

2018
INTEGRATED REPORT





Integrated report

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INTERVIEW WITH

Laurent Burelle, Chairman and CEO

A market under pressure

Brexit, the US-China trade war, tighter regulations and new consumption patterns are putting the automotive industry to the test. How have they impacted Plastic Omnium?

We have indeed been facing headwinds in a number of areas for several months now. Driven by protectionist trends, the slowdown in the Chinese economy and the entry into force of a new type-approval procedure in Europe, automobile production fell 1% in 2018 – its first decline since 2009.

The automotive industry, which was already facing the environmental challenge and new consumer habits, now also has to contend with a slowdown in the market that up until now had been growing.



Sound fundamentals

How can Plastic Omnium weather the slowdown, and for how long?

First, let's keep in mind that despite the complex environment, we continued to grow and to outperform the world automotive market. Our 2018 results are sound, and so is our financial structure. Following record capital investments, our cash-flow generation has reached very high levels.

Beyond these results, we draw our strength from our ability to plan ahead. To be on the safe side, we have decided to manage the group based on stable global automobile production over the coming three-year period. We will continue to invest and to take advantage of our well-filled order book, but we will strengthen our emphasis on frugality, flexibility and selective order-taking.

Strong technological options

What are Plastic Omnium's key choices in the technological and social revolution set to disrupt the sector?

We're enthusiastic about the revolution, which gives us additional opportunities for growth.

In exterior systems, we will opt for increasingly "smart" solutions, with different styling and broader functionalities. We also believe that the car of the future will be designed on the basis of

increasingly complex modules. This led us to take control of our HBPO subsidiary. Lastly, Plastic Omnium has come to the conclusion that electricity is the most compelling alternative solution, provided it can be generated within the vehicle. We're therefore currently making significant investments in fuel cells and hydrogen.

Long-term strategy

Burelle SA now holds a 58.51% stake in Compagnie Plastic Omnium. Should it remain a family-owned company in the new global economy? And how can you preserve the independence that underpins the "PO Way"?

Within a decade and a half, Plastic Omnium's revenue increased from €1.7 billion to €9 billion, its net income from €75 million to €533 million, and family control from 51.6% to 58.51%. Our goal is to continue these trends over the long haul.

The strategy calls for leadership and innovation. With the divestment of the Environment division,

Plastic Omnium has become a pure player in the automotive sector, where it has world leadership in three businesses with increased technology content. The other factors that underpin our independence are diversification of geographical locations and customers, and financial discipline.

Shared commitment

If you were asked to reassure all the stakeholders – investors, shareholders, employees, partners and customers – with a single argument, what would it be?

Commitment – commitment to clean, sustainable mobility; commitment to the ethics and transparency rules shared by our 32,000 employees; commitment to the industry.

“Our current operations are thriving,
our future is exciting.”

Jean-Michel Szczerba, Co-Chief Executive Officer



“The takeover of HBPO and the divestment of the Environment division open a new chapter in the history of Plastic Omnium. The Group is concentrating its resources on the automotive market and boosting its leadership there against a backdrop of unprecedented technological change.”

“Ever more quality at best cost is the secret to our sales success and the reason for our investment in Industry 4.0.”

“Calling on all young engineers who want to help Plastic Omnium invent the zero-pollution, zero-accident and zero-immobility car.”

“Tomorrow’s mobility demands commitment today. Plastic Omnium is backing hydrogen with fuel cells and increasing technological content per car.”

“Against the current backdrop of widespread uncertainty and volatility, being an independent family group gives us a huge advantage. Our long-term vision guides our choices, our senior management is totally committed, and our focus on entrepreneurship, work and recognition comes into its own.”

2018

A leading automotive pure player

LEADERSHIP STRENGTHENED

by an order book that is 90% filled in the 2021 timeframe

ACQUISITION OF A CONTROLLING STAKE IN HBPO,

world leader in front-end modules, in July 2018

ENVIRONMENT DIVISION SOLD

to the Latour Capital/BpiFrance consortium on December 18, 2018

Accelerated optimization of plant and equipment

Successful launch of the pilot
Industry 4.0 plant

in Greer, SC, United States: €150 million invested in a combination of technologies

9

NEW PRODUCTION PLANTS AND 3 R&D CENTERS

to be opened in 2019-2020

INDUSTRY 4.0

to be rolled out across all plants around the world within the 2022 timeframe, resulting in a sharp increase in performance

A raft of new capabilities

DATA SCIENCE, ELECTROCHEMISTRY, PLASTRONICS AND MECHATRONICS

Plastic Omnium is introducing new jobs and new careers

1ST INNOVATION AWARDS PRESENTED IN 2019 BY PLASTIC OMNIUM

in the Products, Operational Excellence and Open Innovation

3,000 engineers

to be hired by 2021

At the heart of technological transformation

TYPE APPROVAL OF THE FIRST PLASTIC OMNIUM HYDROGEN TANK

in 2019

Co-development with Brose of an innovative hybrid door system



STRATEGIC PARTNERSHIP WITH HELLA

to produce an innovative integrated car body lighting system

The commitment of a global, family-operated group

WORKPLACE SAFETY

The target of **Fr2 = 1** is within reach

-20%

reduction target for CO₂ emissions per kilo of processed material by 2025

A CSR strategy with three focuses:

- Responsible entrepreneurship
- Attention to employees
- Sustainable production

PURE PLAYER

of the automotive industry, leader in its three activities

An independent French family-owned group created in 1946, Plastic Omnium is a global player, operating 124 factories in 26 countries. With its takeover of HBPO, a world leader in front-end modules, and the sale of its Environment division, Plastic Omnium is now positioned as a pure player in the automotive sector, a technological leader in all three activities. Its 24 R&D centers innovate to accompany the acceleration of technological transformations for its 83 global customers towards a clean, connected and autonomous car.

