



2018
TRENDS &
PERFORMANCE





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Around the world, the automobile sector faces the challenges of new regulations, new types of mobility and new consumption patterns. As an independent family enterprise focused on long-term growth, Plastic Omnium is investing the full range of its material and human resources in the changing automobile, sharpening its competitive edge and enlisting its innovators in a collective push for sustainable mobility.

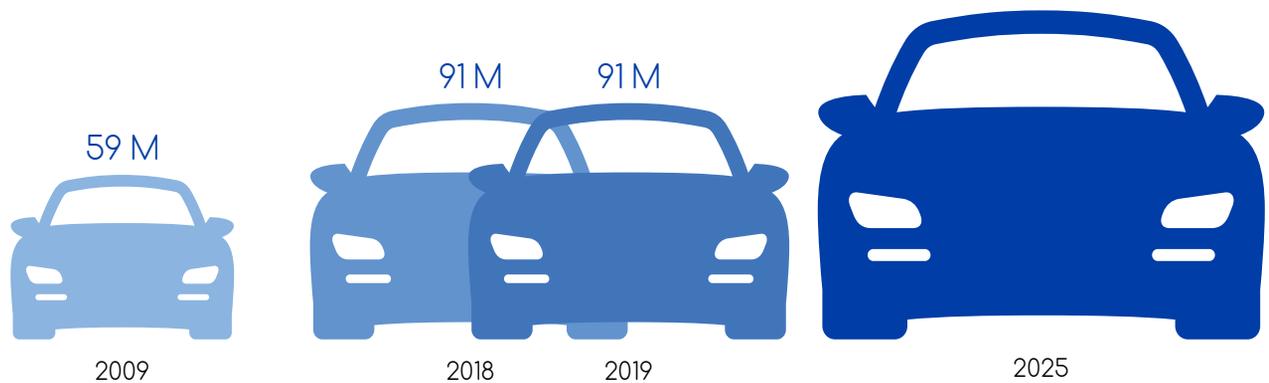
A changing market

One thing is certain: demand for mobility is going to increase. But what kind of mobility? We know it will be different: clean, even emission free; connected, even self-driving, and 100% safe; and shared, with the “car on demand.”

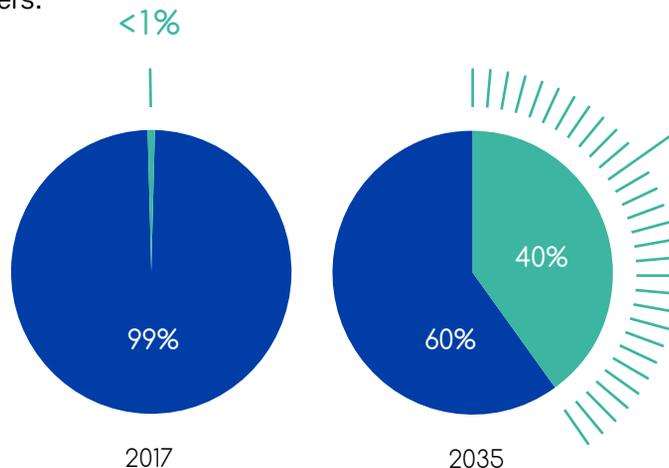
THE NEW WORLD MARKET REALITY

— Though the short-term demand picture is not clear-cut, worldwide demand will continue to grow and will exceed 100 million vehicles in 2025.

105
million vehicles
produced worldwide in
the 2025 timeframe



— The penetration of autonomous, connected and electric vehicles is challenging the models of traditional automakers.

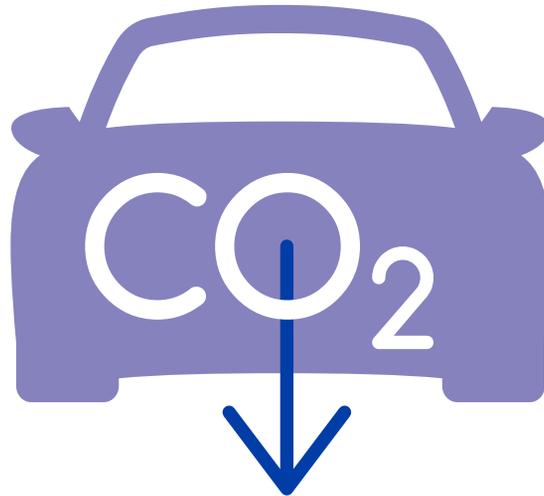


By 2035⁽¹⁾
40%
of market
value will be in
new products
and service lines

(1) Source: BCG study, August 2018.

ECOLOGICAL TRANSITION

Over the past 10 years, carbon emissions have been substantially cut. Breakthrough solutions are needed to meet the new tighter regulations and more precise measuring methods.



