



2020 Q1 CONF CALL

Levallois-Perret – April 21, 2020

Activity resists the market drop in Q1 2020

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WORLDWIDE AUTOMOTIVE PRODUCTION DOWN -24.4% IN Q1 2020 (-5.5 MILLION VEHICLES)

In €m	31.03.2019	31.03.2020	Δ in %	Δ LFL*	Outperformance vs auto prod
Economic revenue	2,236.2	2,136.7	-4.4%	-4.8%	19.6 pts
Consolidated revenue	2,074.9	2,029.2	-2.2%	-2.7%	21.7 pts

* Like-for-like



CHINA

Production: -49.3%
-2.8M vehicles

→ Outperformance: 15.3pts



EUROPE

Production: -20.8%
-1.2M vehicles

→ Outperformance: 18.6pts



NORTH AMERICA

Production: -11.1%
-0.4M vehicles

→ Outperformance: 16.9pts

131 plants: 50 plants under operation, 81 plants shutdown as of 21/04/2020



An industrial footprint being restarted

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of plants
under operation

Situation as of 21/04/2020

50

Estimate as of 30/04/2020

77

Estimate as of 31/05/2020

130

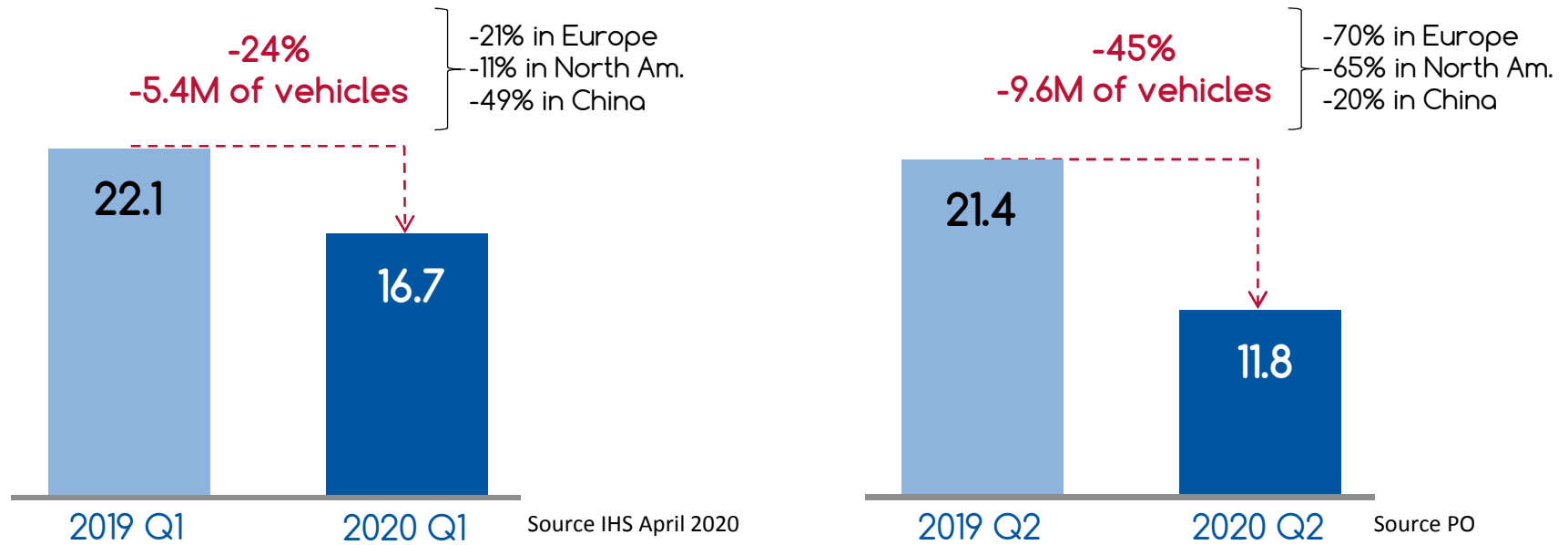
Gradual ramp-up between early May and late June
with utilization rates to remain moderate in the first months

