

CORPORATE SOCIAL RESPONSIBILITY

2018 Report- 2017 Review



Promote the development of our employees and their skills, enhancing their well-being, employability and the success of the Group.

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Team in Colombia		Special Olympics Team, France	Team in Brazil	Coating Operator, France
Team in Mexico	Team in South Africa	UN Environment Assembly		CIMA 15 class, ARMOR University, France
Team in China		Opening ceremony, India	Team in Mexico	SafeCom/BeCom training, France
Cordon Bleu team, France	USA River Sweep team		Taste of Hope project team, USA	Chemical Engineer, France
LADAPT employment forum, France	Team in Morocco	ARMOR Games, France	Team in India	Break room, La Chevrolière, France
	Team in Singapore	Slitting plant, France		
Long-service awards, France	Safety training, China			

Cover photos: ARMOR employees, pictures taken by ARMOR
 Report photos: ARMOR and Fotolia Julien Eichinger

FOREWORD



Social responsibility is now an integral part of our corporate culture. Far from being a fixed concept, it is the constantly changing result of collective reflection and ongoing developments. Fully aware of the interdependence between environmental, social and economic challenges, we seek to accelerate the catalysts behind sustainable growth based on innovation and ethics. This is why we call our approach *societal innovation*.

Through our values (humanism, innovation, commitment and customer focus) and our actions, we seek to demonstrate that companies are able to improve society. Their role is to provide access among all stakeholders and wider society to technological and social advances. Humanism and the corporate environment are not incompatible concepts. When we are able to combine deeply-held aspirations with skills, an incredible amount of energy is released. We are convinced that feeling comfortable within the company energises employees and leads to sustainable human and economic performance.

Highlighted on the cover of this report, Employee Development is therefore one of the six priority issues within our CSR strategy. We adapt our activities to the specific context of every Group site. We always promote local employment, productive labour relations and an environment of health & safety, social protection and medical support, while enhancing working conditions and modernising plant and facilities. Professional fulfilment and skills development vis-à-vis our employees constitute a prerequisite for the success of the Group.

Societal innovation unites our personnel around a shared project, helps to provide our work with real meaning and guides our strategic decisions. In 2017 the Group continued to invest in R&D in support of the environment: new ranges of eco-designed 3D printing filaments, concrete applications for our flexible photovoltaic films and the launch of a cost-per-page printing service.

Quite naturally and for the ninth successive year, we wish to confirm our commitment to the UN Global Compact and to actively implement the ten universally acknowledged principles constructed around respect for human rights, labour law, environmental protection and the fight against corruption. We have also incorporated the requirement to contribute to many of the UN's Sustainable Development Goals. Furthermore, we apply the Responsible Care® charter, an initiative by chemicals companies to improve health, environmental performance, safety and relations with stakeholders.

In complete transparency and based on 2017 data, in our 2018 CSR Report we present our results and associated analysis, our good practices and our action plan to achieve the objectives we have set ourselves. This report has been designed to describe the links between society's challenges and our company's contributions, efforts and successes, in addition to areas in which we must improve.

Hubert de Boisredon
Chairman and CEO of the Group



SCOPE OF THE REPORT

For the ninth year in succession, the ARMOR Group is a member of the UN Global Compact. Within the context of COP (Communication on Progress), we present both our progress and future targets within the context of the 10 principles of the Global Compact and the Sustainable Development Goals.

This Corporate Social Responsibility Report based on 2017 results covers all of the ARMOR Group's operational sites:

France – La Chevrolière (AICP, ABL, Film for Batteries)

France – Nantes - Head Office

France – Nantes - Cordon Bleu (AOP)

USA – Cincinnati (AICP)

Brazil – Manaus (AICP)

Mexico – Querétaro (AICP)

India – Bangalore (AICP)

Morocco – Birdjid sites (AOP)

South Africa – Johannesburg (AICP)

China – Xiaolan sites (AICP)

Singapore – (AICP)

Excluded are the Artech subsidiary in Poland (financial difficulties) and subsidiaries founded in 2017 and 2018 in Canada, Turkey and Colombia (too recent).

This report contains information relating to the GRI (Global Reporting Initiative) sustainable development guidelines.

Although this international reference frame has guided its construction, the report concentrates on objectively presenting the Group's significant impacts and efforts, as far as competition-related confidentiality permits. It continues to include a greater proportion of consolidated indicators throughout the scope.

ONE GROUP, TWO FLAGSHIP BUSINESSES AND A NUMBER OF NEW TECHS

The ARMOR Group, a French mid-market company with 1,850 employees over 26 industrial and logistics site worldwide, has been an expert in print technologies for nearly 100 years.



ARMOR Industrial Coding & Printing (AICP) designs and produces printing consumables in the form of inked ribbons used in Thermal Transfer technology. This technology is used for printing on numerous media, providing durable results in all types of environment. It is the most widely used worldwide for individual product identification and traceability, notably for marking variable data such as barcodes, logos, expiry dates and batch numbers on labels and flexible packaging. As global

market leader, its main customers are printer manufacturers (OEMs, or Original Equipment Manufacturers) and distributors. Launched in 2017, Inkanto is ARMOR's new Thermal Transfer ribbon brand. It represents a step forward in terms of sales and marketing as it improves the brand identification of ARMOR products, a large proportion of which are sold under private labels.



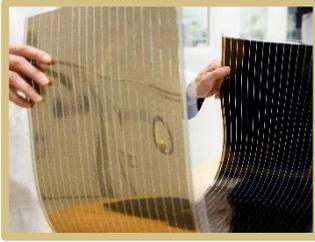
ARMOR Office Printing (AOP) operates independently of printer manufacturers, designing and producing print cartridges as alternatives to OEM brands and catering for over 95% of European printers. As experts in the main technologies (new and remanufactured inkjet and remanufactured laser), AOP offers an all-in-one service named OWA, incorporating the delivery of eco-designed cartridges combined with a free collection service for

used consumables, guaranteeing that they will be either reused or 100% recycled, with a personalised materials summary issued to the customer. Through its network of partners and resellers, its products are marketed under the ARMOR and OWA brands as well as its distributor's own brands.

The New Techs

The fruit of Armor's diversification and investment strategy, the New Techs exploit the Group's expertise and know-how in ink formulation and coating on thin film:

THE ARMOR GROUP



ARMOR Beautiful Light (ABL) designs and produces flexible organic photovoltaic films under the ASCA[®] brand name. They are designed to provide everyone with access to solar energy. A design department, the ASCA[®] SOLUTIONS LAB, is dedicated to developing applications with integrator partners operating in fields such as street furniture, architecture, transport, connected objects and mobile solar charging systems. A range of photovoltaic products (bag, charger and pouch) incorporating ASCA[®] photovoltaic films is marketed by the Beautiful Light Factory entity.

ARMOR Films for Batteries designs, manufactures and markets under the En'Safe[®] brand a range of current collectors coated with a special film which enhances the safety, performance and useful life of lithium-ion batteries used in electric vehicles, E-buses, drones, etc.



ARMOR 3D develops bespoke 3D materials and ancillary solutions for industries that use additive manufacturing (3D printing). **ARMOR 3D** also offers a range of 3D filaments under the OWA brand that comply with the principles of the circular economy.

ARMOR Industrial Inks (A2I) works in close collaboration with printhead and industrial printer designers in order to create bespoke 100% water-based and non-toxic solvent-free inks for textiles, packaging and decorative printing. An R&D programme has also been established for printing on non-porous media, such as PVC.



ARMOR Advanced Coating offers its bespoke production services (coating of formulations onto thin media) for customers wishing to industrialise their prototypes on the large scale. For example, films for haptic sensors (intelligent watches), electromagnetic barrier films for electric cables, etc.

R&D - A CATALYST FOR GROWTH AND INNOVATION TO PROTECT THE ENVIRONMENT



R&D is a key catalyst in all of the Group's activities: for the projects of the future (New Techs), notably in renewable energy, but also for historic activities such as Thermal Transfer.

Research concentrates on creating and developing new products and new product concepts. Innovation also takes the form of optimising and enhancing the reliability of production processes and automating production facilities.

In 2017, R&D activities involved 166 employees, not to mention the numerous partnerships established with other manufacturers, researchers and students. ARMOR devotes 4% of its revenue to R&D.

Certain projects developed and validated in France are subsequently deployed at other production sites. This ongoing dynamic enables the Group to remain competitive.

VIRTUOUS INTERNATIONAL GROWTH THROUGH CO-INDUSTRIALISATION



Co-industrialisation consists of seeking growth in regions of the world undergoing rapid development while safeguarding production and employment in France.

ARMOR's Thermal Transfer facilities in La Chevrolière (France) produce semi-finished products in the form of large rolls which are further processed at industrial slitting units located on all the world's continents. The system offers greater flexibility to respond to the needs of local customers and reduces the environmental impact of goods transportation. Through this

development, ARMOR safeguards investment and employment at its site in France while benefiting from the industrialisation of emerging economies, as every order won increases the production of semi-finished rolls in France.

ARMOR'S INDUSTRIAL SITES WORLDWIDE



1,850
EMPLOYEES
*Worldwide
headcount*

26
*Production sites &
logistics centres*

€256,3 M
*Group Turnover in
2017*

SHARED ECONOMIC VALUE

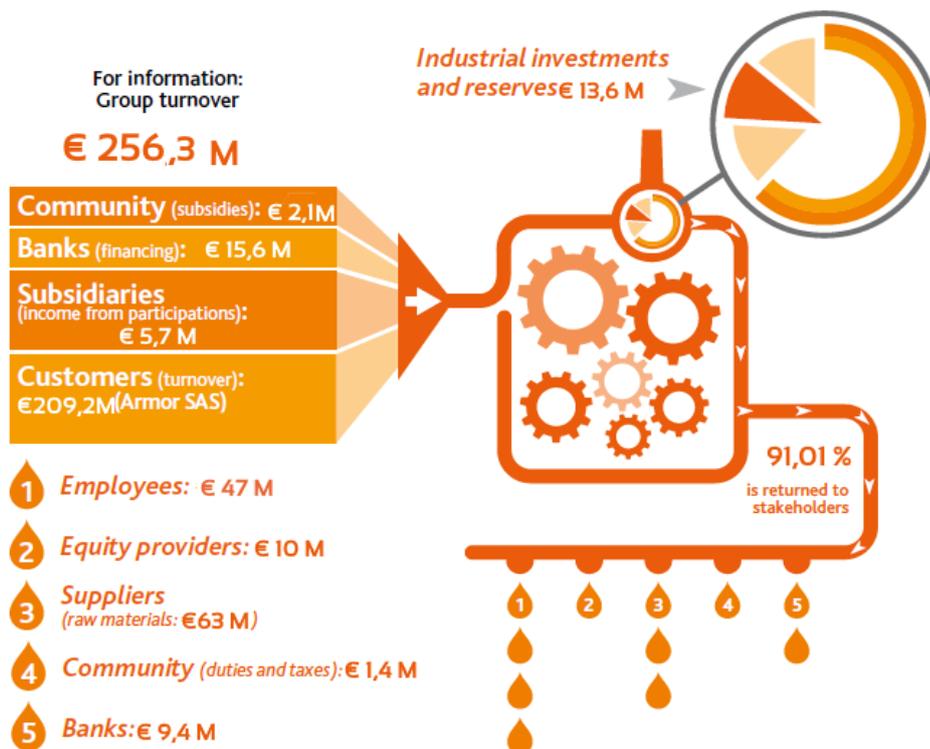
The majority of the value created by ARMOR is redistributed to its stakeholders. Furthermore, the ARMOR Group now has a majority of internal investors.

In 2014, Hubert de Boisredon and the ARMOR management team acquired a majority of its capital from the Orfite industrial private equity fund. They have opted for a long-term development strategy based on the values of humanism, innovation and industrial development. This takeover was structured in the unique form of a CMII (Industrial and Innovation Capital Management) with the support of new investors.

The model is also based on opening up the capital to all employees, both in France and abroad. The sum of 2 million euros was set aside to enable those ARMOR employees wishing to do so to participate in the future development of the company.

As of today's date, 311 people working for ARMOR have become shareholders.

Economic value created and distributed (scope: ARMOR SAS)



THE ARMOR GROUP

JANUARY

ASCA AND ELECTRICIENS SANS FRONTIÈRES
For every product sold, over €1 is donated to promote access to electricity among disadvantaged populations

2017 HIGHLIGHTS

FEBRUARY

ARMOR INDIA MOVES TO A NEW SITE

APRIL

TRIPLE QSE CERTIFICATION – ARMOR INDIA
ISO 9001 (Quality), OHSAS 18001 (Safety) and ISO 14001 (Environment)

PARTNERSHIP WITH FREELABSTER.COM
Collaborative 3D printing platform, promotion of responsible 3D printing applications, testing of new 3D filaments

JUNE

NEW SUBSIDIARY ARMOR CANADA

ARMOR AFRICA MOVES TO A NEW SITE

ENVIRONMENT G7 IN BOLOGNA
Presentation to G7 environment ministers

RESPONSIBLE MANAGEMENT AWARD FROM MR21
ARMOR UNIVERSITY

BEAUTIFUL LIGHT FACTORY

Range of co-responsible corporate gifts incorporating the Asca© thin photovoltaic film technology

OWA BLUETOOTH SPEAKER

Collaborative project. Customisable speaker housing using recyclable 3D filaments. Eco-designed object.

