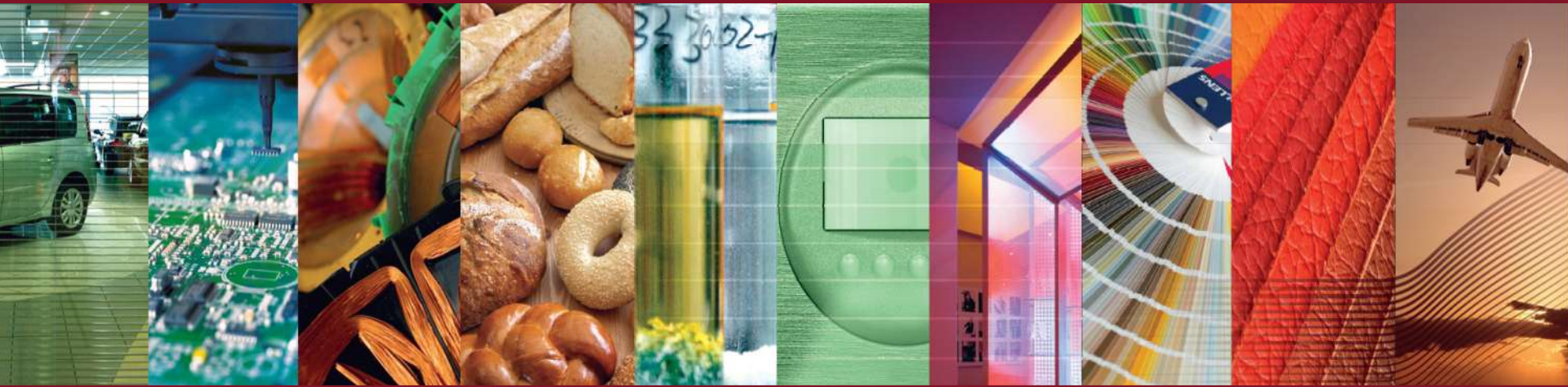




WENDEL



ParexGroup Wendel Investor Day

R. Seguin – December 6, 2012

ParexGroup profile



ParexGroup is one of the foremost international **dry-mix systems** manufacturers for the **building industry** (n°4 worldwide)

ParexGroup has more than **30 years** of experience in the industry and has expanded through a business model combining the incorporation of small and medium-size **family businesses** and **organic growth**.

KEY NUMBERS:

2011 **Sales: 634 M€** & 2011 **Ebitda: 90 M€**

44% of sales in emerging markets

3500 employees in 20 countries

56 production plants

2 Group R&D centers in France & China

3 specialty branded businesses

FACADE PROTECTION AND DECORATION

- Renders
- Textured finishes
- Stuccos
- EIFS
- Restoration



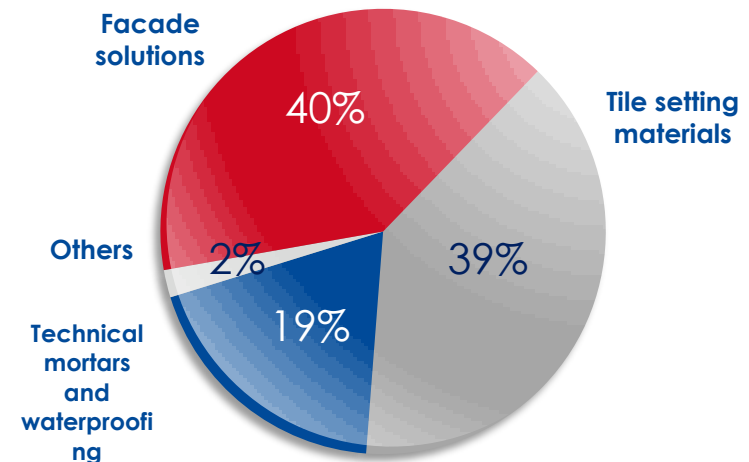
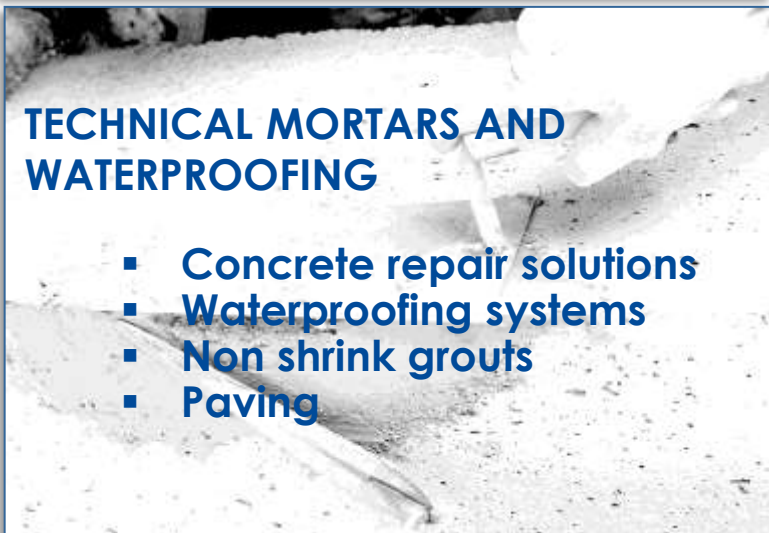
TILE SETTING AND FLOORING MATERIALS

- Self levelling compounds
- Tile adhesives
- Coloured grouts
- Sound insulation under tiles



