



Investor Day

2014-2018: Growth & Innovation

α-Alphatech, Compiègne, December 2nd, 2014

CONTENTS

- Group Highlights
- Strategic planning 2014-2018
- New capacities
- Market share gains
- New product lines

The 2014-2018 datas presented in this document are prepared using the same accounting methods as the 2013 audited financial statements, in order to give the accurate picture of the Group's business and operational position.

3 businesses, 3 leadership positions



2014 revenue \approx 5.3 bn €

100%

Auto Exterior

#1 WORLD

100%

Auto Inergy

#1 WORLD

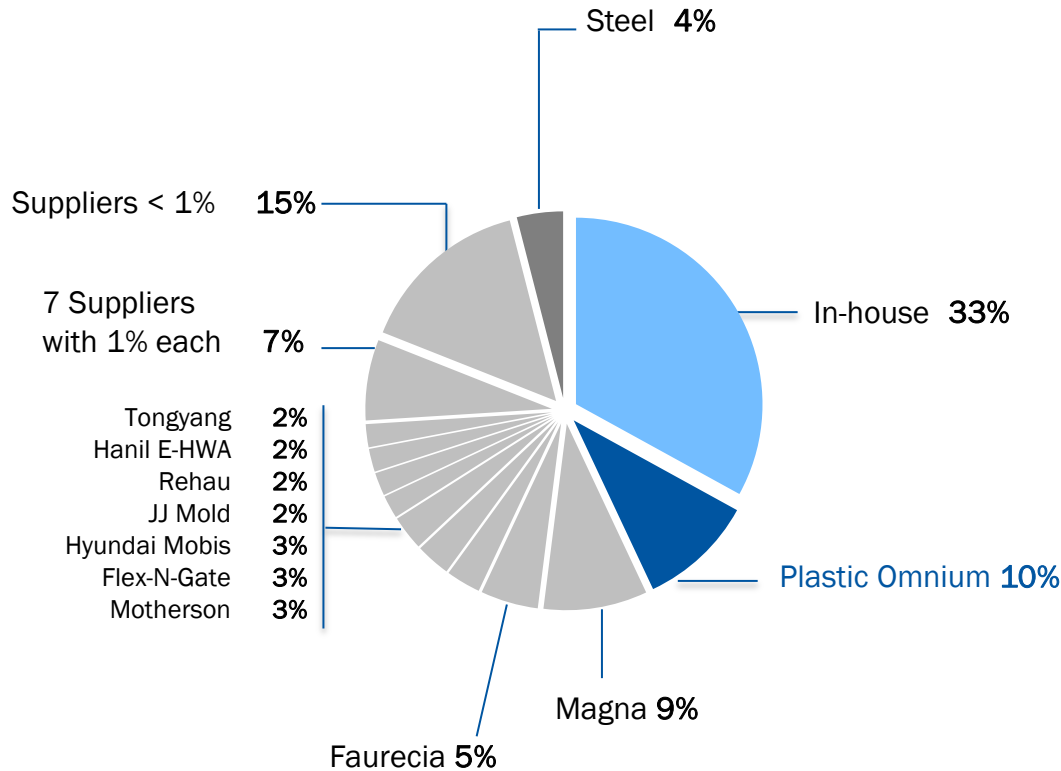
100%

Environment

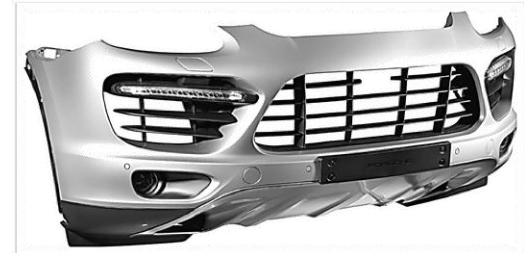
#1 WORLD

3 businesses, 3 leadership positions

2014 Bumpers worldwide market share



Exterior and structural components

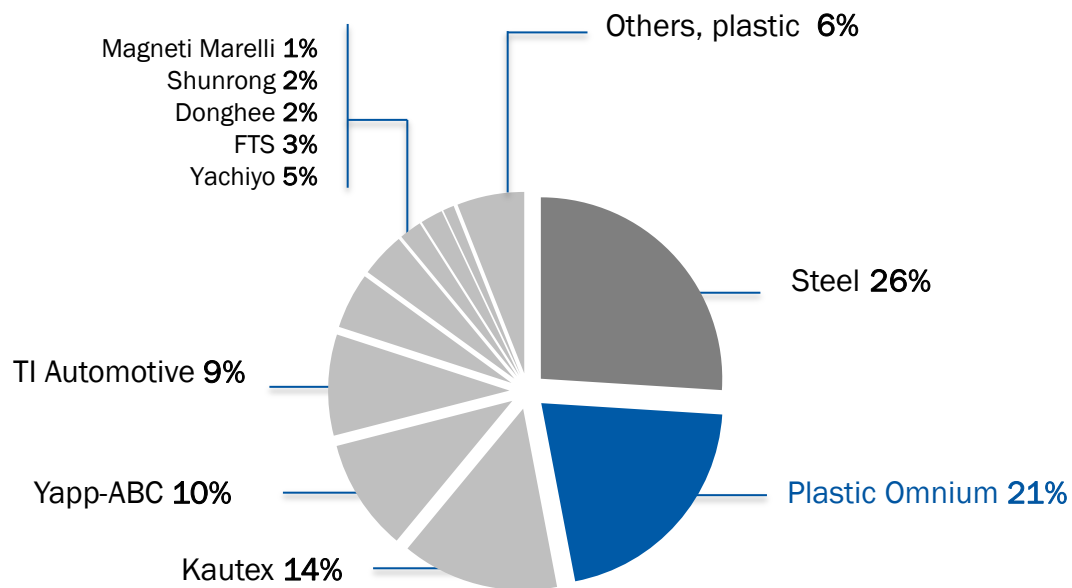


No.1 worldwide in Bumpers

18 million painted bumpers/year

66 plants in 17 countries

2014 Fuel Systems worldwide market share

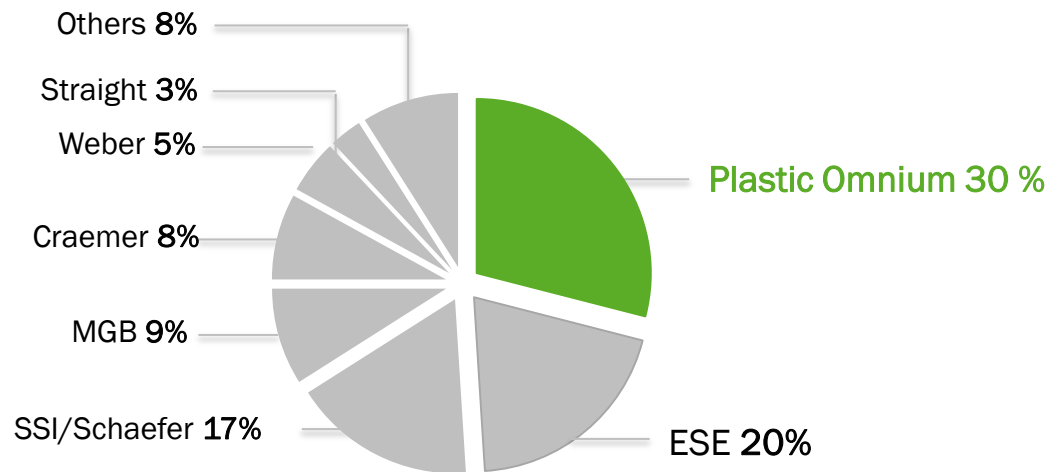


Fuel systems



No.1 worldwide
18 million fuel systems/year
31 plants in 19 countries

2014 Waste containers worldwide market share




Environment

100% green made

No.1 worldwide
3.5 million waste containers

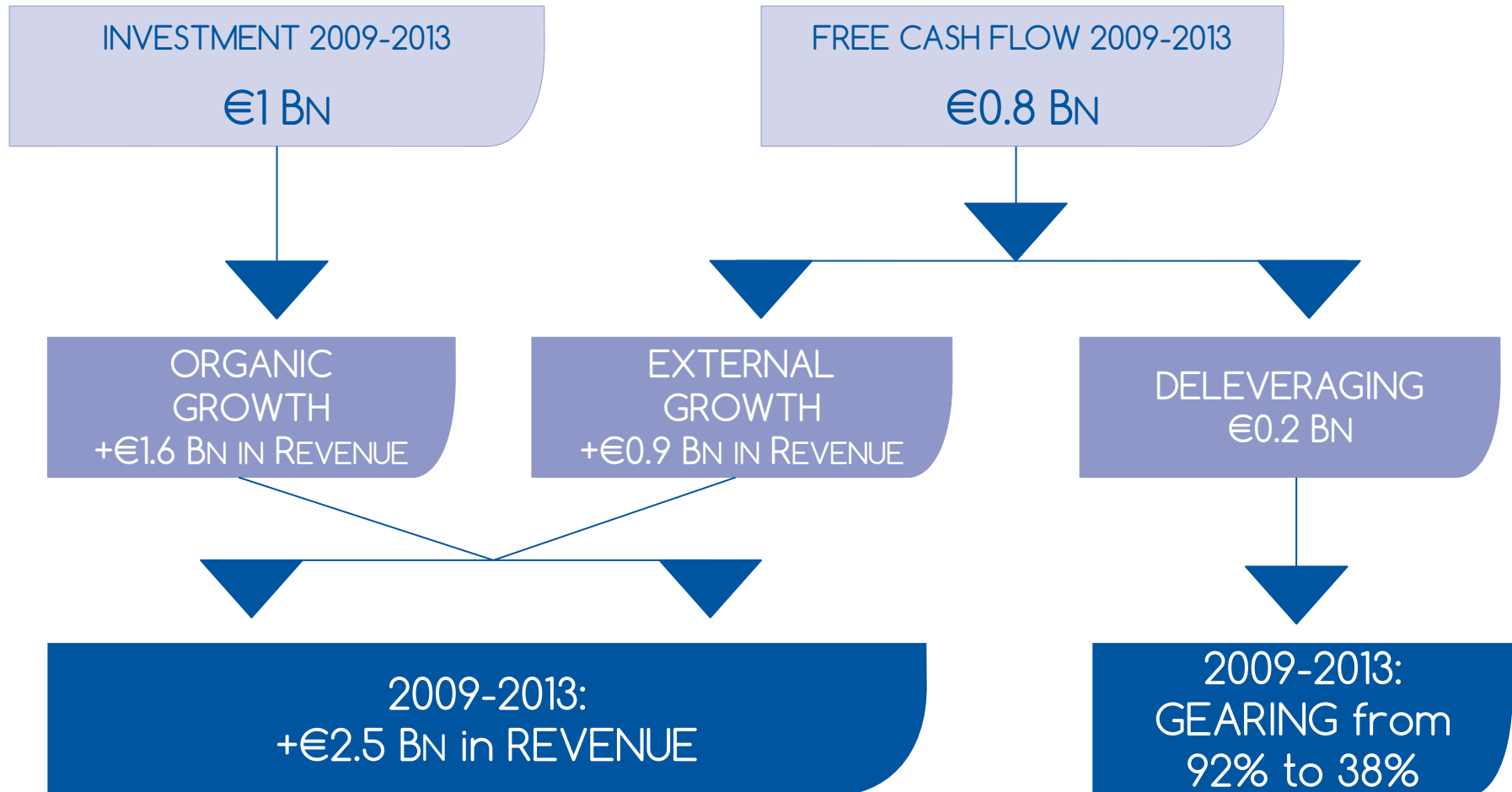
A history of growth, profitability and free cash flow

(in €m)	2009	2013	Evolution	PO CAGR	Market CAGR	Outperformance
Revenue	2,459	5,125	x2	+20%	+12%	+8 pts
Operating margin <i>% Revenue</i>	102 4.2%	395 7.7%	x4			
Net Result	31	208	x7			
Free Cash Flow (2009-2013 cumulative)	807					



