

Innovating for a world on the move
2009
Annual Report



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Enhancing the **living environment**, *enhancing* **mobility**

€2.5

billion in revenue

Plastic Omnium holds world leadership positions in its two core businesses:

- **Automotive:** exterior components and systems, fuel systems,
- **Environment:** waste containers, urban and road signage, urban equipment.

With operations in more than 25 countries,

Plastic Omnium provides automobile manufacturers with solutions that reduce emissions and make vehicles lighter.

The Company's Environment business creates solutions for local communities that increase waste sorting, reduce residual waste and improve the living environment.

94

plants

Driven by **innovation**

and international expansion,

Plastic Omnium is also resolutely independent, pursuing a long-term commitment to sustainable, responsible growth.

13,740

employees

4.5%

of revenue allocated to R&D

Message from **Laurent Burelle**,
Chairman and Chief Executive Officer
of **Compagnie Plastic Omnium**

*“Anticipation, responsiveness,
freedom of action: the effectiveness
of the PO Way was clearly
demonstrated in 2009.”*

For Plastic Omnium, 2009 will be remembered as the year the automobile industry crashed, with worldwide production declining by 13% to 57 million cars, from 65 million in 2008.

It will also be remembered as the year that the global banking system nearly failed, leading to a serious liquidity crisis. Automotive giants like General Motors and Chrysler filed for bankruptcy protection, as did smaller carmakers like SAAB. In their wake, equipment suppliers scaled back production and suffered financial losses.

Across Europe, local authorities also sharply cut their budgets, for example in Spain, Germany and the United Kingdom.

National governments around the world intervened on a large scale, first to save the global financial system through substantial cash injections, then to provide massive support for the automobile industry which accounts for nearly 10% of all manufacturing jobs. A broad range of measures were deployed, including nationalizations, bailouts, subsidies and incentive schemes, as well as support for new environmentally friendly technologies.

A positive financial performance

Having launched and carried out most of its restructuring projects in 2008 and completed them in 2009 at a cost of more than €100 million, Plastic Omnium was remarkably successful in deploying and managing its worldwide program to cut costs, which were reduced by €200 million in 2009 compared with 2007. This carefully executed strategy enabled both our businesses – Automotive and Environment – to post financial results that were remarkable within their respective industries.

Debt was also reduced by more than €150 million in one year, another outstanding achievement.

“In a world undergoing deep-seated change, innovation will be the key success factor.”

Plastic Omnium 2009
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The second half of 2009 saw an increase in automobile production volumes and a mild recovery in local government spending in Europe. As a result, second half operating profit was nearly twice as high as in the first six months of the year.

Plastic Omnium is probably one of the few global companies with a significant stake in the automotive sector that reported an operating profit and a net profit in 2009, while also paying down debt.

The Environment business made a substantial contribution to this performance, generating most of the year's net profit. It is also important to note that these results were obtained while maintaining the Company's

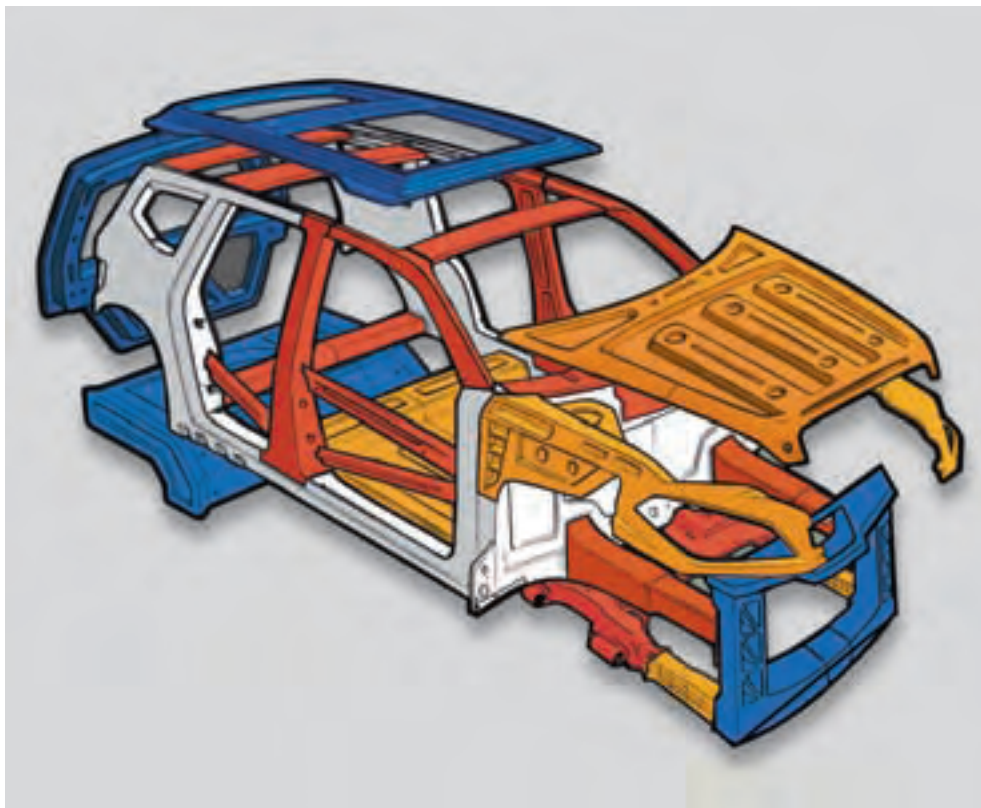
independence and without resorting to any government aid or subsidy or taking advantage of labor laws that can provide short-term benefits.

Combining growth and environmental protection

While 2009 was shaped by unprecedented upheaval in the global economy, the year also saw the groundwork laid for growth that is more geared to protecting the environment, with the Copenhagen Climate Conference and France's own environmental summit. However, at Plastic Omnium we integrated environmental concerns into our development strategy before they were widely discussed topics. Our products and services help to make cars lighter, thus lowering carbon emission levels, and also reduce collected waste volumes. Plastic Omnium's growth will be driven by the ability to leverage our extensive capacity for innovation to deliver "green" solutions.

For 2010, we currently foresee a slight increase in global automobile production and a selective recovery in our Environment business.

To help meet more stringent carbon emissions standards, Plastic Omnium is developing new lines of plastic and composite products that reduce the weight of structural and exterior parts and components.



The 64,000 new litterbins installed in Madrid by Plastic Omnium Environment are managed under a 10-year lease that includes maintenance and washing services provided by a team of 80 agents.



Innovating and strengthening our positions in emerging markets

In 2010, growth will be supported by the well-planned geographical allocation of our global manufacturing resources and by innovative new products that are lighter, more recyclable and less costly. Development will be highly selective. As in 2009, capex will not exceed 3% of revenue, and acquisitions will be targeted, with the goal of consolidating our positions in both core businesses and speeding organic growth.

Throughout 2010 – just as in 2009 – we will continue to diligently manage our global cost-reduction plan.

Vigilance and responsiveness

While no new adjustments in the workforce are planned, we will remain very vigilant and responsiveness so that we can adapt our production capabilities to automobile industry developments on a country-by-country basis and to local authorities' environmental services budgets.

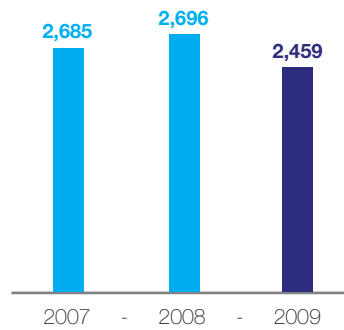
This year, I would like to thank all our employees, especially our human resources teams. Their enthusiasm and rigor helped make the "PO 2009" cost-reduction plan a success. I would also like to thank our customers in the automobile industry, who have been through a perilous period, and our shareholders, who have faithfully

supported us and been rewarded by a spectacular rise in the share price, following an equally spectacular decline.

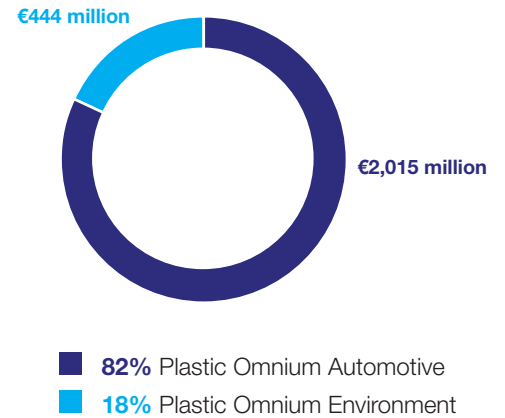
As Chairman of the Board of Directors, I am proud that throughout 2009 Plastic Omnium was able to demonstrate the vitality of the PO Way.

Laurent Burelle

Consolidated revenue
(in € millions)

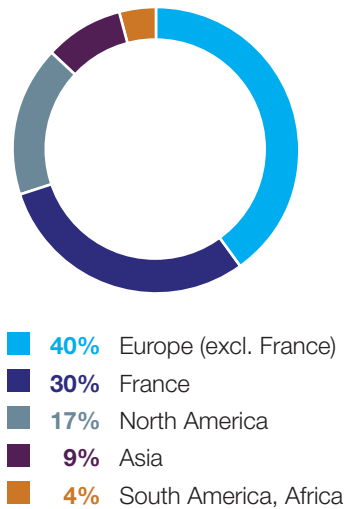


2009 revenue: €2,459 million
Revenue by business

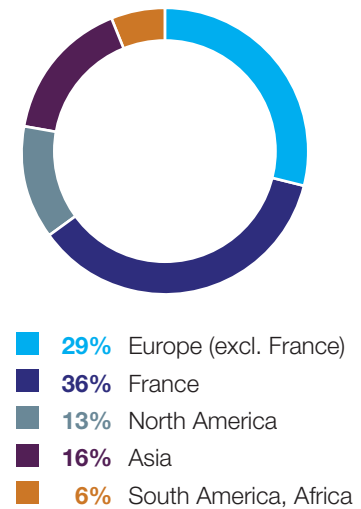


2009 Financial *indicators*

Revenue by region

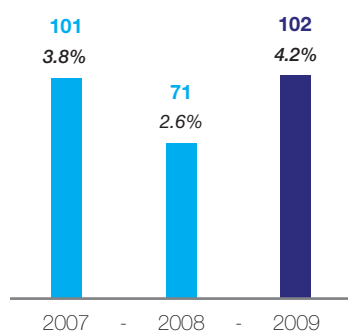


Employees in 2009: 13,740
Employees by region



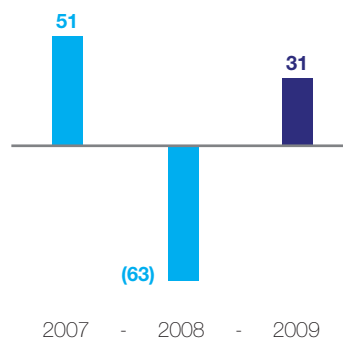
Operating margin

(in € millions and as a % of revenue)



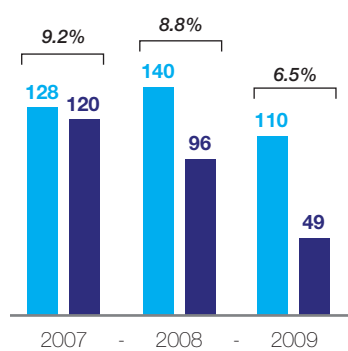
Net profit (loss)

(in € millions)



R&D spending and capital expenditure

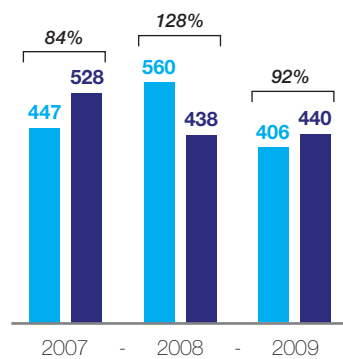
(in € millions and as a % of revenue)



■ R&D spending
■ Capital expenditure

Net debt and equity

(in € millions)



■ Net debt
■ Equity
Gearing

Plastic Omnium, which is 54.7% owned by Burelle SA, provides shareholders and the financial community with highly accurate information and regularly publishes its financial results. The Company applies strict standards with regard to transparency, in line with its commitment to building trust-based relationships.

