

LEVALLOIS, 28 FEBRUARY 2013



PLASTIC OMNIUM

2012 Financial Results

Laurent Burelle

Chairman and Chief Executive Officer

Paul Henry Lemarié

Director, Chief Operating Officer

Jean-Michel Szczerba

Director, Chief Operating Officer



AGENDA

2012 Overview

2012 Financial Results

Outlook

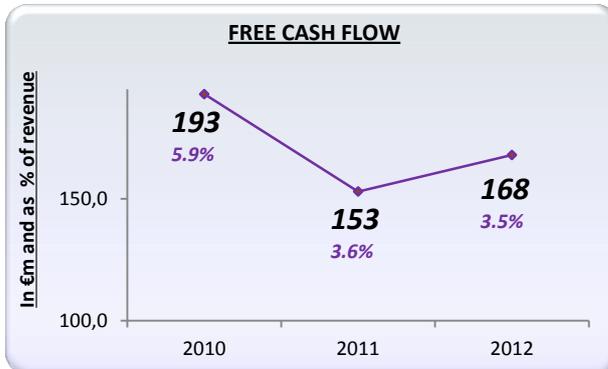
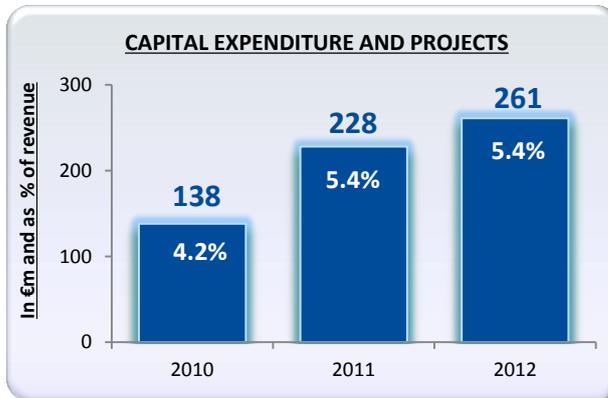
2012 OVERVIEW



FINANCIAL PERFORMANCE

- Worldwide car production **up 6.6 %** in 2012: historic high of 79.7 million vehicles
 - PO outperformed the market with a revenue increase of **14%**
 - Growth across all regions
 - Further diversification of the customer portfolio: Ford, AvtoVAZ, BAIC
-
- Operating margin: 7%** for the last 3 years
 - Tight cost control**
 - Adjustment of the production base** in Europe

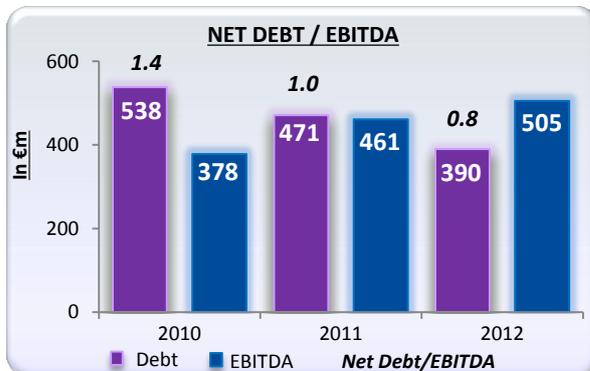
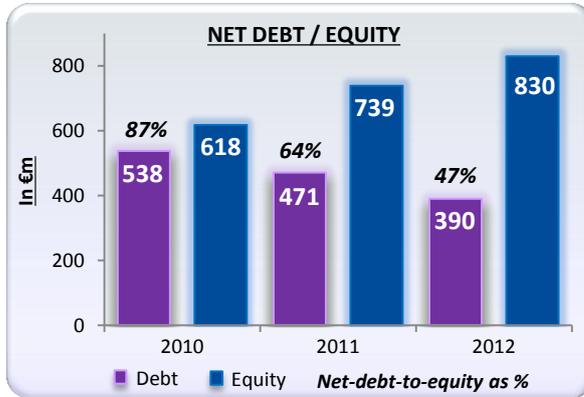
2012 OVERVIEW



