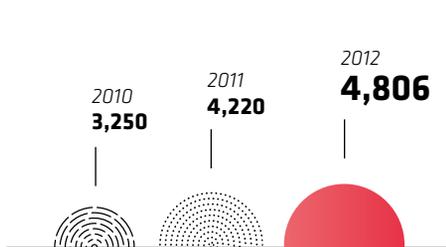
REVENUE  
In € billions



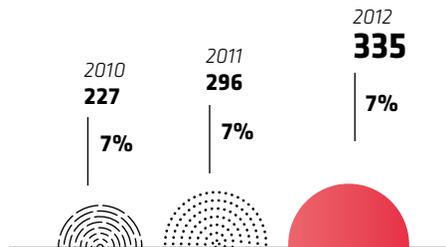
REVENUE  
by region



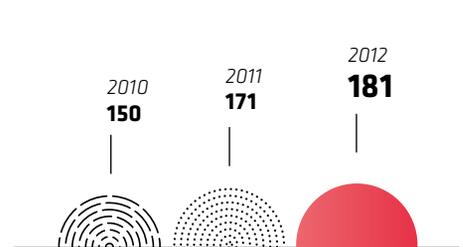
CONSOLIDATED REVENUE  
In € millions



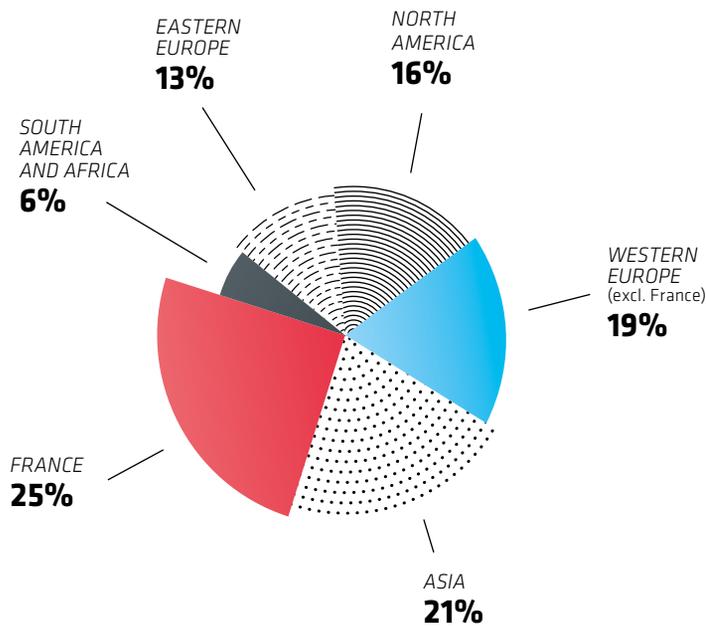
OPERATING MARGIN  
In € millions and as a % of revenue



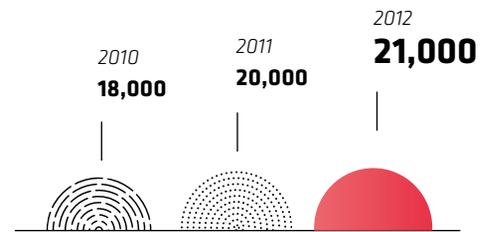
NET PROFIT  
In € millions



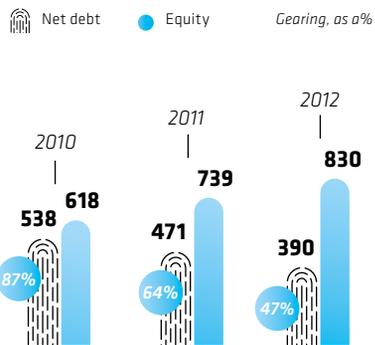
EMPLOYEES  
by region



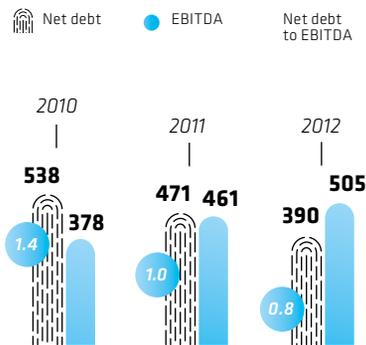
NUMBER OF EMPLOYEES



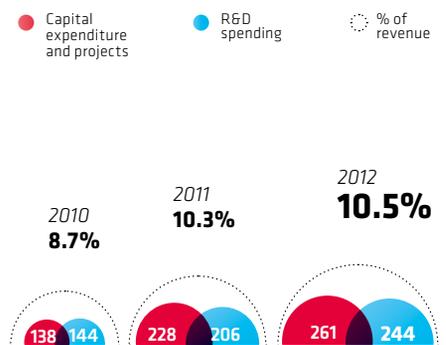
NET DEBT TO EQUITY  
In € millions



NET DEBT TO EBITDA  
In € millions



R&D AND CAPITAL EXPENDITURE  
In € millions

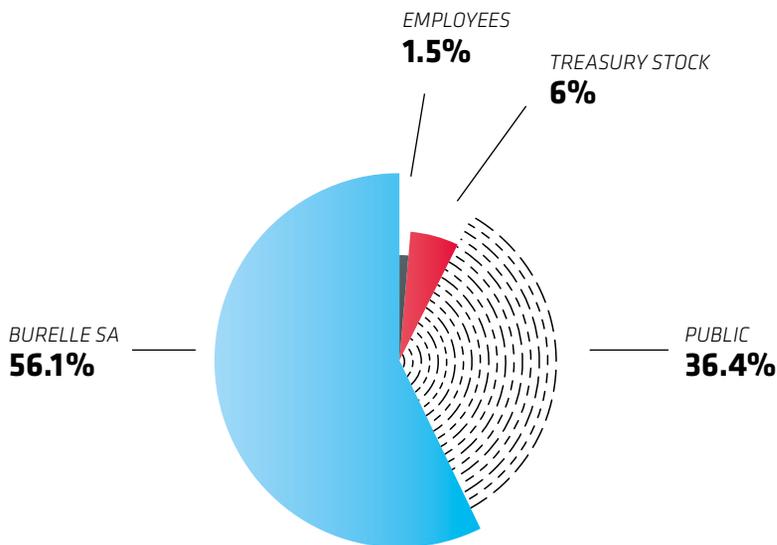


# THE PLASTIC OMNIUM SHARE



The information provided to private shareholders, investors and financial analysts enables them to better understand Plastic Omnium's strategy, performance and outlook, as part of a long-term relationship.

SHAREHOLDER STRUCTURE  
as of 31 December 2012



*"The share price rose by 47% between 1 January 2012 and 31 December 2012."*

### Capital reduction:

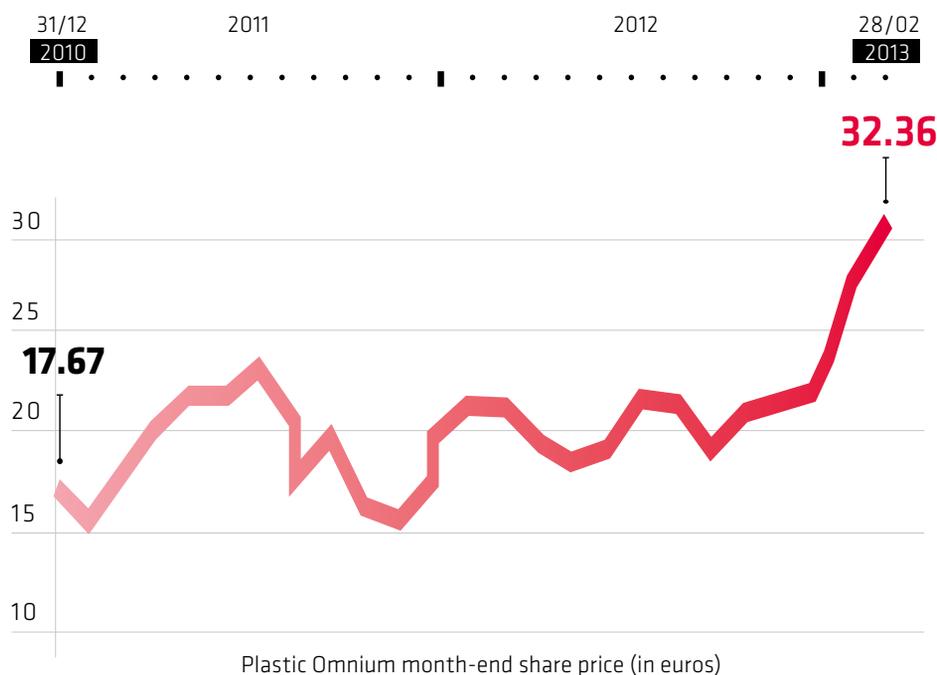
Following the cancellation of 924,790 shares held in treasury on 12 September 2012, Compagnie Plastic Omnium had share capital of €8,782,031.19 divided into 51,659,007 ordinary shares with a par value of €0.17. As in 2011, this capital reduction strengthened the control of the Burelle SA family shareholder group, which increased its share from 55.1% to 56.1%.

### An active investor relations strategy

One year after the tour of  $\Sigma$  - Sigmatech, Plastic Omnium's international R&D center, journalists, financial analysts and investors were invited to Compiègne to visit Plastic Omnium Auto Inergy's R&D center where they were given a presentation of the Company and its strategy, with a special focus on the latest automotive emissions-control innovations.

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.

COMPAGNIE PLASTIC OMNIUM SHARE PERFORMANCE



SHARE DATA

|                                              | 2010  | 2011  | 2012  |
|----------------------------------------------|-------|-------|-------|
| Market value (at 31 December, in € millions) | 935   | 808   | 1,177 |
| Dividend per share (in €)                    | 0.47* | 0.69* | 0.76  |

\* Adjusted for the three-for-one share split on 10 May 2011.

FINANCIAL CALENDAR



**24 January 2013**

2012 revenue announced

**28 February 2013**

2012 earnings announced

**18 April 2013**

First-quarter data announced

**24 July 2013**

2013 interim earnings announced

**17 October 2013**

Third-quarter data announced

SHAREHOLDER CALENDAR



**Shareholders' Meeting**

25 April 2013

**Dividend paid**

3 May 2013

**Toll-free number**

0800 777 889

**Management of registered shares**

BNP Paribas Securities Services

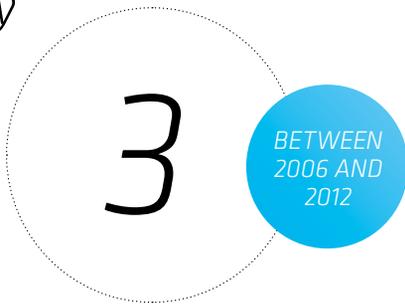
Tel.: + 33 (0)826 109 119

# SUSTAINABLE DEVELOPMENT

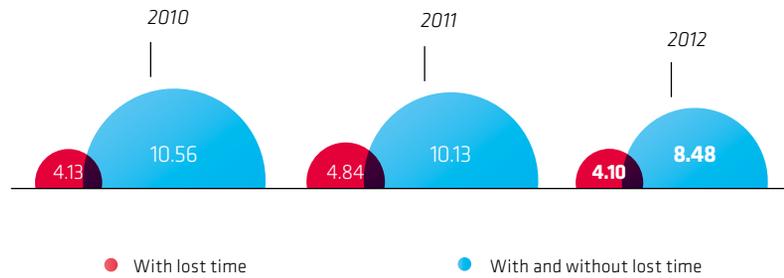


ACCIDENT WITH AND WITHOUT LOST TIME

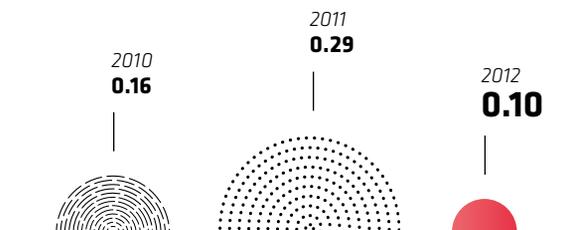
Divided by



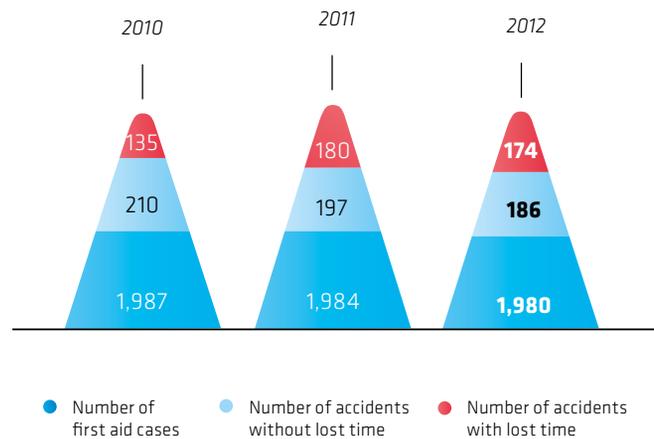
ACCIDENT FREQUENCY RATE  
Number of accidents per million hours worked



ACCIDENT SEVERITY RATE  
Number of days of accident-related lost time per 1,000 hours worked.



