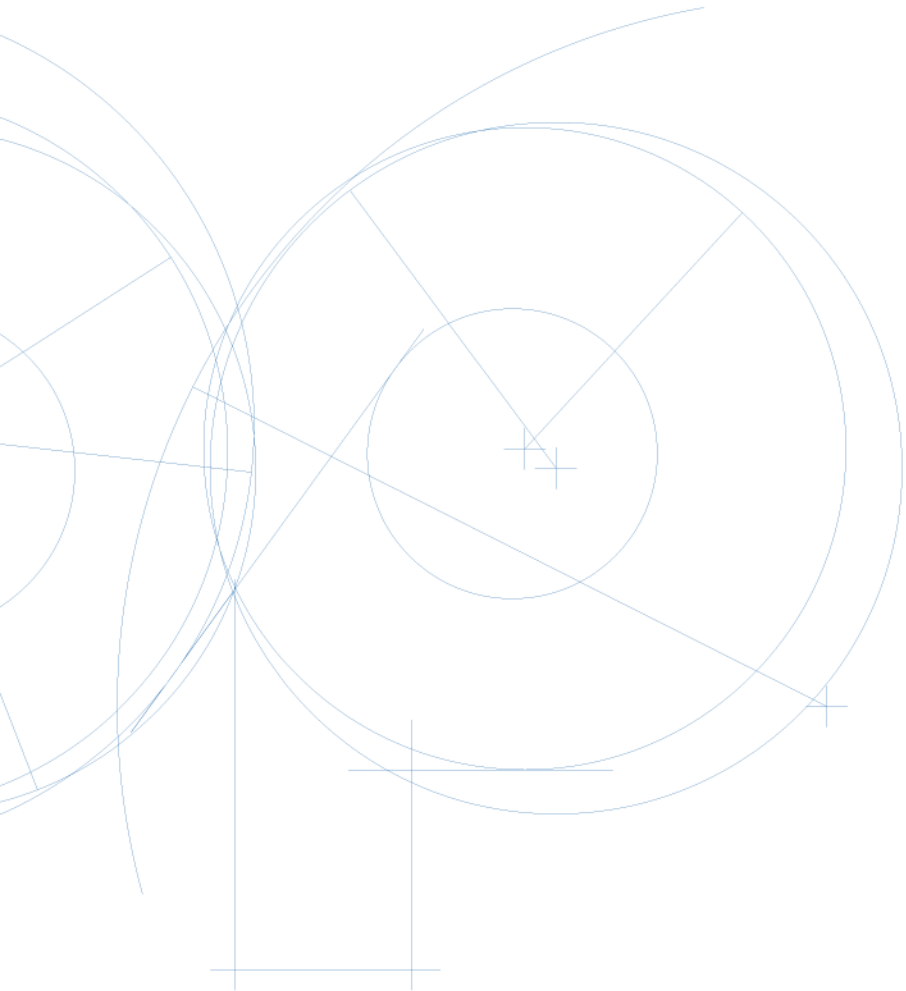




2015 Annual Results

Levallois, February 25th, 2016



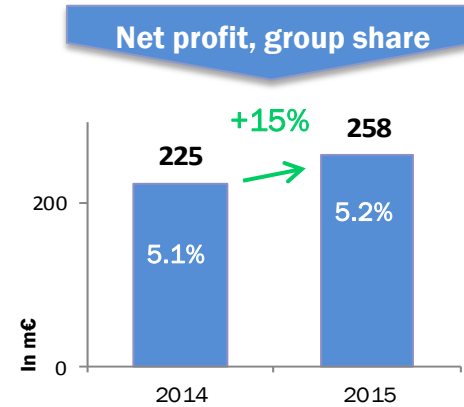
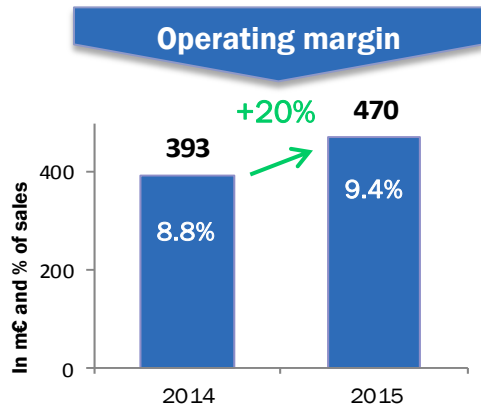
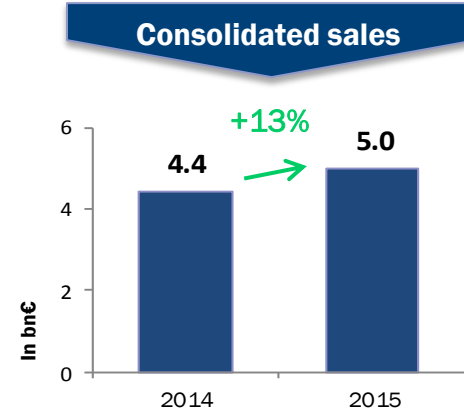
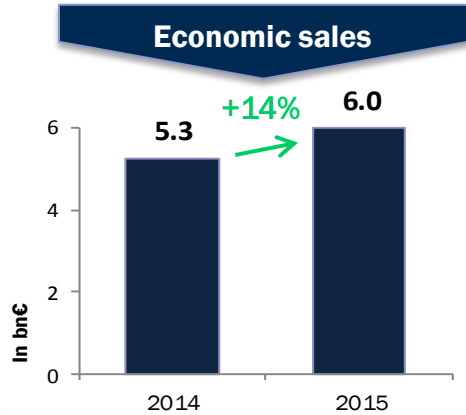
CONTENTS