+5 pts organic
+3 pts perimeter

A history of growth, profitability and free cash flow

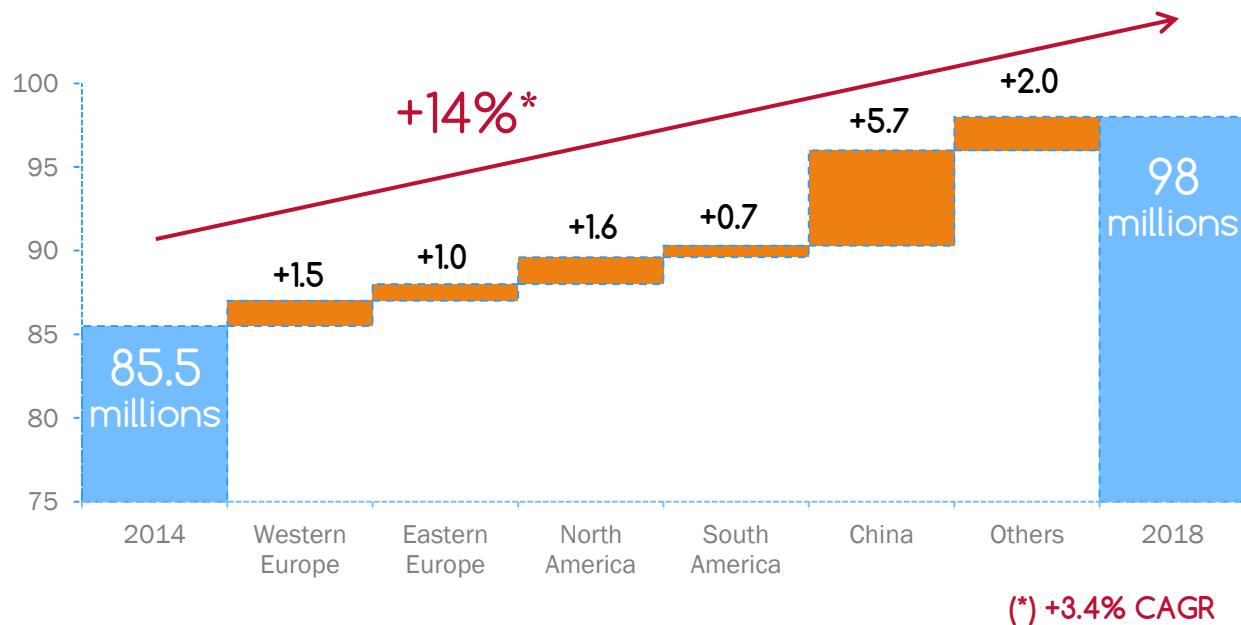


2014-2018

Strategic planning



EVOLUTION OF THE WORLDWIDE AUTOMOTIVE PRODUCTION 2014-2018

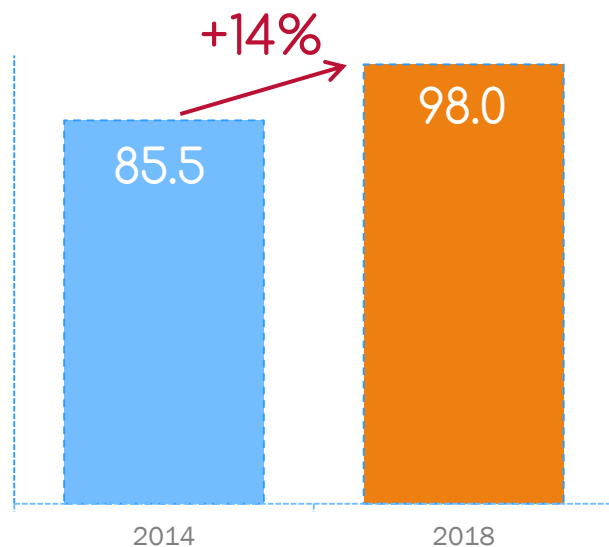


- Growth in every region
- China represents 46% of total growth

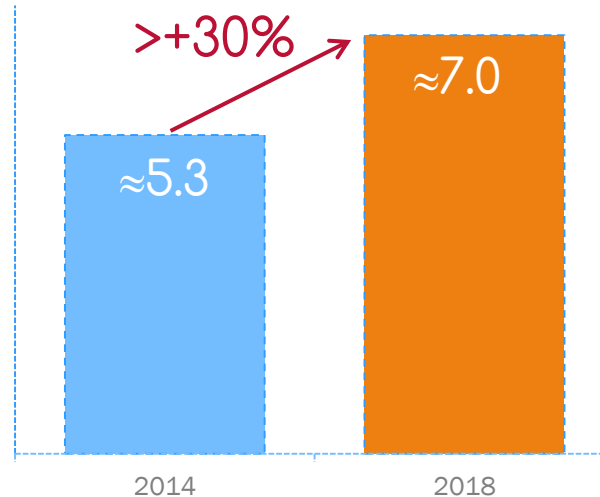
2014-2018

PO WILL CONTINUE TO OUTPERFORM THE AUTOMOTIVE PRODUCTION

WORLDWIDE AUTOMOTIVE PRODUCTION
(IN M UNITS)



PLASTIC OMNIUM REVENUE
(IN €BN)



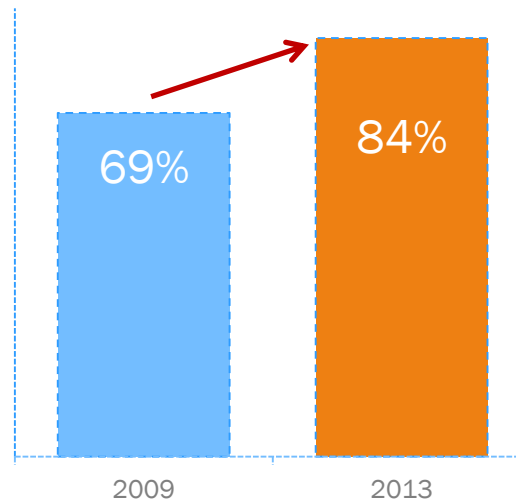
PO WILL CONTINUE TO FOCUS ON BASICS

≥100 successful launches/year

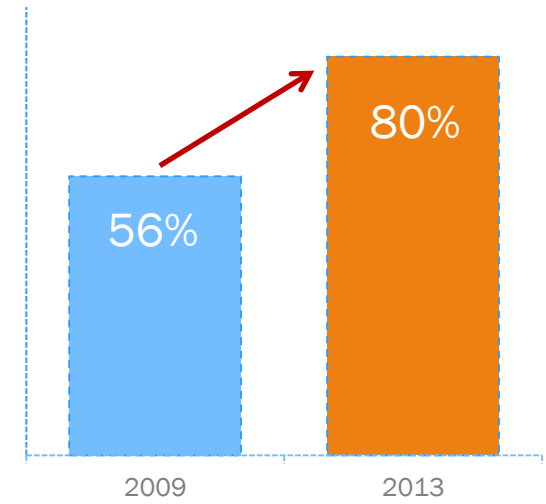
**AVERAGE AUTOMOTIVE
CUSTOMER PPM**



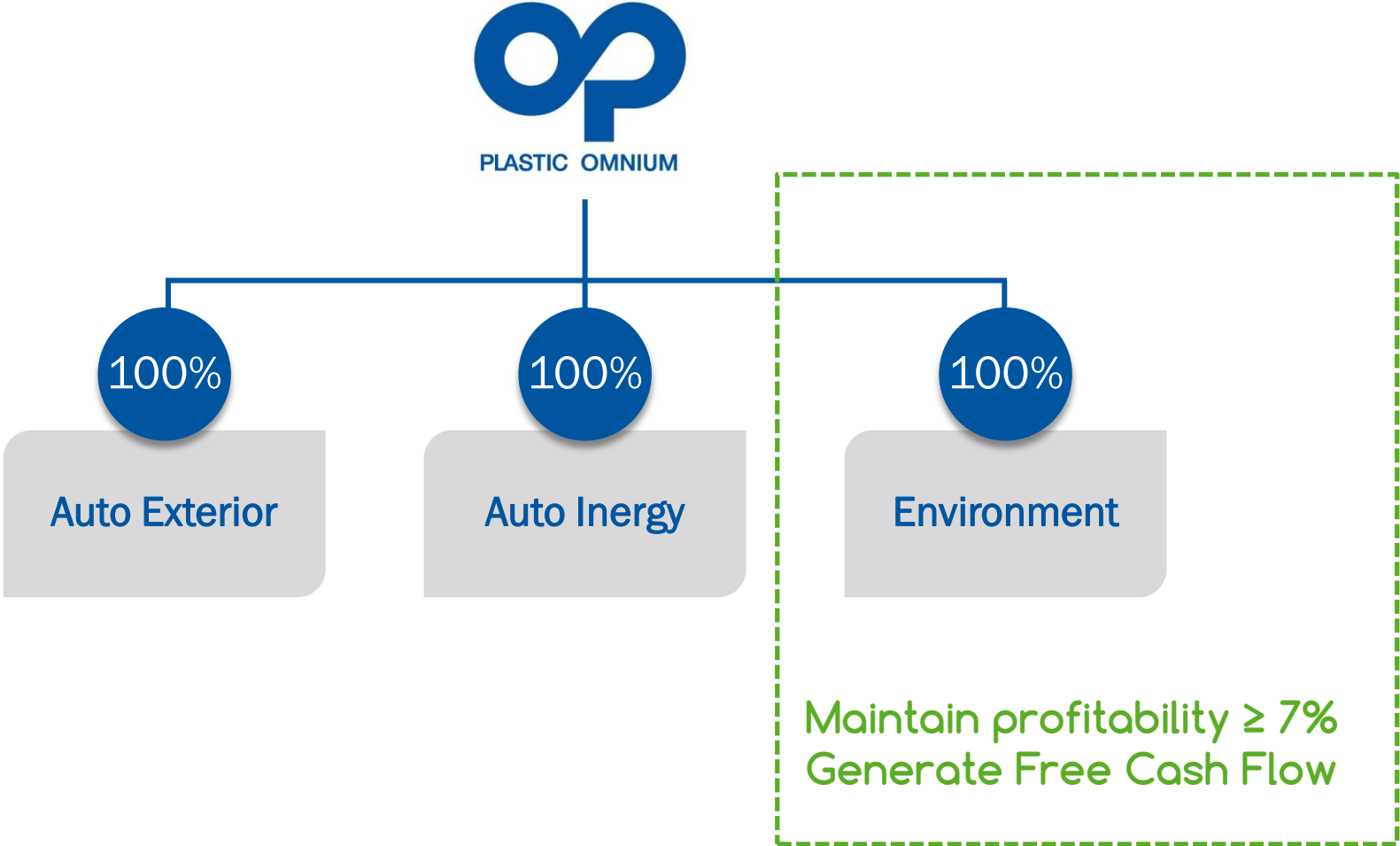
**OVERALL EQUIPMENT
EFFICIENCY (%)**



PLANT LOADING (%)



Environment division will contribute to operational improvement



2014-2018: 1.7 BN € SELF-FINANCED INVESTMENT
= 6% OF REVENUE

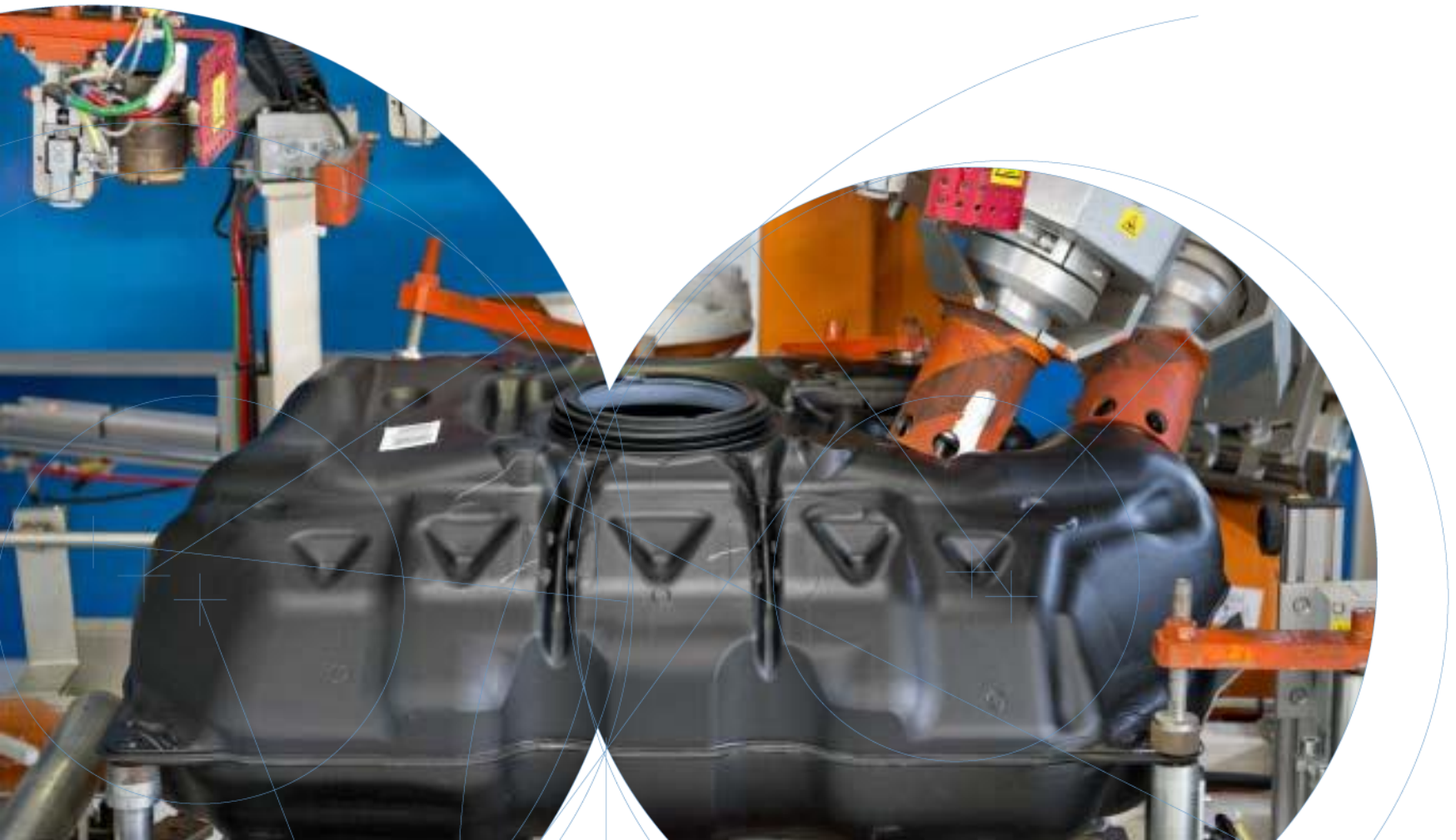
NEW PLANTS
3% OF REVENUE

MAINTENANCE
1% OF REVENUE

NEW PROGRAMS
& INNOVATION
2% OF REVENUE

2014-2018

New Capacities



+20 new plants till 2018



Full impact from 2016

8 Plants under construction in China

Shenyang - SOP mid 2014



Fuel Systems
for SGM &
BMW

Ningbo - SOP end 2014



Fuel Systems
for SGM &
Geely

Yantai - SOP end 2014



Bumpers
for SGM

Changshu - SOP end 2014



Bumpers
for CJLR

8 Plants under construction in China

Wuhan Jiangxia - SOP early 2015



Bumpers
for **SGM**

Changsha - SOP mid 2015



Bumpers
for **SVW,**
GAC-Fiat

Beijing - SOP mid 2015



Front-end
modules
for **BBAC**

Chongqing - SOP mid 2016



Fuel
Systems
for **BHMC**

2 Plants under construction in Europe

Russia, St-Petersburg - SOP early 2015



Fuel Systems for
Nissan, Ford & Toyota

UK, Warrington - SOP mid 2016



Bumpers for JLR

3 Plants under construction in North America

Chattanooga - SOP mid 2015



Bumpers for VW

Fairfax - SOP end 2015



Fuel Systems for GM

New Plant in Mexico – SOP 2017

Bumpers

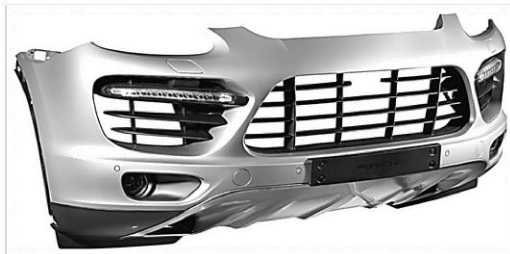
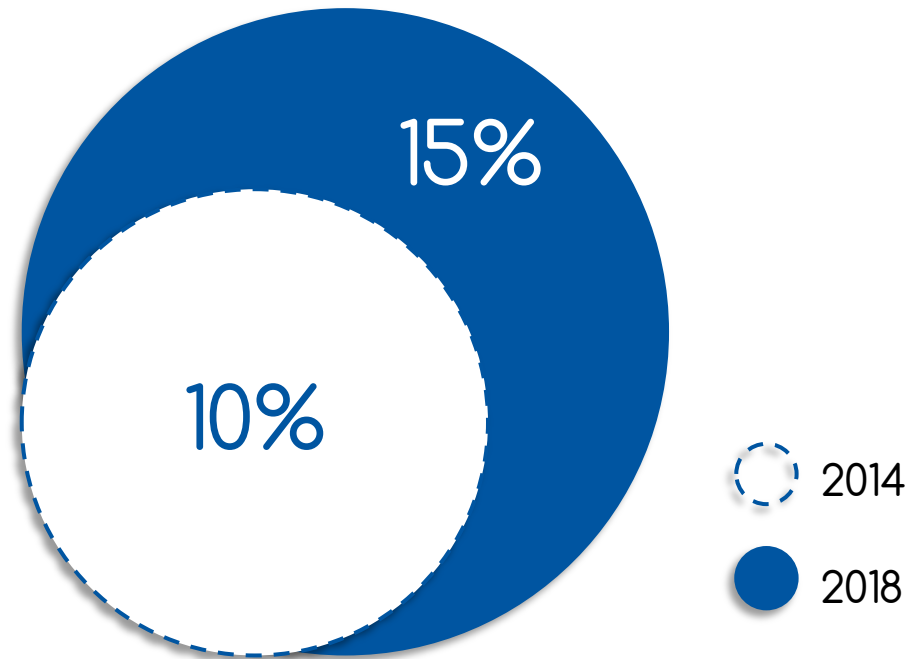
Market Share Gains