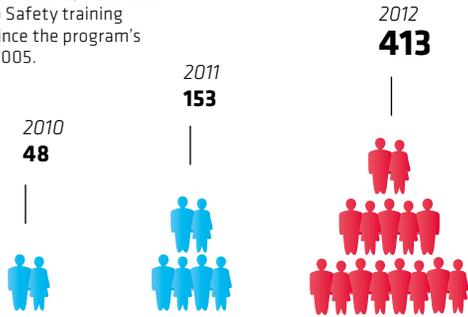
TYPE OF ACCIDENTS



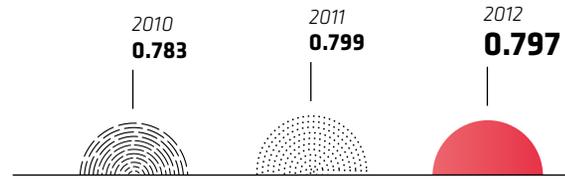
The indicators released concern Plastic Omnium employees and temporary workers.

NUMBER OF MANAGERS TRAINED IN TOP SAFETY

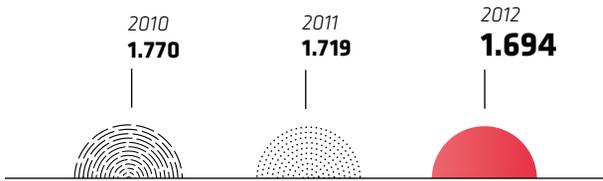
A total of 1,023 managers, of which 413 in 2012, have taken part in Top Safety training sessions since the program's launch in 2005.



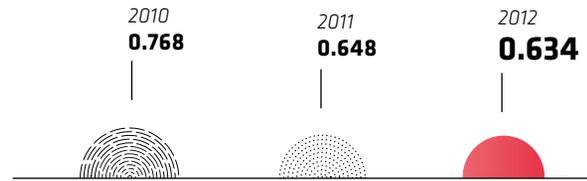
GREENHOUSE GAS EMISSIONS  
in kg of CO<sub>2</sub> per kg of processed material



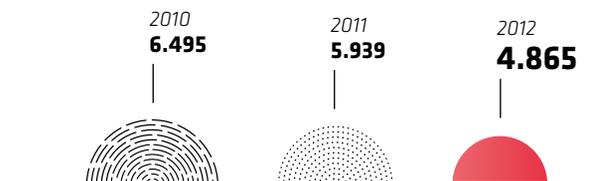
ELECTRICITY CONSUMPTION  
in kWh per kg of processed material



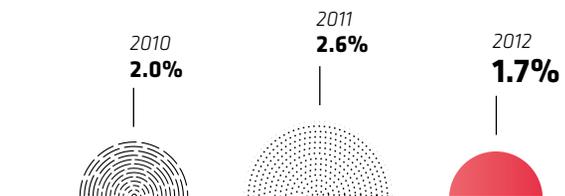
GAS CONSUMPTION  
in kWh per kg of processed material



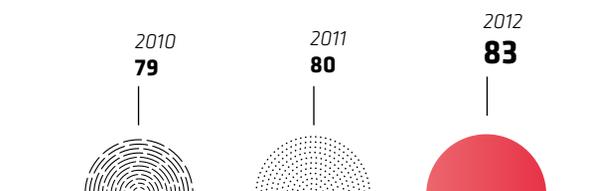
WATER CONSUMPTION  
in liters per kg of processed material



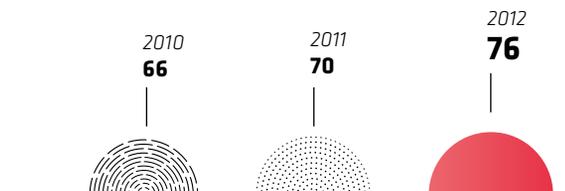
FINAL WASTE PRODUCED BY INDUSTRIAL FACILITIES  
as a % of processed material



NUMBER OF FACILITIES ISO 14001-CERTIFIED



NUMBER OF FACILITIES OHSAS 18001-CERTIFIED





# LEADERSHIP

*driven by*

## GLOBAL EXPANSION

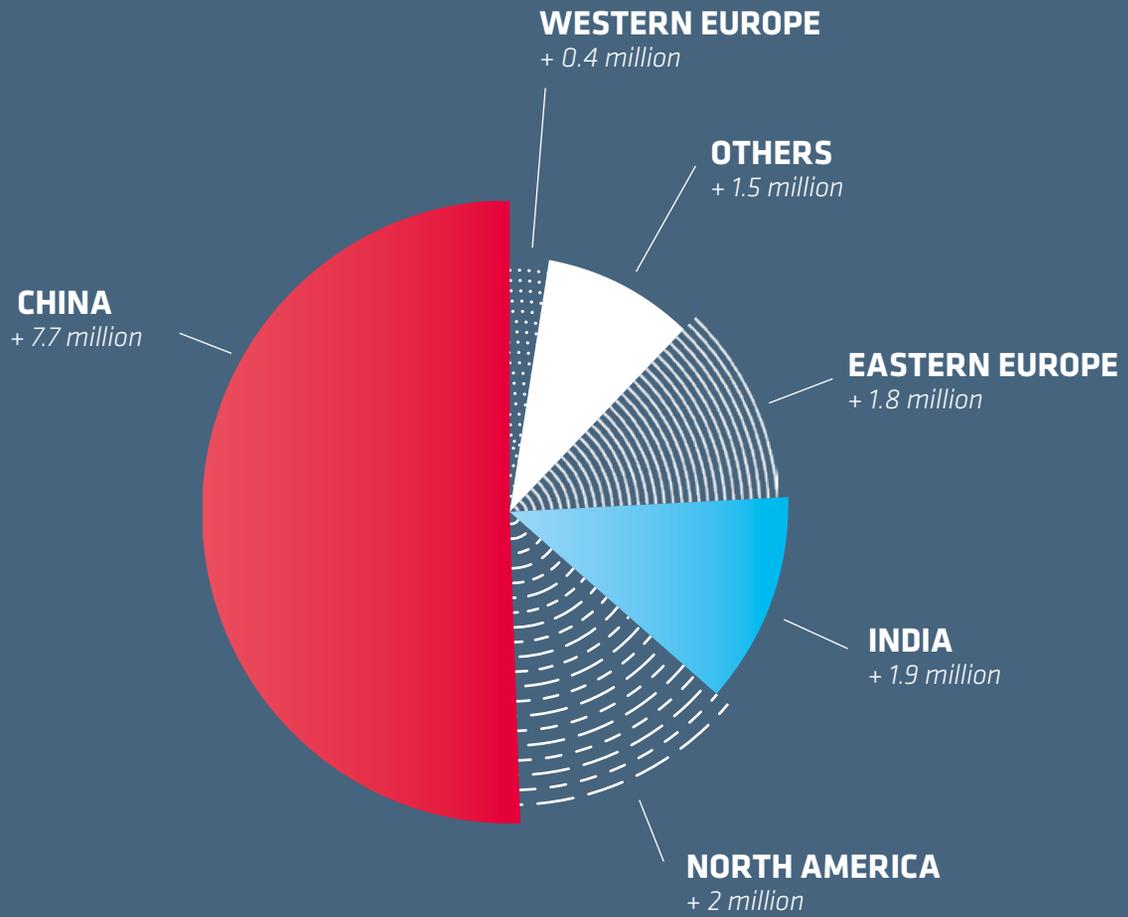


A global player and leader in its two businesses, Plastic Omnium is pursuing its growth in the world's largest markets.

Backed by a sustained investment policy, which is one of the foundations of its strategy, the Company generated 85% of its revenue outside France in 2012.



**Worldwide automobile production, 2012-2016**  
**15 MILLION MORE VEHICLES PRODUCED WORLDWIDE**

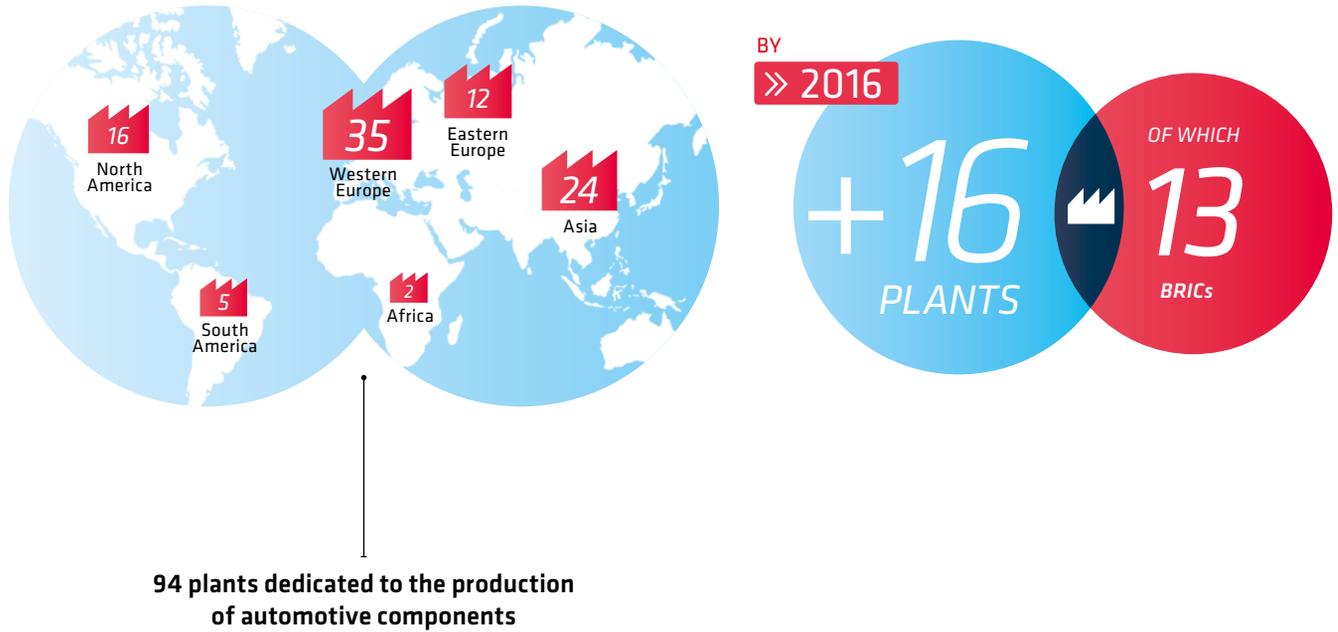


In millions of vehicles (light-duty vehicles) – Source: IHS, January 2013.

THE AUTOMOBILE MARKET

Faster development  
in growth regions

To support the development of the worldwide automobile market, Plastic Omnium strengthened its already extensive production base and R&D resources in 2012. Its capital spending initiatives in high-potential regions are enabling it to take advantage of a large number of opportunities and to consolidate its positions in a balanced manner for the future.



# OUR AUTOMOTIVE BUSINESS



**By 2016, most growth in the global automobile market will be in the BRICs. That's why Plastic Omnium is concentrating most of its investment in these countries while also strengthening its positions in other regions.**

Some 80 million vehicles were manufactured in 2012, although production varied depending on the region, with a decline in Western Europe and an increase in other markets. While weak growth is expected in 2013, worldwide automobile production should increase by an average of nearly 5% a year between 2012 and 2016, with the BRICs accounting for 70% of that growth and for 40% of production volume in 2016.

### A new leap forward in the BRICs

The world's leading automobile country, China has become a competitive market in which Plastic Omnium has operated since 2005. In that short time, it has made a mark that clearly attests to the validity of its strategy. In 2012, the Company launched 30 production programs in China and is aiming for 25% of the country's bumper market and 12% of its fuel system market in 2016. To meet these goals, the trend toward replacing metal parts with plastic components still has considerable growth potential, and even more in Russia and India.

