

LEVALLOIS, FEBRUARY 27, 2014



PLASTIC OMNIUM

2013 Financial Results

Laurent Burelle

Chairman and Chief Executive Officer

Paul Henry Lemarié

Director, Chief Operating Officer

Jean-Michel Szczerba

Director, Chief Operating Officer



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2013 Highlights

2013 Annual Results

Research and Development

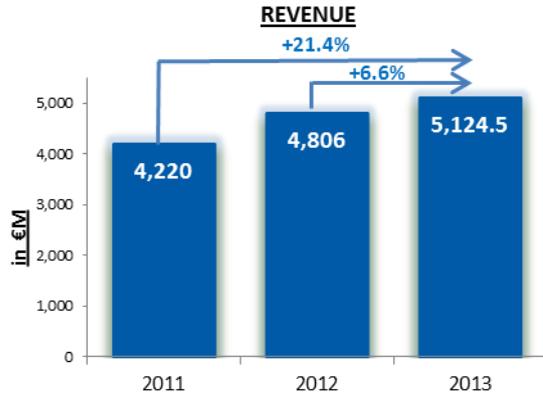
2014 Outlook

2013 HIGHLIGHTS

HIGH PERFORMANCE

Revenue	:	€5,125m	+6.6%
Operating margin	:	7.7% of revenue	+17.8%
EBITDA	:	11.6% of revenue	+18.0%
Net profit, Group share	:	€193m	+ 11.4%
Free Cash Flow	:	€112m	2.2% of revenue
Net debt	:	€355m	- €35m

2013 HIGHLIGHTS

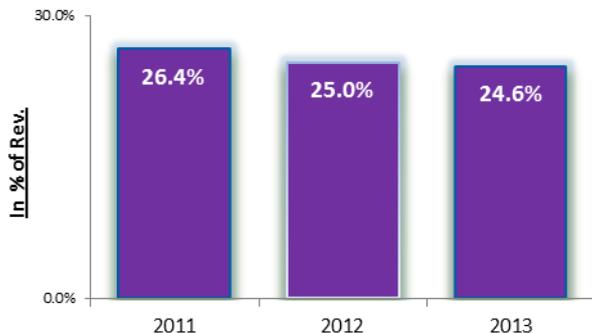


HIGH PERFORMANCE

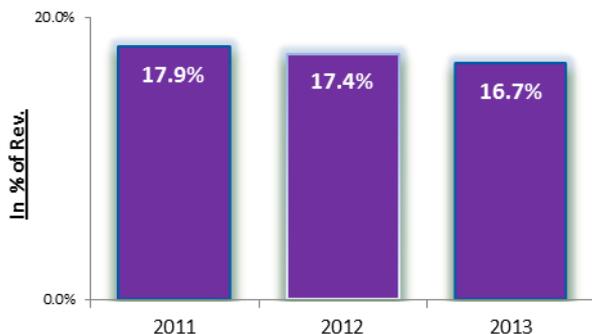
- Growth in revenue
- Good utilization rate of industrial facilities
- Reduction of the cost base in Europe
- Successful restructuring in the Environment division

2013 HIGHLIGHTS

PRODUCTION AND STRUCTURE COSTS (before amortization)



