

# Constellium

## Company Profile

September 2012



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# 1. Constellium' shareholding structure

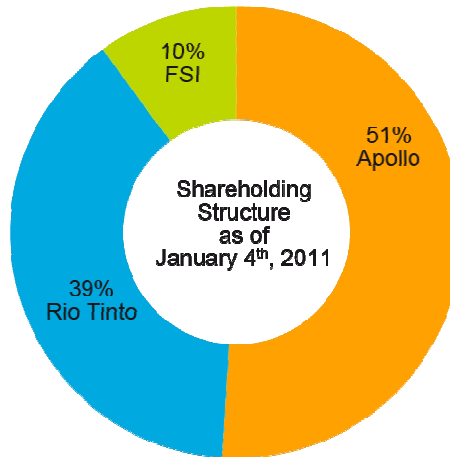
# Shareholding Structure



- Created end of 2008 to enhance equity and to help stabilize French firms
- The FSI is 49% owned by the French government and 51% owned by Caisse des Dépôts et Consignations
- The FSI invests for the purpose of becoming a minority shareholder of companies with growth projects that boost France's competitiveness



- Rio Tinto is a leading international mining group headquartered in the UK, combining Rio Tinto plc, a London and NYSE listed company, and Rio Tinto Limited, which is listed on the Australian Securities Exchange
- Rio Tinto's business is finding, mining, and processing mineral resources. Major products are aluminium, copper, diamonds, energy (coal and uranium), gold, industrial minerals (borax, titanium dioxide, salt, talc) and iron ore
- Activities span the world but are strongly represented in Australia and North America with significant businesses in South America, Asia, Europe and southern Africa



## A P O L L O

- Founded in 1990
- As of December 31, 2011, Apollo Global Management LLC ("Apollo") had assets under management of \$75 billion in its private equity, capital markets and real estate businesses combined
- Apollo is a long term investor with a buy and build strategy that invests in high quality franchise businesses with a long term horizon
- Focused on working in partnership with management to create stable business platforms that produce high quality products and services
- A team of dedicated operating partners with expertise in a broad range of industries and functions willing to actively engage with its portfolio companies
- Apollo has a history of successfully completing complex carve-outs from industry leaders with minimal disruption to the operational side of the business
- Apollo has spent significant resources over the past decade educating itself about the various segments of the metals industry and has extensive experience in the sector including acquisitions of Noranda Aluminum and Metals USA and a passive minority stake in Aleris

# Shareholding Structure

- Constellium' shareholders position the company for **stable, profitable growth in the future**, which includes:
  - ▶ Preserving the company's competitive advantage in R&D and manufacturing
  - ▶ Strengthening its long-term, sustainable leading positions in core markets
  - ▶ Building upon its existing innovation, manufacturing and marketing capabilities
  - ▶ Expanding into new high-growth and profitable areas

*« We want to be the most admired and most profitable global leader of aluminium semi-products and solutions »*

## 2. Constellium in brief

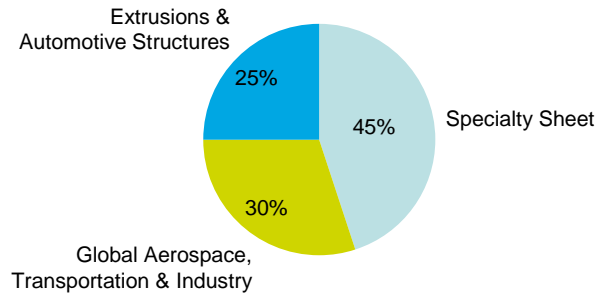


## Constellium in brief

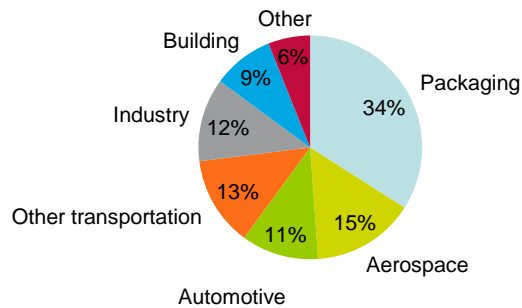
- Constellium is a leading provider of high-performance aluminium products and solutions
- Organized around 3 main operating business units, Constellium is a world-class franchise with longstanding customer partnerships, outstanding industrial assets deeply rooted at local and national levels, and talented & skilled teams
  - ▶ Positioned in diversified end-markets
  - ▶ Focused participation in aerospace, automotive, can and specialties
- The business' competitive advantage is underpinned by proprietary technologies and highly reputed leading innovation capabilities, driven by a world-class R&D centre in Voreppe (France)
  - ▶ Product portfolio mostly focused on highly value-added products with strong technological content