*"2012: 50% of new orders booked in the BRICs."*

Plastic Omnium Auto Inergy is also pursuing its international development, bringing the plant in Sorocaba, Brazil on stream in June 2012 and announcing the construction of a third plant in Russia - in St. Petersburg - to supply Nissan, General Motors and Ford.

### Growing use of composite materials

In Europe, Plastic Omnium opened two plants dedicated to the manufacture of parts made of composite materials - in Hams Hall, UK and Arevalo, Spain - to supplement its French and Chinese production base and enable the Company to support the ramp-up of these product lines. One example is the Higate line of hybrid (composite/thermoplastic) tailgates, which represents a remarkable source of future growth.

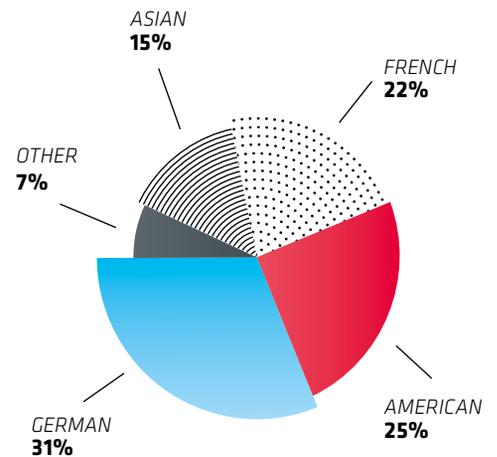
*"Objective for 2016: 20% of automotive revenue generated in the BRICs."*

### Superior performance and industrial excellence worldwide

In all its facilities, Plastic Omnium deploys a rigorous system based on standardized processes to ensure quality, performance and reliability. The Company is capable of managing complex programs intended to create competitively differentiated vehicles and to develop global platforms that make it possible to optimize the design and production of components hidden inside

A BALANCED PORTFOLIO  
Automotive revenue by carmaker nationality

Automotive revenue: €4,343 million



the vehicle, such as fuel systems. For such projects, Plastic Omnium's global presence provides a key advantage for supporting carmakers' sales and production strategies.

The Company is very well positioned in promising segments, such as premium vehicles with the BMW X5 and X6, and the Audi Q5, Q7, A1, A4, A6 and A8; entry-level vehicles like the Renault Logan, Skoda Superb and Volkswagen UPI; and new concept vehicles such as the Range Rover Evoque compact SUV.

# AUTOMOTIVE

# OUR 2012 SUCCESS STORIES

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P. 32



## WORLDWIDE

### A YEAR SHAPED BY PROGRAM LAUNCHES

In 2012, the Automotive business launched 98 new programs in all. Of the total, 15 concerned new offers in the areas of vehicle weight reduction, recycling and diesel vehicle emissions-control systems.

### AWARDS

#### A QUALITY AWARD FROM TOYOTA

In December 2012, Toyota presented Plastic Omnium Auto Inergy with a World Quality award in recognition of the Division's ability to manage projects involving global platforms while complying with high quality standards. In April 2012, Toyota also presented the plant in Vellore, India with a Best Quality Supplier Award for Etios, the first plastic fuel system ever produced in the country.





## UNITED STATES

### A MAJOR FACILITY IN HURON TO SUPPLY FORD

The new facility in Huron, Michigan, the second-largest Plastic Omnium Auto Inergy plant worldwide with a surface area of 30,000 sq.m, was brought on stream in August 2012. Built to produce fuel systems for Ford, it can house up to eight blow-molding lines. With the new plant, the Company has strengthened its presence in North America and become a key global partner to Ford.



## MEXICO

### TWO CAPITAL PROJECTS TO SUPPORT VOLKSWAGEN

To fill an order from Volkswagen, Plastic Omnium Auto Inergy has built its second plant in Mexico, in Puebla, which began delivering fuel systems for the Jetta in November 2012. In addition, Plastic Omnium Auto Exterior installed a new paint line at its plant in Puebla, where bumpers for the new Golf 7 are manufactured.



## MOROCCO

### ESTABLISHING A Foothold IN NORTH AFRICA

Plastic Omnium Auto Inergy opened its first plant in Morocco, at Renault's new industrial park in Melloussa, near Tangiers. Since January 2012, the plant has produced fuel systems for the Dacia Sandero and the Dacia Lodgy, a compact MPV that is the latest addition to Renault's low-cost family.





**POLAND**

**TWO OPERATIONS**

In response to the faster development of automobile production in Eastern Europe, Plastic Omnium built its first plant in Poland – in Gliwice – in 2010. One year later, the Company acquired Plastal Poland and its plants in Poznan and Gliwice. Today, the two plants in Gliwice manufacture components for Audi, BMW, Fiat, Ford and General Motors/Opel.



**RUSSIA**

**A THIRD PLANT IN THE WORKS FOR 2014**

In April 2012, Plastic Omnium Auto Inergy and Detalstroykonstruktsiya (DSK), Russia’s leading producer of fuel systems, created a joint company. With two plants already in operation, in Stavrovo and Togliatti, both of which work mainly for Renault Dacia and AvtoVAZ, the company announced it would build a new plant in St. Petersburg that will be brought on stream in early 2014. The new plant will enable Plastic Omnium Auto Inergy to meet demand in a fast-growing market and deliver 1.5 million fuel systems in Russia by 2015.





**CHINA**

**MAJOR CAPEX PROJECTS**

Backed by its recent sales successes, Plastic Omnium Auto Exterior, through its YFPO joint company, built four new plants in 2012: in Yizheng to supply Shanghai Volkswagen, in Wuhan for Dongfeng PSA and Dong Feng Motor, in Shenzhen for Chang An PSA, and in Shenyang, where a second plant housing a water-soluble paint line was opened for a program for Brilliance-BMW. In addition, Plastic Omnium Auto Inergy is building two new plants in Shenyang and Guangzhou that will supply General Motors, Toyota and BAIC beginning in 2014.

**FIRST PARTICIPATION IN THE BEIJING AUTO SHOW**

For the first time, Plastic Omnium took part in the Auto China trade show, which was held in Beijing from April 23 to May 2, 2012. The Company presented its new products designed to make vehicles lighter and reduce harmful emissions. The event served to showcase the Plastic Omnium brand for carmakers as well as the general public.



THE ENVIRONMENTAL PRODUCTS AND SERVICES MARKET

An integrated offer  
for sustainable cities

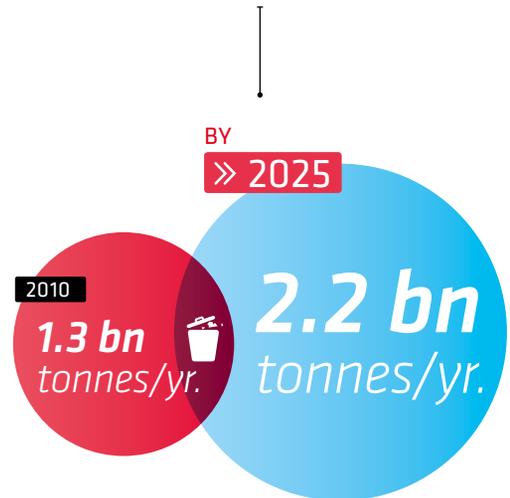
The world leader in waste containerization and management products and services, Plastic Omnium Environment provides integrated solutions that optimize management and treatment costs while improving the living environment.

P. 36



A close-to-the customer presence around the world:  
13 plants, 42 subsidiaries and 110 local agencies

Growth in worldwide household  
waste production



Source: World Bank report, June 2012.

# OUR ENVIRONMENT BUSINESS



## **Plastic Omnium Environment supports government initiatives as well as prevention plans introduced by local authorities to optimize and upgrade waste containerization, collection, and management systems.**

To enhance waste recovery and recycling, containers must be installed in cities and sorting must be improved at the source. These are major challenges that call for ambitious plans. Plastic Omnium Environment delivers customized solutions adapted to each type of habitat and waste, the density of the population and, more generally, the maturity of each country's environmental policies.

*“6,500 underground and semi-underground containers installed in 2012”*

From equipment installed in public areas or individual homes to maintenance service offers and increasingly sophisticated digital management solutions, Plastic Omnium Environment is pursuing a dual commitment to rationalize waste containerization while optimizing costs. In 2012, new territories were entered and new products were introduced in new markets.

## **Voluntary waste disposal systems**

With the 2011 acquisition of Rotherm, one of Europe's leading manufacturers of underground containers, Plastic Omnium Environment clearly positioned itself in the fast-growing market for voluntary waste disposal systems. Because of their large storage capacity, underground containers need fewer collection rounds, thereby reducing truck traffic and, consequently, the community's carbon footprint. What's more, they take up less room in public areas while promoting waste sorting.

From product design to washing and disinfection services provided by a dedicated truck fleet, Plastic Omnium Environment's underground container offer is fully integrated, which makes it unique. Well-established in Europe, these products are gradually being deployed in the Middle East, Asia and South America. In 2012, Plastic Omnium Environment's sales in this area grew considerably and underground containers are expected to generate €100 million in revenue in 2015.

## **A 360° waste management solution**

Plastic Omnium Environment offers an array of services based on its integrated Optisolutions offer. These include RFID chips to identify containers, portable terminals for paperless fieldwork, onboard information systems for trucks, access control systems for voluntary waste drop-off points, remote systems that measure container fill levels, automated fleet management services, geo-positioning and real-time monitoring for trucks and onboard collection assistance services.

Applicable to most products, these tools are dedicated to gathering and managing pre-collection and collection data.

In particular, they enable Plastic Omnium Environment to help communities in France introduce incentive-based invoicing services. These services bill households on the amount of waste produced, thereby encouraging them to sort more effectively. In France, incentive-based invoicing is expected to involve 7% of the population – 4.3 million people – in 2014.

**PLASTIC OMNIUM IS THE EUROPEAN MARKET LEADER FOR CONTAINER IDENTIFICATION SOLUTIONS AND ONBOARD WEIGHING SYSTEMS.**

**8** MILLION  
CONTAINERS EQUIPPED  
WITH AN RFID CHIP

**5.5** MILLION  
MANAGED WASTE PRODUCERS  
IN THE COMPANY'S DATABANKS

**600,000**  
HOUSEHOLDS INVOICED

# ENVIRONMENT

## OUR 2012 SUCCESS STORIES

×



### FRANCE

#### INCENTIVE-BASED INVOICING INTRODUCED IN THE GREATER BESANÇON AREA

With over 180,000 inhabitants and 59 communities, the Greater Besançon area is the first urban community of its size to have broadly introduced incentive-based invoicing. After a successful test phase launched in 2010 that led to a 10% reduction in waste collected and an improvement in the sorting rate, incentive-based invoicing is now practiced throughout the area. Using a dynamic weighing system, collection trucks determine the weight of the waste collected and read the information on the RFID chip inserted in the bins. The system makes it possible to prepare an invoice with a portion that varies depending on the weight of the waste and the number of pick-ups. Incentive-based invoicing is expected to reduce the weight of incinerated waste by 25%, thereby eliminating the need for the community to build a new incinerator.



#### PARTICIPATION IN TWO FLAGSHIP TRADE FAIRS

SULO took part in the IFAT Entsorga trade fair in Munich (Germany) while Plastic Omnium Environment participated in the 25<sup>th</sup> Pollutec trade fair in Lyon (France). For the occasion, its four brands – Plastic Omnium Urban Systems, SULO, TEMACO and Beauvais Diffusion – were brought together on the same stand. At both events, the focus was on the most recent product innovations as well as the advantages of the Division's data management solutions.



## NETHERLANDS

### UNDERGROUND CONTAINERS AND RELATED SERVICES

The town of Zoetermeer in the Netherlands has signed a ten-year renewal of its service contract for more than 2,000 SULO underground containers. Services include maintenance, the deployment of data processing systems and the installation of onboard systems on eight collection trucks.



## SPAIN

### NEW GREEN MADE CONTRACTS

Whether for individual residents or voluntary waste disposal systems, Green Made bins manufactured with plant-based polyethylene continued to make inroads while sending a powerful environmental responsibility message. Contracts signed with the towns of Boadilla del Monte and Altea in Spain also demonstrate local authorities' commitment to pursuing an environmentally friendly approach.