LABOR COST

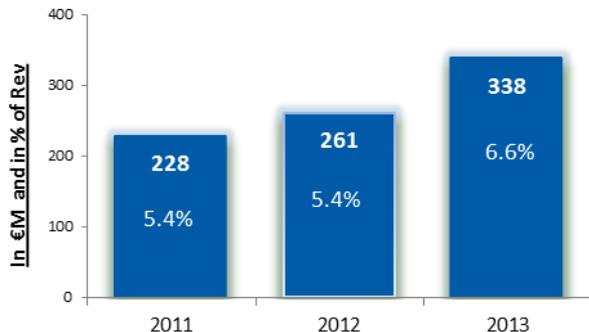


HIGH PERFORMANCE

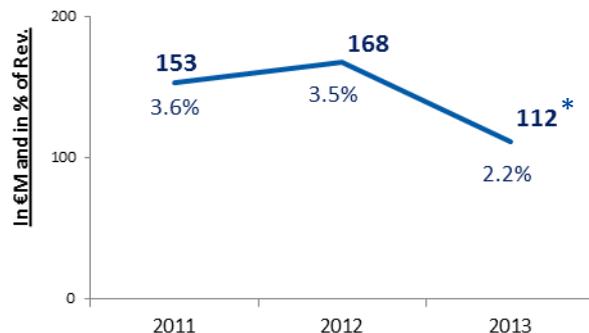
- **Reduction in breakeven in Europe:**
 - Closure of plants in Eisenach (Germany) and Herentals (Belgium)
 - Competitiveness plan in France in the Trucks business
 - PO Environment 2013: €15 million savings in 2014
- **Continuous quality improvement and cost-cutting plan** (WCM, CNQ, PPM, etc.)

2013 HIGHLIGHTS

CAPEX



FREE CASH FLOW



(*) Recurrent Free Cash Flow = €193 million before real estate and restructuring

HIGH PERFORMANCE

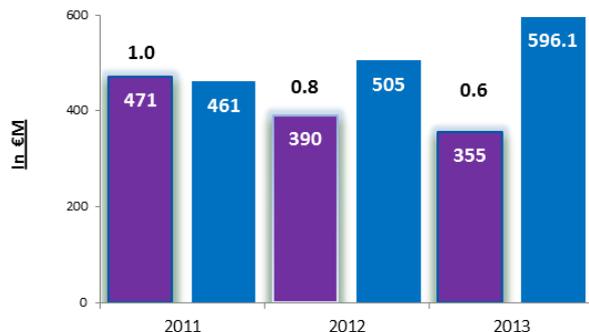
- **Increase in capex: +30%**
 - 5 new plants in China up and running
 - 6 new plants under construction (5 in China, 1 in Russia)
 - Start of construction of the α - Alphatech R&D center and an office complex in Lyon
- **Continued generation of Free Cash Flow**

2013 HIGHLIGHTS

GEARING



NET DEBT/EBITDA



HIGH PERFORMANCE

- Further improvement in balance sheet ratios
 - Gearing: **38%**
 - Net debt/EBITDA: **0.6x**
- Inaugural bond issue of €500 million in May 2013
 - Coupon: 2.875%
 - Maturity: 7 years
 - Unrated, no covenants



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2013 REVENUE

By business

in M€	2012	2013	Δ in %	At constant scope of consolidation and exchange rates
Automotive	4,343.0	4,655.2	+7.2%	+10.0%
<i>En % du CA</i>	<i>90%</i>	<i>91%</i>		
Environment	463.2	469.3	+1.3%	+1.9%
<i>En % du CA</i>	<i>10%</i>	<i>9%</i>		
Revenue	4,806.2	5,124.5	+6.6%	+9.2%

