

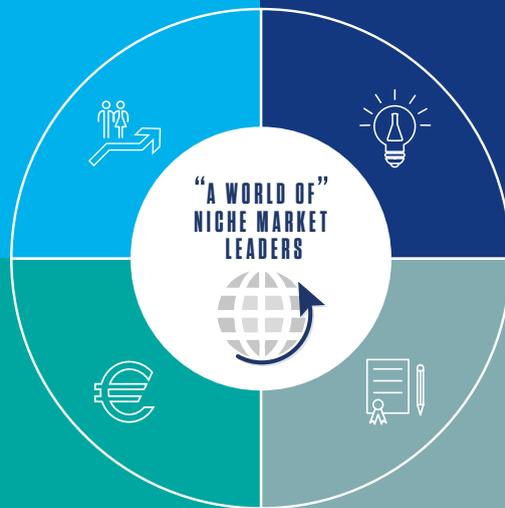
The Chargeurs business model

ENGAGED MANAGEMENT OF HUMAN CAPITAL

- Decentralized global management
- Managerial leadership
- Investing in human capital and leveraging
- Leveraging talent across all generation

NICHE PRODUCTS & SERVICES

- Continuous innovation
- Specification of services and co-development of bespoke products with our customers
- Advanced management of specific, integrated solutions
- Total quality and reliability



A ROBUST, DISCIPLINED FINANCIAL CULTURE

- High return on capital employed
- Efficient management of finance costs and other financial expenses
- Tight control over operating cycles
- Implementation of highly selective, accretive growth transactions

AN OPERATIONAL EXCELLENCE MODEL

- Continuous optimization of core processes
- Diversified global geographic footprint
- Efficient supply chain processes
- "Best cost" culture and continuous cost management
- Optimum productivity and expertise



CONTACT

Tél. : 01 47 04 13 40
Mail : contact@chargeurs.fr
www.chargeurs.fr

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"A WORLD OF"
NICHE MARKET
LEADERS

OVERVIEW 2017

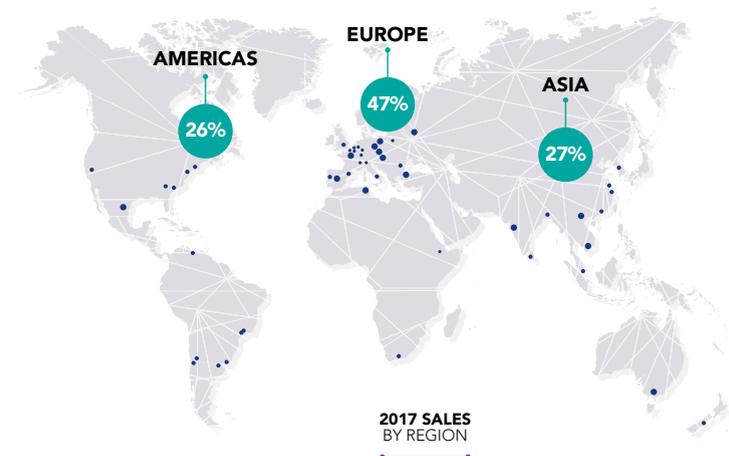


CHARGEURS IS A GLOBAL INDUSTRIAL CHAMPION OPERATING IN NICHE MARKETS

The Group has global leadership positions in each of its four businesses/Chargeurs Protective Films, Chargeurs Fashion Technologies, Chargeurs Technical Substrates and Chargeurs Luxury Materials. Its dynamism is built on robust fundamentals, including a widely recognized manufacturing heritage, an incomparable global market footprint, long-term shareholder impetus and a remarkable ability to seize growth opportunities.

By combining powerful innovation capabilities and new service solutions, while working tirelessly to improve its industrial performance, Chargeurs is writing a new chapter in its history.

Since its founding in 1872, globalization has been in Chargeurs' genes.



€533
million in revenue,
up 3.2% like-for-like
in 2017

€44.4
million in recurring
operating profit,
up 14.1% in 2017

Nearly
1,600
employees
in 34 countries
on 5 continents

2017 SALES
BY REGION

OVERVIEW 2017

« Chargeurs : a world champion in high value-added niche markets »»

In 2017, we launched the Game Changer plan, which is driving faster operating performance by activating four strategic levers – Sales & Marketing, Smart & Advanced Manufacturing, Distinctive Innovation and Talent Management.

Being the Game Changer in its markets means assertively moving further and further up the value chain, from supplier of industrial commodities to provider of increasingly end-to-end solutions.

The Chargeurs Business Standards act as the Group's common denominator. By constantly raising its standards of excellence and by optimizing each decision's business model, Chargeurs is positioning itself as a leader, with a unique, distinctive approach. It is the engine driving the transformation of its markets and the designer of its own boundaries, which it is constantly pushing back.

Selectively and methodically, with strict financial and operating discipline, Chargeurs will seize the opportunities that will enable it to continue to grow its niche businesses, develop new ones and secure the sustainability of its growth model, which is unrivaled in the global capitalist system.

Michaël Fribourg
— CHAIRMAN AND CHIEF EXECUTIVE
OFFICER OF CHARGEURS



OUR MISSION:

To manufacture outstanding, innovative, reliable and bespoke niche products and services that enhance our customers' performance and success.

OUR AMBITIONS & OUR LONG-TERM COMPETITIVENESS:

As a manufacturing group, Chargeurs has always sought to ensure that its different businesses uphold strict CSR criteria.

Today, these criteria are part of a reaffirmed, meaningful vision that expresses our values to every employee in two key areas:

Customer satisfaction,
our corporate purpose.

Human development,
the cornerstone
of our transformation.

OUR VALUES

RELIABILITY
PASSION
COMMITMENT
BOLDNESS