PRESS KIT

A FAMILY BUSINESS DRIVEN BY INNOVATION & COLLABORATION
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ABOUT ARAYMOND

With more than 7,000 employees in 25 countries around the world, the ARaymond Network designs, manufactures and markets assembly and fastening systems. Created in 1865 and the inventor of the press-stud, this family business based in Grenoble, France, has always put human values at the heart of its success. ARaymond, based on the conviction that the wellbeing and empowerment of its collaborators is essential to its continued success and development, has chosen an inclusive management model founded on trust and respect: the Servant Leadership. Guided by innovation and value creation, the ARaymond Network is today one of the global leaders in fastening and assembly solutions for the automotive market.

ARAYMOND WORLDWIDE

- 25 countries
- 7,250 employees
- 27 manufacturing plants
- €1.2 BN 2019 revenue
A FUTURE-ORIENTED FAMILY BUSINESS

Antoine RAYMOND, President, A Raymond Network

ARaymond has evolved over generations, but what’s your personal view of this business model?

Our family business model is becoming rarer and rarer, especially in France, although that’s not the case in countries like Germany and Italy. Nevertheless, research confirms that family businesses are more resilient in crises, and more stable financially and socially. We tend to pay more attention to the choices we make, because we know that what we do today will have consequences tomorrow. We understand the need to take risks - not in the financial sense to push development of the company even further - but rather to protect what we’ve been building for five generations. And it’s also why, when we decide to invest, our prime consideration is cash flow, just as it was for my father in his day. Our children - the 6th generation of the family - are now beginning to get involved in the company and are fully on board with this philosophy. Lastly, our family status implies an attachment, a corporate culture if you like, that cannot be copied or transposed; in this context, you could say that it’s our main strength.

How can a mid-size manufacturer be both collaborative and competitive?

We’re world leaders in our specialist fields of expertise. We’re market leaders in fluid line connectors and in the global Top 3 for clipping solutions. We’re also growing our market share in clipping systems, which currently stands at more than 20%. To develop our business, we’ve opted for internationalization backed by investment and autonomous, interdependent local teams who understand the expectations of their markets, and who make it possible for us to maintain close links with our customers which is the basis for delivering a guaranteed higher level of responsiveness. These companies work within a collaborative network and share a central corporate plan, core values and vision. We’re convinced that this type of structure, which is simultaneously organic and agile, promotes collaboration and the sharing of skills and ideas, precisely because of its flexibility and ability to adapt to the needs of individual ecosystems.

Our business model is designed to generate sustainability, trust and added value for our employees and customers.
From press-studs to fasteners for the automotive market and solar panel fastening systems, the story of ARaymond is the story of a family and a team of entrepreneurs driven by the desire to innovate and work meaningfully together to serve a wide range of sectors. Identifying high-potential new markets in which we can apply our expertise and innovation skills to the full has been the guiding principle for our operational expansion to date. Guided by innovation since decades, we use our know-how in engineering and assembly of metal and plastic to find smart innovative solutions for a wide range of other industries.

**FASTENING AND ASSEMBLY EXPERTISE**

The ARaymond™ brand is recognized in the automotive industry for its tool-free clipping assembly solutions and Quick Connectors. Where traditional mechanical fastening and assembly prove too complex, ARaymond develops innovative bonding solutions to address the latest automotive industry assembly trends.

**SMART CLIPPING**

Providing clipping solutions using injection-molded plastic, metal or combined-material clips is the core business of ARaymond. Our easy-to-assemble screwless solutions are the smart alternative to conventional screw or bolt assembly, and help to reduce production costs.

**SECURED FLUID CONNECTION**

ARaymond Quick Connectors provide a fast and secure connection for all types of fluid delivery system. The connectors are compact, short and easy to use. Our comprehensive range of Quick Connectors helps to reduce the number of components and assembly steps, at the same time as lowering costs.

**UNRIVALLED BONDING SOLUTIONS**

Bonding is a mounting technique suitable for situations where traditional mechanical fastening is difficult. We offer a complete service that includes analyzing current production process to identify the most appropriate adhesive and equipment. Once the process is in place, we provide maintenance, logistics, training and support for as long as the solution is in use.
INDUSTRIAL EXCELLENCE

Over our long history, we have mastered the technologies and tools needed to address the fastening and assembly challenges of a very broad spectrum of industries.