JULY

LAUNCH OF OWA PRINT SERVICES
A sustainable MPS without changing existing equipment
A cost-per-page service

FRENCH TECH LABEL FOR ARMOR 3D
Government initiative to promote start-ups and innovation

SEPTEMBER

ARMOR MEXICO CERTIFICATION
OHSAS 18001 (Safety) and ISO 14001 (Environment)

CREATION OF Inkanto® brand

OCTOBER

ARMOR AFRICA CERTIFICATION
ISO 9001 (Quality)

ELLYPSE BY OWA – ARMOR AOP

Range of eco-responsible office accessories made from recycled plastic cartridges. Collaboration with CEP Office Solutions

NOVEMBER

SUSTAINABLE COMPANIES AWARD FROM GLOBAL COMPACT SINGAPORE - ARMOR ASIA

DECEMBER

UN ENVIRONMENT ASSEMBLY IN NAIROBI
Platform for sharing sustainable innovations: ASCA© film and Beautiful Light Factory products

FRENCH BUSINESS CLIMATE PLEDGE
Commitment to accelerate implementation of COP21

R&D SOLAR SMART MOBILITY

Supplementary energy for transport vehicles by incorporating flexible photovoltaic film to the windows. Project supported by ADEME within the context of the PIA future investments programme

AWARDS

In recent years ARMOR has received numerous **regional awards**:

- **Quality Trophy** from MFQ Région Ouest (1996)
- **French Quality Award** from MFQM (2008)
- **Management Award** from MFQM (2008)
- **Global Responsibility Award** from Audencia (2008)
- **Regional Sustainable Development Awards** - special award from the jury (2011).
- **West Region Entrepreneur of the Year Award** from Ernst & Young and l'Express (2012)
- **Area Innovation Awards** from the API La Lettre and CCO (2012)
- **Green Capital Label** from Nantes city council (2013)
- **Inclusion Award** from MEDEF 44 (2014)
- **Pays de la Loire Grand Prix Area Innovation Award** from the API La Lettre and CCO (2015)
- **“La Part Des Autres” solidarity award** from URIOPSS and FACE (2016)

And **national awards**:

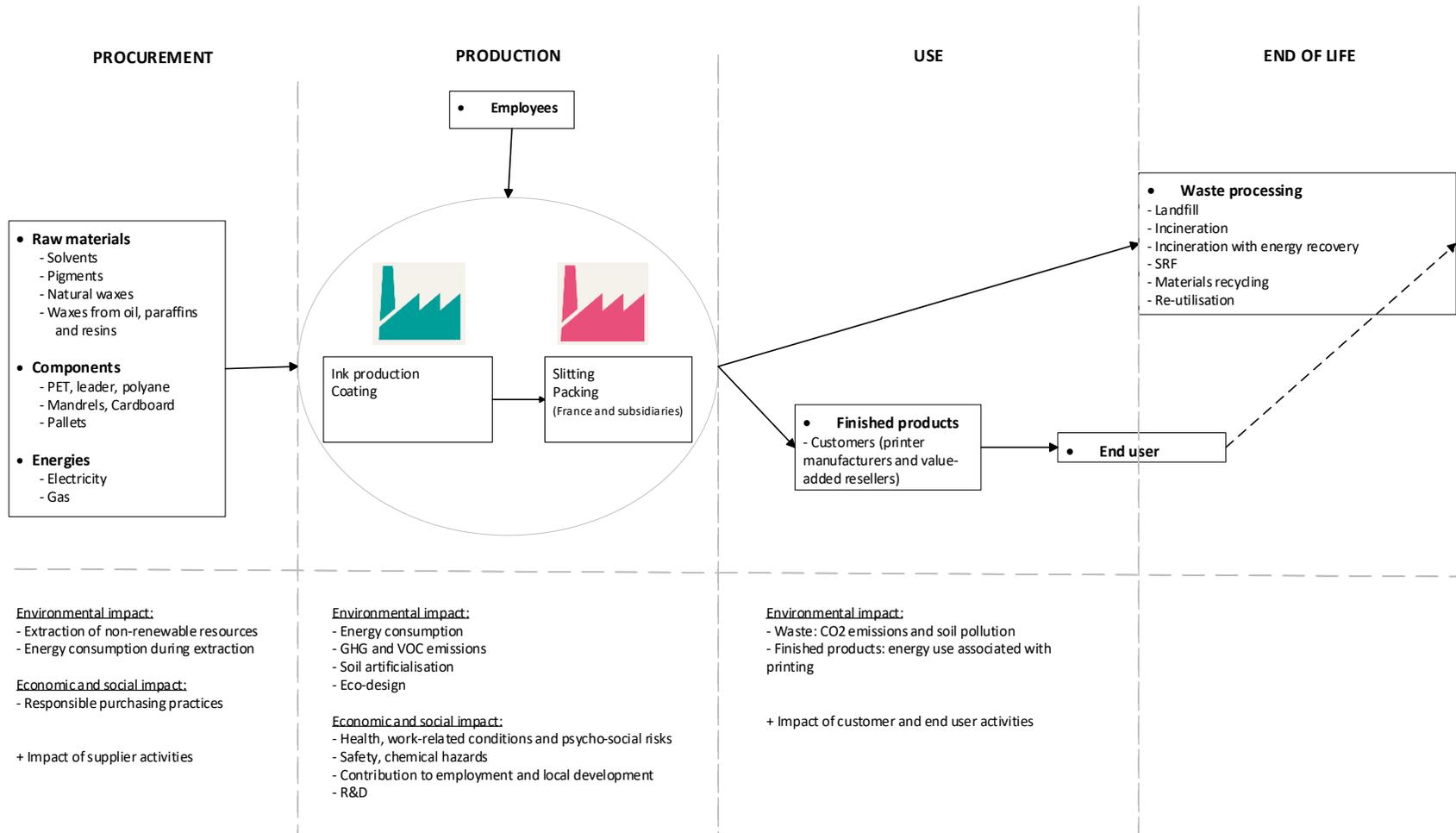
- **Industrial Excellence Award** from Usine Nouvelle (2010)
- **Responsible Care Award** from the UIC - special award from the jury (2011)
- **Yellow Ribbon Award** in Singapore (2013)
- **West France HR Award** from Michael Page and ANDRH (2013)
- **Responsible Companies Award** from AXA (2016)
- **BPCE Group suppliers' award** CSR category (2016)
- **MR21 – Responsible Management award for ARMOR University** (2017): MR21 is a community of managers committed to CSR. ARMOR won the award for its University in the Large Companies category. The ability to support employees' training and to develop a strong sense of ownership of corporate objectives demanding significant change were recognised as a major project.

And **international awards**:

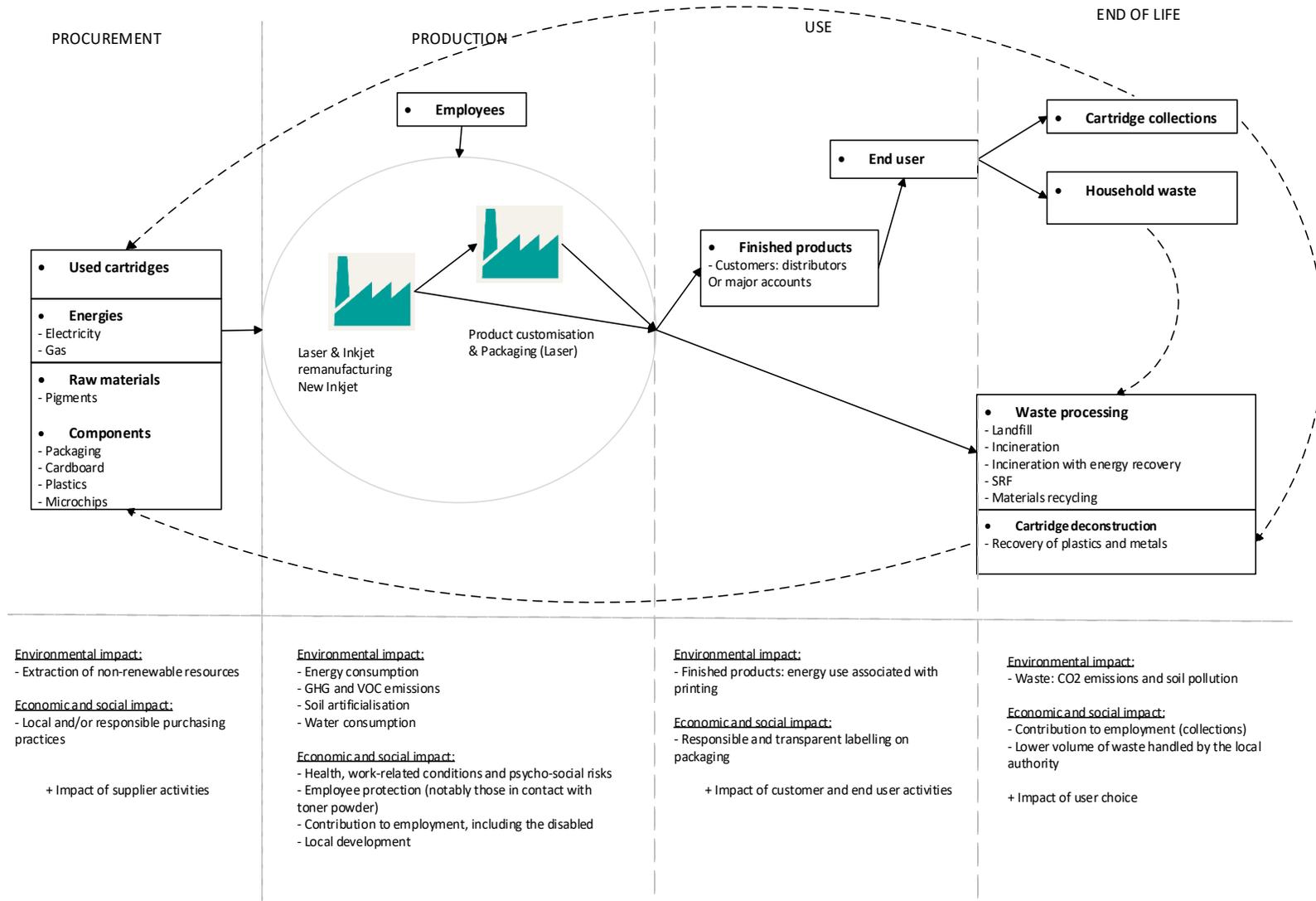
- **European Good Practice Awards** from the European Agency for Safety and Health at Work (EU-OSHA) (2012)
- **Sustainable Companies Award in Singapore from the Global Compact for ARMOR Asia** (2017). ARMOR's Asian subsidiary was recognised for its ability to implement the Group's CSR policy in the areas of labour relations, employee well-being, safety and environmental protection.

MAIN IMPACTS OF BUSINESS ACTIVITIES

AICP



AOP



A CLEARLY DEFINED STRATEGIC PATH

Fully aware of its obligations, the Group strives to act by following a clear strategic path that respects the environment and gives a central role to the company's employees through managerial and technical innovation, while safeguarding the company's future by focussing on the customer and economic performance.

The company's strategy is based on enhancing its contribution to sustainable development via **6 main pillars**:

Governance & ethics:



Adapt the organisation to ensure that maximum consideration is given to sustainable development and stakeholder interests during the decision-making process, against a backdrop of mutual respect both within and outside the Group.

Circular economy:



Immerse our products in the principles of sustainable use of resources and reduced environmental impact throughout their life cycle, from production to recycling.

Renewable Energy:



Reduce our energy consumption and contribute to the deployment of renewable energy solutions to combat climate change

Responsible Traceability:



Contribute to high-quality traceability, notably via secure and more environmentally friendly identification solutions supported by responsible purchasing

Employee Development:



Through an attractive employment package, promote the development of our employees and their skills, enhancing well-being in the workplace, employability and the success of the Group.

Regional Solidarity:



Develop links with wider society at our sites around the world, providing support to tackle local social issues.

ADOPTION OF THE 10 PRINCIPLES OF THE UN GLOBAL COMPACT

ARMOR has been a member of the UN Global Compact since 2008. In this context, the Group undertakes to act in accordance with the 10 universally acknowledged principles in the areas of human rights, labour law, environmental protection and the fight against corruption.

Human rights

- ① Promote and comply with international human rights law
- ② Prevent complicity with the violation of human rights

International labour standards

- ③ Respect freedom of association and the right of collective bargaining
- ④ Contribute to the elimination of all types of forced and compulsory labour
- ⑤ Contribute to the abolition of child labour
- ⑥ Contribute to the elimination of all forms of discrimination in the workplace

Environment

- ⑦ Apply the precautionary approach to problems affecting the environment
- ⑧ Promote greater accountability in environmental matters
- ⑨ Promote the development and dissemination of environmentally friendly technologies

Anti-corruption

- ⑩ Act against corruption in all its forms, including extortion and bribery.

Incorporated at both the strategic and operational level, these principles represent the core of the Group's social responsibility commitments and guide its action to achieve the Sustainable Development Goals (SDGs).

CONTRIBUTION TO THE UN'S SUSTAINABLE DEVELOPMENT GOALS

The 17 sustainable development goals (SDGs) adopted by the UN in September 2015 unite both companies and governments to reduce inequality, tackle climate change, protect biodiversity and eradicate poverty by 2030. Each party must contribute to the SDGs according to their means.



Among the 17 goals we have identified 7 main areas where we can have a significant impact. The SDGs are incorporated within the strategy in order to reduce our impact and increase our contribution to the attainment of the targets:



Other dimensions are also taken into consideration to create a virtuous dynamic, notably:



GOVERNANCE AND ETHICS

Adapt the organisation to ensure that **maximum consideration** is given to **sustainable development** and **stakeholder interests** during the decision-making process, against a backdrop of **mutual respect** both within and outside the Group.

Principles of the Global Compact	SDGs - impact and contribution
<ul style="list-style-type: none"> ① Promote and comply with international human rights law ④ Contribute to the elimination of all types of forced and compulsory labour ⑤ Contribute to the abolition of child labour ⑥ Contribute to the elimination of all forms of discrimination in the workplace ⑩ Combat corruption in all its forms 	

SUSTAINABLE DEVELOPMENT AT THE HEART OF OUR GOVERNANCE

Governance within ARMOR is defined at board meetings (2 per year), discussion meetings with investors (6 per year), strategy meetings with partner managers (2 per year), general management meetings (8 per year) and executive committee meetings (monthly).

Social responsibility within the Group is managed by a CSR Committee that meets three times a year, supported by a network of CSR Correspondents in France and at the subsidiaries.

The CSR Committee is chaired by the CEO and coordinated by the CSR Director. Its members are the Group's functional directors (HR, Finance and Legal...) and operational directors (Purchasing, Marketing and Production) from all the businesses. Each is a Group ambassador as well as a conduit for stakeholder relationships (employees, customers, suppliers, shareholders, public authorities, etc.). Each member enjoys sufficient authority to turn strategy into operational reality. Depending on the agenda, other parties may also be invited to attend meetings.

Within the subsidiaries, a CSR Committee meeting and CSR Management Review is held each year with CSR Correspondents and the Group CSR Department. The process is designed to optimise the overall CSR strategy by taking local factors into consideration and to ensure that the strategy infuses all levels of governance. Results are not shared nor progress compared between subsidiaries. Group expectations are expressed via the Action Plan and communication only takes place via consolidated results, such as the CSR Report and other CSR communications material.

OUR VALUES AT THE HEART OF COLLECTIVE RESPONSIBILITY

Implementation of the strategy is the collective responsibility of all employees. In 2009 the Group isolated four specific values, inherited from its traditions, to be adopted by and offer guidance to all employees during their professional activities. These values are humanism, innovation, commitment and customer focus.

