2011 Financial results

Laurent Burelle
Chairman and Chief Executive Officer

Paul Henry Lemarié
Director and Chief Operating Officer

Jean-Michel Szczesny
Chief Operating Officer
OVERVIEW

2011 Overview
2011 Financial Results
2012 Outlook
PURSUIT OF PROFITABLE GROWTH

Consolidated Revenue

In €m

2001 2007 2010 2011

1,572 2,685 3,250 4,220

×2.7

+30%
PURSUIT OF PROFITABLE GROWTH

Operating margin

In €m and as a % of revenue

2001: 49 (3.1%)
2007: 101 (3.8%)
2010: 227 (7.0%)
2011: 296 (7.0%)
PURSUIT OF PROFITABLE GROWTH

Free Cash Flow

In €m

2009 to 2011


180
130
80
30
-20
-70

-17
46
12
26
18
81
40
-64

81
193
153

€527m
of Free cash flow

8 March 2012
ONGOING DEPLOYMENT OF THE STRATEGY

Investing in fast-growing regions

• Opening of **5 new plants**: two in China and one each in Brazil, Morocco and Poland

• **Creation of two fuel-system joint ventures in which Plastic Omnium holds a majority interest**, one in China with BAIC and the other in Russia with DSK

• **Acquisition of Ford’s fuel tank manufacturing assets** in the United States, enabling Plastic Omnium to join the carmaker’s preferred global supplier list

• **Acquisition of Plastal Poland**, a manufacturer of exterior automotive components
ON GOING DEPLOYMENT OF THE STRATEGY

**Technological leadership**

- Creation of the **first Composites R&D Center** at Σ-Sigmatech
- **10 orders for tailgates** made with composites
- **11 orders for fuel tanks** equipped with the SCR system
- Contract awarded to supply **most SCR systems** for Audi’s diesel vehicles, beginning in 2015
- **22 fuel tank orders for** hybrid vehicles
- Market launch of the **first waste bin** made with plant-based polyethylene derived from sugarcane
- Acquisition of Germany’s **Rotherm**, the European leader in **underground containers**
OVERVIEW

2011 Overview
2011 Financial Results
2012 Outlook
## REVENUE

### By business

<table>
<thead>
<tr>
<th>In €m</th>
<th>2010</th>
<th>2011</th>
<th>Change</th>
</tr>
</thead>
<tbody>
<tr>
<td>Plastic Omnium Automotive</td>
<td>2,778.0</td>
<td>3,720.1</td>
<td>+33.9%</td>
</tr>
<tr>
<td>As a % of revenue</td>
<td>86%</td>
<td>88%</td>
<td></td>
</tr>
<tr>
<td>Plastic Omnium Environment</td>
<td>471.6</td>
<td>500.3</td>
<td>+6.1%</td>
</tr>
<tr>
<td>As a % of revenue</td>
<td>14%</td>
<td>12%</td>
<td></td>
</tr>
<tr>
<td><strong>Consolidated revenue</strong></td>
<td>3,249.6</td>
<td>4,220.4</td>
<td>+29.9%*</td>
</tr>
</tbody>
</table>

(*) +14.7% at constant perimeter and exchange rates
2011 Financial Results

**2011 Revenue:** €4,220m

**Worldwide presence 103 plants**

- **NORTH AMERICA**
  - Revenue: €1,002m
  - 24% of total
  - 15 plants

- **WESTERN EUROPE**
  - Revenue: €2,037m
  - 48% of total
  - 48 plants
  - 9% of total
  - 10 plants