FINANCIAL PERFORMANCE

- Funds from operations \approx **10%** of revenue
- Capital expenditure and R&D capitalized **are maintained at 5.4%** of revenue in 2012
- WCR shows structural improvement
- **Growth largely financed by funds from operations: €514 million** of free cash flow in 3 years

2012 OVERVIEW

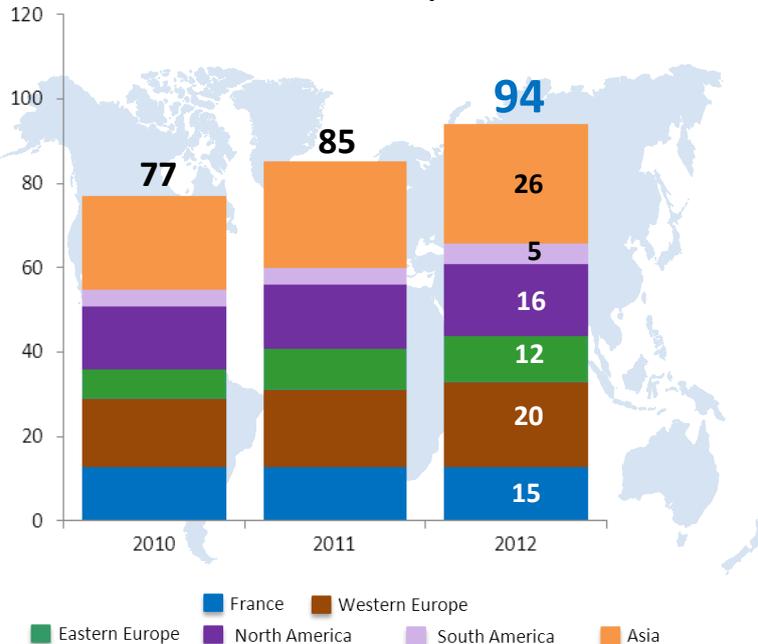


FINANCIAL PERFORMANCE

- **€150 million in debt reduction** since 31 December 2010, after:
 - **€62 million** in acquisitions
 - **€56 million** in dividends
 - **€12 million** in treasury shares
- Disintermediation during the year: **€370m** in private placements, 6-year maturity, <4%, without covenants
- Comfortable resources
- **Freedom** to speed growth

2012 OVERVIEW

Plastic Omnium Automotive plants in the world



GLOBALIZATION

- **17 more plants in 2012** vs. 2010, **including 12 in developing regions** (BRICs, Eastern Europe, Morocco)
- **Two-thirds of the production base** outside Western Europe in 2012
- Manufacturing and marketing presence strengthened by **targeted acquisitions**:
 - **Ford Milan** (US, June 2011) in fuel systems and **Plastal Poland** (December 2011) in bumpers
 - **Joint ventures in which PO holds majority stakes: BAIC in China** (January 2012) and **DSK in Russia** (April 2012), both in fuel systems
 - **Acquisition** of the minority share in our **bumpers JV in India** (August 2012)

2012 OVERVIEW

Automotive Revenue



GLOBALIZATION

- Automotive revenue growth: **€1.6 billion in 2012**, vs. 2010:
 - **Up €1.2 billion** outside Western Europe
 - **Up €0.4 billion** in Western Europe
- **63% of revenue** outside Western Europe in 2012
- Order backlog **up sharply**
- **Stronger orders from the BRICs: 56%** of total new contracts in 2012

