



“SPECIALITY
MATERIALS
WORLDWIDE”



Chargeurs extends its international leadership: Acquisition of US-based Main Tape

Michaël Fribourg, Chairman and Chief Executive Officer

July 18, 2016

- 1. Chargeurs: "A World of Niche Market Leaders"**
- 2. The Chargeurs business model**
- 3. A "surgical" acquisition**
- 4. Strengthening the Group**



Chargeurs: "A World of Niche Market Leaders"

Chargeurs dominates global industrial niche markets



1. Dominant, global positions in niche markets

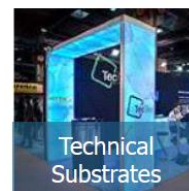
A strategic position in global value-added niche businesses thanks to an international network of unseen champions operating a *Mittelstand* model

■ Four business skill-sets with leadership positions in niche industrial markets



Chargeurs Protective Films

global leader in temporary surface protection



Chargeurs Technical Substrates

a European leader in functionalized textiles



Chargeurs Fashion Technologies

world number two in garment interlining



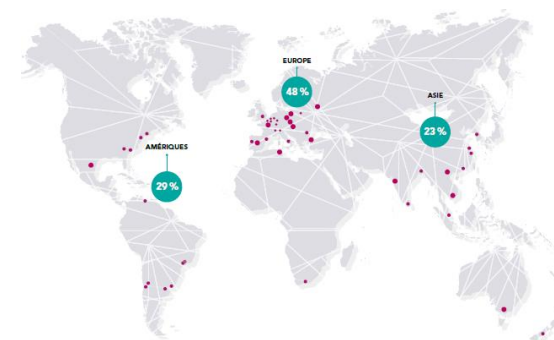
Chargeurs Wool

global leader in topmaking, premium wool trading

■ An extensive international footprint

- A presence in **32** countries on **5** continents
- **93%** of revenue generated outside France
- **11** plants in **6** countries on **4** continents

■ A stable, long-term reference shareholder



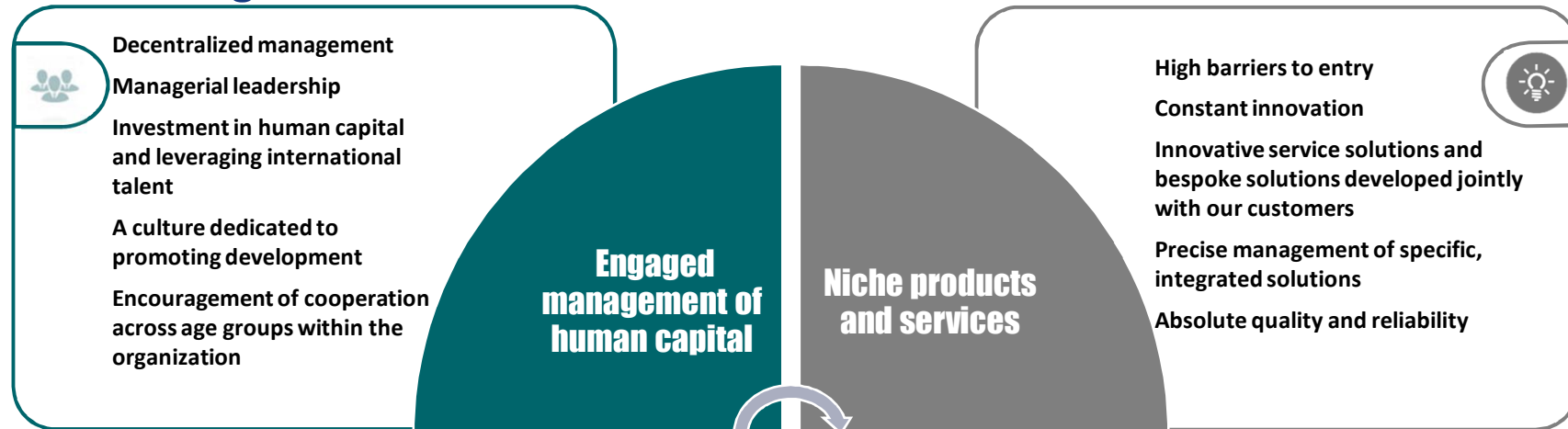


Thanks to the Chargeurs development model, the Group's businesses set the highest international standards