Bumpers
Fuel Systems
Focus China



BUMPERS:

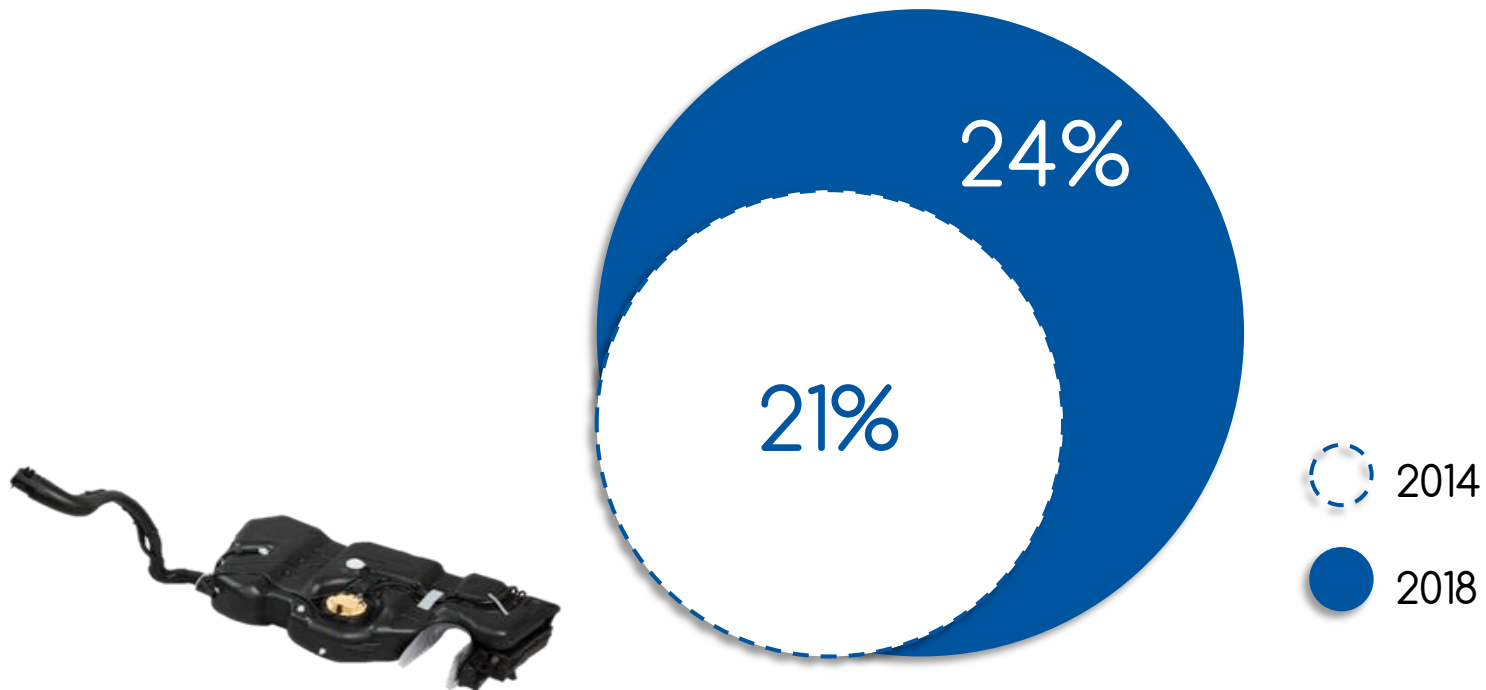
Plastic Omnium worldwide market share



2 DECEMBER 2014

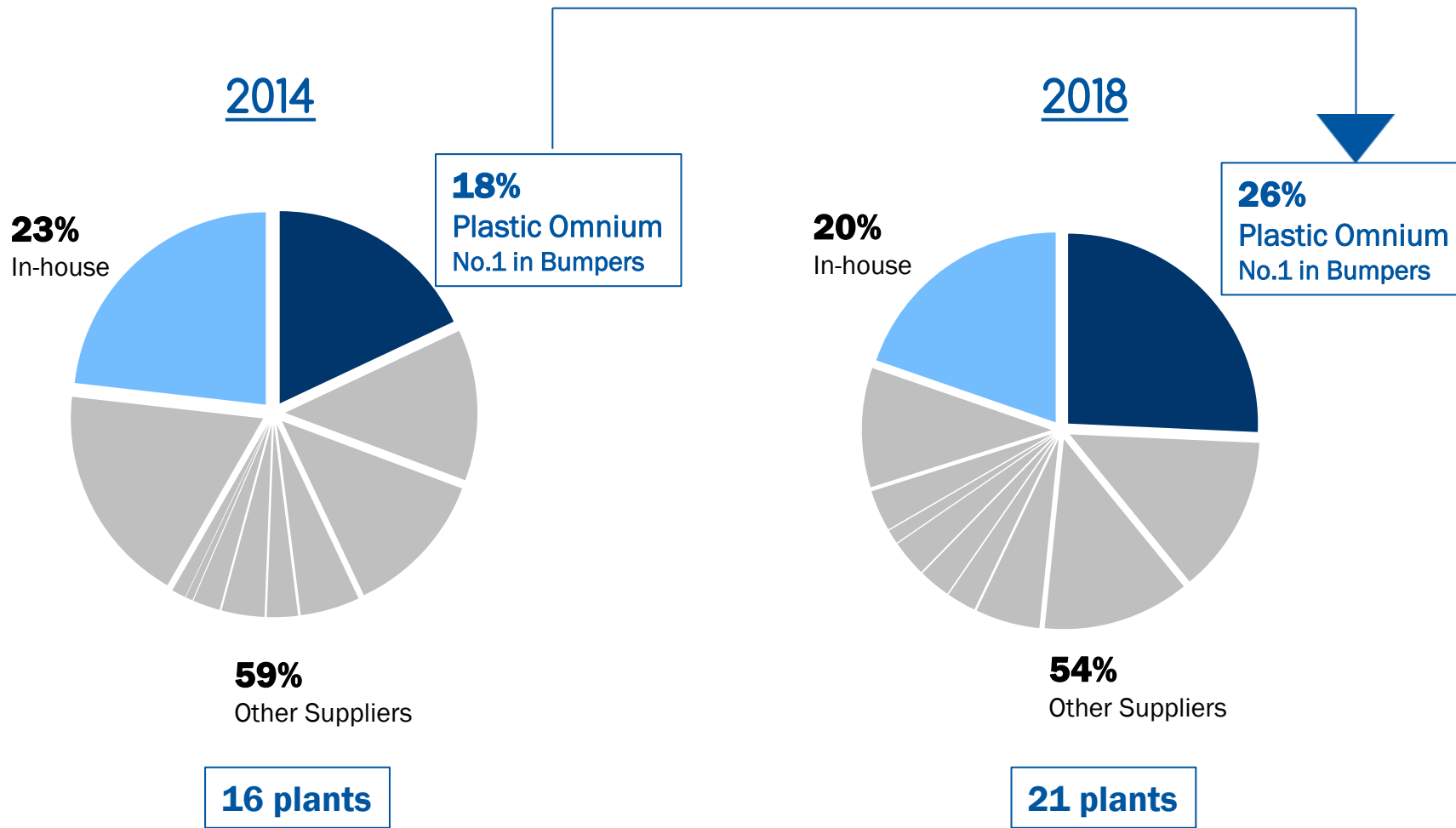
FUEL SYSTEMS:

Plastic Omnium worldwide market share



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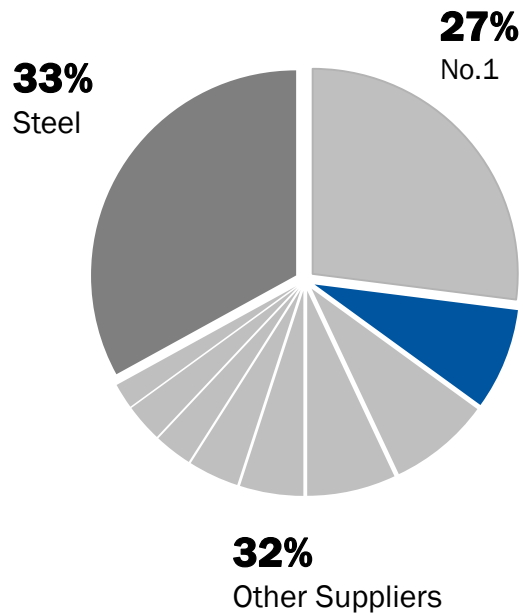
FOCUS CHINA