PLASTIC OMNIUM INDUSTRIES



INTELLIGENT EXTERIOR SYSTEMS towards a lighter and smarter body

World leader in a wide range of body systems and modules, Plastic Omnium offers high performance, durable and aerodynamic solutions, 30% lighter than metal. Designed in an integration logic of added value and safety functions, they accompany the emergence of autonomous and connected cars.



CLEAN ENERGY SYSTEMS towards clean vehicles

World leader in emissions reduction and fuel systems, Plastic Omnium is supporting its customers in their greenhouse gas reduction targets. Its intelligent fuel systems are adapted to suit all engines: gasoline, diesel, hybrid and rechargeable hybrid. Preparing for the post-oil era, the Group is innovating in alternative technologies and is gambling on the electric car equipped with a fuel cell and hydrogen tanks.

Performance

- **45%** of the *proforma* economic revenue in 2018
- **29 million** bumpers produced per year
- **22,000** employees
- **61** plants in 14 countries

Growth levers/competitive strengths

- Mastery of ultra-innovative materials both lightening parts (reduction of CO₂ emissions by as much as 5g/km) and optimum safety
- Expert in plastic materials with unique performances in electromagnetic transparency, allowing optimal use of radars/lidars, necessary for the take-off of connected vehicles
- Ability to integrate complex systems/sensors and electronic radars for their proper functioning and safety
- Strategic partnerships with:
 - Brose, expert in mechatronic systems for doors and seats
 - Hella, leader in the development and production of lighting systems and electronic components



The car of tomorrow will be **AUTONOMOUS**:

Plastic Omnium's body parts will be designed to see, protect and communicate.

Market shares

- **Number 1 worldwide**
16% market share and **19%** expected in 2021
- **1 vehicle out of 6** produced worldwide is equipped with a Plastic Omnium intelligent exterior system

Performance

- **30%** of the *proforma* economic revenue in 2018
- **22 million** fuel tanks produced per year
- **7,000** employees
- **38** plants in 19 countries

Growth levers/competitive strengths

- Expert in plastic fuel systems, lighter, offering maximum safety
- Reduction of polluting emissions (SCR [Selective Catalytic Reduction], water injection system, etc.)
- Intelligent systems INWIN and Tanktronik® dedicated to plug-in hybrid vehicles
- Strategic technology acquisitions: Swiss Hydrogen, expert in fluid management within the fuel cell and Optimum CPV, specialist in hydrogen tanks
- EPO-CellTech, a promising joint venture into fuel cells



The car of tomorrow will be **CLEAN**:

Plastic Omnium solutions are already reducing emissions and its engineers are working on clean solutions for tomorrow.

Market shares

- **Number 1 worldwide**
22% market share and **25%** expected in 2021
- **1 vehicle out of 4** produced worldwide is equipped with a Plastic Omnium fuel tank

PLASTIC OMNIUM MODULES



HPBO towards ever more connected and personalized modules

HPBO, a 66.67% owned subsidiary of Plastic Omnium, is the world leader in the development, assembly, and logistics of front-end modules, integrates the impact beam, lighting and engine cooling systems, active radiator grill shutters, plus radars and driver assistance sensors. Its expertise enables it to meet growing demands for customization and connectivity.

Performance

- **25%** of the *proforma* economic revenue in 2018
- **6 million** front-end modules assembled per year
- **2,100** employees
- **25** plants in 11 countries

Growth levers/competitive strengths

- HBPO operates on a just-in-time basis in 11 countries and 25 sites
- The only supplier dedicated to controlling the entire front-end process from design to delivery
- Strategy to extend the offer to other modules



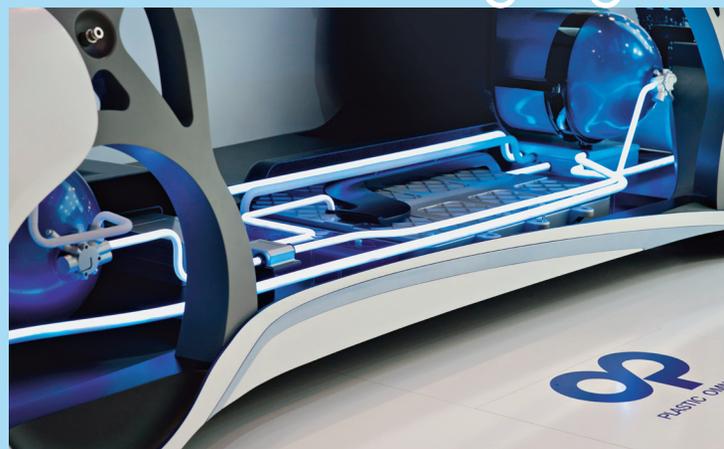
The car of tomorrow
will be **MODULAR**:

With 25 plants
worldwide,
Plastic Omnium
has the expertise
to meet this demand.

