

December 11, 2012



PLASTIC OMNIUM

GROWTH AND INNOVATION DAY

R&D Center Compiègne

OVERVIEW

Profile

Group strategy

Outlook

PROFILE

2011 Revenue: €4.2 billion

€3.5 billion at 09.30.2012

AUTOMOTIVE
Revenue: €3.7 billion

ENVIRONMENT
Revenue: €0.5 billion

**Plastic Omnium
Auto Exterior**
Revenue: €2.2 billion
Exterior parts
Weight reduction
No.1 Worldwide

**Plastic Omnium
Auto Inergy**
Revenue: €1.5 billion
Fuel systems
Emissions control
No.1 Worldwide

**Plastic Omnium
Environment**
Waste management
systems
No.1 Worldwide

2012 PROFILE

LEADERSHIP POSITIONS

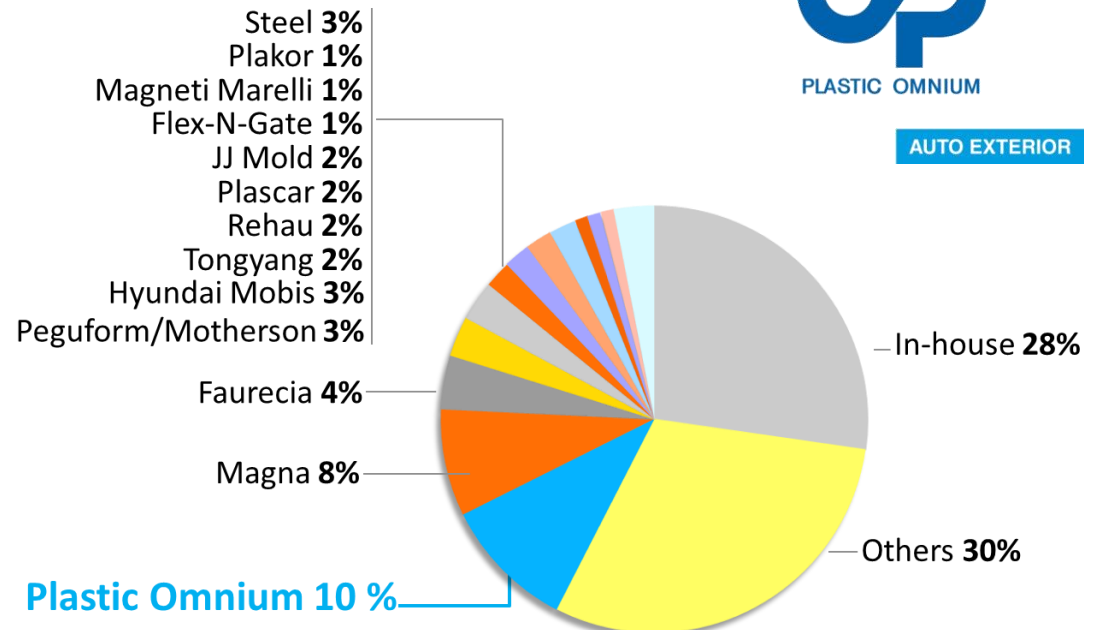


Exterior and structural components

No.1 worldwide

15 million

Painted bumpers



2012 PROFILE

LEADERSHIP POSITIONS



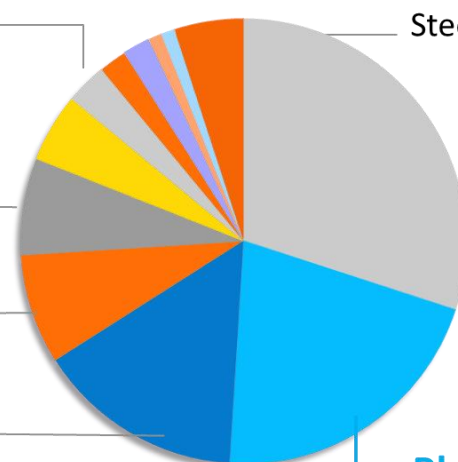
Fuel systems
No.1 worldwide
17 million
fuel systems

Others, plastic **5%**
Shunrong **1%**
Magneti Marelli **1%**
Soplast **2%**
ABC Group **2%**
FTS **3%**
Yachiyo **5%**