Shareholder Information

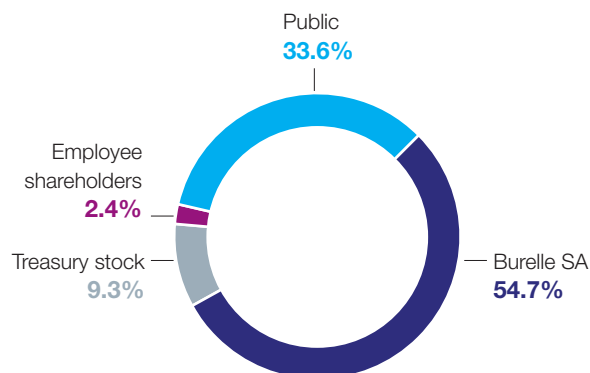
Plastic Omnium 2009

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Share buyback

Confident in its long-term performance and strategic vision, Compagnie Plastic Omnium purchased 941,151 shares into treasury in 2009 and cancelled 502,195 of them. As a result, the Company's share capital amounted to €8,822,299.50, represented by 17,644,599 shares with a par value of €0.50 each. Following these transactions, Compagnie Plastic Omnium held 9.3% of its shares in treasury.

Shareholder structure



33.6%

of outstanding shares are held by the public, of which:
8.1% by private shareholders,
17.4% by French investors,
8.1% by foreign investors

Share performance and volumes traded



Share data (2007-2009)

	2007	2008	2009
Share price (in €)			
High	45.37	36.78	21.26
Low	33.10	6.43	4.60
At 31 December	36.65	7.35	19.16
Shares outstanding at 31 December	18,671,332	18,115,214	17,644,599
Market value (at 31 December, in € millions)	684	133	338
Equity (in € millions)	528	438	440
Equity per share (in €)	28.36	24.14	24.96

Per-share data (2007-2009)

	2007	2008	2009
Earnings (loss) per share (in €)	2.81	(3.87)	1.74
Dividend per share	0.70	0.35	0.70
Dividend payout	24.9%	-	40.2%
Yield (based on share price at 31 December)	1.9%	4.8%	3.7%

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> Market data

Plastic Omnium founded
1946*Initial public offering*
1965*Listed on*
**Euronext Paris,
Compartment B***Stock market indices*
SBF 250, CAC Mid 100*ISIN code*
FR0000124570*Reuters code*
PLF.PA

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Toll-free number: 0800 777 889

Information about Plastic Omnium can be obtained from the Investor Relations Department. The number can be dialed free of charge from a landline phone in France.

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Agent bank

For information about managing registered shares:

BNP Paribas Securities Services

Tel.: +33 (0)1 55 77 98 38

Service aux Emetteurs

Immeuble Tolbiac

F-75450 Paris Cedex 09

Liquidity contract with CIC Securities

6, avenue de Provence

F-75441 Paris Cedex 9

Tel.: +33 (0)1 40 16 26 75

An important shareholder event

The Annual Meeting is Plastic Omnium's most important opportunity to meet with shareholders and present its results and outlook. All shareholders are invited to attend. According to the Company's bylaws, shares registered in the name of the same holder for at least two years carry double voting rights.

Information for shareholders

Plastic Omnium regularly publishes a number of documents that are made available to shareholders:

- the Business Review and Sustainable Development Report,
- the Annual Report,
- an abridged version of the Annual Report,
- the Shareholders' Letter, to be published three times in 2010.

These documents are sent on request or can be read and downloaded at www.plasticomnium.com.

Financial notices in French daily newspapers and business publications help to keep shareholders informed and strengthen Plastic Omnium's image in their eyes.

Information for the financial community

Each time interim and full-year results are released, Plastic Omnium organizes meetings with financial analysts and journalists. One-on-one meetings may also be set up on request. In December 2009, a visit was organized to Σ - Sigmatech, Plastic Omnium's research and development center near Lyon. Laurent Burelle presented the Company's outlook and strategy in its two core businesses, while emphasizing the major innovations developed for carmakers and local authorities.

Meetings with institutional investors are also held on a regular basis.



2009 Annual Meeting,
Pavillon Gabriel, Paris

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Website

The Plastic Omnium website has a dedicated shareholders section that presents share and market data, as well as the Shareholders' Letter.

A subsection on the Annual Meeting provides access to legal data, including the notice of meeting, the agenda, shareholder participation, the resolutions and the minutes.

In addition, the website enables shareholders to access information that is regulated or significant for the Company's strategy. Press releases are also posted on the website as soon as they are sent to journalists and financial analysts.

> Financial calendar

28 January 2010: 2009 revenue announced

18 March 2010: 2009 earnings announced

22 April 2010: First-quarter data announced

22 July 2010: First-half earnings announced

26 October 2010: Third-quarter data announced

> Shareholder calendar

29 April 2010: Annual Meeting, Pavillon Gabriel, Paris

12 May 2010: Dividend paid



Chapter 1

Plastic Omnium's competitive advantages

Plastic Omnium 2009

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Plastic Omnium's strategic vision is based on five key dynamics: maintaining its **independence**, which is guaranteed by a stable family shareholding and highly responsive management team; leveraging a capacity for **innovation** to drive major advances in its core Environment and Automotive businesses; and pursuing an **international** growth strategy, which is fueled by **investment** in emerging automobile markets and by growing awareness of environmental issues.

To strengthen its world leadership positions and produce lasting results, Plastic Omnium relies on the strategic

fit between its two businesses, which have different growth and profitability cycles.

Committed to **integrating** its team members, the Company supports them fully in responding to the new challenges of developing in an increasingly global marketplace while respecting people and property.

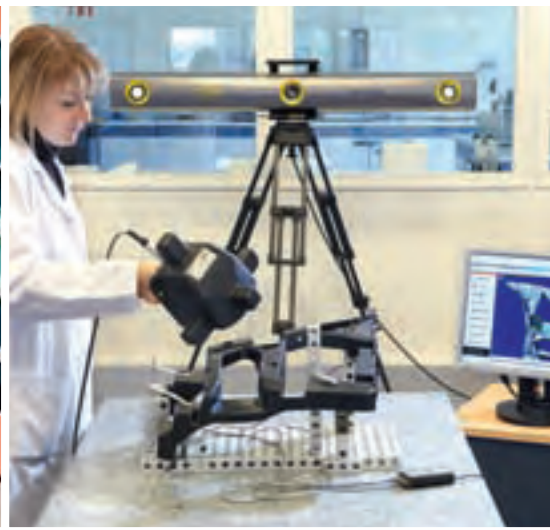
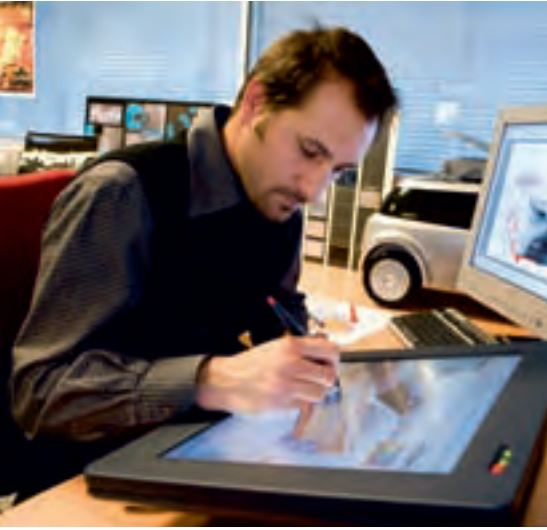
Independence,

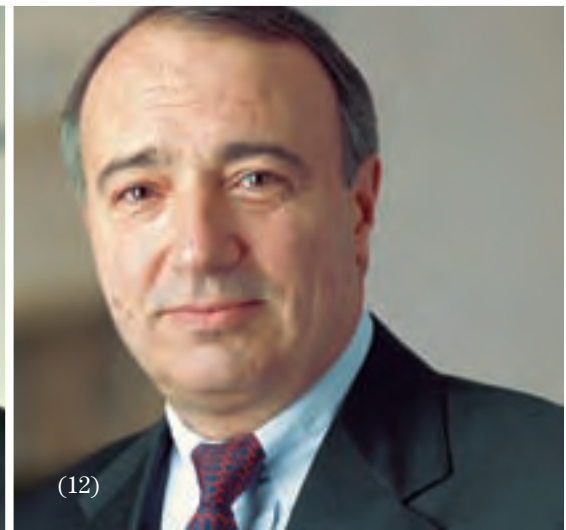


commitment and responsibility shape

Plastic Omnium's spirit of growth and development

An independent, family-managed company, Plastic Omnium has for 63 years been faithful to its entrepreneurial spirit and the principles of agility, anticipation and freedom of action. In an uncertain economic environment brought about by an unprecedented global crisis, these same founding principles are enabling the Company to respond quickly and make responsible decisions.





The Board of Directors

Independence and freedom of judgment

The Board of Directors is composed of 12 people with outstanding, complementary expertise in management, industry and finance. Eight 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.

Laurent Burelle (1)
(since 1981)
Chairman and Chief Executive Officer

Paul Henry Lemarié (2)
(since 1987)
Chief Operating Officer

Éliane Lemarié (3)
(since 2009)
Representative of Burelle SA

Jean Burelle (4)
(depuis 1970)
Honorary Chairman

Laurence Danon* (5)
(since 2003)

Jean-Pierre Ergas* (6)
(since 1990)
Member of the Audit Committee

Jérôme Gallot* (7)
(since 2006)
Member of the Audit Committee

Francis Gavois* (8)
(since 1998)
Member of the Audit Committee

Prof. Dr. Berndt Gottschalk* (9)
(since 2009)

Vincent Labruyère* (10)
(since 2002)
Chairman of the Audit Committee

Alain Mérieux* (11)
(since 1993)

Thierry de la Tour d'Artaise* (12)
(since 2005)

Secretary of the Board:
Jean-Luc Petit

* Independent director

> The Board in 2009

The Board of Directors met four times during the year, with an average attendance rate of 95%. On average, each meeting lasted four hours.

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.

An independent Audit Committee

The Audit Committee is made up of four independent directors.

A new Chairman is appointed every three years, on a rotating basis. It reviews the accounts and accounting policies used and studies all issues that may have a financial impact of the Company. Leveraging its members' extensive business experience, the Committee bases its assessment on reports provided by Senior Management,


the Finance Department, the Risk Department and the Statutory Auditors and reports its findings to the Board of Directors.

The Audit Committee met twice in 2009, prior to the Board meetings at which the annual and interim financial statements were reviewed.

The Compensation and Appointments Committee

The Board of Directors, most of whose members are independent, carries out the duties of the Compensation and Appointments Committee.

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 For more information about Plastic Omnium's corporate governance, see the Chairman's Report in the Annual Report.



The Executive Committee

Acting in unison

The Executive Committee is responsible for managing and deploying the Company's strategy. Comprising ten members, it meets once a month, and more often if necessary. Its members regularly take part in working meetings in the Company's facilities. The Committee also exercises control over Plastic Omnium's eight joint companies and is represented on these subsidiaries' Boards of Directors and Finance Committees by the Chief Operating Officer and the Operating Division Presidents.

> Priority on risk management

In May 2009, Plastic Omnium senior management created a risk management unit to formalize processes and assess system quality. The team reports its findings to the Executive Committee and to the Internal Control Committee.

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Laurent Burelle (1)
Chairman and Chief Executive Officer

Paul Henry Lemarié (2)
Director and Chief Operating Officer

Jean-Michel Szczerba (3)
Chief Operating Officer

Marc Szulewicz (4)
*President, Plastic Omnium
Auto Exterior*

Michel Kempinski (5)
*Chairman, Plastic Omnium
Environment*

Rodolphe Lapillonne (6)
*President, Plastic Omnium
Environment*

Philippe Hugon (7)
*Executive Vice President,
Human Resources*

Jean-Luc Petit (8)
*Corporate Secretary –
Vice President, Legal Affairs
Chairman of the Internal
Control Committee*

Pierre Lecocq
*Chief Executive Officer,
Inergy Automotive Systems*

Adeline Mickeler* (9)
*Executive Vice President,
Corporate Planning and M&A*

Didier Fontaine* (10)
*Executive Vice President,
Group Chief Financial Officer*

Reviewing decisions

A management and decision-making body, the Executive Committee conducts monthly reviews of the main financial indicators, sales and R&D objectives, capital spending projects, social and legal affairs, and the Company's health, safety and environmental performance. Each topic is studied according to a methodology that enables decisions to be quickly made, canceled or delayed.

Greater responsiveness in 2009

The Executive Committee is one of the main bodies in charge of managing the "PO 2009" cost-reduction plan. It monitors changes in quarterly forecasts that have been implemented in particular with regard to costs, the cash position and the workforce, and introduces corrective measures as necessary. The Committee deploys this highly responsive management approach while also carrying out more traditional budget controls.