2 DECEMBER 2014

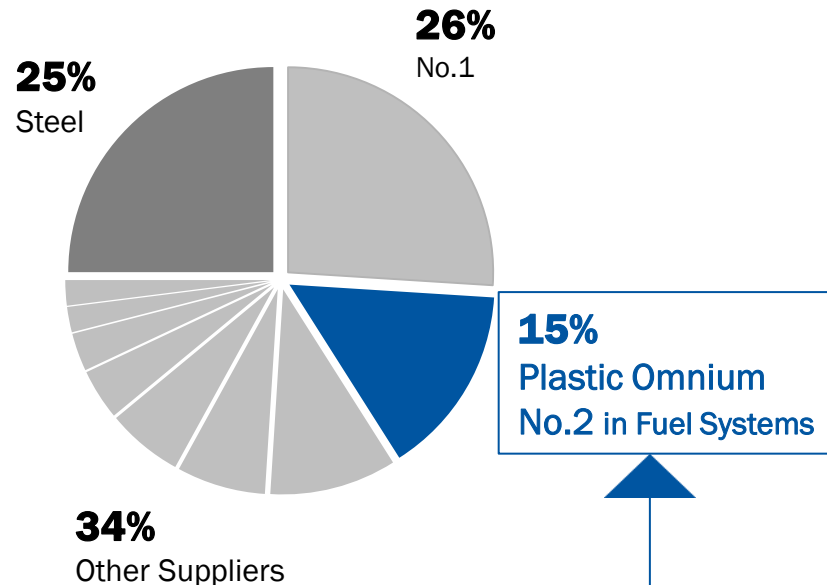
FOCUS CHINA

2014



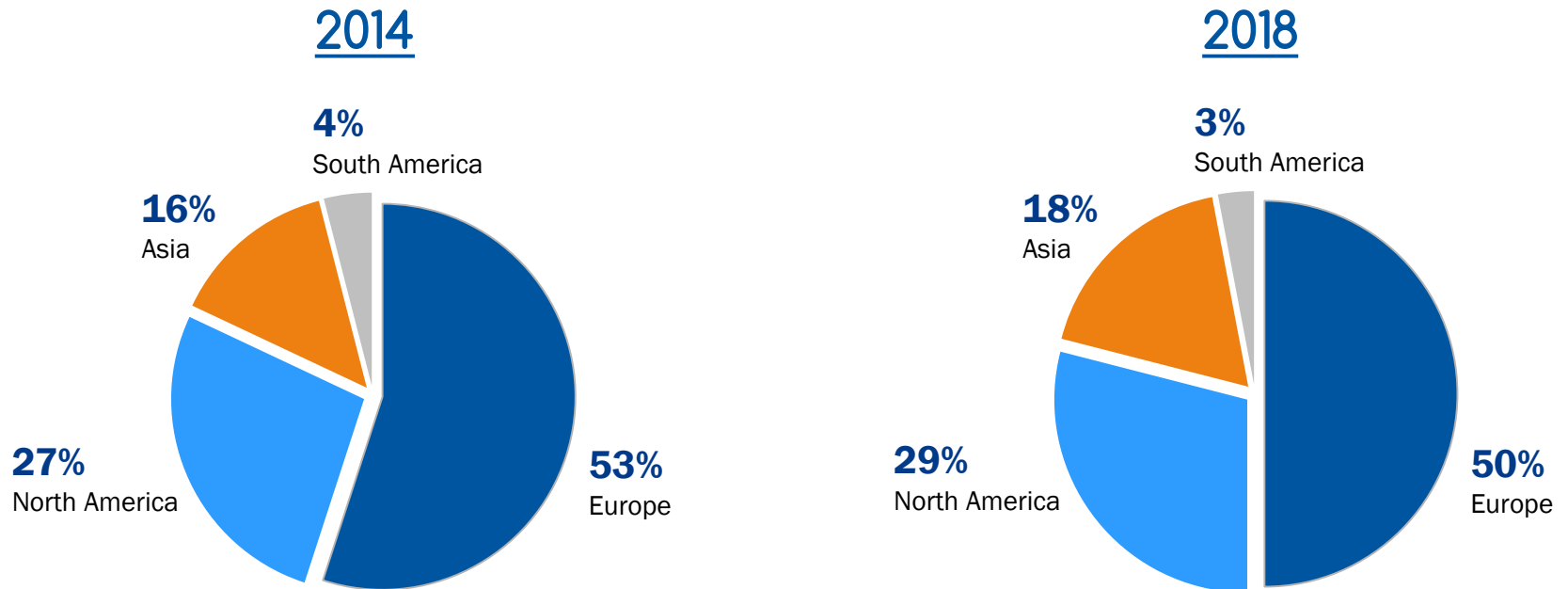
3 plants

2018

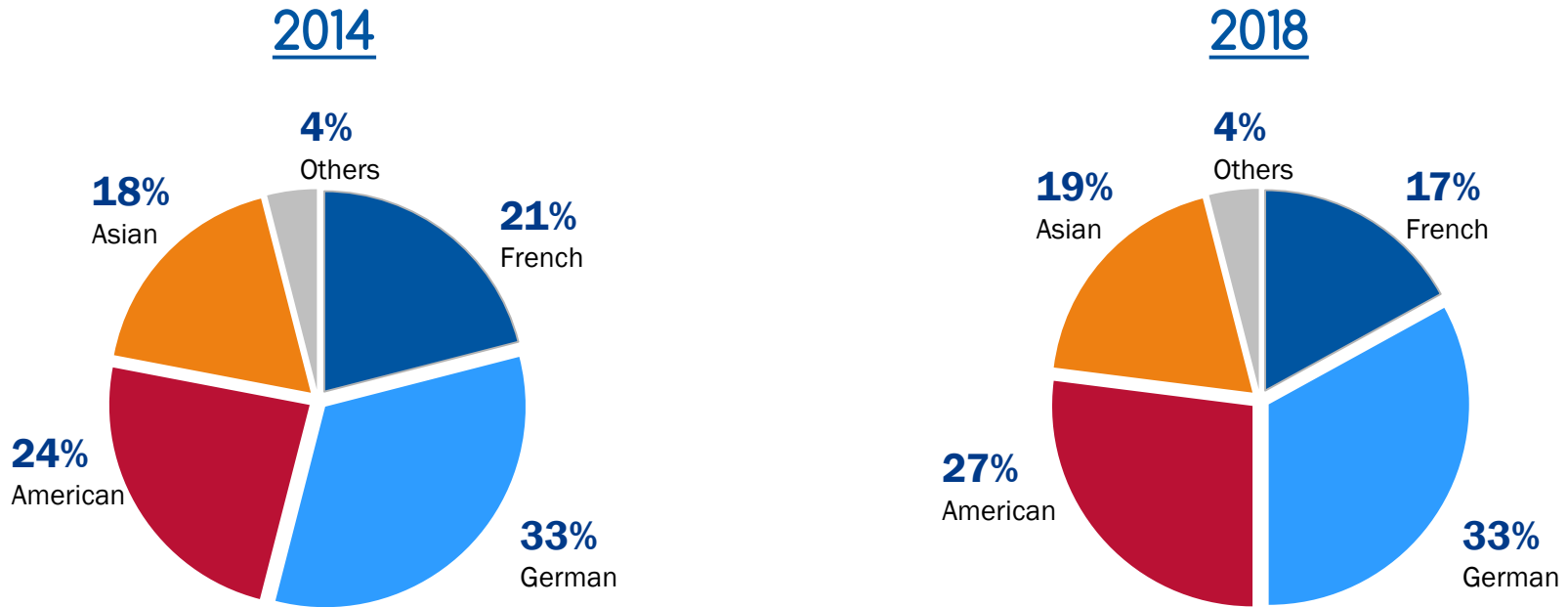


7 plants

○ BY REGION



○ BY NATIONALITY OF CARMAKERS



● 43 carmakers delivered around the world:



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Innovation

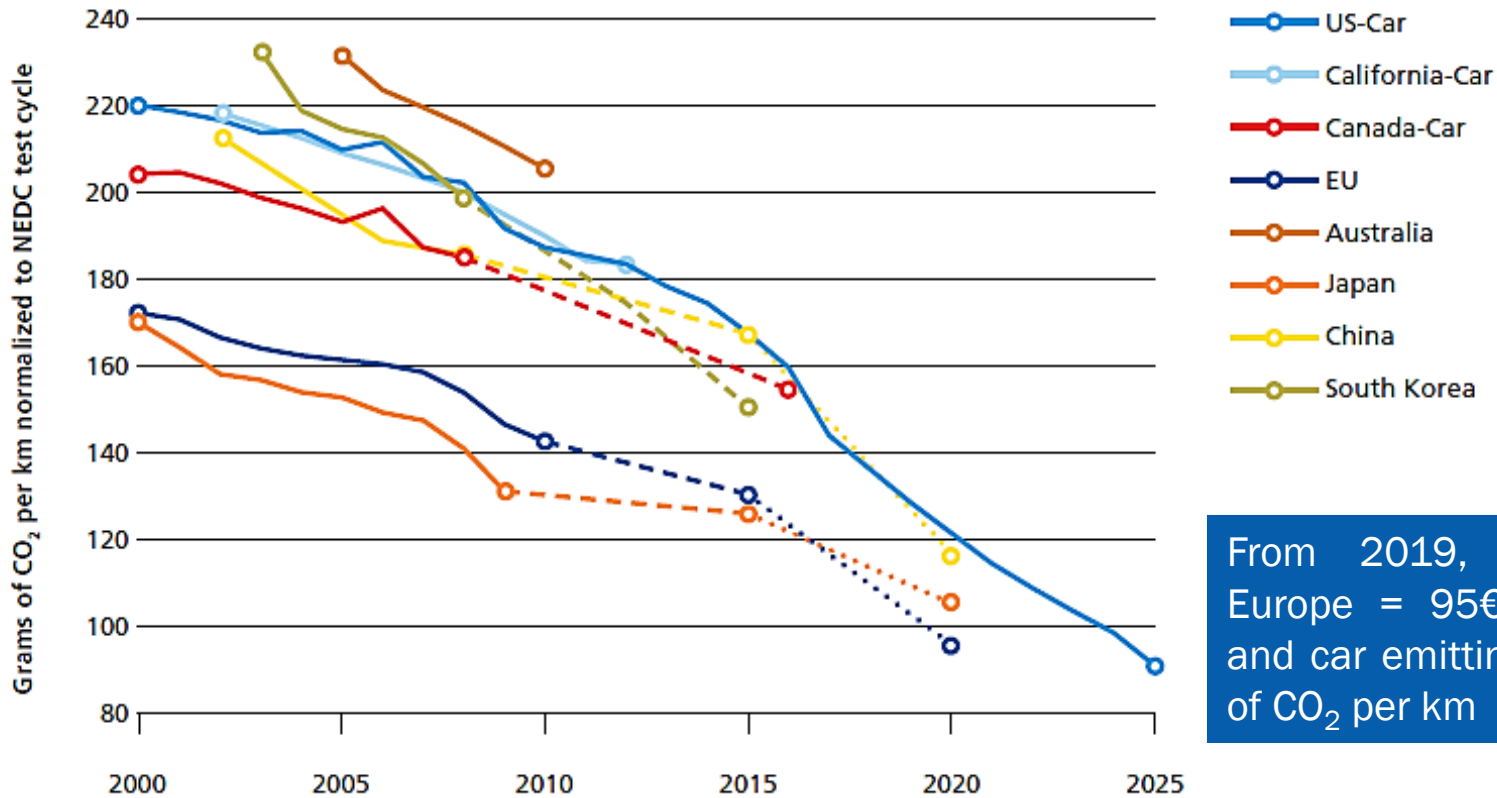
Aerodynamics

Tailgate

High Performance Composites



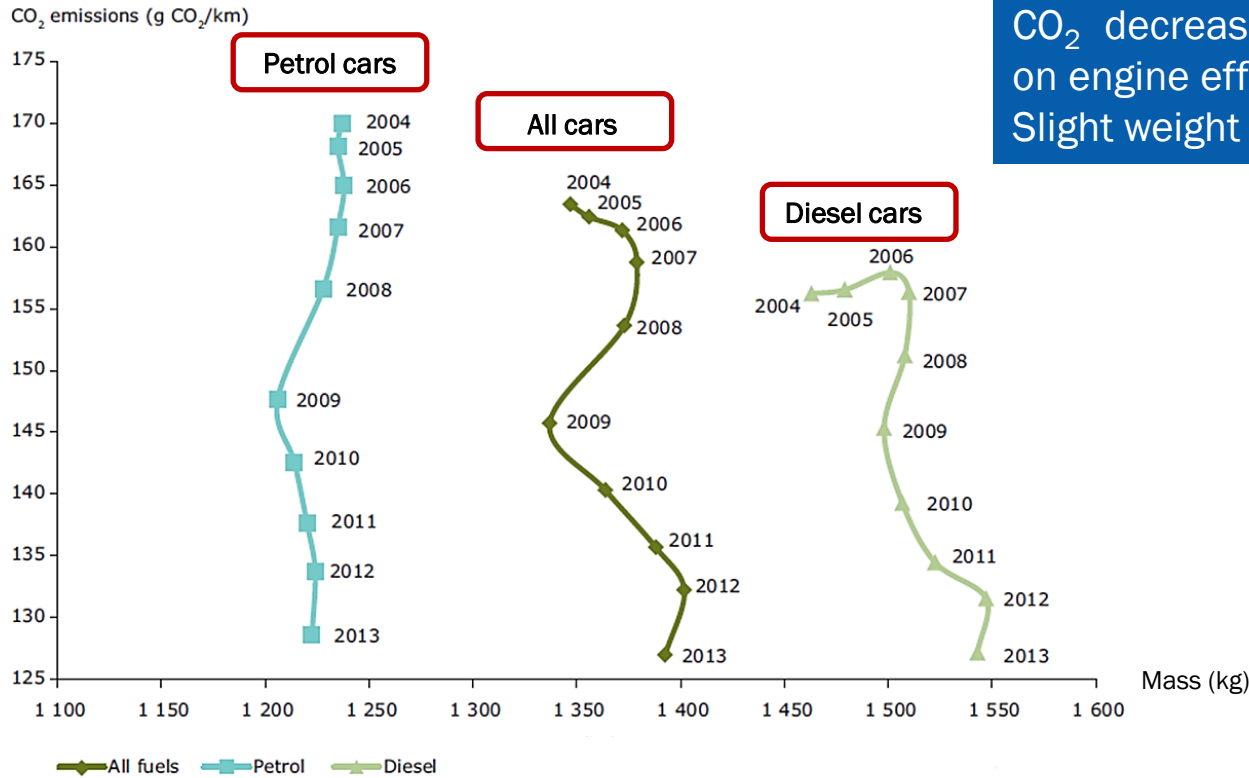
Stricter regulation : An opportunity to boost our innovation



From 2019, the penalty in Europe = 95€ for every gram and car emitting more than 95g of CO₂ per km

ie a carmaker producing 1M cars @ 100g of CO₂ per km will have 475 M€ of penalty

EU regulations : Improvements 2004-2013

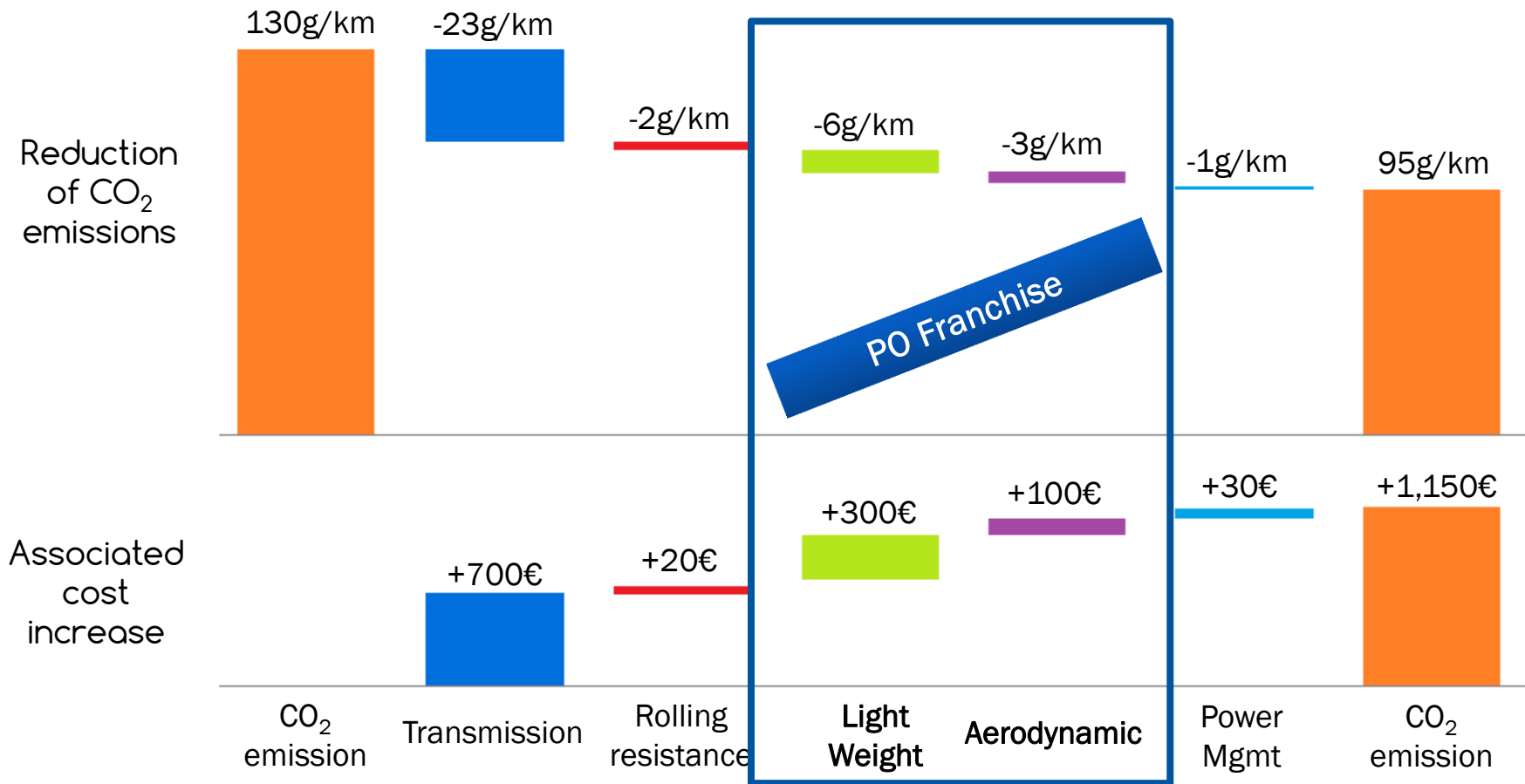


CO₂ decrease mainly due to progress on engine efficiency
Slight weight decrease on-going



Weight saving : a next step for CO₂ reduction

How to meet the legal requirement ?



