



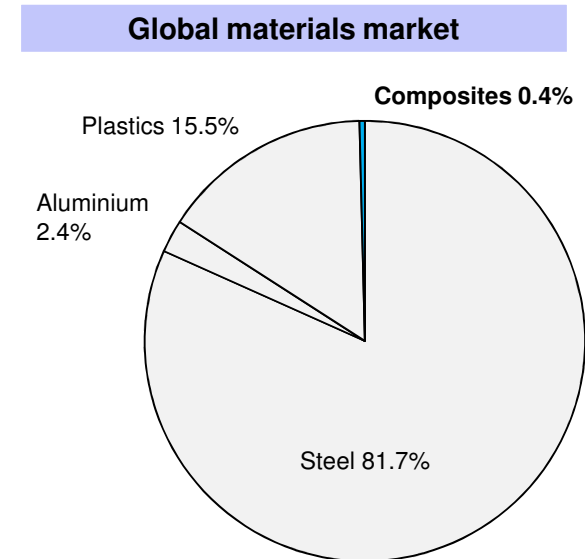
Exel Composites' strategy 2014 – 2018

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Composites market expected to grow both in volume and value

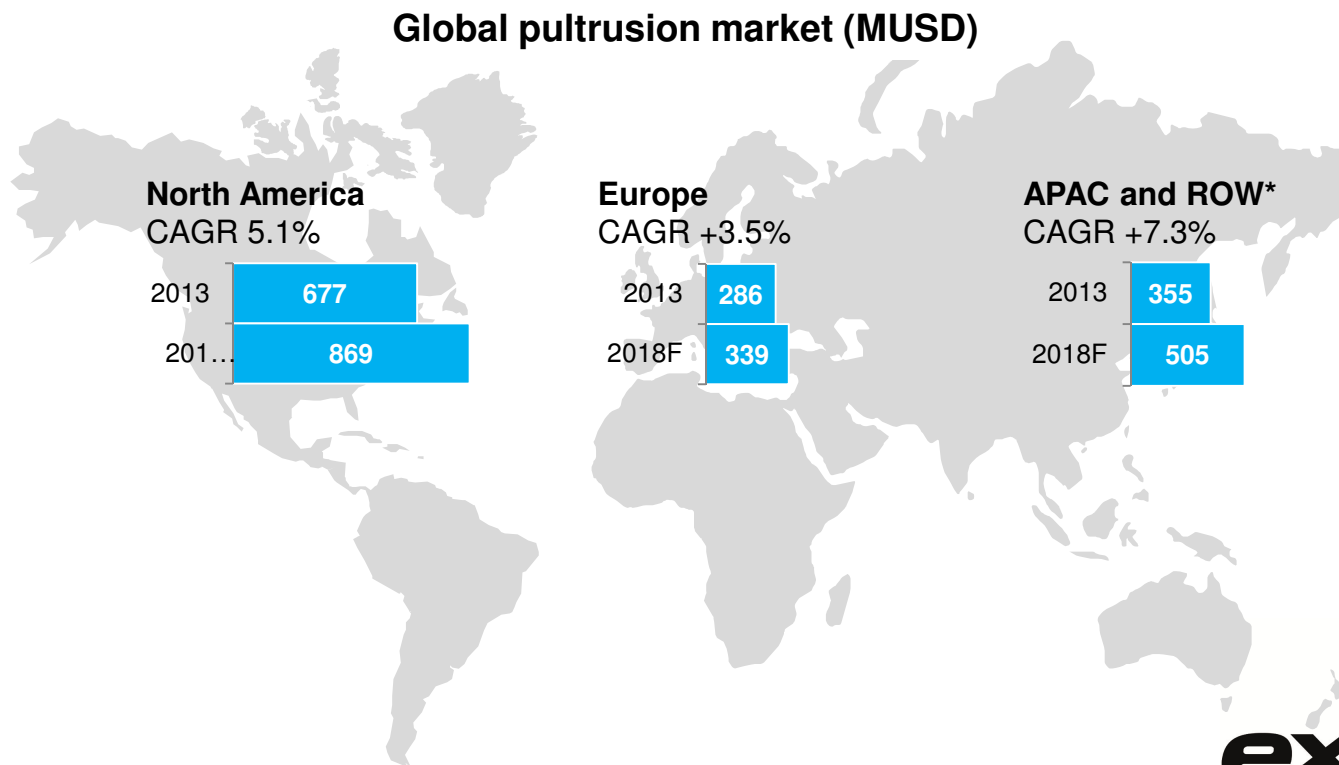
- ◆ Material market is dominated by steel and plastics
- ◆ Composite market represents 0.4% of total materials market
- ◆ Composite demand is expected to grow +5% per annum in volume and +7% per annum in value during 2013-2019
 - Composites are replacing aluminum and steel
 - Lower life cycle cost of composites is the key driver to increasing demand
- ◆ Pultrusion demand is expected to grow to 1.7 BUSD in 2018
- ◆ Exel Composites' main technologies are pultrusion and lamination. Of total composites demand
 - Pultrusion represents 3-4% share and laminates and composite sheet represent a further 4-5% share
 - Pultrusion and lamination are expected to grow along the industry growth rate (5.1% in volume)
 - Fastest growth is expected in transportation industry and building and construction