**METAL PROCESSING**
ARaymond has industry-leading knowledge and experience of major metal transformation processes, including cutting, bending, and stamping. Our plants worldwide handle design, production, surface treatment and quality control in-house.

**PLASTIC INJECTION**
From high-volume injection to continuous injection and bi-material injection on the same machine, we run molding processes compatible with more than 300 thermoplastic materials in-house.

**ADHESIVE TECHNOLOGY**
ARaymond has developed a proprietary adhesive technology, and produces the adhesive in its own facilities. The adhesive and associated fasteners are ideal for materials that are difficult to drill or weld, such as glass, composites and painted metal.

**ASSEMBLY PROCESSES**
Our manufacturing plants are equipped to handle manual, semi-automated, cycle-time optimized automated assembly and motion assembly to meet customer needs.

Providing complete assembly solutions

With our in-depth knowledge of a wide range of fastening and assembly solutions backed by expertise in chemical, mechanical, and industrial engineering, we provide an end-to-end service that delivers optimal assembly solutions tailored to the unique needs of our customers. Our Bonding Solutions Architects are a great example. They begin by analyzing the unique demands of your production line and your target results as the basis for recommending the best-possible system. They also supply the necessary robots, machinery and adhesives, backed up with training and user support. We partner with our customers every step of the way to ensure that their bonding solutions deliver maximum performance and satisfaction throughout their lifetime.
ARaymond's fastening, bonding and connecting expertise spans a broad range of automotive applications, including car body trim, power distribution systems, powertrain, fluid handling systems and glazing. We also offer specific solutions for commercial vehicle, off-road vehicle, heavy-duty machinery and industrial and equipment manufacturers.

For more information: www.araymond-automotive.com
INDUSTRIAL MARKETS

ARaymond Industrial offers fastening solutions that streamline the assembly of manufactured products like domestic appliances, HVAC equipment, industrial machinery, consumer goods and lighting to meet the needs unique to these markets. For more information: www.araymond-industrial.com

CLIPPING SOLUTIONS FOR SOLAR ENERGY

ARaymond Energies provides the solar energy market with cost-effective clipped fastening solutions. We design screwless, tool-free solutions that make photovoltaic panel assembly and installation faster, easier, and more reliable. For more information: www.araymond-energies.com
FASTENING SOLUTIONS FOR CROPS

ARaymond Agriculture designs and manufactures innovative, value-added, environmentally-friendly fastening solutions for greenhouse crops, tree nurseries and vineyards. Our innovative smart fasteners help growers simplify their processes, maximize yields, and reduce labor costs.

For more information: www.araymond-agriculture.com

PHARMACEUTICAL PACKAGING

ARaymond Life develops and manufactures innovative custom packaging solutions for pharmaceutical, medical and cosmetics companies.

For more information: www.araymond-life.com
INNOVATING THROUGH COLLABORATION AND PARTNERSHIPS

INNOVATION AT ARAYMOND

445 inventions currently patented

More than 1000 new fastening solutions created in 2019

6% of annual revenue invested in R&D
The Advanced Research and Development Center of ARaymond is established in Europe, in Saint-Louis (France) and in the USA, in Rochester Hills (MI). Our advanced engineering teams work closely with the R&D specialists of the ARaymond Network and our customers worldwide. Our innovation specialists and engineers envision, design and assemble solutions that meet the needs of tomorrow, drawing on their experience in fields as diverse as connectivity and digital technology, advanced manufacturing and lightweight materials. They use their expertise in automation, mechatronics, manufacturing technologies, simulation and new materials with the support of specialist labs. Recent developments include multi-material joining interfaces for composite materials. To support our customers in their transition to Industry 4.0 and the IoT (Internet of Things), our advanced development teams are also investigating how augmented reality tools can improve assembly processes.

The members of our multicultural teams include permanent engineers and R&D specialists from across the Network. Our Center of Expertise regularly welcomes customers, who bring their needs and problems to us and entrust co-development of solutions to ARaymond. The projects conducted here help to develop the company’s offering and improve existing skills. Remember that we employ around 300 people in R&D, and the ARaymond Network reinjects 6% of its revenue into this highly strategic aspect of its business.

“Our teams of engineers and R&D specialists focus on exploring future trends. We co-create innovative assembly solutions by working collaboratively with other ARaymond Network entities and pilot customers.”