Yapp **7%**

TI Automotive **8%**

Kautex **15%**



Plastic Omnium 21%

2012 PROFILE

LEADERSHIP POSITIONS

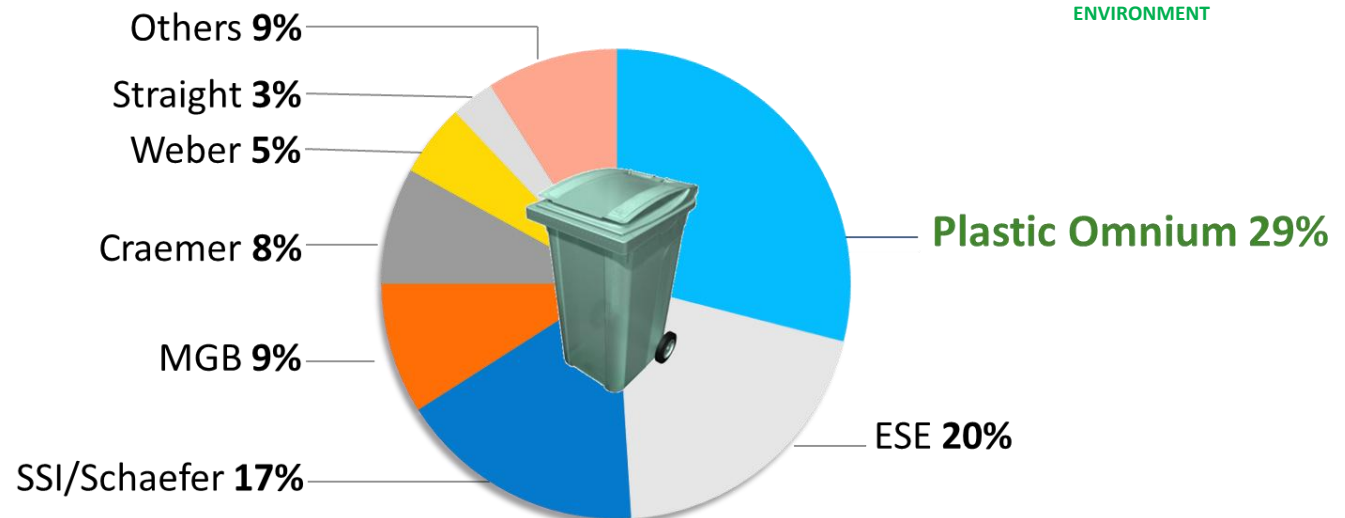


Underground containers



100%
green
made

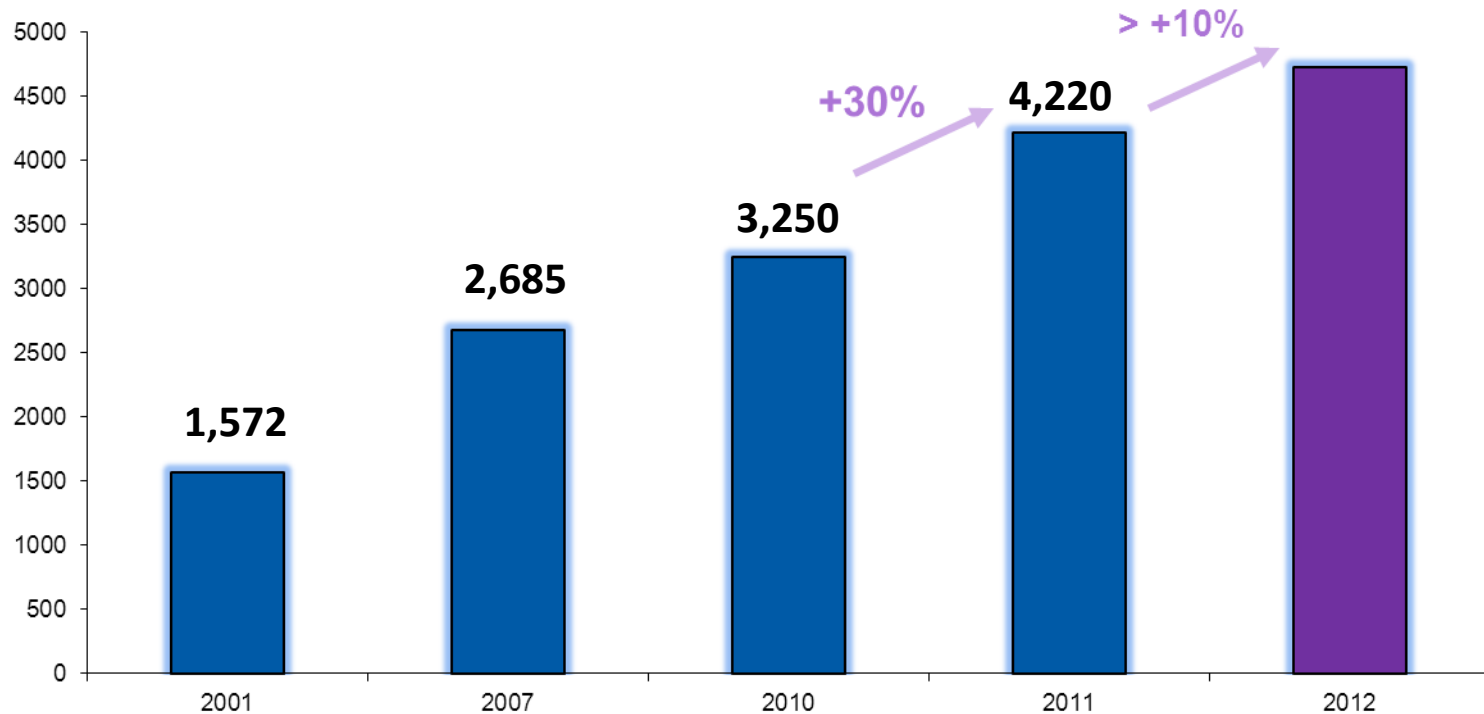
No.1 worldwide
5 million
Household waste
containers