# Constellium in brief

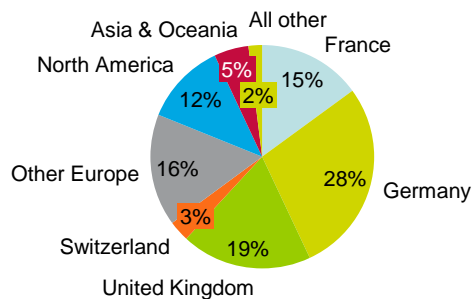
## 2011 sales split by business unit



## 2011 sales split by end market



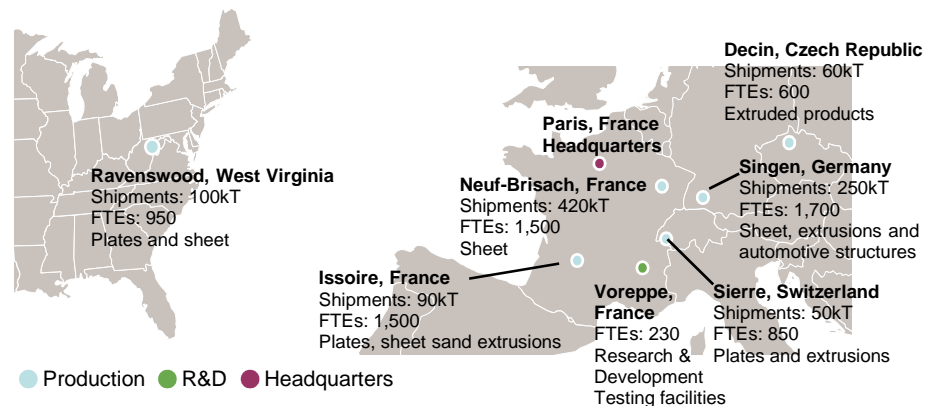
## 2011 sales split per geographic zone (country of invoice)



## Key facts

- €3,55 billion in 2011 revenues
- Annual shipments : 1,058 million tons
- Market leader in numerous segments:
  - Joint No.1 world-wide for aerospace
  - No.1 world-wide for aerospace plates
  - No.1 world-wide in general engineering plates
  - No.1 in Europe for can body stock
  - No.1 for large extruded profiles in Europe
  - No.1 in Europe for hard alloys extrusions
  - Well positioned in Automotive body-in-white structures
- 22 production facilities located in Europe, the US and China, comprising a high quality, non-replicable manufacturing base, complemented by leading recycling capabilities
- One world-class R&D center located in Voreppe, France
- Headquartered in Paris, France
- 9,280 employees at Dec 31, 2011

## Six main production sites and one R&D site (2011 figures)

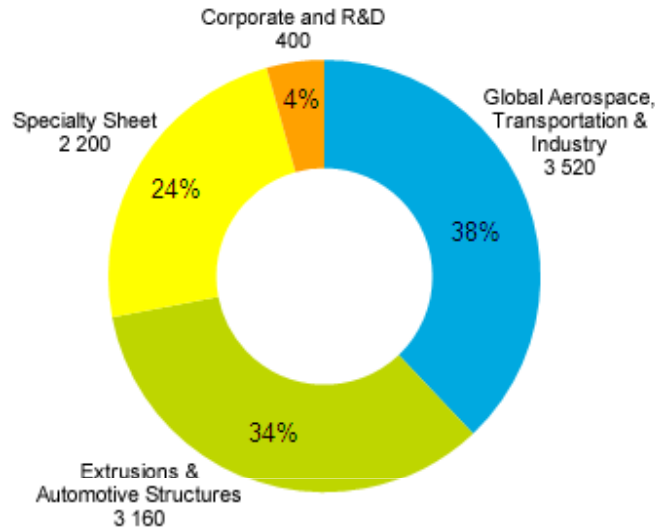




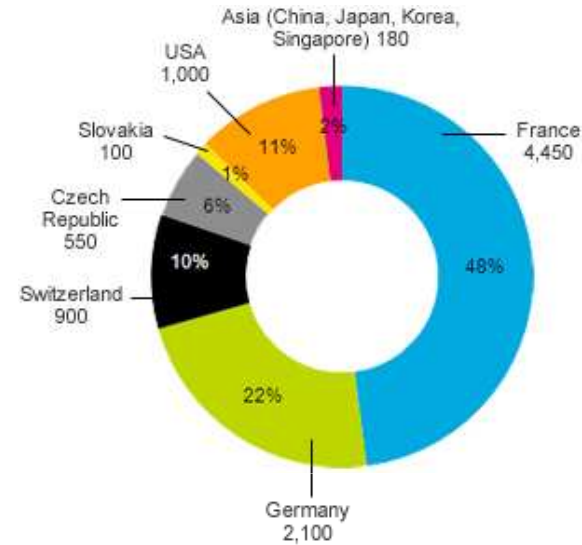
# Benefiting from talented and skilled teams