Market shares

Number 1 worldwide
17% market share and
18% expected in 2021

Positioning to meet the challenges of the car of tomorrow



Plastic Omnium is creating the essential means to improve its capacity for innovation, to respond to the acceleration of the technological transformation towards a connected, autonomous and electrified car.

In connected and autonomous cars, Plastic Omnium is positioning itself as a connectivity integrator, by growing its capacity to innovate in complex systems that can integrate radars and sensors. The technological expertise of HBPO will also enable Plastic Omnium to accelerate its growth in smart and modular exteriors, which will profoundly change the design and esthetic of the cars of the future.

In low-carbon cars, Plastic Omnium is positioning itself as a player in the energy-storage segment and is developing specific solutions for plug-in hybrid electric vehicles (PHEVs) as well as for vehicles with turbocharged combustion engines. In parallel, the group is committed to electrification to become a major player in hydrogen and fuel cells.

Business model

Fully incorporating global issues and serving its growth ambitions, Plastic Omnium’s business model creates and shares long-term value for all of its stakeholders.

Resources



A committed community

- **32,000** employees
- **€1,183 million** expenses personnel



Innovation at the heart of the company

- **3,000** engineers and technicians
- **24** R&D centers
- **€418 million** invested in R&D in 2018



Sound financial structure

- **€2,188 million** in shareholders’ equity
- **€698 million** net debt
(32% shareholders’ equity and 0.8x EBITDA)



A local industrial system

- **124** plants in 26 countries
- **€562 million** of investments in 2018



A constant commitment to the environment

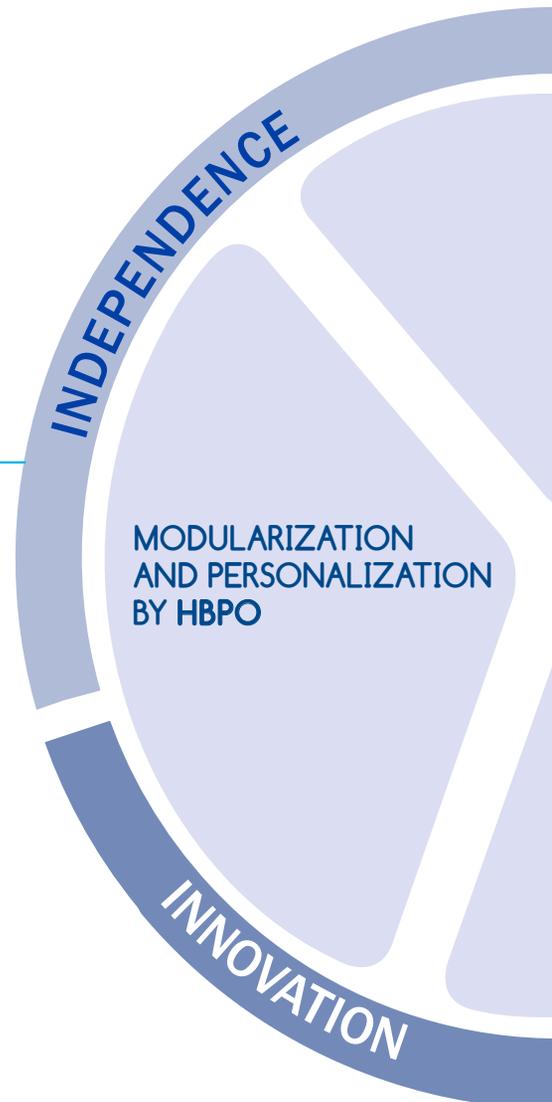
- TOP Planet Program since 2007
- Measuring the carbon footprint
- Life cycle analysis

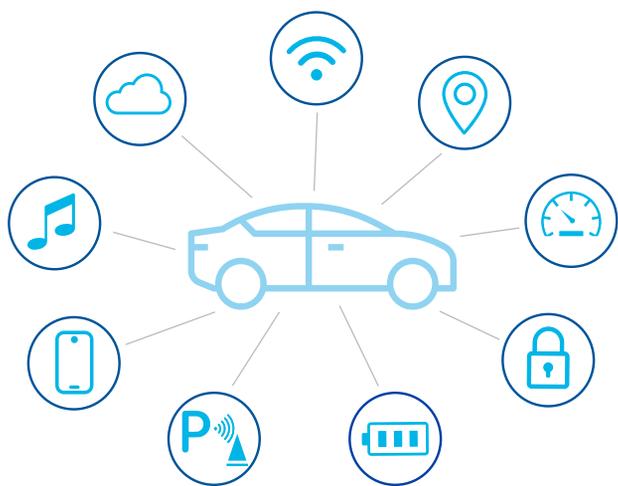


Improved business ethics

- A Code of Conduct since 2003, improved in 2018
- Signature of the United Nations Global Compact in 2003

An automotive supplier leader in its businesses serving the connected, autonomous & carbon-free car.