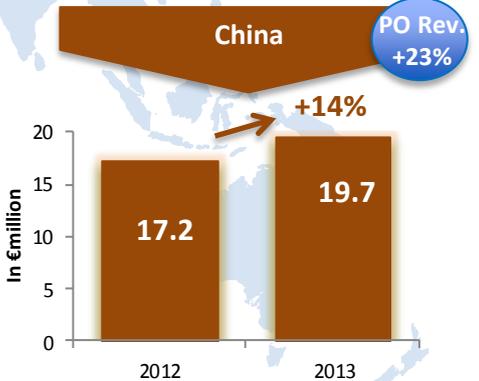
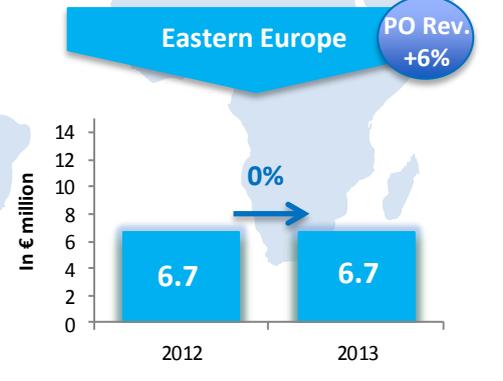
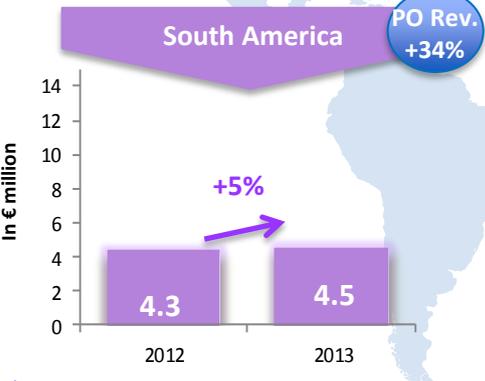
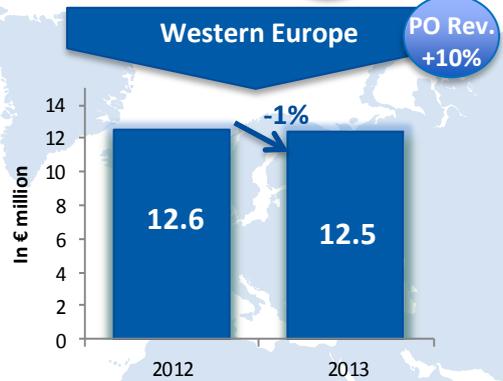
OUTPERFORMANCE

2013 Automobile production: +3.5% ; PO revenue

+10%*

Up 2.9 million vehicles

2013 : **82.6** million vehicles
2012 : **79.7** million vehicles

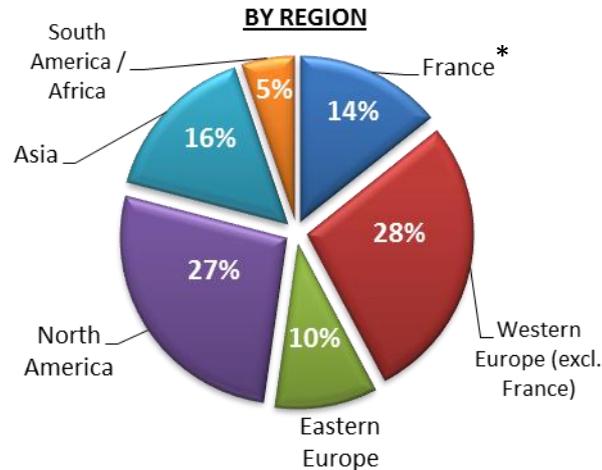


107 AUTOMOTIVE PROGRAM LAUNCHES IN 2013



2013 REVENUE

- **7.2% increase in Automotive revenue in 2013**, +10% at constant scope of consolidation and exchange rates, vs a 3.5% increase in global automotive production
- **63% of Automotive revenue** generated outside Western Europe (58% for Plastic Omnium Group)