Oliver Laux, General Manager Europe, Rayce
CLOSE TO OUR CUSTOMERS EVERYWHERE

Over recent years, the ARaymond Network has invested in the construction of more and more manufacturing sites and Advanced Research and Development centers around the world to ensure that it remains physically close to its customers. We don’t outsource production of our components. We have made the conscious decision to manufacture locally for domestic markets.
In recent years, ARaymond has opted to form partnerships, focused essentially on expanding its international presence and its product offering. These partnerships are based on a mutual agreement to share cultures, values and processes that benefit individual entities.

1999 The company joined forces with Kamax Group, the European leader in technical fastenings, to create the joint venture Facil & Cie G.V.C. and offer a comprehensive FSP (Full Service Provider) package to the automotive industry.

2012 A joint venture was signed with electronic components specialist Radiall to set up a joint venture called Raydiall to operate exclusively in the market for the passive interconnects used in automotive applications. The stated goal of the new company was to become a major international force in this industry sector.

2017 The longstanding relationship between the Japanese group Piolax, INC. and the ARaymond Network resulted in the signature of collaboration agreement to make efficient use of - and optimize - their respective manufacturing and sales capacities without the need for additional investment. Their complementary geographic presence and product offering have allowed both companies to cooperate within a long-term, stable and mutually beneficial framework.

2019 ARaymond signed a partnership, called Arelec Araymond, with the French magnetic solutions specialist Arelec to diversify its fastenings offering for the automotive market.

**Stretching collaboration in new directions**

In 2001 we began to work with Piolax, the Japanese ‘elasticity pioneer’, to create standardized fasteners for Renault and Nissan. Since 2014, we have been focusing on our respective geographical strengths to optimize our sales and manufacturing capabilities. This history of collaboration between our two companies was formalized in October 2017 in order to use our collective resources to develop our strategic markets. The resulting increase in local production levels will reduce import duties, logistics costs and order lead times for customers, as well as accelerating access to more appropriate solutions. Operations began in 2018, since then our collaboration has proved extremely successful; we believe it has limitless potential going forward.
LEADERS WHO SERVE

At ARaymond, people drive value creation. Our managers focus on supporting their teams and encouraging them to take initiatives and express their creativity. Our management team does lead, of course. However, our servant leadership model means that employee wellness and empowerment come first. Giving meaning to the job tasks we carry out every day is fundamental to this leadership mission. And giving employees the opportunity to learn and grow is good for the company’s broader performance.

ARaymond is dedicated to promoting Servant Leadership beyond our own organization. The company is engaged in a research chair on “Economic Peace, Mindfulness, and Wellness at Work” at a top-tier French business school, GEM (Grenoble Ecole de Management).

What stage has the Servant Leadership program rollout reached at ARaymond?

The most recent strategic plan, which we’ve been working on since November 2015, gives us a vision for the period to 2030. The new major step in implementation of this plan is that we’re now rolling out this program to the entire Network and all employees, rather than purely to managers. So in answer to your question, we’re keeping up the momentum.

Servant Leadership is an attitude to be understood and embraced by all our people so that we can progress together towards achieving our shared plan and collaborate more effectively so that everyone feels they’re making a meaningful contribution to the company, which in turn improves the quality of work done. It’s rather like asking yourself: “What can I, as a manager, do to develop my team?” or “What can I, as an operator, do to add value to my work?”.

Our goal in introducing this program is to develop a higher level of collaboration around our shared values, both locally and within cross-functional projects. More than 450 people have now received Servant Leadership training; going forward, we want to bring everyone in the company on board with this program, so that no one feels left out. This is the point at which Collective Intelligence becomes genuinely meaningful.

Géraldine EYRAUD
Chief Human Resources Officer, ARaymond Network

"The Servant Leadership is a strength."
What do your customers and partners think about this approach?

Servant Leadership has become an extremely distinctive strength in terms of the image external audiences have of us, whether customers, service providers or our future employees. Increasing numbers of managers now want to join ARaymond precisely because of the rather alternative image we present in the automotive industry landscape, which can sometimes seem austere and over-demanding. People who want to join our teams are looking to find greater meaning in the work they do, and develop personally and professionally in ways that achieve common goals. Which is why we pay particular attention to our selection criteria, within which behavioral attitudes, applicant demeanor and active listening are essential requirements, given that the appropriate technical skills are in place.