- 2015 Highlights
- 2015 Annual Results
- Outlook

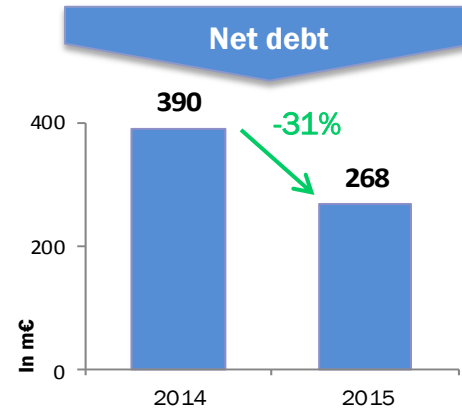
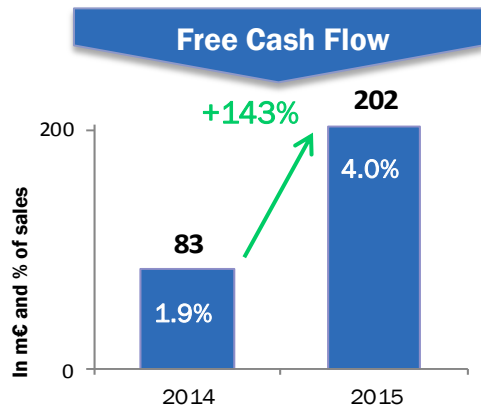
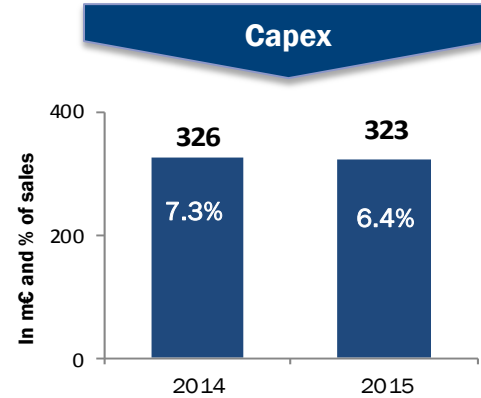
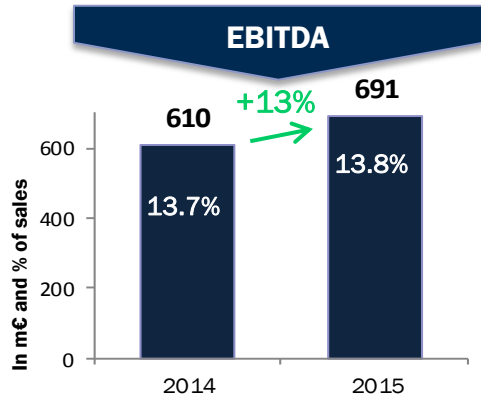
2015 Highlights



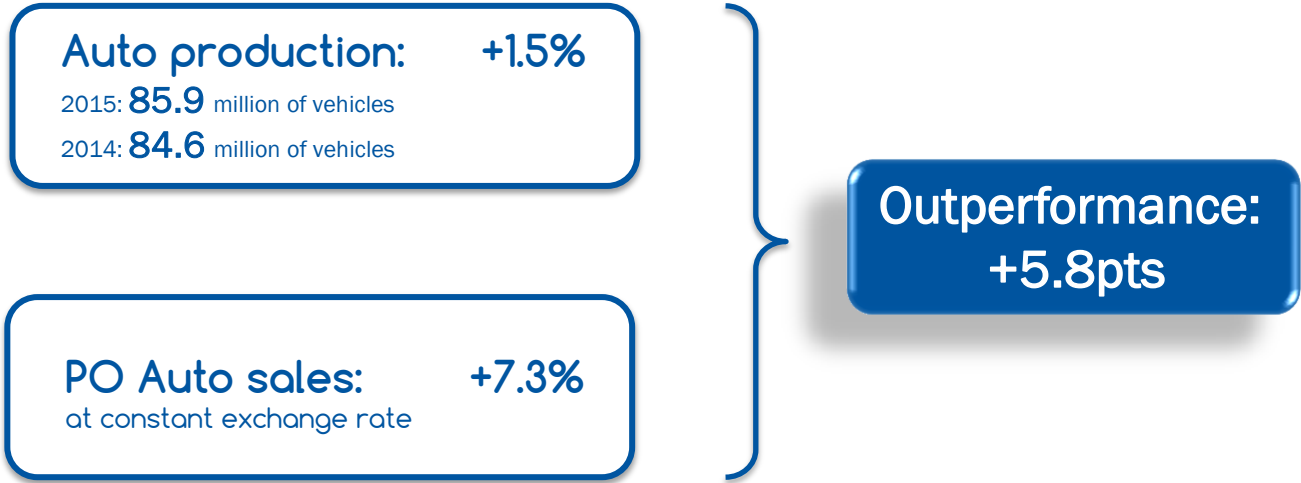
A new record year (1/2)



A new record year (2/2)



Outperformance vs auto production



132 successful launches during 2015



21 launches in innovative products

9 new plants launched in 2015

China, Wuhan Jiangxia
SOP January 2015



Bumpers
for **SGM**

China, Hangzhou
SOP March 2015



Bumpers
for **CA-Ford**

China, Changsha
SOP May 2015



Bumpers
for **SVW, GAC-Fiat**

Russia, St-Petersburg
SOP September 2015



Fuel Systems
for **Nissan, Ford & Toyota**

2015

Front-end modules
for **SsangYong**

South Korea, Pyeontaek
SOP January 2015



Front-end modules
for **BBAC**

China, Beijing
SOP March 2015



Front-end modules
for **BMW**

Germany, Regensburg
SOP March 2015



Bumpers
for **VW**

USA, Chattanooga
SOP August 2015

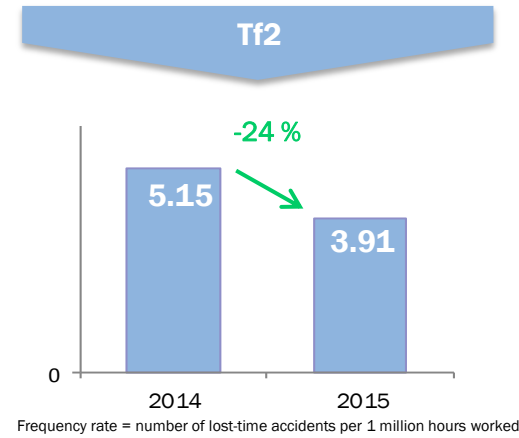
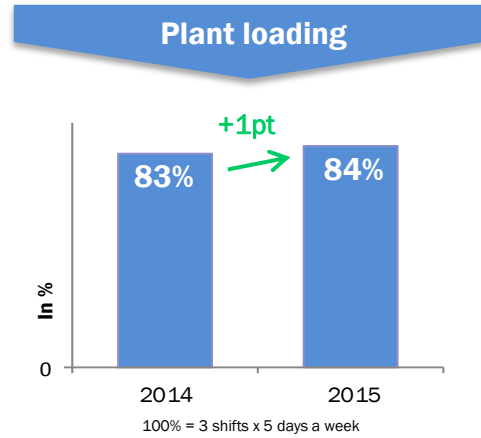
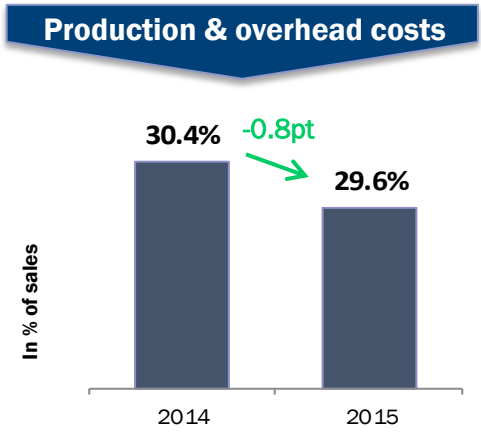
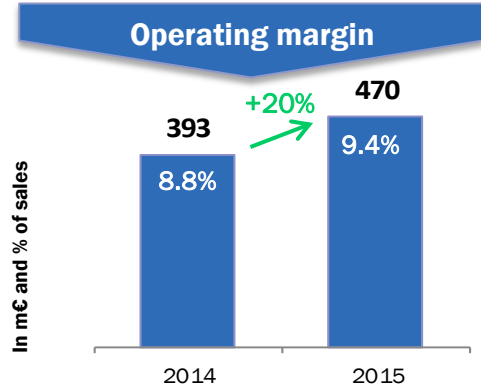


