

# Ardagh Group Sustainability Strategy



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Ardagh Group operates globally through two business segments; Glass and Metal packaging.

In both segments, the Group has secured leading positions in the key end markets it serves.

## Americas

Metal 7

Glass 15

## Europe

Metal 43

Glass 20

## Rest of World

Metal 4

# Ardagh Group Footprint

|                       | Glass  | Metal  | GROUP  |
|-----------------------|--------|--------|--------|
| Sales*                | €2.8bn | €2.0bn | €4.8bn |
| Production Facilities | 35     | 54     | 89     |
| Countries             | 8      | 20     | 21     |

\* Sales including VNA and after divestment

\*\* Including two metal facilities currently under construction in North America



€4.8bn

Group Revenue



19,000

Employees



89

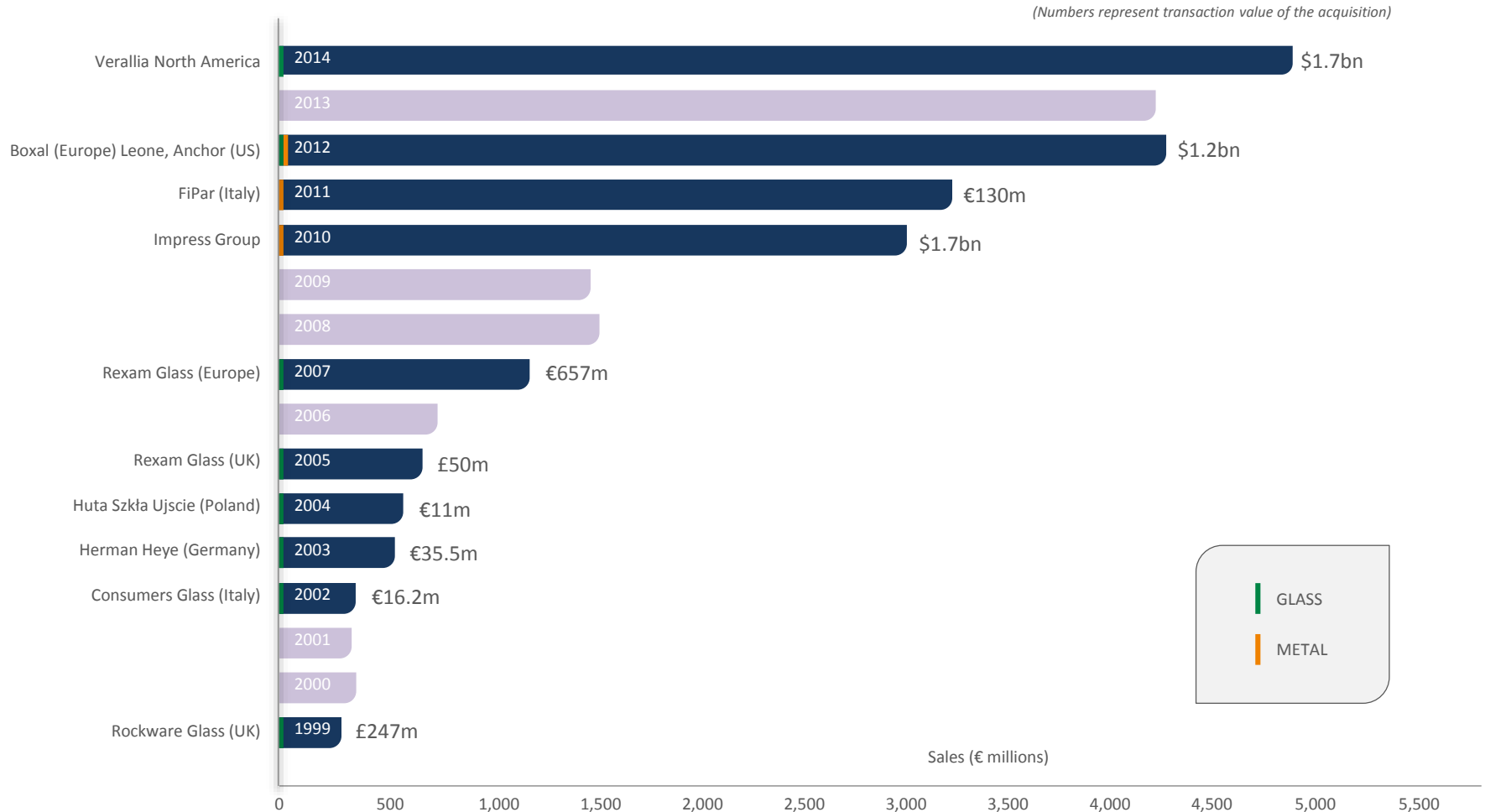
Production Facilities



21

Countries

# Acquisition History



# Key Group Customers







- Materials on earth limited
- Scarcity for oil based products
- Limited availability for clean water
- Increasing world population and parallel increased expectations for living standards
  - Growing energy and material demand
  - Growing demand for water & food
  - Aging people
  - Increasing waste volumes
- Global warming
- Social Imbalance

## Heavily increased expectations from customers

- Energy & Emission reduction
- Product and process innovation
- Social & Ethical control
- Product Stewardship

## Increasing legal requirements

- Carbon Emissions reduction
- Resource efficiency roadmap
- Air quality requirements
- Product stewardship requirements