* Associate member of the Committee

*The **dynamics** shaping Plastic Omnium*

Plastic Omnium 2009

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In a difficult economic environment, Plastic Omnium has adjusted its management methods and organizational structures in order to emerge strengthened from the crisis, while steadfastly pursuing a winning strategy that is built on two dynamics – innovation and international expansion.

All decisions made by the Company in 2009 reflect a greater awareness of its responsibilities to its employees.





Plastic Omnium remains fully committed to the “PO 2009” cost-reduction plan introduced in March 2008. The goal is for the Company to pursue its growth, while reaffirming its priorities – independence, innovation and targeted investments – in order to reinforce its global positions, ensure employee safety and continue relaying the PO Way across the organization.

Plastic Omnium 2009

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Improving performance *with “PO 2009”*

Plastic Omnium has 4,930 employees in France, of which 300 at Σ - Sigmatech, the Company's international research and development center and the driving force behind its innovation leadership.



> The numbers tell the storyOperating margin: **€102 million**, 4.2% of revenueNet profit: **€31 million**Free cash flow: **€181 million****€200***million in cost
reductions in 2009***Anticipating, organizing
and taking action**

In March 2008, when Plastic Omnium was enjoying strong first-quarter revenue growth, management foresaw the coming economic crisis and the impact it would have on the global automobile industry. In response, it launched a cost-reduction plan – called “PO 2009” – that was prepared and implemented by a dedicated Steering Committee. Chaired by Laurent Buelle and bringing together 30 senior managers, the Committee met every month following its inception in 2008 and throughout 2009. Beginning in January 2010, meetings have been held quarterly, with sub-committees meeting on a weekly or monthly basis.

**A carefully orchestrated
process**

Part of a cross-functional process intended to reorganize structures and control spending, the measures fell into five categories: adjusting the workforce to customer volumes; cutting or more carefully targeting expenditure; reducing working capital requirement; optimizing procurement policies; and introducing a leaner organization.

Working with senior management, the “PO 2009” Steering Committee was also responsible for communicating the plan’s importance and objectives to employees in order to ensure successful deployment. As team spirit and cohesion were key considerations in its development and implementation, the chosen methodology and management style will be maintained.

**Staying the course and
preparing the future**

Even in the most difficult moments of the crisis, Plastic Omnium nonetheless maintained its strategic commitment to innovation and expansion in Asia – two indispensable choices to guarantee a fuller recovery, strengthen the Company’s competitive positions and drive future growth. At the same time, safety and environment policies were pursued to ensure a productive, solid organization.

By year-end 2009, these efforts had produced results, improving profitability and strengthening the balance sheet through a significant reduction in debt. More fundamentally, “PO 2009” enabled the Company to remain independent while increasing its flexibility and improving its long-term growth prospects.

In 2009, Plastic Omnium adapted its human resources policies to the unprecedented global economic crisis, which hit the automobile industry especially hard. All of the adjustment measures were deployed with the utmost respect for people and a commitment to social dialogue.



Plastic Omnium 2009

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Listening to **employee concerns**

“During the year, Company-wide efforts focused on providing internal mobility opportunities and taking the necessary steps to reassign employees.”



Employee satisfaction surveys are conducted regularly to measure team member expectations and attitudes.

13,740

employees

Organizational adjustments

In 2008, to respond to the sudden collapse in the worldwide automobile market, Plastic Omnium introduced workforce adjustment measures. These involved organizational restructuring programs, cutbacks in the number of temporary workers and subcontractors, and voluntary separation plans. Given the severity of the crisis, the plan was reinforced in late 2008. The automotive plants in Saint-Romain-de-Colbosc and Nucourt, France were closed in mid-2009, and additional voluntary separation plans were introduced in France, North America, the United Kingdom and Germany. Over a period of 24 months, the workforce was reduced by approximately 3,000 people worldwide. 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.

Individual support

In redeploying personnel, the focus was on providing internal mobility opportunities and transferring skills between the different Divisions. Measures were introduced and resources made available to support the reassignment of people concerned by voluntary separation and redundancy plans, in consultation with employee representatives. These measures included training, redeployment and

outplacement initiatives extending over a period of 18 months. To lessen the impact of redundancy plans in France, Plastic Omnium signed stimulus plans with local authorities designed to create an equivalent number of jobs in affected employment areas. The agreements involved all local political and economic stakeholders and extended over periods of 12 to 18 months. The Saint-Romain-de-Colbosc plant, for example, was taken over by a local entrepreneur, who pledged to recruit employees as business permitted, thereby giving a boost to the town's industrial park.

Listening to employee concerns

In addition, specialized firms conducted in-depth studies of workforce reductions and production transfers to analyze and anticipate the potential risk of stress-related and psychosocial disorders. Employee satisfaction studies have been carried out on a regular basis since 2002. INERGY launched a new survey in late 2009 to measure progress made since 2007 and identify areas for improvement. These surveys clearly show that employee views and expectations are changing.

The Environment Division's R&D team is comprised of around 30 employees with complementary skills. Most of them have been reassigned from the Automotive Division.



> Inplacement solutions

Inplacement solutions can be found more easily because the Company has two core businesses. For example, the 30 employees at the new Plastic Omnium Environment research and development center previously worked for Plastic Omnium Auto Exterior. This successful skills transfer has created a new dynamic at the Σ - Sigmatech R&D center.



Plastic Omnium's development strategy is based on innovation, which represents a powerful vector for strengthening its leadership positions. Automotive and Environment teams are gearing up and focusing their skills and capabilities to respond to the challenges of "green" growth.

Innovating, *to ensure the future*

Plastic Omnium 2009

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"The challenges of sustainable development speed the innovation process while also driving growth in the Company's automotive and waste management businesses."

entrepreneurial spirit, researchers in the Company's 13 R&D centers around the world track technological developments in their quest to find game-changing solutions. This commitment was reflected in the filing of 43 new patents in 2009.

A growing need for responsible innovation

After the signing of the Kyoto Protocol in 1997, the Copenhagen Climate Conference in December 2009 further underlined the importance of combating global warming and the need for action to reverse the trend. Plastic Omnium is demonstrating its commitment with technological solutions and services that meet today's regulatory requirements or anticipate future environmental standards in both the automobile and waste management sectors. Driven by a pioneering,

Automotive: reducing the carbon footprint

Plastic Omnium Auto Exterior focuses on solutions that reduce a motor vehicle's carbon footprint across the entire life cycle of its parts and components. These solutions involve using lightweight plastics and composites, and recycled or biotechnology-based materials; optimizing component design to create lighter, more aerodynamic parts that reduce carbon emissions; improving manufacturing processes to lessen the environmental impact of production sites; and designing



The trunk floor integrates a range of functions on the same automotive platform, thereby reducing vehicle weight by 3 kilograms and, as a result, carbon emissions by 0.4g/km. It can also house the battery on hybrid or electric vehicles, as well as the fuel or additive tank.

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automotive parts that can be easily disassembled and recycled at the end of their useful lives.

Developing solutions that protect pedestrians from head, hip and leg injuries in the event of impact is a second important way in which Plastic Omnium Auto Exterior teams are helping to more effectively integrate the automobile into its surroundings. INERGY continues to actively pursue solutions that further reduce nitrous oxide emissions from diesel engines as well as hydrocarbon emissions. The entire Automotive Division is also working on innovative manufacturing and logistics processes intended to enhance flexibility and cost efficiency.

Environment: accelerating the innovation process

In one of the year's major events, the Environment Division's R&D organization was

> Increasing the use of recycled materials

Plastics account for 12 to 15% of a car's total weight. Plastic Omnium is searching for ways to make better use of end-of-life products and integrate recycled materials into the production of painted parts with solutions that will be brought to market very quickly. The Environment business has developed "green" product ranges with aboveground voluntary waste disposal receptacles, bio-composters, benches and waste container placement areas.

expanded with the creation at Σ -Sigmatech of a team of 30 engineers and researchers with multidisciplinary skills in such areas as plastics processing, chemistry, metallurgy, electronics and structural parts.

Their mission is to create new products, enhance styling and design, develop customized products and deploy new service offerings.

The 19 patents filed in 2009 demonstrate the new organization's effectiveness.

43

patents filed in 2009



Alongside innovation, international expansion is another major growth driver at Plastic Omnium. By expanding its presence in fast-developing markets, the Company is strengthening its role as a global expert capable of providing carmakers with local service.

A truly global **enterprise**



Plastic Omnium Auto Exterior signed two contracts with Suzuki, one in Europe to produce the impact absorption system for the Swift and the other in Asia to manufacture bumpers for the SX4. INERGY is producing the fuel system for the Swift.



> Growth paths

The Automotive Division's future success will be driven by the development of "green" technologies in mature markets and a sharp increase in demand in emerging markets.

The Environment Division is expanding its lineup of public waste drop-off containers and services and developing new urban equipment solutions.

Environment: focusing on Europe

The international expansion strategy is deployed differently depending on the business. In the Environment Division, Western Europe is the principal market led by strong demand for sorted waste collection solutions and optimized waste management costs. Nonetheless, South America, Eastern Europe and the Africa/Middle East/Asia/Pacific region offer increasingly attractive growth prospects.

Asia: a growth driver for the Automotive business

The global crisis has intensified the shift in production from the auto industry's historic base in Western Europe and North America toward China and India in Asia, and Brazil and Argentina in South America, which have been less affected by the recession. This recent development has redefined the challenges involved in manufacturing and marketing automobiles around the world. The most important growth drivers are to be found

"Present in all markets, Plastic Omnium Auto Exterior and Inergy Automotive Systems leverage their skills and capabilities to help carmakers successfully deploy their global projects."

in Asia, where rising purchasing power and recent demographic trends – as well as fewer automobiles per capita – have led to a sharp increase in demand. In China and India, Plastic Omnium Auto Exterior is working with local equipment manufacturers that already have ties with leading carmakers. This strategy is designed to drive rapid market share gains and establish solid positions in fast-expanding markets.

Managing an international organization

Plastic Omnium hires senior executives with profiles that correspond to the challenges facing an enterprise with global operations. This means people with an international culture and the ability to network, speak several languages and adapt to a foreign culture.

When new plants are opened or new production programs launched, managers from France are sent to support local teams for a limited time only. The Company is also committed to spreading its core values and corporate cultures, while respecting host countries' specific customs and practices.

This commitment is reflected in the global deployment of Plastic Omnium's health, safety and environment policy, which is based on best practices and uniform standards.



“To support growth in its Automotive businesses, Plastic Omnium operates high-performance production facilities around the world, while the Environment Division leverages a dense network of subsidiaries and close-to-the-customer agencies.”

Close to customers worldwide

■ North America

Canada, Mexico, United States

14 plants

2 Automotive R&D centers

17% of revenue

1,850 employees

■ South America

Argentina, Brazil, Chile

4 plants

2 Automotive R&D centers

3% of revenue

775 employees

■ Western Europe

Belgium, France, Germany,
Netherlands, Spain, Sweden,
Switzerland, United Kingdom

