



2020 HALF-YEAR RESULTS

LEVALLOIS, JULY 23, 2020



ACTION



REACTIVITY



VOLUNTARISM

Plastic Omnium: Resilience & Transformation



STRONG FUNDAMENTALS

4.3pts outperformance of the automotive production in H1

Strong liquidity: **€1.9Bn**

Committed teams



AGILITY IN EXECUTION

1/3 cost reduction during shutdown

27% reduction in capex in H1

Further flex & rationalization



TRANSFORMATION

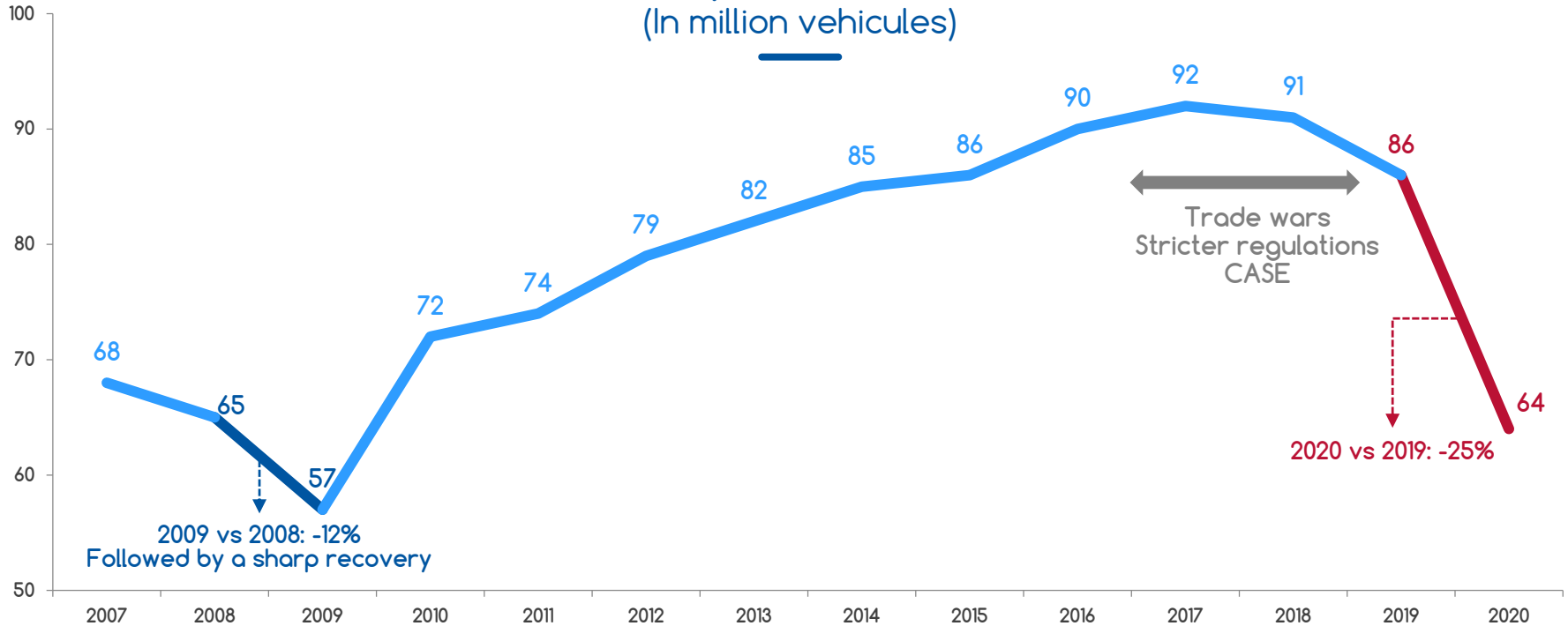
Acceleration on electrification & hydrogen

Push on CSR

Digitalization of processes & organization

A unprecedented crisis

Automotive production evolution (In million vehicles)



Source: PO estimates

2020 Half-year results – key figures

Economic Sales

€3,233m

-29.9%
-29.5% LFL*

Outperformance

4.3pts

vs automotive production
at -33.8%

EBITDA

€171m

5.8%
of consolidated sales

Operating Result

-€116m

-3.9%
of consolidated sales

Net Result (group share)

