



"A WORLD OF"  
NICHE MARKET  
LEADERS



# OVERVIEW

## 2016



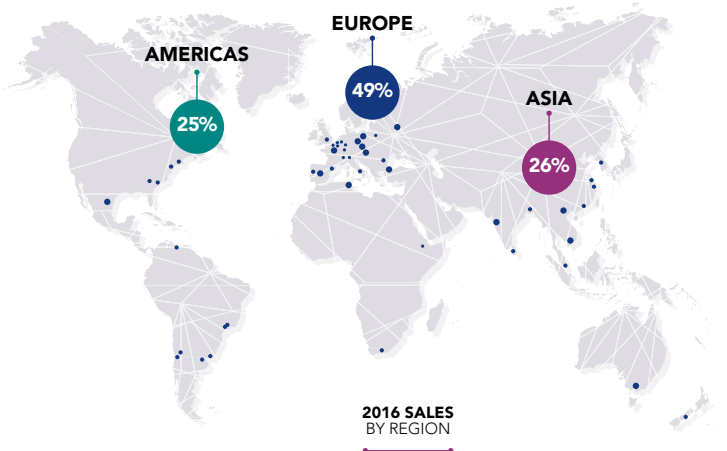
**CHARGEURS**

## 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.**



**€506.4**

million in revenue,  
up 5.1% like-for-like  
in 2016

**€38.9**

million in recurring  
operating profit,  
up 27.1% in 2016

More than

**1,500**

employees  
in 34 countries  
on five continents

## // Chargeurs: a distinctive development model based on operational efficiency and industrial value creation. //

After effectively consolidating our performance in 2015, we successfully deployed our “Performance, Discipline and Ambitions” plan in 2016. Our operating profit outperformance was due to the success of the Chargeurs Business Standards, which bring strength and stability in a volatile economic environment, and the commitment of our 1,500 employees.

Chargeurs is constantly driving continuous improvement in performance, led by incremental and groundbreaking innovations closely aligned with customer needs, unrivaled talent management and sustained investment.

We expect to further this dynamic in 2017 by seizing new opportunities for organic growth and acquisitions, in order to maintain and strengthen our technological and operational leadership in our four businesses.

**Michaël Fribourg**  
— CHAIRMAN AND CHIEF EXECUTIVE  
OFFICER OF CHARGEURS



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### 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:

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**Customer satisfaction,**  
our corporate purpose.

**Human development,**  
the cornerstone of  
our transformation.

# OUR VALUES



**RELIABILITY**  
**PASSION**  
**COMMITMENT**  
**BOLDNESS**

# The Chargeurs business model

## STRENGTH & VISION



### Engaged management of human capital

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



### Niche products & services

- High barriers to entry
- Continuous innovation
- Innovative services and bespoke products developed jointly with our customers
- Advanced management of specific, integrated solutions
- Total quality and reliability

### “A WORLD OF NICHE MARKET LEADERS”



### 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



### A robust and 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



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