Over 9,000 employees located in 12 countries

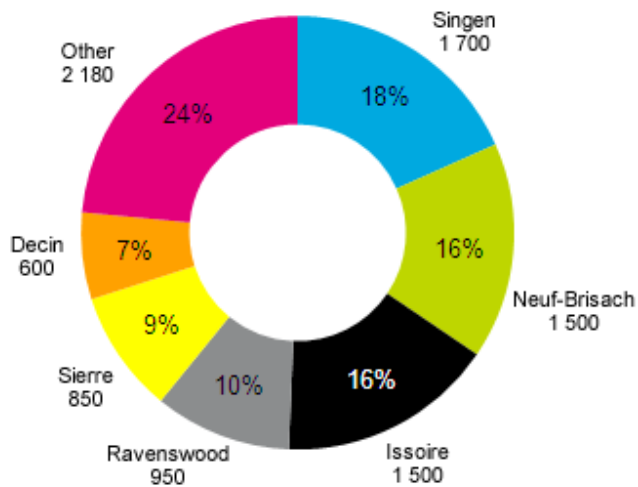
2011 FTE\* split by business unit



2011 FTE\* split per country



2011 FTE\* split by major locations






Summary of locations

- 6 large manufacturing sites gathering almost 80% of the workforce:
  - Singen, Germany
  - Neuf Brisach, France
  - Issoire, France
  - Ravenswood, USA
  - Sierre, Switzerland
  - Decin, Czech Republic
- 16 smaller manufacturing sites, which are mainly:
  - extrusion plants, located in France, Germany and Slovakia
  - automotive structures plants, located in Germany, USA and China (JV)
- R&D center located in Voreppe, France

### 3. Constellium's business units

# Constellium's businesses

	GATI: Global Aerospace Transportation and Industry	SSh: Specialty Sheet	EAS: Extrusions and Automotive Structures
<b>2011 figures</b>			
<b>Shipments</b>	217 kt	620 kt	220 kt
<b>Sales</b>	€1,024M*	€1,633M*	€960M*
<b>Key products and technologies</b>	<ul style="list-style-type: none"> <li>■ Aerospace plates and sheet</li> <li>■ Sheet for aerospace, transport &amp; industry</li> <li>■ General Engineering plates</li> <li>■ Aerospace extrusions, precision castings</li> <li>■ AIRWARE™ technology</li> </ul> 	<ul style="list-style-type: none"> <li>■ Can body, end and tab stock</li> <li>■ Food can stock</li> <li>■ Closure stock</li> <li>■ Foilstock</li> <li>■ Functional &amp; bright surfaces</li> <li>■ Automotive body-in-white</li> <li>■ Heat exchangers</li> </ul> 	<ul style="list-style-type: none"> <li>■ Large profile extrusions</li> <li>■ Hard alloy extrusions</li> <li>■ Soft alloy extrusions</li> <li>■ Crash management systems</li> </ul> 
<b>End markets</b>	<ul style="list-style-type: none"> <li>■ Aerospace</li> <li>■ Transportation (other than aerospace)</li> <li>■ Industry</li> <li>■ Others</li> </ul>	<ul style="list-style-type: none"> <li>■ Food &amp; Beverage packaging</li> <li>■ Automotive</li> <li>■ Lighting</li> <li>■ Others</li> </ul>	<ul style="list-style-type: none"> <li>■ Automotive</li> <li>■ Rail &amp; road transportation</li> <li>■ Industry</li> <li>■ Building</li> </ul>
<b>Competitive position</b>	<ul style="list-style-type: none"> <li>■ World-wide joint leader in the aerospace plate market</li> <li>■ # 1 leader for aerospace plates</li> <li>■ # 1 leader for general engineering plates</li> </ul>	<ul style="list-style-type: none"> <li>■ #1 in Europe for aluminium can body stock</li> <li>■ #1 world-wide for aluminium closures</li> <li>■ #1 world-wide for aluminium bright sheet</li> </ul>	<ul style="list-style-type: none"> <li>■ #1 in Europe for large profiles</li> <li>■ #1 in Europe for hard alloys extrusions</li> <li>■ #3 in Europe for soft alloys</li> <li>■ #2 world-wide for aluminium crash management systems</li> </ul>
<b>Plants</b>	<ul style="list-style-type: none"> <li>■ France: Issoire, Montreuil-Juigné, Carquefou, Ussel, Sabart</li> <li>■ CH: Sierre / Steg</li> <li>■ USA: Ravenswood, VW</li> </ul>	<ul style="list-style-type: none"> <li>■ France: Neuf-Brisach</li> <li>■ Germany: Singen</li> </ul>	<ul style="list-style-type: none"> <li>■ France: Saint-Florentin, Ham, Nuits-St-Georges</li> <li>■ Germany: Landau, Crailsheim, Burg, Singen, Dahlenfield, Gottmadingen</li> <li>■ Other: Sierre / Chippis (Switzerland), Decin (Czech Republic), Levice (Slovakia), Novi (USA, MI), Changchun &amp; Kunshan (China JV)</li> </ul>