-€404m

-€179m before
€267m of impairments
net of income tax

Free Cash-Flow

-€572m

-€157m before -€415m
of WCR variation

Net Debt

€1,410m

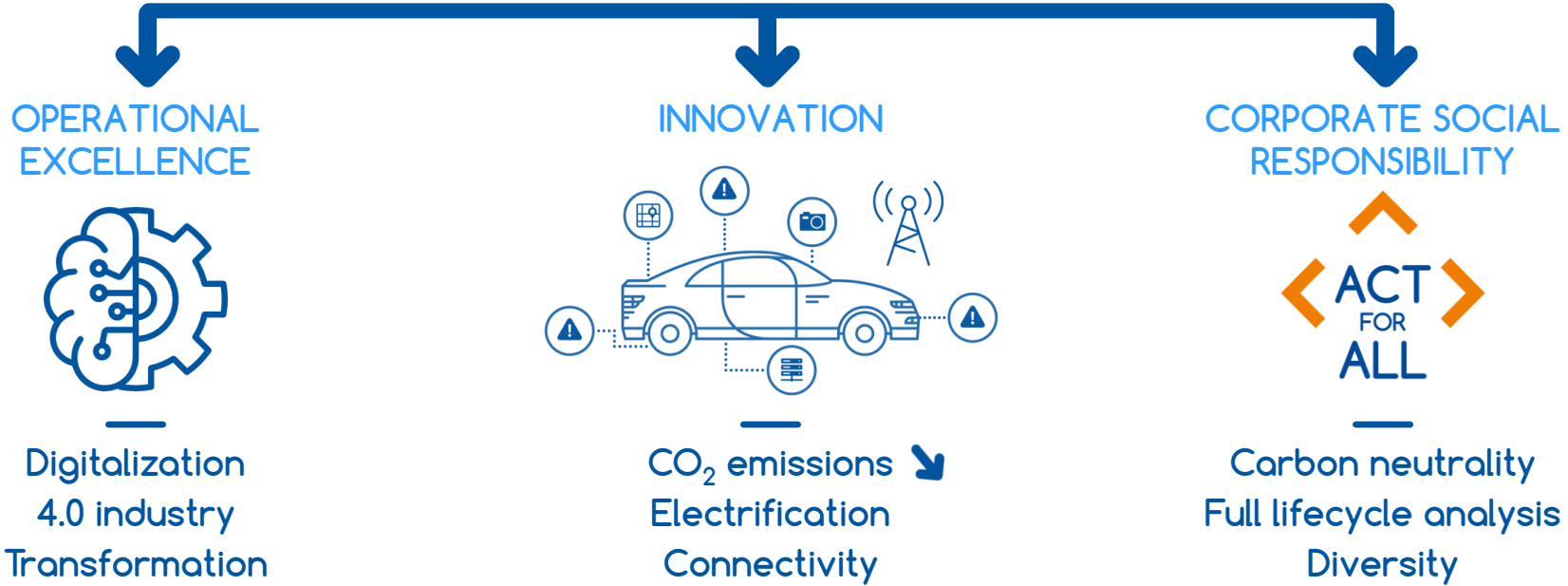
Net debt/EBITDA = 2.1
Gearing 78%

Liquidity

€1.9Bn

*LFL: like-for-like

3 strategic pillars reinforced in H1 2020



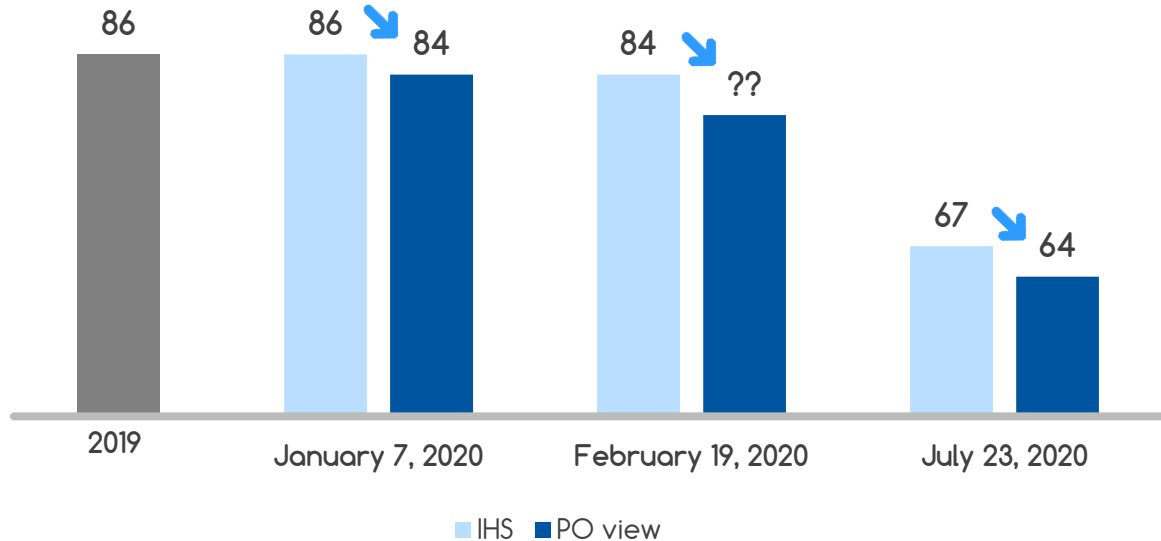
ANTICIPATION, AGILITY & STRONG LIQUIDITY IN H1



Lack of visibility strongly accentuated by Covid-19

PO more cautious than market assumptions

































Evolution of 2020 automotive production assumptions
(In million vehicles)



PANDEMIC IMPACT:

- Industry shutdown
- Global recession
- Societal changes
- Stimulus spending

Strong impact on our operations in H1...