45 plants

8 Automotive and Environment R&D centers

63% of revenue

8,035 employees

■ Eastern Europe

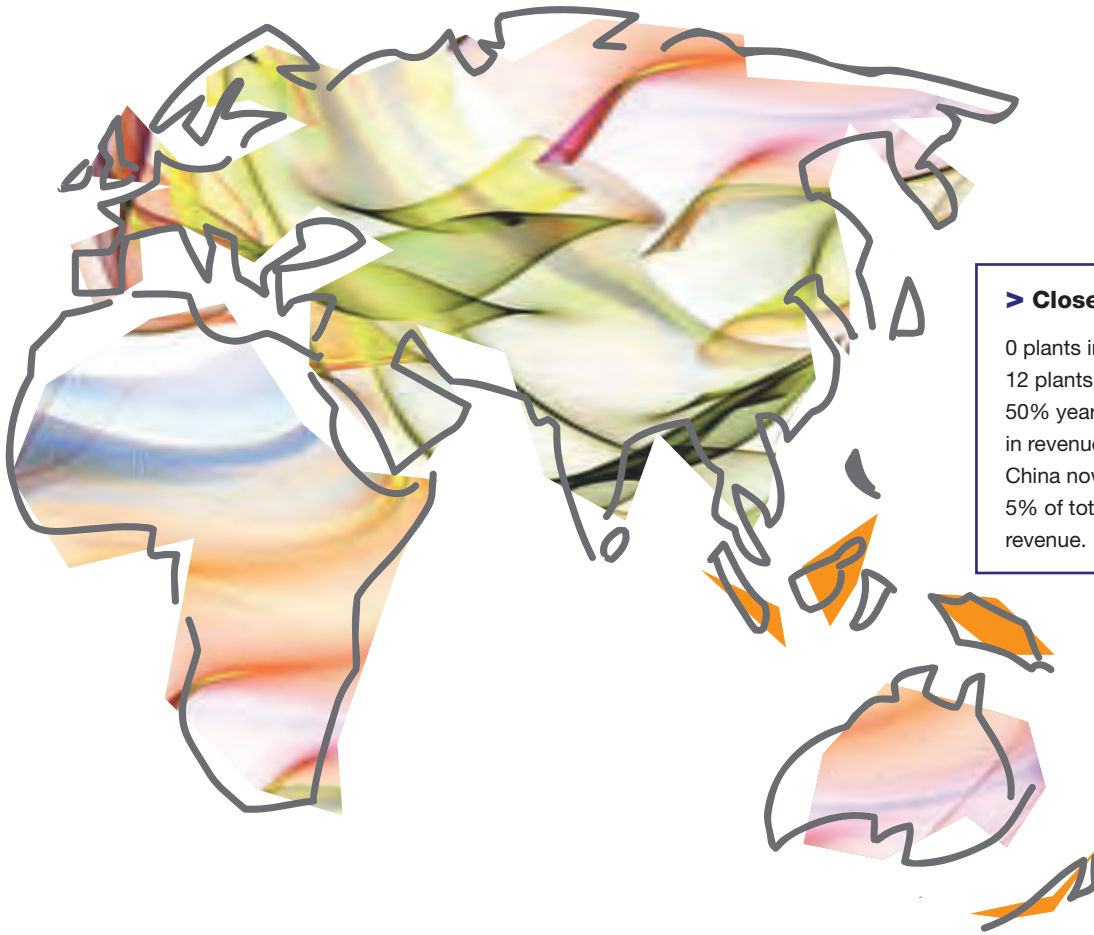
Czech Republic, Poland,
Romania, Russia, Slovakia

7 plants

1 Automotive R&D center

7% of revenue

831 employees



> Close-up on China

0 plants in 2005
 12 plants in 2010
 50% year-on-year increase in revenue in 2009, with China now representing 5% of total Automotive revenue.



■ Asia

China, India, Japan, Singapore, South Korea, Thailand, Turkey

22 plants

2 Automotive R&D centers

9% of revenue

2,155 employees, of which 600 hired in China and India in 2009


■ Africa

South Africa

2 plants

1% of revenue

94 employees



> Close-up on India

Two automotive plants, in Pune for Plastic Omnium Auto Exterior (year-end 2009) and in Vellore for Inergy Automotive Systems (second-half 2010).

64%

of the workforce located outside France

88

sales subsidiaries

70%

of revenue generated outside France, compared with 56% in 1995

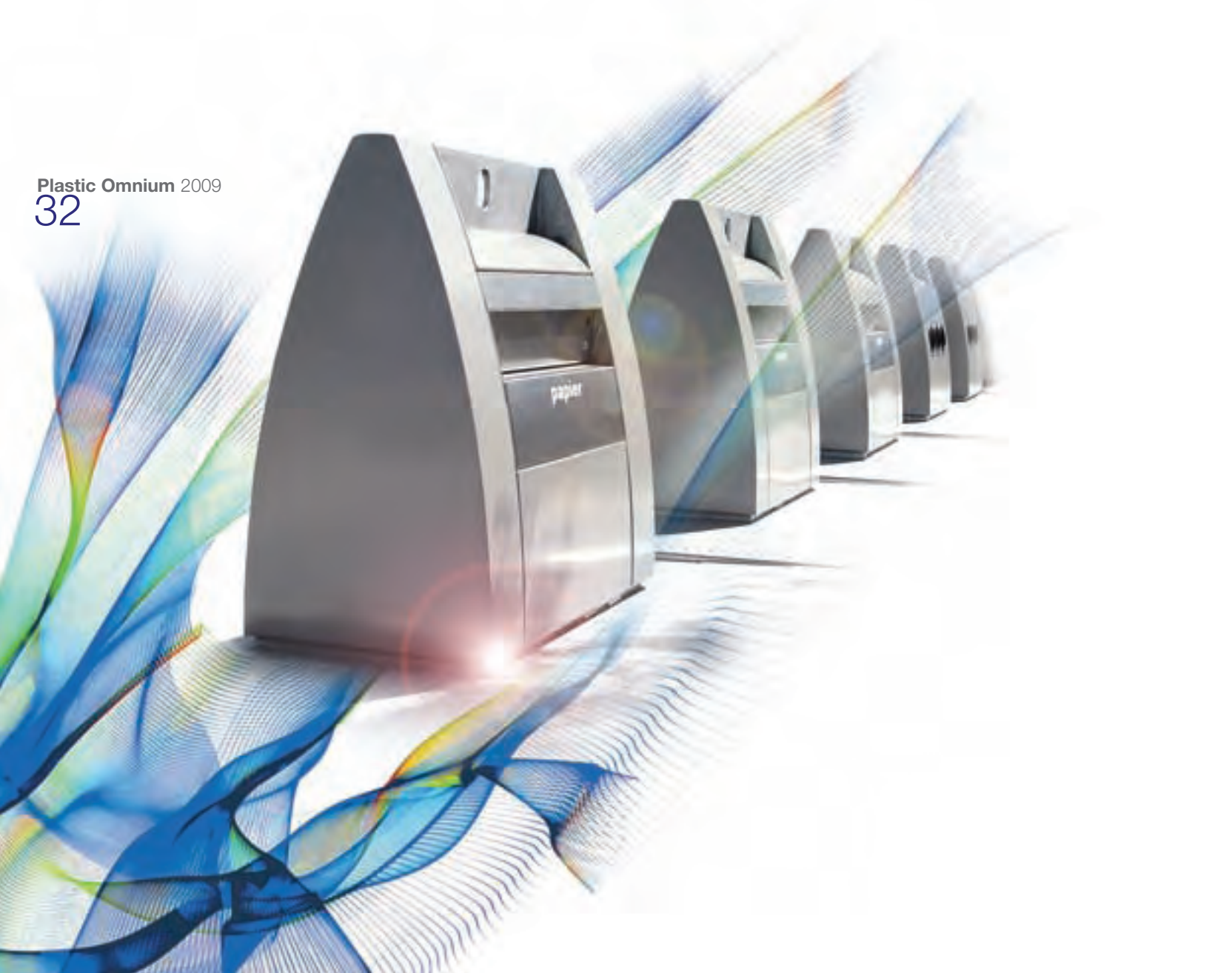
94

plants in 23 countries, of which 74 outside France

2009: a year of **innovative, profitable growth**

Plastic Omnium 2009

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Chapter 2

The Year in Review

Plastic Omnium's 2009 achievements and results were underpinned by an unwavering commitment to **bold action** within the framework of a rigorous management system. With leadership positions in its two core businesses, the Company brings to market constantly enhanced, value-creating products and services that reflect the full extent of its capacity for innovation.

Plastic Omnium is **adjusting to changes** in its markets, seizing opportunities and strengthening its presence in high-potential regions. A responsible corporate citizen, it

is responsive to the environmental concerns of manufacturing companies and local communities, and actively involved in reducing the environmental footprint of its products and operations.

The Company gives top priority to workplace **safety** and has set ambitious goals in this area.

Plastic Omnium 2009

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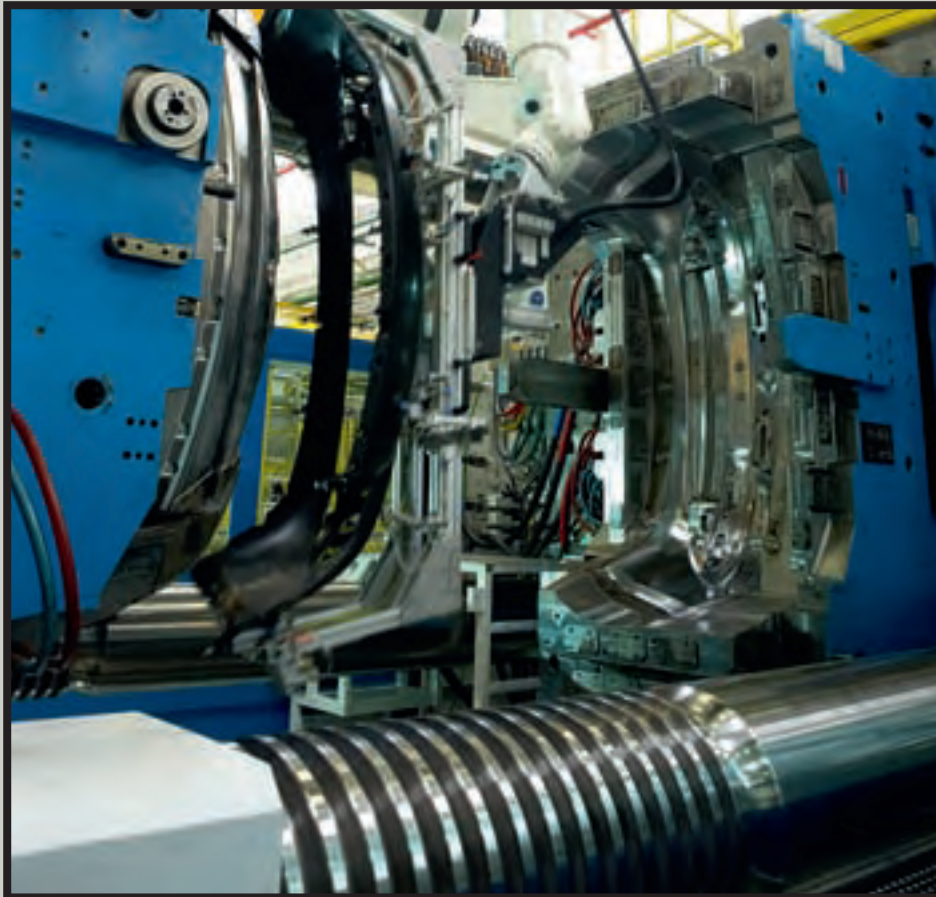


Preparing the future

- *The “PO 2009” team and the Chief Operating Officer remain fully committed to the project.*
- *Tight management and targeted strategic choices are enabling Plastic Omnium to pursue a path of continuous growth towards a promising future.*

Manufacturing excellence

- *A firm focus and optimized procedures in order to meet quality, cost, deadline and service objectives.*
- *Adapting production processes and logistics to fluctuations in demand.*



Bold creative initiatives

- *Developing innovative, environmentally friendly mobility solutions.*
- *Reconciling the need for less weight and enhanced styling, impact resistance and emissions control.*

Trunk hood for the Renault Wind.





Unlocking potential

- A new Environment research and development unit at Σ - Sigmatech dedicated to products and services for local communities.
- A multidisciplinary team to support innovation and enhance competitiveness.
- A clear focus on voluntary waste disposal systems and underground containers.



Plastic Omnium 2009

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A partner to the auto industry

- *Global coverage.*
- *Major investment projects in China, India, Brazil and Argentina, which are important growth markets for the Company.*

Preserving natural resources

- *With Plastic Recycling, the Company has a dedicated facility for recovering and reusing polyethylene and polypropylene.*
- *Nearly 30,000 tonnes of recycled material used in the Company's plants in 2009.*
- *A major technological breakthrough that will enable Plastic Omnium to bring to market painted bumpers made with recycled material.*



Corporate responsibility

- *Employee safety is a top priority.*
- *Stepped-up deployment of the health, safety and environment program launched in late 2008.*
- *Two key projects in 2009: man-machine interface and ergonomic design.*





Plastic Omnium 2009
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The Atrium litterbin in La Rochelle.

Urban development

- *Plastic Omnium Environment works closely with local authorities, developing products that make the urban environment cleaner, more comfortable and more attractive while providing information and other services in response to constituent concerns.*

Customer relations are a top priority. In response to the concerns of carmakers and local communities, Plastic Omnium teams are constantly adjusting their technological skills and close-to-the-customer service capabilities. In this way, they are responding to the new challenges of “green” mobility with the rapid development of city cars and hybrid and electric vehicles while satisfying the need for new waste management and urban development solutions.

A business dynamic *focused on customer expectations*



Tier-one OEMs and world leaders in their respective businesses, Plastic Omnium Auto Exterior and Inergy Automotive Systems share the same goals. Both are committed to pursuing their development in high-growth regions, continuing to set the standard in terms of innovation and expanding their customer portfolios.



A partner *to automobile* **manufacturers**

Plastic Omnium 2009

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“Thanks to its operations in India, Plastic Omnium has integrated new methods for designing and manufacturing low-cost vehicles that will help to make it more competitive in all markets.”