2012 PROFILE

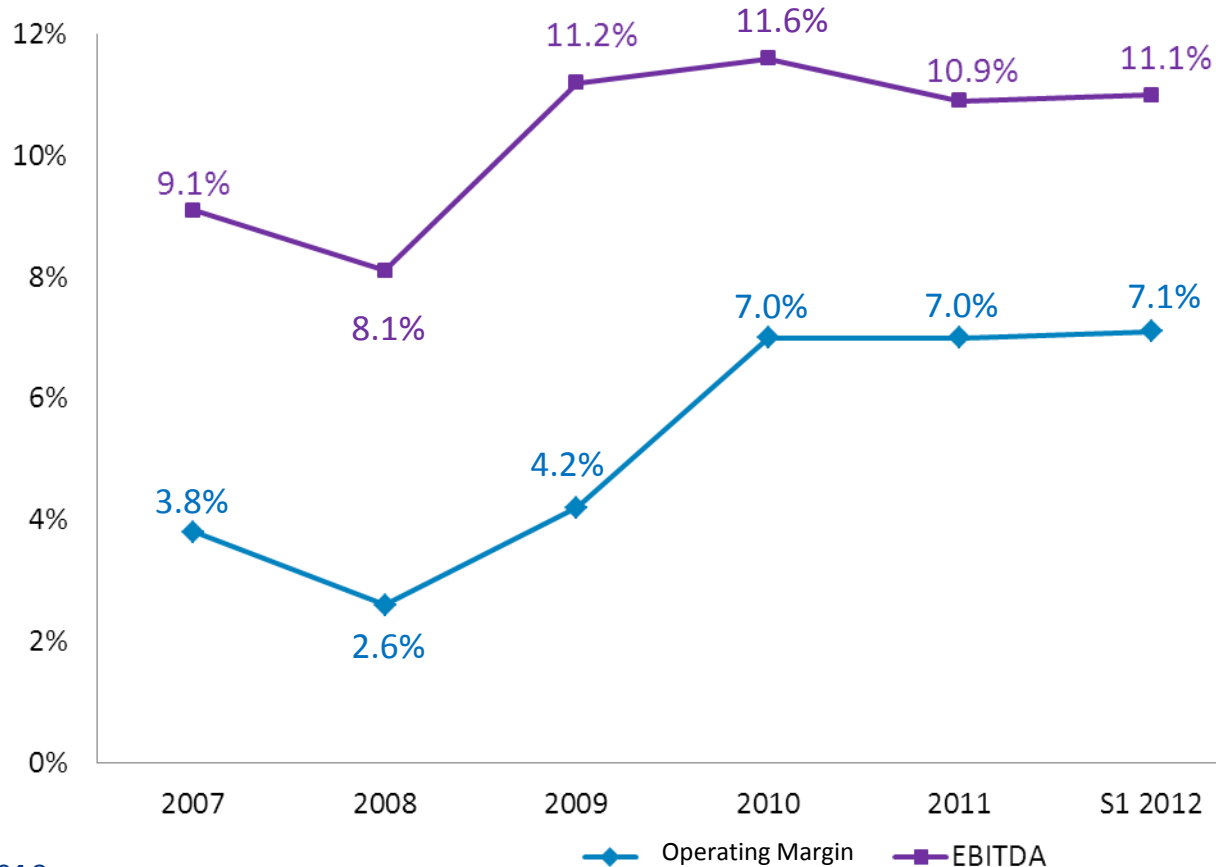
STRONG GROWTH IN REVENUE

in €m



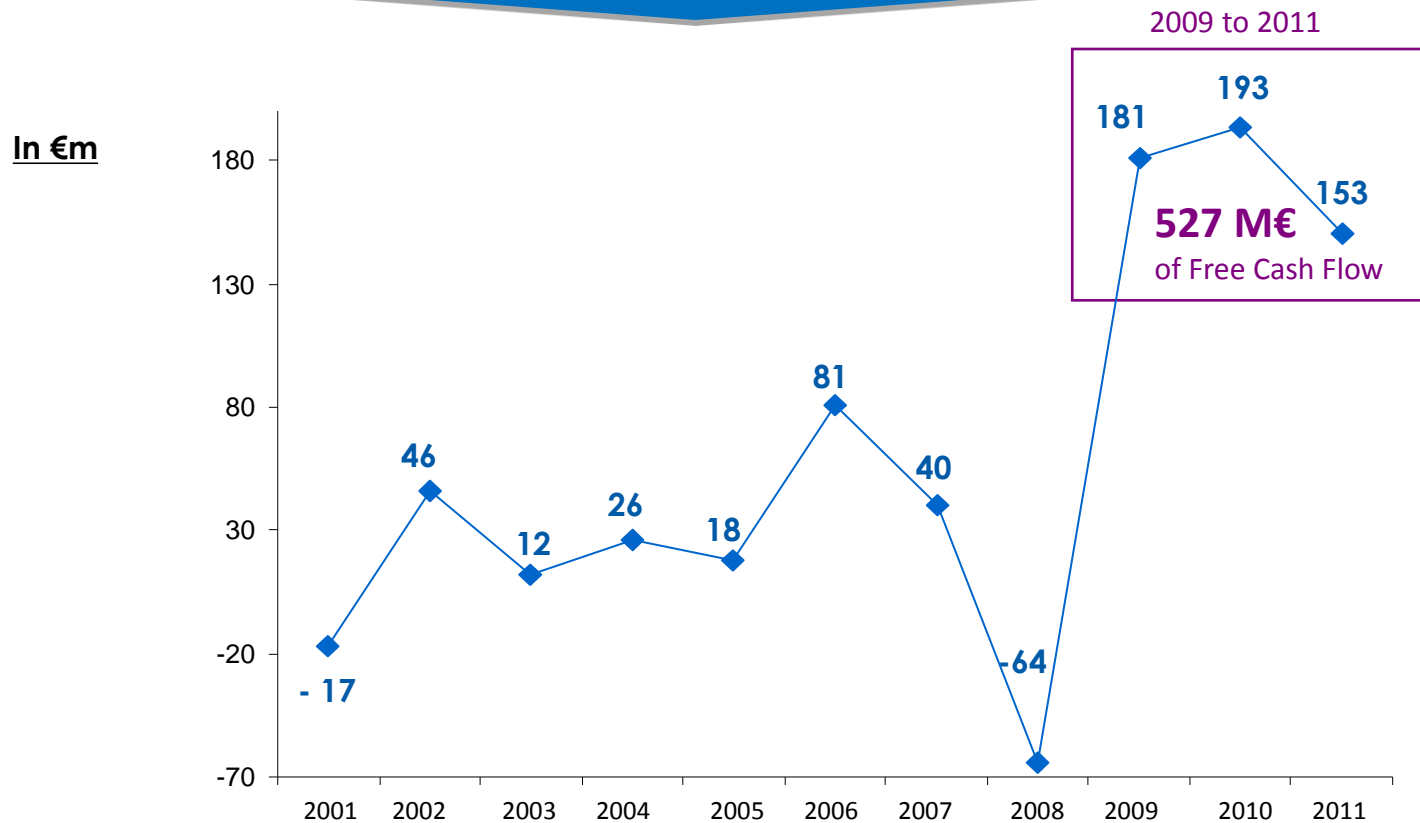
HIGH PROFITABILITY

As a % of revenue

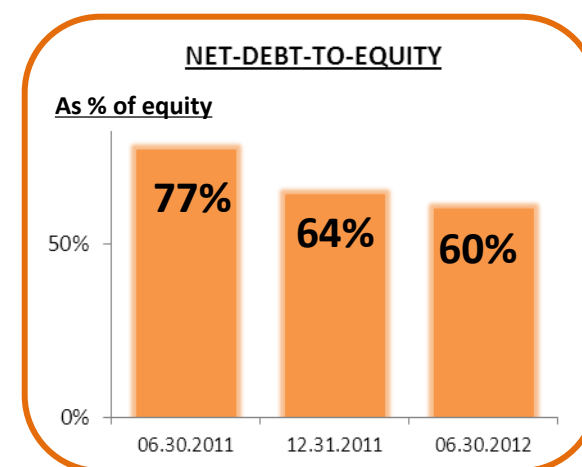
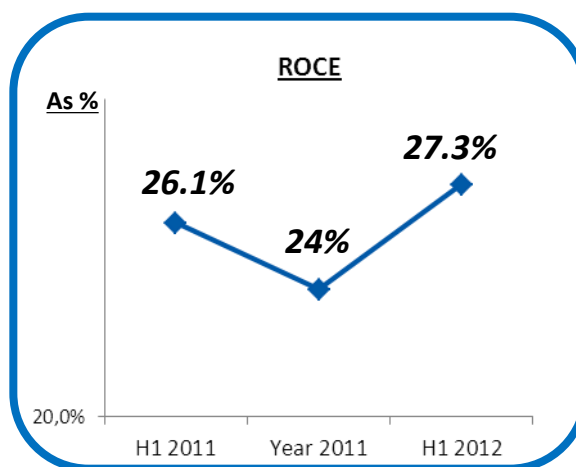
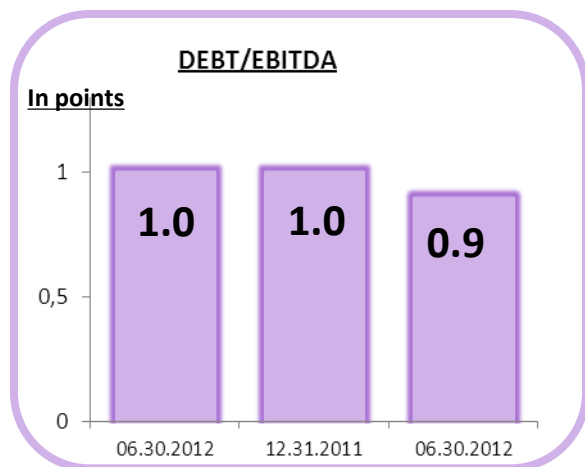
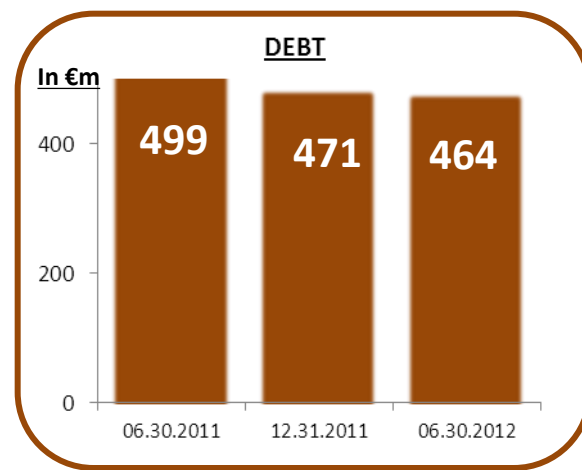
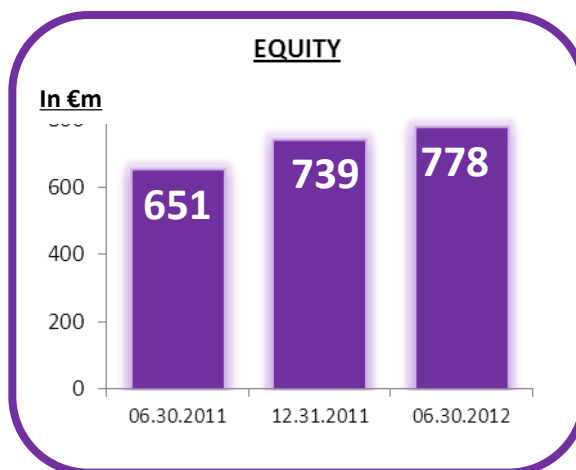
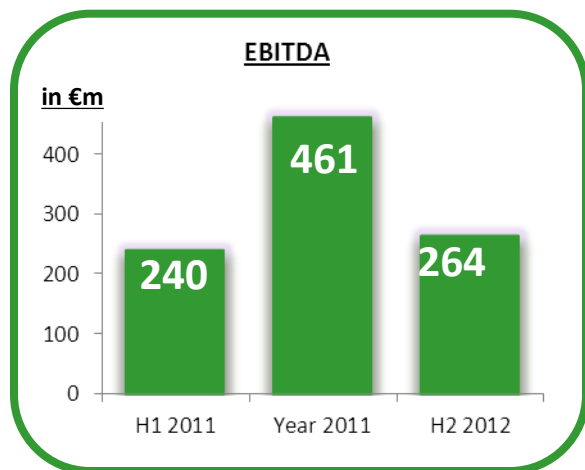