- **AFRICA**
  - Revenue: €41m
  - 1% of total
  - 2 plants

- **SOUTH AMERICA**
  - Revenue: €182m
  - 4% of total
  - 5 plants

- **EASTERN EUROPE**
  - Revenue: €362m
  - 9% of total
  - 10 plants

- **CHINA**
  - Revenue: €225m
  - 5% of total
  - 12 plants

- **ASIE (excl. China)**
  - Revenue: €371m
  - 9% of total
  - 11 plants

8 March 2012
REVENUE
Bu region

Average annual growth
+10%

Average annual growth
+30%

Average annual growth
+6.5%

Average annual growth
+13%

Average annual growth
+5%

France
Europe (excl. France)
North America
Asia, South America


+30% Average annual growth
+6.5% Average annual growth
+13% Average annual growth
+5% Average annual growth
GROWTH THROUGH GEOGRAPHIC EXPANSION: BRAZIL, ARGENTINA

**Revenue**
- 2005: €0m
- 2011: €175m
- 2015: >€250m

**No. of plants**
- 2005: 0
- 2011: 4
- 2015: 5

**Current facilities**
- All plants are wholly owned

**Automobile production** (in thousands of vehicles)
- 2005: 2000
- 2011: 3000
- 2015: 4000

**Market share** of plastic used in fuel systems
- 2011: 70% Steel, 30% Plastic

**Source:** IHS, October 2011

8 March 2012
GROWTH THROUGH GEOGRAPHIC EXPANSION: RUSSIA

**Revenue**

<table>
<thead>
<tr>
<th>Year</th>
<th>PO Automotive</th>
<th>Non-PO Automotive</th>
</tr>
</thead>
<tbody>
<tr>
<td>2005</td>
<td>0</td>
<td>10m</td>
</tr>
<tr>
<td>2011</td>
<td>€10m</td>
<td>&gt;€50m</td>
</tr>
<tr>
<td>2015</td>
<td>&gt;€50m</td>
<td></td>
</tr>
</tbody>
</table>

**No. of plants**

<table>
<thead>
<tr>
<th>Year</th>
<th>PO Automotive</th>
<th>Non-PO Automotive</th>
</tr>
</thead>
<tbody>
<tr>
<td>2005</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>2011</td>
<td>1</td>
<td>1</td>
</tr>
<tr>
<td>2015</td>
<td>4</td>
<td></td>
</tr>
</tbody>
</table>

**Current facilities**

- **Formula MOTIVE**
  - Stavropo

**Automobile production**

<table>
<thead>
<tr>
<th>Year</th>
<th>2005</th>
<th>2009</th>
<th>2011</th>
<th>2015</th>
</tr>
</thead>
<tbody>
<tr>
<td>Sales (in thousands of vehicles)</td>
<td>1500</td>
<td>500</td>
<td>2000</td>
<td>3000</td>
</tr>
</tbody>
</table>

**Market share of plastic used in fuel systems**

- 2011: 63%
- 2015: 37%

**PO partners**

- 2011: signature of a joint venture agreement with DSK, Russian leader in fuel systems, in Togliatti (Avtovaz) – 51% PO-owned

8 March 2012

Source: IHS, October 2011
GROWTH THROUGH GEOGRAPHIC EXPANSION: INDIA

**ReRevenue**

<table>
<thead>
<tr>
<th>Year</th>
<th>2005</th>
<th>2011e</th>
<th>2015e</th>
</tr>
</thead>
<tbody>
<tr>
<td>€0</td>
<td>€20m</td>
<td>&gt;€100m</td>
<td></td>
</tr>
</tbody>
</table>

**No. of plants**

<table>
<thead>
<tr>
<th>Year</th>
<th>2005</th>
<th>2011</th>
<th>2015</th>
</tr>
</thead>
<tbody>
<tr>
<td>0</td>
<td>3</td>
<td>5</td>
<td></td>
</tr>
</tbody>
</table>

**Current facilities**

- New Delhi
- Pune
- Vellore

**Automobile production**

(Thousands of vehicles)

<table>
<thead>
<tr>
<th>Year</th>
<th>2005</th>
<th>2009</th>
<th>2011</th>
<th>2015</th>
</tr>
</thead>
<tbody>
<tr>
<td>1000</td>
<td>3000</td>
<td>4000</td>
<td>5000</td>
<td></td>
</tr>
</tbody>
</table>