				Jan	Feb	March	April	May	June	
CHINA		29		9%						
REST OF ASIA		17		7%						
EUROPE		58		53%						
AMERICAS		27		31%						



of plants



% of 2019 economic sales

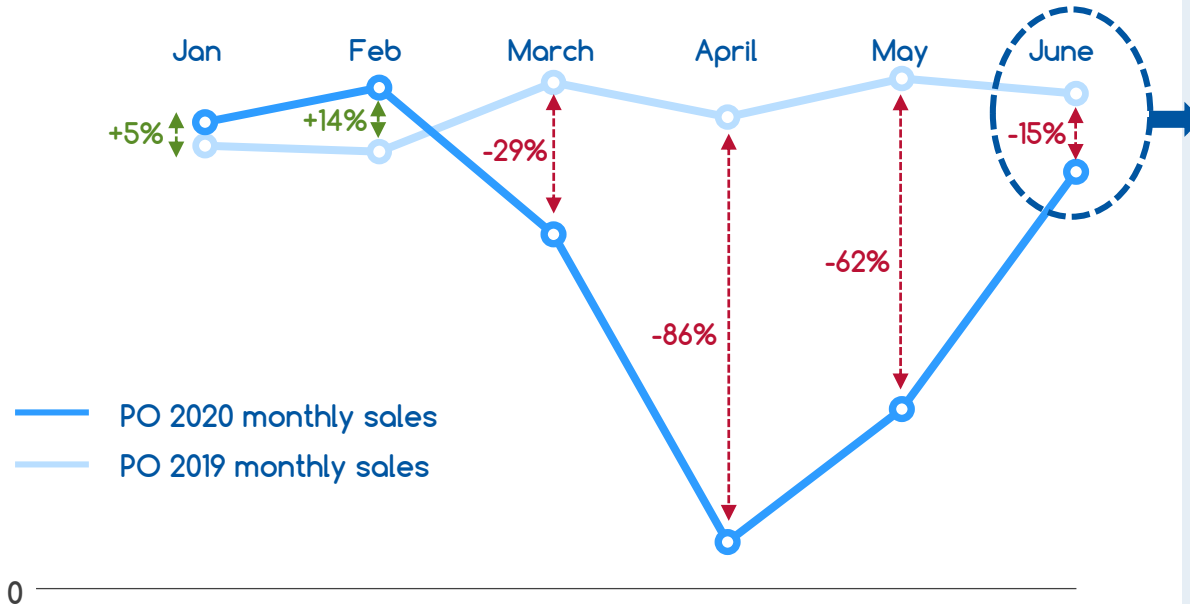
 Open

 Partially open

 Closed

...With strong repercussions on PO sales in Q2

Evolution of PO economic sales in H1 2020 vs H1 2019



PO sales for the month of June 2020



CHINA
2020 sales = +16% vs 2019 sales



EUROPE
2020 sales = -12% vs 2019 sales



NORTH AMERICA
2020 sales = -25% vs 2019 sales



NORTH AMERICA
2020 sales = -25% vs 2019 sales



3 priorities to manage the volume drop

COST
REDUCTION



CASH
MANAGEMENT



SAFE RESTART
OF OUR
OPERATIONS





Crisis management
= flex



€ SAVINGS

€117m
in H1 2020

Structural adaptation
= rationalization



€40m
on annual basis

Transformation



€200m
on annual basis
by the end of 2022

Reactivity to flex at the maximum level



STAFF COSTS

2019: €1.3Bn
15% of sales



-40% in April
-14% in H1



€94m of savings



PRODUCTION COSTS AND SG&A

2019: €0.5Bn
6% of sales



-30% in April
-6% in H1



€23m of savings

=€117m
OF SAVINGS
FOR H1 2020

Adapting our cost structure – ongoing actions



PLANTS CLOSURE

H2 2020: Arevalo composite parts (IES Spain)
H1 2021: Eisenach (CES Germany)



GERMAN FOOTPRINT

Optimization and R&D rationalization (IES)



PAINTLINES

Stoppage of some paint lines under low activity



REGIONAL SYNERGIES

Closure of the regional headquarter of HBPO Asia in Seoul and combination with the Group's Asian headquarter in Shanghai





WCR MANAGEMENT

Inventories & overdues reduction

—
-€23m

CAPEX REDUCTION

27% reduction
in H1 2020
(vs €237m in H1 2019)

—
-€82m

NEW CREDIT LINES

€270m of renewed
credit lines

—
+€560m
of new credit lines

STAKEHOLDERS COMMITMENTS

Payment of €71m
of dividends
(-34% vs 2019)