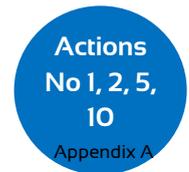
Each new employee receives a welcome brochure incorporating these values. Implementation of the strategy is composed of individual acts on which the collective social responsibility of the Group depends.

COMPLIANCE WITH CURRENT LAWS AND REGULATIONS AND ANTICIPATION OF CHANGES

To ensure that all regulations are fully incorporated within the corporate culture, different mechanisms of regulatory watch are exploited at all sites.

Compliance at all Group sites with the 8 fundamental conventions of the ILO is a major issue within ARMOR:

- C105 and C29: abolition of forced labour
- C182 and C138: abolition of child labour
- C87 and C98: freedom of association and the right of collective bargaining
- C100: equal remuneration
- C111: abolition of discrimination



These principles are incorporated within [the Group's Code of Ethics](#), which includes a whistleblowing system available to stakeholders managed by an ethics expert, namely the Head of Legal. Purchasers are also subject to a Code of Conduct and exercise reasonable vigilance over supplier practices via a process of assessment.

ARMOR undertakes [to comply with local and international tax regulations](#) and to provide full transparency of the amount of tax it pays in the countries in which it operates. It also pays particular attention to the gap between the highest and lowest salaries.

GOVERNANCE AND ETHICS

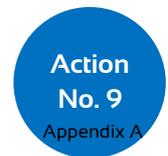
A SINGLE QSE MANAGEMENT SYSTEM WORLDWIDE

It is ARMOR's objective to obtain certification for all its production sites against ISO 9001 for Quality, OHSAS 18001 for Safety and ISO 14001 for Environment, ensuring consistent management systems are operated within all ARMOR entities. In 2017, our subsidiaries in Mexico and India obtained triple QSE certification. South Africa obtained ISO 9001 Quality certification.

Breakdown of certification in countries with production facilities *ISO 9001 (Quality), OHSAS 18001 (Safety), ISO 14001 (Environment)*



2020 OBJECTIVE
100%
of sites with QSE certification



GOVERNANCE AND ETHICS

RESPONSIVE TO STAKEHOLDER REQUIREMENTS

A coherent CSR strategy means listening to stakeholder requirements.

In 2016 we introduced a process for identifying significant stakeholders in the light of three key criteria: **Contact frequency**, **the impact** of the stakeholder on ARMOR and **the influence** of ARMOR over the stakeholder.

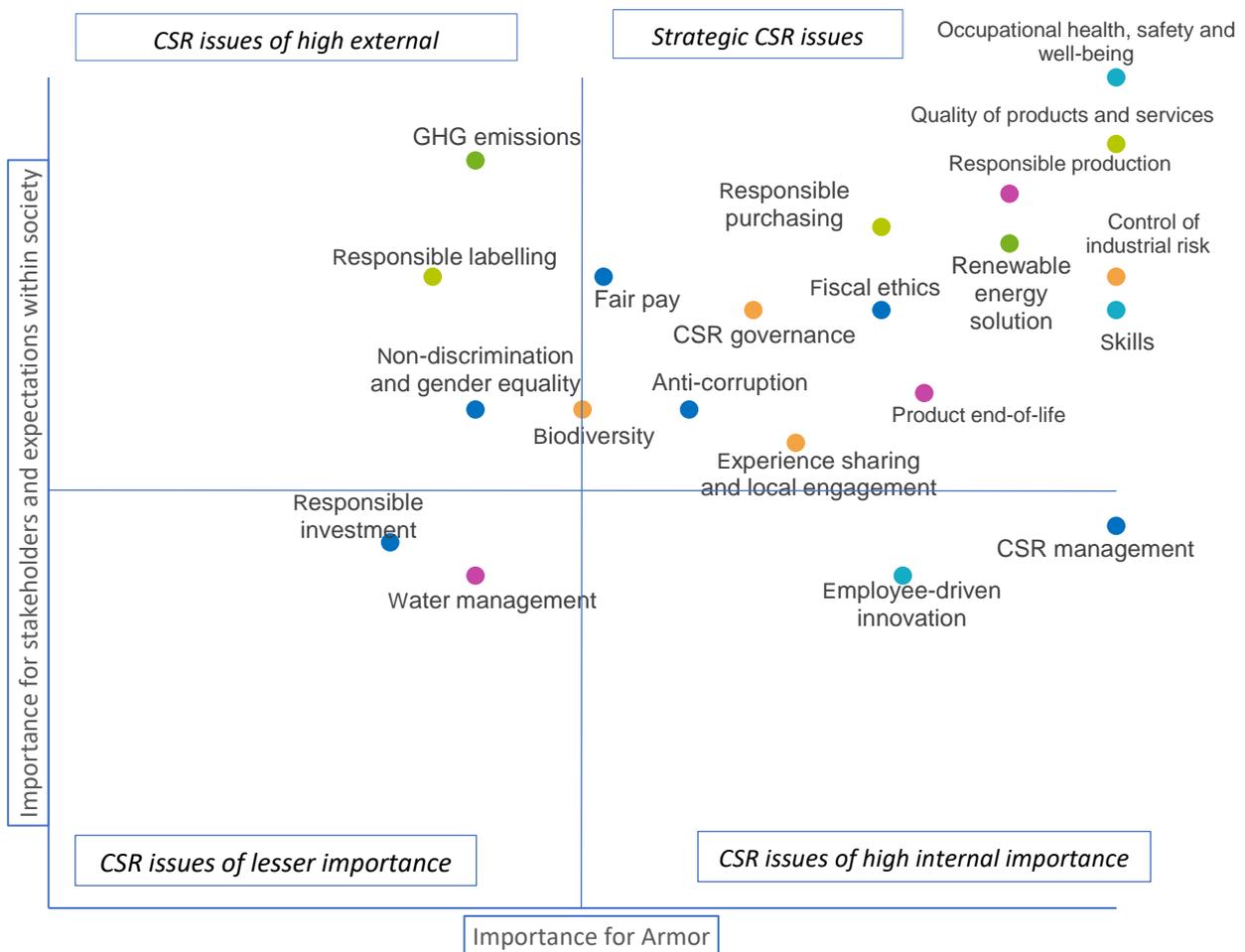
A summary of our major stakeholders is provided below:

Stakeholder	Method of contact	Main requirements
Shareholders (Internal ARMOR investors and financial institutions)	Board of Directors	Creation of long-term value and financial sustainability Control of reputational risks
Customers (OEMs and distributors)	Customer satisfaction survey, trade shows and public events, Customer Services, customer meetings, ATC (ARMOR Technical Club)	High quality product range, protects user health & safety Product innovation Transparent information on product properties
Employees (Staff and unions)	Health & Safety Committee CSR approach (progress teams, discussion meetings) Safety Committee Personnel satisfaction survey	Good working conditions Occupational well-being Development of employability Possibility of career development Salary equity Equality of opportunity and non-discrimination
Suppliers and contractors	Supplier CSR questionnaire Team meetings Responsible purchasing charter One-to-one meetings	A balanced and sustainable relationship Fulfilment of contractual commitments and compliance with payment deadlines Promotion of the CSR approach
Territory's stakeholders (Neighbours, elected representatives, councils, local authorities, schools, etc.)	One-to-one meetings Participation in collective events	Compliance with regulations Control of chemical risks and disturbances related to production sites Involvement in local sustainable development projects Local employment and inclusion

FROM MATERIALITY TO THE CSR ACTION PLAN

In 2012, we used **the concept of materiality** to define our strategy and priority issues: significant social issues due to their importance for the Group (in terms of organisation, projects, activities, etc.) and for our stakeholders (level of society's expectations, long-term impact, etc.).

Our 6 issues cover a multitude of relevant areas representing both risks and opportunities for the Group. They are plotted graphically in a materiality matrix that is regularly reviewed at CSR Committee, providing us with a means of prioritising different issues. By establishing our maturity in each area we are able to create a CSR action plan.



*Responsible production: VOC emissions, waste management, QSE certification, product impact and preservation of resources

The 6 ARMOR issues:

- Ethics
- Renewable Energy
- Regional Solidarity
- Employee Development
- Circular Economy
- Responsible Traceability



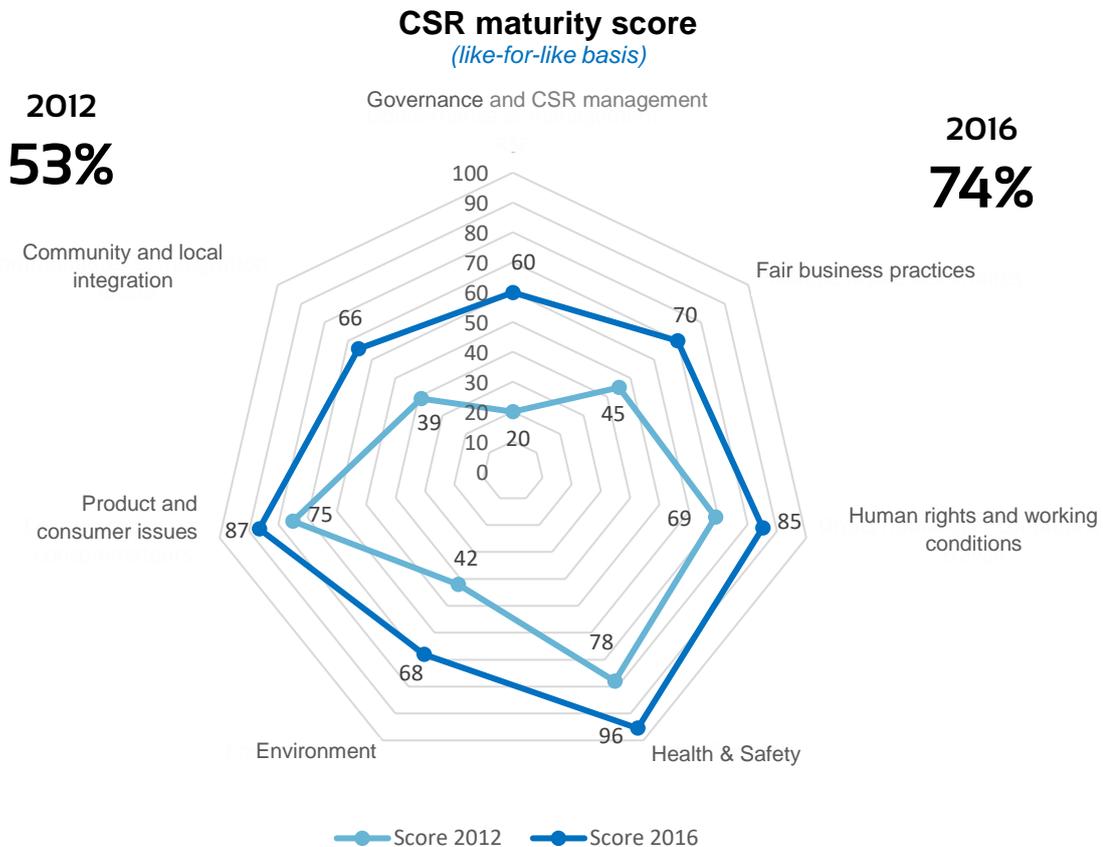
CSR MATURITY SCORE

In order to measure the effect of the various CSR initiatives, every four years ARMOR conducts a self-assessment of its CSR maturity. Incorporating some 300 questions, this assessment is based on the main themes of ISO 26000, the main ILO conventions, the 10 major principles of the Global Compact, the requirements of SA 8000, the 26 criteria of the Advanced level of the Global Compact and good CSR practices.

ARMOR France and each subsidiary assess their level of progress **in 7 areas**:

- Governance and CSR management
- Fair business practices
- Human rights and working conditions
- Health and safety
- The environment
- Product and consumer issues
- Community and local integration

From 2012 to 2016, ARMOR's CSR maturity rose by 21 points from **53% to 74%** (on a like-for-like basis: France, Morocco, USA, Brazil, Singapore and China). This progress is mainly a function of the implementation of management systems for quality, safety and environment at all sites.



GOVERNANCE AND ETHICS

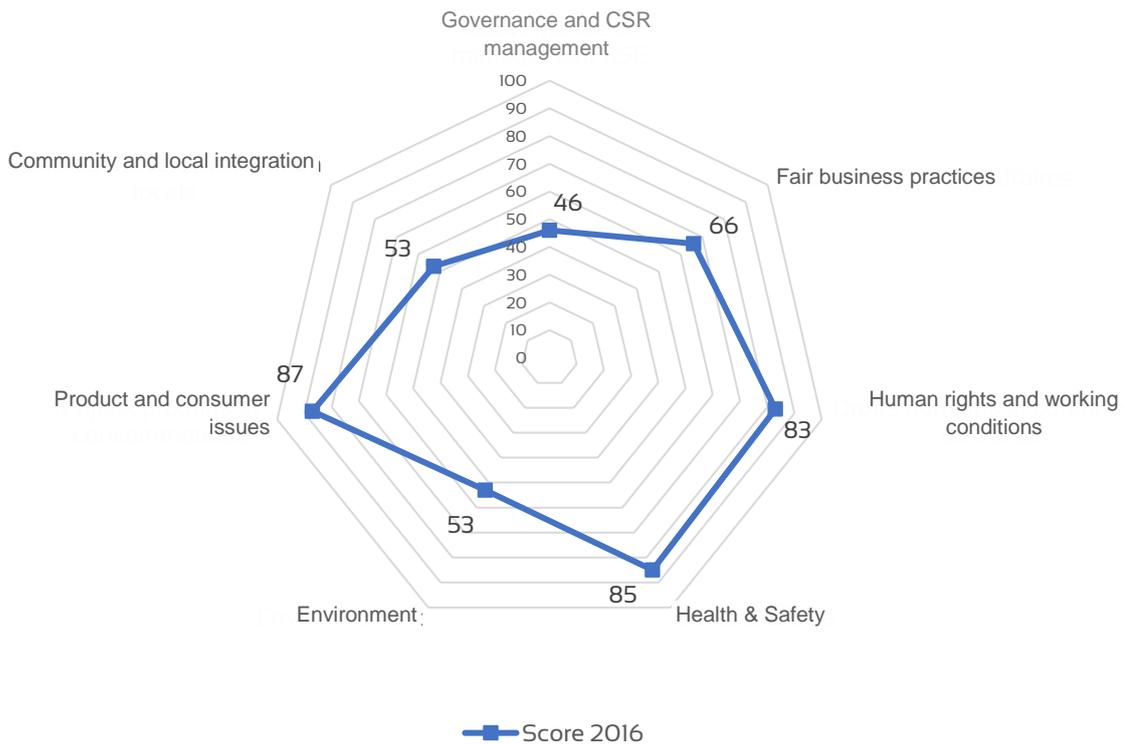
Taking into account all subsidiaries as of the end of 2016 (addition of India, South Africa and Mexico), the score rose to 68% for the wider scope.