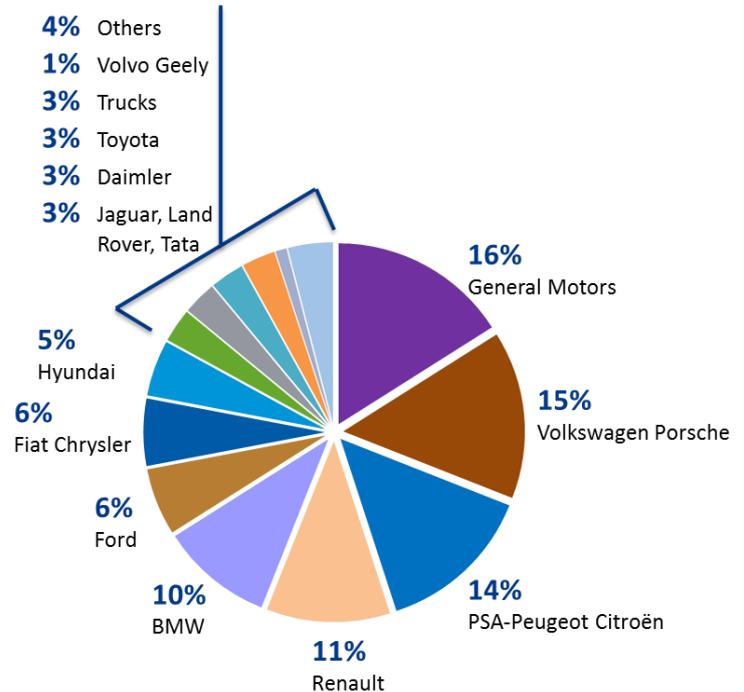
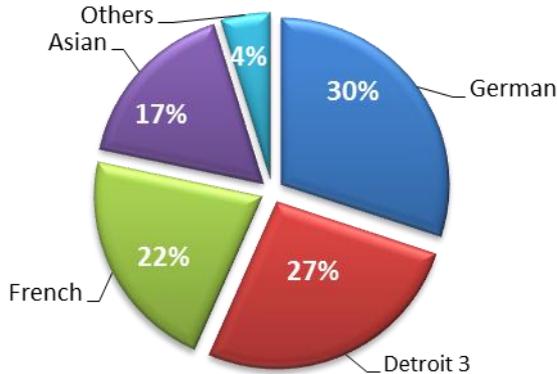


(*) 11.5% of Automotive revenue

2013 AUTOMOTIVE REVENUE

2013: €4,655m

BY CLIENT ORIGIN



STATEMENT OF INCOME

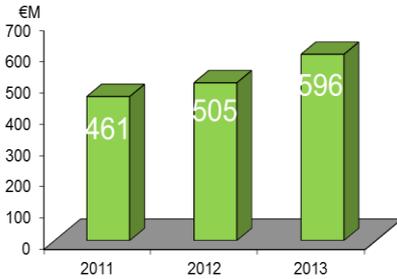
in M€	2012	2013	Δ in %
Revenue	4,806.2	5,124.5	+6.6%
Operating Margin	335.1	394.6	+17.8%
%CA	7.0%	7.7%	
<i>Automotive</i>	316.3	369.9	+16.9%
%CA	7.3%	7.9%	
<i>Environment</i>	18.8	24.7	+31.4%
%CA	4.1%	5.3%	
EBITDA	505.0	596.1	+18.0%
%CA	10.5%	11.6%	
Financial income and expense, net	-45.2	-57.7	
%CA	-0.9%	-1.1%	
Other operating expenses	-46.3	-60.6	
Share of profit/(loss) of associates	0.2	0.9	
Income tax	-62.3	-69.2	
Net profit	181.5	208.0	+14.6%
%CA	3.8%	4.1%	
Net profit - group share	173.4	193.2	+11.4%
%CA	3.6%	3.8%	

FINANCIAL STRUCTURE

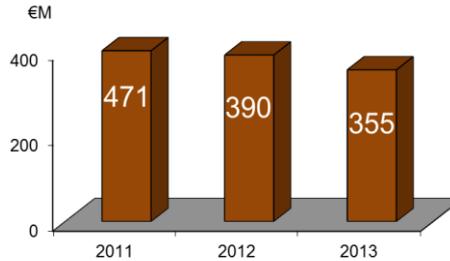
in M€	2012	2013
Revenue	4,806	5,125
Debt at the beginning of the period	-471	-390
Funds from operations	474	537
<i>as % of revenue</i>	9.9%	10.5%
Taxes and interest paid	-107	-120
Capital expenditure	-261	-338
<i>as % of revenue</i>	-5.4%	-6.6%
Change in working capital requirement	62	33
Free Cash Flow	168	112
Dividends	-39	-42
Treasury Stock	1	-15
Change in scope of consolidation, exchange rates and others	-49	-20
Debt at the end of the period	-390	-355