Source: Kosten-Nutzen-Analyse auf dem Weg zum CO2 Ziel im Jahr 2020

Automotive Exterior innovation priorities


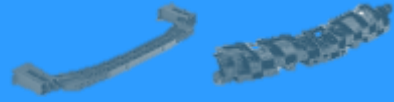







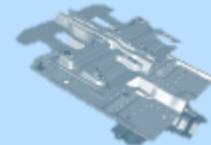





Drivers	Bumpers	Closures	Structural parts
Performance	Lightweighting Perceived Quality	Lightweighting Perceived Quality	Lightweighting <ul style="list-style-type: none"> • Front floor • Impact beam • B-Pillar
Function Integration	Aerodynamics Electronics Impact beam integration	Light Motorization Electronics	
Styling	Style diversity Light integration	Style diversity	
Process Materials	Design to cost approach Standardization Robustness	Cost reduction Robustness	Cost reduction Robustness Technologies evaluation

Automotive Exterior : from components to systems

 Production

 Innovation (2014-2018)

 Perspectives post 2018

	Components	Sub-Assembly	Module	System
Bumpers	Cover 	Cover and absorbers 	Front bumper module 	Front Bumper system (aero, Adas) 
Closures	SMC & TP panels 	Tailgate in White 	Tailgate Module 	Full rear system 
Structural Parts	SMC trunk floor 	On-line floor 	Off-line equipped floor 	Full front system 
	Front crash beam 	Active crash box Engine Cradle 	Front crash module 	

- **From an impact beam to a large functionalized body panel**

Along history, the bumper becomes a key contributor to car styling and is less contributing to energy absorption.

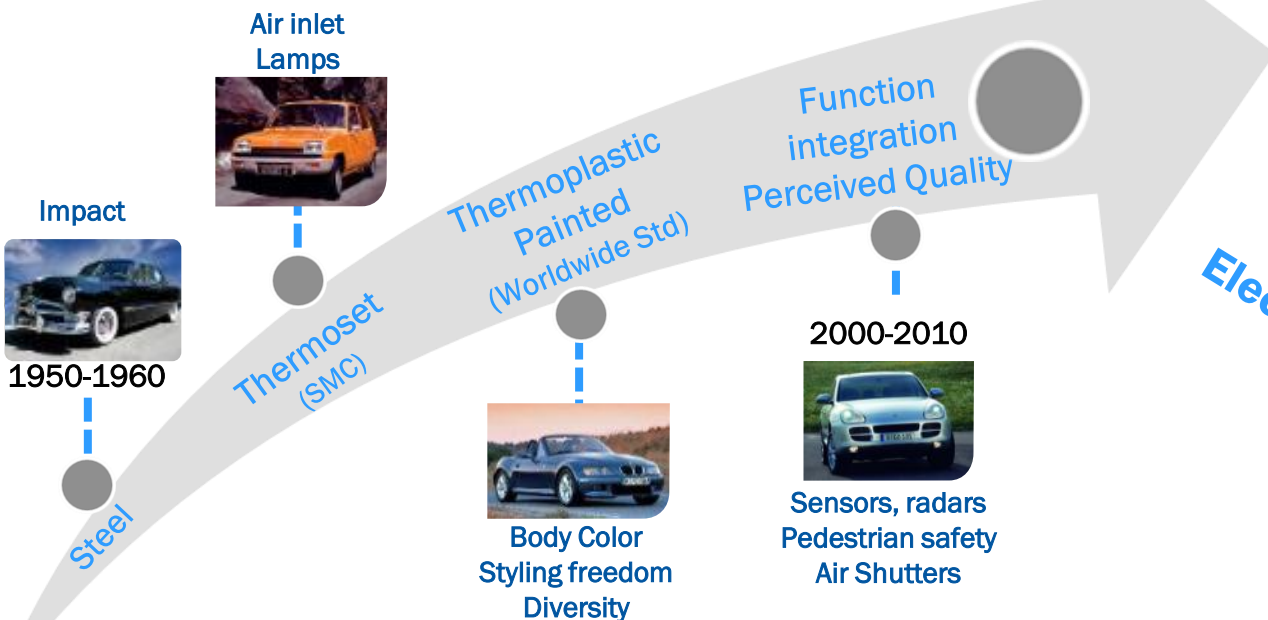


Lightweight

styling

Aerodynamics

Electronics Lighting



Impact
1950-1960

Air inlet Lamps

Thermoset (SMC)

Thermoplastic Painted (Worldwide Std)

Body Color
Styling freedom
Diversity

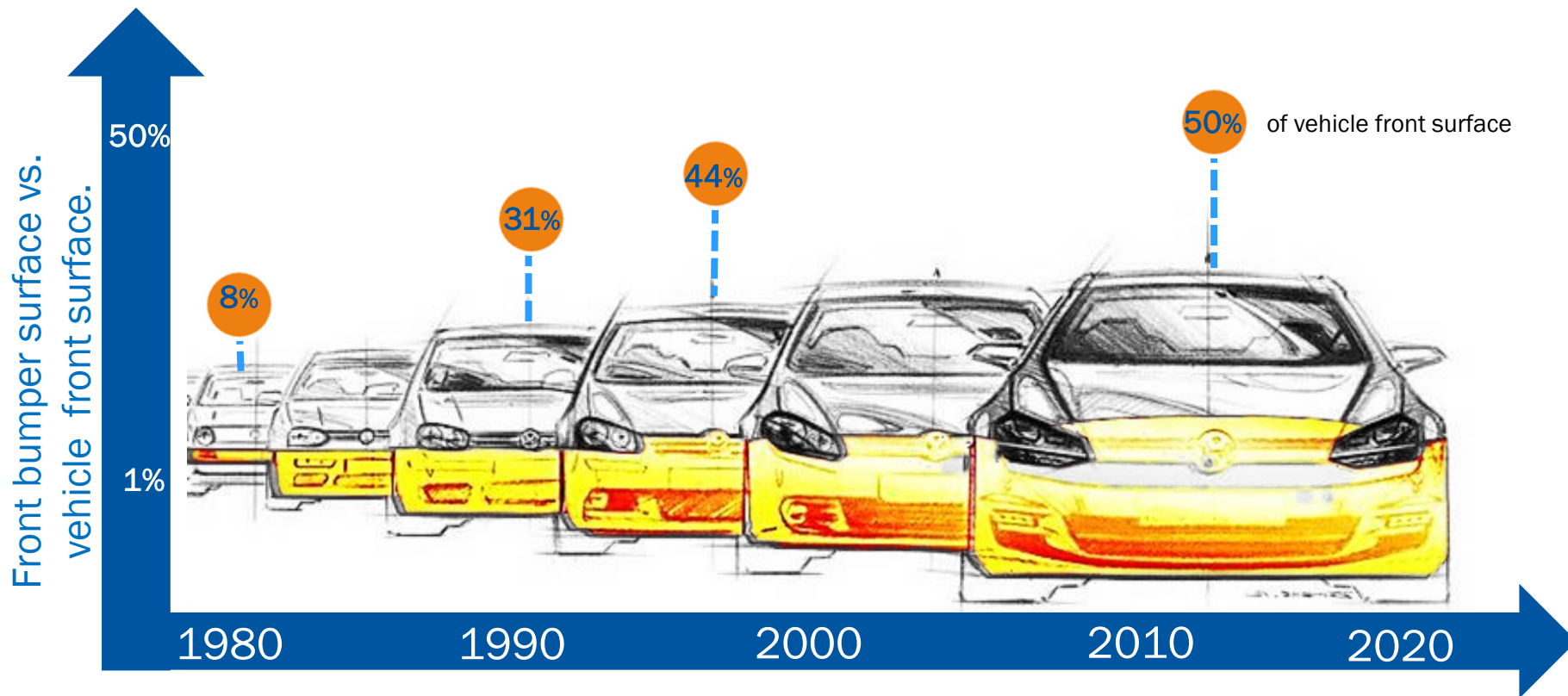
Function integration
Perceived Quality

2000-2010

Sensors, radars
Pedestrian safety
Air Shutters

Aerodynamics:

A key driver to reduce CO₂ as much important as weight improvement



- **3% to 9% Cx reduction achievable with aerodynamics systems (aero shutters, lower spoilers, rear spoilers, air guides...)**
- **Our customers have to improve aerodynamics for reducing CO₂ and Bumpers is one of the key contributor**

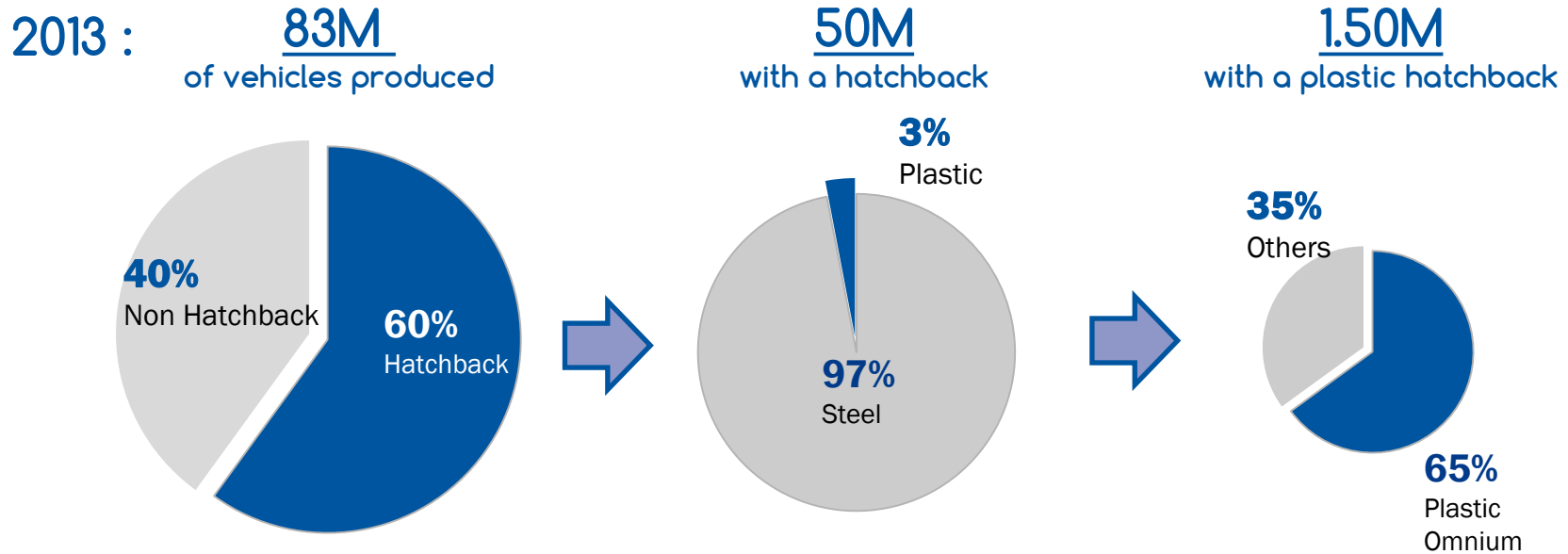
Aerodynamics:

An opportunity for PO to develop active systems in bumpers



- PO has already started to develop some active systems to reduce between 1g /2g CO₂ emissions (1g CO₂/km = 10kg saving)

Tailgate Market : Important mid term driver



M units	2013	2014	2018
Market	83	86		98
Hatchback	50	51		59
plastic %	3%	3%		8%
Plastic Omnium	1,0	1,0		2,0

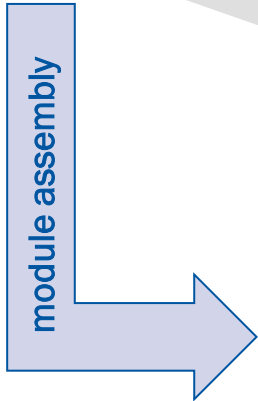
- **12 tailgates in development today for PSA, JLR, Volvo**
- **Extra turnover will come from Asian, German and American OEM's**

Plastic Omnium Tailgate Technologies Offer today...

Tailgate structures



Outer Panels



SMC / AMC
body color painted



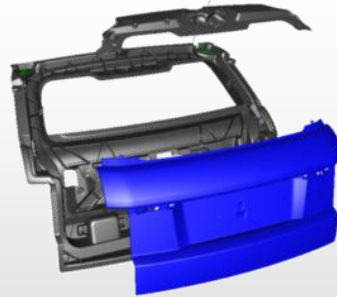
SMC / BMC
body colour painted

Thermoset



Large SUV & Vans
Very high stability
"old" technology

SMC / AMC
texture paint or
molded-in-color



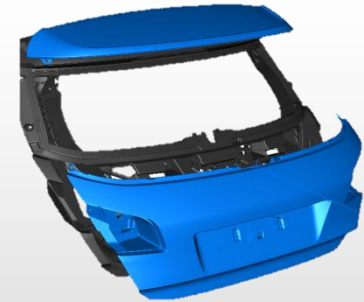
Thermoplastic
body colour painted

Higate



Mid / Large SUV & Vans
~500v/d
Dimensional stability

PP LGF, molded-in-color
metal reinforcements
(over-moulded)