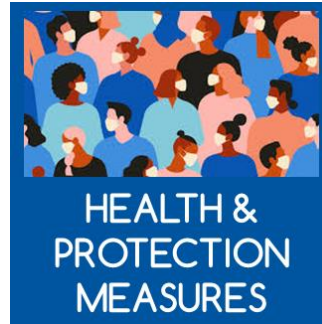
—
€500m bond
reimbursement
on May 29, 2020

→ €1.9BN OF LIQUIDITY AS OF JUNE 30, 2020

A safe restart of our operations



A "SAFE RESTART PLAYBOOK" APPLIED IN ALL OUR SITES



HEALTH &
PROTECTION
MEASURES



SUPPLY CHAIN



QUALITY

Absolute priority given to the safety of our employees

Management of the supply chain
with no disturbance of our customers

Creation of an ACT FOR ALL™ fund



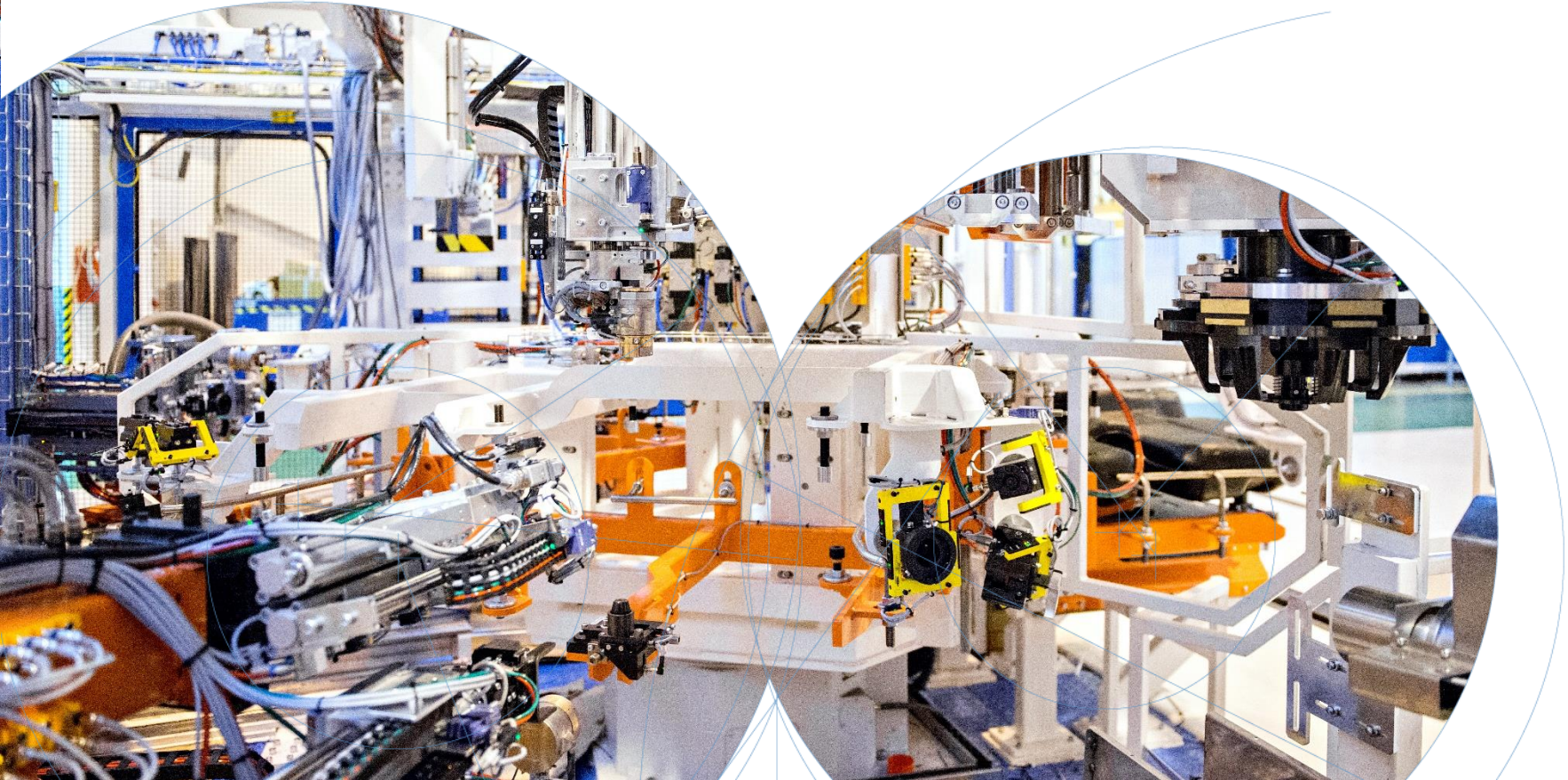
€1m

113 projects financed
in 23 countries

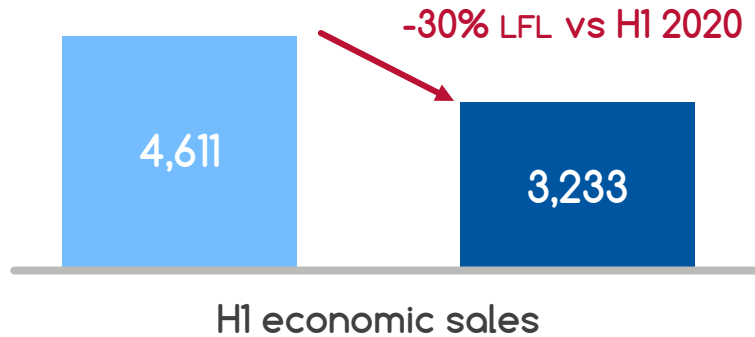
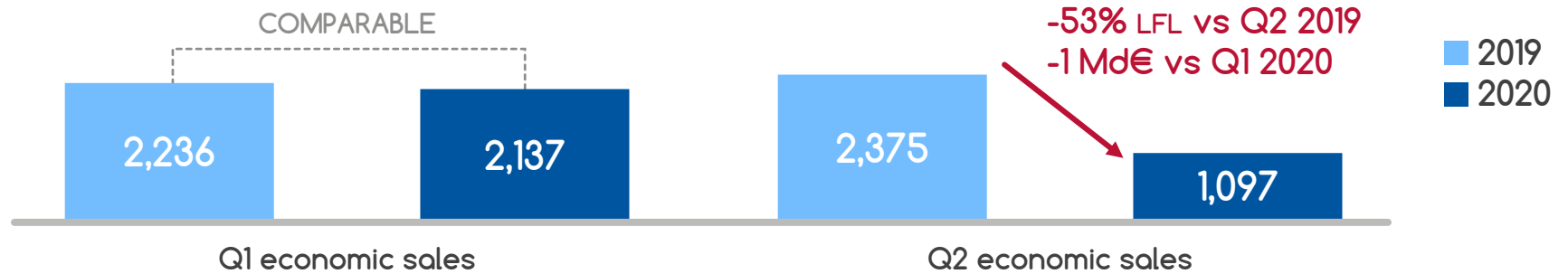


CLINICAL HOSPITAL • SCHOOL • UNIVERSITY • LOCAL ORPHANAGE • UNEMPLOYED PEOPLE SE

H1 2020 Financial Results



Sales evolution per quarter

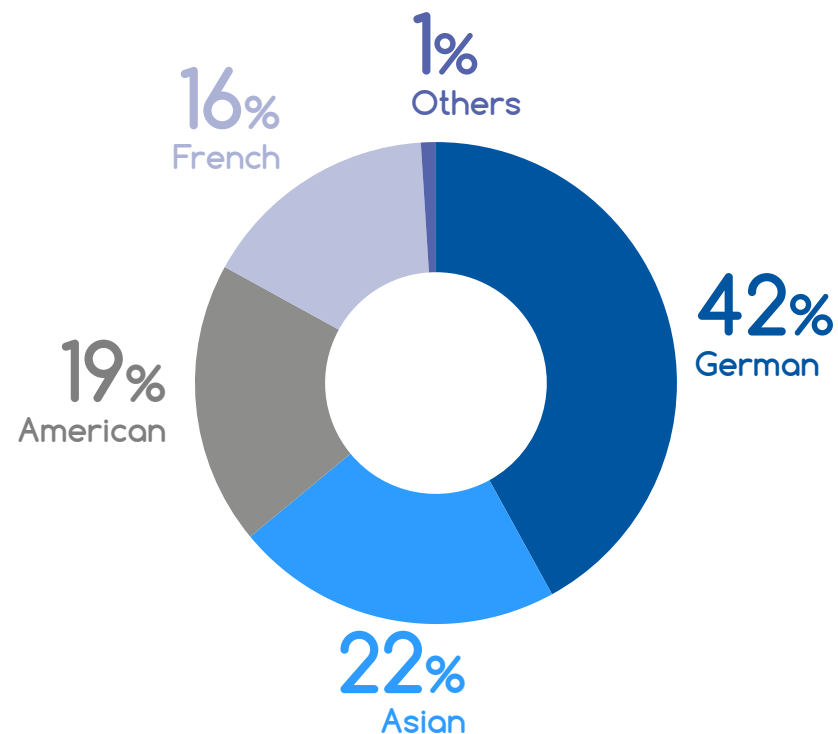
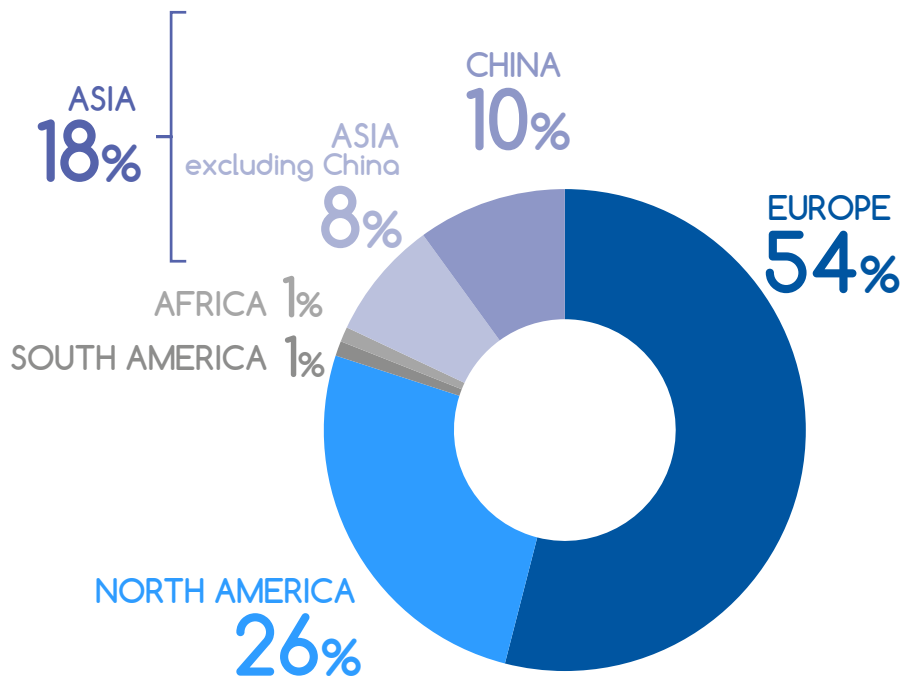