Fuel Systems
for **GM**

USA, Fairfax
SOP November 2015

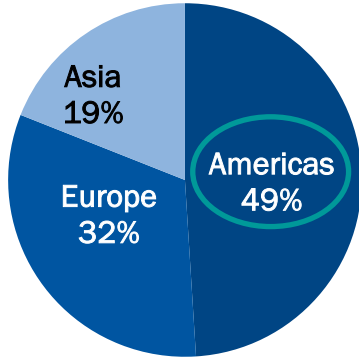
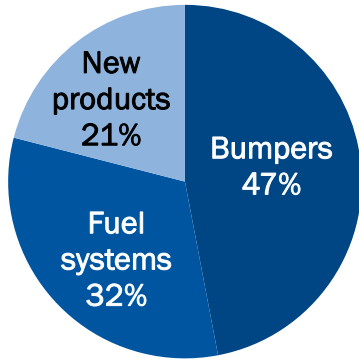


Operational performance driven by tight cost control, industrial excellence and high loading

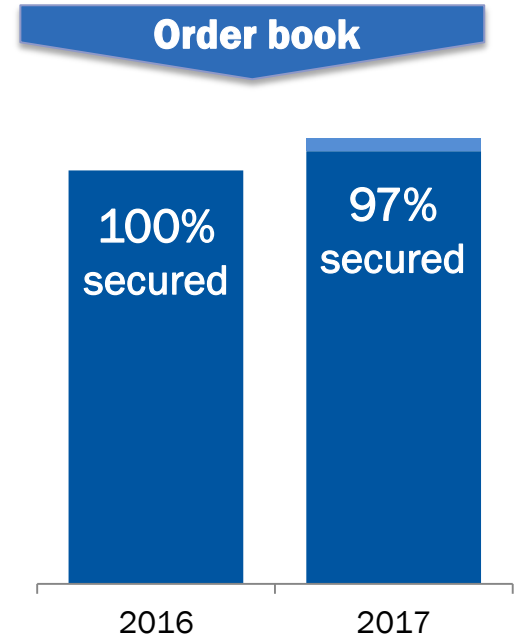


Record year in order intake

Split of the 2015 order intake by product line and by region



**Strong visibility
on our activities**



Confirmed success of new product lines

2015 Awards of new product lines

- Tailgates and spoilers: **10 new programs for 6 different carmakers**
- Hybrid car: **2 orders** for pressurized fuel tanks
- SCR: **6 new programs for 6 different carmakers**

TAILGATE



INWIN



SCR systems



New Environment products and services

Products (bring points)