FINANCIAL STRUCTURE

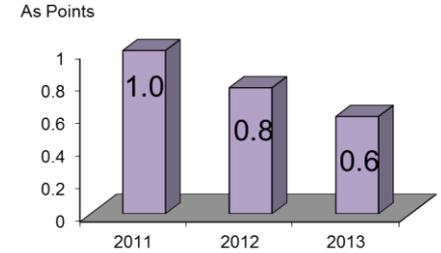
EBITDA



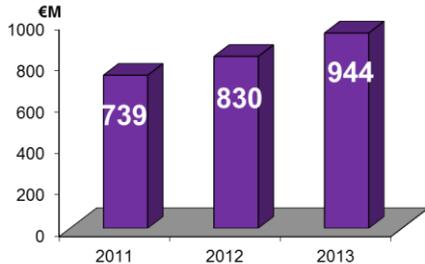
Net Debt



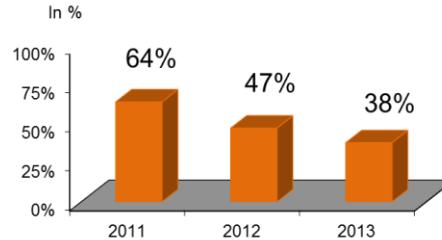
Net Debt / EBITDA



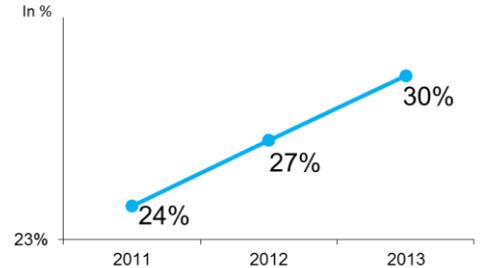
Equity



Gearing



ROCE*

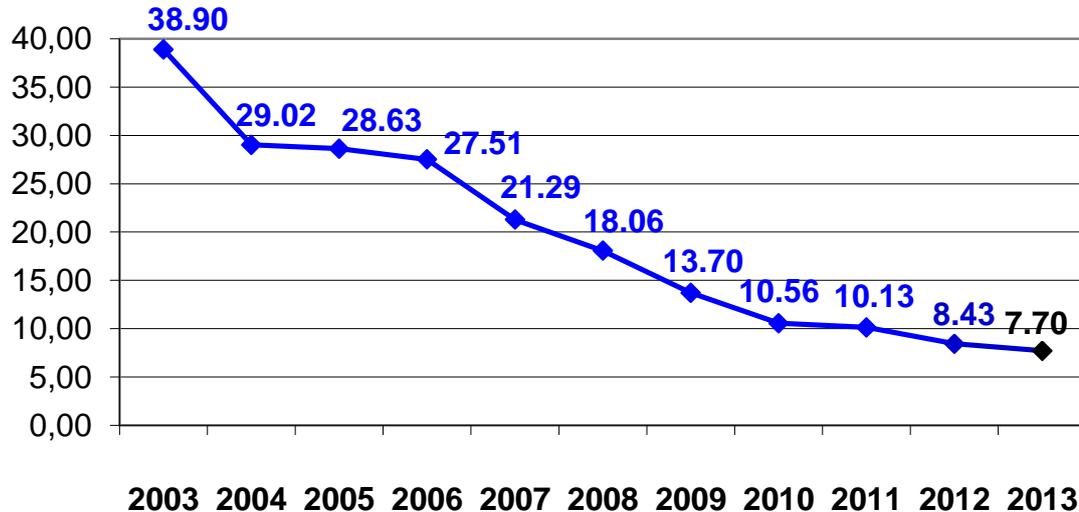


* Operating margin/shareholders' equity including goodwill

CONTINUOUS IMPROVEMENT OF SAFETY INDICATORS

A division by 5 in 10 years of Tf2

Change in TF2*, 2003-2013



* TF2: Frequency rate of accidents with and without lost time per million hours worked, including interim employees



