

# Constellium at a glance

## OUR IDENTITY

### ▲ Constellium (2012 figures)

- > **8,845** permanent employees
- > **€3.610 millions** in sales
- > **26** manufacturing sites
- > World-class **R&D centre** in Voreppe, France
- > Headquartered in **Amsterdam**, The Netherlands  
Operational headquarters in **Paris**, France,  
and **Zurich**, Switzerland

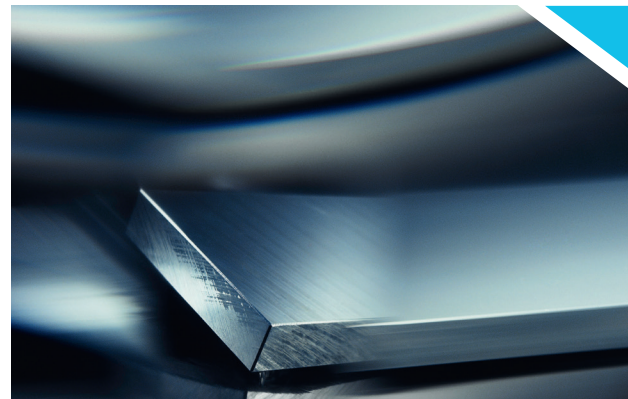


## OUR BUSINESS

### ▲ A leader in aluminium-based performance materials

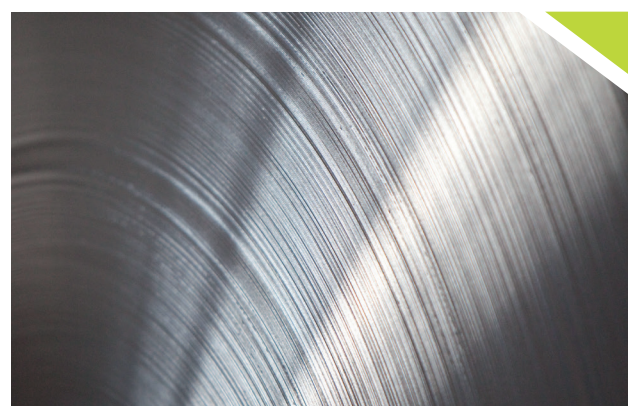
#### Aerospace and Transportation

- > **€1,182 millions** in revenues
- > **#1 worldwide** for aerospace plates<sup>(b)</sup>
- > **#1 in the USA** for large coils<sup>(b)</sup>
- > **#2 worldwide** in general engineering plates<sup>(a)</sup>



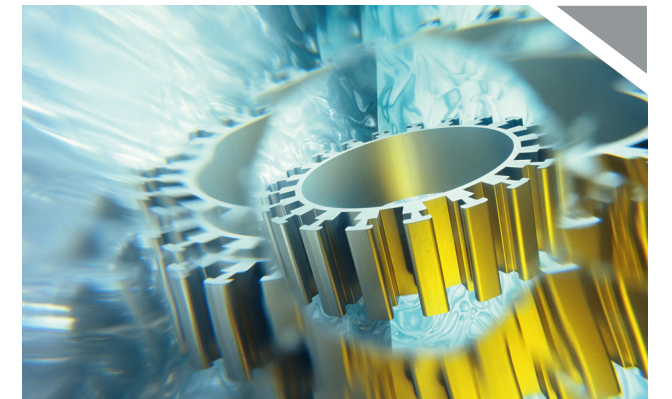
#### Packaging and Automotive Rolled Products

- > **€1,554 millions** in revenues
- > **#1 worldwide** in closure stock<sup>(b)</sup>
- > **#1 in Europe** for can body stock<sup>(a)</sup>



#### Automotive Structures and Industry

- > **€861 millions** in revenues
- > **#1 in Europe** for large profiles<sup>(b)</sup>
- > **#1 in Europe** for hard alloy extrusions<sup>(b)</sup>
- > **#2 worldwide** in crash management systems<sup>(b)</sup>



(a) CRU International Limited, based on data regarding the year ended 2011  
(b) Based on Company internal market analysis

#### Latest aluminium innovations developed by Constellium:

- > **AIRWARE®**: Breakthrough range of products for aerospace, e.g. Airbus A350-XWB, SpaceX launchers, Bombardier C-Series.
- > **COREVO® Alu foam** – for (r)evolutions in heat exchange, acoustics and structures.

## OUR STRATEGY

### ▲ Constellium pursues a proven strategy with four well identified strategic levers

#### Selective Growth

- > **Focus on selected segments**
  - Aerospace
  - Packaging
  - Automotive
- > Build **global footprint with focus on Asia**
- > Active portfolio management

#### Product Leadership

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

#### Best-in-class EHS

- > **Environment, Health & Safety (EHS) is one of Constellium's core values**
  - Commitment from all levels of the organization
  - Significant improvements recorded on road to zero accidents

#### Operating Excellence

- > **Continuous improvement & productivity** in all we do
  - Lean
  - Permanent processes optimization (capacity footprint, working capital optimization, IT, etc.)
  - Commercial excellence