Paris Trilib



New semi-underground containers



New undergrounds containers



Services

Onboard management



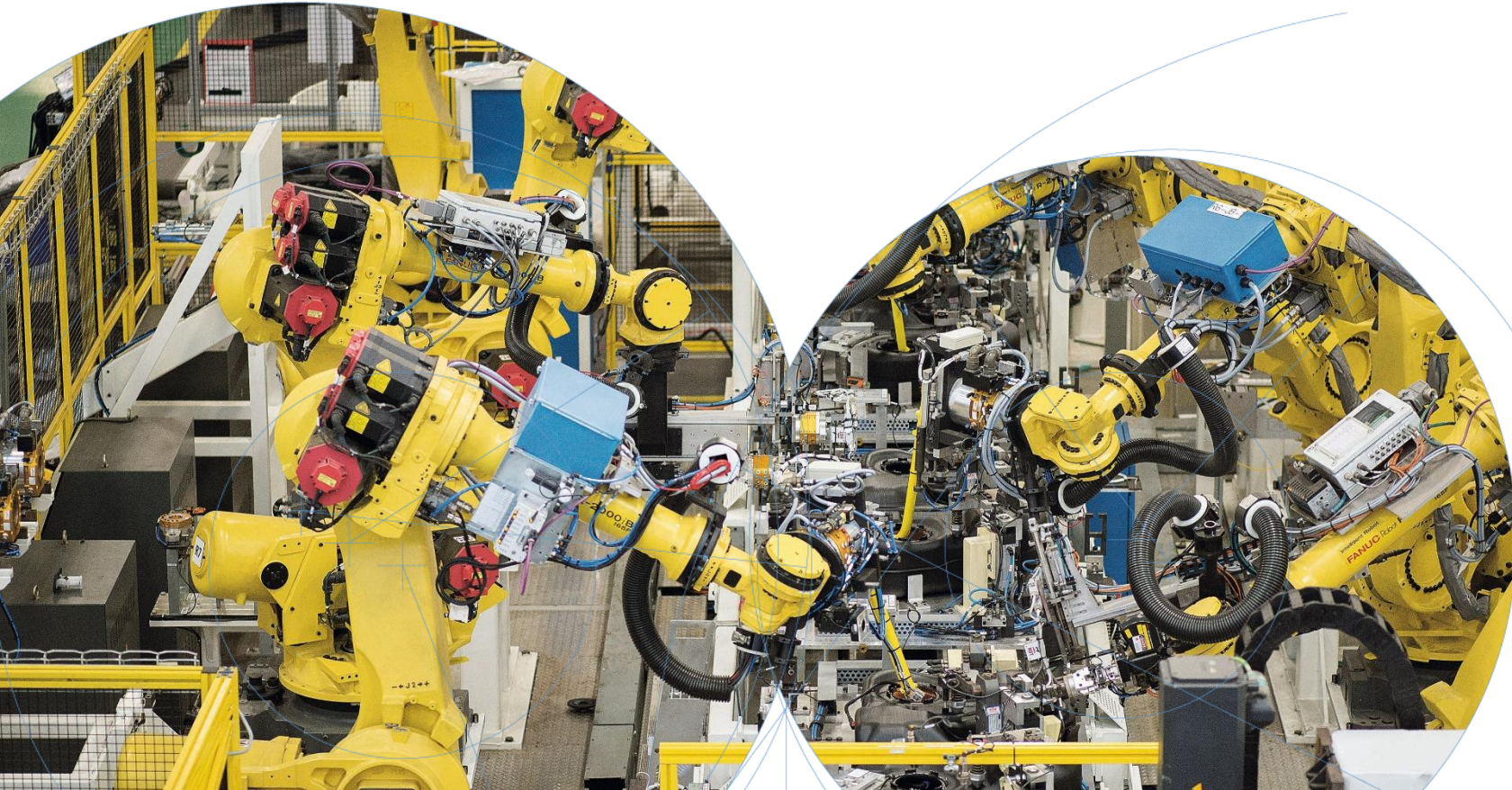
Access control & management system



Washing services



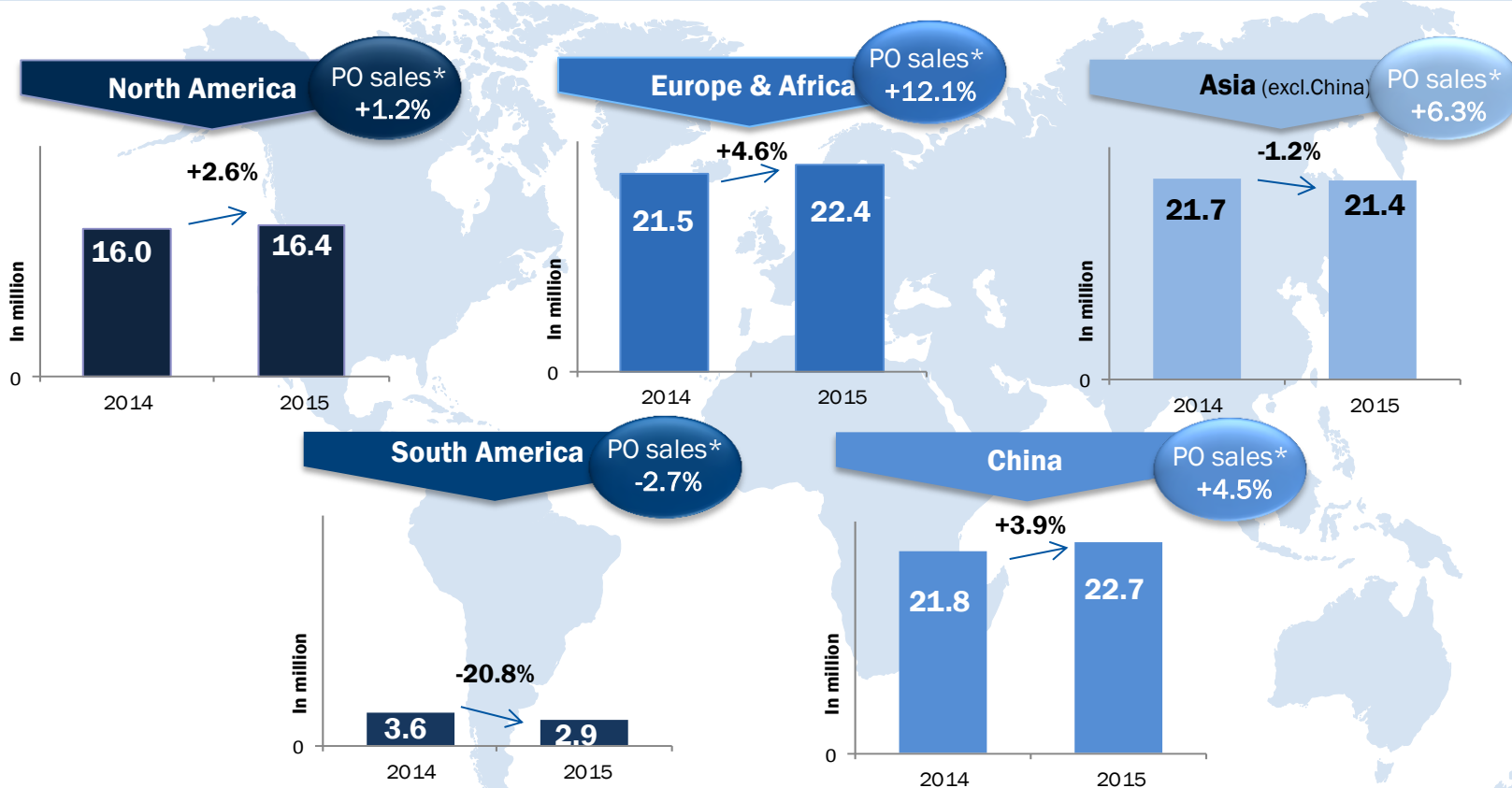
2015 Annual Results



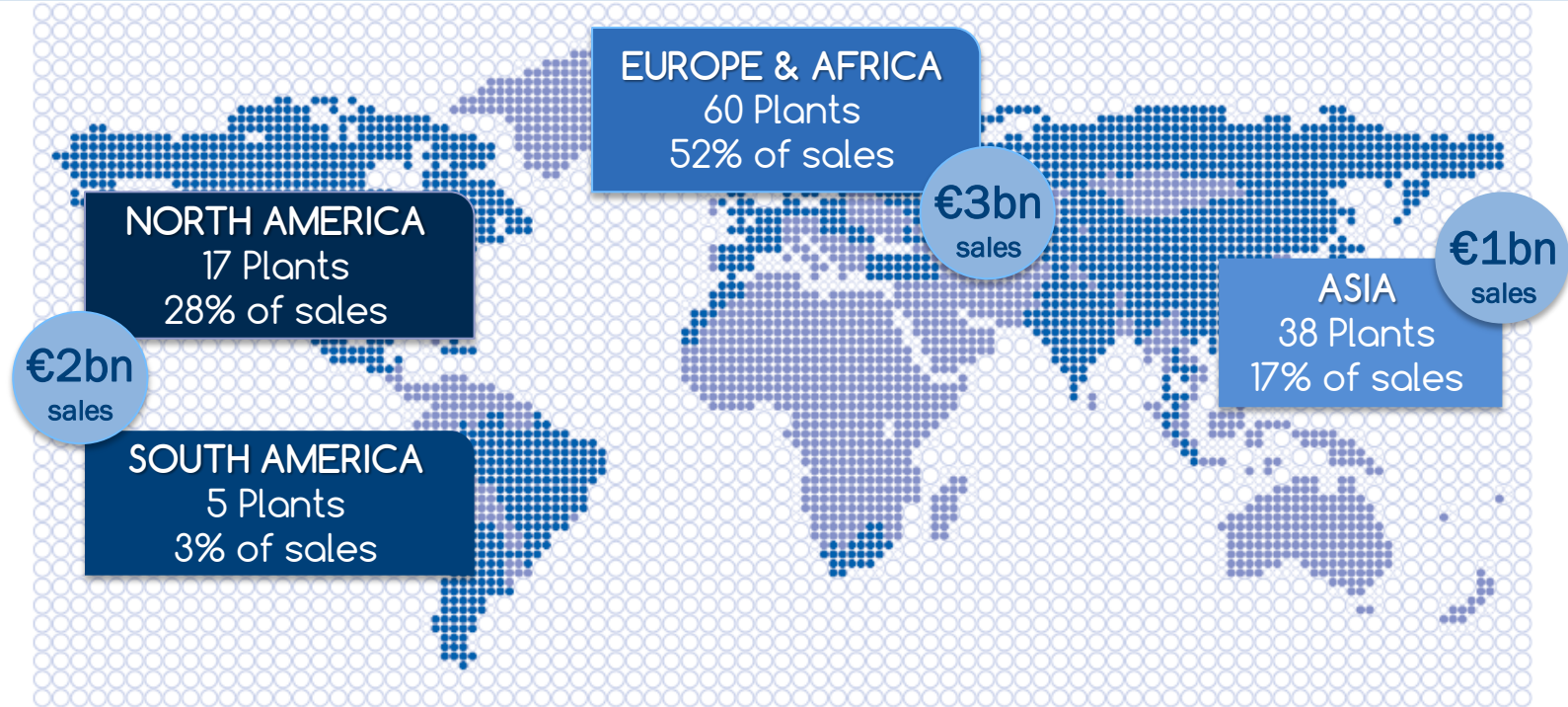
2015 sales by business

In €m	2014	% sales	2015	% sales	Δ in %	Δ at constant perimeter & exchange rate
Automotive	4,840	92%	5,597	94%	+15.6%	+7.3%
Environment	410	8%	386	6%	-6.0%	-1.6%
Economic sales	5,251	100%	5,982	100%	+13.9%	+6.6%
Joint-ventures	814		973		+19.5%	+15.6%
Consolidated sales	4,437	100%	5,010	100%	+12.9%	+5.0%

Outperformance per region vs auto production



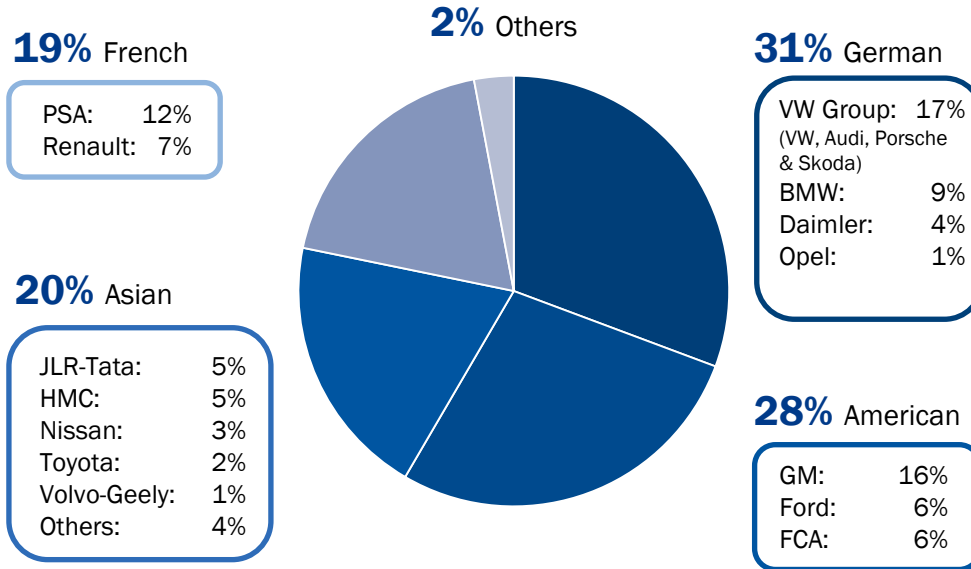
2015 economic sales & industrial footprint by region



Increasing worldwide global footprint