Brought on stream in December 2009, the Plastic Omnium Varroc plant in Pune, India supplies bumpers for GM's Beat and has five programs planned for Mahindra.

50%

of the Company's 2010 capex has been allocated for the BRIC countries

An unprecedented crisis and long-term opportunities

Unprecedented in its scope, the auto industry crisis has affected all markets without exception. In Europe, the rebound apparent since September 2009 is due to scrappage and environmental incentive schemes. In addition, governments and other industry stakeholders are actively supporting the sector. A recognized player, Plastic Omnium is a member of the Strategy Committee created as part of the recovery plan formulated at France's auto industry summit conference. In this capacity, the Company is backing the industry through its contributions to a financial assistance fund for tier-two and other OEMs.

Despite the current crisis, global automobile production is expected to increase by 46% between 2009 and 2015, led by rapid growth in China, India and South America. To ensure it has the resources to take

advantage of this growth, Plastic Omnium is focusing its capital spending programs in 2009-2010 on these regions, where it expects to have 17 plants in operation by year-end 2010.

Faster development in China and India

In China, YFPO and XieNO benefited from very strong demand in 2009, with YFPO recording a sales increase of 110% year-on-year. XieNO, which produces composite parts for trucks, took full advantage of the sector's dynamic growth in China. Both companies supply the leading automotive manufacturers operating in China. Owned jointly by Plastic Omnium Auto Exterior and Shanghai Automotive Industry Company, YFPO is pursuing its growth through recent alliances with Guangzhou Zongxin, a partner to Toyota and Honda, and Faway, a subsidiary of First Auto Works.

These agreements will open new markets for YFPO, which is going to operate two new plants in Guangzhou and Chengdu. Following the construction of its plant in Wuhan, Inergy Automotive Systems built a second plant in 2009, in Beijing, that will begin delivering fuel systems to Hyundai in 2010 and General Motors in 2011.

In India, the Plastic Omnium Varroc plant in Pune has been delivering bumpers for General Motors' low-cost Beat since late 2009 and has five programs planned for Mahindra. The INERGY plant in Vellore will begin producing fuel systems for a low-cost Toyota vehicle in second-half 2010. By 2015, Plastic Omnium expects to generate 15% of revenue in these two countries.

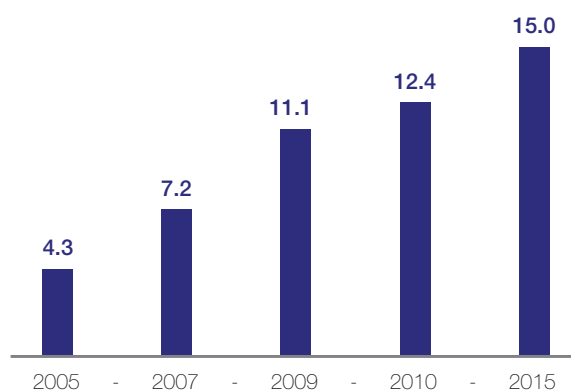
> Major orders received in 2009

Bumpers for the Fiat 500 in Mexico, bumpers and fuel systems for the Volkswagen Up in Slovakia, bumpers for the Renault Fluence electric vehicle in Turkey, body components for Daimler Trucks in Germany, fuel systems for the new BMW 1 and 3 Series, the Peugeot 208 and the Mercedes A and B Class, and INERGY's SCR DINOx emissions-control systems for Audi and General Motors.

> An expanded customer portfolio

thanks to orders from Fiat, Daimler Trucks, Suzuki, Mitsubishi and Mahindra.

China: strong growth in automobile production



In millions of vehicles manufactured. Source: CSM Worldwide.

“Plastic Omnium is developing new product lines to offer a more extensive lineup of plastic and composite parts that are considerably lighter. These include fenders, hatchbacks, trunks floors and hoods.”

► Expertise and leadership

Equipping cars and trucks...

– Painted exterior components, body modules, structural components, trunk floors, and fuel and emissions-control systems;

... while providing powerful customer benefits

– Lighter components, lower emissions, optimized propulsion systems, improved styling, shapes, gap and flush, and enhanced protection for pedestrians involved in low-speed impacts.



Plastics: the right solution for lighter vehicles

Demand in mature markets is mainly driven by stricter environmental standards and efforts to reduce greenhouse gas emissions.

In Europe, average weighted carbon emissions for new vehicles must be reduced to 130 g/km by 2012. Optimizing the powertrain, reducing vehicle weight and improving aerodynamic qualities are the main ways to achieve this objective. Plastic Omnium has developed a program to reduce average vehicle weight by 50 kg, which represents a reduction in carbon emissions of 6 g/km. The Company has established itself as a leading provider of solutions that offer the best balance of quality, functionality and value and are increasingly attractive to automobile manufacturers. Because of carmakers' need for lighter vehicles and more diversified product lineups, electric vehicles represent yet another important growth path for Plastic Omnium.

A plastic fuel tank for hybrid vehicles

A 16% increase in the number of hybrid vehicles is forecast between 2009 and 2015. While no changes in the fuel tank are required for diesel hybrids, fuel tanks for rechargeable gasoline-powered versions must be strengthened to withstand greater internal pressure. INERGY is validating new solutions that will remedy this problem so that its fuel tanks can equip all types of future hybrid vehicles.

INERGY's SCR DINOx system: urea stored in a special tank is transformed into ammonia when it comes in contact with hot exhaust fumes. It then reacts with nitrous oxides to create water and non-polluting nitrogen (42 patents).

A leader in emissions-control solutions

Designed to substantially reduce nitrous oxide emissions from diesel engines, INERGY's DINOx technology exceeds the EURO VI standard scheduled to take effect in 2014 and has been chosen by Audi for the Q7, A4 and Q5 as well as by General Motors. The challenge for INERGY is now to design a more competitive version of its SCR solution. It is pursuing this project alongside PSA Peugeot Citroën in the EQUINOx working group created within France's Mov'eo auto industry competitiveness cluster. To further reduce hydrocarbon evaporation, INERGY's uses Twin Sheet Blow Moulding technology, notably in the manufacture of fuel tanks for the BMW 7 Series and Audi A8. In addition to its environmental benefits, TSBM™ enables a broader range of fuel-tank shapes and a fuel system that delivers improved performance at lower cost. Always attentive to changes in North American

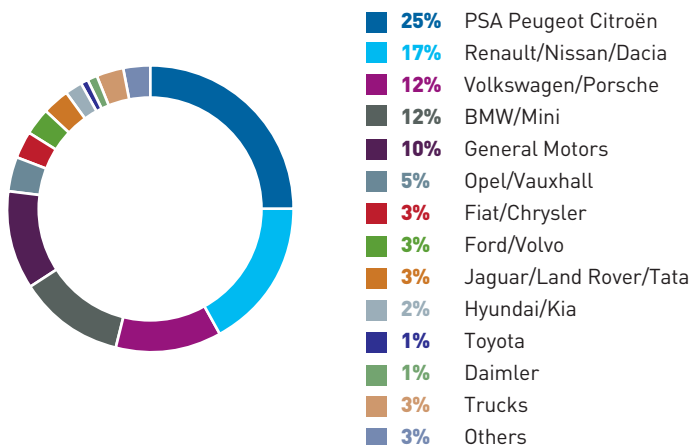
emissions standards, INERGY is ready to meet the challenge of even more stringent future requirements. TSBM™ has received two recent awards: in 2008 from the Society of Plastics Engineers and in 2009 at the International Plastics Design Competition.



Plastic Omnium 2009
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Production of a TSBM™ fuel system for the BMW 7 Series. A large number of components are inserted during the blow molding stage, eliminating the need to make complex technical openings once the tank has been completed. The technology significantly reduces hydrocarbon emissions.

Diversifying the Automotive Division customer portfolio in 2009





A world leader in waste container solutions, Plastic Omnium Environment has strengthened its offering in two areas: voluntary waste disposal products and information management systems that improve waste sorting. The Division is also committed to improving not only the living environment but also urban and road safety.

A clean urban living environment

Plastic Omnium 2009
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The environment: a major concern of public authorities

Europeans produce an annual average of 527 kg of household waste per capita* even as the cost of collecting and processing waste continues to rise year after year.

European directives and the recommendations of France's environmental summit conference have set clearly defined objectives for reducing household waste at the source and increasing the percentage

of recycled waste. In a market where cost management and environmental protection are both of paramount importance, Plastic Omnium Environment provides local communities with an extensive range of innovative, integrated solutions.

Underground containers: a market with a future

Container deployment and management is the first step to developing a successful system. Plastic Omnium Environment offers a broad range of waste sorting and storage equipment, including wheeled bins, bio-composters, litterbins, and underground, semi-underground and aboveground containers, as well as related maintenance, cleaning and management services. Hailed for their attractive appearance, impeccable hygiene standards, space-efficient design and large capacity, underground and

“3 million people benefit from Plastic Omnium’s waste container identification systems. 800,000 are invoiced according to incentive-based rates that take into account waste sorting performance, in line with the “polluter pays” principle.”

* Source Eurostat 2007.



Underground, semi-underground and aboveground voluntary waste disposal containers must be kept clean. Plastic Omnium offers a multi-brand solution with a special truck that can lift and wash all types of container.

semi-underground containers also help to optimize collection costs. In urban areas and group housing projects, they provide the ideal solution for voluntary disposal and waste sorting schemes.

Performance at the right price

Plastic Omnium offers other services that more efficiently control waste management costs and improving sorting. With intelligent information solutions developed by Envicomp, a subsidiary specialized in onboard systems for identifying and weighing containers, Plastic Omnium Environment supports local community efforts to optimize sorting and reduce waste production.

Measures include the deployment of incentive-based fees for waste sorting, which – following initial successes in Belgium and the Netherlands – are now being developed

> Washing underground containers: a customized service

Underground containers require regular upkeep, in particular to comply with public hygiene standards and local user expectations. Plastic Omnium has developed a multi-brand washing service that strengthens its position in the market and its role as a service provider. A mobile washing unit cleans and disinfects containers and removes grease, while complying with safety rules and environmental regulations that require wastewater recovery, the use of hypoallergenic, biodegradable washing and disinfection products, and the collection of residual container waste.

in France. Other measures include truck fleet geolocation services for more efficient collection and individual tracking of waste production. These solutions provide data indispensable for implementing appropriate user initiatives and efficiently managing community waste collection budgets.

527 kg/yr

The average amount of per capita waste produced in Europe



> A broad range of expertise deployed for litterbins in Madrid

Plastic Omnium has provided the city of Madrid with 64,000 new litterbins designed by the Ricardo Bofill architecture firm. The bins are equipped with numerous functions, including electronic chips for easy identification, and managed under a ten-year contract that includes rental, maintenance and washing services. Featuring customized design, an identification system and extensive services, the contract integrates the full range of Plastic Omnium's urban furniture expertise.

Equipping the city

In addition to its waste container solutions, Plastic Omnium Environment also helps cities to equip waste disposal areas, schoolyards, train stations, parks and gardens, and beaches. It produces a wide range of urban furniture, including benches, bus shelters, lighting systems, street safety equipment, information panels and playgrounds.

Designed to meet the expectations of public officials and residents alike, these integrated solutions make cities cleaner and more comfortable while also providing users with access to information and recreational activities. In line with this commitment, Plastic Omnium is a member of the Lyon Urban Truck & Bus competitiveness cluster, which is exploring ways to enhance the mobility of people and goods in urban areas.

Signage to enhance safety and provide information

A major player in the European signage sector, Signature is committed to enhancing safety as well as urban mobility, comfort and equipment for all stakeholders. Its seven European subsidiaries offer static and dynamic vertical signage, as well as electric



A new litterbin in Madrid. Attractive and functional, these custom-designed bins enhance the urban living environment.



Passenger shelter at Berlin's Central Station. In 2009, Signature's German subsidiary won new contracts with Deutsche Bahn for passenger waiting and information areas.

Plastic Omnium 2009
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and electro-computing systems, urban furniture and safety equipment. While road signage is its traditional core business, Signature is working closely with other companies in the Environment Division to expand its portfolio of urban products. In this respect, the new research and development center will play a key role in creating synergies within the Division that support joint projects.