Regulations are tightening
around the world

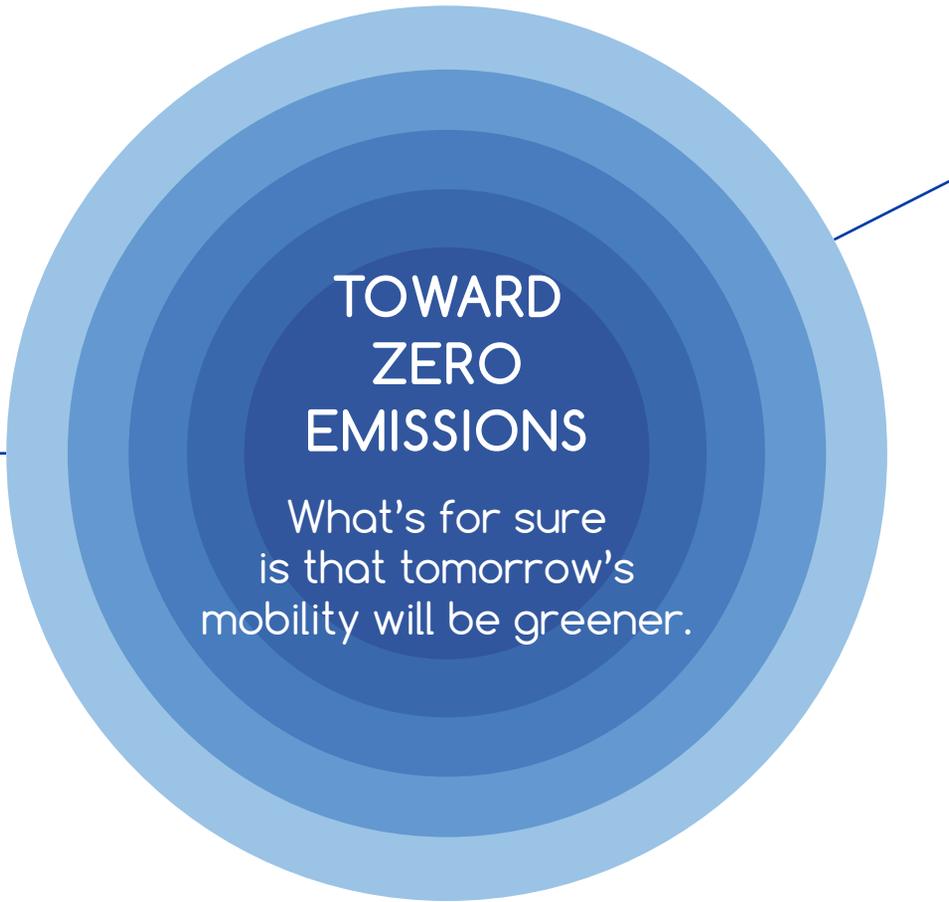


CO₂: the new WLTP/RDE standard

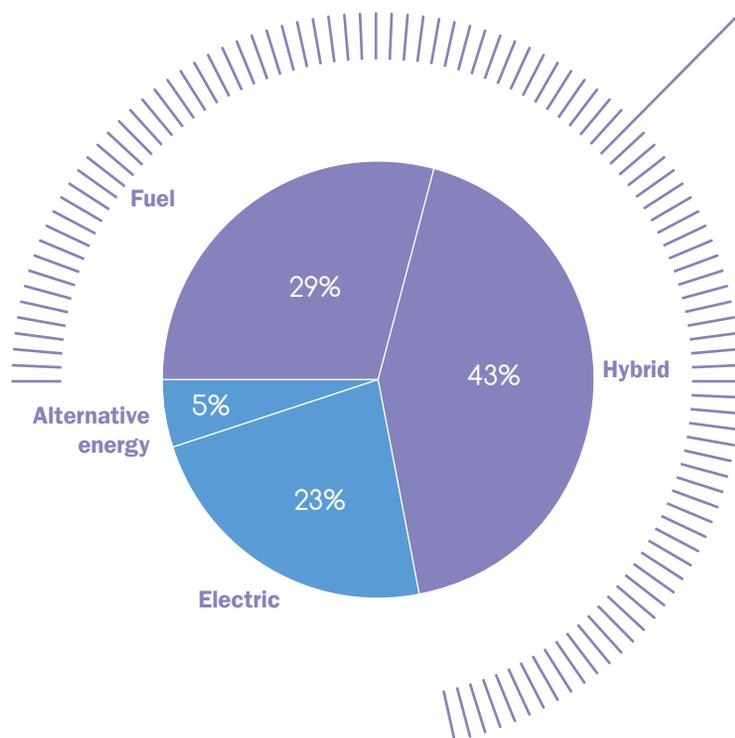
— The new method for measuring CO₂ emissions in the laboratory and on the road provides a better picture of the real use of the vehicle, but makes vehicle CO₂ audit more difficult and complicates the work of the industry players involved.

The Worldwide Harmonized Light Vehicle Test Procedure (WLTP) is used to measure CO₂ in the laboratory and closely approximates real-world fuel consumption and CO₂ emissions.

The Real Driving Emissions (RDE) test is an on-road test that measures CO₂ emitted by cars to closely approximate real-world conditions.



NOx
↓



72%
of the world vehicle fleet will still have a fuel tank in 2030⁽¹⁾

(1) Source: BIPE March 2018 and "Hydrogen Council" study.

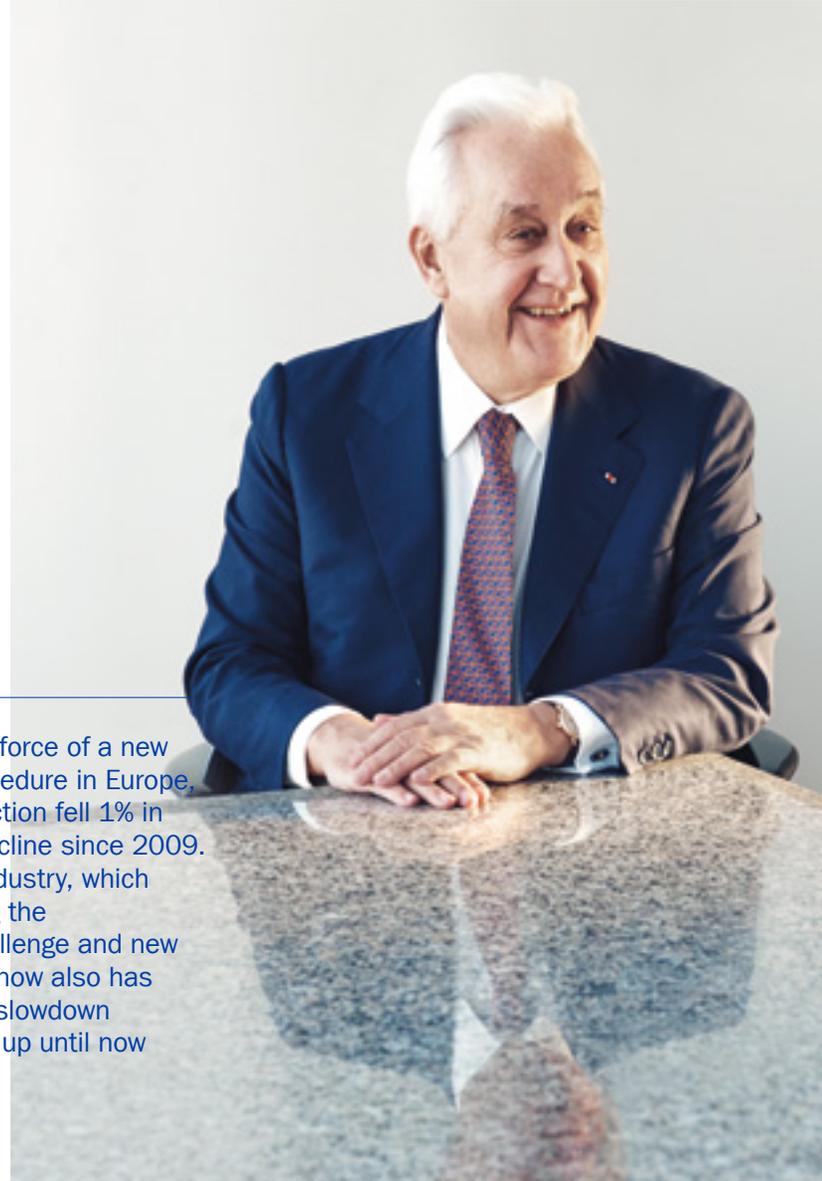
INTERVIEW WITH LAURENT BURELLE, CHAIRMAN AND CEO

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.