2012 OVERVIEW

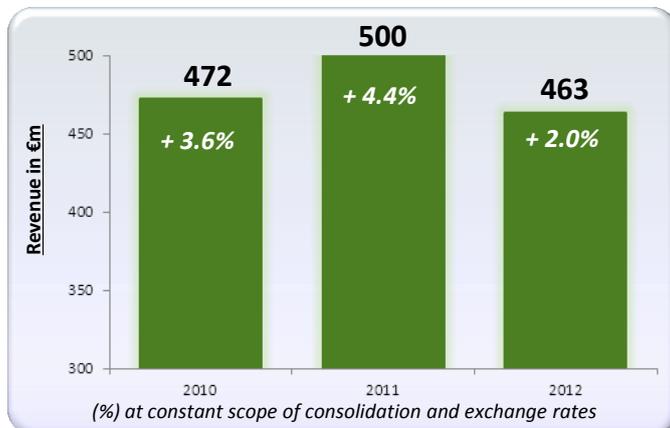


28 February 2013

INNOVATION

- **Commercial success of innovative solutions**
 - Composite automotive components:
 - **Tailgates, 2012 revenue: €100 million, x 2** in 2016
 - **2 new plants** (UK, Spain)
 - NOx reduction systems (SCR) :
 - **2012 revenue: €50 million, x 5** in 2016
 - **1 million SCR systems per year from 2016** for Audi, Ford, General Motors, Chrysler, Nissan and Toyota
- **Construction of a new R&D center in Compiègne** for INERGY (fuel systems): α -Alphatech
 - **Investment: €50 million** (2013-2014)
- Construction of a **Development Center in China** for Plastic Omnium Auto Exterior (exterior components)

2012 OVERVIEW



100%
green
made



Incentive-based invoicing
(Grand Besançon, France)



PLASTIC OMNIUM ENVIRONMENT

- Focusing on **waste containers**
- Sale of the **road signage operations** in France and Germany in March 2012
- Development of sales outside Western Europe:
 - Contracts in Rio de Janeiro, Malaysia, Budapest, etc.
- Success of innovative **Product-Service** offerings:
 - Underground containers
 - Incentive-based invoicing
- **Contribution to Group free cash flow**
> **Contribution to Group revenue**



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2012 REVENUE

By business

In €m	2011	2012	Change
Plastic Omnium Automotive	3,720.1	4,343.0	+16.7%
<i>As % of revenue</i>	<i>88%</i>	<i>90%</i>	
Plastic Omnium Environment	500.3	463.2	- 7.4%
<i>As % of revenue</i>	<i>12%</i>	<i>10%</i>	
Consolidated revenue	4,220.4	4,806.2	+13.9%*

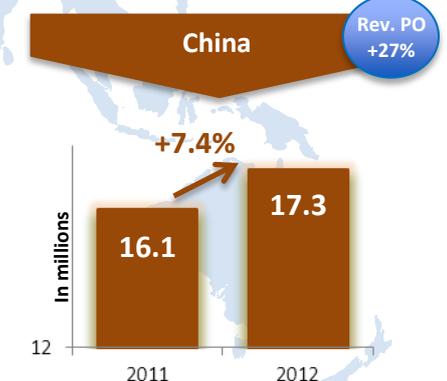
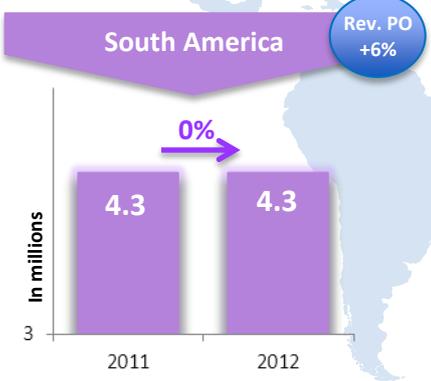
(*) Up 8.5% at constant scope of consolidation and exchange rates