PROFILE

STRONG FREE CASH FLOW



FINANCIAL STRENGTH



OVERVIEW

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Outlook



2013 - 2016

€1,2 billion

Self-financed investment

GROWTH STRATEGY

2013 – 2016 GROWTH

2013-2016 : €1.2 billion in self-financed capital spending



€800m

New countries
→ Market share gains



€400m

New products
→ Market share gains

GROWTH STRATEGY

2013 – 2016 : €1.2 billion in self-financed capital spending

€800m Industrial investments



16 new plants

Including 13 in the BRICs



25%

market share
in the BRICs in 2016

GROWTH STRATEGY

2013 – 2016 : €1.2 billion in self-financed capital spending

€400m investment in projects and innovation



1 new R&D Center

Plastic Omnium Auto Exterior
in **China** (700 people)

1 new global R&D Center

Plastic Omnium Auto Inergy
in **France** (500 people)



New products
(composites, SCR...)

11% of 2016 revenue

GROWTH STRATEGY

2013 – 2016 : €1.2 billion in self-financed capital spending

STRENGTHENING LEADERSHIP

Evolution of market shares 2013-2016



AUTO EXTERIOR

+3 points

13% of global market share in 2016



AUTO **INERGY**

+5 points

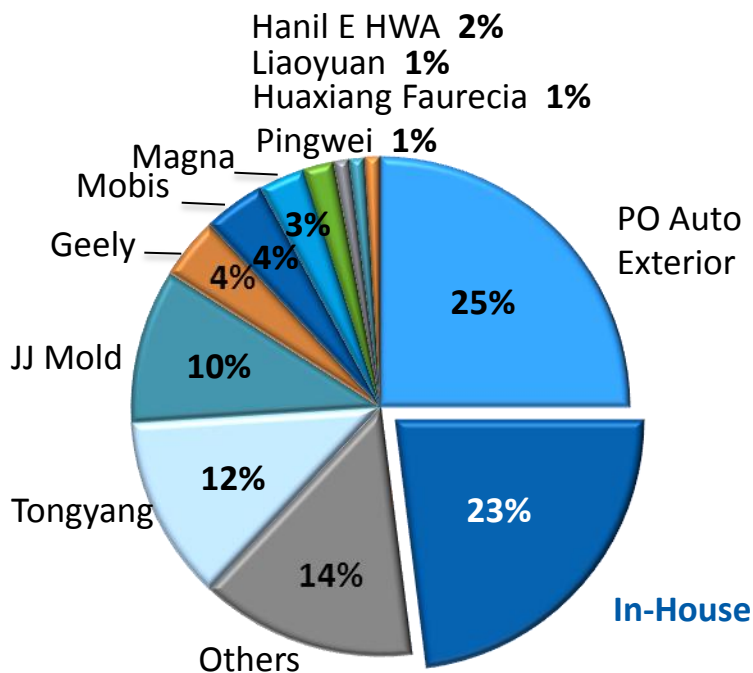
26% of global market share in 2016

GROWTH STRATEGY

Global leadership and Chinese Leadership



AUTO EXTERIOR

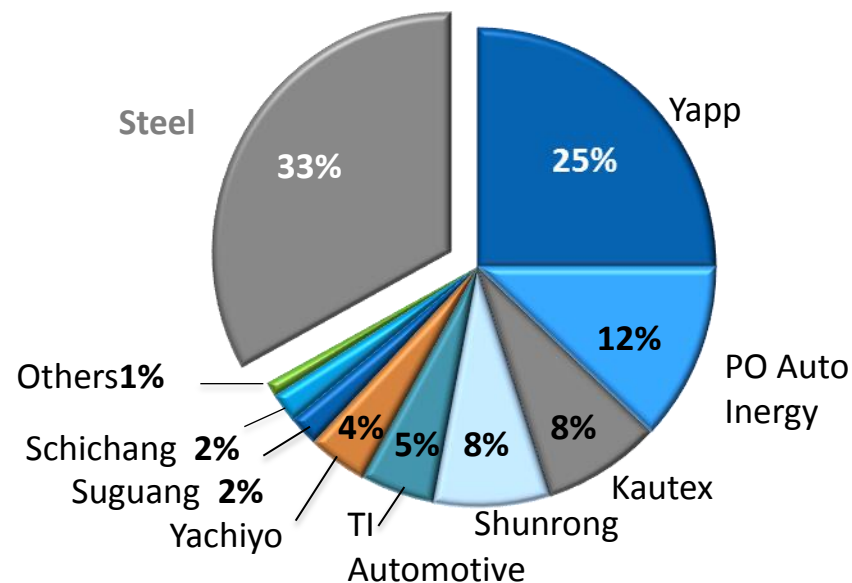


Market share in China in 2016

(estimated)