→ necessity to be global with the same level of quality standards

2015 Auto economic sales by customer



2015 Profitability by division

In €m	2014	% sales	2015	% sales	△ in %
Consolidated sales	4,437	100%	5,010	100%	+12.9%
<i>Automotive</i>	4,048	91%	4,624	92%	+14.2%
<i>Environment</i>	389	9%	386	8%	-0.9%
EBITDA	610	13.7%	691	13.8%	+13.4%
<i>Automotive</i>	567	14.0%	653	14.1%	+15.3%
<i>Environment</i>	43	11.1%	38	9.9%	-11.8%
Operating Margin	393	8.8%	470	9.4%	+19.6%
<i>Automotive</i>	364	9.0%	447	9.7%	+22.7%
<i>Environment</i>	28	7.3%	23	6.0%	-18.9%

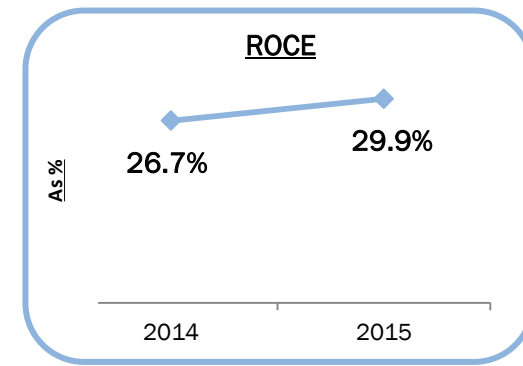
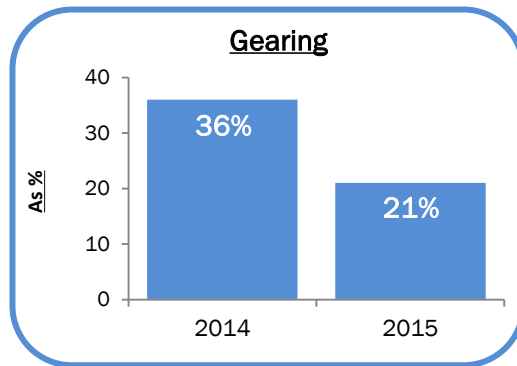
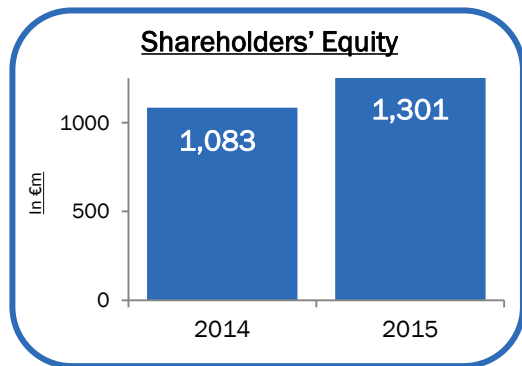
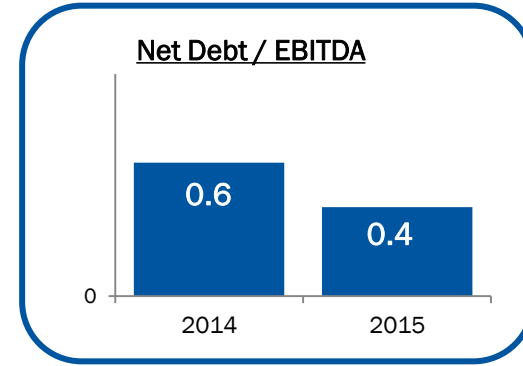
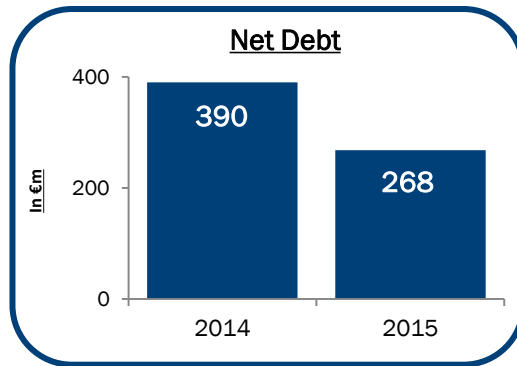
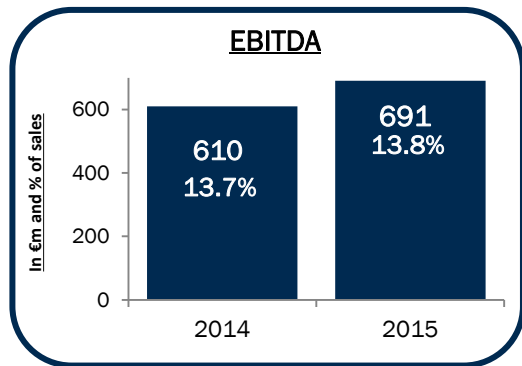
2015 Profit & Loss account