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RESEARCH AND DEVELOPMENT



Development Center of Lozorno (Slovakia)



Development Center of Anting (China)

2013 INVESTMENTS

- **2 new development centers** for exterior body parts opened in 2013:
 - Slovakia: 110 employees
 - China: 300 employees



Optimize the performance of automotive projects and reduce development costs

RESEARCH AND DEVELOPMENT



Aerial view of the future α -Alphatech Research Center in Compiègne (France) in January 2014

2013-2014 CAPEX

- **1 new research and development center** for fuel tank systems:
 - Construction of α -Alphatech started in early 2013, with opening scheduled for late 2014
 - Investment: €65 million, 450 employees



Reinforce the Group's technological leadership in respect of emissions reductions

RESEARCH AND DEVELOPMENT

WEIGHT REDUCTION

“LIGHT AIR” BUMPER CONCEPT



- **New bumper concept**
 - Architecture promoting aerodynamics
 - Increased use of composite materials:
15% weight reduction (-3.5 kg)



-3.5g CO₂/km

RESEARCH AND DEVELOPMENT

NEW TAILGATE GENERATION



WEIGHT REDUCTION

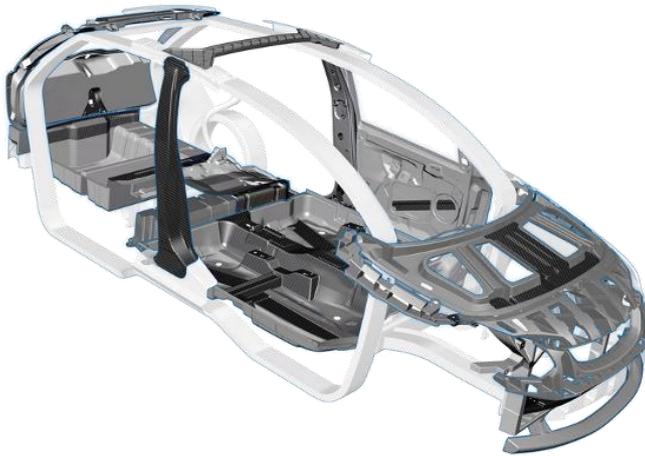
- Full range of tailgates
 - SMC, hybrid, all thermoplastic
 - Clients: PSA, Jaguar Land Rover, Roewe



**30% weight reduction
(-3 to -9 kg)**

- Development of a new generation with a carbon structure
 - -40%/steel
 - -10%/aluminum

RESEARCH AND DEVELOPMENT



WEIGHT REDUCTION

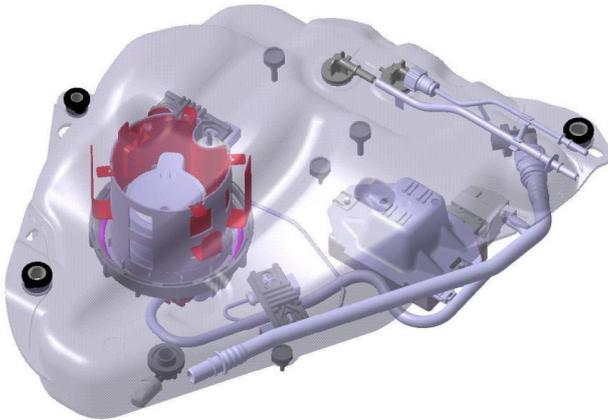
- Pilot line for high-performance composite materials in the Σ -Sigmatech R&D Center
- Development of a range of semi-structural and structural parts:
 - Floor,
 - Pillars,
 - Cross members, etc.