83 automotive
brands have
opted for
Plastic Omnium



83 AUTOMOTIVE BRANDS HAVE OPTED FOR PLASTIC OMNIUM

For our expertise

We are the world leader in design and production of exterior systems and clean energy systems and in design and assembly of complex modules.



Intelligent Exterior Systems

— Smart bumpers and tailgates, functional integration



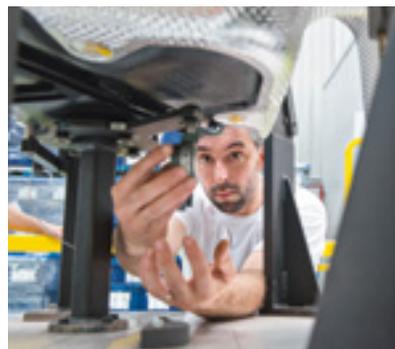
1 in 6

Worldwide, one in every six vehicles produced is equipped with Plastic Omnium bumpers – a total of 29 million bumpers per year



Clean Energy Systems

— Storage and pollution reduction solutions for all types of propulsion systems



1 in 4

Worldwide, one in every four vehicles produced is equipped with a Plastic Omnium energy storage system – a total of 22 million fuel tanks per year



Modules

— HBPO: front-end module development, assembly and logistics



6 million

front-end modules assembled per year

For our strong R&D

Three research centers explore major trends and 21 testing and development centers roll out innovations suited to the individual markets.

Σ-Sigmattech
Lyon, France

— Developing the intelligent exterior systems of the future.

Α-Alphatech
Compiègne, France

— Designing new-generation of clean energy systems.

Δ-Deltatech
Brussels, Belgium

— Exploring new energy sources.

3,000

engineers

24

R&D centers

3,725

patents

For our industrial plant and equipment

Located close to manufacturers, Plastic Omnium's industrial plant and equipment produces and delivers more than 60 million parts, systems and modules on a just-in-time basis.

+9

further plants to be opened in 2019-2020 to gain market share

124
plants in
26 countries

20

North America

6

South America



26

China

16

Rest of Asia

56

Europe and Africa

“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
in the Products, Operational Excellence and Open Innovation categories

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

E x p e

United Plastic Omnium teams



r t i s e



Calling on all enterprising engineers with a passion for automobiles and challenges.

THE BOARD OF DIRECTORS OVERSEES

1 — Laurent Burelle

Since 1981
Chairman and Chief Executive Officer

2 — Jean-Michel Szczerba

Since 2012
Co-Chief Executive Officer

3 — Paul Henry Lemarié

Since 1987
Chief Operating Officer

4 — Éliane Lemarié

Since 2009
Representative of Burelle SA
Member of the Appointments
Committee

5 — Jean Burelle

Since 1970
Honorary Chairman

6 — Vincent Labruyère

Since 2002
Director
Chairman of the Audit Committee

7 — Anne-Marie Couderc

Since 2010
Independent Director
Chairwoman of the Compensation
Committee and of the
Appointments Committee

8 — Jérôme Gallot

Since 2006
Director

9 — Prof. Dr. Bernd Gottschalk

Since 2009
Independent Director
Member of the Compensation
Committee

10 — Anne Asensio

Since 2011
Independent Director
Member of the Audit Committee

11 — Amélie Oudéa-Castéra

Since 2014
Independent Director
Member of the Compensation
Committee

12 — Lucie Maurel-Aubert

Since 2015
Independent Director
Member of the Audit Committee and
of the Appointments Committee

13 — Félicie Burelle

Since 2017
Director

14 — Cécile Moutet

Since 2017
Director

15 — Alexandre Mérieux

Since 2018
Independent Director





THE EXECUTIVE COMMITTEE SUPPORTS AND LEADS



1 — Laurent Burelle
Chairman and
Chief Executive Officer



2 — Jean-Michel Szczerba
Co-Chief Executive Officer

3 — Paul Henry Lemarié
Chief Operating Officer



4 — Félicie Burelle
Senior Executive Vice-President,
Strategy and Development

5 — Rodolphe Lapillonne
Senior Executive Vice-President,
Chief Financial Officer
and Chief Information Officer



6



7



8



9

6 — Mark Sullivan
President and CEO
Intelligent Exterior Systems

7 — Stéphane Noël
President and CEO
Clean Energy Systems

8 — Martin Schöler
President and CEO, HBPO

9 — Damien Degos
President and CEO New Energies



10



11

10 — Jean-Sébastien Blanc
Executive Vice-President
Human Resources

11 — Adeline Mickeler
Executive Vice-President
Communications



12



13

12 — Jean-Luc Petit
Corporate Secretary, Executive
Vice-President Legal Affairs,
Chairman of the Internal Control
Committee

13 — Ronan Stephan
Scientific Director

NEW EXPERTISE FRONT AND CENTER

— Day by day, Plastic Omnium's employees tackle major challenges. They are designing smart mobility solutions in a highly digitized R&D center. They are working with experts at an Israeli startup to make progress on the fuel cell. And they are writing a new chapter in the history of the worldwide Industry 4.0 revolution.



To acquire
new
expertise

816

managers hired in 2018,
of which 20% recent
graduates and 24% women



New
profiles

Experts in such areas as
mechatronics, plasronics,
electrochemistry, software
engineering, big data
analysis and digital
manufacturing

International
induction seminar
for 335 new hires,
March 2018.



DEVELOP AND RETAIN TALENTS

— Training is strategically essential to the development of expertise and skills, which must evolve to keep pace with the rapid transformation of business activities.

Plastic Omnium has developed several training programs that have improved the skills of more than 900 managers and engineers in the space of three years.

In 2018, Plastic Omnium set up regional campuses to provide several training courses at the same place, making them more easily accessible for personnel.



To spread
expertise

10%

of managers were
transferred in 2018

67%

of directors are appointed
internally



North America
training campus,
October 2018.