AUTO INERGY



Growth strategy

1

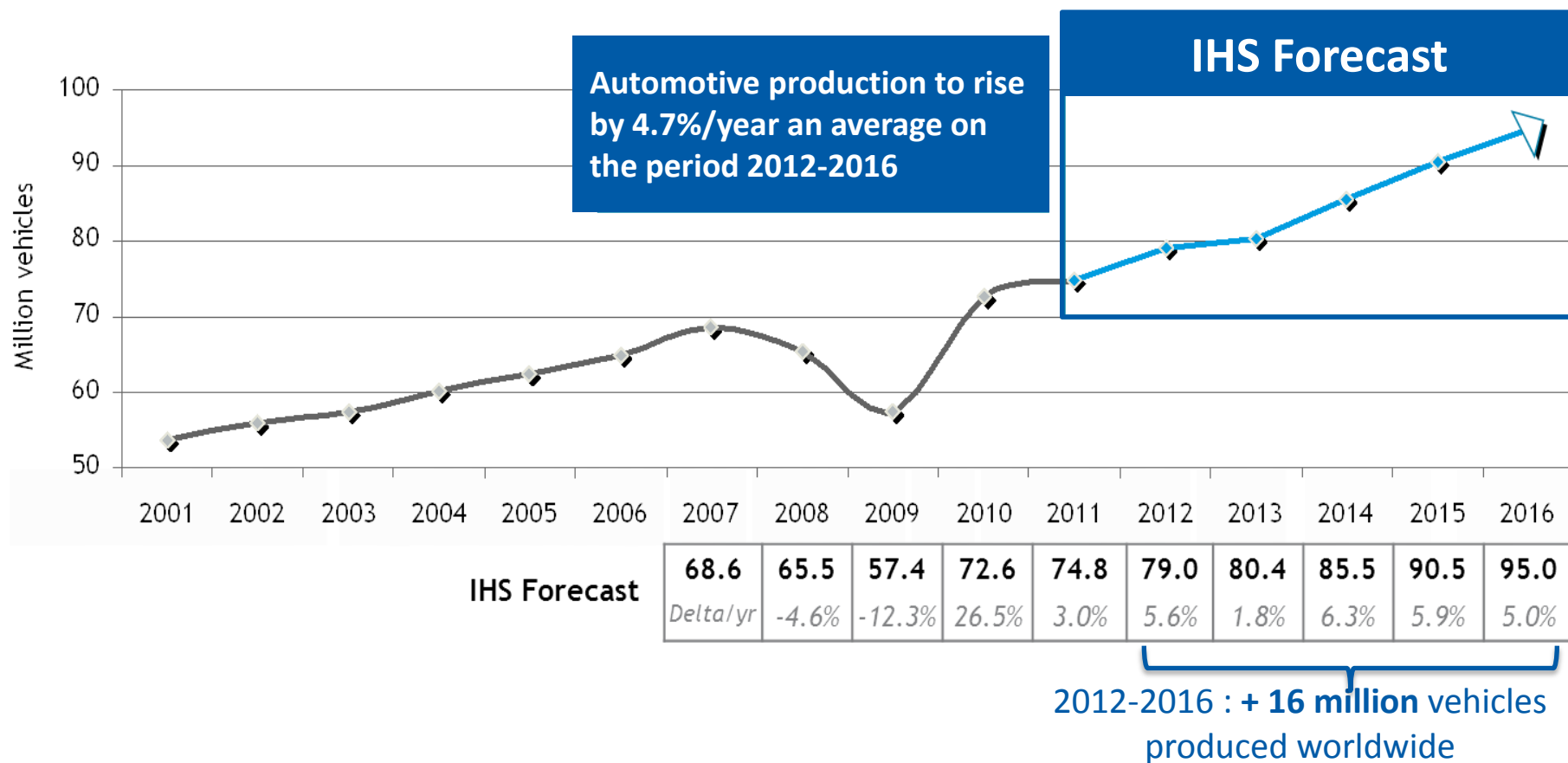
INTERNATIONALIZATION

- ❖ Car production growth
- ❖ Sustained investment to support growth

2

INNOVATION

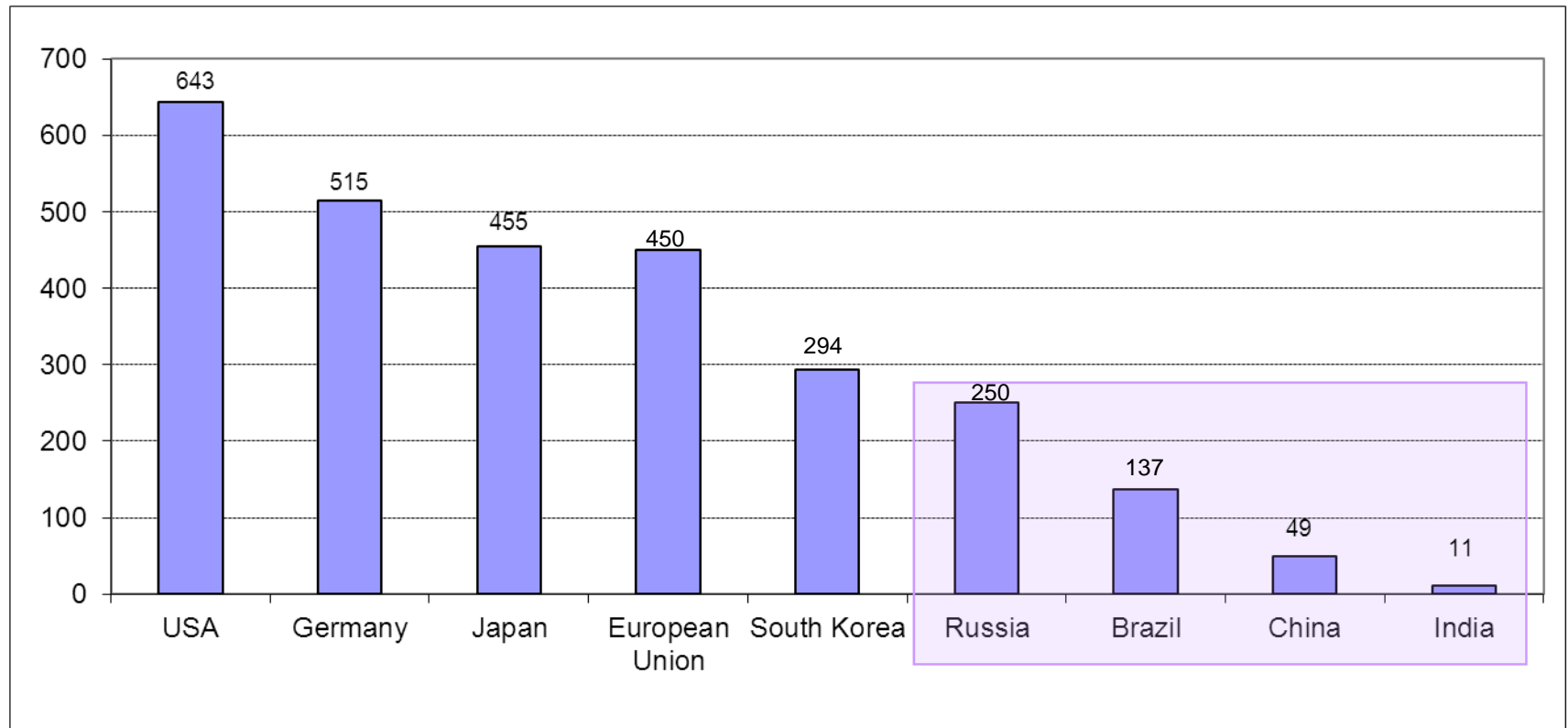
GROWTH BY GEOGRAPHY



Source: IHS - Oct-12

GROWTH BY GEOGRAPHY

Car density (number of vehicles per 1,000 people)