New contracts in international markets

Plastic Omnium Urban Systems and Sulo were awarded a large number of contracts in 2009. These included containers equipped with electronic-chip identification systems in Amstelveen (Netherlands), new litterbins in Madrid (Spain), underground containers in Hamburg (Germany) and La Chaux-de-Fonds (Switzerland), a composting program for the Tarare intercommunity council and incentive-based invoicing for the Saint-Amandois intercommunity council (France), and the deployment of containers with electronic-chip identification systems for

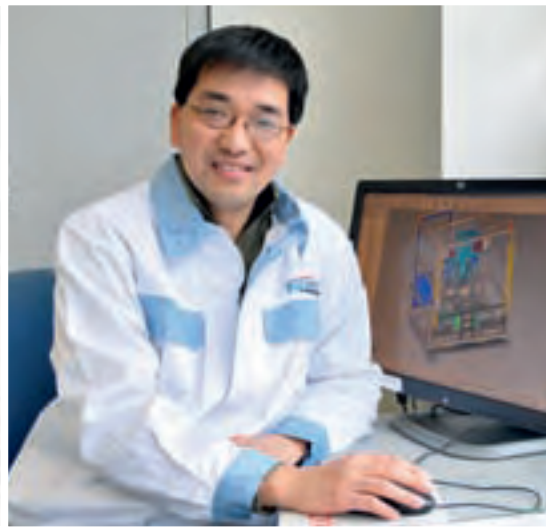
incentive-based invoicing for the Greater Namur waste processing organization (Belgium). The signage unit also scored a number of major successes, including a contract to provide road markings and vertical signage and ensure safety upgrades for tunnels on the A2 motorway in Switzerland; orders for pivoting electric panels with motorized poles from the ASF motorway authority in southern France and for passenger shelters from Deutsche Bahn, the German railway; and the extension of a contract to provide platform shelters for the regional network of France's SNCF railway system.

Sustainable *commitments*

Plastic Omnium 2009

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Plastic Omnium's development is part of a long-term vision. The Company's growth and profitability objectives are fully aligned with its safety and environmental standards, as well as its respect for people and regulatory requirements. Involving all team members, this sense of corporate responsibility also supports initiatives to achieve operating excellence.





To encourage team members' full support for lasting changes within the organization, the focus in 2009's difficult business environment was on enhancing skills, effectively managing careers, integrating team members and transmitting the Company's powerful values and culture.

Plastic Omnium 2009

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Supporting the Company's **growth**

At the Plastic Omnium Environment plant in Langres, France, a special room has been designed that simulates hazardous situations. Its purpose is to raise employee awareness of the need to comply with safety rules. Here, the topic is wearing goggles.



> Preparing the future with young people

Attentive to young people and their projects, Plastic Omnium is regularly in contact with leading business and engineering schools throughout France. Breakfast get-togethers and other meetings are organized with students, who also are offered internships within the Company. For more than seven years, Plastic Omnium has partnered the Ecole Centrale engineering school in Paris, helping to organize a rally race in which Company employees also take part. These policies make Plastic Omnium more attractive in the eye of recent graduates and strengthen the image of excellence it projects.

“In 2009, safety training initiatives helped to increase employee vigilance, which is key to locking in improvements already made in this area.”

Management tools

To enable employees to develop their skills, Plastic Omnium every year deploys a range of management tools. The annual performance review involving employees and their managers provides an opportunity to appraise the past year's achievements and set future goals and assignments. In addition to assessing overall performance, the interview helps to define areas for improvement. Succession plans are also prepared every year within each Division in order to examine existing organizations and anticipate future human resources needs and career development aspirations.

Training in workplace safety

These management tools provide feedback that is useful in preparing training programs and career mobility opportunities.

In 2009, a total of 183,277 hours of training were offered across the organization, backed by a substantial budget and focusing on safety-related topics.

33 managers took part in the Top Safety program in 2009, increasing to 409 the total number of managers trained since 2005.

Another training priority involved programs launched during the year to reduce severe accidents. INERGY University also promotes safety and environmental standards specific to its business and introduced a dedicated module in 2008.

1/3

fewer accidents in 2009

Transmitting corporate culture and the PO Way

The Plastic Omnium Code of Conduct formalizes the Company's ethical commitments in the area of sustainable development and sets forth rules of conduct to ensure compliance with local legislation. Intended for managers, who then share the messages with their team members, this in-house document is the cornerstone of the Company's internal communication efforts.

Senior management has regularly addressed employees directly about the “PO 2009” Plan. Optimum, the in-house newsletter published in five languages, and Top Net, the Company intranet, have also played an important role in relaying information about the Plan and about the PO Way.

409

managers trained in Top Safety since 2005



Introduced in 2002 and constantly developed and improved since then, Plastic Omnium's health, safety and environment plan is supervised directly by senior management. Among the many important initiatives pursued in 2009 were workstation ergonomics and man-machine interface, along with equipment compliance upgrades and ongoing deployment of the Top Safety training program.

Plastic Omnium 2009

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A Company-wide focus on safety and the environment

“In 2009, Plastic Omnium organized three sessions of its Top Safety training program for managers. A training module called Premium will be developed for the Company's most advanced facilities.”

> Tangible safety improvements

A number of important advances were made during the year, including:

- Accidents with or without lost time per day were reduced to two, from three in 2008.
- Facilities reporting no accidents with or without lost time increased by 42%.
- 4,922 Top Safety audits were conducted.
- 90% of facilities were ISO 14001-certified and 77% OHSAS 18001-certified at the end of the year.

Across-the-board involvement

Plastic Omnium has set an objective for 2010 of completing programs launched beginning in late 2008 to eliminate the risk of fatal and severe accidents and to significantly reduce the total number of accidents within the Company. Pursuing 2009 initiatives, three Health, Safety and Environment (HSE) committee meetings will be held during the year – to be attended by the Chairman and CEO – to manage the deployment of the four components of the HSE plan.

With the renewal of OHSAS 18001 certification for the Company's safety management process, two internal audits will be carried out to ensure that the system is operating smoothly and to promote the

sharing and implementation of safety goals and procedures by all subsidiaries. This will be followed in late 2010 by an audit conducted by an outside organization to ensure the full compliance of Plastic Omnium's Safety Management System (SMS) and the renewal of its certification.

Ergonomics-related challenges

To raise employee awareness of the importance of workplace ergonomics, and in particular the risks of musculo-skeletal disorders caused by repeated movements, prolonged work in standing or seated positions, and the handling of heavy loads, an e-learning module to teach the correct movements and postures has been designed and distributed in seven languages for operators. Managers will also be involved in deploying the training program. Moreover, the module can be used in conventional training courses. Virtual reality technology is also being used to design three pilot workstations integrating ergonomic features. Operators are involved in the development of their own workstations so that they can be modified before they are actually installed.

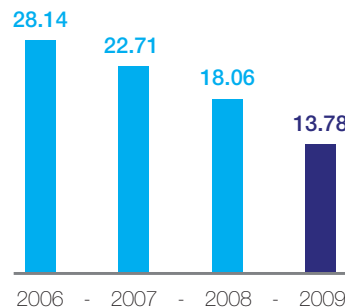
Making machine operations safer

An equipment audit launched in 2009 with the aid of an outside partner will be completed in late 2010. Non-conformities will then be remedied, with special attention paid to those characterized as unacceptable. At the same time, Plastic Omnium is continuing to implement a man-machine interface procedure, since 80% of accidents

are caused by behavioral factors. These two inter-related approaches will help to define safe operating procedures for machines that comply with performance standards, while also providing training for employees, in particular maintenance teams and subcontractors.

Accident frequency rate with and without lost time

Number of accidents with and without lost time per million hours worked



Plastic Omnium 2009
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A new e-learning tool to train operators in correct movements: here, the handling of heavy objects.

Plastic Omnium 2009

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Reducing Plastic Omnium's carbon footprint

Plant energy consumption data are consolidated on a yearly basis so that total carbon emissions can be quantified, taking into account factors specific to each country. Carbon-related issues are monitored from headquarters in order to anticipate future obligations related to measures in the European Plan on Climate Change that have been integrated in France's 2010 budget proposal. The Top Planet program to reduce energy use was pursued in 2009. Plants in Fontaine, Guichen, Ruitz, Amiens and Vernon, France were presented with Top Planet awards in recognition of their environmental performance and cost-saving technical solutions.

Ecodesign to facilitate recycling

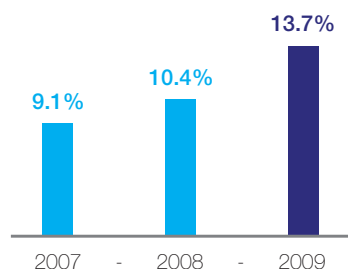
Ecodesign principles are integrated into all development and production processes. Plastic Omnium's focus is on innovative upstream projects to procure and integrate recycled materials. This is the rationale behind the Company's active involvement in Club CREER, an acronym for Cluster Research: Excellence in Ecodesign & Recycling that means "create" in French. Plastic Omnium is a founding member of the Club, which brings together 70 manufacturing companies and universities. A research project was launched in 2009 with the support of France's Environment and Energy Management Agency (ADEME) to optimize



The Bulbeo composter is manufactured entirely from recycled material. Its marbled appearance serves as a visual reminder that it is made with regenerated plastic.

Recycled plastic

as a % of total plastic used



the use of scrap plastic by enabling plastic components to be traced, identified and separated by chemical family, The project will have practical significance for Plastic Recycling, a plastics recovery subsidiary. In 2009, Plastic Omnium also finalized the Greenlene® project, conducted jointly with the INSA Lyon and ENSAM engineering schools. A solution was found – and patented – for recovering and regenerating polypropylene and polyethylene from recycled materials, in particular crushed parts from end-of-life motor vehicles. The regenerated plastic will then be used to manufacture painted exterior components that deliver the same technical performance as parts made with new plastic.

Exploring other opportunities

Plastic Omnium has stepped up its research on “green” materials and the use of bio-polymer (i.e. non-petroleum-based) plastics or resins. The objective is to offer environmentally friendly solutions and reduce the use of fossil-based materials. The energy recovery channels for thermosetting

materials developed by Plastic Omnium directly support carmaker initiatives to increase the use of high-performance composite materials in automobile manufacturing.

8,124

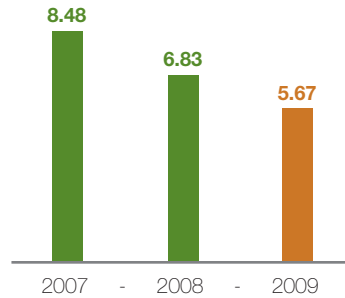
tonnes of plastic processed
by Plastic Recycling

Plastic Omnium 2009
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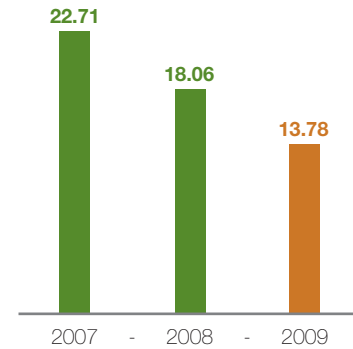
The laboratory at the Plastic Recycling facility in Saint-Eusèbe, France. This Plastic Omnium subsidiary took part in the Greenlene® project along with the INSA Lyon and ENSAM engineering schools.