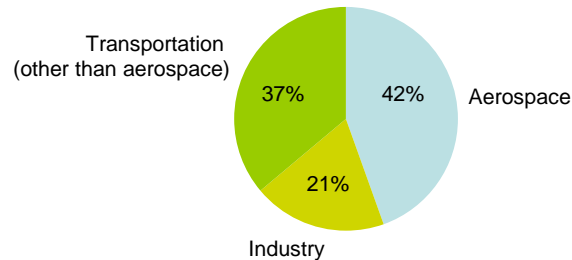
\* Total sales including intercompany sales

# Global Aerospace, Transportation and Industry

Leading supplier to aerospace market customers with high value-add products in sharply growing market

## Sales volumes by end market

2011 volumes: 217kt



## Key products & end markets

### Aerospace

Joint No.1 world-wide for aerospace plates



### Transportation

No.1 in North America for large coils



### Industry

No.1 world-wide for GE plates



## Issoire (France) main products

- Rectangular plates
- Machined plates
- High-mag sheets
- Tread sheets
- Wide coil bare
- Wide coil pre painted
- Large aerospace profiles

## Ravenswood (USA) main products

- Rectangular plates
- High-mag sheets
- Wide coil bare

## Sierre / Steg (Switzerland) main products

- Rectangular plates
- Rolling slabs

## Blue chip customers



## Business segment overview

- Constellium's GATI business segment manufactures advanced aluminium products including:
  - Plates (for aerospace and general engineering end markets)
  - Sheets (aerospace and other transportation applications)
  - Other products, such as hard alloy extrusions and castings
- Constellium is the global No. 1 in the aerospace plates market and holds leading positions in selected transport (e.g. coal railcar sheet and wide sheet) and industry markets (e.g. world No.1 for vacuum chamber plate)
- World unique wide-coil capabilities and stretchers
- Superior R&D and proprietary technologies (including advanced unrivalled AIRWARE™ technology)
- Strong long-term relationships with blue chip aerospace customers including Airbus and Boeing

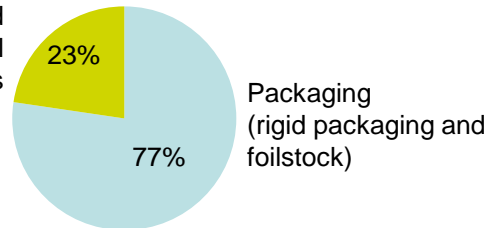
# Specialty Sheet

Leader in European can body stock market and strong presence in growing automotive body-in-white market

## Sales volumes by end markets

2011 volumes: 620 kt

Automotive and Industrial solutions



## Key products and end markets

### Packaging

- Can stock
- Closure stock
- Foilstock
- Cosmetics



No.1 world-wide for closure stock  
No.1 in Europe for aluminium can body stock

### Automotive and Industrial solutions

- Body-in-white,
- Heat exchangers,
- Lighting
- Solar
- Decorative
- Technical paintstock
- Hot mill coils



No.1 world-wide for bright sheet

## Neuf Brisach (France) main products

- Can body stock,
- Can end and tab stock,
- Can food stock,
- Automotive body-in-white,
- Heat exchangers,
- Foil stock (thick gauge)

## Blue chip customers



## Business segment overview

- Constellium's Specialty Sheet business segment develops and produces customized aluminium sheet and coil solutions for:
  - Packaging applications (beverage and food can stock, closures and foil stock)
  - Automotive applications (body-in-white, heat exchangers, equipment, chassis)
  - Industrial applications (sheet for facades, solar and lighting applications)
- No. 1 in Europe for aluminium can stock
- No. 1 world-wide for aluminium closures
- No. 1 world-wide for aluminium bright sheet
- Technical support to deliver new and innovative solutions in co-development with our customers
- High expertise in recycling
- Europe's only integrated aluminium state of the art rolling, finishing and recycling facilities