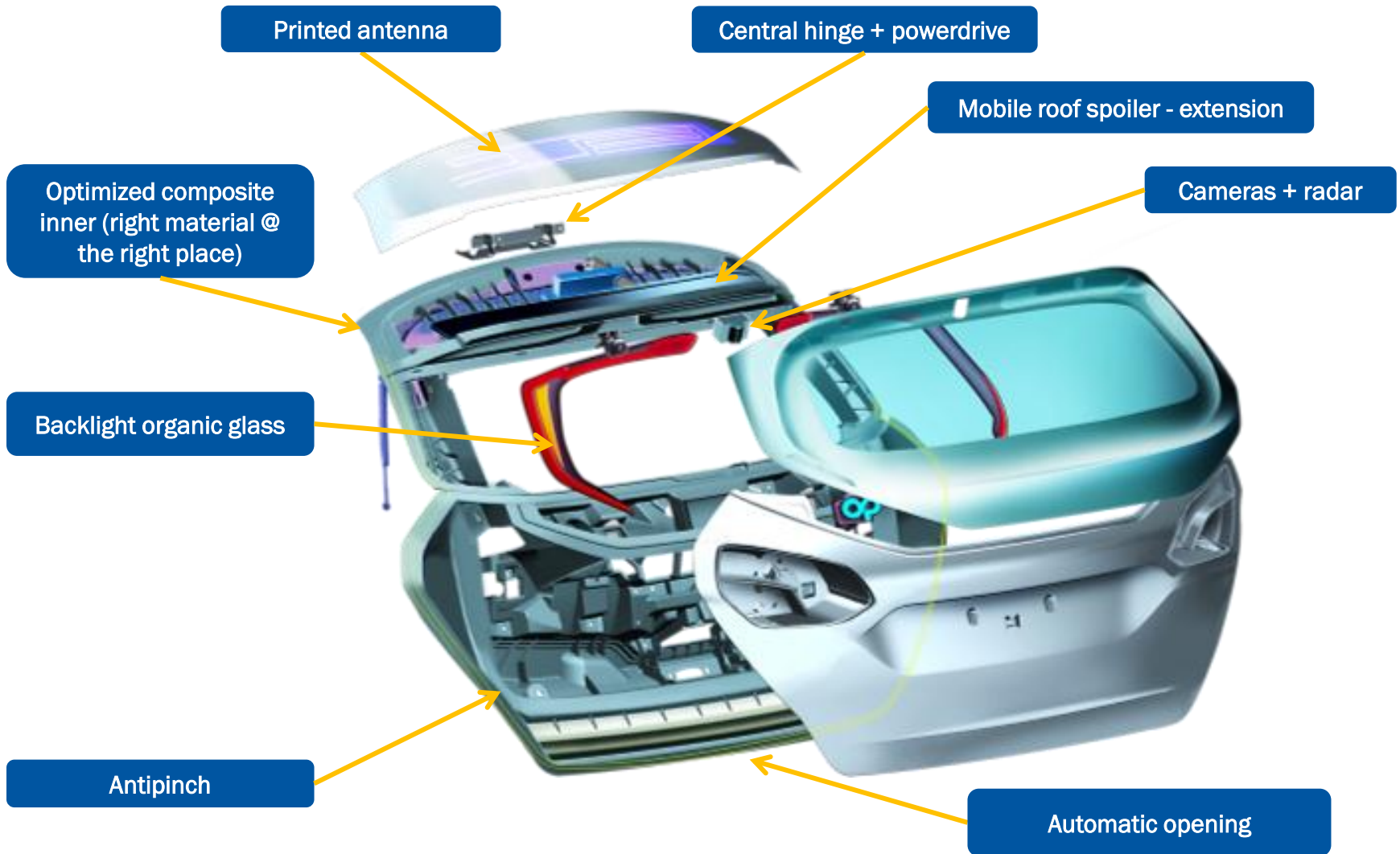
Thermoplastic
body colour painted

Thermoplastic



Mid/Small Hatch & SW
~1000v/d
Limited dimensional stability

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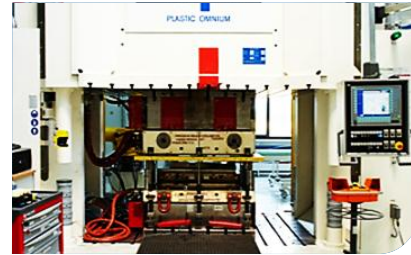


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Material cost

- Optimum use of carbon or glass fiber
- Recycled carbon fibers
- Develop compounds adapted to molding process
- New thermoplastic composites development



Process efficiency Cycle time

- 1st step done from **10'** to **4'**
- 2nd step required **down to 90"** cycle time



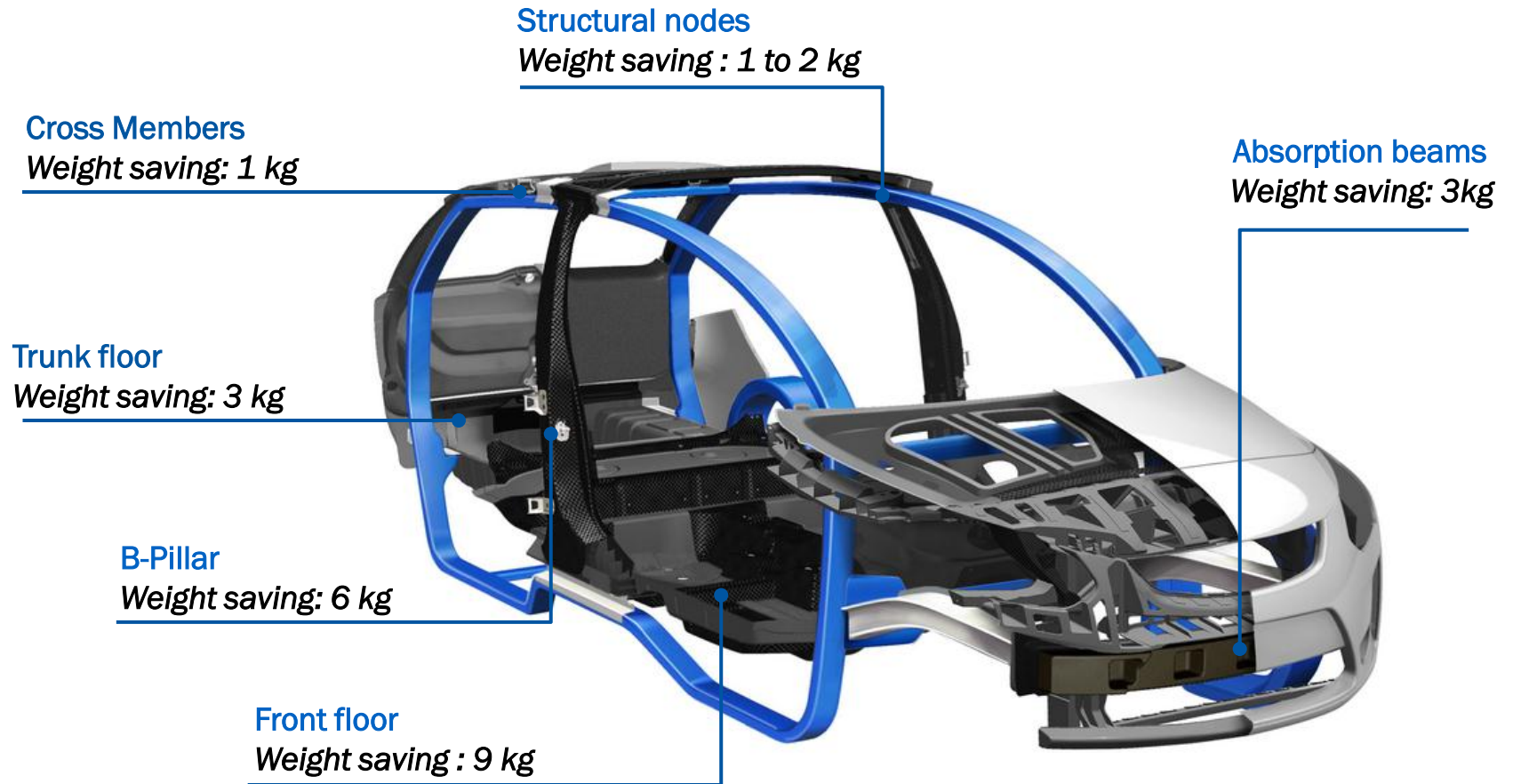
Recycling

- Thermoplastic composites development
- Recycled carbon fibers collection and usage

50% overall total cost decrease required for carbon composite

- Reduce manufacturing cost by 40%
- Raw material below 8 €/kg

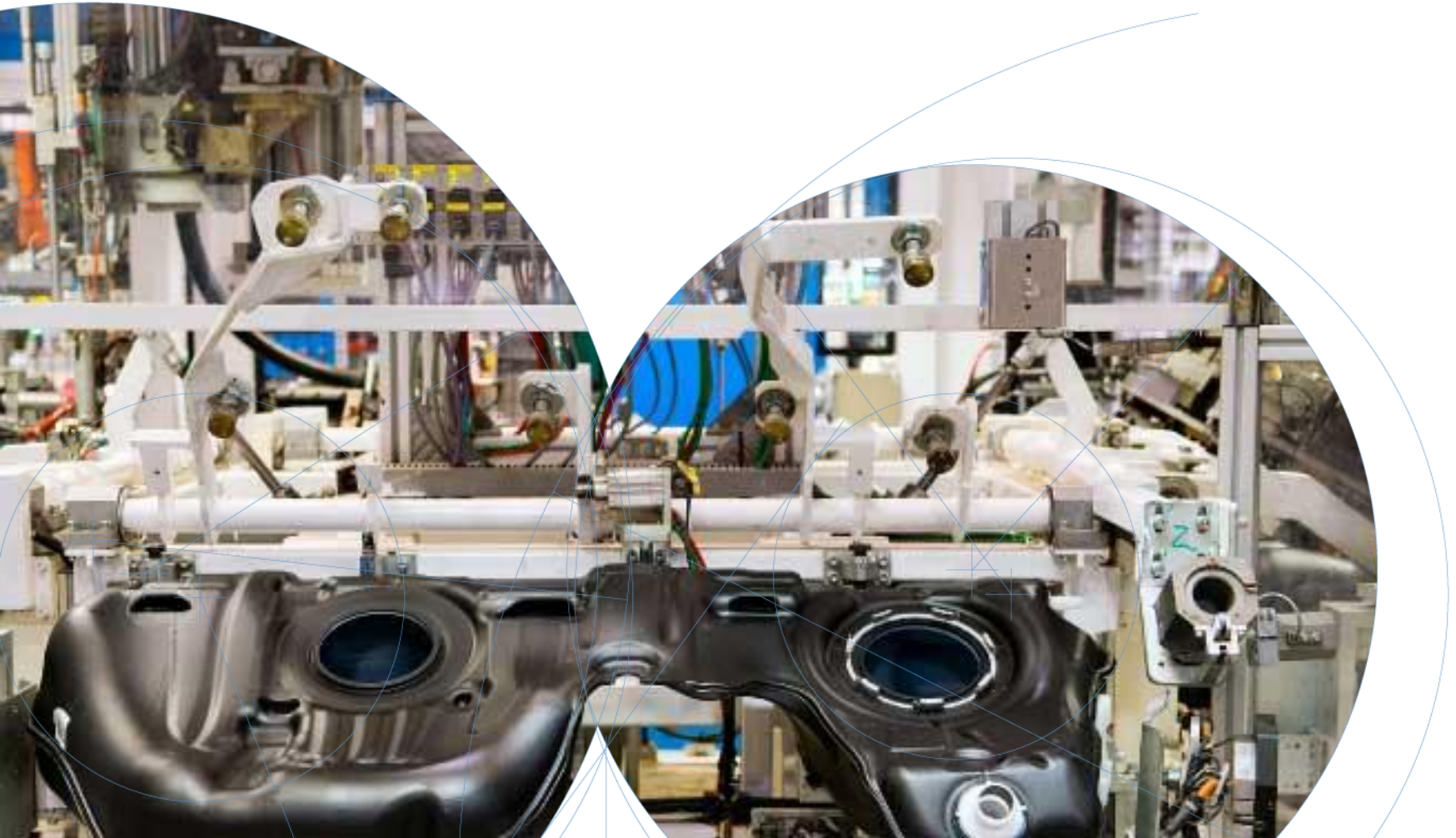
- **22 to 25 kgs weight savings (> 2g CO₂ / km)**

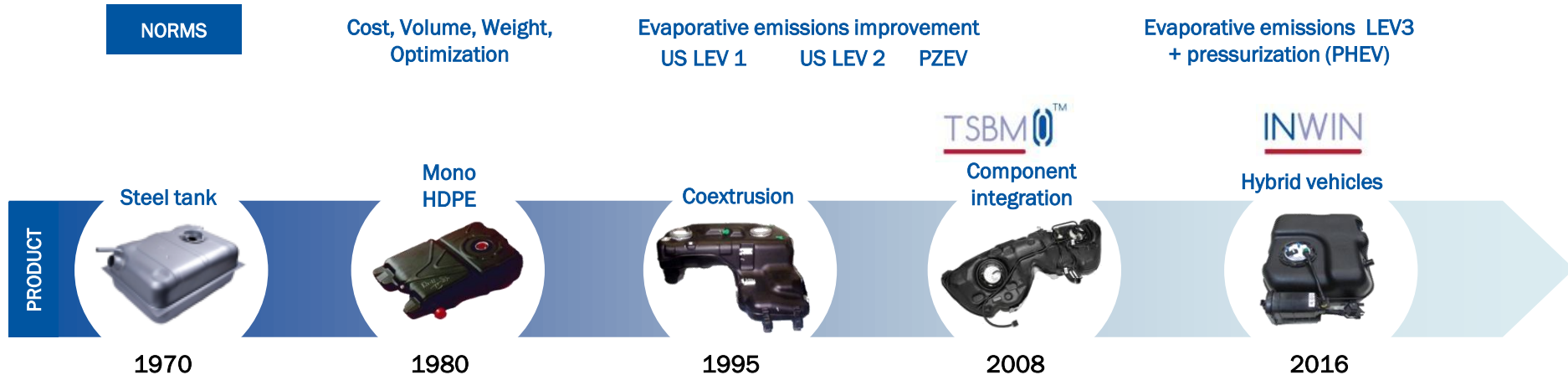


- **Business will Take off in 2020 thanks to CO₂ regulations constraints and Carbon Fiber affordability**