A market expected to decline sharply in 2020

Automotive production assumption (in millions of vehicles)

1st quarter

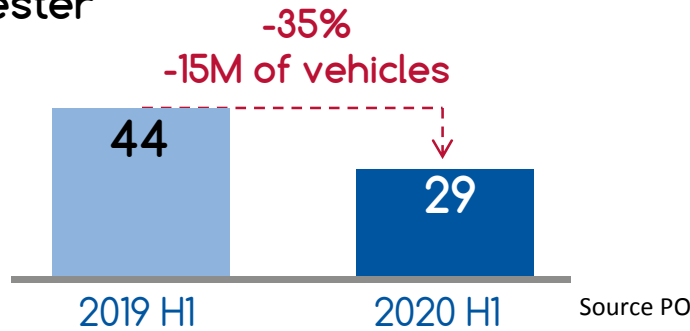
2nd quarter



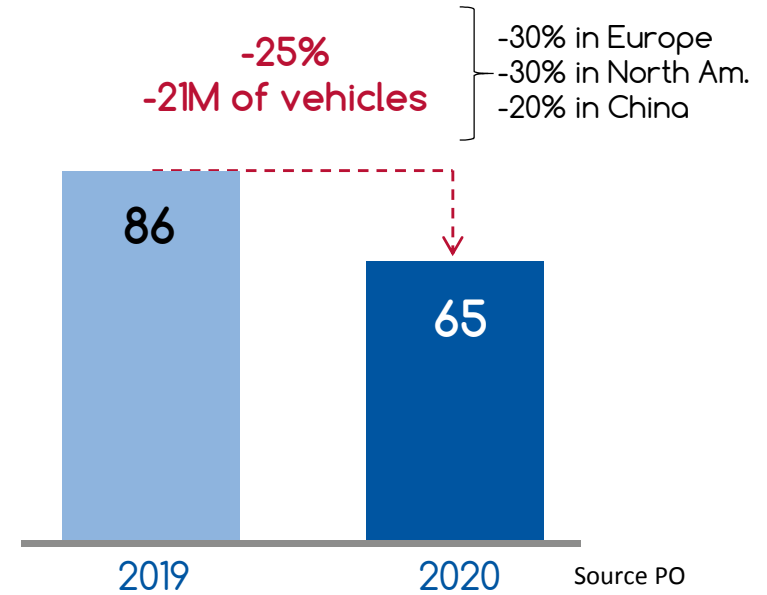
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Automotive production assumption (in millions of vehicles)

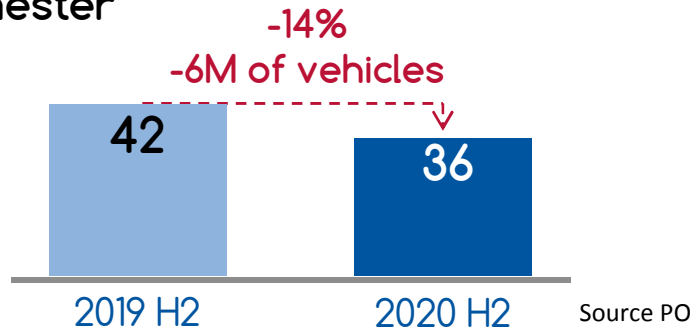
1st semester



Full-Year



2nd semester



Strong and efficient measures

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Reinforcement of cost reductions

- Payroll flexibility measures
- Termination of temporary contracts in the concerned countries
- Temporary reduction in the salaries of the 305 Group's executives
- All non-essential expense commitments have been scrapped
- Cost reduction plans are subject to daily reporting

Preservation of cash

- €2.6Bn of liquidity
- More than 30% reduction in Group's investments over the year (vs €512m in 2019)
- Strict management on WCR
- Performing stress tests confirming the solidity of the Group's financial structure in the event of total stoppage of production, on a worldwide level, for several months



**SIGNIFICANT LOWERING OF THE OPERATIONAL BREAK-EVEN POINT
AND INCREASE OF THE GROUP'S LIQUIDITY**

Plastic Omnium, a resilient group

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Q&A