## Singen (Germany) main products

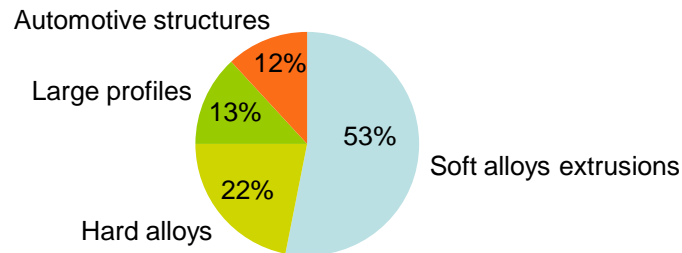
- Bright sheet,
- Closure stock
- Technical paint stock
- Foil stock (thin gauge)

# Extrusions & Automotive Structures

Leading positions in Europe for hard alloys extrusions and large profiles  
#2 worldwide position in automotive structures

## Sales volumes breakdown

2011 volumes of profiles and structures: 220kt



## Blue chip customers



## Key products and end markets

### Automotive structures

- Global No.2 for crash management systems



### Soft alloy extrusions

- No.3 in Europe



### Hard alloy extrusions

- No.1 in Europe



### Large profiles

- No.1 in Europe



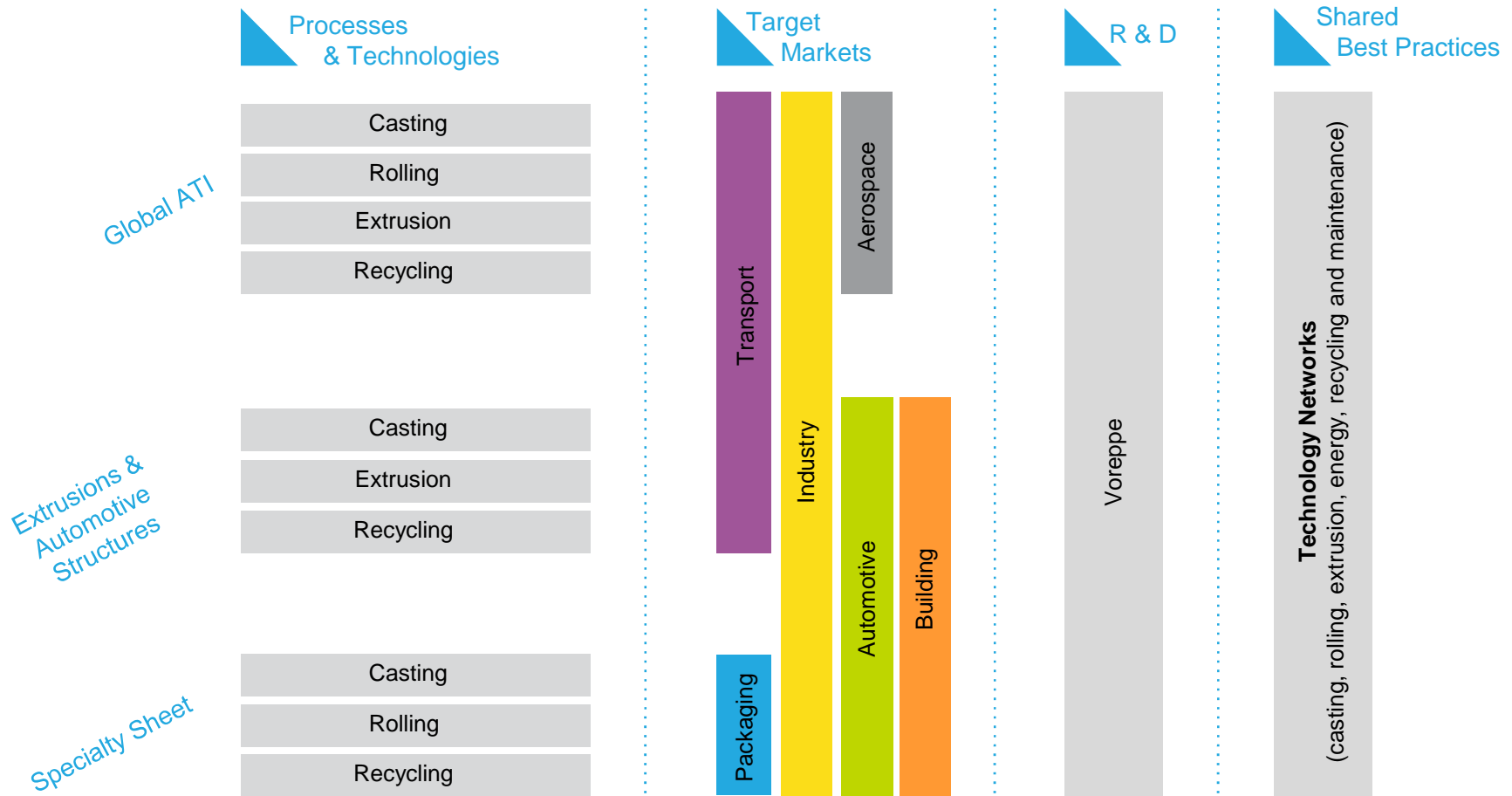
## Business segment overview

- Constellium's EAS business unit manufactures various types of advanced aluminium products:
  - Soft alloys extrusions (for building, solar, industry, automotive and other transportation applications)
  - Large profiles (for rail, road, energy and industrial end markets)
  - Hard alloys extrusions (for automotive and industrial businesses)
  - Automotive structures (crash management systems, side impact beams, cockpit carriers)