up 5 millions of vehicles

2012: **79.7** millions of vehicles
2011: **74.8** millions of vehicles

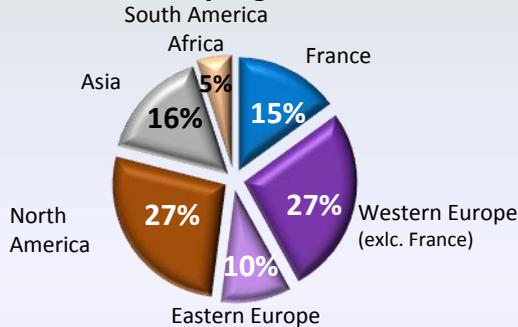
2012 REVENUE

Worldwide automotive production : **+6.6%** PO Automotive revenue : **+16.7%**

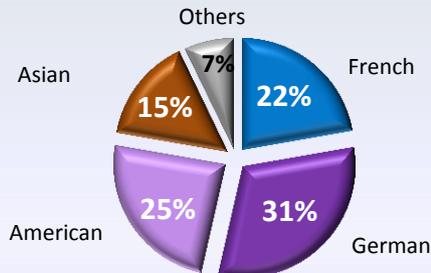


2012 REVENUE

By region



By carmaker



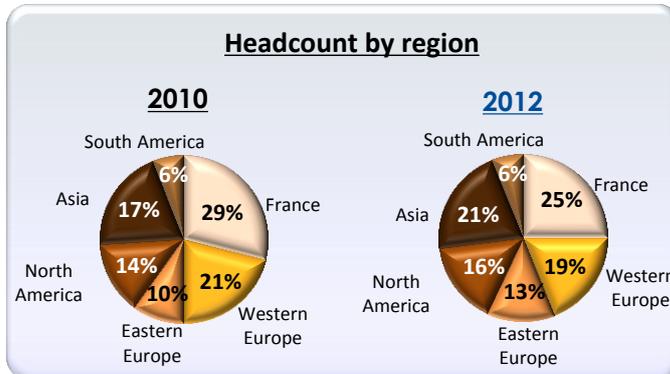
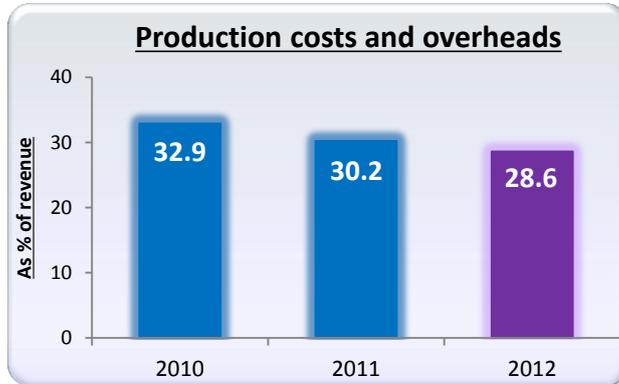
- **Stronger contribution from the following regions:**
 - **North America: 27%**, vs. 24% in 2011 (Ford-Milan)
 - **Asia: 16%**, vs. 14% in 2011 (4 new factories)
 - **Eastern Europe: 10%**, vs. 9% in 2011 (Poland, Russia)
- **Detailed breakdown of Automotive revenue**

• French	22%	• American	25%
• PSA:	14%	• GM:	13%
• Renault:	8%	• Ford:	7%
		• Chrysler:	5%
• German	31%	• Asian	15%
• VW/Porsche:	15%	• Hyundai:	5%
• BMW:	10%	• Toyota:	3%
• Opel:	4%	• Tata:	3%
• Daimler:	2%	• Nissan :	2%
• Others	7%	• Geely/Volvo:	1%
• Trucks:	3%	• Others:	1%
• Others:	4%		

STATEMENT OF INCOME

In M€	2011	2012	Change
Revenue	4,220.4	4,806.2	+13.9%
Operating margin	296.5	335.1	+13.0%
<i>As a % of revenue</i>	7.0%	7.0%	
Automotive	273.2	316.3	+15.8%
<i>As a % of revenue</i>	7.3%	7.3%	
Environment	23.3	18.8	-19.2%
<i>As a % of revenue</i>	4.7%	4.1%	
Interest expense, net	-42.1	-45.2	
<i>As a % of revenue</i>	-1.0%	-0.9%	
Other expenses, net	-24.9	-46.1	
Income tax	-58.1	-62.3	
Consolidated net profit	171.4	181.5	+5.9%
<i>As a % of revenue</i>	4.1%	3.8%	
Net profit - group share	164.7	173.4	+5.3%