We also see it as important to develop more collaborative relationships with our economic partners, as we already have with our suppliers, for example.

A SUCCESSFUL MODEL THAT LEADS BY EXAMPLE:

THE QC TEAM IN ITALY

A new production line was installed at the ARaymond plant in Carisio, Italy, in early 2018. The 11 production team members exploited their multi-skilled versatility and team spirit to develop a new working method with no orders or strict rules.

This team produces the rings used in Quick Connectors (QC). Everyone must now have a full understanding of all the tasks at every stage of the production line (preparation of materials, press changeovers, quality control inspection, etc. “Before, each operator had his own dedicated task. But from now on, we’re trying to do everything together as a team,” explains operator and team member Gianluca Sirufo. “This way, we have much more hands-on contact with the product and a better understanding of its importance.” And closer collaboration means less competition. “Basically, we’re all in the same boat,” adds Katia Tempo. QC team members no longer receive orders from a team leader, so the decisions needed to make sure that targets are achieved are made jointly as a group, and a manager ensures that the team is functioning smoothly. This new organizational structure means that employees are much more closely involved and apply their skills to create maximum added value. “Being there with everyone else and working as a team makes you feel very much a part of a plan that the company wanted to create. ARaymond doesn’t tell us to produce; we produce because we are ARaymond,” explains Allessandro Balinzo, who has been an operator at ARaymond Italy for more than 15 years. “Working this way means that the team organizes itself to the best of its abilities and beliefs. In my opinion, it’s the best way of getting everyone involved,” concludes Pierpaolo Carena, Managing Director of ARaymond Italy. The launch of this new organizational model has been focused on one of the plant’s four sectors, but will be rolled out to a second in the very near future.
OUR COMMITMENT: A BETTER FUTURE FOR EVERYONE

At ARaymond, we strongly believe that we can achieve both wellbeing and economic performance at the same time. We care deeply about people, the planet, and our collective future. Our commitments are clearly outlined in our official policies and codes. Above all, these commitments underpin our relationships with our employees, our communities, and the environment.

PROMOTING EMPLOYEE DEVELOPMENT

As our company develops, so do our employees!

The ARaymond Fluid Connection plant in France recently restructured its production lines to become more agile and responsive. To work effectively on the upgraded production lines, the plant’s operators and tool setters needed to learn new skills and develop their ability to work independently. A training program was developed for all 65 machine operators, leading to an industry-recognized qualification. The new organizational structure also had implications for every part of the business unit, so for it to be successful, it was important for everyone to understand and play an active role in the project. All 330 employees working at the plant, including those in support functions and management, attended information sessions to raise their awareness of the ARaymond management ethos, in which employees are the driving force within the organization. The training helped everyone to get on board with the plant restructuring project, leading ultimately to successful project completion.

ADDRESSING DISABILITY IN THE WORKPLACE

Since the end of 2017, ARaymond France, a French entity of the ARaymond Network, has been working in partnership with the ESAT Sainte Agnès (Etablissement et Service d’Aide par le Travail) to help reintegrate disabled people into the workplace. This assembly subcontracting project began as a distance working initiative on ESAT premises. In July 2018, ARaymond France took the decision to bring in a team of 12 people to work directly in its own production facilities in Saint-Egrève. This successful partnership is helping to facilitate production flows and, more importantly, to bring a permanent change in the way people view disability in the workplace.
DUTY OF CARE

ARaymond employs 7250 people in 25 countries around the globe. The legal obligations around employee benefits vary from country to country, and standards and practices differ greatly. But at ARaymond, we see it as our responsibility to give back to our employees by providing a standard set of benefits worldwide. In 2019, the company introduced a program to ensure that all employees worldwide have pension, health, disability and death benefits that exceed the legal requirements of individual countries.

EMPOWERING & INVOLVING EMPLOYEES IN OUR STRATEGY

Most companies prepare for their futures with a long-term strategy roadmap. At ARaymond, we are currently looking ahead to 2030. A broad community of employees is working with the board of directors to build a roadmap that will allow us to achieve the single goal of creating meaningful value for the planet, for people and for our markets. And, as their numbers continue to grow, new ideas emerge to bring our strategy to life.
MAKING A DIFFERENCE THROUGH COMMUNITY OUTREACH

Making school life better

Entities across ARaymond support a broad spectrum of deserving causes each year. Our employees contribute to projects like school renovations and food drives. They also help to raise funds for organizations that provide bereavement support, assist victims of domestic violence, protect children, conduct medical research and provide education.