**Market share**

*of plastic used in fuel systems*

<table>
<thead>
<tr>
<th>Year</th>
<th>2011</th>
</tr>
</thead>
<tbody>
<tr>
<td>18%</td>
<td>82%</td>
</tr>
</tbody>
</table>

**PO partners**

- 2007: creation of POV, joint venture with Varroc (exterior parts – 60% PO-owned)
- 2010: Creation of a joint venture with Suzuki-Maruti (fuel systems – 55% PO-owned)
GROWTH THROUGH GEOGRAPHIC EXPANSION: CHINA

Revenue

No. of plants

Current facilities

Automobile production
(in thousands of vehicles)

Market share
of plastic used in fuel systems

PO partners

- 2006: Creation of XieNo with Xietong (composite parts - 60% PO-owned)
- 2007: Creation of YFPO, joint venture with SAIC (exterior parts - 50% PO-owned)

OUTPERFORMANCE IN THE AUTOMOTIVE BUSINESS

North America
Production +10%

Europe
Production +5%

China
Production +4%

South America
Production -3%

Growth of Plastic Omnium’s revenue at constant perimeter and exchange rates 2011 vs 2010
2011 Automotive revenue: €3,720m
By carmaker

No.1 worldwide: 10% of market share
Exterior components
No.2 Magna
No.3 Faurecia

No.1 worldwide: 20% of market share
Fuel systems
No.2 Kautex
No.3 Ti-Automotive

2011 Financial Results

8 March 2012
## STATEMENT OF INCOME

<table>
<thead>
<tr>
<th>in €m</th>
<th>2010</th>
<th>% revenue</th>
<th>2011</th>
<th>% revenue</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Revenue</strong></td>
<td>3,249.6</td>
<td>100%</td>
<td>4,220.4</td>
<td>100%</td>
</tr>
<tr>
<td>Automotive</td>
<td>2,778.0</td>
<td>86%</td>
<td>3,720.1</td>
<td>88%</td>
</tr>
<tr>
<td>Environment</td>
<td>471.6</td>
<td>14%</td>
<td>500.3</td>
<td>12%</td>
</tr>
<tr>
<td><strong>Gross margin</strong></td>
<td>494.1</td>
<td>15.2%</td>
<td>614.1</td>
<td>14.6%</td>
</tr>
<tr>
<td><strong>Operating margin</strong></td>
<td>227.2</td>
<td>7.0%</td>
<td>296.5</td>
<td>7.0%</td>
</tr>
<tr>
<td>Automotive</td>
<td>201.4</td>
<td>7.2%</td>
<td>273.2</td>
<td>7.3%</td>
</tr>
<tr>
<td>Environment</td>
<td>25.8</td>
<td>5.5%</td>
<td>23.3</td>
<td>4.7%</td>
</tr>
</tbody>
</table>
STATEMENT OF INCOME

Production cost and overheads as % of revenue

<table>
<thead>
<tr>
<th>Year</th>
<th>Cost as % of Revenue</th>
</tr>
</thead>
<tbody>
<tr>
<td>2007</td>
<td>37.1%</td>
</tr>
<tr>
<td>2008</td>
<td>35.7%</td>
</tr>
<tr>
<td>2009</td>
<td>34.2%</td>
</tr>
<tr>
<td>2010</td>
<td>32.9%</td>
</tr>
<tr>
<td>2011</td>
<td>32.2%</td>
</tr>
</tbody>
</table>

8 March 2012
STATEMENT OF INCOME

Payroll
as % of revenue

<table>
<thead>
<tr>
<th>Year</th>
<th>Payroll %</th>
</tr>
</thead>
<tbody>
<tr>
<td>2007</td>
<td>21.3%</td>
</tr>
<tr>
<td>2008</td>
<td>21.0%</td>
</tr>
<tr>
<td>2009</td>
<td>20.7%</td>
</tr>
<tr>
<td>2010</td>
<td>19.0%</td>
</tr>
<tr>
<td>2011</td>
<td>17.9%</td>
</tr>
</tbody>
</table>