Innovation

TSBM
INWIN
SCR-DINOx

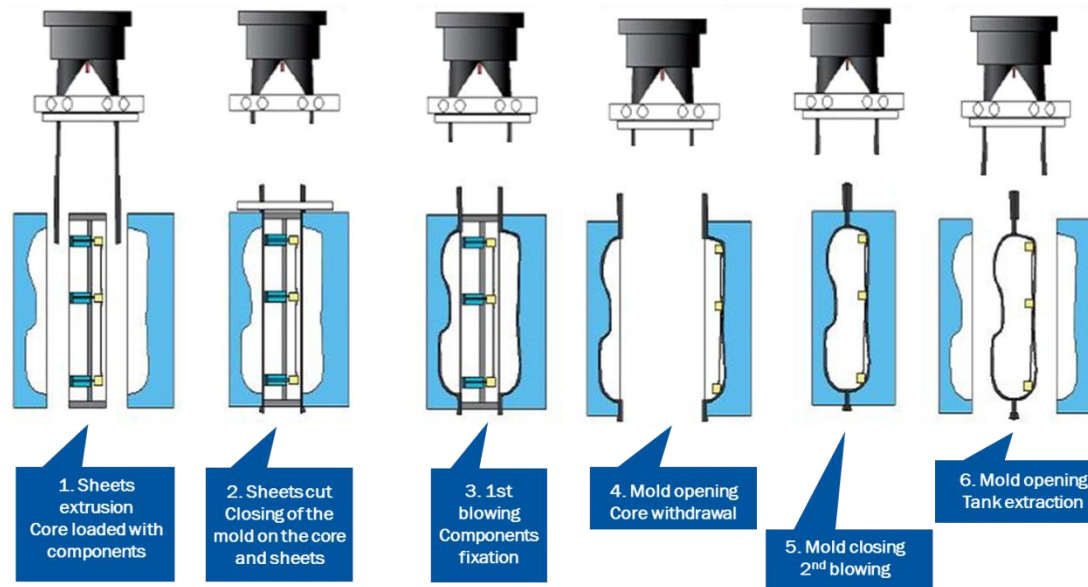
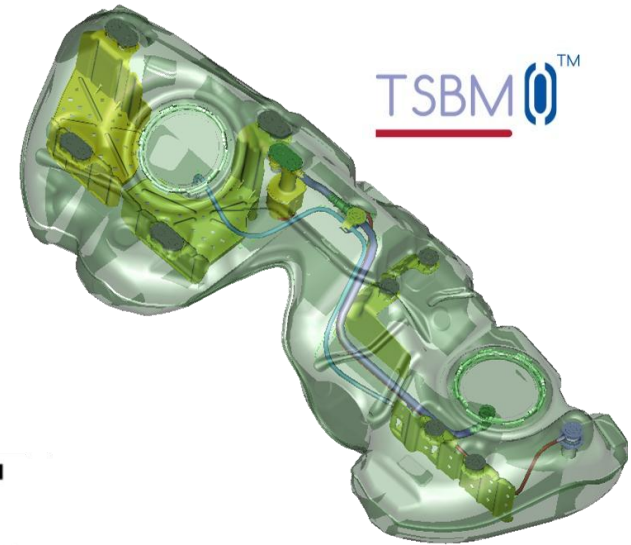




- Evolution of product designs and processes has been driven by the regulations changes
- Plastic Omnium has developed a wide range of technologies to meet the most stringent emissions regulations
- Process and Design depends on customer specifications and Platform architecture

- **Integration of components during the blow molding**

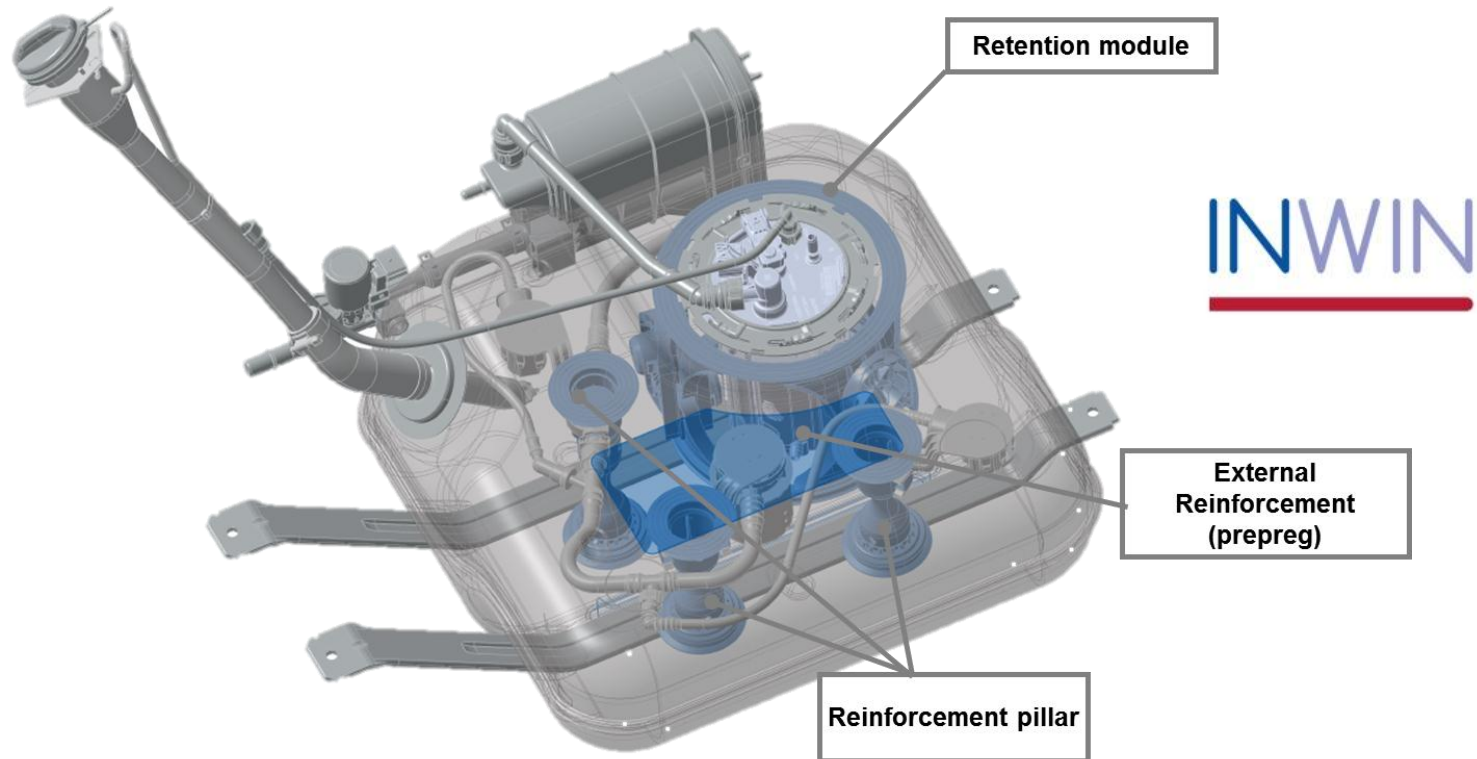
- Increased venting performance (more pumping volume)
- Decreased permeation (better environment performance)
- Decreased noise (better comfort for hybrid vehicles)
- Weight reduction vs metal (better CO₂ performance)



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Characteristics:

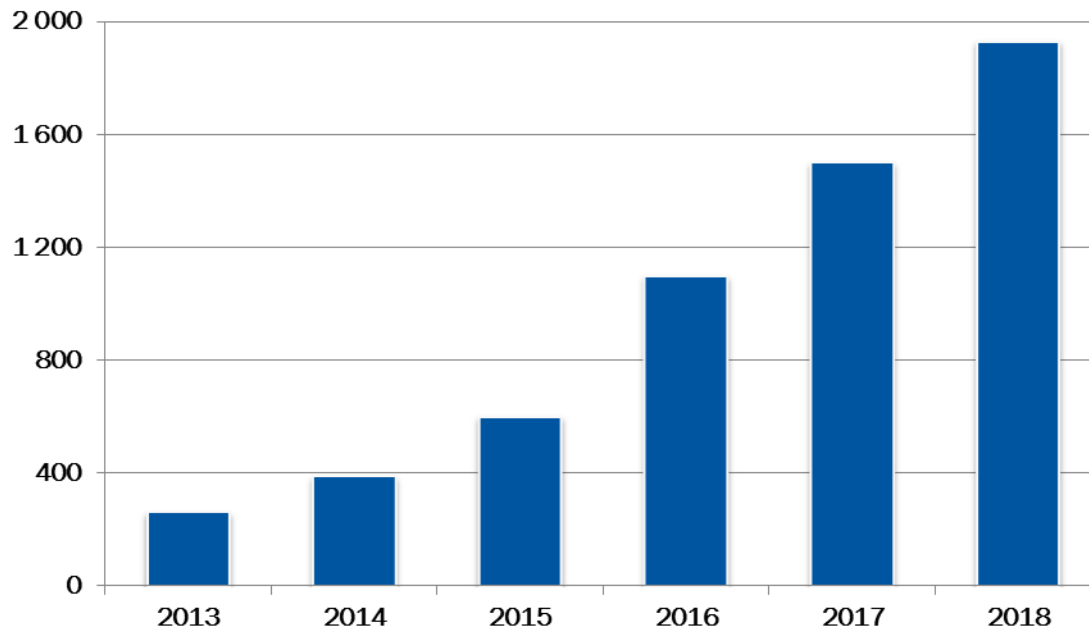
- Internal reinforcements introduced by TSBM process to prevent tank deformation under pressure up to 350 mbar
- External reinforcements to prevent deformation in the areas where internal reinforcement can not be integrated



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- **TSBM / INWIN production will reach 2 million tanks in 2018**