**First order in 2013 of a
carbon part,
for production in 2015**

RESEARCH AND DEVELOPMENT

DINO^{PREMIUM}
X



EMISSIONS REDUCTION

- Development of the SCR system to reduce emissions of diesel vehicles
 - 2013: 150,000 tanks
 - 2015: 500,000 tanks



2 million in 2017

RESEARCH AND DEVELOPMENT



EMISSIONS REDUCTION

TSBM technology (integration of components during blow-molding)

- Weight reduction, low permeability, noise reduction and design optimization
- Increases tank capacity for **plug-in hybrid vehicles**
- 2013: 250,000 tanks
2015: 1 million tanks



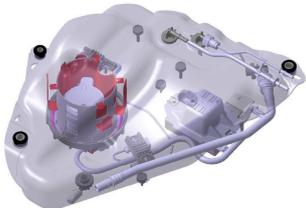
1.6 million in 2017

RESEARCH AND DEVELOPMENT



 PREMIUM





- Confirmation of growth potential through innovation



Revenue of new product lines

2013: €200m

2017: €800m

RESEARCH AND DEVELOPMENT



180-liter bin
with thin walls



ENVIRONMENT

- **Development of a new 180-liter bin with thin walls**
 - Weight reduction of **17%** or **1.5 kg** compared with a conventional bin
 - Reduced cycle time
- **Enrichment on the range of underground containers**
 - Modular architecture with a standard structure and customized design



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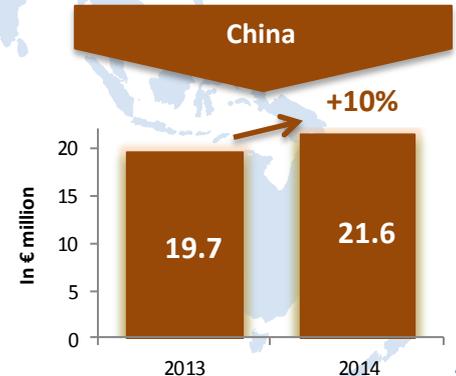
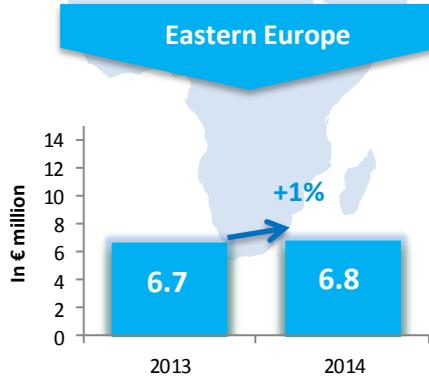
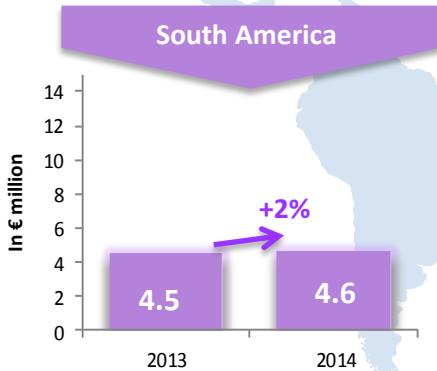
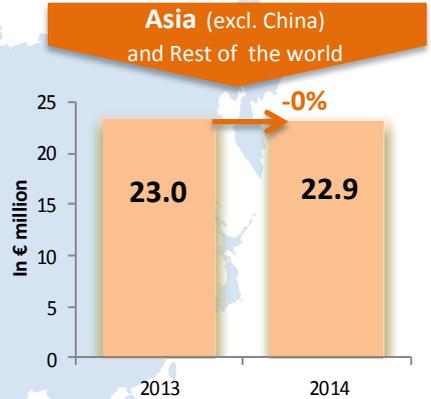
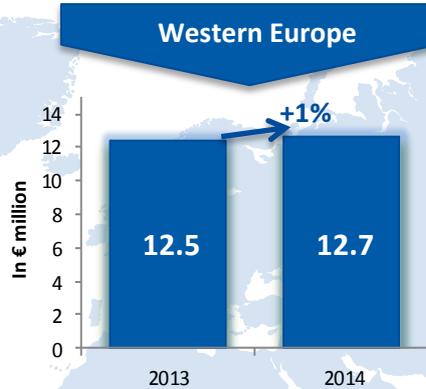
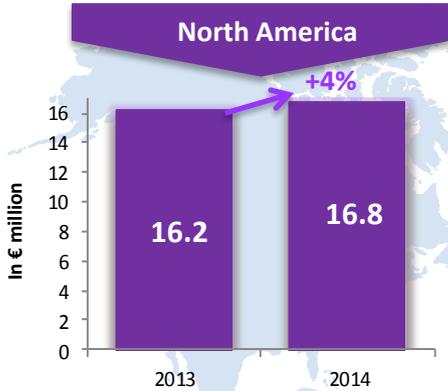
2014 Outlook