LIGHTER
AND SMARTER
BODY BY
INTELLIGENT
EXTERIOR SYSTEMS

LONG TERM GROWTH

THE CARBON-FREE
CAR BY CLEAN
ENERGY SYSTEMS

Valuable creation



Care for people

- Safety: **Fr2** of **2.12** in 2018
- Training: **24.17 hours per employee in 2018**
- Equality and diversity: target of **20%** executive women in 2025



Innovation in the ecosystem

- **117 patents** filed in 2018 and a portfolio of 3,725 patents
- An Open Innovation ecosystem
- **€700 million** in revenue on innovative products that reduce polluting emissions



Results guaranteeing independence

- **€918 million** EBITDA
- **€218 million** Free cash-flow
- **€101 million** dividends



Enhanced industrial excellence

- **4 new customers** in 2018 bringing the total to 83 brands
- **100%** of sites certified to ISO 9001
- Industry 4.0 on all sites by **2022**
- **9 plants** under construction worldwide



A responsible industrialist

- **90%** of sites certified to ISO 14001
- **88%** of sites certified to ISO 18001/45001
- Objective to reduce CO₂ emissions by **20%** by 2025



A committed entrepreneur

- RobecoSAM rating: 7th among global automotive OEMs
- Supplier CSR charter
- Employee engagement with local communities

Innovation in the group's DNA

Innovation, a shared historical state of mind

The diesel crisis, environmental regulations, connectivity, autonomous vehicle: the automotive world is reinventing itself. For more than 70 years, the «PO Way» has brought together the 32,000 employees of Plastic Omnium, from its President to the operatives, from Europe to China, enabling the Group to innovate and adapt to the needs of the world's largest manufacturers. As early as 1946, its founder Pierre Burelle had imagined the 47 parts of an automobile that could be made of plastic... Today, the diversity and complexity of the challenges are encouraging Plastic Omnium to mobilize, more than ever, all the ideas and initiatives internally and to continuously expand the expertise of its teams. «All innovators» is more than a slogan - it is a shared reality.

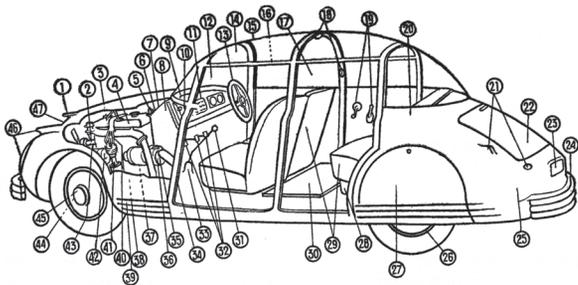


FIGURE 54. — Eléments d'une automobile réalisables en matières plastiques.

1. Garniture de radiateur. — 2. Pompe à eau. — 3. Carburateur et filtre à air. — 4. Couvre-classe. — 5. Bobine. — 6. Disjoncteur. — 7. Bac d'accumulateur. — 8. Panneau de séparation. — 9. Panneau de bord et boîte à gants. — 10. Instruments de bord. — 11. Poste radio. — 12. Pare-brise. — 13. Volant. — 14. Pare-soleil. — 15. Toit transparent. — 16. Montants. — 17. Fenêtres et panneau arrière transparent et garniture des fenêtres. — 18. Platonnier et interrupteur. — 19. Poignées et leviers des fenêtres. — 20. Carrosserie. — 21. Feu arrière et indicateur de direction. — 22. Bagages. — 23. Plaque d'immatriculation. — 24. Habillage souple du pare-chocs. — 25. Réservoir. — 26. Pneumatiques. — 27. Garde-boue. — 28. Armature des sièges. — 29. Garniture des sièges. — 30. Tapis chauffant. — 31. Poignée de changement de vitesse. — 32. Garnitures des pédales. — 33. Couvre-boîte de vitesse. — 34. Buisées de portes. — 35. Joint de transmission. — 36. Pièces de l'avertisseur. — 37. Engrenage d'arbre à cames. — 38. Carter. — 39. Bande dévratrice. — 40. Câbles d'allumage. — 41. Distributeur. — 42. Pièces de la dynamo. — 43. Ventilateur. — 44. Garnitures de freins. — 45. Enjoliveur et flasque. — 46. Phares et feux de position. — 47. Calandre et radiateur.



THE NEW INDUSTRIAL REVOLUTION at Plastic Omnium

Industry 4.0 is the combination of mature technologies: data, advanced robotics, augmented reality, the internet of industrial things, as well as vertical (suppliers, customers) and horizontal (partners) integration, through to the cloud and data management. Some ten concepts have been tested in all the Group's factories to validate technologies and associated partners. Two pilot plants are in the vanguard. First is the Greer plant built in South Carolina in 2018 (United States) for «Intelligent Exterior Systems». The Group invested €150 million in this building to enable it to deploy the 4.0 factory in its entirety.

Second is the Compiègne plant (France), for «Clean Energy Systems», which is changing its processes and tools to deploy 4.0 in an existing factory.

For Plastic Omnium, Industry 4.0 heralds the implementation of predictive production. The other imperative is managing behavioral change for everyone, from the operative to the plant manager. The launch of the Greer 4.0 project is a challenge, watched from all four corners of the Group before a global deployment of the model in 3 to 4 years.