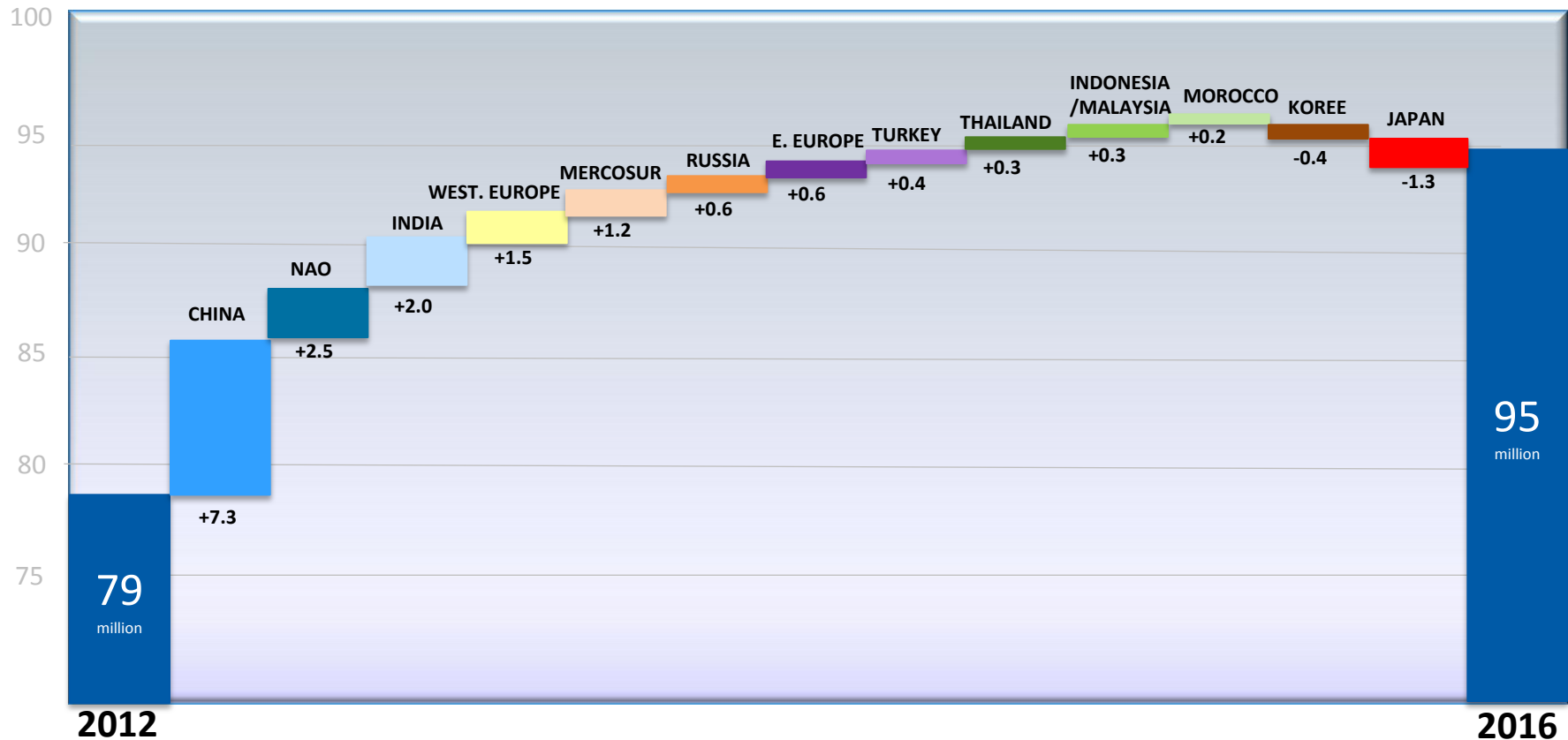


(source : IHS, Datamonitor, E&Y)

GROWTH BY GEOGRAPHY

Evolution of automotive production 2012-2016

Source: IHS – Oct-12



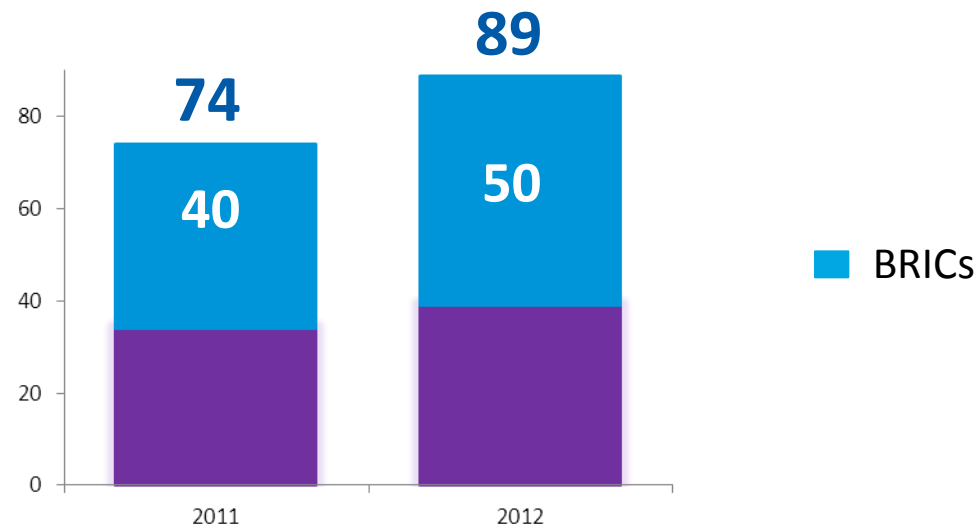
The BRICs are expected to represent: **70 %** of total growth from 2012 to 2016
40 % of global automotive production in 2016

GROWTH BY GEOGRAPHY

MANY NEW CONTRACTS IN THE BRICS

NEW AUTOMOTIVE CONTRACTS

(= LAUNCHES 2014-2015)