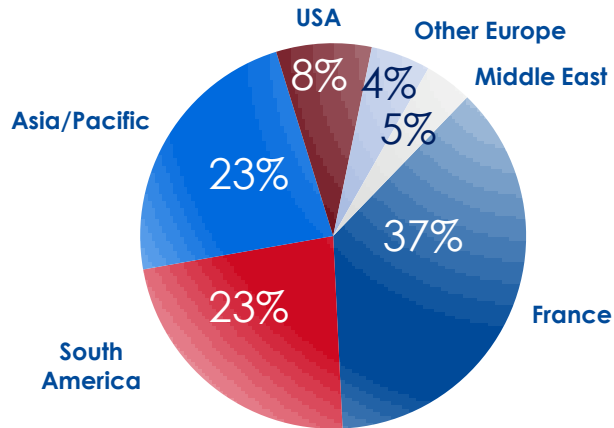
TECHNICAL MORTARS AND WATERPROOFING

- Concrete repair solutions
- Waterproofing systems
- Non shrink grouts
- Paving

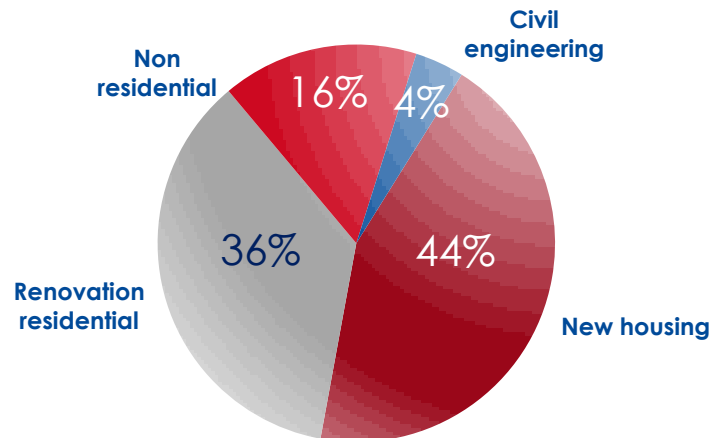


A market leader with strong & balanced position

ParexGroup sales by country



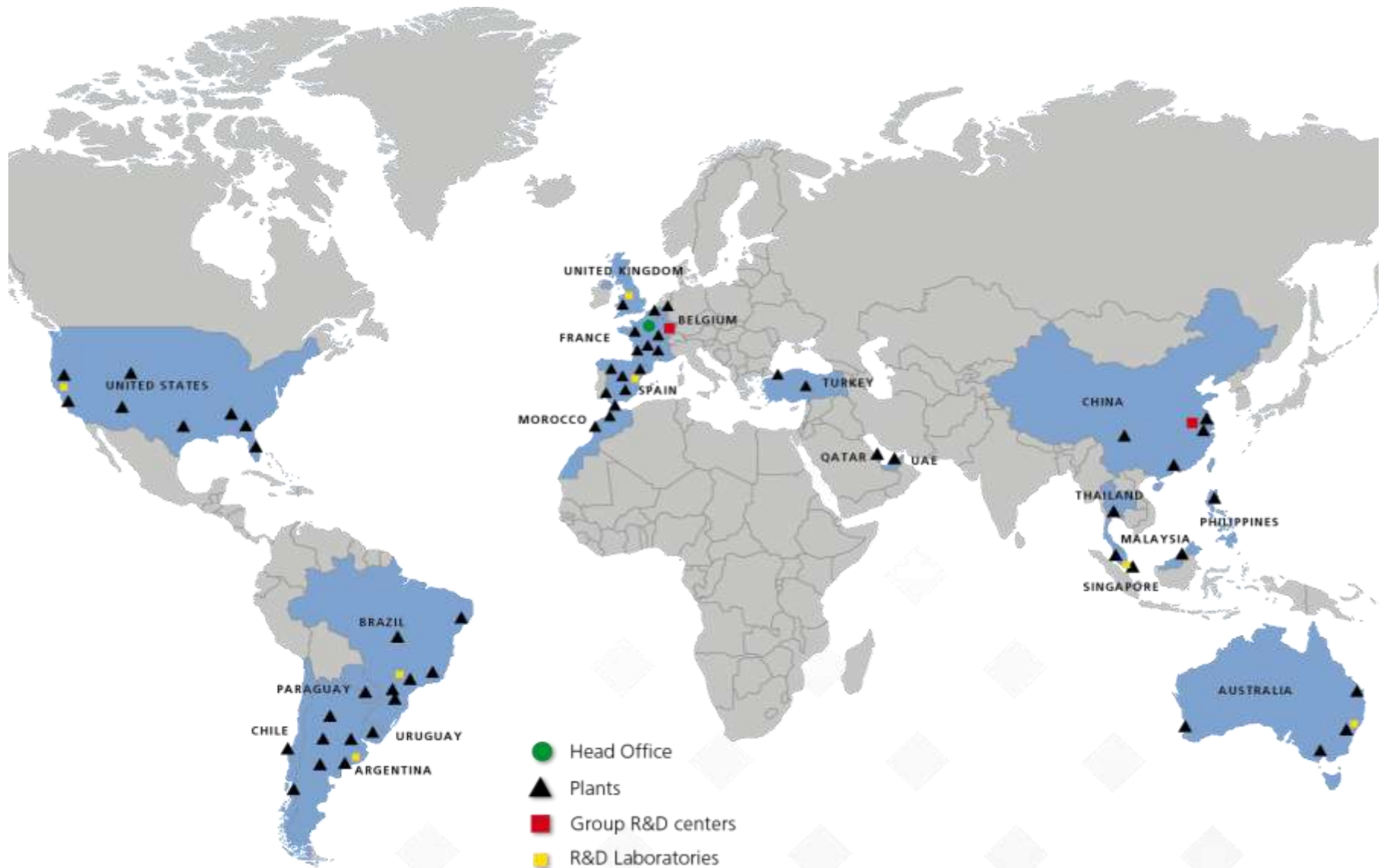
ParexGroup sales by market driver



KEY STRENGTHS

- **Focused on speciality pre-mix mortars**, a growing segment worldwide of the construction industry
 - On-going demand for innovative and tailor made solutions
 - Increasing wealth in Emerging geographies enhances products demand
 - Increasing need for energy conservation
- **44 % of sales in emerging countries**
- **Leading positions** (Top 3) in most of the countries where the Group operates, with high recognition brands
- **Continuous mix improvement** through new products, formulation expertise & active technology transfer between countries
- **Sound financial performance:** solid Ebitda level & strong Cash Flow generation thanks to top performance in Working Capital management & low Capex