Accident frequency rate with lost time



Number of accidents with lost time per million hours worked

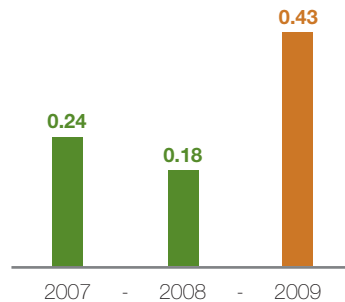
Accident frequency rate with and without lost time



Number of accidents with and without lost time per million hours worked

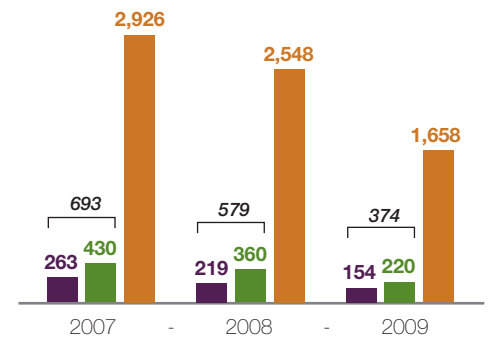
Sustainable Development Indicators

Accident severity rate



Number of days of accident-related lost time per 1,000 hours worked

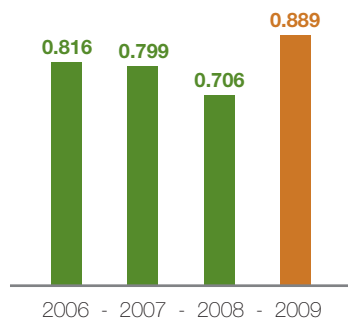
Type of accidents



- Number of accidents with lost time
- Number of accidents without lost time
- Number of first aid cases

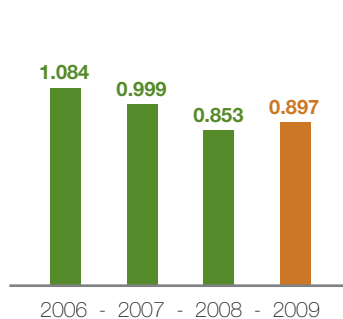
Greenhouse gas emissions

in kg of CO₂ per kg of processed material



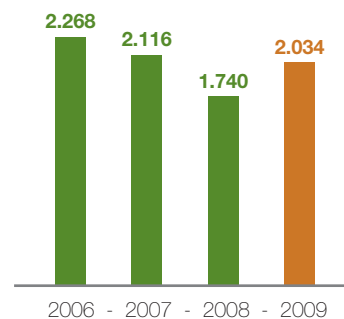
Gas consumption

in kWh per kg of processed material



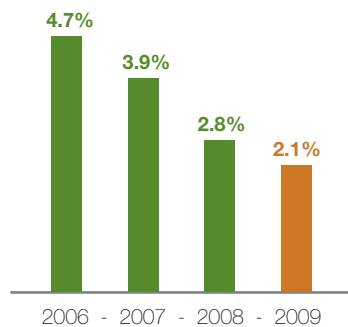
Electricity consumption

in kWh per kg of processed material

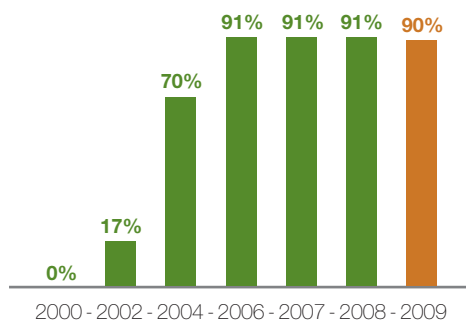


Untreated waste from plants

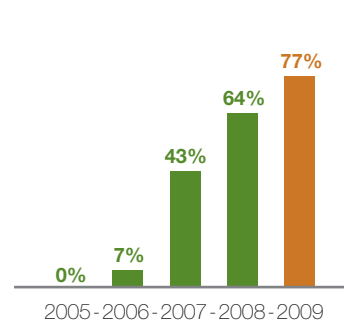
as a % of processed material



Percentage of sites certified ISO 14001



Percentage of sites certified OHSAS 18001



Review of 2009 actions

Plastic Omnium's sustainable development process is aligned with the United Nations Global Compact. Having signed the charter in 2003, the Company is committed to respecting its principles and to filing a report on actions taken and results achieved on an annual basis. This information is posted at www.unglobalcompact.org and www.un.org/french/globalcompact.

Management and industrial processes

Safety

Objectives	Actions	Results	Next Steps
Safety with regard to people			
Management assumes responsibility for the Health, Safety and Environment (HSE) program.	<ul style="list-style-type: none"> - Monthly Enablon reports reviewed by the Executive Committee with a focus on severe accidents. - Man-machine interface (MMI) procedure deployed. - "Unavoidables" defined. - Company-wide policy on equipment compliance standards implemented. 	<ul style="list-style-type: none"> - 17% reduction in accidents with lost time (incl. temporary workers) and 23% reduction in accidents with or without lost time (incl. temporary workers) year on year. - Pareto analysis of business units with the highest rates of accidents with or without lost time. - MMI procedures deployed: one pilot unit per plant. - Equipment compliance audits at Plastic Omnium Environment and pilot project start-ups at Plastic Omnium Auto Exterior. - Empowerment of supervisors of people involved in accidents. 	<ul style="list-style-type: none"> - Reduce the accidents with lost time rate (incl. temporary workers) to 4 at year-end 2010, a 29% improvement over 2009. - Reduce the accidents with or without lost time rate (incl. temporary workers) to 10.5 by year-end 2010, a 24% improvement over 2009. - Achieve a rate of around 15 in the business units with the highest rates of accidents with or without lost time. - Implement the MMI procedure for all equipment in all plants in 2010. - Audit all equipment in all plants in 2010 and launch corrective measures.
Deployment of a reconnaissance system.	<ul style="list-style-type: none"> - Safety objectives for all managers defined at their annual performance review. - Three Top Safety training programs conducted at units with major safety challenges. - Training provided in ergonomic corrective strategies. - A library of training resources for the "unavoidables" posted online. - Ongoing training provided in REACH and equipment compliance. - Safety awards created. 	<ul style="list-style-type: none"> - Safety objectives defined for more than half of managers at annual performance reviews. - 33 managers trained in 2009, bringing to 409 the number of participants in the Top Safety program since early 2005. - Acquisition of a multimedia ergonomics training resource. - "Unavoidables" pamphlet prepared by the Divisions. - 21 employees took part in REACH training programs. - 32 employees trained in machine compliance. 	<ul style="list-style-type: none"> - Define Safety objectives for all managers at annual performance reviews. - Organize three or four Top Safety training sessions in 2010 for a total of 30-50 managers. - Train all employees in ergonomic principles. - Develop "unavoidables" training modules. - Provide REACH training for all employees involved in chemicals management. - Provide machine compliance training for all maintenance and design personnel. - Present safety awards to qualifying plants at the Top 100 meeting in April 2010.
HSE criteria taken into account beginning in the design phase.	<ul style="list-style-type: none"> - HSE practices in milestone reviews standardized. - Virtual reality technology used to validate workstation ergonomics in the design phase. 	<ul style="list-style-type: none"> - Pareto analyses conducted for product and process-related accidents. - Best practices benchmarked in project reviews. - HSE criteria redefined in product and process milestone reviews. - Benchmarking of virtual reality tools. 	<ul style="list-style-type: none"> - No projects to be approved unless milestones validated by HSE Division coordinators. - Develop three pilot workstations using virtual reality technology.

Objectives	Actions	Results	Next Steps
Deploying a policy of excellence.	<ul style="list-style-type: none"> - HSE internal audit process (e-audit) developed. - OHSAS 18001 certification renewed for the centralized management of safety with regard to people and property. - Safety objective updates formalized during budget reviews. 	<ul style="list-style-type: none"> - All internal audits integrate HSE questions in the reference base. - A risk map using a common standard developed at Division and Company level. - Safety Management System (SMS) posted on the intranet to make it easier for plants to access OHSAS 18001 certification programs. - 77% of facilities OHSAS 18001-certified as of 31 December 2009. - OHSAS 18001 certification renewed for the centralized management of safety with regard to people and property. - Guidelines drafted for the 2010 budget. 	<ul style="list-style-type: none"> - Monitor HSE non-compliance via an online platform. - 87% of facilities ISO 18001-certified as of 31 December 2010 - Objective: zero incidents of non-compliance in the OHSAS 18001 certification audit for the centralized safety management system. - Validate HSE results and resource objectives alongside budget objectives. - Launch a project to actively promote HSE policies within Plastic Omnium's jointly owned companies.

Safety with regard to property

Loss prevention.	<ul style="list-style-type: none"> - 35 facility audits by our insurance broker and agents scheduled for 2010. - Highly Protected Risk (HPR) initiative deployed throughout the organization. 	<ul style="list-style-type: none"> - 32 facility audits by our insurance broker and agents carried out in 2009. - Implementation of 48% of people-related practices and procedures recommended by the audits. 	<ul style="list-style-type: none"> - Zero tolerance regarding the implementation of these actions. - Internal auditors to verify the criteria used in calculating the Maximum Foreseeable Loss (MFL) during each inspection. - Internal auditors to ensure that a business continuity plan exists for supplier-related issues. - Capital employed protected by the HPR label.
Loss protection.	<ul style="list-style-type: none"> - 35 facility audits by our insurance broker and agents scheduled for 2010. - Insurer recommendations integrated into specifications for the construction of new Plastic Omnium plants. 	<ul style="list-style-type: none"> - €3.4 million invested between 2006 and 2009 to reduce Maximum Foreseeable Losses (MFL). - Building specifications defined for new plants in low-cost countries. 	<ul style="list-style-type: none"> - No new Plastic Omnium plant to be built without a sprinkler system. - Sites with the best loss protection performance rewarded with a change in their insurance premium.

Environmental performance

Objectives	Actions	Results	Next Steps
Reducing emissions.	<ul style="list-style-type: none"> - Ongoing deployment of solvent-free paint technologies. - Groundwater monitored on former sites classified at-risk. 	<ul style="list-style-type: none"> - Four water-soluble paint lines operational at year-end 2009 and 23 lines equipped with VOC thermal destruction systems. 	<ul style="list-style-type: none"> - Identify the operations and processes that emit the greatest amounts of carbon. - Increase recycled material content. - Continue to reduce the amount of solvents used on paint lines.
Managing energy consumption.	<ul style="list-style-type: none"> - Carbon tax regulations closely monitored. - Ongoing deployment of the Top Planet program to reduce electricity consumption. 	<ul style="list-style-type: none"> - In 2009, <i>Top Planet Awards</i> were presented to five Plastic Omnium Auto Exterior plants in recognition of their energy consumption performance and their implementation of technical solutions that reduced costs. 	<ul style="list-style-type: none"> - Deploy the <i>Top Planet</i> program in other European countries.
Completing the deployment of the Environment Management System.	<ul style="list-style-type: none"> - Acquired companies integrated into the scope of reporting for ISO 14001 certification. 	<ul style="list-style-type: none"> - 90% of Plastic Omnium facilities ISO 14001-certified as of 31 December 2009. - Environmental/Ground pollution studies carried out for site disposal projects. 	<ul style="list-style-type: none"> - 94% of facilities ISO 14001-certified as of 31 December 2010. - Ground pollution issues to be examined for all plant disposals and acquisitions.

Health

Objectives	Actions	Results	Next steps
Managing chemical risks (REACH).	<ul style="list-style-type: none"> - Management Safety Data Sheets on the X-Mat database updated. - Deployment of Management Safety Data Sheet printing software linked to the X-Mat database. - Training of key personnel involved in managing REACH and the X-Mat database 	<ul style="list-style-type: none"> - Internet access to X-Mat improved for key personnel. - X-labeling module created. - Around 160 key players trained in REACH and X-Mat as of year-end 2009. 	<ul style="list-style-type: none"> - Prohibit the use of substances subject to authorization or restrictions under the REACH regulation. - Modify X-Mat to optimize use of the Management Safety Data Sheet base. - All suppliers to provide up-to-date Management Safety Data Sheets. - X-labeling module to be used for all Management Safety Data Sheets on site.
Ergonomics.	<ul style="list-style-type: none"> - RREM method for preventing work-related physical disorders deployed at Plastic Omnium Auto Exterior plants, in partnership with physical therapists. - Virtual reality tool used to validate workstation ergonomics. - Multimedia tool used for training in corrective ergonomics. 	<ul style="list-style-type: none"> - More than 250 people had received RREM training in all Plastic Omnium Auto Exterior plants in France by year-end 2009. 	<ul style="list-style-type: none"> - Continue deploying RREM training on all Plastic Omnium Auto Exterior sites. - Make maximum use of tools and feedback in project progress reports. - Broaden the use of virtual reality tools. - Raise employee awareness of the principles of corrective ergonomics.

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*Products and services***User Safety**

Objectives	Actions	Results	Next steps
Enhancing protection of pedestrians in the event of vehicle impact by reducing injuries to the leg, hip and head.	<ul style="list-style-type: none"> - Vehicle architecture solutions combining thermoplastics and thermosetting resins. - Research on more efficient energy absorption solutions. - Development and production of the bumper absorption beam to protect the leg. - Optimization of the space between the hood and the engine to protect the head. 	<ul style="list-style-type: none"> - Wider use of thermoplastic bumper absorption beams, which provide maximum leg protection in Eurocap tests (Peugeot 308, 3008 and 5008, Citroën C3 Picasso, Renault Megane III, Jaguar XF, etc.). - Hybrid metal/thermoset hood concept developed to increase protection of the head. 	<ul style="list-style-type: none"> - Pursue advances in the area of pedestrian protection with solutions that also help to make vehicles lighter. - Develop a comprehensive offering of pedestrian protection solutions.