## EAS products and plants

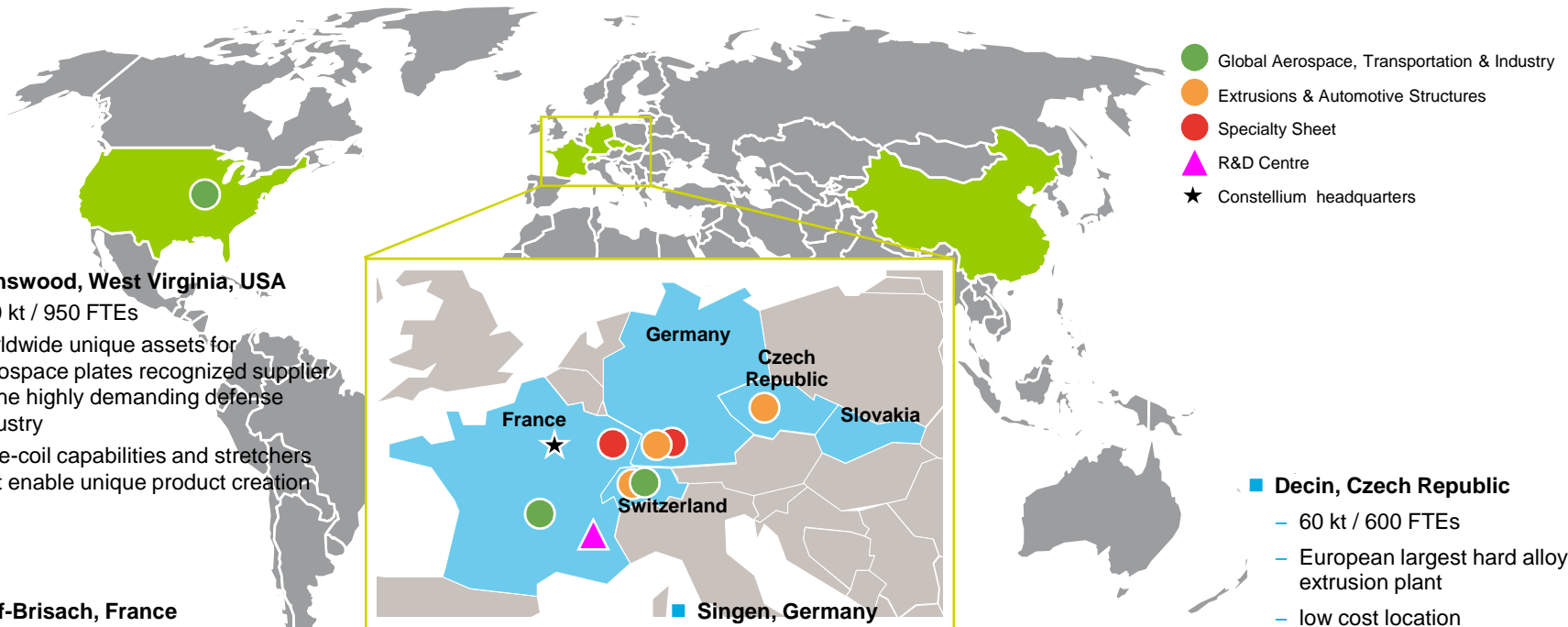
- Soft alloys profiles : France (Ham, Nuits-Saint-Georges, Saint-Florentin), Germany (Burg, Crailsheim, Landau), Slovakia (Levice)
- Hard alloys profiles: Czech Republic (Decin)
- Large profiles: Germany (Singen), Switzerland (Sierre)
- Automotive Structures: Germany (Singen, Gottmadingen, Dahrenfeld), USA (Novi, MI), China JV (Kunshan, Changchun)

# A business built with strategic intent



# A unique technological expertise fueling innovation

22 production sites serving both global and local customers, out of which 6 major facilities, and a world-class R&D center



■ **Ravenswood, West Virginia, USA**

- 100 kt / 950 FTEs
- worldwide unique assets for aerospace plates recognized supplier to the highly demanding defense industry
- wide-coil capabilities and stretchers that enable unique product creation