- Waste legislation, etc.

# Specific Drivers for Ardagh

## Public image

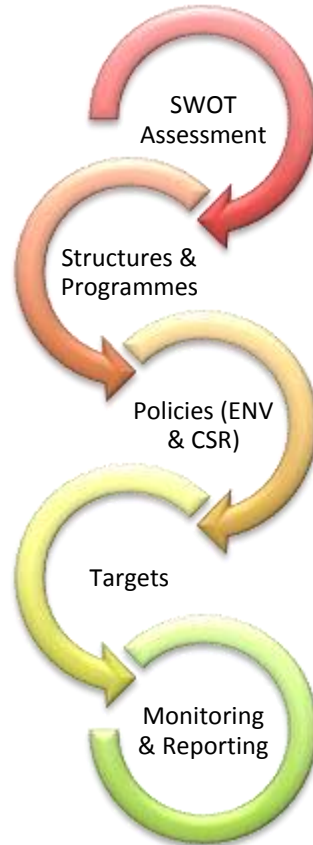
- Long term “permit to operate” with stakeholders
- Glass and Metal: Permanent Materials

## Enhancing internal processes

- Sustainability to drive culture, efficiency, innovation and control

## Enhancing external governmental & regulatory affairs

- Driving position of the Industry
- Better responsiveness to legislative changes
- Better planning security for the business



# Strategy Elements



For more information on the corporate sustainability strategy Performance Indicators (PIs), please see our sustainability report at [www.ardaghgroup.com/sustainability](http://www.ardaghgroup.com/sustainability)

## Example: Ardagh Glass Holmegaard

|                      |   |
|----------------------|---|
| Founded:             | Holmegaard Glasværks 1825                                       |
| Taken over by:       | PLM 1997 / Rexam 1999 / Ardagh 2007                             |
| Employees:           | 320   |
| Numbers of furnaces: | 2   |
| Annual production:   | approx. 700 mill. pcs. – 180 t tons                             |
| Management system:   | ISO 50001 (Energy), ISO 9001, ISO 14001, OHSAS 18001, ISO 22000 |



### Community Involvement Project: Waste Gas Heat Recovery

- In our process: 3.000 MWh/a
  - Drying and preheating
  - Room and sanitary heating
- Supply to external: 18.000 MWh / a
  - District heat (1000 homes)
  - Neighbour industries etc.
  - Over 3.000 t CO<sub>2</sub> saved (vs. decentralised heating)



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