The first « INNOVATION AWARDS »

Many innovative projects are emerging within the Group. Plastic Omnium has set up a competition that in 2019 will reward the best innovations in three categories: products, operational excellence and open innovation for projects developed in partnership. All employees in all positions and all countries were encouraged to compete, alone or in teams. 168 projects have been submitted. The goal is to create a technological innovations accelerator.



TO DEVELOP new businesses

Data analysis, software and diagnostic engineering, digital manufacture, plasronics and electrochemistry call for new skills. Plastic Omnium is developing them internally and is recruiting engineers trained in the latest technologies to develop new onboard smart systems or the fuel cell. Open team work with laboratories, universities and technology partners is accelerating discovery.

At the confluence of mechanics, electronics and connected systems, mechatronics makes it possible to design industrial production systems, such as command and control to measure pressure. At the intersection of chemistry and electricity, electrochemistry studies the phenomena associated with the ex-change of electrical energy, which gives it a broad spectrum of applications, from biology to the behavior of materials and energy storage.

Co-build the sustainable mobility of tomorrow

To respond to the revolution of the connected, autonomous and zero carbon car, Plastic Omnium, technological leader in its markets, is continuously improving its internal and external innovation capabilities. Plastic Omnium is working in open innovation with an ecosystem of start-ups, major technological universities and engineering schools, supervised by an Automotive Strategic Analysis Committee bringing together internal and external experts; scientific and technological partnerships are regularly set up with the best performers.

5 PLASTIC OMNIUM RESEARCH CENTERS

EXPLORE UNDERLYING TRENDS

With major technological universities

- MIT (USA)
- Technion (Israel)
- Centrale-Supelec, Ecole Centrale Lyon, UTC, INSA Lyon (France)



With the players of the automotive world

- Strategic partnership with Brose, a specialist door equipment manufacturer
- Strategic partnership with Hella, expert in lighting systems and electronic components

With tech start-ups

- EPO-CellTech (fuel cell)
- Aster Fund (energy transition and mobility of the future)

With players committed to sustainable mobility

- Member of the steering Committee of the Hydrogen Council



6%

REVENUE IN RESEARCH AND DEVELOPMENT



3,725

PATENTS



3,000

ENGINEERS



24

R&D CENTERS

Societal and environmental responsibility at the heart of the Group's strategy

A signatory to the United Nations Global Compact for 15 years, Plastic Omnium is committed to following its 10 principles relating to respect for human rights, international labor standards, the environment and the fight against corruption. The Group embodies respect for the Sustainable Development Goals in its business model according to three main focus areas

	ODD	AXE & COMMITMENTS	KEY FIGURES
RESPONSIBLE ENTREPRENEURSHIP		<p>BUSINESS ETHICS AND HUMAN RIGHTS</p> <p>The Plastic Omnium Code of Conduct, revised in 2018, applies to all employees in all business lines and countries. The Group is committed to respecting and promoting human rights while respecting fundamental freedoms.</p> <p>All Plastic Omnium suppliers are committed to upholding the principles of the United Nations Global Compact and enforcing them on their own partners. They are audited regularly.</p>	<p>520</p> <p>INTERNAL AUDITS CARRIED THROUGHOUT THE GROUP IN 2018</p>
		<p>PLASTIC OMNIUM INTERNATIONAL VALUES</p> <p>With its roots and its values, Plastic Omnium contributes to the influence of French culture through sponsorship actions in France and in Europe.</p>	
ATTENTION TO EMPLOYEES		<p>HEALTH, SAFETY AND ZERO ACCIDENTS</p> <p>The Group's ambition is to reach «zero accidents» in the long term. The Top Safety program covers all actions to be carried out according to five pillars: machinery and equipment, employees and managers, sites and projects, benchmarks and management, working conditions.</p>	<p>10 X</p> <p>FEWER ACCIDENTS IN 10 YEARS</p>
		<p>EQUAL OPPORTUNITIES</p> <p>Plastic Omnium is committed to promoting the diversity of its teams and fighting against any kind of discrimination. Discrimination incidents are monitored annually. The Group's priority is the development of women's career paths.</p>	<p>20% OF EXECUTIVE WOMEN IN 2025</p> <p>(VERSUS 12% AT END 2018)</p>
		<p>TRAINING</p> <p>Employee training is a strategic part of skills development. Business lines are changing rapidly and skills need to evolve.</p>	<p>498,576 HOURS OF TRAINING PER YEAR</p>
SUSTAINABLE PRODUCTION		<p>THE THIRD PILLAR OF PLASTIC OMNIUM'S CSR STRATEGY is to produce in a sustainable manner: minimizing negative impacts such as water, air, and soil pollution while preserving resources.</p>	<p>90% OF SITES WORLD-WIDE CERTIFIED ISO 14001 AT END 2018</p>
		<p>THE TOP PLANET PROGRAM</p> <p>In production, the Top Planet program, which seeks to optimize energy efficiency and reduce greenhouse gas emissions, has been in place since 2008.</p>	<p>OBJECTIVE TO REDUCE CO₂ EMISSIONS BY -20% BY 2025</p>
		<p>ECO-DESIGN AND RECYCLABILITY</p> <p>The Group seeks continuously to optimize the efficiency of processes to produce more and consume less. Materials are mainly re-injected into production.</p> <p>In addition, life cycle analyses are carried out on four of the Group's flagship products in order to understand the improvement levers related to the products themselves.</p>	<p>88% OF WASTE GENERATED WAS RECYCLED OR RECOVERED IN 2018</p>