Environment

Objectives	Actions	Results	Next steps
Reducing carbon emissions by making vehicles lighter and more aerodynamic.	<ul style="list-style-type: none"> - Ongoing development of lightweight solutions combining thermoplastics and composites that deliver superior quality, functionality and cost-effectiveness. 	<ul style="list-style-type: none"> - Development of a module combining thermoplastics and composites for a car hatchback and truck body. The two vehicles will be brought to market in late 2010. 	<ul style="list-style-type: none"> - Continue to increase the percentage of plastics and composites in automotive exterior and structural components, with the goal of reducing vehicle weight by 50 kg and per-vehicle carbon emissions by 6 g per km.
Increasing the recycling rate and reducing residual waste volumes.	<ul style="list-style-type: none"> - Strengthening the lineup of voluntary waste disposal equipment and information management solutions to improve waste sorting. - Deployment of a comprehensive offering for local authorities and their constituents with incentive-based invoicing rates. 	<ul style="list-style-type: none"> - Three million people benefit from Plastic Omnium's waste container identification systems. 	<ul style="list-style-type: none"> - Support community efforts to optimize waste sorting and reduce waste production. - Develop integrated urban equipment solutions.

Minimizing the impact of products throughout their entire lifecycle.	<ul style="list-style-type: none"> - Comprehensive ecodesign approach for new product development. - Efforts to reduce the amount of material consumed. - Use of materials that have the smallest environmental impact. - Priority given to recycled material. 	<ul style="list-style-type: none"> - Participation in research projects carried out by Club CREER (Cluster Research: Excellence in Ecodesign & Recycling). - Product lifecycle analyses conducted. 	<ul style="list-style-type: none"> - Pursue initiatives to reduce motor vehicles' carbon footprint.
Optimizing the use of end-of-life plastics and developing applications for recycled plastics.	<ul style="list-style-type: none"> - Maximum use of recycled materials in automotive applications and waste collection containers. - Research on new recycling solutions for automotive applications. 	<ul style="list-style-type: none"> - Launch of a research program to identify and separate plastic parts by their chemical family, with the support of France's Environment and Energy Management Agency. - Finalization of the greenlene® program to produce bumpers made exclusively with recycled plastic from crushed automotive parts. - 26,911 tonnes of recycled material processed in the Company's plants. - 100% recycled polypropylene structural parts and impact absorption components produced in the Company's plants. 	<ul style="list-style-type: none"> - Develop Plastic Recycling, the Company's dedicated recycling unit. - Produce exterior components made entirely with recycled plastics. - Support the development of recycling channels for end-of-life auto parts and vehicles.
Developing crop-based materials for automotive applications.	<ul style="list-style-type: none"> - Research on replacing polymers with materials made from hemp or flax. - Research on eliminating styrene and developing an odorless composite that emits no VOCs. 	<ul style="list-style-type: none"> - Validation of a structural component made with 10% "green" material. 	<ul style="list-style-type: none"> - Pursue research through joint projects.

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Health

Objectives	Actions	Results	Next steps
Reducing polluting diesel engine emissions.	<ul style="list-style-type: none"> - Integrated systems developed to reduce nitrous oxide emissions. 	<ul style="list-style-type: none"> - Series production start-up of two SCR DINOX systems to reduce nitrous oxide emissions for the Audi Q7 and A4. - Three new orders received in 2009. - Participation in the EQUINOX working group alongside PSA Peugeot Citroën, as part of the Mov'eo competitiveness cluster to develop a more cost-competitive SCR system. 	<ul style="list-style-type: none"> - Pursue research to develop solutions tailored to large-series and smaller-engine cars.
Reducing hydrocarbon emissions.	<ul style="list-style-type: none"> - Development of a blow-molding technique that considerably reduces fuel tank hydrocarbon emissions. 	<ul style="list-style-type: none"> - Series production of a Twin Sheet Blow Moulding (TSBM™) fuel tank for two cars: the BMW 7 Series and the Audi A8. 	<ul style="list-style-type: none"> - Deploy this technology for hybrid vehicles. - Adapt the TSBM™ process to design and cost constraints.

Glossary

> Accident frequency and severity rates, p. 57, 60

- The level 1 accident frequency rate expresses the number of accidents with lost time per million hours worked.
- The level 2 accident frequency rate expresses the number of accidents with or without lost time per million hours worked.
- The accident severity rate expresses the number of days of accident-related lost time per 1,000 hours worked.

> ADEME, p. 58, 65

France's **A**gency for **E**nvironment and **E**nergy **M**anagement, whose purpose is to conduct research and innovation programs, raise awareness of environmental issues, provide consulting services for socio-economic organizations and support related projects. Plastic Omnium partners with ADEME in the Top Planet communication campaign, designed to inform employees of the need to reduce electricity consumption. A research project to identify and separate plastic parts by chemical family was launched in 2009 with ADEME's support.

> Carbon Balance, p. 28, 63, 65

A method for calculating greenhouse gas emissions that enables manufacturers, service businesses, government agencies, local communities, and other organizations to measure their overall environmental impact. The Carbon Balance was created following the ratification of the Kyoto protocol in 2004 to measure and reduce the impact of human activities on the increase in greenhouse gases in the Earth's atmosphere.

> Club CREER, p. 58, 65

Cluster **R**esearch : **E**xcellence in **E**codesign & **R**ecycling. Plastic Omnium is a founding member of this organization of companies, whose mission is to share expertise and feedback on eco-design and recycling initiatives.

> CMR, p. 64

Carcinogenic, **M**utagenic and **R**eprotoxic substances (categories 1 and 2). In line with European REACH regulations, Plastic Omnium identifies and replaces these substances to protect the health and safety of employees and users of its products.

> **CO₂**, p. 4, 26, 27, 46, 58, 61, 63

Carbon dioxide (also known as carbonic acid gas), released primarily from hydrocarbon and coal combustion during manufacturing, energy and transportation activities. In Europe, the average weighted emissions of CO₂ per vehicle have been set at 130 g/km for 2012. Plastic Omnium delivers solutions that make exterior automotive components and systems lighter in order to reduce vehicle carbon emissions, while also pursuing initiatives to lessen the environmental impact of its own operations.

> **Eco-Design**, p. 58, 65

An approach that takes into account all related consumption and emissions, beginning in the product design phase. The purpose is to reduce the negative environmental impact of a product throughout its entire lifecycle.

> **Environmental Management System**, p. 64

Management system deployed by a company, department or other unit to assess and reduce the environmental impact of its operations. Environmental management is an integral part of Plastic Omnium's sustainable development commitment.

> **Eol Parts**, p. 65

End-of-life parts. The Company's Plastic Recycling plant processes automotive components recovered through end-of-life parts channels.

> **Global Compact**, p. 62

Launched at the World Economic Forum in Davos in January 1999, the Global Compact encourages participating companies to respect ten principles with regard to human rights, freedom of association, working conditions and environmental protection, and to publish their improvements in each area once a year. Plastic Omnium is a signatory of the Global Compact.

> **Greenhouse Gases**, p. 61

Gas that absorbs and radiate infrared rays that increase the average temperatures of oceans and the atmosphere. Human activity is the main cause of greenhouse gases like carbon dioxide, steam, ozone and fluorine chlorine hydrocarbons.

> **HSE**, p. 19, 29, 40, 56, 62, 63

Health, Safety, Environment. In late 2008, Plastic Omnium launched a four-year HSE improvement program.

> **ISO 14001**, p. 56, 61, 63

A standard introduced by the International Organization for Standardization that defines specifications and procedures for implementing and operating an environmental management system and for obtaining certification. Plastic Omnium's objective is to have 94% of its facilities certified at year-end 2010.

> **MMI**, p. 56, 57, 62

Man-machine interface. MMI defines the resources and tools deployed by people interacting with machines, thus enabling the design of systems that are ergonomic, efficient and safe.

> **Mov'eo**, p. 47, 65

A competitiveness cluster that brings together manufacturing companies, research and training organizations, local and regional authorities, and public and private institutions with the goal of developing automobiles and other means of transportation that are safe for both people and the environment. INERGY is involved alongside PSA Peugeot Citroën in the EQUINOx working group to develop cost-competitive emissions control solutions for diesel engines.

> **NO_x**, p. 27, 47, 65

Nitrogen oxide. Refers to all nitrogen compounds produced by the combustion of hydrocarbons. Very active in emissions-control systems, INERGY has developed a system for lowering nitrous oxide emissions using Selective Catalytic Reduction (SCR) technology. Called DINOx, the solution was brought to market in 2008.

> **OHSAS 18001**, p. 56, 61, 63

An international Occupational Health and Safety Assessment Series standard that defines specifications and procedures for implementing and operating a health and safety management system in the workplace and for obtaining certification. When deployed alongside Plastic Omnium's Safety Management System, the OHSAS 18001 certification process launched in 2006 helps to structure actions and support progress. In 2009, OHSAS 18001 certification was renewed for the Safety Management System.

> **Polymers**, p. 59, 65

Plastic substance (liquid when heated and solid at room temperature) made up of macromolecules with the same chemical composition. There are two major families of polymers: thermoplastics and thermosetting plastics, which have different characteristics and properties.

> **Polyethylene**, p. 39, 59

A thermoplastic that is extremely chemical and impact resistant. It is widely used by Plastic Omnium Environment in the manufacture of waste containers and by Inergy Automotive Systems for fuel and additive tanks. Scrap polyethylene wheeled bins are recovered and processed by the Company's Plastic Recycling subsidiary.

> **Polypropylene**, p. 39, 59, 65

Thermoplastic material extensively used by Plastic Omnium Auto Exterior because of its resistance and flexibility. Polypropylene is recycling and processed at the Company's Plastic Recycling facility. In 2009, Plastic Omnium finalized the Greenlene® project, conducted with the INSA Lyon engineering school and the ENSAM design institute. It involves recovering and regenerating polypropylene and polyethylene from recycling channels, in particular crushed parts from scrap vehicles. The regenerated material will be used in the manufacture of exterior components.

> **Product Lifecycle**, p. 26, 65

Lifecycle studies are conducted to determine a product's environmental balance, as part of an active sustainable development program.

> **REACH**, p. 62, 64

Registration, Evaluation and Authorization of CHemicals, a European regulatory framework for managing chemicals. REACH provides comprehensive information about the hazardous properties of certain products on the market, the risk of exposure to them and safe handling measures.

> **Recovery**, p. 59, 63

The aggregate recycling, reuse and energy recovery rate.

> **Recycling**, p. 26, 39, 48, 59, 65

Procedure for processing household and industrial waste that involves reintroducing materials in the manufacture of new products, whether in the same or other applications, excluding utilization for energy purposes. Plastic Omnium is the only automotive equipment supplier with its own recycling subsidiary.

> Safety Awareness Display Area, p. 54

In 2009, a special room with nearly a dozen interactive displays was inaugurated at the Plastic Omnium Environment facility in Langres to raise employee awareness of safety risks and challenges.

> SCR DINOx, p. 45, 46, 65

Selective Catalytic Reduction (SCR) is a process that drastically reduces nitrous oxide emissions from diesel-powered vehicles. The process uses an aqueous urea solution marketed under the AdBlue® brand. In addition to being harmful, nitrous oxides are also classified as greenhouse gases.

> Thermosetting plastics and thermoplastics, p. 59, 64

A thermosetting plastic hardens when heated to an irreversible solid state. A thermoplastic, however, solidifies as it cools and can be melted by reheating.

> TSBM™, p. 47, 65

Twin Sheet Blow Molding, a technology patented by Inergy. TSMB™ considerably reduces evaporation of volatile organic compounds through the outer layer of a plastic fuel system, which already reduces emissions substantially compared with a traditional fuel system. The technology provides a cost-effective solution for improving fuel system performance.

> Top Planet, p. 58, 63

Introduced in 2007, the *Top Planet* program is intended to inform Plastic Omnium employees about the need for energy efficiency and involve them in an energy-saving process by compiling a list of actions to be taken every day.

> Top Safety, p. 55, 56, 62

TReflecting Plastic Omnium's strong commitment to safety in the workplace, the *Top Safety* initiative was launched in 2005 as part of the Safety Management System program. It is based on a behavioral approach to workplace safety and empowers supervisory staff so that all new employees become involved in the process.

> VOC, p. 63, 65

Volatile Organic Compounds. Hydrocarbons of man-made origin that can produce photochemical pollutants when exposed to nitrogen oxides and light. VOC emissions from Plastic Omnium Auto Exterior paint lines have been substantially reduced or eliminated, in compliance with current legislation.

> Waste Sorting, p. 1, 48, 51, 65

The operation of separating waste by type of material in order to facilitate processing and recycling.

> Water-Soluble Paints, p. 63

Paints that use water rather than solvents as a thinner. In 2009, four Plastic Omnium Auto Exterior paint lines used water-soluble paints.

We would like to thank employees at the different Company sites who took part in photo features.

This document is also available in French.



This report, which is available at plasticomnium.com, is accessible to the vision-impaired.

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