CSR maturity score (wider scope)

2016
68%



2020 OBJECTIVE
80%



THE ARMOR CSR ACTION PLAN

From the analysis of the materiality matrix, ARMOR defines a 4-year action plan for each of the Group's priority CSR issues. The first action plan for 2013-2016 was concluded with overall progress of 90%.

A new action plan has been defined for 2017-2020, which can be viewed at the end of each section and at the end of this report, alongside the 2017 Progress Report (Appendix A).

Governance & Ethics

Ethics & Human Rights

- 1 Include the Code of Ethics within the welcome pack for new employees and distribute it to all employees (Group)
- 2 Introduce anti-corruption procedures to be implemented by all subsidiaries (Group)
- 3 Make medical monitoring details confidential (China)
- 4 Document employment contracts (Morocco)
- 5 Conduct social audits at sites located in high-risk countries vis-à-vis employment rights (ITUC index) (Morocco, India, China, Brazil, Mexico and USA)

CSR awareness

- 6 Hold employee awareness sessions covering sustainable development and the Group's CSR strategy (Group)
- 7 Establish employee CSR discussion groups (Group)
- 8 Organise a global ARMOR week focussing on a selected CSR issue (Group)

Management systems

- 9 Implement and obtain ISO9001, OHSAS18001 and ISO14001 certification for management systems in the fields of Quality, Health & Safety and Environment (India, South Africa, Mexico, Canada, Revalis, ABL and A3D)
- 10 Examine the impact of the WEEE Regulation on the AOP business (AOP)

Employee-driven innovation

- 11 Develop employee-driven innovation programmes (France)

Customer satisfaction

- 12 Develop new customer satisfaction measurement tools (Group)

Throughout this report, each action will be identified by the colour of the issue and the number of its corresponding responsibility principle. **Example:**

Actions
Nos. 1, 2,3

CIRCULAR ECONOMY

Immerse our products in the principles of sustainable use of resources and **reduced environmental impact** throughout their **life cycle**, from production to recycling.

Principles of the Global Compact	SDGs - impact and contribution
<ul style="list-style-type: none"> ⑦ Apply the precautionary approach to problems affecting the environment ⑧ Promote greater accountability in environmental matters 	<div style="display: flex; justify-content: space-around;"> <div style="text-align: center;">  <p>9 INDUSTRY, INNOVATION AND INFRASTRUCTURE</p> </div> <div style="text-align: center;">  <p>12 RESPONSIBLE CONSUMPTION AND PRODUCTION</p> </div> </div>

PRINCIPLE OF RESPONSIBILITY: LIMIT OUR IMPACT ON SENSITIVE RESOURCES

Resources preserved*

Within the context of the AOP business, ARMOR and its partners have implemented a circular economy for print cartridges, thereby minimising the exploitation of virgin raw materials through recycling and re-utilisation.



3706 tonnes

2016: 3634 t

Remanufactured cartridges re-introduced to the market and waste materials recycling

The creation of the OWA brand is one of the most powerful illustrations of ARMOR's commitment to the circular economy. Since 2015, the Group has been marketing new remanufactured laser cartridges of high quality that are compatible with most of the major makes of printers. But the project goes further: for every OWA cartridge sold, ARMOR promises to recycle or disassemble in an ecological manner one equivalent used cartridge. All components are carefully sorted and re-introduced into the industrial circuit as secondary raw materials. In support of the approach, ARMOR decided to apply for QUALICERT certification for the entire OWA circular economy range (collection, sorting, recycling and remanufacturing). This is a world's first in the field.

Materials re-utilisation and recycling of collected OWA cartridges*

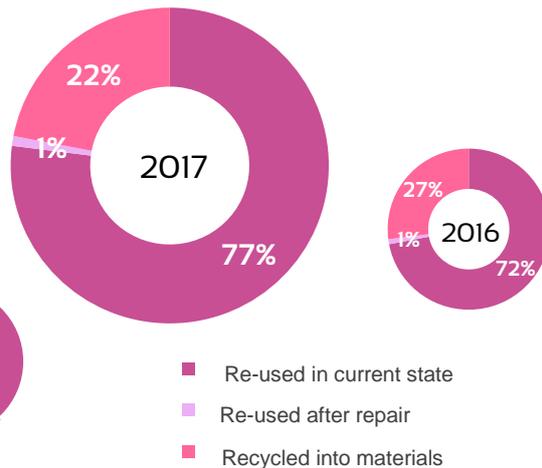
100%

* Excluding toner powder residues



2020 OBJECTIVE
100%

Actions Nos. 15, 16, 17 Appendix A



The re-utilisation rate continues to rise as certain OWA cartridges are now re-used a second time, having previously been dismantled after the first cycle.



Good practices: OWA cost-per-page printing service

New



OWA Print Service is a new turnkey printing service launched in 2017. Invoiced on a cost-per-page basis, it incorporates a maintenance service, real time consumables management and collection of used cartridges. Using the service does not require any change in equipment and offers a Managed Print Services solution, as offered by printer manufacturers. In addition to managed services, the OWA OPS offering also provides clear ecological benefits. Thanks to regular servicing, the useful life of the printer is extended. Used cartridges are collected and re-used, reducing waste and supporting the circular economy. Personalised cost-per-page and the Materials Report enable the use of print consumables to be optimised.



Good practices: Ellype by OWA - eco-responsible office accessories

New



It is a product range produced using ground up plastic from OWA cartridges. Created in partnership with CEP Office Solutions, the European market leader in office accessories, these products bear the Origine France Garantie label.

OWA 3D filaments: these recyclable filaments have been tailor made from recycled materials since 2016. Even their reels are designed using recycled plastic from the used OWA cartridges collected from our customers via a dedicated service.



Good practices: Diversifying sources of raw materials

New



Limiting our impact on sensitive resources also means constantly searching for sources of plastic waste that can be upcycled. After the PS filaments, produced from plastic recycled from laser print cartridges and yoghurt pots, ARMOR developed biosourced PLA filaments. Research led to filaments made of TPU obtained from recycled flexible and resistant plastic from ski boots.

At the same time, other new ARMOR businesses, notably **ARMOR Beautiful Light** and the ASCA© product, have taken the use of raw materials into brand new territory. For example, ASCA© contains no rare earths or heavy metals. It is made of organic materials, facilitating recycling.

Accordingly, the Group is progressively reducing the intensity of its footprint on non-renewable raw materials.

Actions
Nos. 13, 14,
20
Appendix A

CIRCULAR ECONOMY

PRINCIPLE OF RESPONSIBILITY: REDUCE AND RECYCLE PRODUCTION WASTE

Within the context of environmental management at our sites designed to reduce the impact of our production activities, one of our main objectives is to reduce and recycle waste, especially in terms of natural resources, by ensuring efficient and responsible processing of residual waste.

Waste sent to landfill

0.6%

2016: 1%



2020 OBJECTIVE

0%

Waste recycled

79%

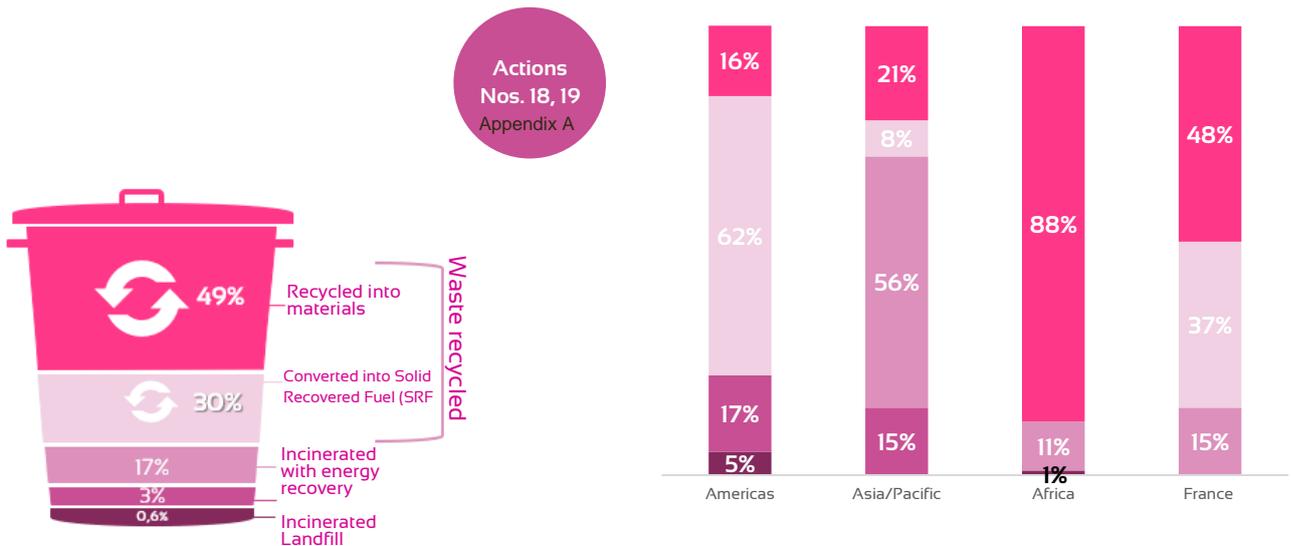
2016: 81%



2020 OBJECTIVE

100%

Breakdown of waste by processing type and region



Energy recovery (= conversion into Solid Recovered Fuel) and materials recovery accounting for 79% of waste processing. But there is wide disparity between subsidiaries due to the lack of economic operators or the exorbitant costs of the service (mainly transport). This applies to SRF in Singapore and Brazil. In the USA and Mexico, waste managed by local authorities is mostly sent to landfill. In France, the fire at the Nantes sorting centre lead to previously recycled waste being diverted to incineration with energy recovery.

CIRCULAR ECONOMY



Good practices: Waste processing New



The ISO14001 certification project (Environment) at the subsidiaries in India and South Africa has supported our waste separation and processing initiative with a long-term target of 0% landfill. This is taking the form of identifying approved service providers able to meet international standards (PET film processing in South Africa). It is an initiative undertaken in a local context where such services remain underdeveloped and CSR is still an emergent theme.

Quantity of waste generated per tonne of production



Site productivity has generally risen while generating a limited quantity of waste (see Good Practices). However, it must be put into perspective as it represents waste processed in 2017 (not produced), as certain waste is stored for several years prior to use.



Good practices: Optimisation of production waste



In France and at the subsidiaries, ARMOR AICP is implementing a specific programme designed to reduce waste produced during the slitting of Thermal Transfer rolls. It includes optimised management of by-products and surpluses, notably by setting up rework stations. A performance indicator is monitored and consolidated at Group level.



Good practices: Saving paper



Within our Moroccan subsidiary specialising in remanufactured laser cartridges, minimising the use of materials is a top priority. For example, the paper required for cartridge print tests is re-used. At the same time, used packaging boxes are transformed and re-used as loose fill during the product packing process.

THE ARMOR CSR ACTION PLAN

Circular Economy

Product range

- 13 Analyse the deployment of the RECPET Partner programme (used Thermal transfer collection service) for customers worldwide (AICP)
- 14 Develop a range of recyclable 3D filaments (OWA 3D) (A3D)
- 15 Develop a service priced on a per page basis (OWA OPS) (AOP)
- 16 Develop an OWA range for Inkjet cartridges (A3D)
- 17 Maintain Qualicert certification (AOP)

Site waste

- 18 Find suitable recycling channels for all significant waste and ensure traceability (including the RECPET programme) (Group)
- 19 Deploy production waste reduction plans (e.g. Co-product, By-product) (Group)

Life cycle

- 20 Conduct a life cycle analysis for ASCA products (France)

RENEWABLE ENERGY

Reduce our **energy consumption** and contribute to the deployment of **renewable energy solutions** to **combat climate change**.

Principles of the Global Compact	SDGs - impact and contribution
<ul style="list-style-type: none"> ⑦ Apply the precautionary approach to problems affecting the environment ⑧ Promote greater accountability in environmental matters ⑨ Promote the development and dissemination of environmentally friendly technologies 	 

PRINCIPLE OF RESPONSIBILITY: INNOVATE FOR RENEWABLE ENERGIES

Thanks to its constant R&D efforts to develop solutions that meet society's challenges, ARMOR is now able to offer a range of photovoltaic products that provide access to independent energy for all. Any surface can be fitted out to produce energy with exposure to any type of light.

ASCA© is a low-carbon technology, free of rare metals. Unlike traditional solar panels, one of its outstanding features is its lightness: it weighs just 500 g/m² (versus 10-15 kg/m² for the traditional panel). ASCA© belongs to the third generation of flexible, thin and so-called organic photovoltaic cells.



The company therefore plans to play an active role in the vital process of energy transition in order to minimise the use of limited fossil fuels and mitigate climate change.

The ASCA© film is a **new product**, our role is to create concrete applications. We therefore use partnerships and skills exchange programmes in order to design the products of the future that are useful, innovative and environmentally friendly.



Good practices: Beautiful Light Factory

New



Beautiful Light Factory offers 3 products incorporating the ASCA© photovoltaic film: a computer bag, a pouch and a case. These everyday items also provide a source of energy via a battery powered by the photovoltaic film. They promote mobility, enabling people to stay connected.

RENEWABLE ENERGY



Good practices: Solar Smart Mobility R&D project

New



Launched in September 2017, Solar Smart Mobility is a research project founded by a consortium of French manufacturers, namely ARMOR, VISION SYSTEM and SUNPARTNER TECHNOLOGIES, supported by ADEME. The project aims to develop onboard solar energy production solutions for vehicles. It consists of flexible and transparent photovoltaic glazing systems designed to provide supplementary energy for various vehicle functionalities, notably windows, yet without drawing on the battery or increasing CO2 emissions.