H1 Outperformance	
Europe	+4.3pts
China	+11.7pts
North America	+9.5pts
	+5.1pts

Economic sales: €3,234m

In €m	H1 2019	H1 2020	Δ in %	Δ at constant perimeter & exchange rate	Outperformance
PO Industries	3,458	2,395	-30.8%	-30.7%	+3.1pts
PO Modules	1,153	838	-27.3%	-25.7%	+8.1pts
Economic sales	4,611	3,233	-29.9%	-29.5%	+4.3pts
JVs	343	271	-20.8%	-19.2%	-
Consolidated sales	4,268	2,962	-30.6%	-30.3%	+3.5pts

H1 2020 Economic sales per region and per customer



H1 2020 Profitability by business

In €m	H1 2019	% sales	H1 2020	% sales
Consolidated sales	4,268	100%	2,962	100%
PO Industries	3,207	75%	2,203	74%
PO Modules	1,061	25%	759	26%
Operating Result	281	6.6%	-116	-3.9%
PO Industries	254	7.9%	-106	-4.8%
PO Modules	27	2.5%	-11	-1.4%
EBITDA	511	12.0%	171	5.8%
PO Industries	457	14.2%	151	6.8%
PO Modules	54	5.1%	20	2.7%



INDUSTRIAL RECOVERY IN LINE

Quality and on time delivery
Customer satisfaction
Improvement of industrial indicators



FINANCE

Operational improvement of €45m confirmed (excluding Covid-19 impact)
Breakeven target confirmed



INDUSTRIAL FOOTPRINT

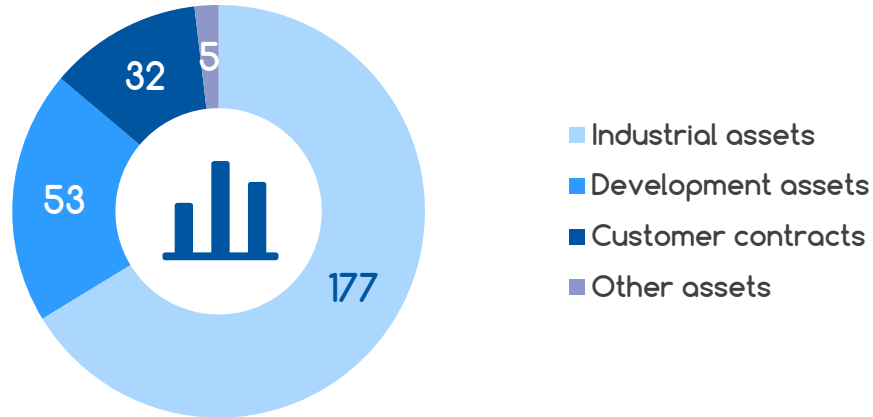
Good activity with BMW expected in Greer in H2
New contracts expected with other OEMs