STATEMENT OF INCOME



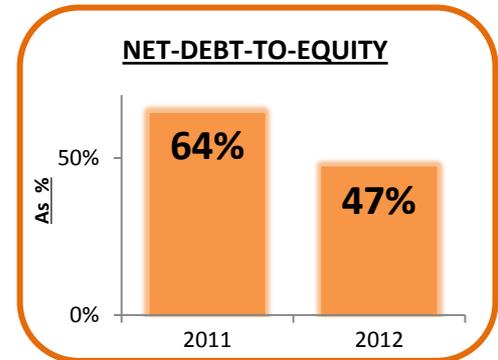
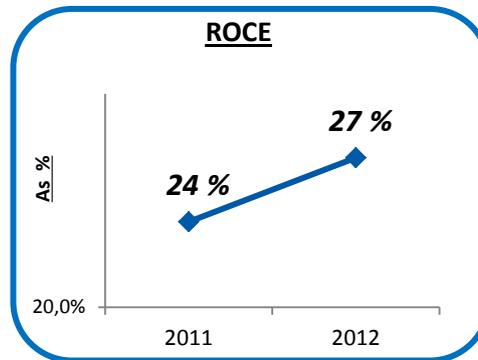
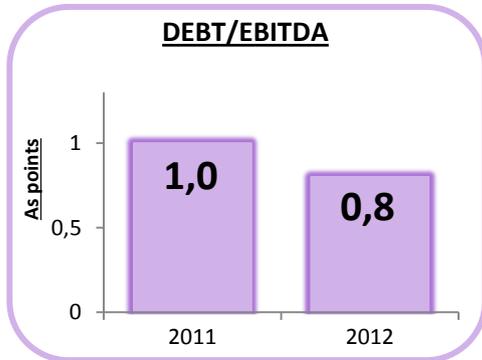
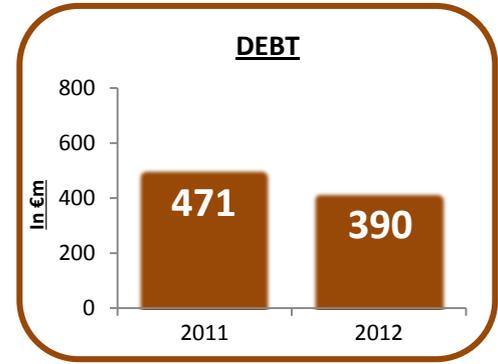
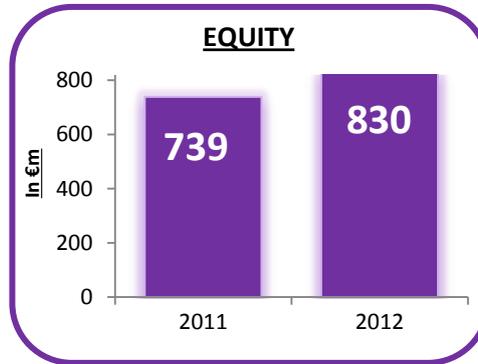
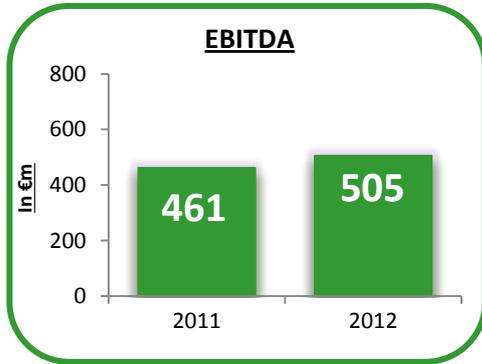
- **Tight cost control**
- **Adjustment** of the production base
 - Eisenach (Germany)
 - Saint-Désirat and Laval (France)

➔ **Cost: €31 million**
- Growing number of employees **in fast-growing regions**
- **Accident frequency rate with or without lost time divided by 3 in 6 years: 8.50** at 31 December 2012

BALANCE SHEET

In €m	2011	2012
Debt at the beginning of the period	-538	-471
Funds from operations	+421	+474
Taxes and interest paid	-93	-107
Capital expenditure	-228	-261
Change in working capital requirement	+53	+62
Free cash flow	+153	+168
Dividends/Treasury stock	-44	-38
Change in scope of consolidation, exchange rates and others	-42	-49
Debt at the end of the period	-471	-390