Good practices: Digital and energy independent street furniture

New



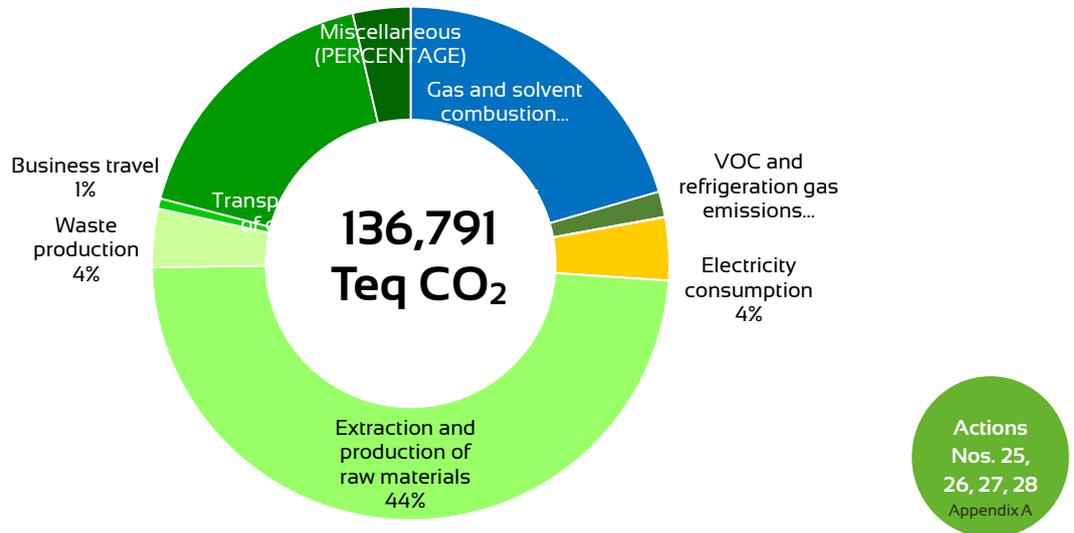
ARMOR has teamed up with JC Decaux SA, the world's leading company in outdoor advertising, to present a proof of concept for independent and interactive street furniture powered by solar energy. The interactive and low consumption display screens of JC Decaux become energy independent thanks to the ASCA© photovoltaic film. Inhabitants can interact with the displays via their mobile phones (city events programme, voting suggestion for a given issue, etc.). This new concept represents a real melting pot of technological innovations for the smart city of the future.

PRINCIPLE OF RESPONSIBILITY: PARTICIPATE IN THE MITIGATION OF CLIMATE CHANGE

ARMOR constantly strives to understand **the impact of its activities** on the major issue of climate change. Accordingly, since 2008 and without waiting for French legislation, the French operating sites of the ARMOR Group have conducted analysis of the greenhouse gas (GHG) emissions associated with their activities via the **Bilan Carbone™** method. In 2016 this assessment was rolled out to the Group (operational sites) using Scope 3. The methodological guide detailing the calculation scope and method is available on the website.

RENEWABLE ENERGY

Bilan Carbone of the ARMOR Group (Scope 3)

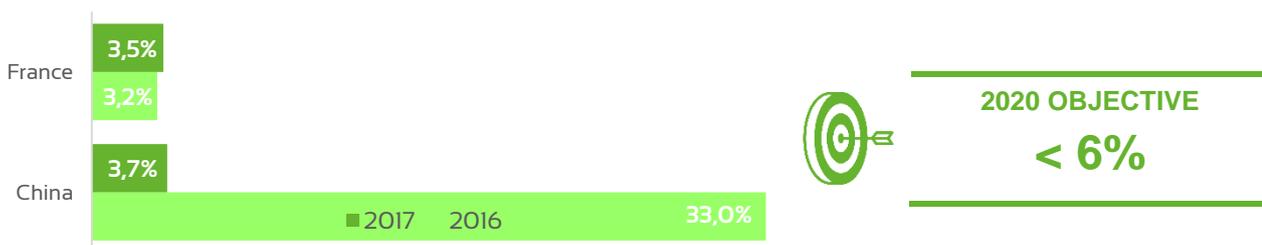


- The AICP business accounts for over 90% of emissions.
- Incomplete data for 2017 combined with underestimated figures for 2016 on Scope 3 prevent us from producing a trend. However, the carbon intensity (teq CO₂ per tonne produced) has improved for Scope 1 and Scope 2 (by around 4%).
- We are therefore continuing to improve the reliability of the indicator, notably by deploying integrated information systems (ERP) and programmes to optimise the ink coating and formulation processes.

In 2002, the site in La Chevrolière (France) invested in an incinerator fitted with a **VOC emission treatment** and cogeneration system in addition to the use of natural gas. A new VOC emissions indicator is monitored under the site's operating permit which was renewed in 2016, setting a maximum rate of 6%.

For its coating activity, ARMOR China has invested in a similar system that has been operational since April 2016, the full benefits of which are visible in 2017.

Emissions of Volatile Organic Compounds (VOCs) compared to the quantity of solvents used



RENEWABLE ENERGY

PRINCIPLE OF RESPONSIBILITY: SAVE ENERGY AND FAVOUR RENEWABLE ENERGY

First and foremost, making a commitment to energy transition means reducing our sites' energy consumption within the framework of environmental management (ISO 14001) and (at La Chevrolière in France) energy management (ISO 50001) including, wherever possible, the use of renewable energy.

Electricity consumption

(Per tonne of production)

 **+3 %**
2016: -5 %

- 78% of electricity consumption takes place at French sites. The new businesses are taking a growing share of energy consumption, mainly utilities (notably cooling systems).
- Accompanied by an increase in volumes produced at all sites, energy saving efforts are limiting the rising trend.



2020 OBJECTIVE

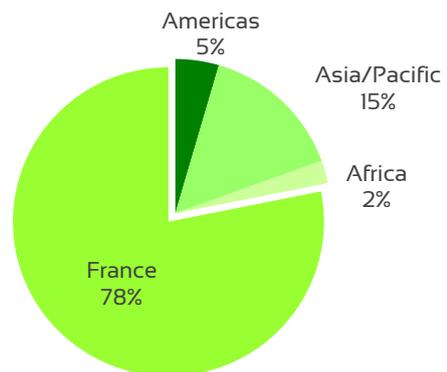
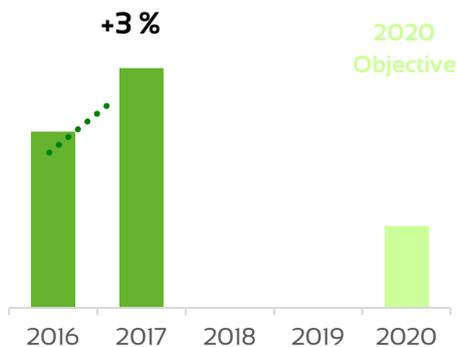
-5 %

Gross electricity consumption

31,571 MWh

2016: 27,780 MWh*

Actions
Nos. 29, 30,
31, 32, 33
Appendix A



RENEWABLE ENERGY

Renewable energies in the electricity contract



ARMOR SAS is the first to incorporate a percentage of renewables within its electricity supply contracts. Subsidiaries' electricity suppliers sometimes disclose the sources of their production. In certain countries, the electricity market is regulated and/or is a state monopoly. Or subsidiaries are unable to access offers due to their size or the prohibitive cost.



Good practices: Renewable energy sources in the electricity contract

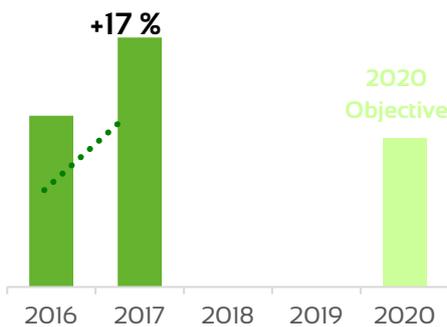


In 2016, the production site at La Chevrolière (France) changed electricity supplier via a purchasing group in order to access a contract providing 40.4% of energy from renewables (pre-existing and new installations). The remaining 60% is from nuclear.

Gas consumption (Per tonne of production)

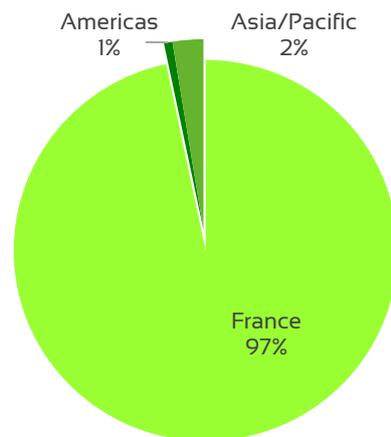


+17%
2016: -3 %



Gross gas consumption

44,407 MWh
2016: 34,501 MWh



- Operating at maximum capacity, the incinerator accounts for a significant share of natural gas consumption at the La Chevrolière site
- Similarly, the VOC capture and treatment system in China, operational in 2017, also impacts the result.

RENEWABLE ENERGY

THE ARMOR CSR ACTION PLAN

Renewable energy

Product range

- 21 Develop the marketing of ASCA photovoltaic films (France)
- 22 Test ASCA film application prototypes at ARMOR production sites (Group)
- 23 Develop the marketing of EN'SAFE current collectors (France)
- 24 Establish links with fundamental research into organic batteries (France)

Carbon footprint

- 25 Conduct a Group Carbon Assessment, Scope 3; work to reduce the carbon footprint (Group)
- 26 Analyse the potential for optimising the transportation of goods (Group)
- 27 Favour the development of alternative transport to private cars (eco-friendly and public transport, Mobility Plan France) (USA, France)
- 28 Support the use of electric vehicles among employees (e.g. on-site recharging points) (France)

Energy consumption

- 29 Conduct energy audits at production sites and produce consumption reduction action plans (Group)
- 30 Optimise the use of air conditioning on the shop floor and in offices (Group)
- 31 Systematic procurement of low-consumption equipment (Group)
- 32 Raise awareness about energy saving among all employees (Group)
- 33 Deploy an intelligent energy system (Data Science study) (France)
- 34 Examine the feasibility of a new energy cogeneration system (France)

Use of renewable energy

- 35 Analyse the potential for self-supply of renewable energy at production sites (Group)
- 36 Increase the proportion of renewable energy in electricity supply contracts (Group)

RESPONSIBLE TRACEABILITY

Contribute to **high-quality traceability, notably via secure and more environmentally friendly identification solutions supported by responsible purchasing.**

Principles of the Global Compact	SDGs - impact and contribution
<ul style="list-style-type: none"> ② Prevent complicity with the violation of human rights ⑦ Apply the precautionary approach to problems affecting the environment ⑧ Promote greater accountability in environmental matters 	

PRINCIPLE OF RESPONSIBILITY: MORE ECOLOGICAL TRACEABILITY SOLUTIONS

The **AICP business** is continuing its efforts to reduce the environmental footprint of its products by taking action on both the inked ribbons and the production process. R&D efforts have already led to the launch of products such as **SolFree®**, a unique solvent-free coating process.

Sale of Thermal Transfer ribbons with reduced environmental impact
(vs a standard roll)



2020 OBJECTIVE
40%



37%
2016: 33%



PRINCIPLE OF RESPONSIBILITY: EXERTING A RESPONSIBLE INFLUENCE TO GUIDE PRODUCT SELECTION AND APPLICATIONS

In support of our commitments, **responsibility must become one of our clients' selection criteria**, and market conditions must place a value on this feature. In compliance with this vision, our marketing initiatives incorporate greater transparency in order to guide the client's decisions regarding product purchasing, utilisation and disposal, while providing maximum information on our approach. We are also active with public authorities and market operators to ensure that the cartridge market becomes more transparent via environmental labelling.

RESPONSIBLE TRACEABILITY

Sale of eco-labelled cartridges

80%

2016: 67 %



Sales of eco-label cartridges are increasing for all labels, especially the Nordic Ecolabel, which has seen sharp rises for a number of products (x 2.5). The 26 products recently taking on the Blue Angel label also influence the result



2020 OBJECTIVE

70%

Action
No. 42
Appendix A

Furthermore, for many years now ARMOR has been operating a programme **to combat 'clones'**, i.e. illegal new ink cartridges that infringe on intellectual property, employees or the environment. To counter the proliferation of such goods, AOP offered it services to **ETIRA**, the European Toner & Inkjet Remanufacturers Association, to develop an anti-clone guide which has since become the benchmark for the industry.

Action
No. 43
Appendix A

PRINCIPLE OF RESPONSIBILITY: IMPLEMENTING A TANGIBLE AND SHARED RESPONSIBLE PURCHASING POLICY

Our purchasing policy is designed to establish **high quality relationships with our suppliers** in the interests of product quality and the protection of industrial property, while limiting the social and environmental impact of our purchasing activities.

In France, this policy is based on close partnership with our strategic suppliers in order to safeguard the procurement sources of raw materials, on evaluation by a patents expert of all strategic AOP components purchased for production and on the incorporation of CSR criteria in **the annual supplier assessment**.

RESPONSIBLE TRACEABILITY



Good practices: Responsible supplier relations



ARMOR maintains sustainable and balanced relations with suppliers. In 2011, the company signed the *Charte Relations Fournisseur Responsables* (Responsible Suppliers Charter), designed to encourage companies to adopt responsible practices vis-à-vis their suppliers, based on mutual trust and respect regarding rights and obligations. In 2015, ARMOR was one of the first five French mid-market companies to be recognised for the quality of their purchasing processes by obtaining the *Label Relations Fournisseur Responsables*. The label recognises the quality of procurement management processes in the light of relations with suppliers and service providers, with consideration also given to environmental and social factors.

In order to share and consolidate its values, ARMOR has developed a Business Code of Ethics based on the universally acknowledged principles of human rights and labour law. In this context, it offers the services of a Mediation Unit to settle any issues between the group and its suppliers.

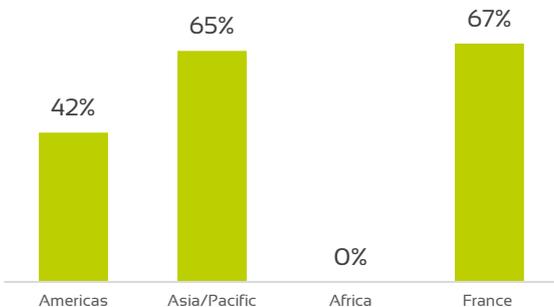
Share of strategic suppliers assessed against CSR over 2 years (2015-2016)

58%

Actions Nos. 38, 39, 40, 41 Appendix A



2020 OBJECTIVE
100%



Average CSR maturity score from the supplier assessment



- 92% of strategic suppliers were asked to complete the CSR questionnaire with a return rate of 61%.
- Although the results are encouraging, suppliers must receive support from buyers regarding the merits of the system if further progress is to be made

RESPONSIBLE TRACEABILITY



Good practices: Supplier Team Meetings

Supplier Team Meetings are now an annual event. In 2017, 55 people of multiple nationalities represented 38 companies of key importance to Thermal Transfer, ACES and ABL (ARMOR Beautiful Light). This 16th staging of the event supports the initiatives designed to enhance the performance of our supplier relationships.