Source: Lucintel

Largest markets are North America, North Asia and Europe

- ◆ Largest and fastest growing markets are in Asia and North America
- ◆ Currently major share of Exel Composites business is in Europe
 - Globally third largest market
 - Growing market but at a slower speed



Source: Lucintel

* Exel Composites considers Lucintel's APAC market estimate too low

Mega and market trends drive new applications and volume growth

Megatrends	Urbanization and healthy living	<ul style="list-style-type: none"> • Demand for clean water, clear air and urban infrastructure • Investments in Exel's large markets: building, construction, infrastructure and transportation
	Thinking total life cycle cost	<ul style="list-style-type: none"> • Energy efficiency, low maintenance and durability required • Competitiveness of composites improves
Market trends	Composite penetration growth	<ul style="list-style-type: none"> • Continuous flow of new opportunities • Fast growth of volume applications • Developing markets leading growth
	Composites are becoming a commodity	<ul style="list-style-type: none"> • Customer side awareness and acceptance increasing • Market growth brings new material suppliers; Trade barriers and anti-dumping actions
	Sustainability and recyclability of composites	<ul style="list-style-type: none"> • Importance of low life-cycle embodied energy • Increasing availability of recycling options • Composites being used as recycled raw material

We differentiate ourselves based on our strengths

Exel Composites is an agile, innovative global composite company with world-class operations providing superior customer experience

Clear value proposition

- Pre-defined products and packages
- Good technology coverage
- Customized solution for customers' needs

Local presence globally

- Global coverage in multiple channels
- Availability locally
- Quick response time

Top-quality service

- Professional service in all levels
- Keeping promises
- Long term partnerships
- Flexibility

World-class operations

- On time delivery
- Efficient and fast
- Right quality and availability
- Safety and environment

The background of the slide is a photograph of an industrial facility, likely a refinery or chemical plant. It features complex piping, scaffolding, and large storage tanks. Prominent are several bright red metal platforms or walkways with yellow safety railings. The overall scene is industrial and somewhat dimly lit, with some areas appearing to be under construction or maintenance.

OUR STRATEGY

**Accelerate
growth in
China**

**Penetrate new
applications**

**Create true
global
footprint**

**Growth in new
technologies**

Our growth strategy is based on four cornerstones



Accelerate growth in China

- Local sales network
- Value offering for mid-segment
- R&D and manufacturing capacity



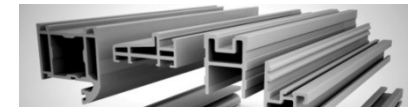
Penetrate new applications

- Solutions for larger growth applications
- Package key applications to 'systems'



Create true global footprint

- Increase sales coverage
- Grow supply and service to new market areas, including Americas



Growth in new technologies

- Further processing and vertical integration
- New composite technologies, other than pultrusion

Financial targets reflect our growth strategy



Financial targets are considered over a business cycle

Acquisitions targeted to boost growth and to cover market and technology white spots. Acquisitions will influence overall growth and profitability targets

Exel Composites aims to distribute some 40 per cent of net income in dividends, as permitted by the financial structure and growth opportunities