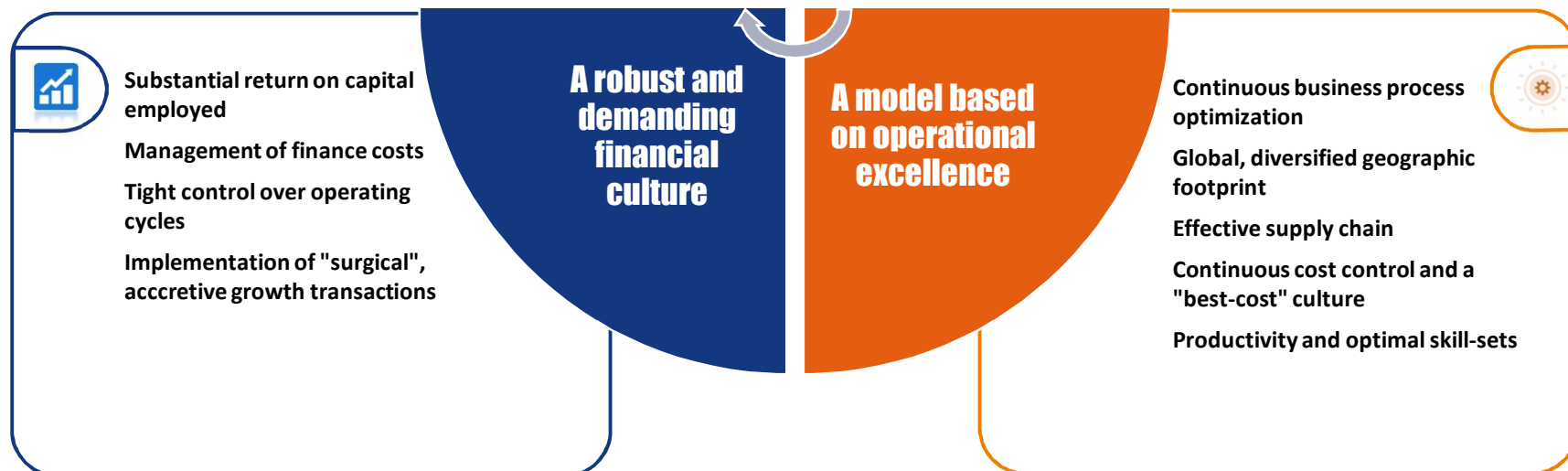
Performance Discipline Ambitions

2. The Chargeurs business model

A sustainable global model based on excellence and industrial differentiation



A WORLD OF NICHE MARKET LEADERS



Reinforcing the Group's financials

■ Solid foundations strengthened by new governance

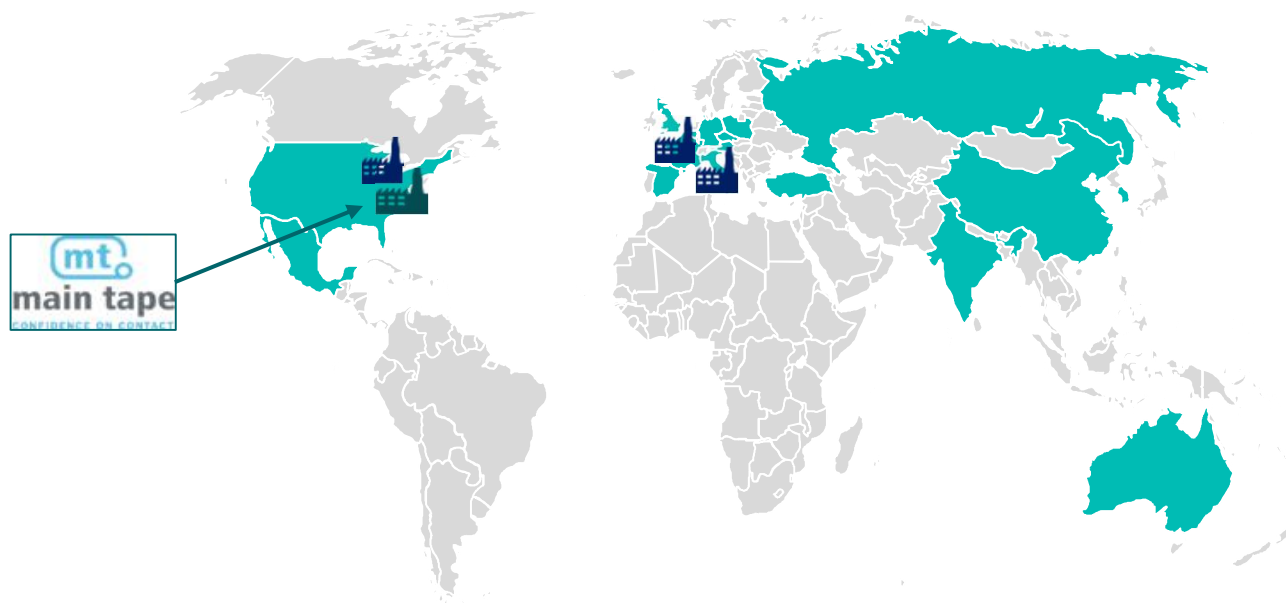
- A stable, long-term reference shareholder
- A robust financial position
 - A positive net cash position
 - Profitable individual operating segments
- A demanding integration model
- An on-going cost-cutting program
- Excellent performance in 2015
 - Recurring operating profit up 34% to €30.6m
 - Net profit up 42% to €15.3m