I n n o v

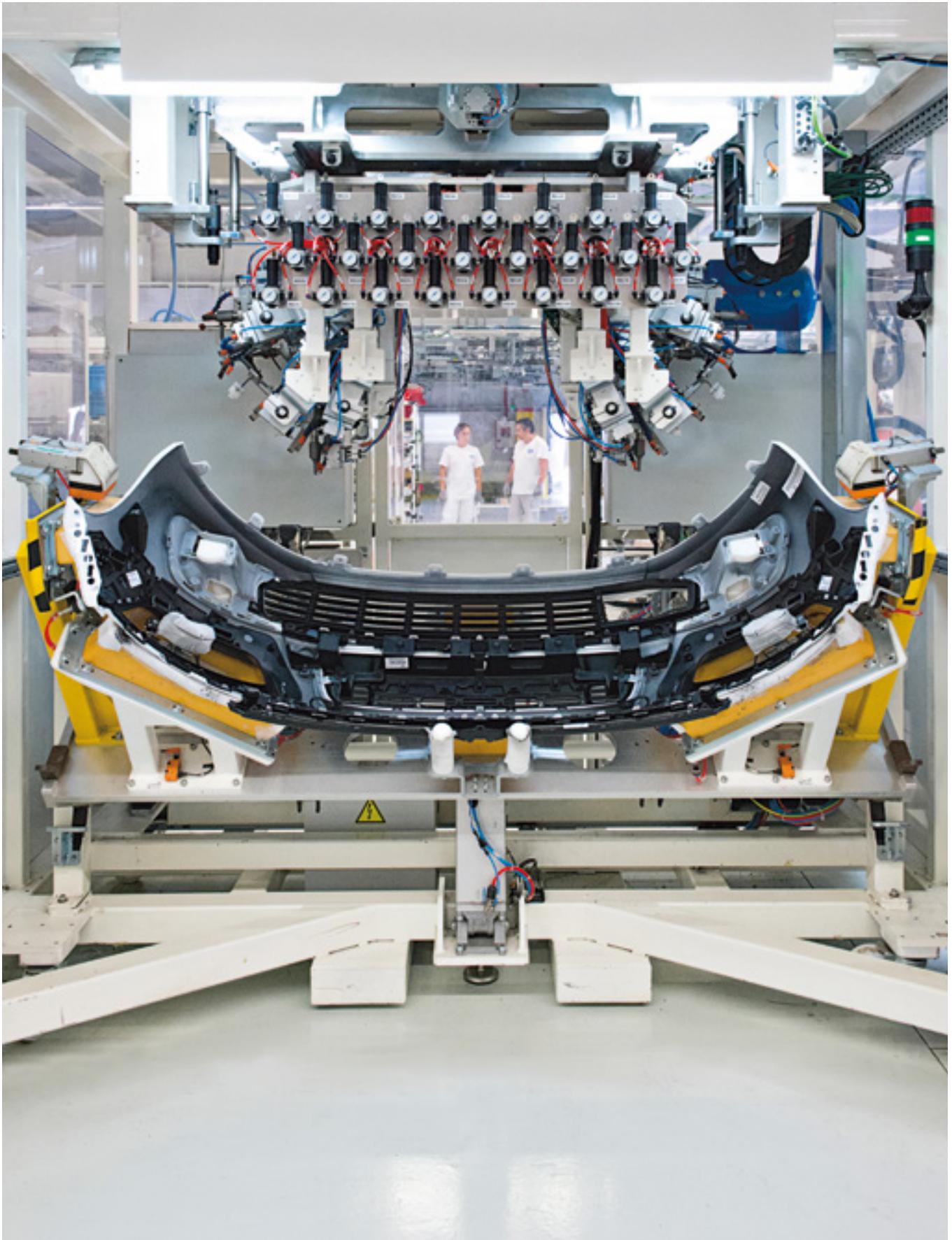
Three businesses in full swing



at i o n



**Focus on clean
and connected mobility,
with leadership in its
three businesses.**



Intelligent exterior systems with incorporated innovations are here, from bumpers that protect pedestrians during an impact to bumpers that detect possible impacts and put on the brakes before the driver.

See, communicate, protect: Plastic Omnium's answer for the autonomous car is here.

The Smart Bumper has integrated radar and lidar that make driving safer by communicating with the environment thanks to electromagnetic-wave permeable plastics. Made of new-generation materials, the bumper's impact absorption systems provide protection when needed. The entire component is designed with a stylish freedom that breathes new life into the automotive dream.

In the rear, the Smart Tailgate communicates with the driver – a simple touch on the conductive paint is enough to open it – and also with the driver in the car behind, thanks to its LED screen.

INTELLIGENT EXTERIOR SYSTEMS



2,485
patents in the 2018
portfolio

1st
smart bumper to be tested
and approved on the vehicle



Plastic Omnium offers **storage solutions for all engines**, notably hybrid and plug-in hybrid with Tanktronic®.

Its water injection and SCR systems reduce gasoline and diesel pollution.

The Group is investing in all that is required **to conquer the electric vehicle market with the fuel cell-hydrogen tandem**. It has set up a dedicated New Energies unit, is opening a high-tech research center in Brussels in 2019 and reinvesting €200 million over a five-year period.

CLEAN ENERGY SYSTEMS



1,240

patents in the 2018
portfolio

1st

Plastic Omnium hydrogen
tank type approved in 2019

Customization is the future of the automotive dream and the **big puzzler for automakers**. As an engine partner, Plastic Omnium decided to simplify life for them by supplying ready-to-integrate customized complex modules.

It starts with an **all-in-one front-end module** that incorporates the impact absorption beam, active front grille flaps, lighting and engine cooling systems, radars, and driving assistance sensors.