8 March 2012
## Statement of Income

<table>
<thead>
<tr>
<th>In €m</th>
<th>2010</th>
<th>% revenue</th>
<th>2011</th>
<th>% revenue</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Revenue</strong></td>
<td>3,249.6</td>
<td>100%</td>
<td>4,220.4</td>
<td>100%</td>
</tr>
<tr>
<td><strong>Operating margin</strong></td>
<td>227.2</td>
<td>7.0%</td>
<td>296.5</td>
<td>7.0%</td>
</tr>
<tr>
<td><strong>Finance cost and other financial income and expense</strong></td>
<td>-27.2</td>
<td>-0.8%</td>
<td>-42.1</td>
<td>-1.0%</td>
</tr>
<tr>
<td><strong>Other income and expenses</strong></td>
<td>-24.3</td>
<td>-0.7%</td>
<td>-7.3</td>
<td>-0.2%</td>
</tr>
<tr>
<td><strong>Inergy PPA capital gain</strong></td>
<td>18.8</td>
<td>0.6%</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td><strong>Inergy PPA amortization</strong></td>
<td>-10.3</td>
<td>-0.3%</td>
<td>-17.0</td>
<td>-0.4%</td>
</tr>
<tr>
<td><strong>Profit from continuing operations before income tax</strong></td>
<td>184.2</td>
<td>5.7%</td>
<td><strong>230.0</strong></td>
<td>5.4%</td>
</tr>
<tr>
<td><strong>Share of profit of associates</strong></td>
<td>-1.9</td>
<td>-0.1%</td>
<td>-0.6</td>
<td>-</td>
</tr>
<tr>
<td><strong>Income tax</strong></td>
<td>-29.7</td>
<td>-0.9%</td>
<td>-58.1</td>
<td>-1.4%</td>
</tr>
<tr>
<td><strong>Net Profit</strong></td>
<td><strong>150.7</strong></td>
<td>4.6%</td>
<td><strong>171.4</strong></td>
<td>4.1%</td>
</tr>
<tr>
<td><strong>Net profit – group share</strong></td>
<td>139.5</td>
<td>4.3%</td>
<td>164.7</td>
<td>3.9%</td>
</tr>
</tbody>
</table>
### BALANCE SHEET

<table>
<thead>
<tr>
<th>en M€</th>
<th>2010</th>
<th>2011</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Debt at the beginning of the period</strong></td>
<td>-406</td>
<td>-538</td>
</tr>
<tr>
<td>Funds from operations</td>
<td>+357</td>
<td>+421</td>
</tr>
<tr>
<td>Taxes and interest paid</td>
<td>-36</td>
<td>-93</td>
</tr>
<tr>
<td>Capital expenditure</td>
<td>-138</td>
<td>-228</td>
</tr>
<tr>
<td>Change in working capital requirement</td>
<td>+10</td>
<td>+53</td>
</tr>
<tr>
<td><strong>Free cash flow</strong></td>
<td>+193</td>
<td>+153</td>
</tr>
<tr>
<td>Dividends/Treasury stock</td>
<td>-16</td>
<td>-44</td>
</tr>
<tr>
<td>Change in scope of consolidation, exchange rates and others</td>
<td>-309</td>
<td>-42</td>
</tr>
<tr>
<td><strong>Debt at the end of the period</strong></td>
<td>-538</td>
<td>-471</td>
</tr>
</tbody>
</table>
**BALANCE SHEET**

<table>
<thead>
<tr>
<th>Year</th>
<th>Debt In €m</th>
<th>Net Debt-To-Equity As %</th>
<th>ROCE As %</th>
</tr>
</thead>
<tbody>
<tr>
<td>2009</td>
<td>406</td>
<td>92%</td>
<td></td>
</tr>
<tr>
<td>2010</td>
<td>538</td>
<td>87%</td>
<td>20%</td>
</tr>
<tr>
<td>2011</td>
<td>471</td>
<td>64%</td>
<td>24%</td>
</tr>
</tbody>
</table>