■ New financial resources available for 2016

- A €57m Euro PP private placement notes issue in May 2016
- Renewal and extension of Group credit lines



Main Tape, a surgical acquisition in line with the new Chargeurs business model



Main Tape: A first, carefully targeted acquisition in line with the new Chargeurs strategic development model



Strengthening the Group's leadership position in its main business and primary market

- ✓ A solid position at the forefront of the US market that complements the market presence of Chargeurs Protective Films
- ✓ The addition of a well-known, iconic US brand
- ✓ A stronger positioning for Chargeurs Protective Films across its entire product offering
- ✓ A product range that perfectly complements Chargeurs Protective Films' product offering
- ✓ Stepped up development of Main Tape in Europe through Chargeurs Protective Films' sales network
- ✓ Main Tape, like Chargeurs Protective Films, is a formula patent owner with highly innovative products and production processes that meet demanding operational quality requirements
- ✓ A second dollar-zone production unit improves the distribution of Chargeurs Protective Films' production
- ✓ A site close to the rapidly expanding Newark airport and marine terminal, near New York
- ✓ A surgical transaction, reflecting the Group's prudence and demanding financial culture

A high-quality company with a significant presence across the United States and proven expertise in temporary surface protection

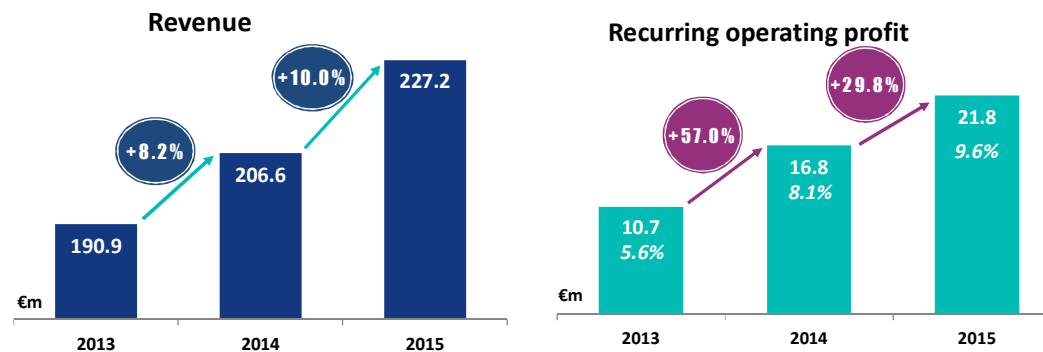
- Founded in 1987, Main Tape is based in Cranbury, New Jersey
- In 2015, it reported revenue of US\$27m, mainly from operations in the United States, and to a lesser extent in Mexico and Europe
- 75 employees
- Thanks to its expertise in manufacturing and marketing films for temporary surface protection applications, Main Tape offers a comprehensive range of high-quality solutions to its customers
- Active in four markets: metals, building & construction, specialty applications and automotive



Specialist in self-adhesive films for the temporary protection of fragile surfaces throughout the manufacturing process

- Active in four markets: construction, household appliances, automotive and electronics industries
- Protecting numerous, constantly evolving, technical surfaces: metals, plastics, laminates, floor coverings, glass, automotive bodywork, flat screens, etc.
- A background in innovation in products (e.g., fiber laser) and processes (e.g., machine coating) coupled with a bespoke customer service central to the business' differentiation strategy
- A global geographic footprint, a CSR process and operating discipline

500 employees	94% of sales outside France
3 production units	A sales presence in 47 countries
ISO 14001 Environment certified	ISO 9001 Quality certified



"We deliver innovative coating solutions"



Strengthening the Group

Putting Chargeurs at the heart of a sustainable business model based on excellence and industrial differentiation

- Enhancing the "**Chargeurs business model**" of developing leadership positions in niche businesses worldwide with a balanced global presence
- A renewed culture of **operational excellence**
- A tightly controlled balance between **organic development** and **external growth**
- A **demanding and closely monitored financial model**



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2016 Financial calendar

2016 interim results

Friday, September 9

Third-Quarter 2016 Financial Information

Thursday, November 10

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