H1 2020 Profit & Loss account

In €m	H1 2019	H1 2020
Economic sales	4,611	3,233
Consolidated sales	4,268	2,962
EBITDA	511	171
<i>In % of sales</i>	12.0%	5.8%
Operating result	281	-116
<i>In % of sales</i>	6.6%	-3.9%
Other operating expenses	-25	-313
<i>In % of sales</i>	-0.6%	-10.6%
Financial expenses	-37	-35
<i>In % of sales</i>	-0.9%	-1.2%
Income Tax	-56	+47
Net Result	163	-418
<i>In % of sales</i>	3.8%	-14.1%
Net Result - Group Share (excluding impairments net of income tax)	155	-179
Net Result - Group Share	155	-404
<i>In % of sales</i>	3.6%	-13.6%

€267m of asset impairments

By nature



Significant drop of
automotive market
mid-term growth

Lower capacity
utilization

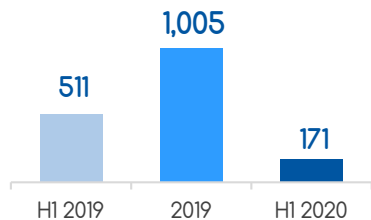
→ €267m of asset impairments
=6.5% of total non-current assets

H1 2020 Cash-flow statement

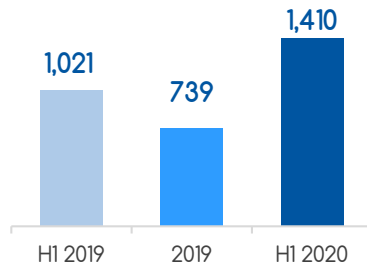
In €m	H1 2019	H1 2020
Consolidated Sales	4,268	2,962
Net Debt (beginning of the period)	-698	-739
Net Operating Cash Flow	+391	+69
<i>in % of sales</i>	9.2%	2.3%
Capex and development	-308	-226
<i>in % of sales</i>	-7.2%	-7.6%
Change in WCR	-53	-415
	ow factoring	-95
Free Cash Flow	+30	-572
M&A / financial assets	-	-5
Dividends	-123	-88
Treasury shares	-5	-13
IFRS 16	-248	-21
Currency/Other	+23	+27
Net Debt (end of the period)	-1,021	-1,410

H1 2020 Key financial metrics

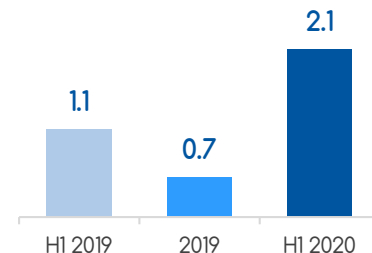
EBITDA (in m€)



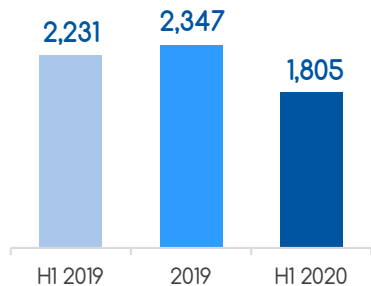
NET DEBT (in m€)



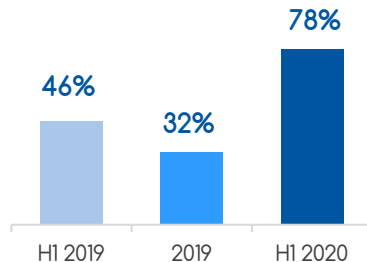
NET DEBT/EBITDA



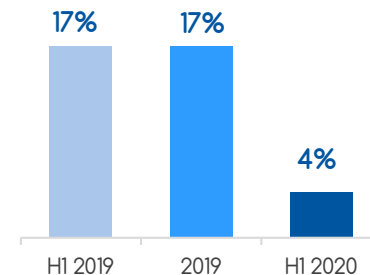
SHAREHOLDERS' EQUITY (in m€)