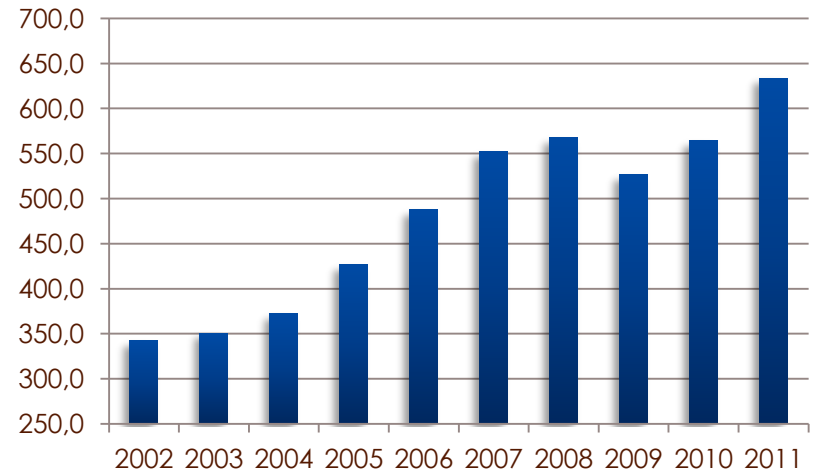
Leading positions in France, China, South East Asia & Americas



Sales & Ebitda evolution: growth and resilience. Reliability of the forecasts

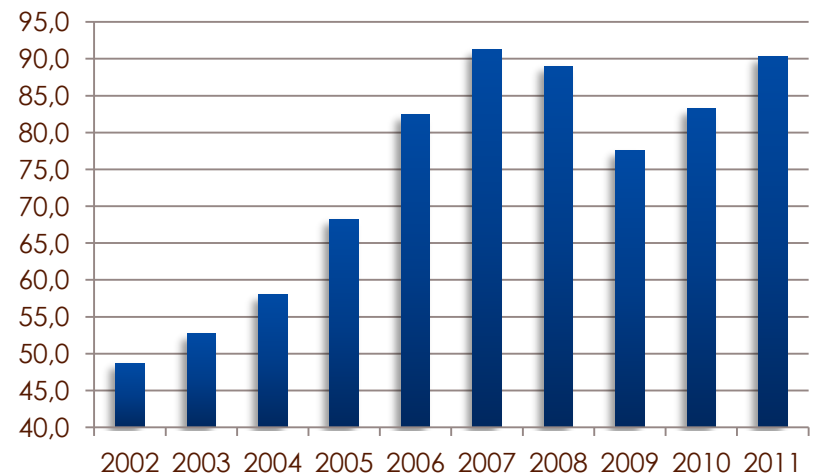
Sales evolution A 2002 - 2011 (M€)

Circa x2 over 10 years



Ebitda evolution A 2002 - 2011 (M€)

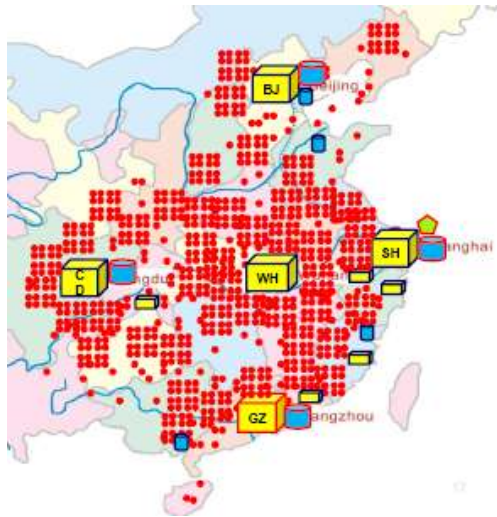
Circa x2 over 10 years



**And high cash flow generation:
circa 70% Ebitda in average**

ParexGroup enjoys in China ...