BALANCE SHEET





AGENDA

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2012 Financial Results

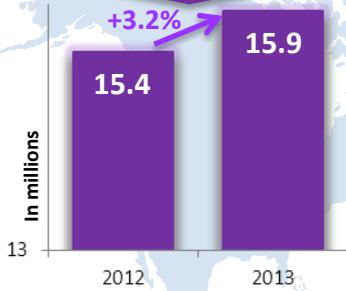
Outlook

OUTLOOK

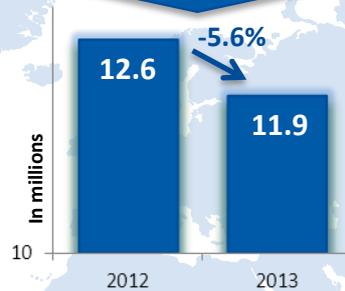
2013 Worldwide Automotive Production **+1.6%**

2013: **81.0** millions of vehicles
2012: **79.7** millions of vehicles

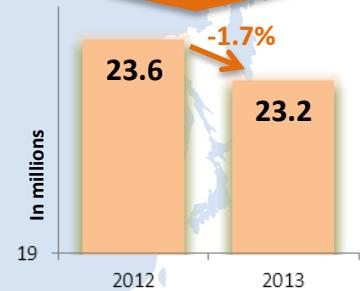
North America



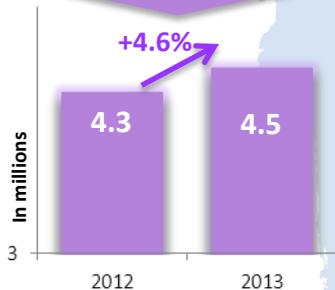
Western Europe



Asia (excl. China) and Rest of the world



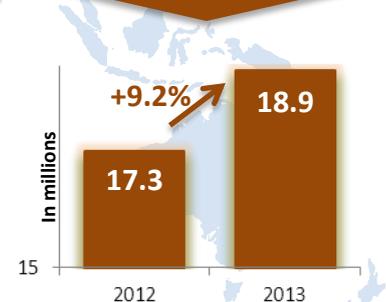
South America



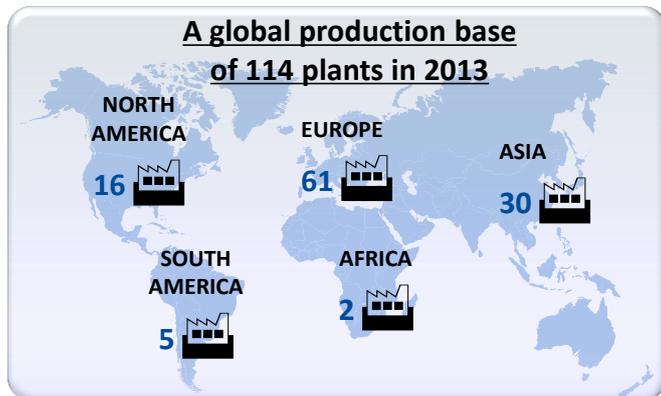
Eastern Europe



China



OUTLOOK



Future rental complex in Lyon

ANOTHER YEAR OF GROWTH IN 2013

- **7 new plants** under construction:
 - 6 in China, 1 in Russia
 - An automotive production base of **101 plants** at end-2013
- Construction of the Plastic Omnium Auto Energy **R&D Center** in France: α -Alphatech
- Construction of a 33,000 sq.m rental complex on a historic Group property in Lyon:
 - Sanofi signed a 12-year lease in January 29, 2013 to rent two-thirds of the total area

OUTLOOK



ANOTHER YEAR OF GROWTH IN 2013

- Increase in the number of launches in 2013: **107**
 - Of which **34** in **China**
 - Of which **17** new product programs