For the second year in succession, a supplier CSR awareness session took place in Brazil, where CSR remains an emerging theme. The initiative is designed to demonstrate how CSR practices can be integrated within working methods and to encourage suppliers to adopt such measures for their customers.



Over and above presenting performance indicators and technological advances, these meetings strive to promote ownership among stakeholders vis-à-vis the values and ethics of the ARMOR Group.

THE ARMOR CSR ACTION PLAN

Responsible Traceability

Product range

37 Design Thermal Transfer products with reduced environmental impact (France)

Responsible purchasing

38 Assess all suppliers against CSR criteria and help them to construct action plans (Group)

39 Raise CSR awareness among suppliers (Group)

40 Adapt supplier/service provider contracts to include CSR clauses and add agreements for the rapid correction of any non-conformities (Group)

41 Analyse the impact of the implementation of ISO 20400 principles (responsible purchasing) (Group)

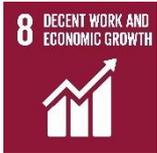
Labelling and anti-counterfeiting

42 Develop ecolabels and LCA labels for Laser cartridges (AOP)

43 Participate in European working groups on anti-counterfeiting (AOP)

EMPLOYEE DEVELOPMENT

Through an attractive employment package, promote the development of our employees and their skills, enhancing well-being in the workplace, employability and the success of the Group.

Principles of the Global Compact	SDGs - impact and contribution
<ul style="list-style-type: none"> ① Promote and comply with international human rights law ③ Respect freedom of association and the right of collective bargaining ④ Contribute to the elimination of all types of forced and compulsory labour ⑤ Contribute to the abolition of child labour ⑥ Contribute to the elimination of all forms of discrimination in the workplace 	  

PRINCIPLE OF RESPONSIBILITY: CONSTRUCT POSITIVE LABOUR RELATIONS

Balanced labour relations are the prerequisite to the ability to discuss socio-economic dilemmas and to advance social responsibility within the Group. Based on this conviction, ARMOR makes every effort to create a positive environment for such dialogue via personnel representative bodies appropriate to the local context, in order to share the company's strategy and performance in a spirit of transparency, respect and mutual trust. In accordance with legislation, in France the following forums exist for dialogue between management and personnel representative bodies: Works council; personnel representatives meetings; health, safety & working conditions committee. *Personnel representatives also attend board meetings in a consultative capacity.* Personnel representatives also attend board meetings in a consultative capacity.

Health & Safety committees



Action No. 9
Appendix A

 H&S Committee or equivalent

- *Health & Safety committees have been gradually established within the different Group entities.*



2020 OBJECTIVE
100%

EMPLOYEE DEVELOPMENT



Good practices: Labour relations and the well-being of employee in Singapore



"Coffee with the boss": the name of a get-together held every two months between the employees of ARMOR Asia (Singapore) and their management. Among the subsidiary's 77 employees, some 20 to 30 people attend each meeting. It is a relaxed and constructive event designed to bring about real improvement within the company, with due consideration given to the well-being of all employees. In addition to this regular meeting, the renovation of the accommodation provided for ARMOR operators has led to a significant improvement in their level of comfort. Finally, a monthly safety committee meeting oversees the ongoing reduction of risk through the installation of new safety equipment.

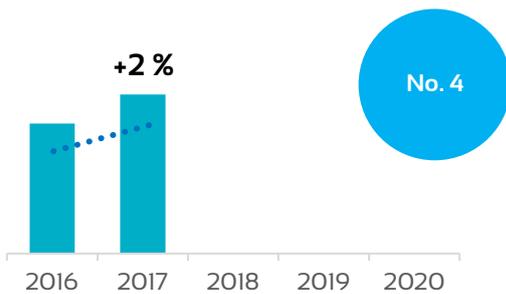
PRINCIPLE OF RESPONSIBILITY: FAVOUR HIGH QUALITY EMPLOYMENT

It is ARMOR's objective to contribute to [employment in all the countries in which it operates](#). The Group strives to favour permanent jobs and to limit the use of temporary staff. And in order to go the extra mile, ARMOR undertakes to offer all of its personnel worldwide a decent salary and to comply with fundamental human rights and the conventions of the ILO (see "Governance and ethics").

Group headcount (in full-time equivalents)

1796

2016: 1760

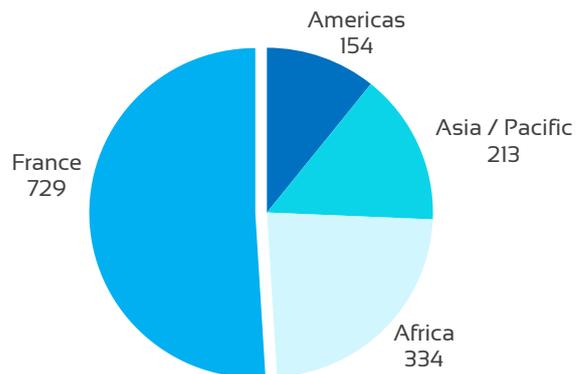


11% of whom on fixed-term or temporary contracts
(excluding work-study contracts)

Headcount within the scope of the report (in full-time equivalents)

1430

2016: 1384



EMPLOYEE DEVELOPMENT



Good practices: Long service medals at the sites in France



Every year the CEO of ARMOR, Hubert de Boisredon, presents UIC (Chemical Industry Association) and long service medals to certain ARMOR France employees recognised for their service in the industry or professional field. Medals are presented for 20, 30, 35 and even 40 years of service! The ceremony offers employees the opportunity to swap memories and discuss how careers and the industry have changed over the years. In 2017, 27 employees received medals, with an impressive roll-call of 13 medals for 20 years' service, 4 medals for 30 years, 7 medals for 35 years and 3 *Grand Or* medals for 40 years.

PRINCIPLE OF RESPONSIBILITY: DEVELOP A SAFE WORKING ENVIRONMENT

The health and safety of personnel is a priority that is notably illustrated via the implementation of protection and prevention measures, with the ambitious target of zero accidents. For example, the commitment is demonstrated by providing and promoting IPE (Individual Protection Equipment), by ergonomically adapting workstations and by providing protection against noise pollution, chemical hazards and exposure to heat or bad weather.

ARMOR is therefore committed to obtaining OHSAS 18001 safety certification at all of its production sites (see certifications map on page 16).

Number of accidents at work

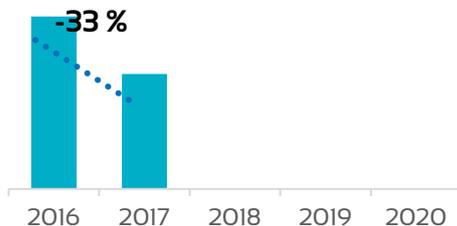
22

2016: 33



2020 OBJECTIVE

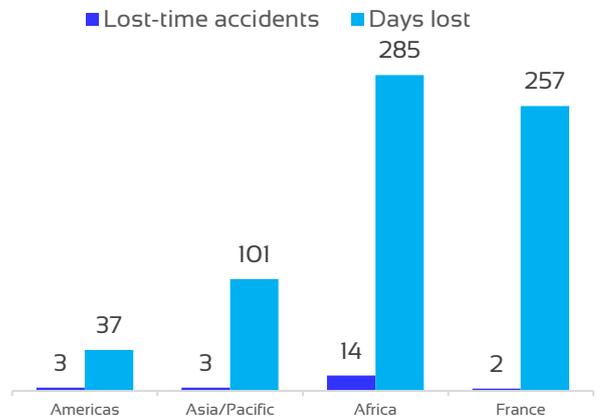
0%



Actions
Nos. 44, 45
46, 47, 48, 49

Appendix A

Number of lost-time accidents at work with associated number of days lost



- In France, 4 lost days related to 2 accidents, the remainder (253 days) due to an accident occurring in 2016.
- The US and Asian subsidiaries, usually high performers, saw their indicators deteriorate. Notably one accident in China (30 days), where lost days continued into 2018.
- Singapore: 581 days without an accident prior to June 2017 (70 lost days).

EMPLOYEE DEVELOPMENT

ARMOR regularly holds awareness and prevention sessions The company makes every effort to involve all employees, at all levels, in the prevention and effective management of occupational risks. In France, this takes the form of individual safety coaching, the Safety Hours programme and safety enhancement working groups. In India and China, day-to-day targeted communication is designed to improve machine safety and ensure the systematic wearing of PPE. In Singapore, the Safety Committee conducts audits each month to monitor and improve signage, working conditions and the alert process.



Good practices: Assessment of the Safecom' and Becom' programmes at ARMOR France



2017 saw the conclusion of the Safecom' and Becom (well-being and communication) programme cycle for employees at La Chevrolière. The objective was to actively prevent working accidents by focussing on behavioural aspects, beyond the tried and tested techniques. The initiative extends the bounds of group cohesion and team support by means of free expression and dialogue. Introduced in 2010 via the Health & Safety Committee, the Becom programme took place over 43 sessions with a total of 8,489 training hours. Safecom started in 2014 and consisted of 34 sessions totalling 2,353 training hours. The positive assessment of the programme has led to plans for the possible extension of Safecom throughout the Group.

Confidential medical monitoring at ARMOR's expense

- In 2014, ARMOR introduced a system for monitoring the health of its employees at all production sites at the company's expense.



2020 OBJECTIVE
100% medical monitoring

● Confidential check-up ● Non-confidential check-up



Good practices: Health, Safety & Environment Week



Operations such as HSE Week are being deployed on a wider basis (US, Mexico and Brazil). For its 7th year, ARMOR Brazil worked on the theme of recycling with attention focussing on the life cycle of objects. This was accompanied by the work of a nutritionist to offer employees advice about health and diet. ARMOR Mexico offered its employees a dental check-up. Subjects relating to healthy diet, ergonomics, mental health and conflict management were also covered. The initiative was repeated in 2018, with a common basis deployed for all subsidiaries on the continent of America.

EMPLOYEE DEVELOPMENT

PRINCIPLE OF RESPONSIBILITY: PROMOTE FULFILMENT AND WELL-BEING AT WORK

Global competition imposes demanding work schedules that sometimes spill over into employees' private lives. ARMOR therefore encourages initiatives designed to help employees **improve their work-life balance**. However, such concepts vary greatly by region. Site managers are responsible for complying with applicable local legislation, for listening to their employees' issues, which may cover a multitude of fields, and for implementing initiatives able to develop social links both within and outside the company.

Actions
Nos. 53, 54,
55, 56, 57
Appendix A



Good practices: ARMOR promotes sport



Since 2013, the different sections of the ARMOR Sports Association in France have come together in early July for the traditional ARMOR GAMES. This event is a resounding success in terms of cohesiveness and conviviality. In 2017, wheelchair rugby was one of the events added to the games, with the support of a disabled sports team competing at national level.

Currently with 120 members, the association was established in 2008 at the initiative of employees wishing to share their passion for sport with other colleagues. Subsequently, the number of sports played and the number of subscribers has continued to rise.



Good practices: Move to new premises



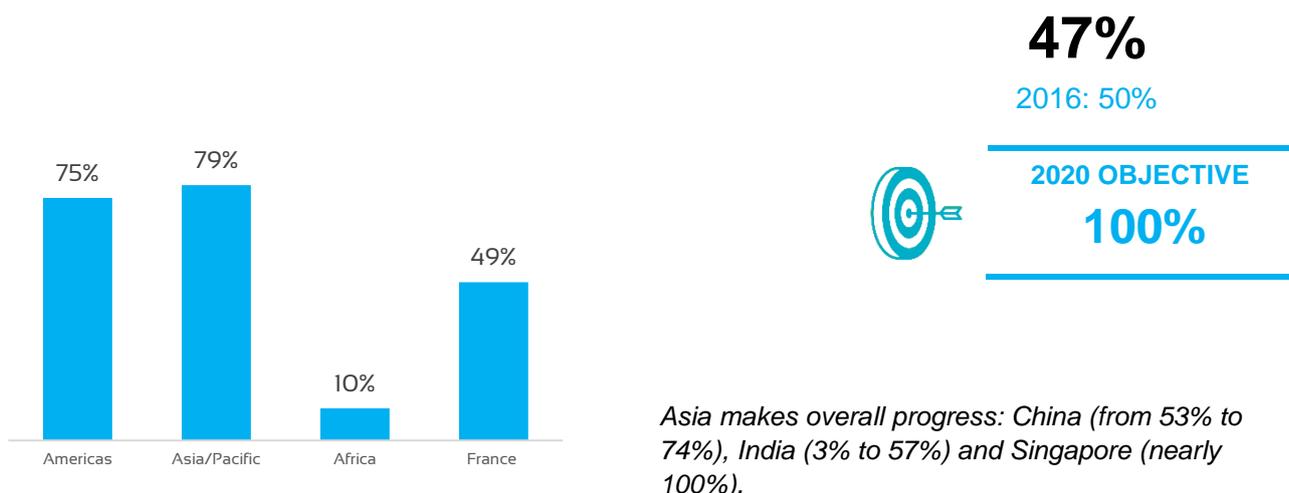
In February 2017, our Indian subsidiary moved into new premises covering 4,000m², four times the size of the old facilities. Apart from optimising production, the site also improves employees' working conditions. The building's official opening was celebrated by a traditional Indian ceremony attended by Hubert de Boisredon and some fifty partners. The South African subsidiary has also benefited from new, larger and more modern premises since April.

EMPLOYEE DEVELOPMENT

PRINCIPLE OF RESPONSIBILITY: IDENTIFY AND ENHANCE INTERNAL SKILLS

Skills management within the ARMOR Group is shaped by the current and future demands inherent to Group strategy, by the responsibility of enhancing individual employability and ensuring equality of treatment and professional development. Training requirements are notably established during the process of annual individual interview.

Proportion of employees benefiting from an annual individual interview



Asia makes overall progress: China (from 53% to 74%), India (3% to 57%) and Singapore (nearly 100%).

Multiple causes for non-completion in 2017: reorganisation of AOP in France, staff turnover in Mexico, not conducted at Revialis and only affects management at Armor Industrie.

ARMOR University was established in France in 2011 with the objective of officially recognising employees' experience as well as enhancing their current skills. Courses leading to certificates are led by internal experts and validated by an external panel composed of representatives from the AFPA, training agency, and DIRECCCTE (Regional Directorates for Enterprises, Competition Policy, Consumer Affairs, Labour and Employment). The courses are therefore officially recognised by the government.