## GERMANY

### A SECOND MOLD TO PRODUCE FOUR-WHEEL BINS AT THE HERFORD PLANT

Demand for four-wheel household waste bins is increasing sharply, especially in Eastern Europe. Already a leading manufacturer of this product, SULO has invested in a second mold to double its production capacity. The new installation also includes an assembly line, shared by the two molds, and an automated waste container extraction device. The Herford plant delivers bins around the world.





**CHINA**

**BREAKTHROUGH IN UNDERGROUND CONTAINERS**

An initial order for underground containers was received from China's Shandong province. With the Automotive Division participating in the Auto China trade fair, Plastic Omnium Environment took advantage of this opportunity to present its line of underground containers, its 100% Green Made bins and its data management services.



**MALAYSIA**

**A NEW MODEL**

Since the country's waste management system was privatized, pre-collection equipment has been installed by collectors operating under concession agreements. Alam Flora and Southern Waste Management chose Plastic Omnium bins for household waste collection services in the Kuala Lumpur region, as did Johor, Melaka and Negeri Sembilan in the south of the country. In all, 300,000 bins were supplied.





## HUNGARY

### A MAJOR CONTRACT

Budapest, the capital of Hungary with some 1.7 million inhabitants, chose Plastic Omnium Environment to provide the city with 403,000 120- and 240-liter wheeled bins. Produced at the SULO plant in Herford, Germany, the bins will be used in equal proportions to collect paper and packaging.



## CHILE

### GREEN MADE ON THE RISE

The town of Vitacura signed an eight-year extension of its service contract for two-wheel bins. The renewal also calls for fossil-based polyethylene bins to be gradually replaced by Green Made bins. In Maipu and Padre Hurtado, also near Santiago, more than 33,000 bins were delivered as part of a door-to-door installation service contract that includes neighborhood meetings to raise awareness of the importance of urban waste management.



## MIDDLE EAST

### A TREND TOWARDS CONTAINERIZATION

The Dubai sales office won new contracts for two- and four-wheel bins in the Middle East, where the use of containers is increasing. A total of 123,000 bins were delivered to Bagdad (Iraq), Kuwait, Muscat (Oman) and Doha (Qatar).





# LEADERSHIP

*driven by*

# INNOVATION



As part of its commitment to making motor vehicles more environmentally friendly, optimizing waste management and reducing the use of natural resources, Plastic Omnium focuses on innovation to create competitive differentiation, drive growth and ensure its leadership.





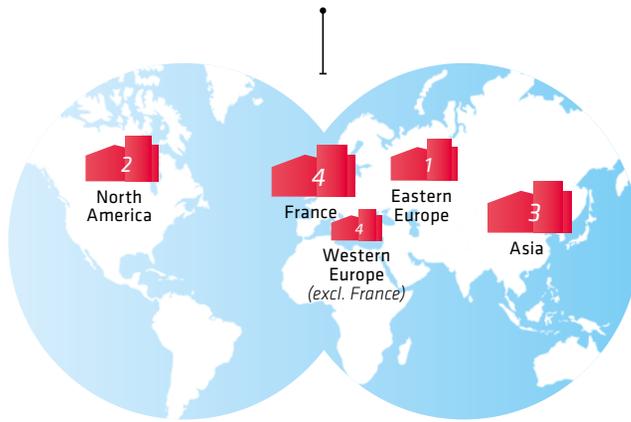
THE DINOx PREMIUM SCR SYSTEM FOR THE DODGE RAM, PRODUCED IN MEXICO.

R & D

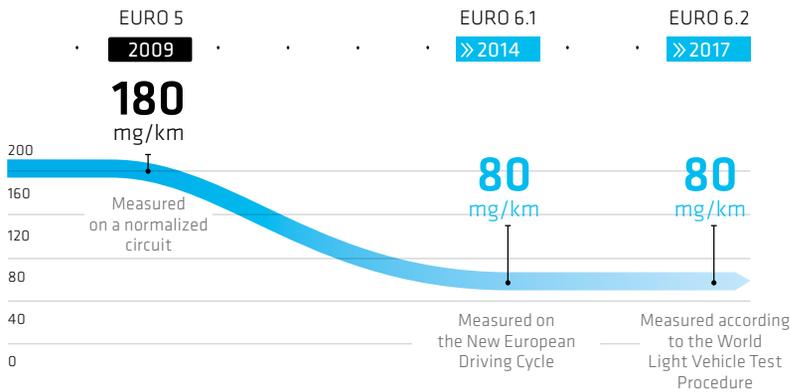
# A key asset

Engrained in the Plastic Omnium's genetic code, innovation is a day-to-day concern. From the initial concept to the final product, the challenge is to rework existing solutions while reducing costs and shortening development cycles.

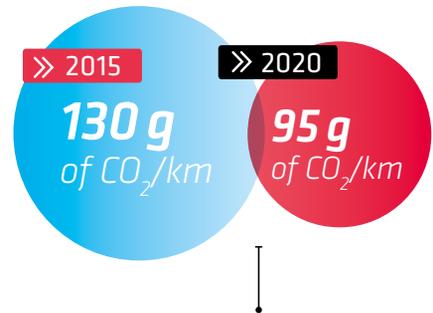
## 14 R&D facilities around the world



## FAVORABLE REGULATIONS FOR PLASTIC OMNIUM'S AUTOMOTIVE BUSINESSES



Reduction target for NOx emissions and maximum emissions threshold



Reduction targets for CO<sub>2</sub> emissions

# LIGHTER VEHICLES, LOWER EMISSIONS



## Plastic Omnium continues to invest to develop optimized solutions and break-through innovations.

In 2012, a total of €244 million was allocated for research and development, equivalent to 5% of revenue. Some 1,400 engineers and technicians work in four global centers dedicated to research activities and technical validations and in ten development centers and engineering facilities that support customer projects in local markets. The Company manages a portfolio of 2,585 patents.

In June 2012, Plastic Omnium announced plans to create a new international research and development center for Plastic Omnium Auto Inergy's activities. Representing an investment of €50 million, the center will be dedicated to accelerating the Division's capacity for innovation in automobile emissions-control and applied electronics for managing the distribution of onboard fluids (fuel and an aqueous urea solution). Located north of Paris in Compiègne, the center will be inaugurated in mid-2014 and employ 500 people.

## Exploring new possibilities

Innovating means staying focused on ways to constantly improve traditional products while maintaining market leadership in bumpers, fuel systems and containerization equipment. Innovating also means pursuing research projects to fine-tune a new line of products and related technologies, such as vehicle rear opening modules. In addition, innovating means questioning traditional solutions and creating full-fledged technological breakthroughs. Today, making vehicles lighter and less polluting are challenges that require close cooperation with automobile manufacturers to rethink the entire car design process.

## Constantly reducing vehicle weight

With deadlines for CO<sub>2</sub> reductions approaching, all auto industry players are striving to optimize vehicle weight. Plastic Omnium Auto Exterior has long provided solutions involving thermoplastics and sheet molding compounds, which are lighter than steel. Since 2012, the Division has produced two hybrid tailgates – for the Peugeot 508 SW and the Range Rover Evoque – each made with thermoplastics and thermosetting resins. Both have many advantages, including weight savings, the

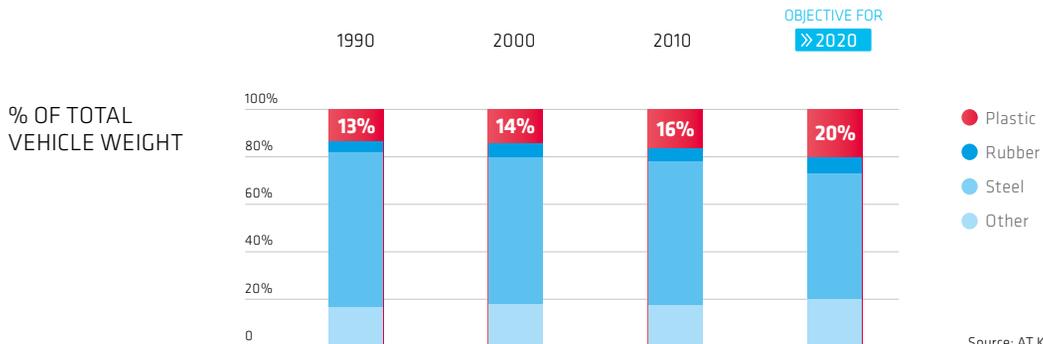
## THE BENEFITS OF WEIGHT SAVINGS



integration of new functions, resistance to mild collisions and the ability to be molded into different shapes.

To make vehicles even lighter, teams at the Σ - Sigmatech R&D center have stepped up their programs to design and develop high and very high performance composites reinforced with fiberglass or carbon fiber. Especially stress- and impact-resistant, these solutions will be developed to find applications in structural body components for series-produced vehicles. Projects to develop floor modules are already being pursued with carmakers.

By 2020, Plastic Omnium will develop bumpers, fenders, thermoplastic fuel systems, composite floor and tailback modules, high-performance composite structural components and other solutions that will help to reduce the weight of passenger cars by 25-30% compared with those fitted with steel parts.



Source: AT Kearney, Plastic Omnium

**Green diesel and hybrid engines**

INERGY's DINOx Premium SCR emissions control solution for diesel engines already meets Euro 6.1 and Euro 6.2 standards. These new regulations will require auto manufacturers to use increasingly efficient emissions-control systems, and INERGY's SCR technology has already demonstrated its effectiveness and should be more widely deployed. Versions adapted to different markets and vehicle ranges are being studied, with the goal of optimizing costs and system architecture. Following the success of the DINOx Premium solution with Audi, Chrysler and General Motors, major production programs are scheduled to begin in 2015, in particular for the Audi A4, Q5, A6 and A8. In 2016, the DINOx Premium system should generate revenue of €250 million.



Dedicated to the recovery and reuse of plastics, the Plastic Recycling facility supplies the Company's plants.

*“DINOx Premium reduces diesel vehicle emissions of nitrogen oxide by 95% and of carbon dioxide by up to 8%.”*

INERGY is also a source of solutions in the design of fuel systems for hybrid vehicles. In this respect, the Division's Twin Sheet Blow Molding (TSBM) technology has proven effective in, for example, managing fuel vapor storage for full-hybrid vehicles. To avoid damage to the shell of the fuel storage unit caused by pressure that may rise to several hundred millibars, INERGY has developed new systems that ensure the tank's mechanical performance.

**New materials: a dual approach**

Environmental protection also means using fewer fossil materials. Plastic Omnium Environment is gradually increasing the percentage of recycled polyethylene in the manufacture of wheeled bins, from around 20% in 2007 to 55% in 2012. Most of this recycled material comes from scrap containers, which are crushed and reformulated at the plant operated by Plastic Recycling, a Company subsidiary. In 2012,

Plastic Omnium Environment introduced a range of four-wheel bins made entirely from recycled polyethylene. This represented a new stage in the Company's proactive commitment to improving its products' carbon footprint.

The second approach deployed by Plastic Omnium to reduce its environmental impact involves the use of non-petroleum polyethylene made from non-food sugarcane. Called Green Made, this fully recyclable material is used in the manufacture of litterbins and two- and four-wheel containers and has the same technical characteristics as fossil-based plastic.

To pursue these two paths, a Materials unit has been created at the Σ - Sigmatech center to optimize these solutions, alongside Plastic Omnium Environment process and injection teams.

IN ALL, PLASTIC OMNIUM'S  
WHEELED BINS INTEGRATE

**55%**

RECYCLED POLYETHYLENE.

**Innovative urban furniture to promote "green" behavior**

Waste containerization equipment is designed to respond to collection requirements, especially with regard to safety. It must provide users with a maximum of comfort and functionalities, including cigarette extinguishers on litterbins, sound-proofing for wheeled bins and ergonomic features adapted to the needs of the mobility impaired. Because its products are prominently featured in the urban landscape, the POenvdesignstudio at Σ - Sigmatech has developed its Your City, Your Design offering to ensure underground, semi-underground and aboveground containers are adapted to each city's local heritage and artistic style. Equipment design represents a major asset for encouraging constituents to develop "green" behavior.

**A new range of aboveground containers**

Following the launch of two aboveground containers – Hubl'O and Volcano – both of which take into account the opinions of users and municipal authorities, Plastic Omnium has introduced Origami. With half of the paper consumed in France neither sorted nor recycled, Origami was specially designed for waste paper as well as for glass. The container is made of non-flammable steel and can be customized.



Origami, whose lines suggest the art of paper folding, has openings at different heights to make the containers easy to use for children and the mobility impaired.