**Production volumes
(k units)**



Current customers



Audi



New customers



HYUNDAI

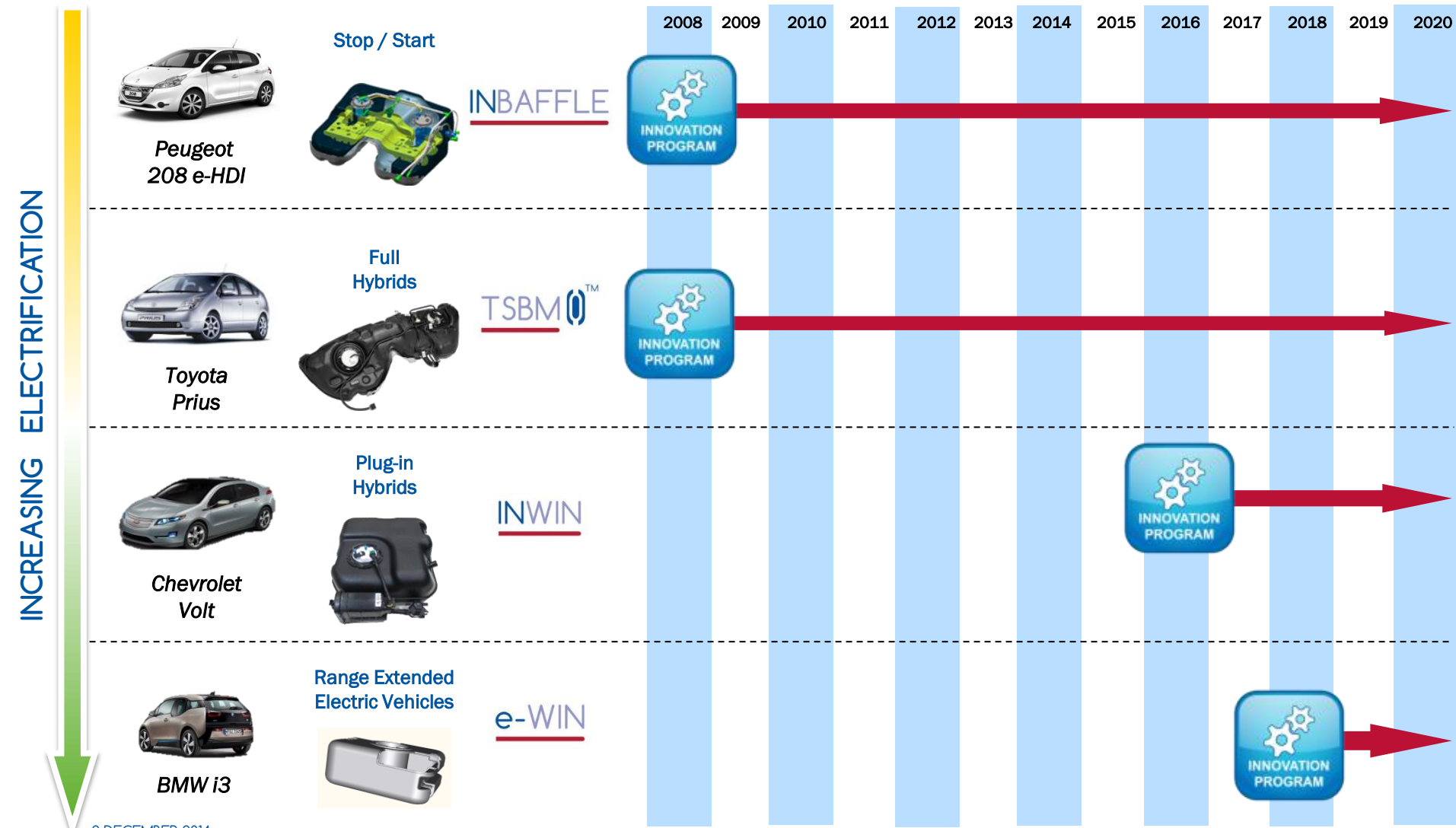


FIAT CHRYSLER AUTOMOBILES



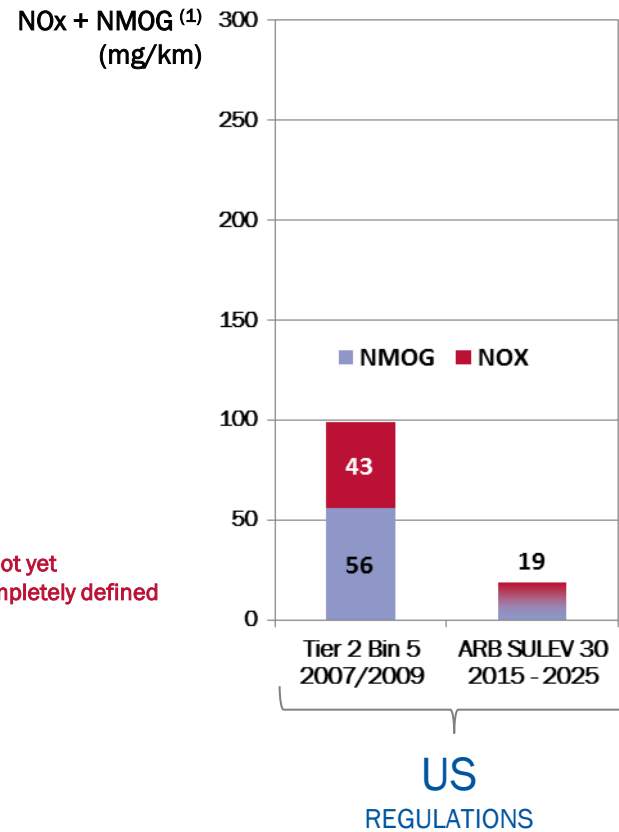
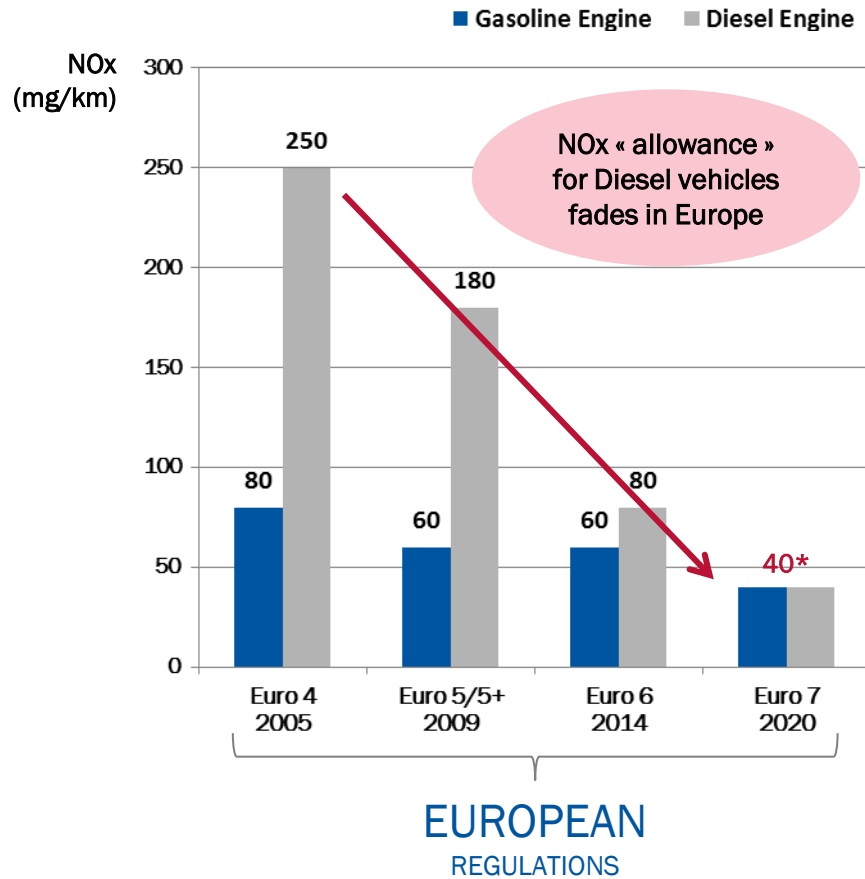
VOLVO

Fuel Systems – Product Roadmap



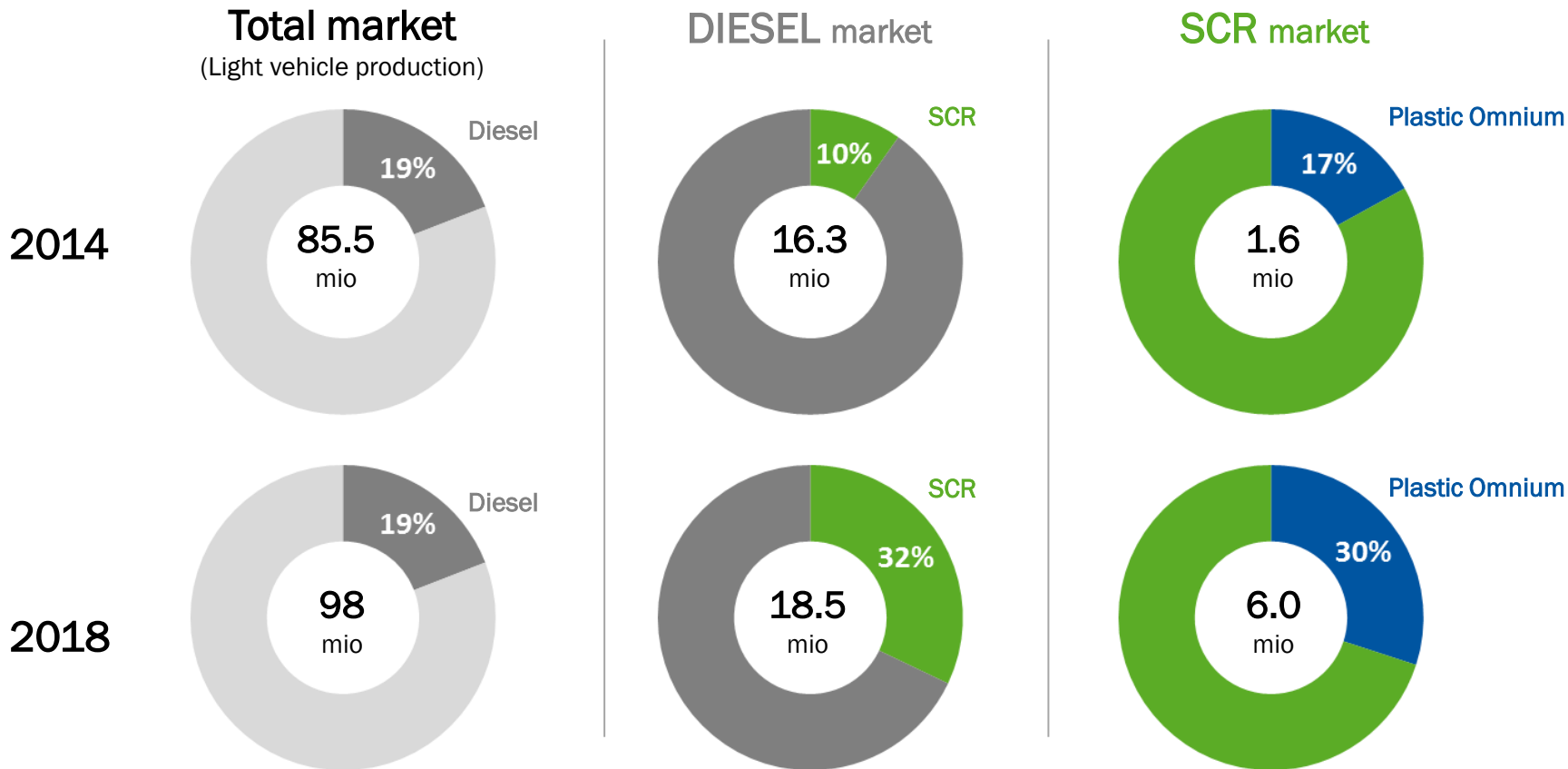
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- Exhaust emissions regulations tighten and require emissions reduction technology



⁽¹⁾ NMOG = Non-Methane Organic Gas

- Plastic Omnium SCR market share increase



- Today SCR system is already introduced by several OEMs



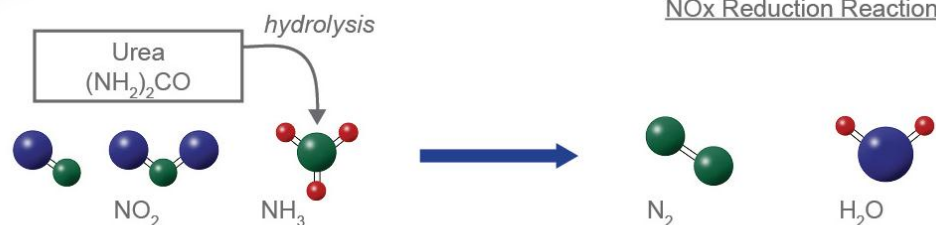
Movie



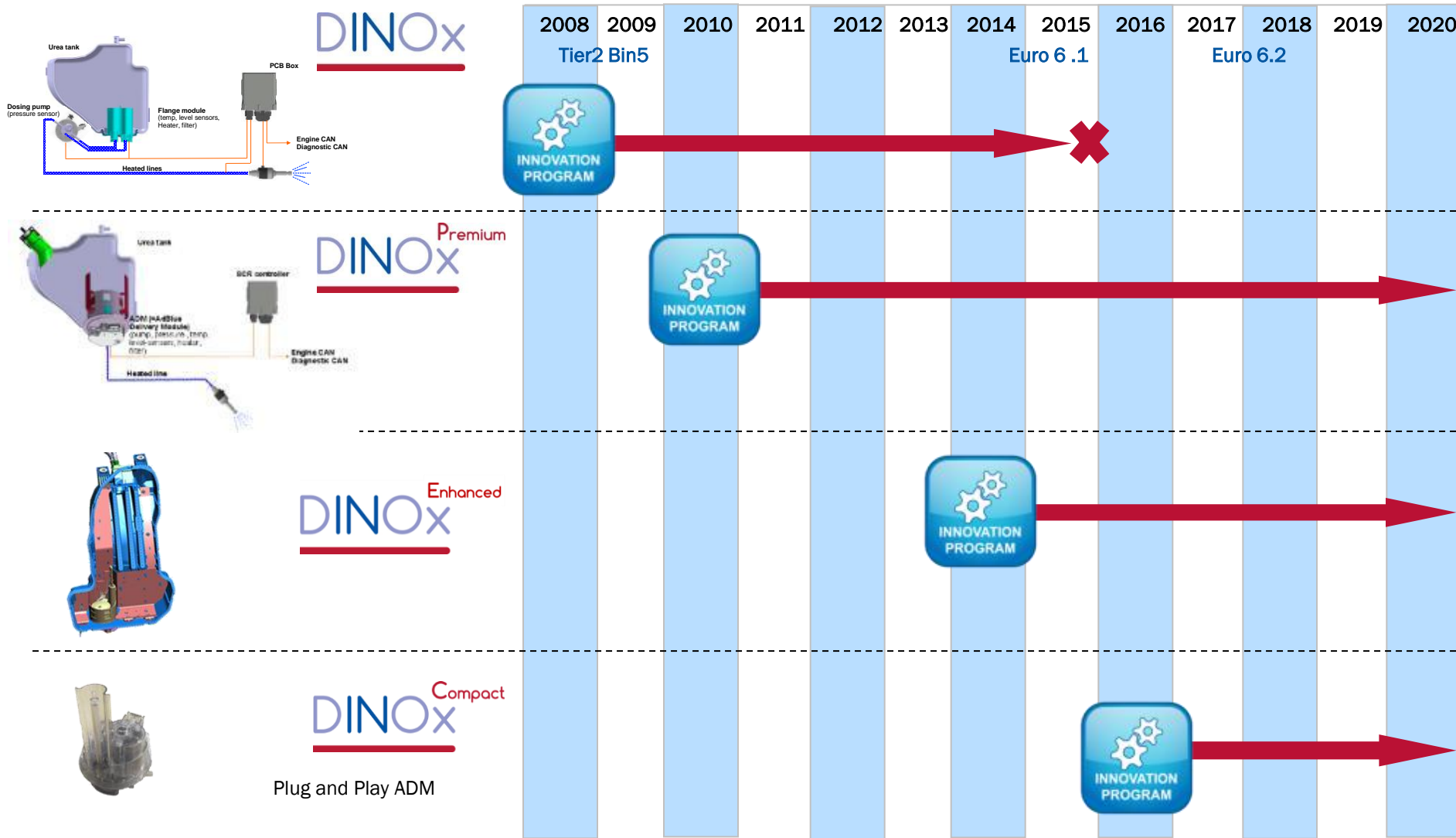
Audi A4



DINOX Premium

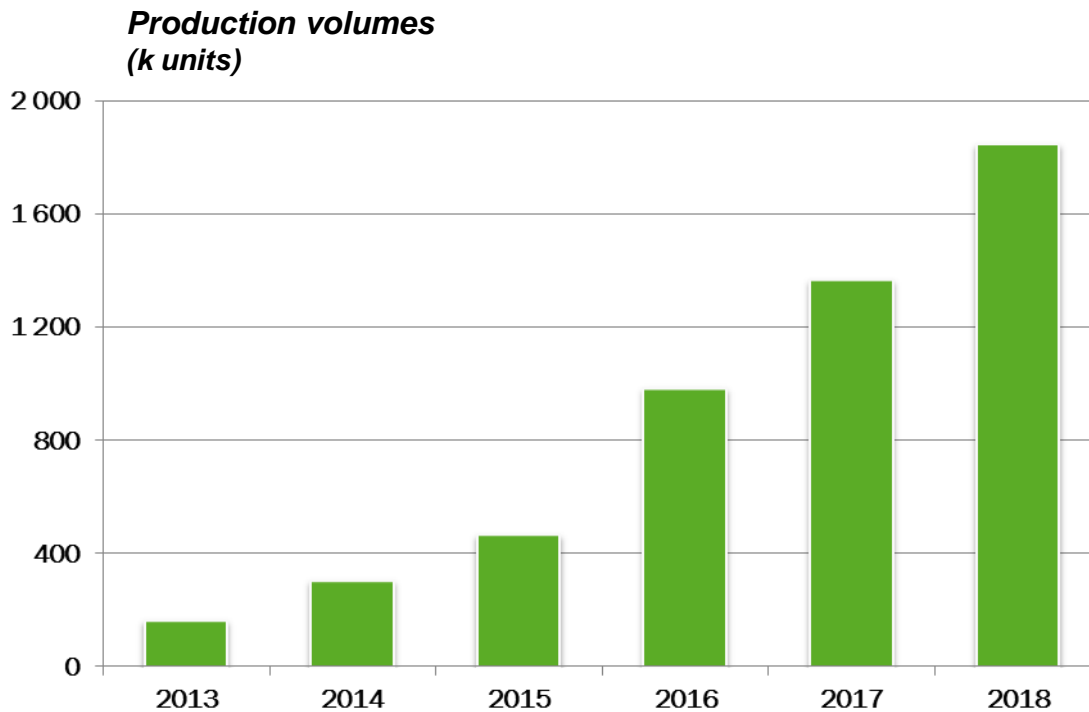


DINOx – Product Roadmap (57 Patents published)



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- **SCR production will be close to 2 million systems in 2018**



Current customers



Audi



New customers



2 Japanese customers

Conclusion



2014 - 2018

- Strong focus on innovation:
 - €1 Bn Revenue from new product lines in 2018 (15% of sales, vs 5% in 2013)
 - Time to market highly predictable due to stricter regulations
- Outperform twice the market during 2014-2018
 - ≈7 €Bn in Revenue in 2018
 - Worldwide capacity increase
 - Technological leadership

2014 - 2018

- Best in class profitability
 - Top line growth / Operating leverage
 - High utilization rate
 - Strict cost control
- Self-financed growth
 - Free Cash Flow generation
 - Financial structure improvement



Q&A

Contact: investor.relations@plasticomnium.com / www.plasticomnium.com