Stepped-up investment

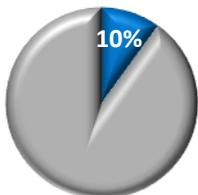
OUTLOOK



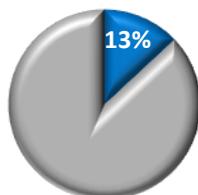
Global market shares evolution

■ Market shares Plastic Omnium

2012

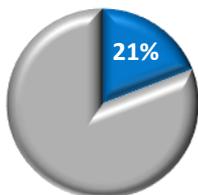


2016

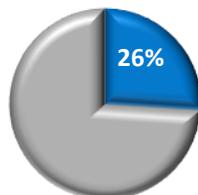


Global market shares evolution

2012



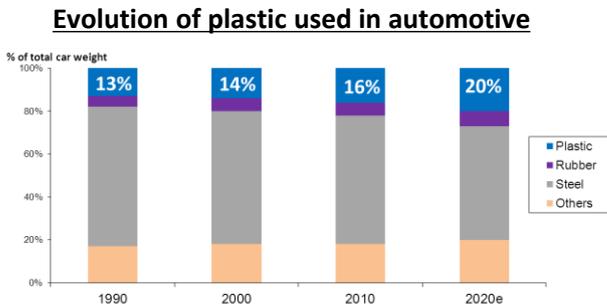
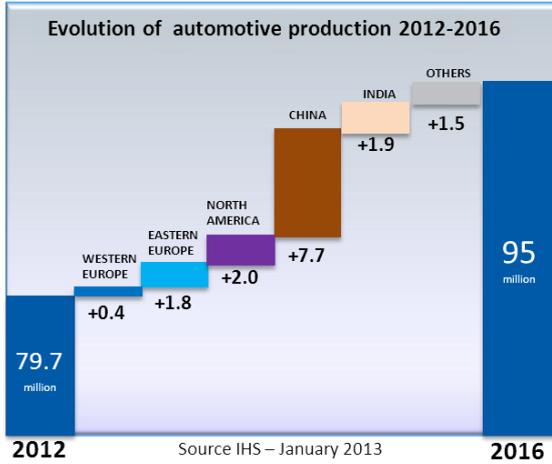
2016



STEPPED-UP INVESTMENT

- **Strengthened leadership positions** in our 2 automotive businesses
- **€1.2 billion in self-financed investments** from 2013 to 2016
 - Of which **€800 million in capital expenditure**
 - Of which **€400 million in R&D projects**

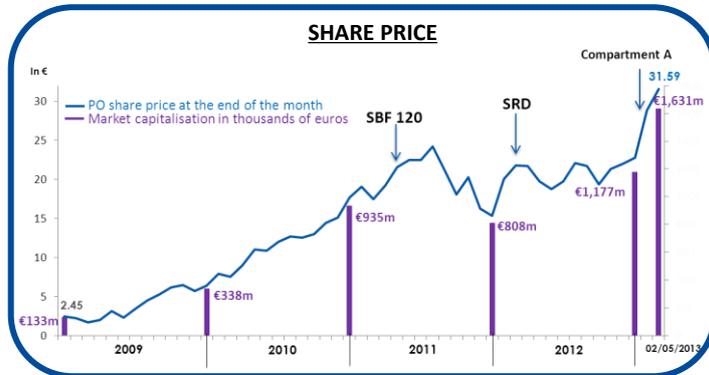
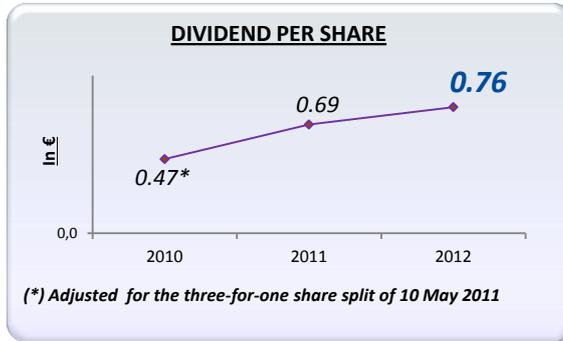
OUTLOOK



FUNDAMENTALS TO REMAIN IN PLACE

- **PO to outperform markets**
- Global automobile production to grow **4.7%** on average between 2012 and 2016
- **Percentage of plastic** used in automobiles to rise
- **Gains in market share**
- **Self-financed growth**

PLASTIC OMNIUM SHARE



Annual Meeting on 25 April 2013

- Recommended dividend: **€0.76** per share (after new dividend tax of 3%)
- Payable on **3 May** 2013
- Payout **20.9%**

Listed on the Euronext Paris stock exchange, **Compartment A**, since **17 January 2013**