**Innovative products**



TSBM EXPANDING  
IN THE GLOBAL MARKETPLACE



The first application of Twin Sheet Blow Molding (TSBM) technology in the US, the fuel system for the Cadillac ATS sedan complies with strict hydrocarbon evaporative emissions standards, which are especially stringent in North America.



THE FOUR ADVANTAGES OF TSBM



TSBM reduces weight, facilitates design while maintaining low permeability, optimizes acoustic performance and use of space, and, for plug-in hybrid electric vehicles, ensures the pressurization of plastic tanks.

### Innovative products



## MAKING VEHICLES LIGHTER: A WINNING COMBINATION



Combining a composite structure and a thermoplastic painted shell, the Higate tailgate on the Range Rover Evoque weighs 30% less than a comparable steel solution. The model is the second vehicle to be equipped with the tailgate, after the Peugeot 508 SW.



## AN AWARD-WINNING VEHICLE



On 9 January 2012, at the Detroit Auto Show, the Range Rover Evoque was designated North American Truck of the Year, one of the automobile industry's most prestigious awards.

**Innovative materials**



100% RECYCLED BUMPERS...



The Σ - Sigmatech R&D center has developed a unique process for regenerating crushed automobile residue. The resulting material, called Greenlene®, is produced by Plastic Recycling to be transformed in Plastic Omnium Auto Exterior plants.

The rear bumper for the Peugeot 208 is the first body-color painted exterior component made entirely of Greenlene®.



...END-OF-LIFE-VEHICLE REGULATIONS



In 2015, 95% of a vehicle's weight must be recoverable as either recycled material or energy. Plastic Omnium is participating in programs to develop recycling channels and optimize the quality and quantity of scrap plastic.

## Innovative materials



### A NEW "GREEN" WHEEL...



In its Bort-les-Orgues facility in central France, Plastic Omnium has developed and is producing household waste bins whose wheels are made of scrap tire granules, thus providing a new outlet for these end-of-life products.



### ...QUIETER AND LIGHTER



Backed by a three-year research and development program and two patents, the "ground rubber" wheel is lighter and three decibels quieter than comparable products.

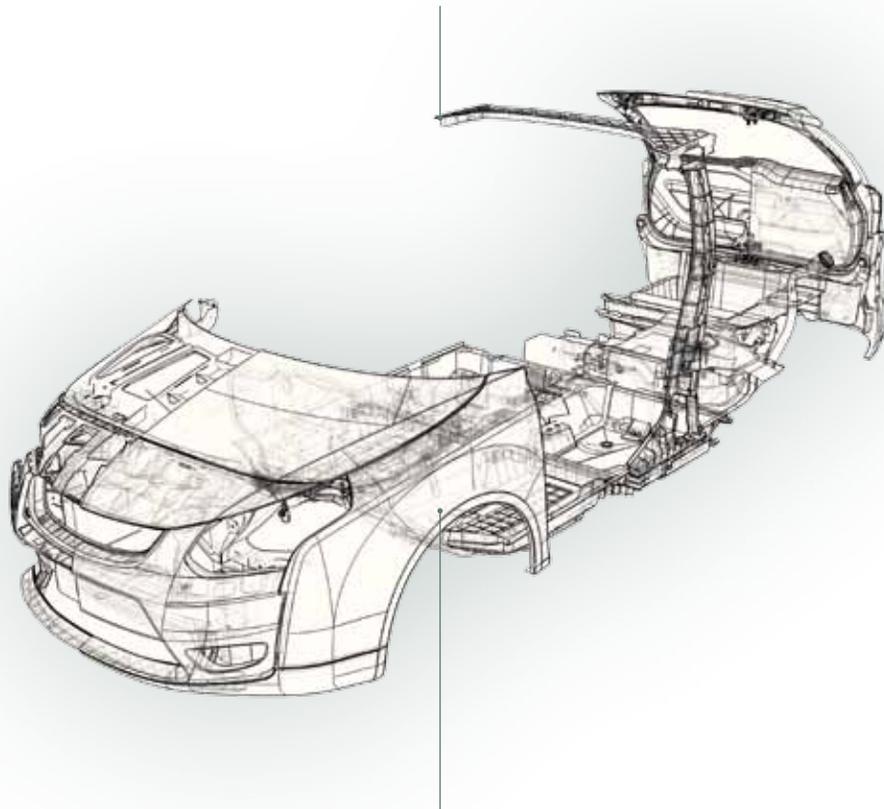
**Innovative services**



PROVEN DEVELOPMENT  
SKILLS



Thanks to its capacity for modeling and validation in its pilot plant, the level of maturity of projects carried out at the  $\Sigma$  – Sigmatech R&D center is high. This provides a competitive edge that facilitates technology transfers and production launches in the Company's plants.



CUTTING-EDGE RESOURCES



More than 200,000 hours devoted to computation and modeling tasks for customers in 2012.

**Innovative services**



**A DEDICATED WASTE MANAGEMENT PLATFORM**



The Customer Service Center processes information for all Plastic Omnium Environment contracts in France and makes the data available to customers and users via secure portals. Six days a week, the Center operates a dedicated hotline that provides local authorities and system users with personalized service.



0810 800 789 (when calling from France)



**7**  
million  
inhabitants  
managed

**1,060**  
maintenance  
rental  
contracts

**570,000**  
inhabitants  
with incentive-  
based invoicing  
systems

**1,500**  
calls a day

**AFNOR**  
Certification NF  
Service



# LEADERSHIP

*driven by*

**TALENT**



Plastic Omnium's growth strategy is driven mainly by the commitment and talent of its people, across all businesses and all regions. The Company's human resources and health, safety and environment policies are preparing for the future by deploying dynamic management systems adapted to local needs.





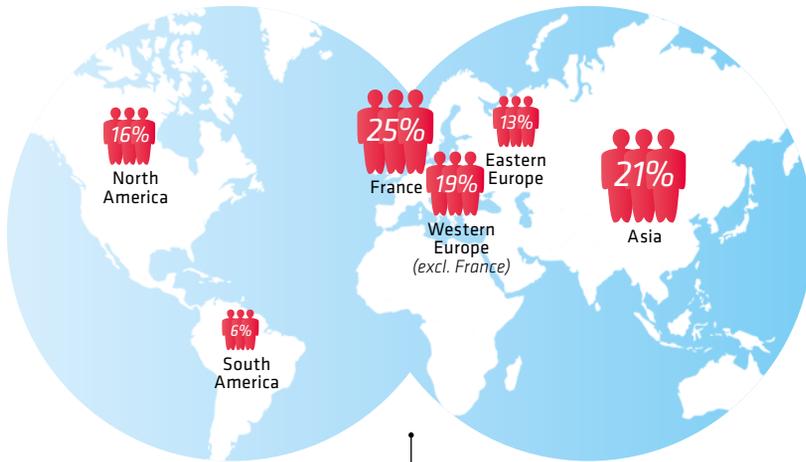
QUALITY: AN APPROACH SHARED BY ALL TEAMS.

HUMAN RESOURCES MANAGEMENT

# Supporting the Company's development

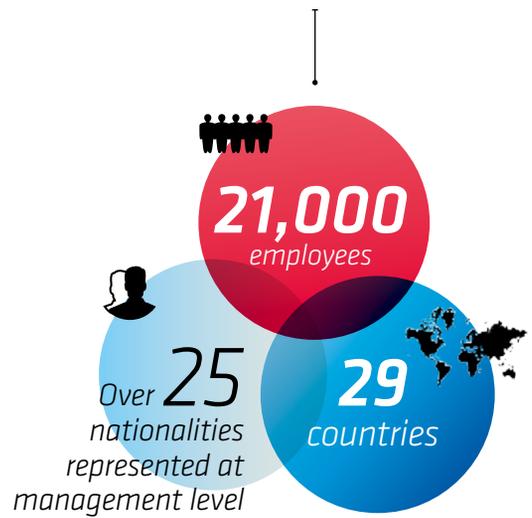
With more than 75% of the workforce outside France, Plastic Omnium deploys human resources policies organized around three priorities: attracting and developing local talent, developing new areas of expertise and strengthening the PO Way around the world.

P. 56



**Employees by region**  
**Workforce up by 53% in five years**

**A decentralized, multicultural global enterprise**



# PREPARING THE FUTURE



**In response to its expanded global presence, Plastic Omnium has successfully embarked on a new phase of sustained innovation. The Company's new scope requires having the right person in the right place at the right time, depending on current projects.**

To increase its visibility and attract the best people, Plastic Omnium is promoting its advantages on new media and social networks. Backed by its "Driven by Technology" baseline, the Plastic Omnium employer

18 nationalities were represented at the two induction seminars held in 2012.

*"1,500 new employees joined Plastic Omnium following acquisitions in the US and Poland."*

brand is based on the five "I"s that have always underpinned the Company's identity: Independence, Investment, Innovation, Internationalization and Integration.

Plastic Omnium has also developed partnerships with internationally renowned establishments that provide it with a pool of talented young people. Since 2012, the Company has also partnered *Elles Bougent*, a French association whose mission is to inform and raise awareness among young women in secondary schools and universities, as well as recent graduates about careers in scientific and technical fields.

## Integrating teams

Two induction seminars were held at headquarters in 2012 to welcome more than 200 managers and allow them to learn about the Company, its organization and its objectives in the areas of safety, research and development, and process engineering. Also emphasized are the ethical guidelines set out in the Company-wide Codes of Conduct and the Competition Rules; managers are then responsible for ensuring that these guidelines are then applied by their teams. As part of this process, new employees meet for the first time with members of the Executive Committee and can interact with the Chairman. The induction program represents a first step in winning the loyalty of new team members and ensuring that they quickly embrace Company procedures and the PO Way.

## A decentralized organization

Plastic Omnium has decentralized its corporate structures in China and Brazil with the creation of holding companies, respectively, in Shanghai and São Paulo, where corporate representatives provide support, in particular for local human resources and tax affairs teams. This organizational model will gradually be extended to other countries with the goal of strengthening relations with local authorities and deploying policies that meet each country's specific needs, especially in the area of hiring.

### The management cycle

Skill enhancement is based on an annual performance review. The process involves establishing a “contract” between employees and their managers, which sets objectives and the training resources needed to attain them. Another corporate career management tool is the People Review, which is a key component in developing managerial succession plans and ensuring the loyalty of high potential employees. In both cases, managers and human resources teams are involved in developing career paths and deploying the most appropriate organizations and resources for Plastic Omnium’s future and growth dynamic. Still a key career management tool, mobility is encouraged via gateways between businesses and countries.

An essential skills development and career management tool, OPteam is an IT resource that is made available to managers and other employees, as well as to human resources officers. Deployed since 2010 on both a centralized and decentralized basis, it provides data access information sharing around the world.

**23.4 hours**

OF TRAINING PER PERSON  
PER YEAR

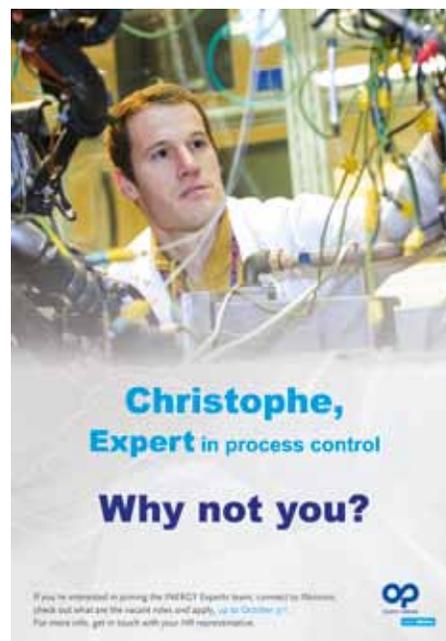
### 208 experts identified across the organization

A global benchmark in its businesses, Plastic Omnium must constantly nurture excellence. This commitment is led by a large number of experts working in different areas, such as research and development, industrial processes and finance. Consequently, the Company has introduced a personalized program for recognizing and managing experts. Working as a network, experts are assigned to transmit and share their skills as broadly as possible. To support its development in the key fields of emissions control and vehicle weight-reduction, Plastic Omnium pursued its policy of hiring technicians and engineers with specialized skills in mechatronics and composite materials.