The innovative nature of certain management initiatives and the participatory dimension make ARMOR University a leading project from the social angle. Since its founding the results have been highly positive, with a **100% pass rate and 180 people receiving certificates**. Providing employees with training, supporting their development and gaining their ownership of the corporate project is a priority for ARMOR.

The sharing of experiences and skills between ARMOR Group entities is a regular practice. This may take the form of joint training sessions or immersive visits. The principle applies equally well to both commercial and production activities. For example, employees at our subsidiaries attend training courses held in France. This enables them to broaden their technical skills and to find out about the new sales and marketing tools available to them.

EMPLOYEE DEVELOPMENT



Good practices: Digital Club New

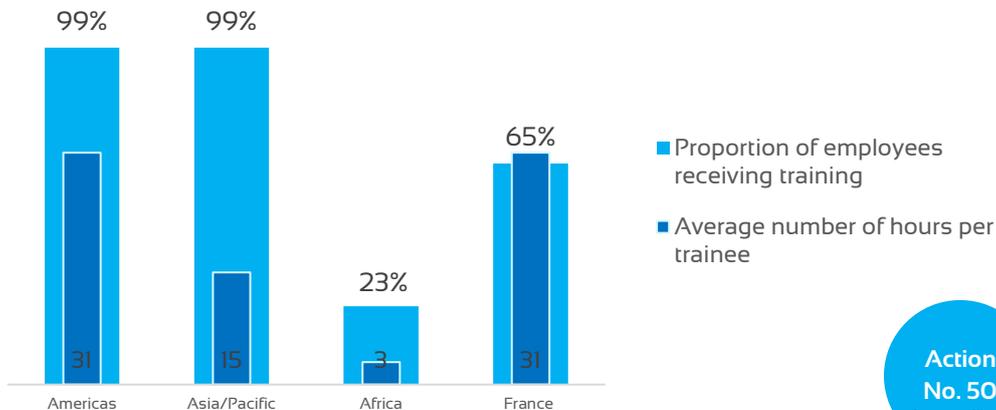


The Digital Club is an initiative launched in July 2017 designed to bring together employees from the various business units involved in digital marketing and communications. The objective of these quarterly meetings is to share good practices, pool resources and share the experiences of business units in different fields (social networks, e-mail campaigns, SEO, systems watch, etc.). The overall goal is to optimise coordination of cross-departmental communications and enhance visibility by exploiting the latest digital advances.

Action
No. 52

Appendix A

Proportion of employees receiving training and average number of hours per trainee



Action
No. 50
Appendix A

A majority of staff receive training, an improvement since 2014 with total training hours up by 3%. However, the indicator does not tell us if employees receive training to maintain current skills or acquire new ones. A new indicator is being developed for future years.

THE ARMOR CSR ACTION PLAN

Employee Development

Health & Safety

- 44 Extend SAFECOM training throughout the Group to reach the target of zero accident (Group)
- 45 Carry out hearing tests for production employees (India)
- 46 Organise a joint safety week for subsidiaries in the Americas (Mexico, USA and Brazil)
- 47 Offer vaccination to all employees during medical checks (Mexico)

Working conditions

- 48 Organise site moves to improve the working environment (India, South Africa and China)
- 49 Improve working conditions in the offices (France)

Skills

- 50 Develop the training plans in order to enhance employee skills levels (Group)
- 51 Ensure that all employees receive individual interviews (Morocco)
- 52 Establish a good practices discussion group covering digital communication tools (France)

Employee well-being and satisfaction

- 53 Measure employee satisfaction (survey) (Group)
- 54 Analyse the various practices in different Group countries regarding the employment benefits (social protection, pensions, etc.) offered in addition to state provision and produce action plans (Group)
- 55 Extend the BECOM training throughout the Group (Group)
- 56 Continue to develop relaxation/well-being/social spaces (nap rooms, showers, games, etc.) (Group)
- 57 Implement agreements related to QVT (Quality of Life at Work) (France)

REGIONAL SOLIDARITY

Develop **links with wider society** at our sites around the world, providing support to tackle local **social issues**.

Principles of the Global Compact

- ⑧ Respect freedom of association and the right of collective bargaining

SDGs - impact and contribution



PRINCIPLE OF RESPONSIBILITY: COMBAT DISCRIMINATION AND PROMOTE DIVERSITY

Humanism, a Group value, raises the issue of combating discrimination. At all its sites, the Group strives to understand the issues of employment and inequality affecting disadvantaged persons.

- In 2011, ARMOR France signed **the Diversity Charter** that calls on companies to guarantee that diversity is promoted and applied within their workforce. Furthermore, **ARMOR's Code of Ethics**, which is signed by all Group employees, also reaffirms ARMOR's objectives in terms of non-discrimination and respect for the individual.
- Up to 2014, ARMOR Asia (Singapore) was involved in **the Yellow Ribbon programme** for the re-integration of ex-offenders. The company even obtained the Yellow Ribbon Award in 2013.

In compliance with regulations, today the subsidiary strives to promote diversity and the prevention of all forms of discrimination in order to enhance plurality among its workforce. Its action plan is composed of 3 pillars:

- **Equality of opportunity**: recruitment, integration, access to training, promotion and remuneration.
- **Employability**: acquisition of skills in line with developments, support for optimising the ability of persons facing difficulties to remain in employment.
- **Access to employment among sensitive groups**: young people, women, disabled persons, seniors, persons from sensitive urban areas, etc., in relation to the local issues of the country in question.



Good practices: ARMOR India commits to the well-being of women at work



To mark International Women's Day, ARMOR India held a ceremony in honour of its women employees. Dancing and chanting set the rhythm of the day, which concluded with roses being handed out to all female employees. Held for the first time in 2016, this greatly appreciated occasion will now become an annual event. It was a symbolic event within a series of measures designed to enhance the well-being of women in the workplace, notably via the prevention of sexual harassment. Explanatory posters translated into the various languages spoken by employees were exhibited in the rest room.

REGIONAL SOLIDARITY



Good practices: ARMOR France, signatory of the *Charte Entreprises et Quartiers*



By signing the *Charte Entreprises et Quartiers* (Companies and Deprived Neighbourhoods Charter) in 2016, ARMOR is committed to taking action to reduce unemployment and promote education in the poorest districts of the Loire-Atlantique region. In 2017, a *CIE Starter* job was created within the Logistics Department for a young and long-term unemployed person from a high-priority neighbourhood. Although symbolic, this recruitment offers documented integration into the working environment and personalised support. The initiative has only been possible thanks to the solid partnerships developed by ARMOR with local agencies, notably GIRPEH, ADAPT and *La Mission Locale*.



Good practices: ARMOR France takes action to fight exclusion

New



In partnership with FACE, the anti-exclusion association, ARMOR offered training to 3 students attending a school in a priority education district, within the context of their mandatory work experience. It is an important first step for students to establish their career preferences. However, receiving young student trainees demands particular attention from companies. Such work experience is also frequently organised by the student's relations, thereby excluding those whose parents or teachers do not have sufficient networks to call upon. The ARMOR Group therefore enables such young people to discover the working environment and to identify their own new career possibilities.

REGIONAL SOLIDARITY



Good practices: Favouring local employment



ARMOR regularly takes part in job forums for the Pays-de-la-Loire region in order to inform the general public about its activities and to support regional dynamism. In 2017 the company participated in ten events, including *Job Dating* in Rezé, *Forum du Vignoble* in Loroux-Bottereau and the 12th staging of *Place à l'Emploi* at CC Atlantis in St. Herblain. These events present an excellent opportunity for discussions to help young people into the workplace and to define their career path within industry.



Good practices: Youth training and employment



In addition to regularly taking part in job forums, ARMOR USA is also a member of the Kentucky Federation for Advanced Manufacturing Education (KY FAME). It is a partnership involving regional industries with a key objective of developing professional training and apprenticeships among young people by financing their studies. Study programmes last two years, with two days a week school-based and 3 days company-based. The companies fund the studies and pay the apprentice. At the end of the course, the apprentice signs a 3-year employment contract with their host company.

PRINCIPLE OF RESPONSIBILITY: PROMOTE THE EMPLOYMENT OF DISABLED PERSONS

Because people with a disability are twice as likely on average to be unemployed, promoting their access to employment is both an economic and social issue. While exploiting the local support infrastructure wherever it exists, the ARMOR Group has also taken multiple initiatives in this field: helping people stay in employment, direct employment of disabled persons, development of outsourcing to the protected sector and adapted companies, raising awareness among employees and partners and other initiatives promoting the integration of disabled persons in the workplace. ARMOR France has increased its resources by appointing two diversity officers to coordinate action at the various sites and to develop synergies.

28

Number of direct jobs

2016: 32

2020 OBJECTIVE

6%



**Proportion of employees in
France with a disability**

6.1%

2016: 6.2%

Actions
Nos. 63,64
Appendix A

REGIONAL SOLIDARITY



Good practices: Integration of disabled persons



ARMOR France has appointed two employees as Disability Coordinators for its French sites. Providing an interface between the Group and other operators in the field, their role is to promote the implementation of the disability policy and to integrate and support disabled employees. To this end, ARMOR plays an active role in the annual *Emploi & Handicap* employment forum for disabled persons, organised by LADAPT within the context of European Disability Employment Week.

Furthermore, as part of its partnership with the ADAPEI 44 agency, ARMOR also takes part in the *Opération Brioches* national event in support of those suffering from a mental disability. Since 2015 the Disability Coordinators have been organising a fundraising event within the company to finance cultural and educational projects for those suffering from a mental disability.

PRINCIPLE OF RESPONSIBILITY: PROMOTE CSR AMONG OUR STAKEHOLDERS

For ARMOR, exerting a responsible influence is all part of disseminating CSR in the areas where we operate, by sharing our practices to encourage the pooling and development of synergies.

By conducting **CSR assessments among our suppliers**, we raise awareness of the issues of sustainable development. CSR sessions are also held for our employees.

CSR promotion and solidarity activities

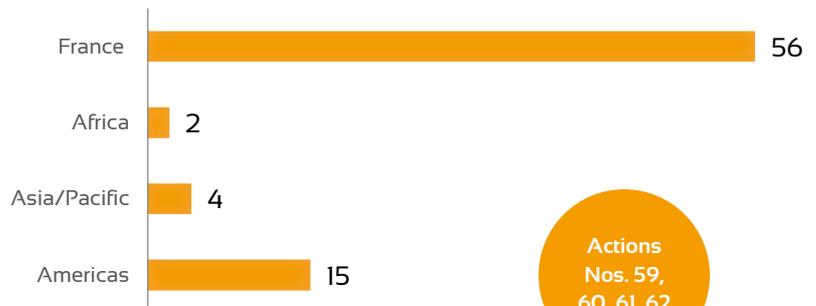
78

2016: 80*

*corrected figure



2020 OBJECTIVE
150 per year



Actions
Nos. 59,
60, 61, 62
Appendix A

Visits held at various sites (schools, companies, local communities, etc.), speeches made at events or conferences related to sustainable development or CSR.

REGIONAL SOLIDARITY



Good practices: United Nations Environment Assembly

New



ARMOR was selected from among six other French companies to present ASCA© and the range of Beautiful Light Factory products at the **UN Environment Assembly held in Nairobi**. The objective of this UN event is to create a platform for exchanging the latest environmental innovations and technologies in both the private and public sectors.



Good practices: ARMOR gives a presentation at the Environment G7

New



ARMOR and two other companies involved in sustainable development from G7 countries were selected to provide their recommendations to ministers at the Environment G7 held in Bologna in June 2017. Hubert de Boisredon stressed that innovative companies are becoming the catalysts of public environmental policy and that energy transition presents an opportunity for long-term growth and employment. He also stressed the importance for France to position itself as a leader in the design and production of very hi-tech products, as notably exemplified by the ASCA© film with its 60 million euros of R&D investment over 5 years and the creation of 80 jobs.



Good practices: Signature of the French Business Climate Pledge

New



During the One Planet Summit in December 2017, ARMOR signed the French Business Climate Pledge under which 91 French companies, of all sizes and from all sectors, have committed themselves to taking concrete steps to accelerate implementation of the COP21 agreements. For Hubert de Boisredon, the ASCA© flexible photovoltaic film represents one of the groundbreaking innovations that can effectively meet the challenges of global warming by providing widespread access to renewable energy.



Good practices: ARMOR USA opens its doors to teachers



Within the framework of the Teacher Externship Program, ARMOR USA hosts teachers for an immersive week in the industrial environment. Through observation and their interaction with employees, they are able to gain a more pragmatic vision of industry in order to align teaching more closely with the reality.

REGIONAL SOLIDARITY

The creation of new materials means reconsidering their utilisation, which must be profitable and, above all, environmentally friendly. Synergies must be established between companies and start-ups that share the same values and the same determination to pursue sustainable innovation. We make the most of such collaborative practices to raise awareness among the widest possible public audience regarding the importance of responsible consumption and the role of new technologies.



Good practices: Innovative products and new applications

The **OWA Bluetooth Speaker** can be customised thanks to 3D printing and is the first finished product from the start-up ARMOR 3D. It is a collaborative project combining, ecology, design and industry. Entrepreneurs and start-ups such as TechShop of Leroy Merlin, the 3D printer creator Dood Studio, the design agency Bold and the start-up Sector have participated in this project alongside ARMOR 3D.

It has produced an eco-designed and responsible product, as its end-of-life was taken into consideration right from the design phase. The production of a limited run has been financed via crowdfunding.



Partnership with the company Litogami®, creation of an original collection of illuminated greetings cards powered by solar energy using the ASCA© photovoltaic film. The cards are produced by disabled workers using ecologically sourced cardboard. A fine collector's item to raise awareness about sustainable development in an entertaining and imaginative manner.

Partnership with Freelabster.com, a collaborative 3D printing platform, exclusively offering new recycled and recyclable OWA 3D printing filaments with the objective of promoting responsible 3D printing among platform users.

This very year, ARMOR 3D was awarded the **French Tech label**. This label is a government initiative to promote the start-up and innovation ecosystem. ARMOR 3D has been recognised for its R&D work on new materials and techniques in the field of additive manufacturing.