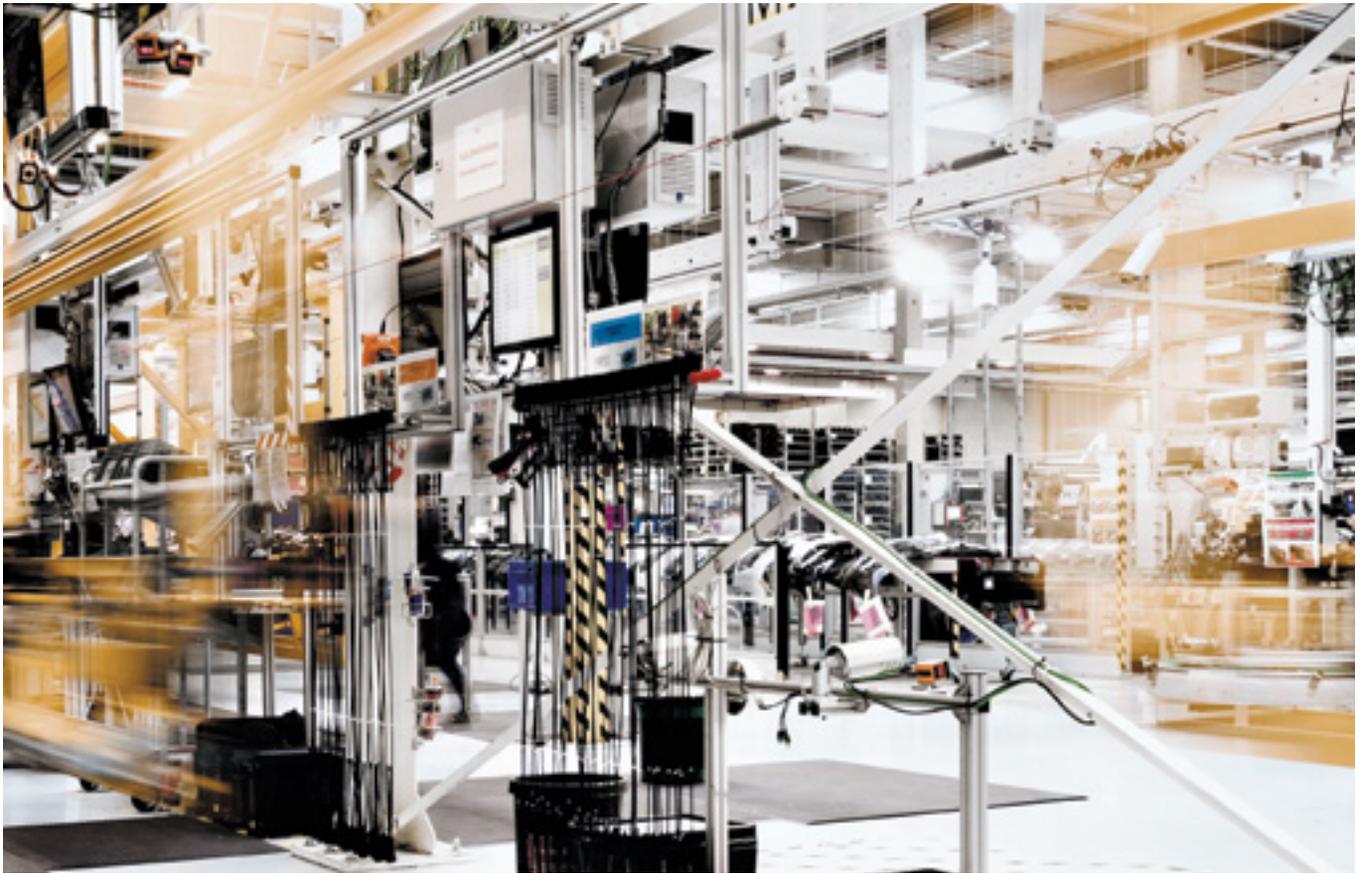
Plastic Omnium is now world leader in front-end modules, **covering the entire process** from design to production and just-in-time delivery to its customers' automotive manufacturing lines. Once ready-to-assemble modules include hoods, roofs and finally rear modules, Plastic Omnium will be there to provide them.

MODULES



Up to
70
parts assembled to form
a module

Up to
3,000
possible combinations
for a vehicle



C o m p e t i

New-generation capabilities



t i v e n e s s

REAR BUMPER
ASSEMBLY

**Industrial 4.0 excellence
and social and environmental
performance underpin
Plastic Omnium's long-term
success.**

INDUSTRY 4.0: OUR AMBITION

— The startup of the Industry 4.0 plant in Greer, SC, was a focus of attention for Plastic Omnium employees around the world. As the Group's first 4.0 pilot plant, it combines the latest technologies (big data, advanced robotics, augmented reality, industrial Internet of Things, etc.) and generates an overall move to enhanced skills. Its success kicks off a steady incremental rollout across all Plastic Omnium plants, which is set for completion in 2022.

The teams have enthusiastically adopted it.

“Predictive maintenance reduces downtime and we're aiming for zero defects by using big data.”

“Proof of concept carried out at all plants and the prospect of 4.0 have touched off a wave of very positive initiatives around the world.”

“Plastic Omnium has invested €150 million in learning from the Greer plant test and €200 million in rolling it out – this is what Plastic Omnium excellence costs!”





RESPONSIBILITY & COMMITMENTS

— All Group innovations help reduce the amount of pollution emitted by vehicles in an important contribution to the fight against climate change. The Group's family identity has always driven the attention it pays to its employees and its requirement of absolute workplace safety. In 2018, the Group decided to set out its three-focus CSR strategy and to circulate it at all sites as a vector for further progress. The involvement of the Executive Committee members in implementing the action plans and the inclusion of CSR targets in manager appraisals have already brought **new progress**.



In 2018, the Group decided to extend its worldwide Safety Day to the other focuses of its CSR strategy. October 23, 2019 will see the first-ever edition of its Act for All day, which will involve all employees and the three CSR focuses below.

Attention to employees

Fr2 reduced to 2.12 and equal opportunity boosted.

Responsible entrepreneurship

Anticorruption compliance program reinforced.

Sustainable production

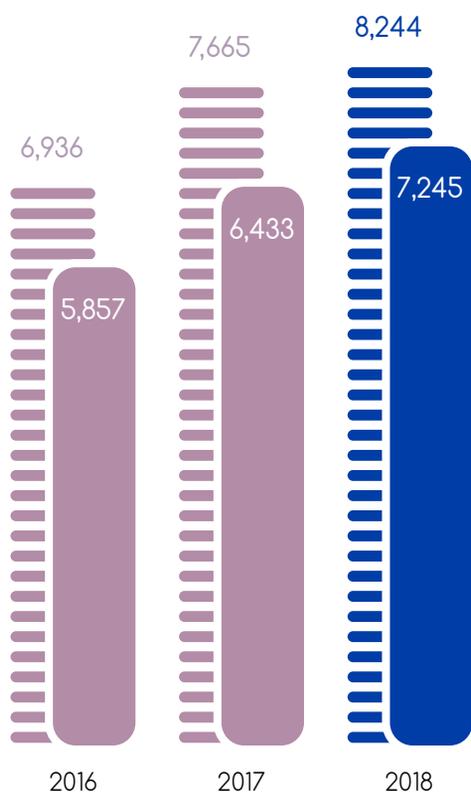
First measurement of the Group's overall carbon footprint and life-cycle analysis of four flagship products.