### Adapting resources to the market environment

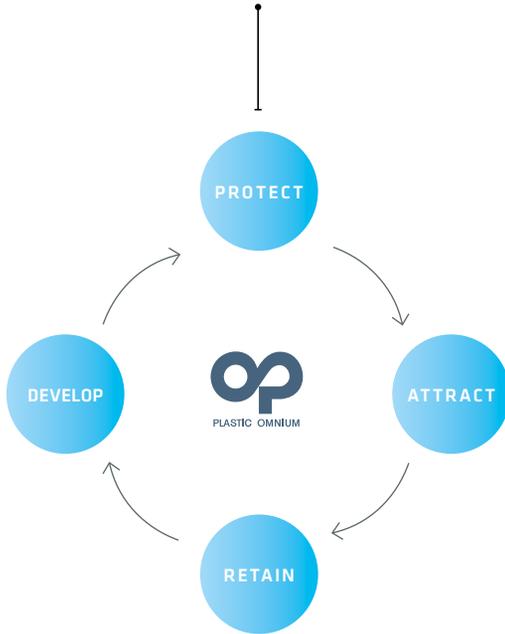
Anticipating that business in Europe will remain slow over the long term, Plastic Omnium announced in late 2012 an adjustment in its European production base. As a result, the Eisenach plant in Germany, which manufactures bumpers, will close in the summer of 2013 and a support plan has been introduced for its 200 employees. In France, a competitiveness agreement was signed with employee representatives at the Saint- Désirat plant, which produces composite truck components, as part of

a three-part plan to upgrade the plant’s manufacturing facilities, increase selling prices and lower payroll costs. All of the measures were carried out through a consultation process with unions and employee representatives that respected the local legal and collective bargaining framework.

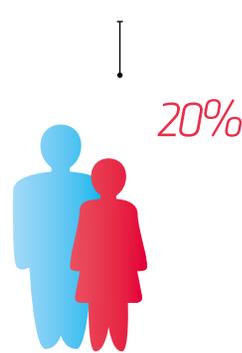


Plastic Omnium Auto Inergy launched a campaign to encourage employees to join the community of experts.

OUR PRIORITIES



PERCENTAGE OF WOMAN MANAGERS

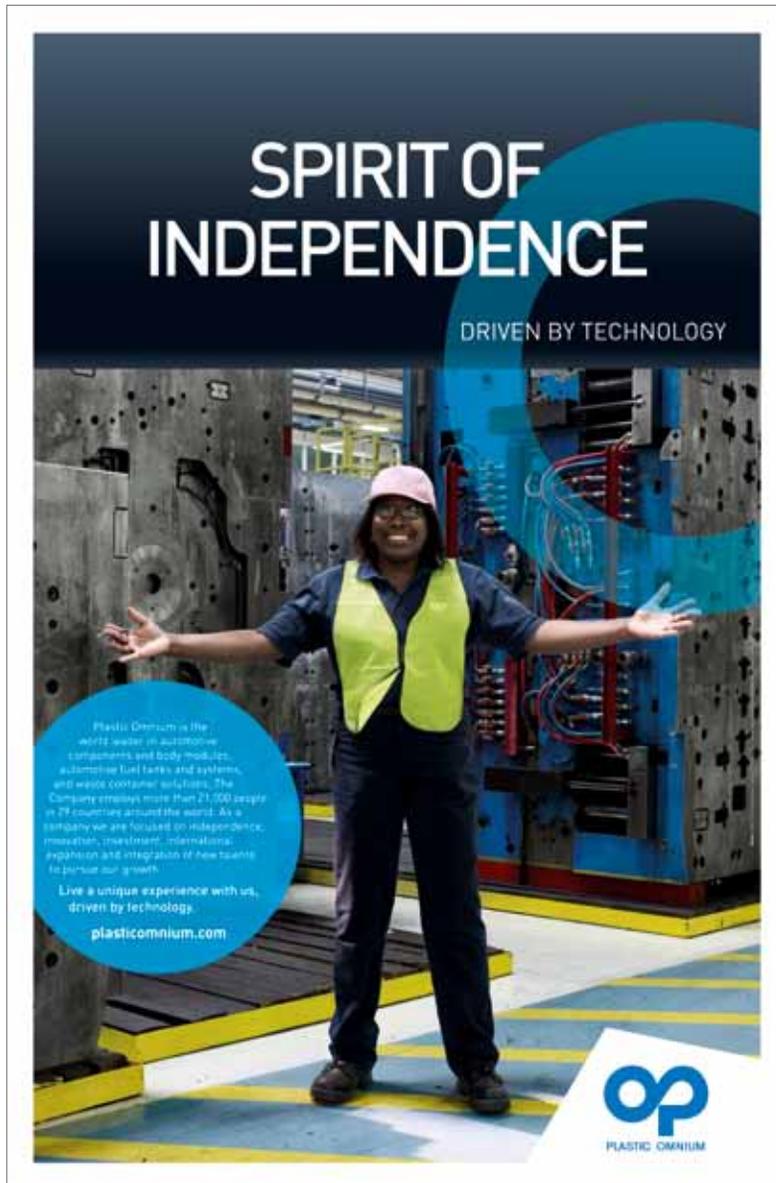


Plastic Omnium supports each employee's career development through targeted training programs.

PLASTIC OMNIUM:  
**A COMPANY FOCUSED  
 ON VALUES AND INDIVIDUALS**



To sustain its manufacturing operations and meet the challenge of global growth in highly competitive markets, Plastic Omnium is promoting its employer brand with the goal of hiring talented new team members in both traditional and emerging markets. Reflecting the PO Way, the employer brand showcases team members as well as the special features of the corporate culture, which make all the difference.





# HEALTH, SAFETY AND THE ENVIRONMENT



Deployed worldwide Plastic Omnium's health, safety and environment approach is backed by an assertive governance structure and a rigorous management system. A top priority, the Company's safety culture is widely shared among teams. More than ever, it is at the heart of Plastic Omnium's growth and improvement strategy and underscores management's commitment to employee well-being.

## AN IMPROVEMENT PROCESS

Total accident rate\*: **8.48**  
Divided by 3 between 2006 and 2012

## TOP SAFETY IN 2012:

**413** managers trained  
**21,609** inspections

**€12.5 million**  
invested in safety and environmental programs in 2012

\*Accidents with and without lost time, per million hours worked.

Managed by the senior executive team, Health, Safety and Environment policies are deployed by a dedicated organization comprised of around 100 experts.

### Renewal of OHSAS 18001 certification

OHSAS 18001 certification was renewed for the Company's system that centrally manages the safety of people and property. For the fourth year in a row, no instances of non-compliance were detected.

### Actively promoting safety

Through the Top Safety training program, which was launched in 2005, managers have been empowered to support the Company's safety commitment. Developed and deployed with Bureau Veritas, the program prepares plant directors, human resources managers and health, safety and environment teams to carry out inspections with employees in order to identify at-risk situations and share best practices. In 2012, 31 sessions were held for 413 managers in 13 countries.



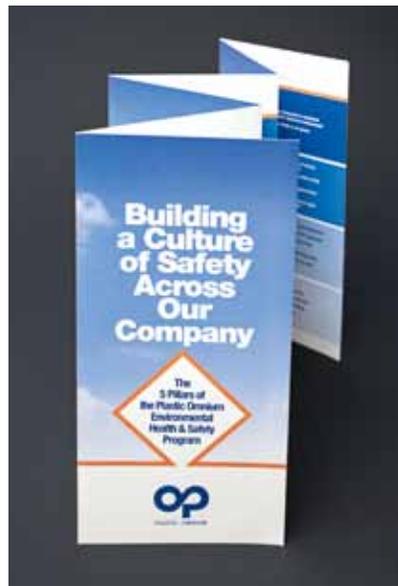
### Equipment compliance upgrades

Launched in January 2009, the worldwide equipment audit and upgrade program was finalized in 2012. Designed to eliminate the risks of serious accident, it was deployed in cooperation with the inspection safety firm DEKRA. Plastic Omnium has invested more than €10 million in upgrades to ensure the safety of its equipment and employees.

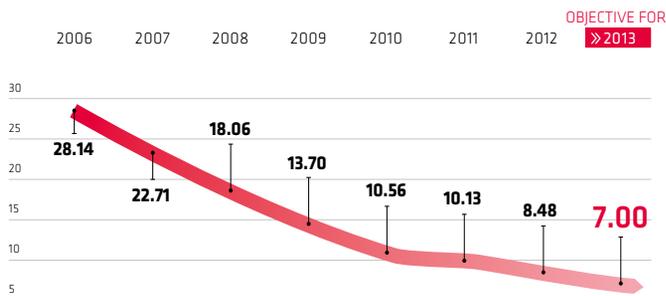
### Safety driven by individual commitment

The safety management system deployed around the world is based on five pillars, each led by a member of the Executive Committee.

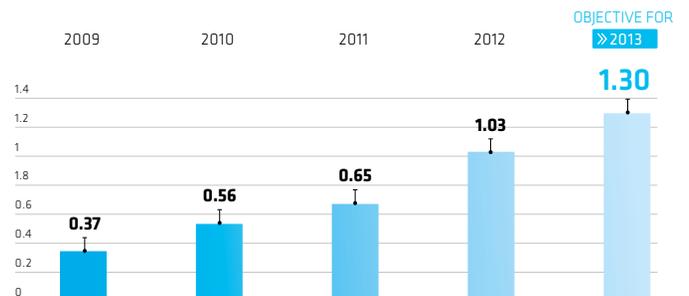
In 2012, Plastic Omnium strengthened the system's dynamic by promoting the important role played by people in ensuring that employees embrace the Company's safety rules and regulations. Four steps to excellence were defined in this area. At the same time, a rating system based on 75 criteria was created to allow facilities to evaluate their own performance compared with their targets.



TOTAL ACCIDENT RATE DIVIDED BY 3 BETWEEN 2006 AND 2012



NUMBER OF TOP SAFETY INSPECTIONS PER EMPLOYEE AND PER YEAR



**Pilot programs to eliminate noise and fumes**

Plastic Omnium has launched new initiatives to improve working conditions. A pilot project was launched to measure plant employee exposure to sound nuisance. The study underlines the importance of wearing hearing protection and the need to reduce sources of noise.

*“Plastic Omnium Environment: CMR Free”*

This same precautionary approach was chosen to verify the effectiveness of suction systems for fumes emitted by molds. A study conducted of six different materials, including polyethylene, polypropylene and composites, confirmed that regulatory fume emission thresholds are respected and protection systems are functioning as planned.

**Effectively controlling chemical risks**

Plastic Omnium is strengthening measures to control chemical risks in its operations and pursuing initiatives to find substitutes for dangerous substances in its manufacturing processes. Plant audits are conducted every year by Ecomundo, a partner company dedicated to the traceability of hazardous substances.

**Highly Protected Risk Label for paint lines**

Plastic Omnium has designated eight new facilities to take part in its long-standing Highly Protected Risk (HPR) label process.

The Company is pursuing actions to strengthen its fire prevention and protection procedures. These include compliance with standards to eliminate the risk of static electricity, the installation of flame detection systems on paint lines and automatic control of energy systems in the event of a fire. Plastic Omnium has also enhanced protec-

tion on its new paint lines in Gliwice (Poland), Redondela (Spain) and Puebla (Mexico) to comply with standards required by insurance companies. Together, these measures confirm Plastic Omnium’s commitment to ensuring the safety of people and property through an effective prevention program and a protection system adapted to risks.



83

SITES

ISO 14001

-CERTIFIED

13.3%

RECYCLED PLASTIC USED AS A % OF TOTAL PROCESSED PLASTIC



**NON-NEGOTIABLE!**

A communication campaign was launched to remind employees of the six non-negotiable safety rules that must be respected by all.



**Eco-design, recycling and energy savings**

A forefront provider of “green” solutions for automotive and waste management applications, Plastic Omnium is committed to operating in an environmentally friendly manner. The cornerstone of this approach, eco-design is a key concept for all its businesses and the use of recycled and biosourced materials is a priority.

The Top Planet program for reducing energy consumption was pursued during the year. Technical solutions have helped reduce energy use ratios compared with the volume of materials processed by 1.5% for electricity and 2% for gas. A list of best practices was prepared to facilitate global deployment of the program.

# 2012 ACTIONS AND FUTURE OUTLOOK

×

Having signed the United National Global Compact in 2003, Plastic Omnium files a report every year on progress made in applying its principles. This information is published at [www.unglobalcompact.org](http://www.unglobalcompact.org) and [www.un.org/french/globalcompact](http://www.un.org/french/globalcompact).