■ **Neuf-Brisach, France**

- 420 kt / 1,500 FTEs
- most integrated and second largest-volume rolling mill in Europe
- mostly dedicated to can stock and automotive sheet
- world-class recycling centre

■ **Issoire, France**

- 90 kt / 1,500 FTEs
- one of the world's two leading aerospace plate mills
- new AIRWARE™ cast house for low density alloys

■ **Voreppe, France**

- world-class R&D centre
- 290 employees

■ **Singen, Germany**

- 250 kt / 1,700 FTEs
- integrated hot/cold-rolling line
- one of the largest extrusion presses in the world
- advanced and highly productive integrated bumper manufacturing lines
- Leader in rolled products for closures , solar, lighting and decorative applications

■ **Sierre, Valais, Switzerland**

- 50 kt / 850 FTEs
- precision plate shop for general engineering products
- #1 large profile supplier for high-speed train railway manufacturers
- cast-houses in Steg and Chippis
- equipped with a plate furnace, has the capacity to produce non-standard billets and a wide range of extrusions

■ **Decin, Czech Republic**

- 60 kt / 600 FTEs
- European largest hard alloys extrusion plant
- low cost location



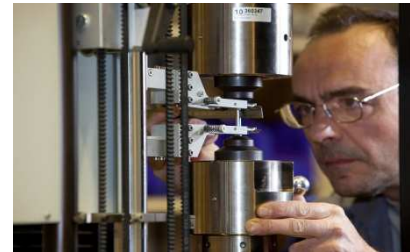
# Constellium's differentiating innovation power

Constellium R&D capabilities and customer relationships create a distinctive competitive advantage...

## World class R&D facility in Voreppe (France)

- 85 scientists (65% PhD's) and around 90 technicians
- Multidisciplinary teams dedicated to Constellium's business units
- Development of high performance proprietary alloys, leading to a strong intellectual property portfolio of **180 active patent families** and trademarks
- Unique competencies, full scale facilities and external links to develop new solutions and meet customers' needs:
  - Metallurgy of aluminium and hybrid products
  - Melting, casting and recycling
  - Rolling, extrusion and finishing processes
  - Functional surfaces and coating technologies
  - Structural system & product design, joining
  - Material analysis, characterization, simulation
- Development / improvement / testing of:
  - unique processes used in Constellium plants including an AIRWARE™ casthouse
  - enabling technologies (eg: friction stir welding, stamping, drawing and ironing,...)

## Key success factors for innovation and technology improvements



- **Close interaction with key customers** (formal partnership / joint teams) to ensure our R&D efforts are aligned with market needs. As examples,
  - AIRWARE™
  - Strongalex, Formalex and Surfalex developed with Automotive Body-in-White customers (mainly Daimler and Audi)
- **State-of-the-art equipment**
- **Top level and long term partnerships with 40 worldwide universities and research laboratories** (including Constellium's chair at EPFL) to strengthen core competencies, tackle scientific hurdles and generate innovation opportunities
- **Technology networks:** R&D and plant engineers share best practice & expert knowledge for operational excellence in processing




# Constellium's innovation capabilities

... translating into world benchmarks

- **Aerospace**
  - New alloys and industrial capabilities developed for A380
  - New technologies for future commercial aircraft and spacecraft (AIRWARE™)
  - Friction stir welding process
  - Machining and recycling
- **Automotive**
  - High strength / formability aluminum alloy body sheet solutions
  - New clad sheet for automotive heat exchangers
  - New crash alloys offering additional lightweighting potential
  - Advanced crash management system concepts
- **Mass transportation**
  - Lightweight EcoRange® technology
  - Energy saving power rail system
- **Packaging**
  - Light weighting of beverage can (modeling, prototyping)
  - Improved can-end performance (new alloy, new coating)
- **Thermal solar energy**
  - Novel nano-ceramic coatings for bright reflector sheets (self-cleaning)