in €m	2014	2015	Δ in %
Consolidated sales	4,437	5,010	+12.9%
Operating margin	393	470	+19.6%
<i>In % of sales</i>	8.8%	9.4%	
Other operating expenses	-35	-75	
Financial expenses	-64	-56	
<i>In % of sales</i>	-1.4%	-1.1%	
Income Tax	-64	-75	
Net Result	229	263	+14.5%
<i>In % of sales</i>	5.2%	5.2%	
Net Result - Group Share	225	258	+15.0%
<i>In % of sales</i>	5.1%	5.2%	

2015 Cash Flow statement

in €m	2014	2015
Sales	4,437	5,010
Net Debt (beginning of the period)	-410	-390
Net Operating Cash Flow	555	606
<i>in % of sales</i>	12.5%	12.1%
Taxes & Net Financial Interest paid	-129	-115
Capex and R&D capitalized	-326	-323
<i>in % of sales</i>	7.3%	6,4%
Change in WCR	-17	34
Free Cash Flow	83	202
Dividends	-51	-57
Treasury shares	-14	-17
Perimeter/Currency/Other	1	-5
Net Debt (end of the period)	-390	-268

2015 Key Financial metrics



Outlook





Gain in market shares

New capacities

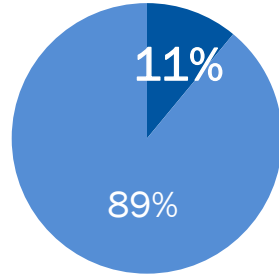
Innovation

Gain in market shares : +4 pts (at constant perimeter)

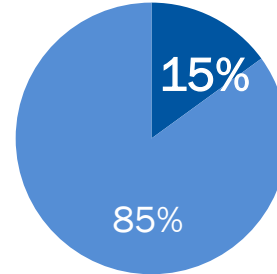
Bumpers



Excluding the acquisition of
Faurecia Auto Exterior

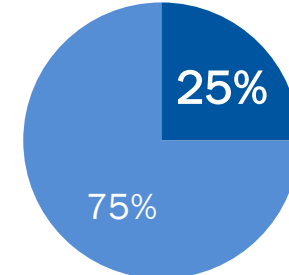
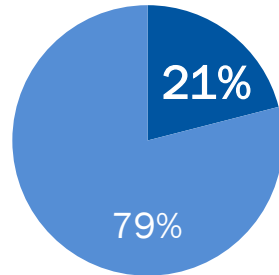