## MANAGEMENT AND INDUSTRIAL PROCESSES: the 5 pillars of Plastic Omnium's health, safety and environment program

| PILLAR                                         | THEME                                                                                                    | 2012 RESULTS                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           | OUTLOOK                                                                                                                                                                                                                                                                                                                                                                                                                                                          |
|------------------------------------------------|----------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>01</b><br><br><i>Machines and materials</i> | MANAGEMENT OF CHEMICAL RISKS                                                                             | <ul style="list-style-type: none"> <li>Plastic Omnium Environment: "CRM free"</li> <li>Monthly report on substances used by the Company and progress made in systematically finding substitutes for all CMR &amp; SVHC substances.</li> <li>Management of our substances database by a third party that informs us of new scientific discoveries.</li> <li>Studies with a law firm of regulatory changes concerning potentially risky substances, such as styrene, carbon fibers and fiberglass.</li> <li>Analyses conducted of plant air, fumes, dust, fibers, etc. to ensure that employee exposure to potentially risky substances does not exceed regulatory thresholds.</li> <li>Audits conducted to ensure compliance with REACH requirements and internal standards.</li> </ul> | <ul style="list-style-type: none"> <li>Pursue our substitution program, with the goal of obtaining "CMR free" status for all Company Divisions.</li> <li>Implement a centralized system for managing Safety Data Sheets.</li> <li>Pursue the program for analyzing all facilities, including new acquisitions.</li> <li>Introduce programs to provide training in the use of databases.</li> <li>Launch a study to reduce employee exposure to odors.</li> </ul> |
|                                                | EQUIPMENT COMPLIANCE                                                                                     | <ul style="list-style-type: none"> <li>90% of non-compliances identified in the worldwide equipment audit program have been remedied.</li> <li>All newly built and acquired facilities have been integrated into the equipment non-compliance management program.</li> <li>Reception of all new equipment is systematically handled by an outside organization.</li> <li>More than €10 million invested in this program over three years.</li> <li>A Pilot training program on the importance of equipment compliance was introduced for the target group (maintenance and design teams).</li> </ul>                                                                                                                                                                                   | <ul style="list-style-type: none"> <li>Deploy training in equipment compliance for all Company maintenance and design teams.</li> <li>Identify 100% of non-compliances.</li> </ul>                                                                                                                                                                                                                                                                               |
|                                                | LOCKOUT-TAGOUT (LOTO) PROCEDURE FOR ENSURING THAT MACHINES ARE PROPERLY SHUT OFF DURING MAINTENANCE WORK | <ul style="list-style-type: none"> <li>All Divisions strengthened their application of lockout-tagout (LOTO) procedures.</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    | <ul style="list-style-type: none"> <li>Formalize the approach at Company level and introduce performance-monitoring tools.</li> </ul>                                                                                                                                                                                                                                                                                                                            |

| PILLAR                                                  | THEME                                                     | 2012 RESULTS                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       | OUTLOOK                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             |
|---------------------------------------------------------|-----------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <p><b>02</b></p> <p><i>Personnel and leadership</i></p> | <p>RULES THAT MUST BE RESPECTED</p>                       | <ul style="list-style-type: none"> <li>• Definition of the 6 non-negotiable safety rules</li> <li>• 1 – Pedestrian circulation</li> <li>• 2 – Personal protective equipment</li> <li>• 3 – Forklifts</li> <li>• 4 – Suspended loads</li> <li>• 5 – Lockout-tagout (LOTO) procedures</li> <li>• 6 – Work at heights</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                      | <ul style="list-style-type: none"> <li>• Apply the six non-negotiable safety rules strictly at all Company facilities.</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                                                   |
|                                                         | <p>BEHAVIORAL TRAINING</p>                                | <ul style="list-style-type: none"> <li>• 413 managers in 13 countries took part in Top Safety training modules in 31 sessions held in Argentina, Belgium, Brazil, China, France, Germany, India, Poland, Russia, Spain, Thailand, the United Kingdom and the United States.</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                                                             | <ul style="list-style-type: none"> <li>• Provide training in Top Safety modules to 200 additional managers from 11 countries through 17 sessions to be held during the year.</li> </ul>                                                                                                                                                                                                                                                                                                                                                                             |
|                                                         | <p>HR AND HEALTH, SAFETY AND ENVIRONMENT PROCESSES</p>    | <ul style="list-style-type: none"> <li>• 21,609 Top Safety inspections were carried out at Company facilities. The number of inspections per employee per year increased from 0.65 in 2011 to 1.03 in 2012.</li> <li>• Individual safety objectives were set for all managers.</li> <li>• HSE personnel skills were evaluated as needed.</li> <li>• Safety awards were presented to qualifying plants at the Top 100 meeting.</li> <li>• A Health, Safety and Environment (HSE) e-learning training module was created.</li> <li>• The worldwide HSE convention brought together nearly 70 participants from 17 countries</li> <li>• An online collaborative tool on lessons learned from serious accidents was set up.</li> </ul> | <ul style="list-style-type: none"> <li>• More than 25,000 Top Safety inspections are scheduled for the year. The goal is to have 1.3 inspections per employee per year.</li> <li>• Deploy an HSE e-learning tool.</li> <li>• Continue to implement the main HSE initiatives:                             <ul style="list-style-type: none"> <li>- Safety awards</li> <li>- Worldwide HSE convention</li> <li>- Training programs, etc.</li> </ul> </li> <li>• Develop a worldwide HSE Day</li> <li>• Set individual safety objectives for all employees.</li> </ul> |
| <p><b>03</b></p> <p><i>Sites and projects</i></p>       | <p>FIRE PREVENTION AND PROTECTION</p>                     | <ul style="list-style-type: none"> <li>• 7 sites obtained Highly Protected Risk label, awarded by our insurers, based on standardized industry-wide criteria.</li> <li>• Our insurers and broker were involved in more than 20 industrial projects to control prevention and protection risks.</li> <li>• The electrostatic risk procedure was reworked and a best practices guide and training program were created.</li> </ul>                                                                                                                                                                                                                                                                                                   | <ul style="list-style-type: none"> <li>• Obtain HPR label for eight additional facilities during the year.</li> <li>• Continue to involve our insurers and broker upstream in industrial projects.</li> <li>• Obtain HPR label for all site construction projects.</li> <li>• Deploy the electrostatic risk procedure, guide and training on all Company sites.</li> </ul>                                                                                                                                                                                          |
|                                                         | <p>MERGERS AND ACQUISITIONS</p>                           | <ul style="list-style-type: none"> <li>• Environmental studies (soil contamination, environmental footprint, compliance, etc.) were carried out for all newly built and acquired plants.</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                | <ul style="list-style-type: none"> <li>• Manage our understanding of environmental challenges for all Company facilities.</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                                                |
|                                                         | <p>MANAGING ENERGY USE THROUGH THE TOP PLANET PROGRAM</p> | <ul style="list-style-type: none"> <li>• Best practices for managing and reducing energy consumption and utility use in Western Europe were shared and distributed.</li> <li>• At Plastic Omnium Auto Inergy, electricity consumption audits were conducted for 80% of facilities worldwide and action plans were launched aiming to reduce consumption by up to 20% and to standardize best practices on all sites included in the scope of reporting.</li> </ul>                                                                                                                                                                                                                                                                 | <ul style="list-style-type: none"> <li>• Prepare a brochure presenting the 30 best practices and post them on the intranet.</li> <li>• Present Top Planet awards to qualifying sites at each of the yearly Division conventions.</li> <li>• Launch the ISO 50001 energy management certification process at Plastic Omnium Auto Inergy.</li> </ul>                                                                                                                                                                                                                  |

| PILLAR                                                   | THEME                                   | 2012 RESULTS                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            | OUTLOOK                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       |
|----------------------------------------------------------|-----------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <p><b>04</b></p> <p><i>Procedures and management</i></p> | <p>HSE REPORTING</p>                    | <ul style="list-style-type: none"> <li>• Accident frequency rate (with lost time, incl. temporary workers) = 4.10 vs. 4.84 in 2011, a 15.3% improvement.</li> <li>• Accident frequency rate (with and without lost time, incl. temporary workers) = 8.48 vs. 10.13 in 2011, a 16.3% improvement.</li> <li>• Accident severity rate (incl. temporary workers) = 0.10 vs. 0.29 in 2011, a 65.5% improvement.</li> <li>• Safety management system based on five pillars: machines and materials, personnel and leadership, sites and projects, procedures and management, and working conditions. Each pillar is sponsored by a member of the Executive Committee.</li> <li>• Deployment rate for the five pillars in the HSE plan = 62%.</li> <li>• 83 sites ISO 14001 certified (87%) vs. 80 sites in 2011 (90%).</li> <li>• 76 sites OHSAS 18001 certified (83%) vs. 70 sites in 2011 (81%).</li> <li>• Inventory taken of all Grenelle 2 regulatory requirements concerning company transparency with regard to Corporate Social Responsibility.</li> <li>• Inventory integrated into the reporting system.</li> </ul> | <ul style="list-style-type: none"> <li>• Achieve an accident frequency rate (with lost time, incl. temporary workers) = 3.50 in 2013.</li> <li>• Achieve an accident frequency rate (with and without lost time, incl. temporary workers) = 7.00 in 2013.</li> <li>• Certify 89 sites to ISO 14001 standards in 2013 (93% of the scope of reporting).</li> <li>• Certify 84 sites to OHSAS 18001 standards in 2013 (91% of the scope of reporting).</li> <li>• Have non-financial indicators checked by an independent outside organization.</li> <li>• Deploy action plans to reduce greenhouse gas emissions.</li> <li>• Develop a qualitative accident management reporting system.</li> <li>• Deploy action plans for the most relevant Corporate Social Responsibility indicators.</li> <li>• Conduct 8D analyses for all first aid cases and near accidents.</li> </ul> |
|                                                          | <p>HSE MANAGEMENT</p>                   | <ul style="list-style-type: none"> <li>• Greenhouse gas emission data published for all concerned units in France.</li> <li>• OHSAS 18001 certification was renewed for the Company's system that centrally manages the safety of people and property.</li> <li>• Monthly HSE update at the Executive Committee meeting.</li> <li>• 3 HSE Committee meetings a year, with the participation of the Executive Committee.</li> <li>• HSE update carried out systematically with internal audit teams when preparing their mission.</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             | <ul style="list-style-type: none"> <li>• Integrate tracking of critical HSE recommendations in the internal audit risk management system.</li> <li>• Maintain existing management processes.</li> <li>• At Plastic Omnium Environment, launch a pilot project to set up a partnership with a service provider to help sites with specific questions about regulations.</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             |
|                                                          | <p>SUBCONTRACTORS AND SUPPLIERS</p>     | <ul style="list-style-type: none"> <li>• General purchasing terms integrate social, societal and environmental criteria.</li> <li>• The supplier audit form integrates questions about Corporate Social Responsibility.</li> <li>• Plastic Omnium Auto Exterior shares its ethical guidelines with new suppliers and encourages them to join the Global Compact.</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             | <ul style="list-style-type: none"> <li>• Across the Company, harmonize best practices for managing subcontractor and supplier relations with regard to CSR challenges.</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             |
| <p><b>05</b></p> <p><i>Working conditions</i></p>        | <p>ERGONOMICS</p>                       | <ul style="list-style-type: none"> <li>• Each Division developed a remedial methodology for analyzing workstations, with the goal of improving ergonomics.</li> <li>• Several ergonomic design pilot projects were conducted with a partner specialized in virtual reality.</li> <li>• 3 e-learning modules on ergonomics were gradually deployed.</li> <li>• Ergonomic tools and standards are taken into account in the design phases of our industrial projects.</li> <li>• Several one-off on-site projects were conducted with ergonomists, chiropractors, etc.</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         | <ul style="list-style-type: none"> <li>• Pursue all initiatives:                             <ul style="list-style-type: none"> <li>- Corrective ergonomics</li> <li>- Design ergonomics</li> <li>- Training programs, etc.</li> </ul> </li> <li>• Develop an ergonomics training program for design and R&amp;D personnel based on existing industrial projects.</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  |
|                                                          | <p>NOISE AND SOUND IN THE WORKPLACE</p> | <ul style="list-style-type: none"> <li>• Mapping carried out, covering all Plastic Omnium sites.</li> <li>• Hearing protection equipment required in all at-risk areas.</li> <li>• At Plastic Omnium Auto Inergy, a pilot study was conducted with an acoustician to define initiatives to reduce noise at the source.</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       | <ul style="list-style-type: none"> <li>• Deploy action plans developed from the pilot study conducted by the acoustician at Plastic Omnium Auto Inergy.</li> <li>• Conduct audiograms with operators to test their hearing.</li> <li>• Launch action plans to lower noise levels for all machines to less than 87 decibels.</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        |
|                                                          | <p>OCCUPATIONAL ILLNESS</p>             | <ul style="list-style-type: none"> <li>• A monthly reporting system for declared, recognized occupational illnesses was introduced.</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          | <ul style="list-style-type: none"> <li>• Carry out 8D analyses for all occupational illnesses.</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     |