... a series of competitive advantages that sets us apart from international & local competitors



- A **dedicated and loyal Chinese management** pertaining to the company from the start (15+ years)
- An **exhaustive commercial presence** throughout China with 10 sales office and warehouses
- 4 plants and a **world class R&D center**



Red Flag WP shop



Golden sand CTA shop

A network of 1000 exclusive shops:

- Built over the past 3 years all over China
- Selling in turn to more than 10,000
- Sub retailers (non exclusive)
- Specialized in wet-rooms waterproofing
- Now segmented in “waterproofing major” and “CTA major(*)”

(*)Ceramic Tile Adhesive

ParexGroup can target in China long term leadership on the 3 market segments



ParexGroup position on **Façade segment (Suzuka acquisition)**

- **Co-leader** for acrylic stuccos (15% MS)
- Fast growing: > 20% p.a.
- Foot in the External Insulation EIFS market (high end)
- Adequate industrial footprint for EIFS mortars (⇔ CTA)
- Unique organic + mineral proposal



ParexGroup position on **Waterproofing segment**

- **Co-leader** with Chinese player DFYH on the under-tile Waterproofing segment (between 10% and 15% MS)
- High brand awareness and visibility
- Underlying natural growth ~10% p.a.
- Organic growth potential through geographic expansion



ParexGroup position on **Tile Adhesive segment**

- **Among top 3 leaders** on a fragmented market (4% MS)
- Fast growing segment: > 50% p.a.
- Unique distribution network under construction
- Privileged partnership with biggest Chinese tile maker

ParexGroup

Key business development drivers

A 2008

2012e

F 2015

China sales

+35% cagr 2008-2015 period

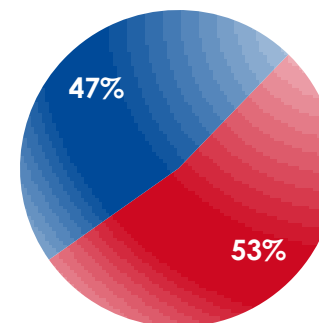
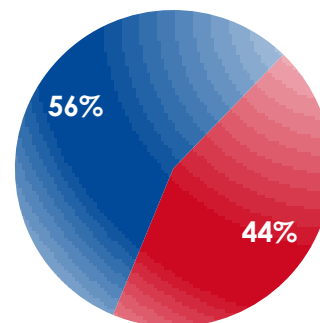
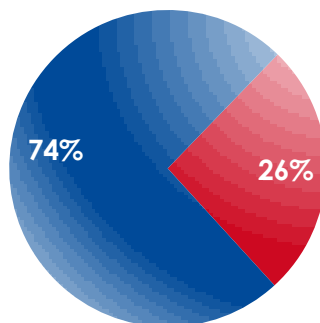
12 M€

54 M€

105 M€

Emerging countries sales (%)

including China.
From ¼ to above 50% of the Group sales



EIFS (insulation systems) & Organic textured coatings sales

(in M€ and as % of facade segment)

14%
38 M€

19%
51 M€

25%
70 M€

Conclusion

- ParexGroup is on a clear strategic path, with a strong position in terms of product portfolio and geography
- ParexGroup is the international player the most exposed to Emerging markets
- ParexGroup has fast growing developments in China, South-East Asia and South America, as well as in the energy conserving external insulation façade (EIFS) segment
- ParexGroup delivers sound financial performance and generates high cash flow