**2011 Financial Results**

8 March 2012
OVERVIEW

2011 Overview
2011 Financial Results
2012 Outlook
2012 OUTLOOK

Worldwide automobile production expected to rise by 5%

In thousands of vehicles

<table>
<thead>
<tr>
<th>Region</th>
<th>2011</th>
<th>2012</th>
<th>Change</th>
</tr>
</thead>
<tbody>
<tr>
<td>NORTH AMERICA</td>
<td>13,174</td>
<td>14,443</td>
<td>+9.6%</td>
</tr>
<tr>
<td>WESTERN EUROPE (excl. France)</td>
<td>11,400</td>
<td>10,492</td>
<td>-8%</td>
</tr>
<tr>
<td>ASIA</td>
<td>35,333</td>
<td>38,939</td>
<td>+10.2%</td>
</tr>
<tr>
<td>SOUTH AMERICA</td>
<td>4,284</td>
<td>4,621</td>
<td>+7.9%</td>
</tr>
<tr>
<td>EASTERN EUROPE</td>
<td>6,491</td>
<td>6,065</td>
<td>-6.5%</td>
</tr>
<tr>
<td>OTHERS</td>
<td>2,244</td>
<td>2,244</td>
<td>0%</td>
</tr>
</tbody>
</table>

IHS: 2011 production (VL + VU) = 75,145  2012 production (VL + VU) = 78,885  +3,700
59 PROJECT LAUNCHES IN 2012
Mainly exterior components and fuel tanks

EUROPE
- Range Rover
- Fluence
- Clio
- Megane/Scenic
- 208 “Coeur gamme”
- Atego 3

AMAROK
- New Logan
- Astra 5-doors FL
- Astra 5W
- REN K67-J92

ASIA
- Geo
- Sail

SOUTH AMERICA
- Verna
- Etios
- Fiesta
- Ford T6
- DML NCV3

EUROPE
- 208
- Colorado
- Sentra
- Swift
- Ford T6
- Global Small SUV
- Serie 3

SOUTH AMERICA
- Geo
- Sail

EUROPE
- Range Rover
- Fluence
- Clio
- Megane/Scenic
- 208 “Coeur gamme”
- Atego 3

AMAROK
- New Logan
- Astra 5-doors FL
- Astra 5W
- REN K67-J92

ASIA
- Geo
- Sail

SOUTH AMERICA
- Verna
- Etios
- Fiesta
- Ford T6
- DML NCV3

EUROPE
- Range Rover
- Fluence
- Clio
- Megane/Scenic
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SOUTH AMERICA
- Verna
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- Fiesta
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- DML NCV3

PROJECT LAUNCHES IN 2012
Mainly exterior components and fuel tanks

EUROPE
- Range Rover
- Fluence
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ASIA
- Geo
- Sail

SOUTH AMERICA
- Verna
- Etios
- Fiesta
- Ford T6
- DML NCV3

8 March 2012
2012 OUTLOOK
11 new facilities in 2012

- United States (+1)
- Mexico (+1)
- Europe (+3)
- Russia (+1)
- India (+1)
- China (+4)

POAE: 5 plants
POAI: 6 plants
CONCLUSION

2012 OUTLOOK

• Based on current economic forecasts, Plastic Omnium expects to once again grow faster than the global automobile market.
• Continued international expansion and technological leadership
• Generation of over €100m in free cash flow
2012 SHAREHOLDER CALENDAR

ON 24 FEBRUARY 2012, PLASTIC OMNINUM REJOINED THE NYSE Euronext DEFERRED SETTLEMENT SERVICE

RECOMMENDED DIVIDEND OF €0.69 PER SHARE PAYABLE ON 4 MAY 2012 (PAYOUT: 20%)

ANNUAL SHAREHOLDERS MEETING on 26 APRIL 2012 at Pavillon Gabriel