## PRODUCTS AND SERVICES

| OBJECTIVES                                                   | THEME                                                  | 2012 RESULTS                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           | OUTLOOK                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   |
|--------------------------------------------------------------|--------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <p><b>01</b></p> <p><i>Pedestrian protection systems</i></p> | REDUCE INJURIES IN THE EVENT OF IMPACT WITH A VEHICLE  | <ul style="list-style-type: none"> <li>Vehicle architecture solutions combining thermoplastics and thermosetting resins.</li> <li>Wider use of bumper absorption beams to protect the leg. In the European market, all bumpers designed and produced by Plastic Omnium Auto Exterior comply with European regulations.</li> <li>Hybrid metal/thermoset hood concept developed to increase protection of the head.</li> </ul>                                                                                                                                                                                                                                                                                                                                           | <ul style="list-style-type: none"> <li>Pursue advances in the area of pedestrian protection with solutions that also help to make vehicles lighter.</li> <li>Develop a comprehensive offering of pedestrian protection solutions.</li> </ul>                                                                                                                                                                                                                                              |
| <p><b>02</b></p> <p><i>Clean mobility</i></p>                | VEHICLE WEIGHT REDUCTION AND EMISSIONS CONTROL SYSTEMS | <ul style="list-style-type: none"> <li>Continued to develop the program for making vehicles lighter with solutions integrating thermoplastics and composite materials.</li> <li>Series production of two Higate hybrid tailgates for the Peugeot 508 SW and the Range Rover Evoque.</li> <li>Ramp up the DINOx SCR system that reduces polluting exhaust emissions for diesel vehicles, and provide support for hybrid engines.</li> </ul>                                                                                                                                                                                                                                                                                                                             | <ul style="list-style-type: none"> <li>Increase the percentage of plastic in exterior components and produce structural components made of high-performance composite materials.</li> <li>Deploy DINOx SCR solutions adapted to all markets and vehicle ranges.</li> <li>Deploy TSBM technology solutions that enable the optimization of fuel systems for full-hybrid vehicles.</li> </ul>                                                                                               |
| <p><b>03</b></p> <p><i>Household waste management</i></p>    | SORTING AND RECYCLING                                  | <ul style="list-style-type: none"> <li>New aboveground containers launched to extend the range of voluntary waste disposal equipment.</li> <li>Introduction of waste management programs designed to optimize costs.</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        | <ul style="list-style-type: none"> <li>Continue to deploy data management services and incentive-based invoicing.</li> <li>Support local communities in setting up customized programs.</li> </ul>                                                                                                                                                                                                                                                                                        |
| <p><b>04</b></p> <p><i>Preserving fossil fuels</i></p>       | ECO-DESIGN AND RECYCLING                               | <ul style="list-style-type: none"> <li>Participation in research projects carried out by Club CREER (Cluster Research: Excellence in Ecodesign &amp; Recycling).</li> <li>Participation in projects involving 1) the recovery of waste from electrical and electronic equipment, from which polypropylene is extracted, and 2) the tagging of polypropylene, polyethylene, ABS and other polymers during formulation to facilitate their separation when waste and shredded material are sorted.</li> <li>Production of rear bumpers for the Peugeot 208 made of 100% recycled Greenlene®, a polypropylene developed by Σ - Sigmatech and manufactured by Plastic Recycling.</li> <li>52,294 tonnes of recycled material processed in the Company's plants.</li> </ul> | <ul style="list-style-type: none"> <li>Pursue themes to reduce the carbon footprint of motor vehicles and waste containerization equipment.</li> <li>Increase the percentage of Greenlene® recycled plastic used in painted exterior parts.</li> <li>Develop Plastic Recycling, the Company's dedicated recycling unit.</li> <li>Support the development of recycling channels for end-of-life auto parts and vehicles in order to meet recovery and recycling goals for 2015.</li> </ul> |
| <p><b>05</b></p> <p><i>"Green" materials</i></p>             | REDUCING OUR CARBON FOOTPRINT                          | <ul style="list-style-type: none"> <li>Development of Green Made polyethylene, derived from non-food sugarcane, in the manufacture of two and four-wheel waste collection litterbins and containers.</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        | <ul style="list-style-type: none"> <li>Pursue research projects to increase the percentage of biosourced materials, thereby reducing dependence on petroleum products.</li> </ul>                                                                                                                                                                                                                                                                                                         |

# FINANCIAL SUMMARY



## CONSOLIDATED BALANCE SHEET

| <b>ASSETS</b><br>(in thousands of euros) | <b>31 DECEMBER<br/>2012</b> | <b>31 DECEMBER<br/>2011</b> |
|------------------------------------------|-----------------------------|-----------------------------|
| Goodwill                                 | 335,525                     | 343,811                     |
| Intangible assets                        | 350,245                     | 331,349                     |
| Property, plant and equipment            | 897,126                     | 770,514                     |
| Investment property                      | 15,200                      | 18,355                      |
| Investments in associates                | 6,282                       | 4,436                       |
| Available-for-sale financial assets      | 2,734                       | 1,952                       |
| Other non-current financial assets       | 60,518                      | 81,538                      |
| Deferred tax assets                      | 74,871                      | 58,473                      |
| <b>TOTAL NON-CURRENT ASSETS</b>          | <b>1,742,501</b>            | <b>1,610,428</b>            |
| Inventories                              | 271,791                     | 261,399                     |
| Finance receivables – current portion    | 40,036                      | 39,066                      |
| Trade receivables                        | 561,975                     | 439,668                     |
| Other receivables                        | 204,008                     | 206,971                     |
| Other short-term financial receivables   | 1,777                       | 5,714                       |
| Hedging instruments                      | 314                         | 2                           |
| Cash and cash equivalents                | 328,089                     | 204,536                     |
| <b>TOTAL CURRENT ASSETS</b>              | <b>1,407,990</b>            | <b>1,157,356</b>            |
| Assets held for sale                     | 1,210                       | 41,569                      |
| <b>TOTAL ASSETS</b>                      | <b>3,151,701</b>            | <b>2,809,353</b>            |

| <b>EQUITY AND LIABILITIES</b><br>(in thousands of euros)   | <b>31 DECEMBER<br/>2012</b> | <b>31 DECEMBER<br/>2011</b> |
|------------------------------------------------------------|-----------------------------|-----------------------------|
| Capital                                                    | 8,782                       | 8,939                       |
| Treasury stock                                             | (28,556)                    | (44,403)                    |
| Additional paid-in capital                                 | 65,913                      | 82,968                      |
| Retained earnings and revaluation reserve                  | 555,615                     | 435,829                     |
| Profit for the period                                      | 173,382                     | 164,695                     |
| <b>EQUITY ATTRIBUTABLE TO OWNERS OF THE PARENT</b>         | <b>775,136</b>              | <b>648,028</b>              |
| Non-controlling interests                                  | 41,870                      | 76,600                      |
| <b>TOTAL EQUITY</b>                                        | <b>817,006</b>              | <b>724,628</b>              |
| Long-term borrowings                                       | 605,086                     | 564,397                     |
| Provisions for pensions and other post-employment benefits | 80,352                      | 62,689                      |
| Long-term provisions                                       | 12,218                      | 17,614                      |
| Government grants                                          | 13,195                      | 14,692                      |
| Deferred tax liabilities                                   | 55,915                      | 52,094                      |
| <b>TOTAL NON-CURRENT LIABILITIES</b>                       | <b>766,766</b>              | <b>711,486</b>              |
| Bank overdrafts                                            | 6,864                       | 44,335                      |
| Short-term borrowings                                      | 186,952                     | 171,471                     |
| Other short-term debt                                      | 3,382                       | 11,363                      |
| Hedging instruments                                        | 20,420                      | 11,937                      |
| Short-term provisions                                      | 52,990                      | 37,720                      |
| Current portion of Government grants                       | 276                         | 277                         |
| Trade payables                                             | 792,860                     | 643,405                     |
| Other operating liabilities                                | 504,185                     | 435,804                     |
| <b>TOTAL CURRENT LIABILITIES</b>                           | <b>1,567,929</b>            | <b>1,356,312</b>            |
| Liabilities related to assets held for sale                | -                           | 16,927                      |
| <b>TOTAL EQUITY AND LIABILITIES</b>                        | <b>3,151,701</b>            | <b>2,809,353</b>            |

## CONSOLIDATED INCOME STATEMENT

| (in thousands of euros)                                                                            | 2012             | %            | 2011             | %            |
|----------------------------------------------------------------------------------------------------|------------------|--------------|------------------|--------------|
| <b>REVENUE</b>                                                                                     | <b>4,806,171</b> | <b>100%</b>  | <b>4,220,410</b> | <b>100%</b>  |
| Cost of sales                                                                                      | (4,118,652)      | -85.7%       | (3,606,305)      | -85.4%       |
| <b>GROSS PROFIT</b>                                                                                | <b>687,519</b>   | <b>14.3%</b> | <b>614,105</b>   | <b>14.6%</b> |
| Net research and development costs                                                                 | (97,514)         | -2.0%        | (78,323)         | -1.9%        |
| Selling costs                                                                                      | (60,771)         | -1.3%        | (63,254)         | -1.5%        |
| Administrative expenses                                                                            | (194,152)        | -4.0%        | (176,076)        | -4.2%        |
| <b>OPERATING MARGIN BEFORE AMORTIZATION OF INTANGIBLE ASSETS ACQUIRED IN BUSINESS COMBINATIONS</b> | <b>335,082</b>   | <b>7.0%</b>  | <b>296,452</b>   | <b>7.0%</b>  |
| Amortization of intangible assets acquired in business combinations                                | (18,122)         | -0.4%        | (17,042)         | -0.4%        |
| <b>OPERATING MARGIN AFTER AMORTIZATION OF INTANGIBLE ASSETS ACQUIRED IN BUSINESS COMBINATIONS</b>  | <b>316,960</b>   | <b>6.6%</b>  | <b>279,410</b>   | <b>6.6%</b>  |
| Other operating income                                                                             | 15,165           | 0.3%         | 56,071           | 1.3%         |
| Other operating expenses                                                                           | (43,358)         | -0.9%        | (63,339)         | -1.5%        |
| Finance costs                                                                                      | (34,562)         | -0.7%        | (35,807)         | -0.8%        |
| Other financial income and expense, net                                                            | (10,632)         | -0.2%        | (6,330)          | -0.1%        |
| Share of profit/(loss) of associates                                                               | 243              | -            | (551)            | -            |
| <b>PROFIT FROM CONTINUING OPERATIONS BEFORE INCOME TAX</b>                                         | <b>243,816</b>   | <b>5.1%</b>  | <b>229,454</b>   | <b>5.4%</b>  |
| Income tax                                                                                         | (62,313)         | -1.3%        | (58,086)         | -1.4%        |
| <b>NET PROFIT FROM CONTINUING OPERATIONS</b>                                                       | <b>181,503</b>   | <b>3.8%</b>  | <b>171,368</b>   | <b>4.1%</b>  |
| Net income from discontinued operations                                                            | -                | -            | -                | -            |
| <b>NET PROFIT</b>                                                                                  | <b>181,503</b>   | <b>3.8%</b>  | <b>171,368</b>   | <b>4.1%</b>  |
| Net profit attributable to non-controlling interests                                               | 8,121            | 0.2%         | 6,673            | 0.2%         |
| <b>Net profit attributable to owners of the parent</b>                                             | <b>173,382</b>   | <b>3.6%</b>  | <b>164,695</b>   | <b>3.9%</b>  |
| Earnings per share attributable to owners of the parent                                            |                  |              |                  |              |
| Basic earnings per share (in euros)                                                                | 3.64             |              | 3.44             |              |
| Diluted earnings per share (in euros)                                                              | 3.57             |              | 3.30             |              |
| Earnings per share of continuing operations attributable to owners of the parent                   | -                |              | -                |              |
| Basic earnings per share (in euros)                                                                | 3.64             |              | 3.44             |              |
| Diluted earnings per share (in euros)                                                              | 3.57             |              | 3.30             |              |



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This document is also available in French.

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