2015



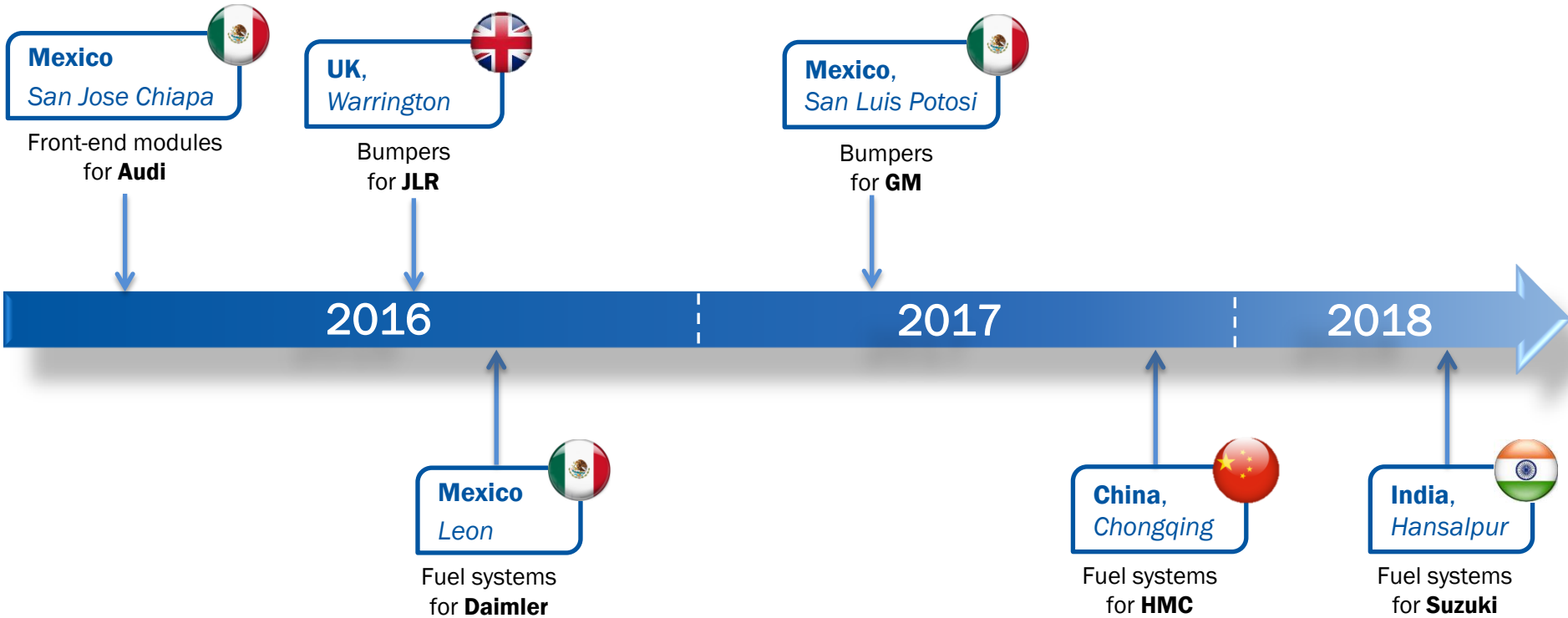
2019


Fuel systems



■ PO market share

New capacities under construction in growing markets



SCR	2015	2016	2019
PO Volumes	~600k	> 1M	~2,7M
PO market share	15%		33%

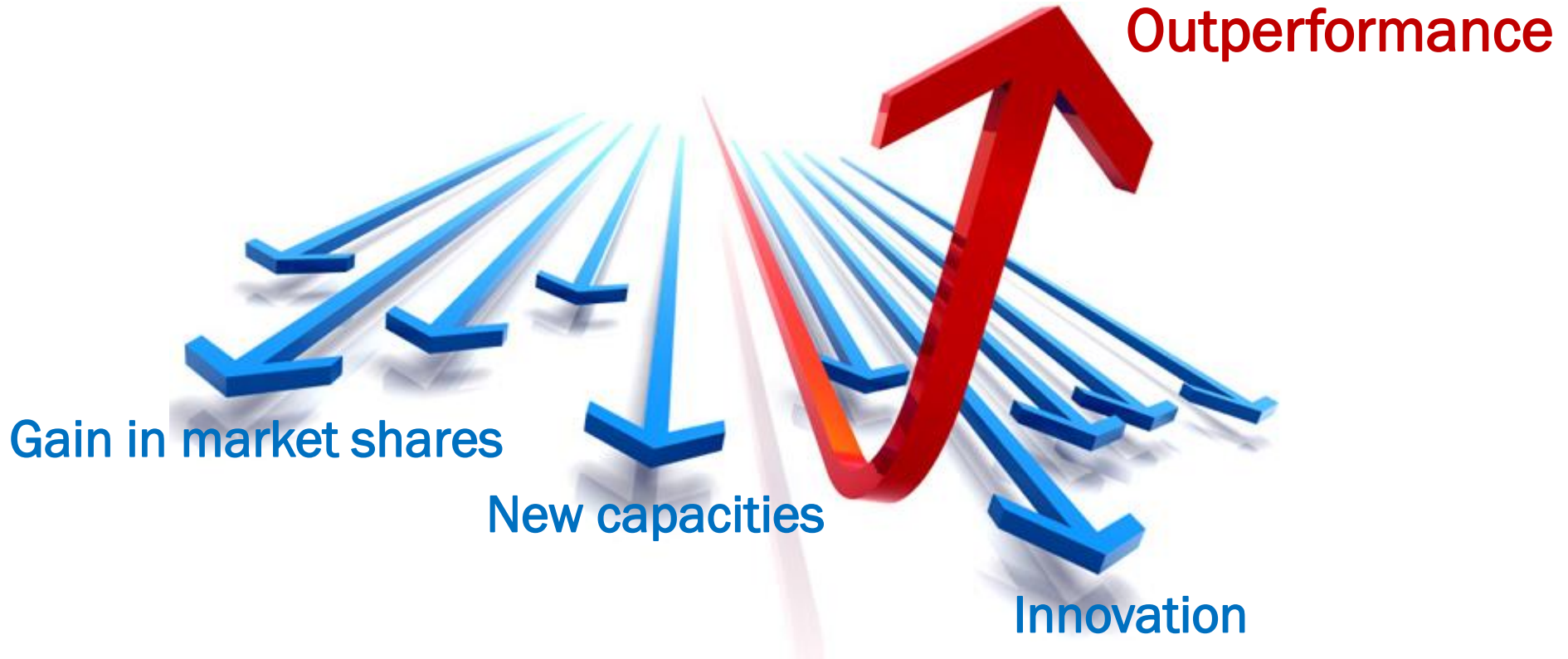
Orders or development
with 13 carmakers

2019 Plastic Omnium target
raised to 2.7 million
(vs 2.3 previously)

**Strong mid-term outlook with orders
for different segments of vehicles in different regions**



Our target: continue to outperform the market

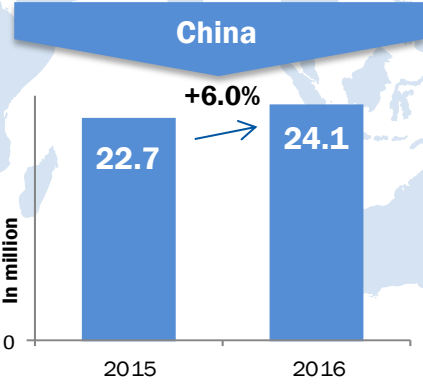
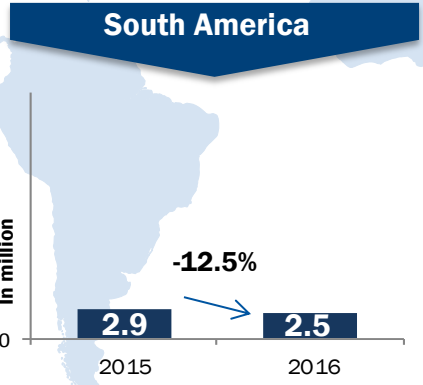
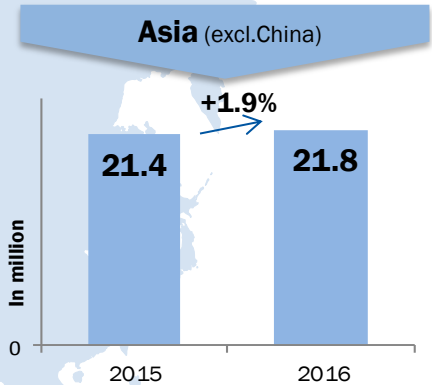
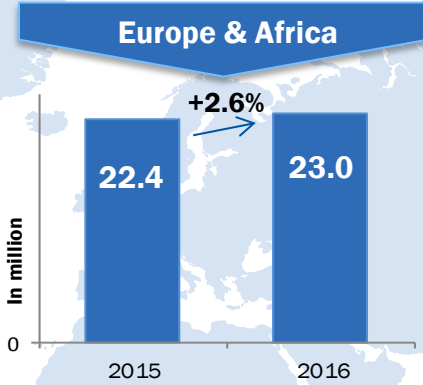
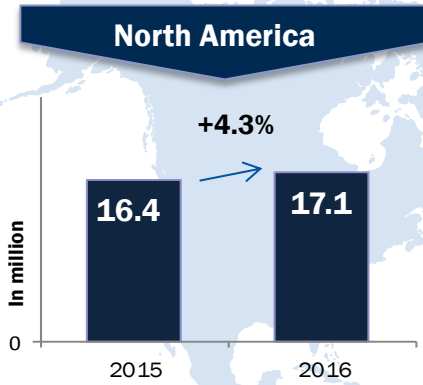