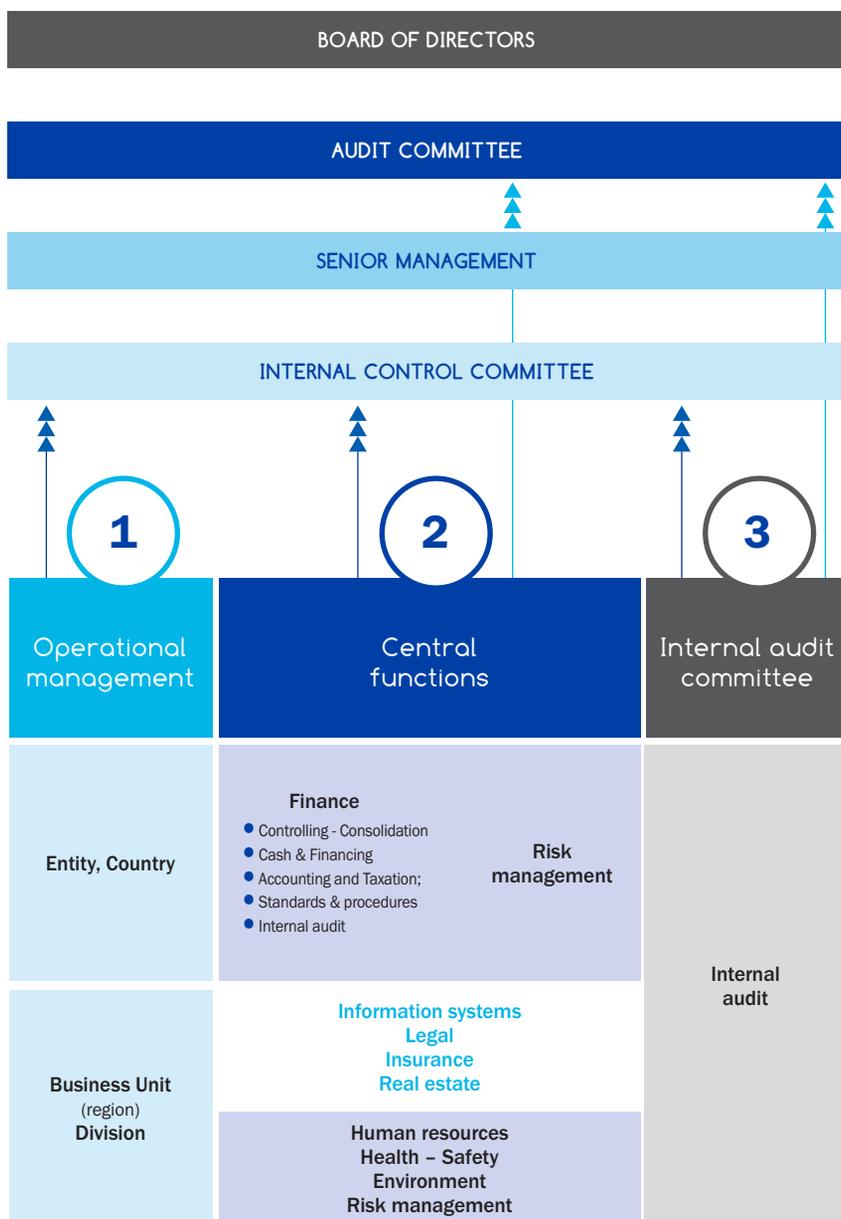
Risk management, a key issue

A global group, player in a complex market, Plastic Omnium is subject to various risks. Its organization aims to control these.

Insurance and Risk Coverage

Plastic Omnium has set up a global program of insurance benefiting all the subsidiaries in which it has a majority interest. The program is intended to hedge the main risks that can affect its operations, results or assets.

AN EFFICIENT ORGANIZATION



Main risks identified on a global scale

Plastic Omnium has reviewed the risks likely to have an impact on its business, its financial situation or its results, and considers that there are no other significant risks apart from these, for which the Group has instituted control and supervision processes:

OPERATIONAL RISKS

- RISK RELATED TO AUTOMOTIVE PROGRAMS
- RISK RELATED TO ACQUISITIONS
- INFORMATION TECHNOLOGY RISK

INDUSTRIAL AND ENVIRONMENTAL RISKS

- HEALTH, SAFETY AND ENVIRONMENT RISK

CREDIT AND/OR COUNTERPARTY RISK

- LIQUIDITY RISK
- CUSTOMER RISK
- SUPPLIER RISK

MARKET RISKS

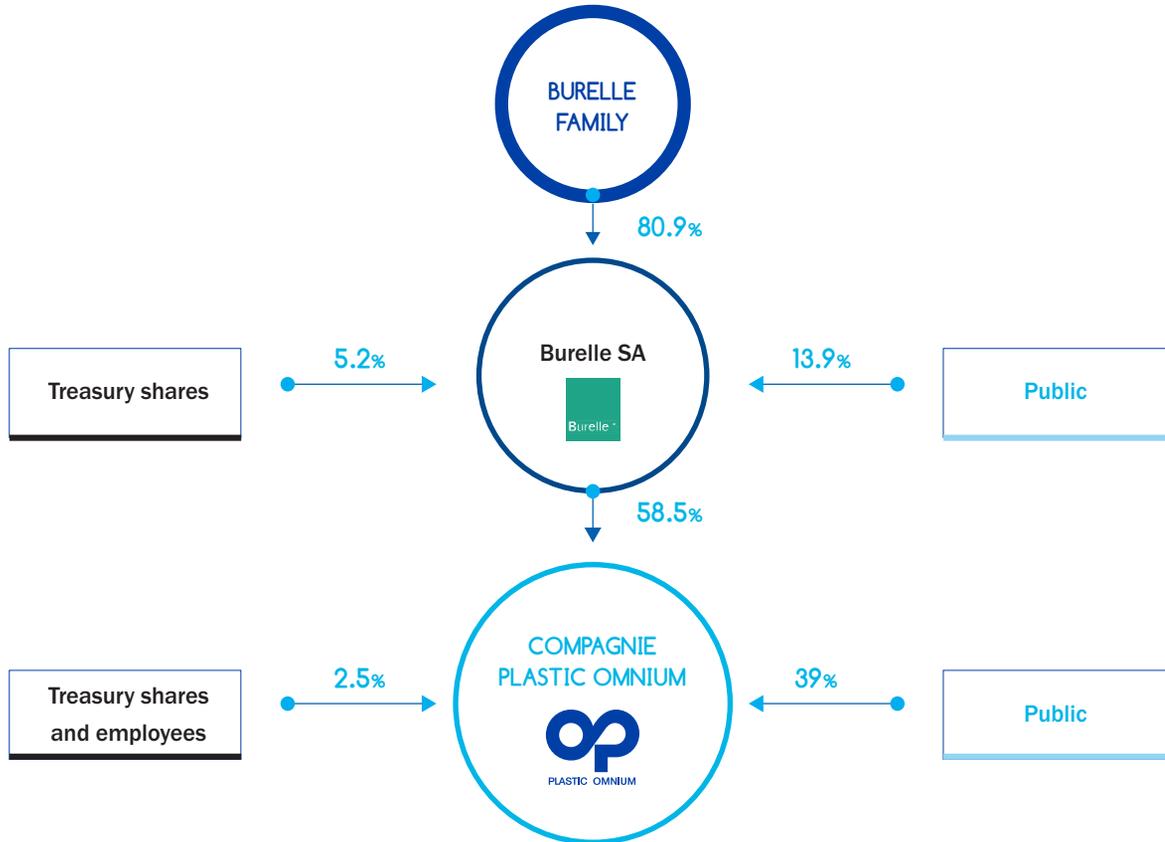
- CURRENCY RISK
- INTEREST RATE RISK
- RAW MATERIALS PRICE RISK
- LEGAL RISKS
- RISKS RELATED TO THE QUALITY OF PRODUCTS AND SERVICES SOLD
- INTELLECTUAL PROPERTY RISK
- COMPETITION RISK

OTHER RISKS

- TAX RISK

An independent family-owned group since 1946

Owned mainly by members of the founder's family, the Group enjoys independent family governance, whose long-term vision has enabled steady growth since its creation and flexible decision-making.



1946
 Creation of Plastic Omnium by Pierre Burelle in Paris

1963
 First plant in Langres

1965
 Plastic Omnium took control of UMDP (*Union Mutuelle Des Propriétaires Lyonnais*), a company listed on the Lyon stock exchange. Plasticomnium's stock market listing dates back to this merger.

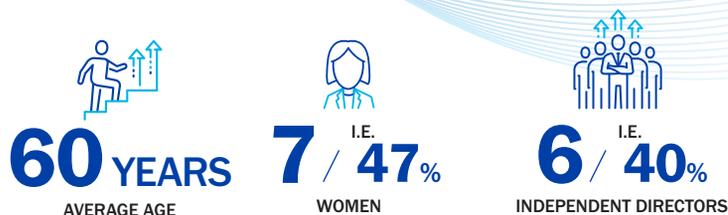
1987
 Jean Burelle took over the presidency of Plastic Omnium

2001
 Laurent Burelle takes over the presidency of Plastic Omnium

2018
 32,000 employees
 124 plants
 24 R&D centers
 26 countries
 83 client brands

A responsible board of directors

At December 31, 2018, Plastic Omnium is governed by a Board of Directors composed of **15 MEMBERS**: the Chairman and CEO, the Co-Chief Executive Officer and Chief Operating Officer, the Chief Operating Officer and **12 DIRECTORS**.