One concrete example of this commitment in practice is ARaymond India’s three-year involvement with the Roundhalwadi public primary school located about an hour from ARaymond’s Pune plant. In 2018, and with help from the company, more than 30 employees helped to renovate the school’s kitchen and restrooms, donated new desks and benches, volunteered on Saturdays to raise the children’s awareness of personal hygiene, and taught English and IT classes.
OUR COMMITMENT: A BETTER FUTURE FOR EVERYONE

DOING BUSINESS
THE RIGHT WAY

An ethical employer and partner

Whether in terms of how we engage with people or the environment, ARaymond has always maintained the highest standards of responsible and ethical behavior in its operations. We also seek similar commitments from our suppliers and partners. We strive to work with integrity and respect in all our operating countries. These commitments reflect our fundamental values, at the same time as providing us with a long-term vision and a sustainable future for our company, its employees and the environment.

REDUCING OUR ENVIRONMENTAL FOOTPRINT

Building greener facilities

At ARaymond, we believe strongly that we are part of the global ecosystem. We take responsibility for protecting our environment, both now and for future generations. As well as local environmental initiatives spearheaded by our employees around the globe, ARaymond has made a worldwide commitment to building and operating environmentally-friendly facilities.

The sixteen new ARaymond buildings completed since 2011 have all received a minimum of Silver LEED certification (Leadership in Energy and Environmental Design), a US rating system that encourages and rewards healthy, high-efficiency and cost-saving green buildings. Five of them—two production plants and a logistics center in China, a factory in India, and the ARaymond headquarters building in Grenoble, France—received Gold certification.
When you look closely at the history of ARaymond, you realize that even in 19th century France, there were what we now call startuppers with the ability to transform invention and innovation into a standalone business model through daring to do something new, and looking to the future with men and women committed to maximizing company performance.

The challenge for ARaymond is to nurture and perpetuate a cultural heritage that is constantly adapted to changes in the wider world and the desire to meet customer needs. Wars, economic crises, globalization, social change and new habits and practices... regardless of circumstances, ARaymond has successfully adapted its business model at every stage in its history. Each of the five successive generations of the family has left its own distinctive mark on the company, inspired by the context of its time.

« La Belle Histoire » - By Alain Raymond and Elsa Olu - 2005 - Glénat
Albert-Pierre Raymond
The founder and the inventor of the press-stud
Albert-Pierre passed on his entrepreneurial spirit and the keys to his success to future generations: innovate, protect innovations with patents, industrialize and always work closely with your customers.

Achille Raymond
The captain of industry
War, economic depression and social crisis – Achille had to deal with it all. To safeguard the business, he diversified production and opened it up to new markets in the textile and automotive industries.

Albert-Victor Raymond
The fighter
A man of commitment; Albert-Victor was to steer the business through the years of occupation without ever letting his customers down. The economic prosperity of the 1950s and 60s established ‘Maison Raymond’ as a substantial business.

Alain Raymond
The reformer
A wind of change accompanied the arrival of Alain Raymond. Modernization and global success turned the family business into an international group of companies; the market leader for clip fasteners in Europe and World No.3.

Antoine Raymond
The unifier
Antoine puts people at the heart of the business and guides the A Raymond Network into the era of multicultural collaboration and expertise sharing with a constant focus on delivering top-level customer service.
PASSING ON OUR CULTURAL HERITAGE INTERNALLY AND EXTERNALLY:
THE MUSEUM

In the Saint Bruno district of central Grenoble, where the ARaymond Network has been headquartered throughout its history, the ARaymond Museum charts the evolutionary development of the company from its very beginnings. Open to the public and to the city’s school students, the succession of rooms that make up this small museum tells the story of how the company made the transition from textile accessories to ultra-precision components for so many sectors of manufacturing. In fact, it is the first private museum dedicated to our industry. It is open to all employees from all countries to discover the history of their company and the key factors that have made it so successful. Tours are guided by volunteers who have now retired from the company. This fact transforms the tour into a living experience taking in paintings, documents, products, machines and stories from the company’s past.

ARhome
(The ARaymond – from fixings to innovation museum)
113, cours Berriat - 38000 Grenoble