The PSA Group awarded its 2018 CSR Trophy to Plastic Omnium in recognition of its environmental, social and ethical performance and its management of the subcontractor chain.

FINANCIAL PERFORMANCE

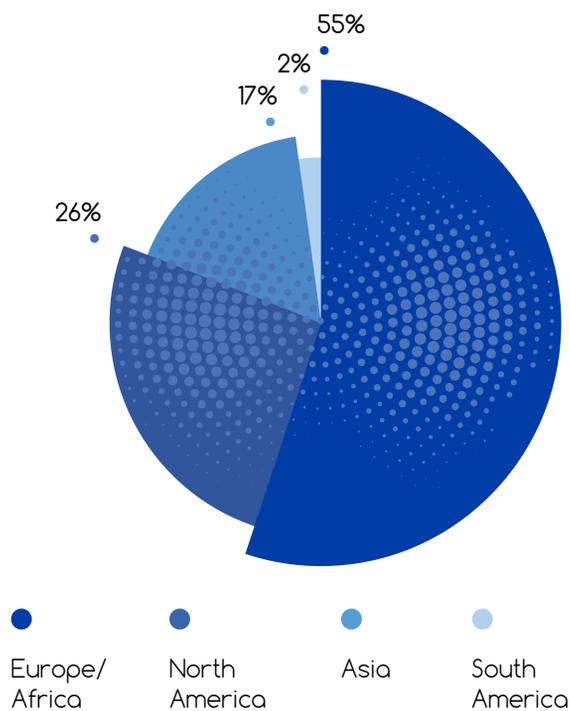


Revenue

(in € millions)

- Consolidated
- ▨ Economic

Economic revenue corresponds to consolidated revenue plus the Group's share of revenue from joint ventures based on the ownership percentage in each.



Revenue by geographic area

(as % of economic revenue)



Operating margin

(in € millions and as % of consolidated revenue)



Net income, Group share

(in € millions and as % of consolidated revenue)

FINANCIAL PERFORMANCE



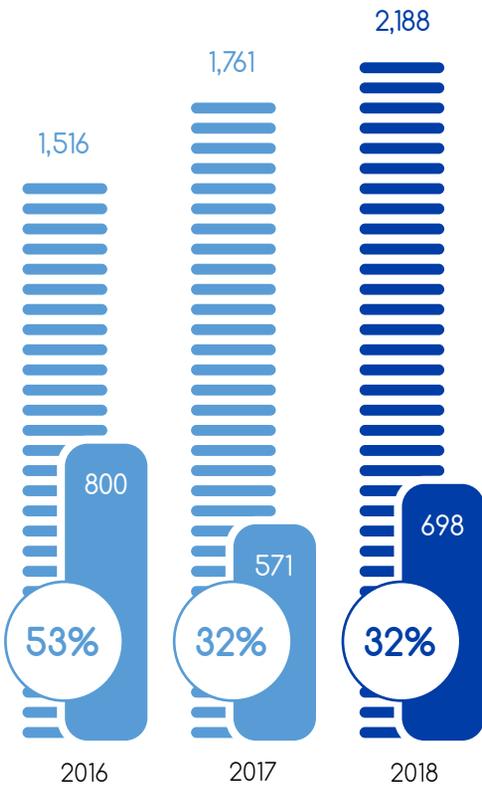
Capital expenditure and projects

(in € millions and as % of consolidated revenue)



Free cash flow

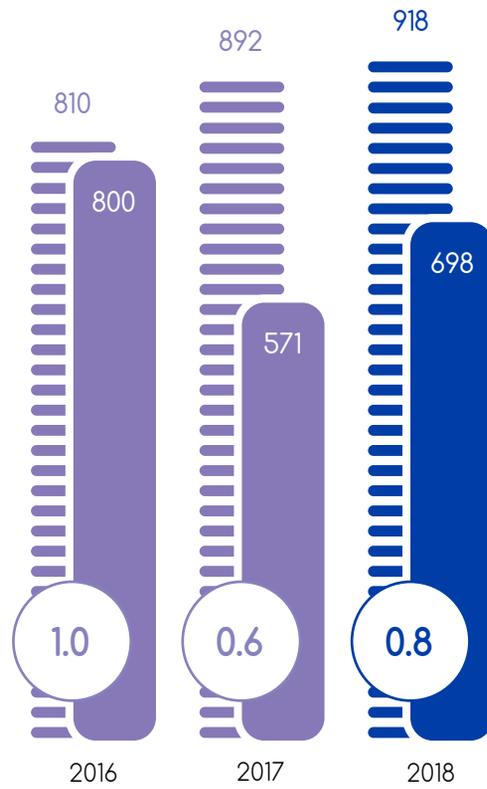
(in € millions and as % of consolidated revenue)



Net debt/equity

(in € millions)
(net debt/equity as %)

- Net debt
- ≡ Equity

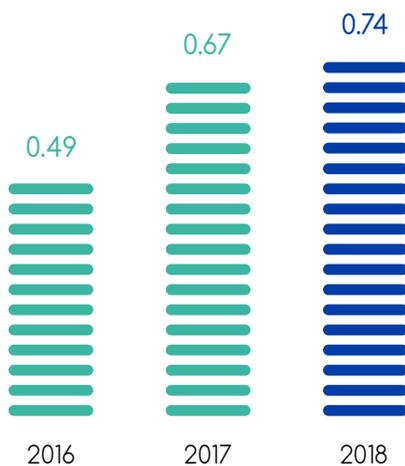


Net debt/EBITDA

(in € millions)
(net debt/EBITDA ratio)