LAURENT BURELLE
Chairman and CEO



JEAN-MICHEL SZCZERBA
Co-Chief Executive Officer
Chief Operating Officer



PAUL HENRY LEMARIÉ
Chief Operating Officer



ÉLIANE LEMARIÉ
Permanent representative of Burelle SA
Director
Member of the Appointments Committee



JEAN BURELLE
Honorary Chairman

○ Independent directors are identifiable by an additional circle



ANNE AENSIO
Director
Member of the Audit Committee



FÉLICIE BURELLE
Director



ANNE-MARIE COUDERC
Director
Chairperson of the Appointments Committee and of the Compensation Committee



AMÉLIE OUDÉA-CASTÉRA
Director
Member of the Compensation Committee



LUCIE MAUREL AUBERT
Director
Member of the Audit Committee and of the Appointments Committee



CÉCILE MOUTET
Director



JÉRÔME GALLOT
Director



PROF. DR BERND GOTTSCHALK
Director
Member of the Compensation Committee



VINCENT LABRUYÈRE
Director
Chairman of the Audit Committee



ALEXANDRE MÉRIEUX
Director

3 SPECIALIZED COMMITTEES

prepare their deliberations



AUDIT COMMITTEE



APPOINTMENTS COMMITTEE



COMPENSATION COMMITTEE

A committed executive committee

The **EXECUTIVE COMMITTEE** carries out its missions in a spirit of transparency and anticipation, with a high degree of decision-making responsiveness. The monthly meetings are complemented by annual management meetings organized in major global clusters, at the meeting of local managers. Its **13 MEMBERS** represent the central and operational departments and ensure the deployment of the Group's commercial, industrial and R&D strategy, financial performance and CSR policy worldwide.

Sound 2018 results

Economic revenue (2018)

€8,244 M

€610 M
OPERATING PROFIT

€533 M
NET PROFIT -
GROUP SHARE

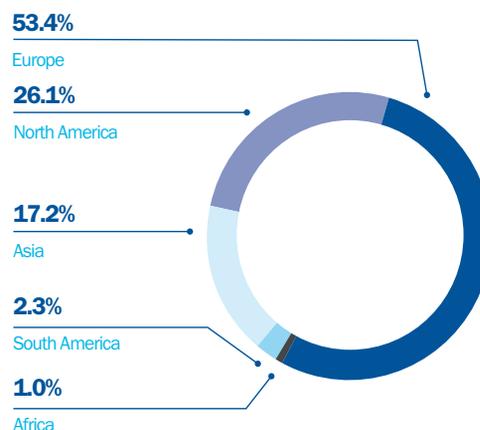
€0.74
DIVIDEND

€918 M
EBITDA

€218 M
FREE CASH-FLOW

€698 M
NET DEBT

BREAKDOWN OF REVENUE BY REGION



A Group confident in the future

A SOLID ORDER BOOK

Orders already secured represent 90% of the Group's target revenue for the period to 2021.

MARKET SHARE GAINS

The world market share of *Intelligent Exterior Systems* for bumpers will rise from 16% in 2018 to 19% in 2021.

The world market share of *Clean Energy Systems* for fuel systems will rise from 22% in 2018 to 25% in 2021.

HBPO's global market share for front-end modules will rise from 17% in 2018 to 18% in 2021.

GROWTH LEVERS

THE NORTH AMERICAN MARKET

With the ramp-up of the five plants built in the last three years and the two assembly sites currently under construction in Mexico, Plastic Omnium will continue to grow its market shares in its three business lines.

THE CHINESE MARKET

In China, the Group has a complete industrial base of 26 plants in the six automotive production areas and a portfolio of customers that continues to diversify, particularly among Chinese players, who will account for 30% of the Group's sales in China in 2021 (compared with 15% in 2018). Building on this foundation, Plastic Omnium will benefit from market share gains in its production businesses and from the development of its front-end module activities.

THE SUV VEHICLES SEGMENT

The SUV segment will increase by 4 points between 2018 and 2021, from 35% to 39% of

global automotive production. Plastic Omnium will grow faster than this segment, which will represent 48% of the Group's revenue in 2021.

FRONT-END MODULES

Since July 1, 2018 and following the takeover of HBPO, world leader in front-end modules, Plastic Omnium is fully consolidating this activity. HBPO, with nearly 6 million front-end modules delivered per year, generated revenue of around €2 billion in 2018 and is expected to grow by 50% to €3 billion in 2021.

SCR SYSTEMS TO REDUCE DIESEL VEHICLE EMISSIONS

Plastic Omnium will benefit in the next two years from market share gains and the regulatory increase in the SCR penetration rate in Europe, which will offset the expected decline in the production of diesel vehicles. The Group is already anticipating the decline of this activity for the post-2020 years.

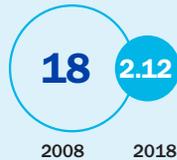
Social and environmental performance

 **816**
 ENGINEERS AND MANAGERS
 RECRUITED IN 2018, OF WHICH
 22% ARE YOUNG GRADUATES
 AND 24% ARE WOMEN

 **24.4%**
 WOMEN
 IN THE WORKFORCE

LOST TIME
 AND NON-LOST TIME
 ACCIDENT FREQUENCY
 RATE (Fr2)

-88%
 OVER 10 YEARS



498,576 HOURS
 OF TRAINING GIVEN IN 2018

24.17 HOURS
 OF TRAINING PER
 EMPLOYEE IN 2018



90%
 OF SITES CERTIFIED
 ISO 14001

88%
 OF SITES CERTIFIED
 OHSAS 18001/ISO 45001

88%
 OF WASTE GENERATED BY THE GROUP
 IN 2018 HAS BEEN RECYCLED
 OR RECOVERED

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