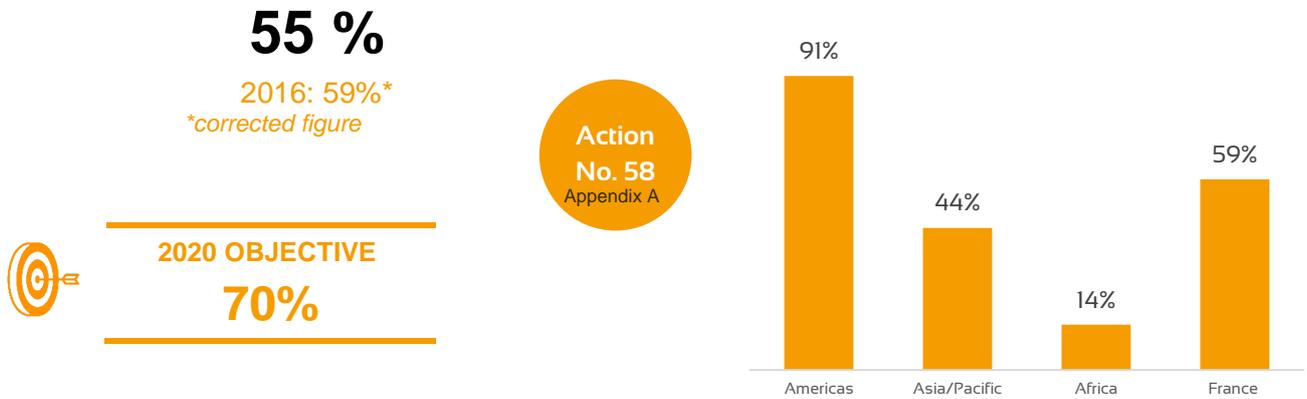
PRINCIPLE OF RESPONSIBILITY: WORKING WITH LOCAL PARTNERS

In order to reduce our environmental footprint and participate in local development, ARMOR's production sites are encouraged to select local suppliers for non-Group purchases in order to support local economic development, at the same time as minimising the transportation of goods.

REGIONAL SOLIDARITY

Proportion of local procurement

(Purchases made at country level, excluding intra-Group purchases)



The share of local purchasing has reduced in each region, with priority being placed on product quality and price. The indicator remains low in Africa due to the lack of raw material availability in Morocco (no local suppliers and product quality the main criterion).

PRINCIPLE OF RESPONSIBILITY: ACTING IN SUPPORT OF BIODIVERSITY

The Group's main French production site is located in a protected area in terms of biodiversity (the Lac de Grand Lieu is a Natura 2000 classified site). Today, ARMOR is seeking to share its approach and extend certain of its initiatives, such as the preservation of biodiversity, throughout the industrial zones within its operational territories. Each on its own scale, ARMOR's industrial sites all take action to control their environmental footprint and thereby promote the return of biodiversity.

The biodiversity approach of ARMOR France is underpinned by the 6 objectives of the French national strategy:

- To create the will to act in favour of biodiversity
- To preserve living things and their ability to evolve
- To invest in the common good: ecological capital
- To ensure sustainable and equitable use of biodiversity
- To ensure consistency between policies and the effectiveness of action
- To develop, share and enhance understanding

Action No. 65
Appendix A

REGIONAL SOLIDARITY



Good practices: Protecting the environment around our industrial sites

The IEPAD inter-company sustainability association consists of 12 member companies, one of which is ARMOR, and is developing an industrial and regional ecological project within the Bois Fleuri business park in La Chevrolière. Since 2011 the association has been working on issues such as waste, energy consumption, an employee car-sharing scheme and the development of eco-pastures on company green spaces.



ARMOR has been a signatory of the Refuges LPO bird-protection charter since 2012. The objective is to improve the ecology and integration of the business park within its natural environment, via a collaborative approach with other stakeholders and local authorities. The initiative includes support for the maintenance of green spaces, new works projects, employee awareness and conducting regular inventories of the flora and fauna.



Good practices : Beehives installed on the roof of head office

In 2016, ARMOR installed 3 beehives on the roof of its head office in Chantenay, near Nantes. One year later, 15kg of honey were collected, to the great pleasure of head office employees who received jars in the image of the Group. It is a project with ecological virtues as the bees are able to escape the abundance of phytosanitary products and exploit the diversity of the flowers and blooms.



Good practices: Planting of hedgerows

In partnership with Briacé secondary school (nature protection syllabus) and the local Chamber of Agriculture, ARMOR has planted 650m² of hedgerows at its La Chevrolière site to ensure the continuity of the green infrastructure and to provide protection against wind and noise. This initiative improves the environment for local inhabitants and preserves biodiversity while raising awareness of such issues among schoolchildren.



Good practices: Introduction of "eco-pastures"

In 2015, ARMOR decided to invest in an eco-pasture service. Through its partnership with the company Eco-mouton, some of the spaces at the site in La Chevrolière (France) are mowed using a flock of Ouessant island sheep. ARMOR joined forces with its neighbouring company HEBEL to enable the sheep to enjoy several different pastures.



REGIONAL SOLIDARITY

PRINCIPLE OF RESPONSIBILITY: IMPLEMENT A POLICY OF CORPORATE CITIZENSHIP IN KEEPING WITH THE GROUP'S IDENTITY AND VALUES

Armor's commitment to sustainable development has steered it towards an approach of corporate citizenship consistent with its identity, values and initiatives. Although its first initiatives were mainly implemented in the historic region around Nantes, the subsidiaries are now also participating in projects whose common objective is to cultivate social commitment among employees and generate socially-responsible initiatives.



Good practices: Promoting access to energy



Since launching its products, Beautiful Light Factory has made a commitment to pay *Electriciens sans frontières* more than one Euro for every product sold. An international charitable NGO, *Electriciens sans frontières* helps the poorest populations to improve their living conditions through initiatives to provide access to electricity and water.



Good practices: ARMOR USA Taste of Hope



Employees of ARMOR USA volunteer to prepare meals for families being provided with accommodation by the Ronald McDonald Foundation to enable them to stay close to their children receiving medical care. It is a very human commitment that goes hand-in-hand with the fundraising campaign organised for the foundation by ARMOR USA over the past four years.

NETWORKS OF INFLUENCE

ARMOR is a member of a number of networks and associations through which Armor is also able to exert an influence.



UN Global Compact - Advanced member



UIC (Chemical Industries Association) Signatory of the Responsible Care charter



DRO (Responsible directors organisation) Association of company directors from the regions of Pays-de-la-Loire and Brittany promoting the principle of social responsibility as the foundation of economic performance.



MEDEF, leading French business network. It defends and promotes companies of all sizes and from all sectors.



Club Carbon'At: Association of users of the Bilan Carbone® environmental footprint method

REGIONAL SOLIDARITY

in the Atlantic region.

-  Board of Directors of Nantes University Foundation
-  Board of Directors of the LEPC inner-city foundation
-  Board of Directors of the FACE anti-exclusion foundation, Loire-Atlantique region
-  Board of Directors of the ORACE regional organisation for reducing energy consumption
-  ETIRA (European Toner & Inkjet Remanufacturers Association): Member the Board of Directors
-  IEC (Institute of the Circular Economy): Influence at the European level, raise awareness and develop initiatives in support of the circular economy and, more generally, new modes of more sustainable production and consumption.
-  Board of Directors of the young persons' hostel, Habitat Jeunes Grand Lieu Machecoul et Logne
-  FCR: Association of companies promoting the re-utilisation of used cartridges and working to propose responsible recycling and energy recovery solutions.
-  EBEN: Association founded in 2016 for professionals in the distribution of products and services for the working environment.
-  Hispanic Chamber of Commerce of Cincinnati
-  Northern Kentucky Chamber Board of Directors and Northern Kentucky International Trade Association Chair
-  Advanced Manufacturing Workforce Development Metrics Chair
-  TechSolve Operation's Round Table
-  CLAMPITIQ (local mutual support committee for the technology and innovation industrial park in Quéretaro).
-  Industrial Association of the Pollution Control Board
-  Global Compact Network China
-  Chamber of Commerce of Xiaolan Zhongshan
-  Global Compact Network Singapore

REGIONAL SOLIDARITY

THE ARMOR CSR ACTION PLAN

Regional Solidarity

Local engagement

- 58 Implement action to increase or maintain the proportion of procurement sourced locally (Group)
- 59 Deploy external activities promoting CSR (Group)
- 60 Participate in local company associations to share experiences and pool activities (Group)
- 61 Participate in the CSR quality label launched by the local companies association (Morocco)

Contribution to local issues

- 62 Organise community action (Group)
- 63 Increase the employment of disabled persons (China, Morocco)
- 64 In collaboration with the medical department, assess which posts could be adapted for disabled persons (Mexico)
- 65 Conduct biodiversity campaigns in "sensitive" territories (France, Brazil)

Governance & Ethics

Ethics & Human Rights

1. Include the Code of Ethics within the welcome pack for new employees and distribute it to all employees (Group)
2. Introduce anti-corruption procedures to be implemented by all subsidiaries (Group) **20%**
3. Make medical monitoring details confidential (China) **100%**
4. Document employment contracts (Morocco) **100%**
5. Conduct social audits at sites located in high-risk countries vis-à-vis employment rights (ITUC index) (Morocco, India, China, Brazil, Mexico and USA) **16%**

CSR awareness

6. Hold employee awareness sessions covering sustainable development and the Group's CSR strategy (Group) **20%**
7. Establish employee CSR discussion groups (Group) **10%**
8. Organise a global ARMOR week focussing on a selected CSR issue (Group)

Management systems

9. Implement and obtain ISO9001, OHSAS18001 and ISO14001 certification for management systems in the fields of Quality, Health & Safety and Environment (India, South Africa, Mexico, Canada, Revialis, ABL and A3D) **33%**
10. Examine the impact of the WEEE Regulation on the AOP business (AOP) **65%**

Employee-driven innovation

11. Develop employee-driven innovation programmes (France) **10%**

Customer satisfaction

12. Develop new customer satisfaction measurement tools (Group) **50%**

Circular economy

Product range

- 13 Analyse the deployment of the RECPET Partner programme (used TT roll collection service) for customers worldwide (AICP) **5%**
- 14 Develop a range of recyclable 3D filaments (OWA 3D) (A3D) **100%**
- 15 Develop a service priced on a per page basis (OWA OPS) (AOP) **100%**
- 16 Develop an OWA range for Inkjet cartridges (A3D) **100%**
- 17 Maintain Qualicert certification (AOP) **100%**

Site waste

- 18 Find suitable recycling channels for all significant waste and ensure traceability (including the RECPET programme) (Group) **continuous**
- 19 Deploy production waste reduction plans (e.g. Co-product, By-product) (Group) **continuous**

Life cycle

- 20 Conduct a life cycle analysis for ASCA products (France) **100%**

Renewable energy

Product range

- 21 Develop the marketing of ASCA photovoltaic films (France) **continuous**
- 22 Test ASCA film application prototypes at ARMOR production sites (Group)
- 23 Develop the marketing of En' Safe current collectors (France) **continuous**
- 24 Establish links with fundamental research into organic batteries (France) **10%**

Carbon footprint

- 25 Conduct a Group Carbon Assessment, Scope 3; work to reduce the carbon footprint (Group) **100%**
- 26 Analyse the potential for optimising the transportation of goods (Group)
- 27 Favour the development of alternative transport to private cars (eco-friendly and public transport, Mobility Plan France) (USA, France)
- 28 Support the use of electric vehicles among employees (e.g. on-site recharging points) (France)

Energy consumption

- 29 Conduct energy audits at production sites and produce consumption reduction action plans (Group)
- 30 Optimise the use of air conditioning on the shop floor and in offices (Group) **20%**
- 31 Systematic procurement of low-consumption equipment (Group) **50%**
- 32 Raise awareness about energy saving among all employees (Group) **50%**
- 33 Deploy an intelligent energy system (Data Science study) (France) **20%**
- 34 Examine the feasibility of a new energy cogeneration system (France) **20%**

Use of renewable energy

- 35 Analyse the potential for self-supply of renewable energy at production sites (Group) **5%**
- 36 Increase the proportion of renewable energy in electricity supply contracts (Group) **30%**

Responsible Traceability

Product range

- 37 Design Thermal Transfer products with reduced environmental impact (France) **continuous**

Responsible purchasing

- 38 Assess all suppliers against CSR criteria and help them to construct action plans (Group) **40%**
- 39 Raise CSR awareness among suppliers (Group) **15%**
- 40 Adapt supplier/service provider contracts to include CSR clauses and add agreements for the rapid correction of any non-conformities (Group) **15%**
- 41 Analyse the impact of the implementation of ISO 20400 principles (responsible purchasing) (Group) **20%**

Labelling and anti-counterfeiting

- 42 Develop ecolabels and LCA labels for Laser cartridges (AOP) **continuous**
- 43 Participate in European working groups on anti-counterfeiting (AOP) **continuous**

Employee Development

Health & Safety

- 44 Extend SAFECOM training throughout the Group to reach the target of zero accident (Group)
- 45 Carry out hearing tests for production employees (India) 100%
- 46 Organise a joint safety week for subsidiaries in the Americas (Mexico, USA and Brazil) 100%
- 47 Offer vaccination to all employees during medical checks (Mexico) 100%

Working conditions

- 48 Organise site moves to improve the working environment (India, South Africa and China) 70%
- 49 Improve working conditions in the offices (France)

Skills

- 50 Develop the training plans in order to enhance employee skills levels (Group) continuous
- 51 Ensure that all employees receive individual interviews (Morocco) 7%
- 52 Establish a good practices discussion group covering digital communication tools (France) 100%

Employee well-being and satisfaction

- 53 Measure employee satisfaction (survey) (Group) 15%
- 54 Analyse the various practices in different Group countries regarding the employment benefits (social protection, pensions, etc.) offered in addition to state provision and produce action plans (Group)
- 55 Extend the BECOM training throughout the Group (Group)
- 56 Continue to develop relaxation/well-being/social spaces (nap rooms, showers, games, etc.) (Group) continuous
- 57 Implement agreements with the QVT group working on quality of life at work (France) 10%

Regional Solidarity

Local engagement

- 58 Implement action to increase or maintain the proportion of procurement sourced locally (Group) continuous
- 59 Deploy external activities promoting CSR (Group) continuous
- 60 Participate in local company associations to share experiences and pool activities (Group) 50%
- 61 Participate in the CSR quality label launched by the local companies association (Morocco)

Contribution to local issues

- 62 Organise community action (Group) continuous
- 63 Increase the employment of disabled persons (China, Morocco)
- 64 In collaboration with the medical department, assess which posts could be adapted for disabled persons (Mexico)
- 65 Conduct biodiversity campaigns in "sensitive" territories (France, Brazil)

Humanism Innovation Commitment Customer Focus
Innovation Commitment Customer Focus Humanism
Commitment Customer Focus Humanism Innovation
Customer Focus Humanism Innovation Commitment

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