- Net debt
- ≡ EBITDA

SHARE PERFORMANCE

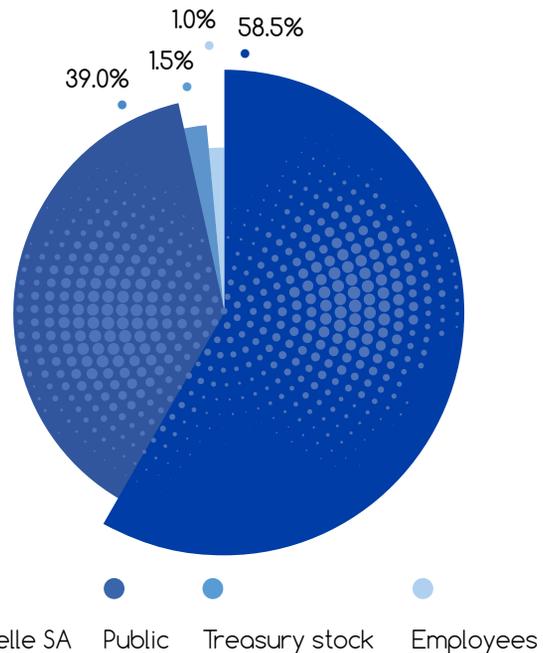


Dividend per share

(in euros)

Shareholder communication: a trophy for Plastic Omnium

— 2018 Bronze Trophy for “Best shareholder services” of the SBF 120 companies, awarded by *Le Revenu* magazine. The distinction recognizes the company’s transparency and communications program, including the shareholder letter, site visits, website, toll-free number, etc.



Shareholding structure

(at December 31, 2018 as %)

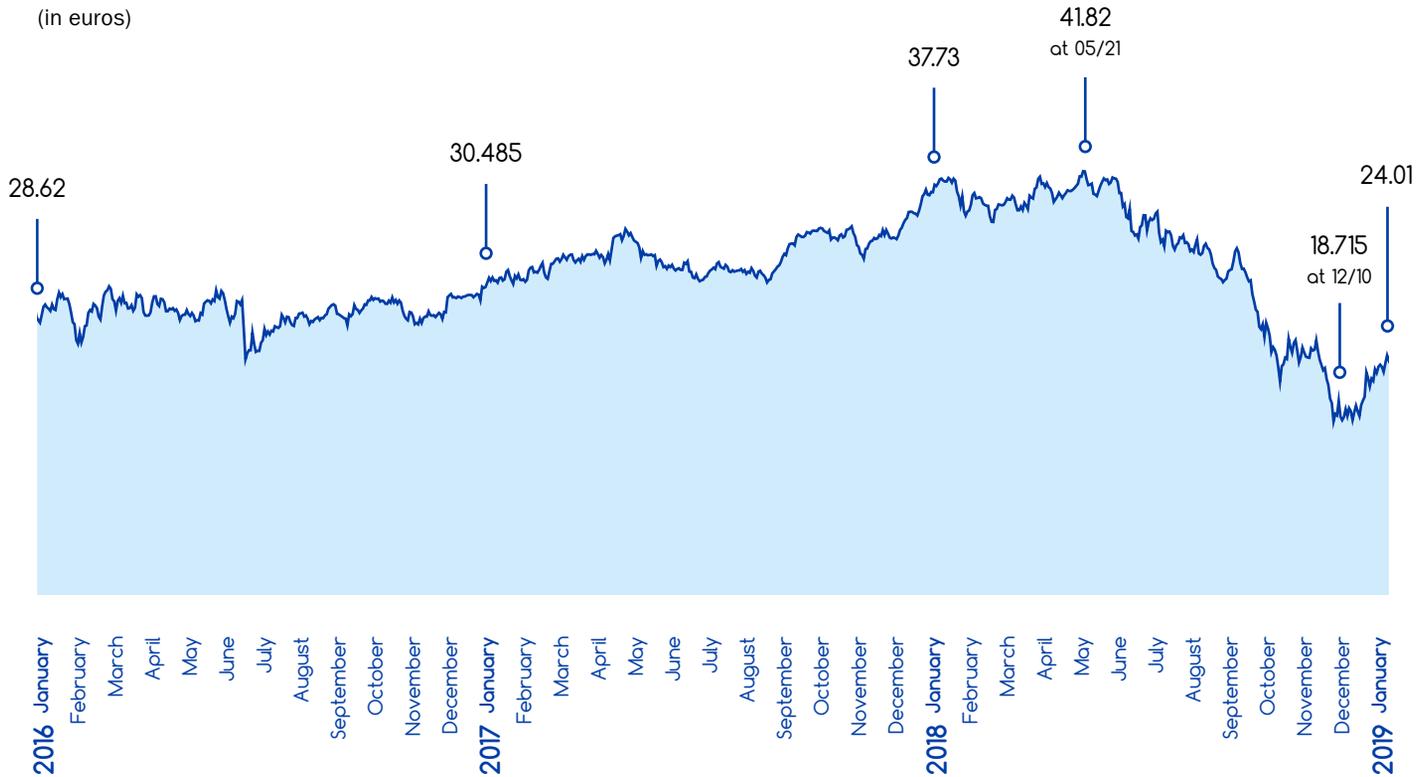
Open house for our shareholders at the international Σ-Sigmattech R&D center

— In November 2018, 21 shareholders visited the Σ-Sigmattech R&D center in Lyon, France, to learn about the innovation programs developed for our intelligent exterior systems business. They were guided by a group of engineers working at the center and given an overview of our extensive expertise in industrial processes and innovation.



Plastic Omnium share price

(in euros)



Main 2018 share data

Share price

High: €41.82
Low: €18.715
At December 31: €20.17

Number of shares making up the capital stock

at December 31:
148,566,107 shares

Market capitalization

at December 31:
€2,996.57 million

Listing information

Exchange

Euronext Paris,
Compartment A

Code

FR0000124570

Share indices

CAC Mid60 – SBF 120

Other information

Eligible for the SRD

Tickers

Reuters: PLOF.PA
Bloomberg: POM : FP

2019 calendar

Financial publications

2018 annual results
February 14, 2019

2019 Q1 Revenue
April 23, 2019

2019 half-year results
July 19, 2019

2019 Q3 Revenue
October 24, 2019

Annual Shareholders' Meeting

April 25, 2019

Dividend payment
May 6, 2019

Shareholder Department

0 800 777 889 Service & appel gratuits

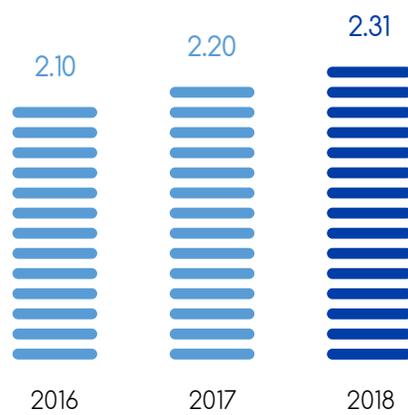
Management of registered shares:

BNP Paribas Securities
Services
Tel.: +33 08 26 10 91 19

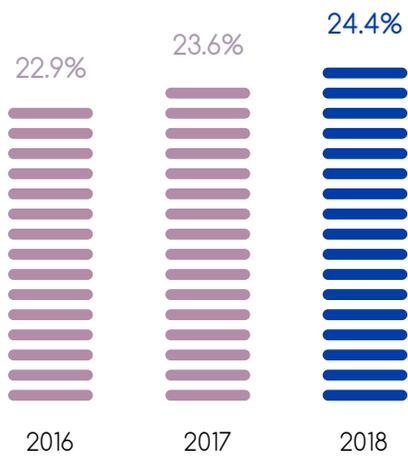
SOCIAL AND ENVIRONMENTAL PERFORMANCE



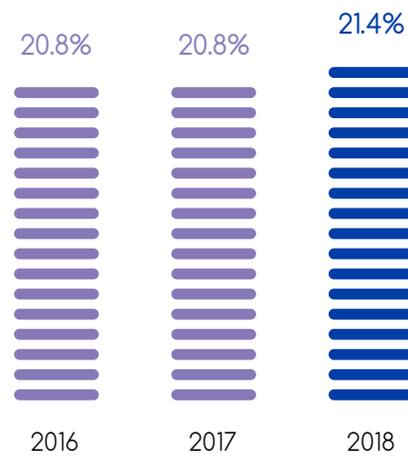
Workplace accident frequency rate with and without lost time – Fr2
(in number of accidents per million hours worked)



Number of Top Safety visits
(per employee per year)



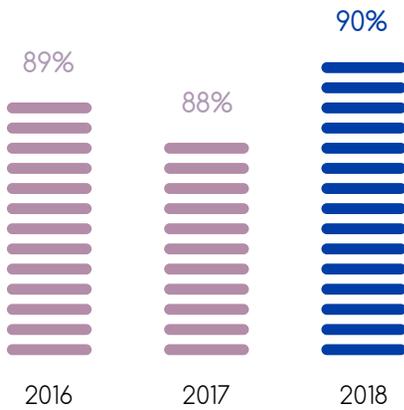
Percentage of women in the workforce



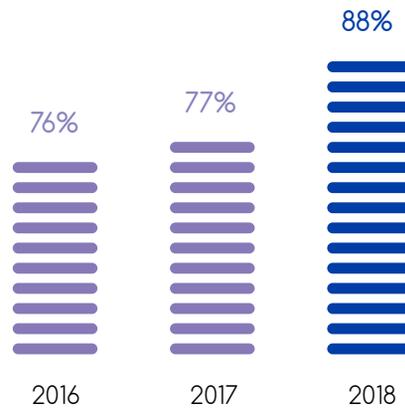
Percentage of women managers in the workforce

63/100

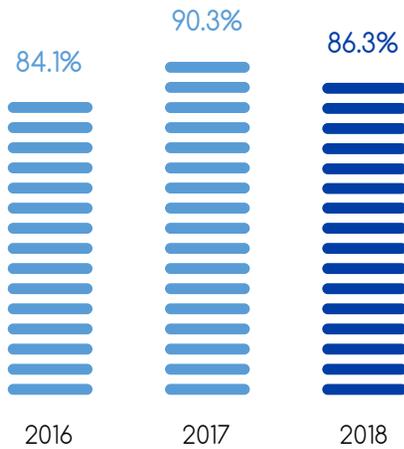
Plastic Omnium's CSR policy was rated 63/100 by RobecoSAM, ranking it seventh in its business sector.



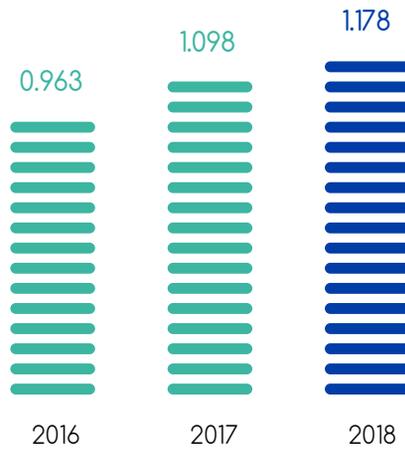
Percentage of ISO 14001 certified sites



Percentage of OHSAS 18001 certified sites



Percentage of employees having undergone at least one training course during the year

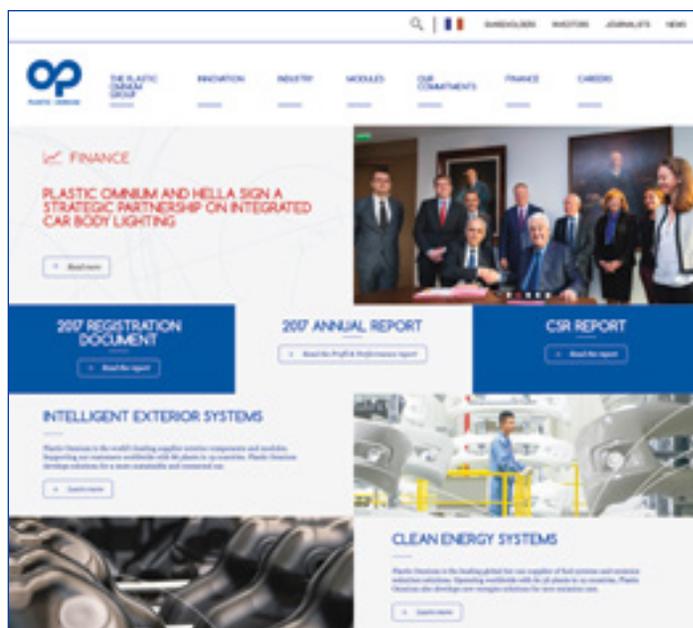


Greenhouse gas emissions
(in kg CO₂-eq per kg processed material)

FIND OUT MORE

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 [linkedin.com/company/plastic-omnium](https://www.linkedin.com/company/plastic-omnium)

Download the app



Plastic Omnium IR is available free of charge from App Store and Play Store so you can follow our share price in real time and read our latest financial news.



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www.plasticomnium.com

COMPAGNIE PLASTIC OMNIUM

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