2016 Auto Production: +3%

2016: **88.6** million of vehicles
2015: **85.9** million of vehicles



Auto Prod
+2.7 M



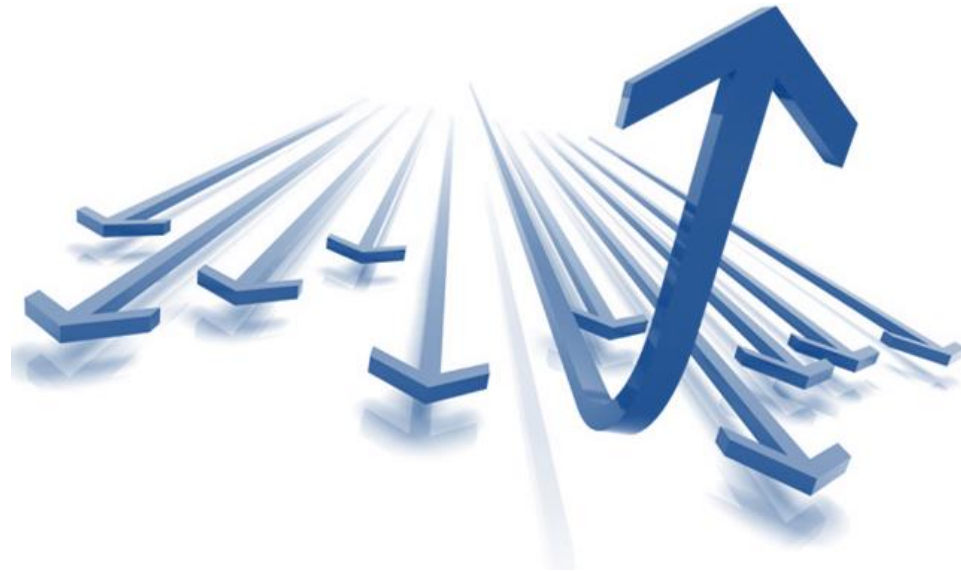
155 new launches in 2016 to sustain the growth



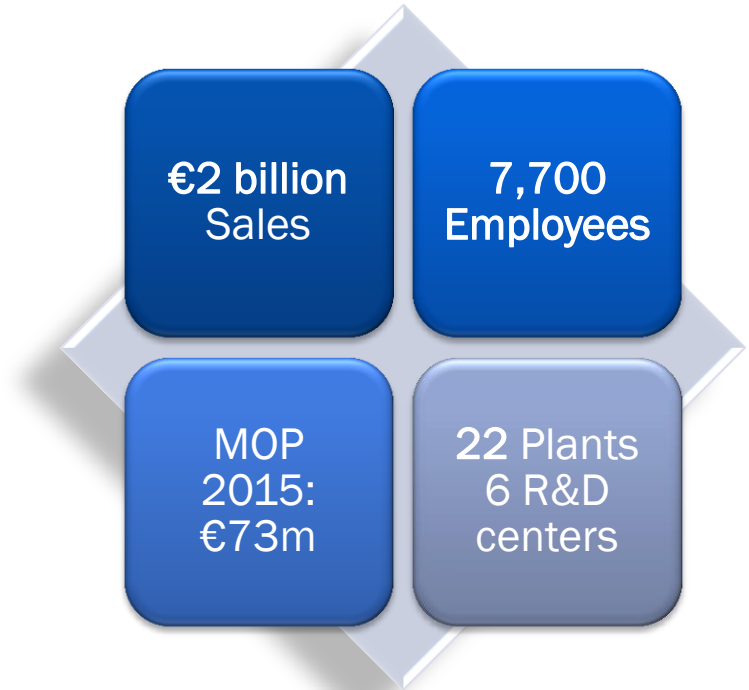
SUSTAIN :

- **an outperformance of the automotive production**
- **a high level of operating performance**
(at constant perimeter)

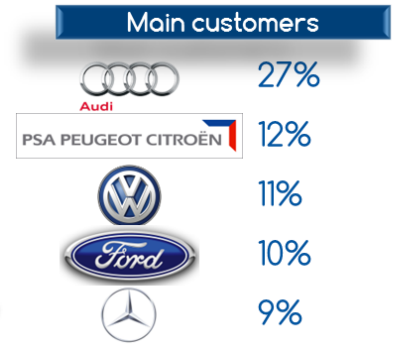
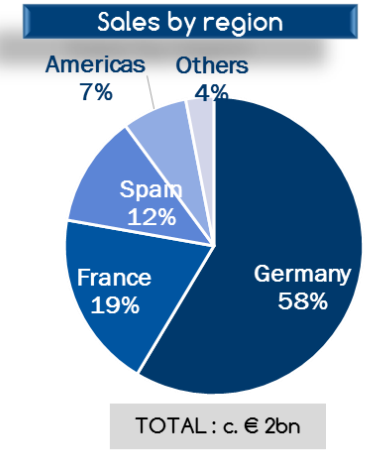
Closing of the acquisition of Faurecia Auto Exterior expected in H2 2016



- December 14th, 2015: signature of the Memorandum of Understanding for an enterprise value of **€665m**
- As planned, procedures of information of employee representatives are ongoing
- Once this process finished, the transaction must be submitted to the competition authorities.
- **The transaction should be finalized in the 2nd half of 2016**



Acquisition of the European leader on its market



Acquisition of the European Leader for bumpers and a key global player with a strong presence in Germany

Proposed dividend
of **€0.41** per share
(+11%)

Payout: 24%

- Agenda 
 - Shareholders' meeting on April 28th, 2016
 - Payable on May 12th, 2016

- 1) Economic sales corresponds to sales including the share from joint ventures in proportion to the Group's shareholding (BPO, HBPO and YFPO for Plastic Omnium Automotive). It reflects the Group's operational and managerial position.
- 2) In accordance with IFRS 10, 11 and 12, consolidated sales does not include the share of revenue from jointly-controlled entities accounted for under the equity method.
- 3) Operating Margin corresponds to operating income before other income and expense and includes share in net earnings of equity-accounted companies and amortization of Price Purchase Allocation (PPA)
- 4) EBITDA corresponds to Operating Margin, which includes share in net earnings of equity-accounted companies, before depreciation, amortization and other operating expenses
- 5) Free cash flow refers to operating cash flow less expenditure on property, plant and equipment and intangible assets net of disposals, and net disbursements for taxes and financial interest, +/-change in net working capital (net cash generated by operating activities).
- 6) Net debt equals all long-term borrowings, current loans and bank overdrafts less loans, marketable debt instruments and other non-current financial assets, and cash and cash equivalents.



2015 Annual Results

Levallois, February 25th, 2016