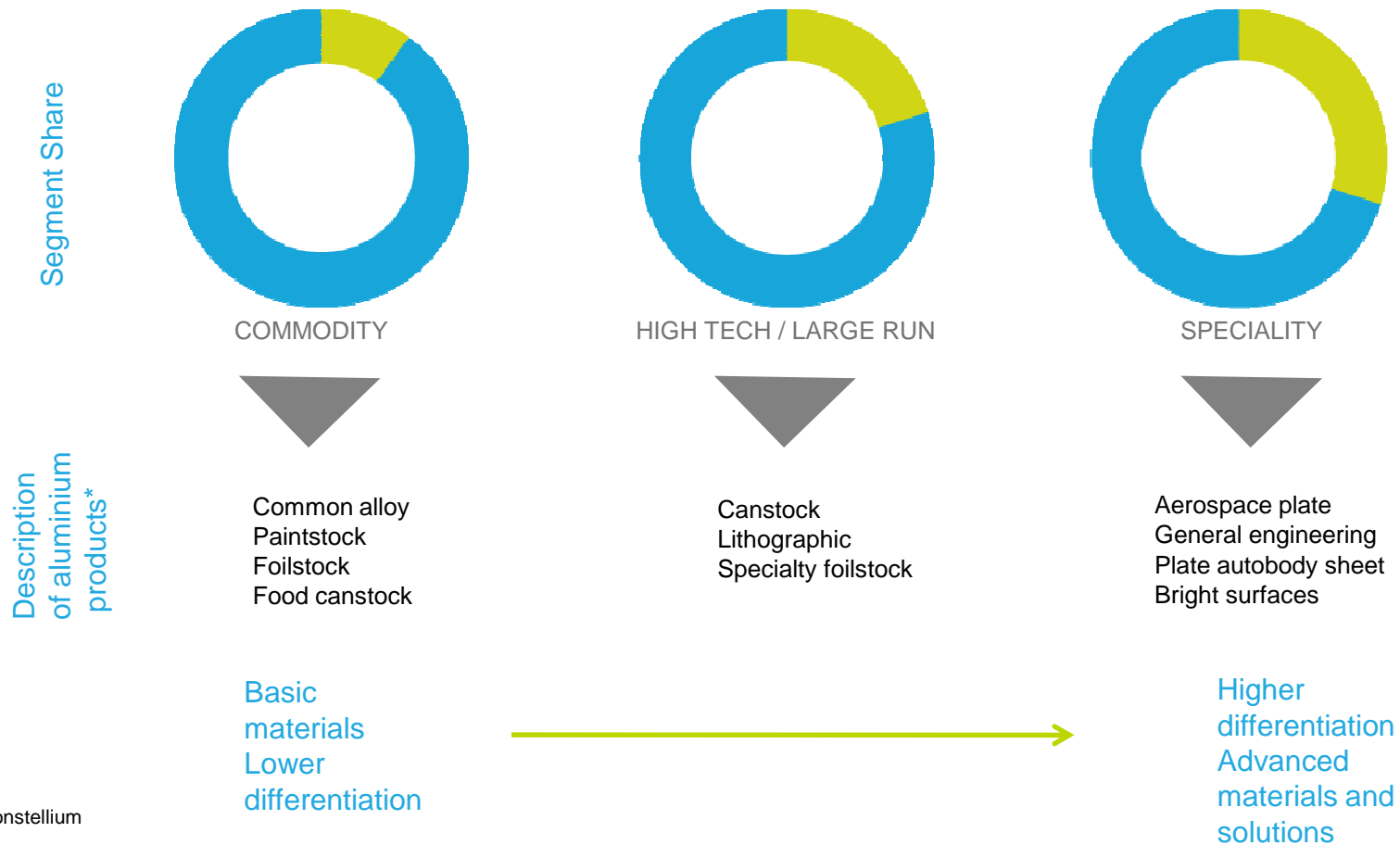
## 4. Constellium's strategy



Constellium's portfolio is heavily weighted on products with high technological content and masters key competencies and processes (Metallurgy, DC Casting, Rolling, Extrusion)

# Portfolio structure

Constellium is a differentiated provider of aluminium semi-products and solutions with high technological content : sole selective player with critical scale



 Constellium  
 Rest of market

\* These market applications are given as examples and do not necessarily reflect Constellium's product portfolio

# Strategy

A proven strategy with well identified strategic levers

## Selective Growth

- Focus on selected segments:
  - Aerospace
  - Packaging
  - Automotive
  - Industry/Specialties
- Build global footprint with focus on Asia
- Industry consolidation
- Active portfolio management

## Best-in-class EHS

- Constellium's core value
  - Commitment from all levels of the organization
  - Significant improvements recorded on road to zero accidents



## Product leadership

- Differentiation by:
  - Innovation and alloy development
  - Joint product development
  - Technical support
  - Supply chain and recycling solutions
  - Marketing/branding

## Operating Excellence

- Constellium Business System means striving for continuous improvement and productivity in all dimensions
  - Lean
  - Permanent processes optimization (capacity footprint, working capital optimization ...)
  - Commercial excellence
  - Information & Technology

# As a Conclusion

**Enjoying key differentiating factors,  
Constellium is ...**

- **A high-end aluminium-based company serving global businesses with leading positions in key markets and promising growth opportunities.**
- **A highly innovative company mastering critical technologies and processes, thanks to talented people with unique expertise and supported by outstanding industrial assets.**

# Appendix



# Constellium Management Team

