

Ardagh Group Sustainability Strategy



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Ardagh Group Overview

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

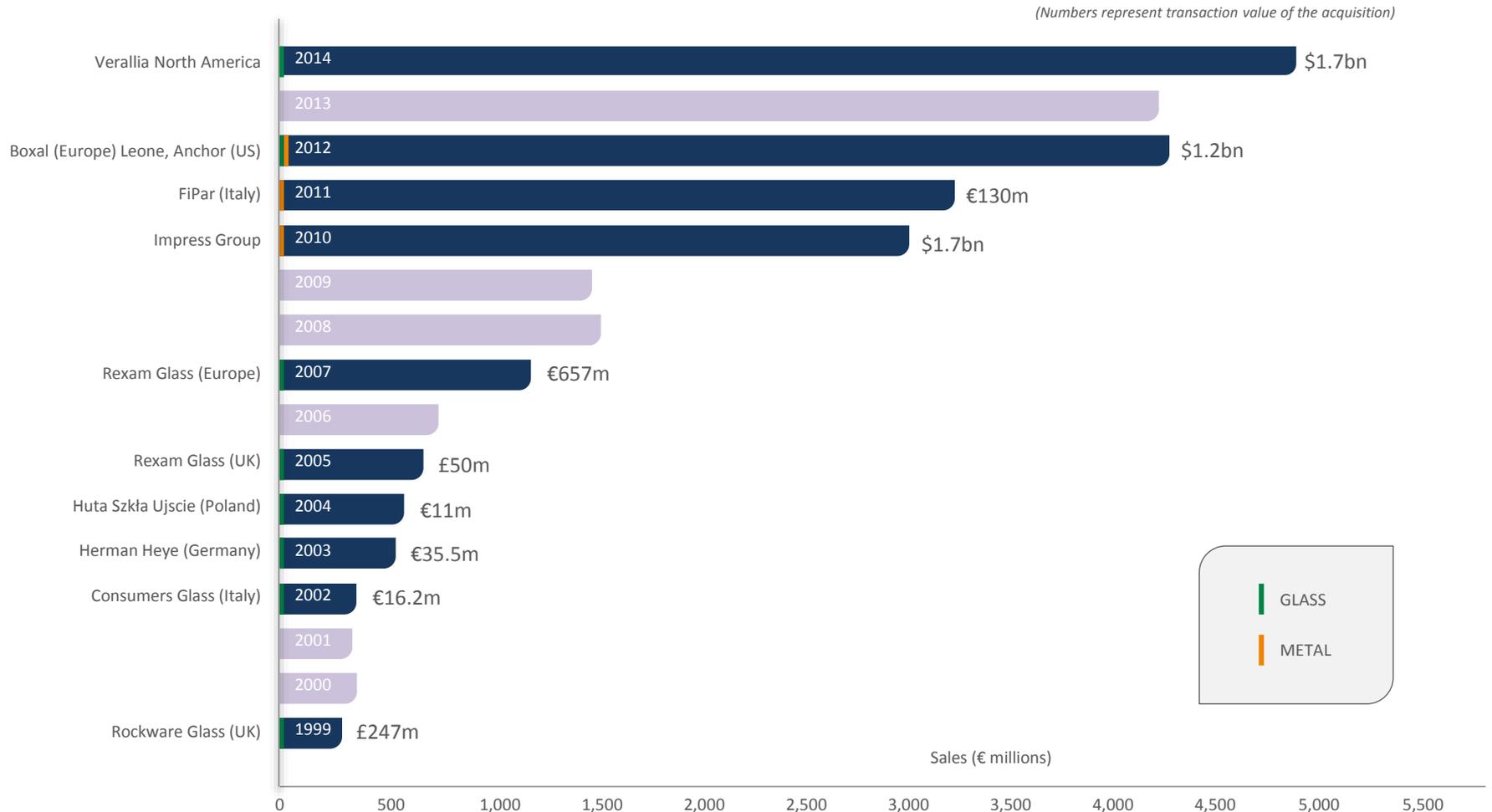
Production Facilities



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.

Public image

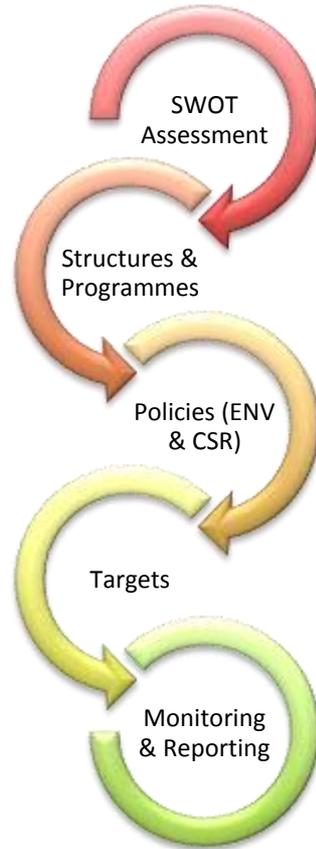
- Long term “permit to operate” with stakeholders
- Glass and Metal: Permanent Materials

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





For more information on the corporate sustainability key Performance Indicators (KPIs), please see our sustainability report at 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 CO₂ saved (vs. decentralised heating)



one brand one vision