FURTHER IMPROVEMENT OF THE MARKET

2014 Automobile production: +3%

Up 2.8 million vehicles

2014: **85.4** million vehicles
2013: **82.6** millions vehicles



98 AUTOMOTIVE PROGRAM LAUNCHES IN 2014

North America 10 launches

- incl:
-  X5, X6, X3
 -  F-series
 -  Golf

South America 5 launches

Western Europe 19 launches

- incl:
-  Discovery
 -  Mini
 -  308, 5008

Eastern Europe 9 launches

- incl:
-  Logan
 -  Macan
 -  Yeti

Asia 55 launches

- incl:
-  X1 Full electric
 -  Citroën Elysée
 -  Peugeot 301
 -  D-Sedan
 -  X-Trail
 -  C50
 -  B-Hatch
 -  Yeti

CONCLUSION

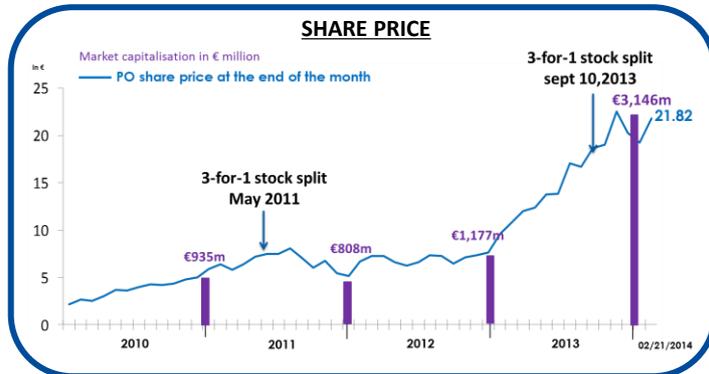
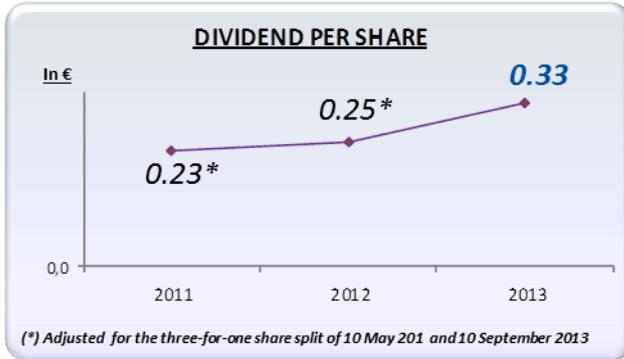
2014 OUTLOOK

- Stronger performance
- Faster innovation
- Continued globalization in the BRICs and other new territories
- Affirmation of global and regional leadership



Confirmation of benchmark profitability in the sector

STOCK MARKET INFORMATION



Shareholders' meeting on April 30, 2014

- Proposed dividend of **€0.33** per share
- Payable on **May 9, 2014**
 - Payout ratio of **25%**

- % interest in BURELLE SA increased from 51.7% at end-2001 to **56.1% at end-2013** via the cancellation of shares

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