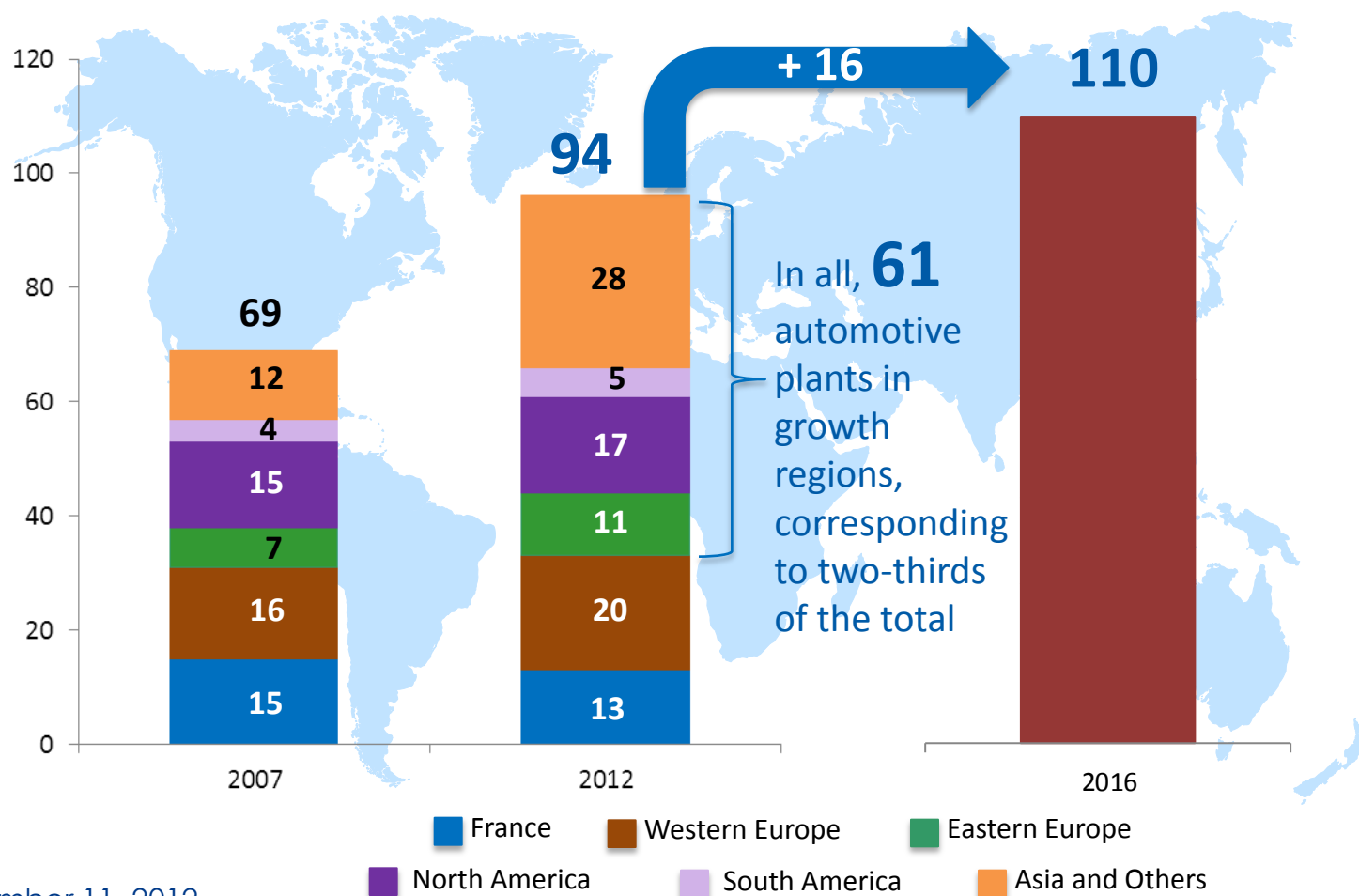
>50% new launches
in the **BRICs**

GROWTH BY GEOGRAPHY

Plastic Omnium Automotive plants in the world

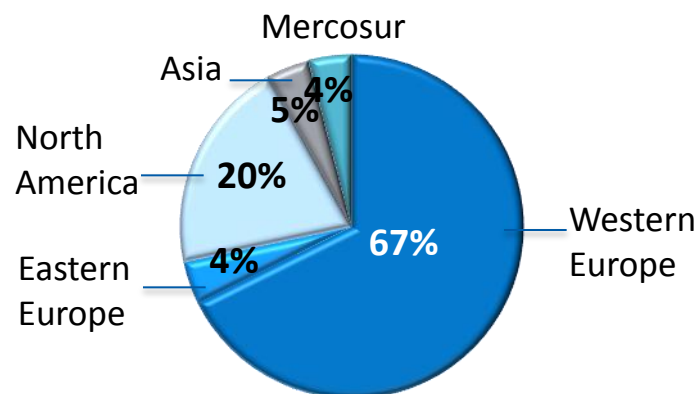
2013-2016 :

Continuing investments
in the BRICs (13 additional plants)

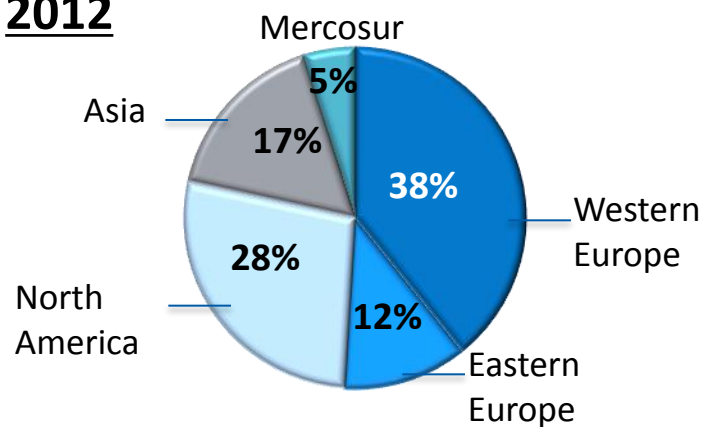


GROWTH BY GEOGRAPHY

2007

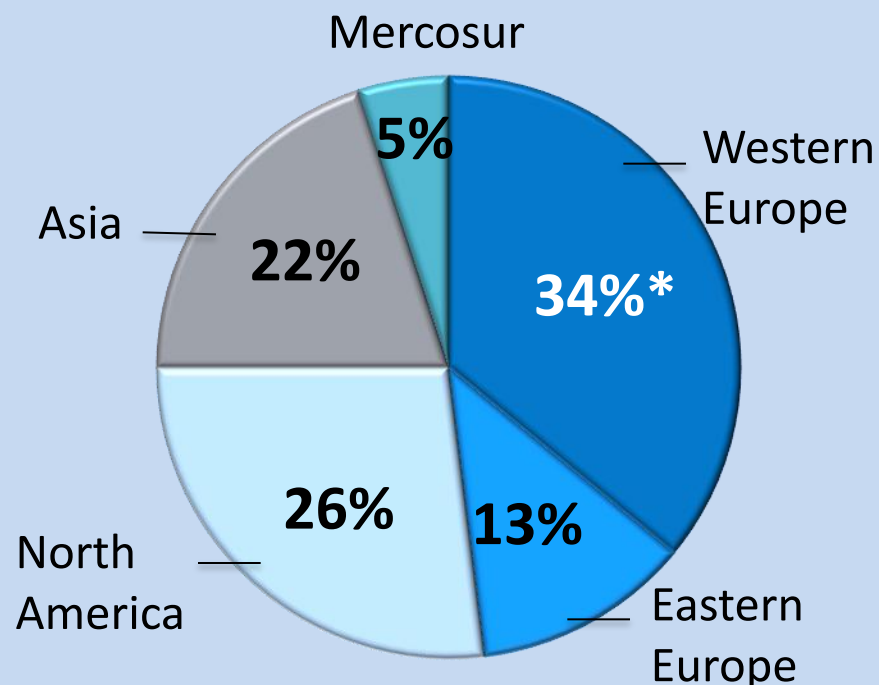


2012



December 11, 2012

2016



(*) 30% of the automotive revenue

Growth strategy

1

INTERNATIONALIZATION

2

INNOVATION

- ❖ Regulations are favorable to Plastic Omnium's businesses
- ❖ Weight reduction and emissions

GROWTH THROUGH INNOVATION



GROWTH THROUGH INNOVATION

Tailgate

**Peugeot
508**



**Range Rover
Evoque**



60% of vehicles sold have a tailgate
(Europe: 80%)

Composite share: 2%



Forecast for 2016: 6%

2 new plants Composites:

- Spain
- United Kingdom

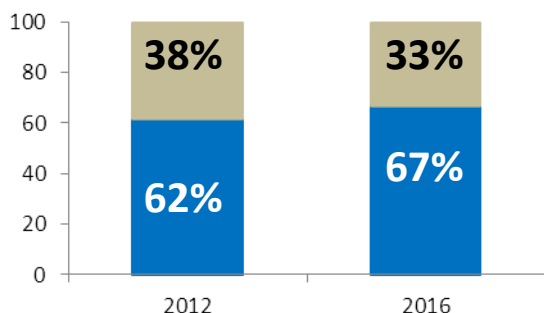
2012 revenue: €100m

Objective: x2 in 2016

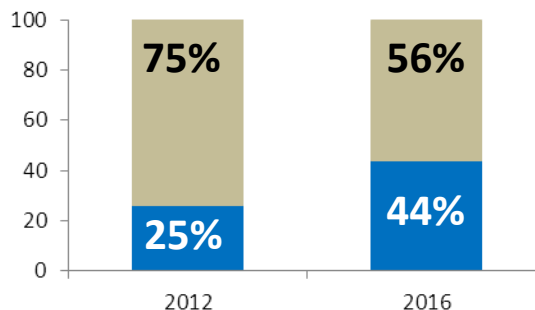
GROWTH THROUGH INNOVATION

Growth potential enhanced by replacing metal with plastic

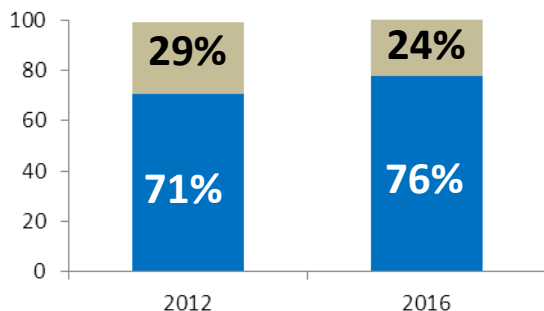
CHINA



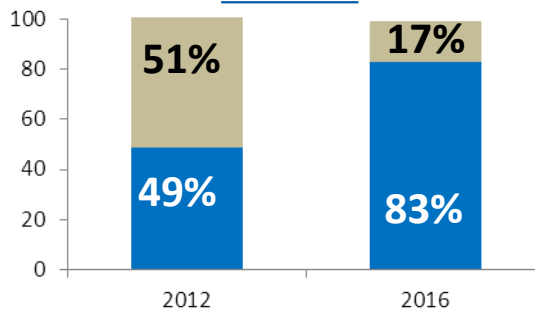
INDIA



MERCOSUR



RUSSIA

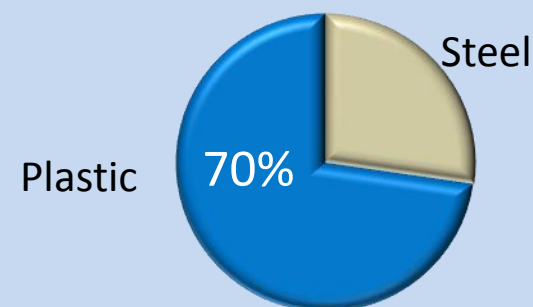


Steel

Plastic

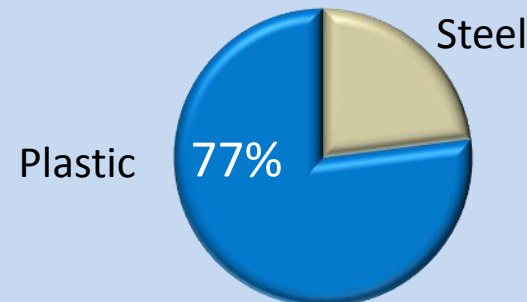
WORLD

2012



+10%

2016





Growth strategy

2

INERGY FOCUS

- ❖ Substitution
- ❖ Reduction in harmful emissions



AUTO **ENERGY**



No.1
worldwide
Fuel systems

17 million fuel
systems produced
in 2012

1 of 5 vehicle
produced
worldwide

5,800 people

30 plants
in 19 countries

GROWTH THROUGH INNOVATION

INERGY Focus

A safety-enhancing product...

- Fire-resistant
- Crash-resistant

... that complies with stricter environmental standards...

- 20% to 30% lighter than a steel part
- Lower emissions

... and meets customer needs

- Broad range of shapes
- No risk of corrosion

GROWTH THROUGH INNOVATION

A global network of R&D centers

❖ 5 R&D Center

❖ 5 Technical Center

NORTH AMERICA

Troy, USA : 1 R&D Center

SOUTH AMERICA

Brazil: 1 Technical Center

EUROPE

Belgium: 1 R&D Center

France : 2 R&D Center

Germany: 2 Technical Centers

ASIA

Korea: 1 R&D Center

Japan: 1 Technical Center

China : 1 Technical Center



Investment: €50m

Workforce: 500 people

Opening: Summer 2014

A new R&D Center in Compiègne (France)

GROWTH THROUGH INNOVATION

ENERGY Focus : Emission reduction, SCR system

❖ Contract with Audi: MLBevo

500 000 tanks from 2015

+

❖ 4 other contracts



2016e revenue SCR: €250m

MLBevo : global platform

Audi A4

Audi A5



Audi A6

Audi A7



Audi A8



VW Touareg

Audi Q7

Porsche Cayenne

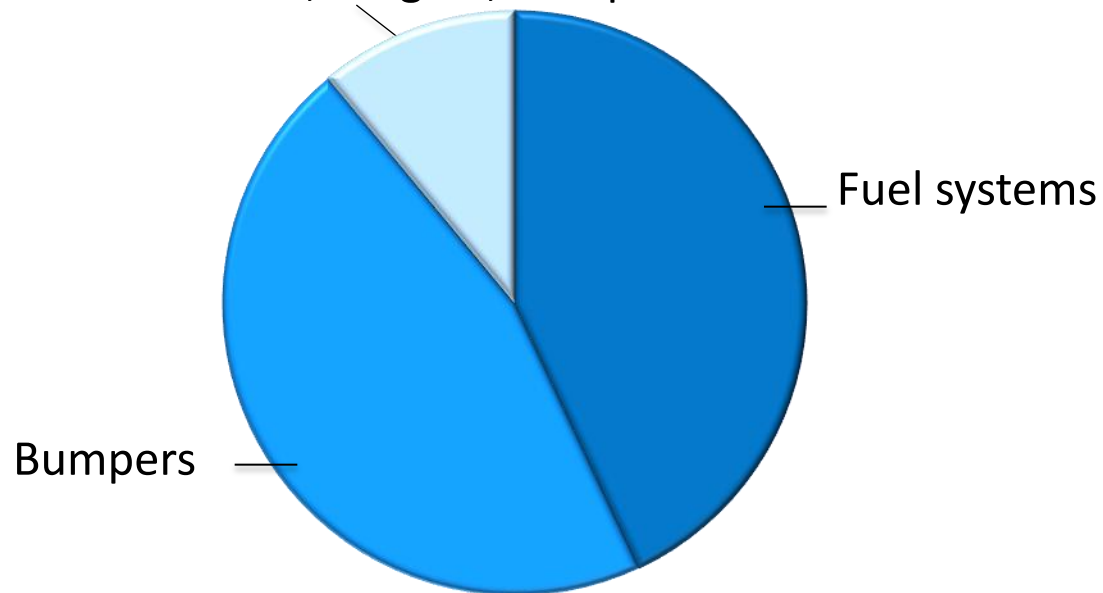


DINO_x

GROWTH THROUGH INNOVATION

2016

New products :
SCR & TSBM, Tailgate, Composites



**The new product lines
will represent **11 %** of
automotive sales **in 2016****

OVERVIEW

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Group strategy

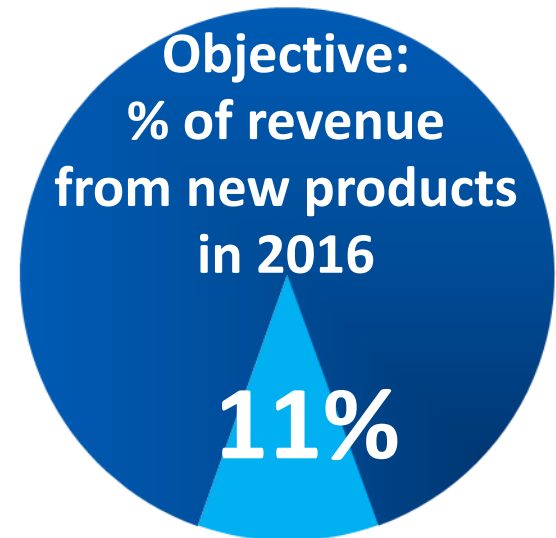
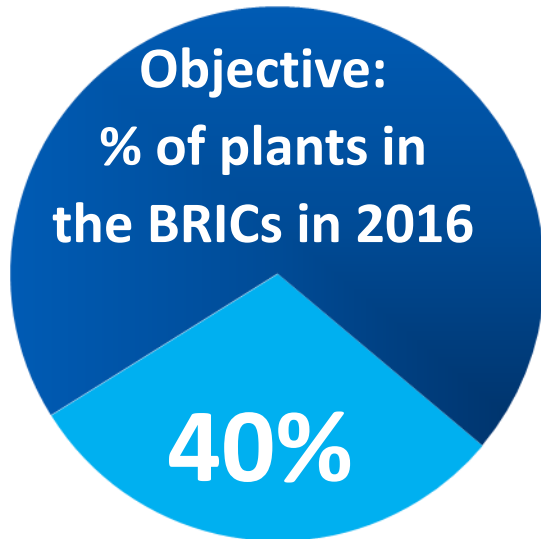
Outlook

2012 OUTLOOK

- Outperformance confirmed
- Another increase in profit
- Positive Free Cash Flow in the second half of 2012

GROWTH 2013-2016

€1.2 billion in self-financed capital spending



OUTLOOK

Continued outperformance of the market:

Capital expenditure of €1.2 billion in 4 years

Self-financed growth

INDEPENDENCE