GEARING

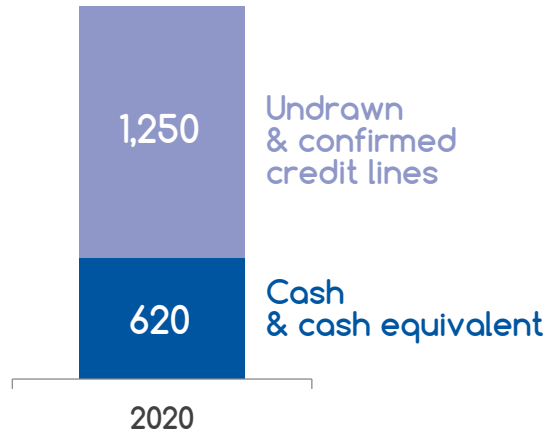


ROCE

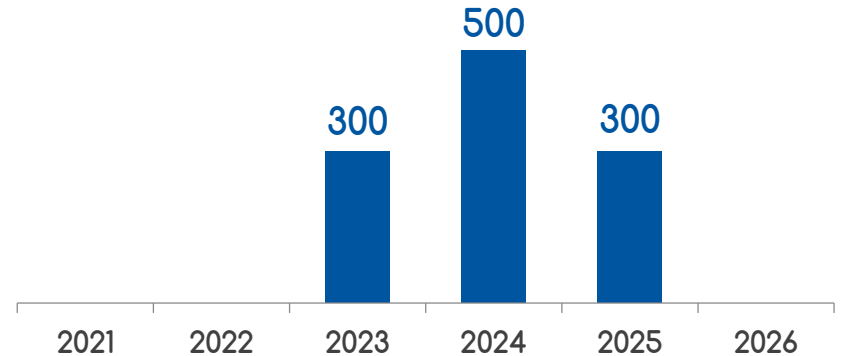


Strong liquidity

Liquidity as of 30/06/2020



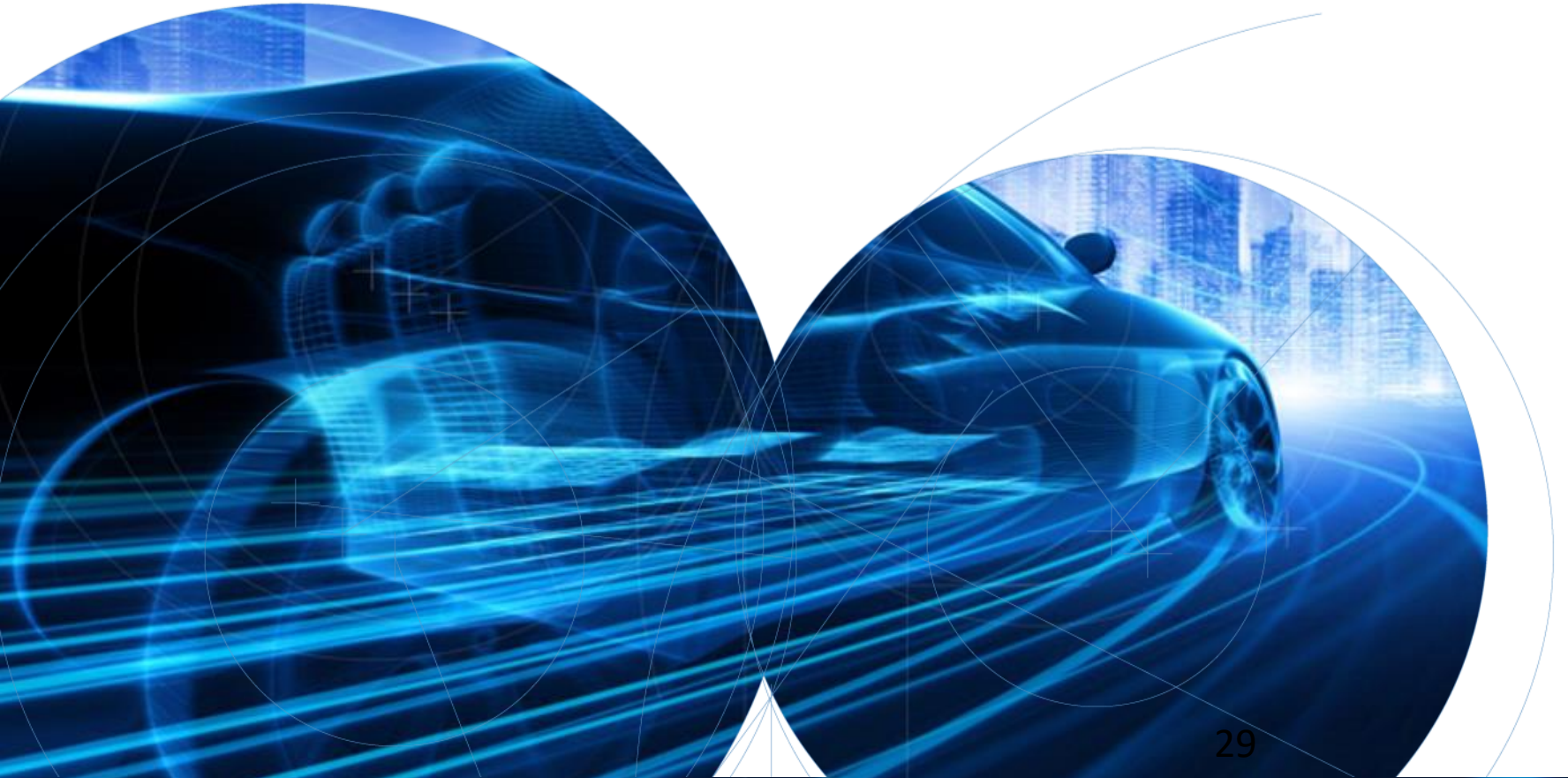
Bond issues per maturity



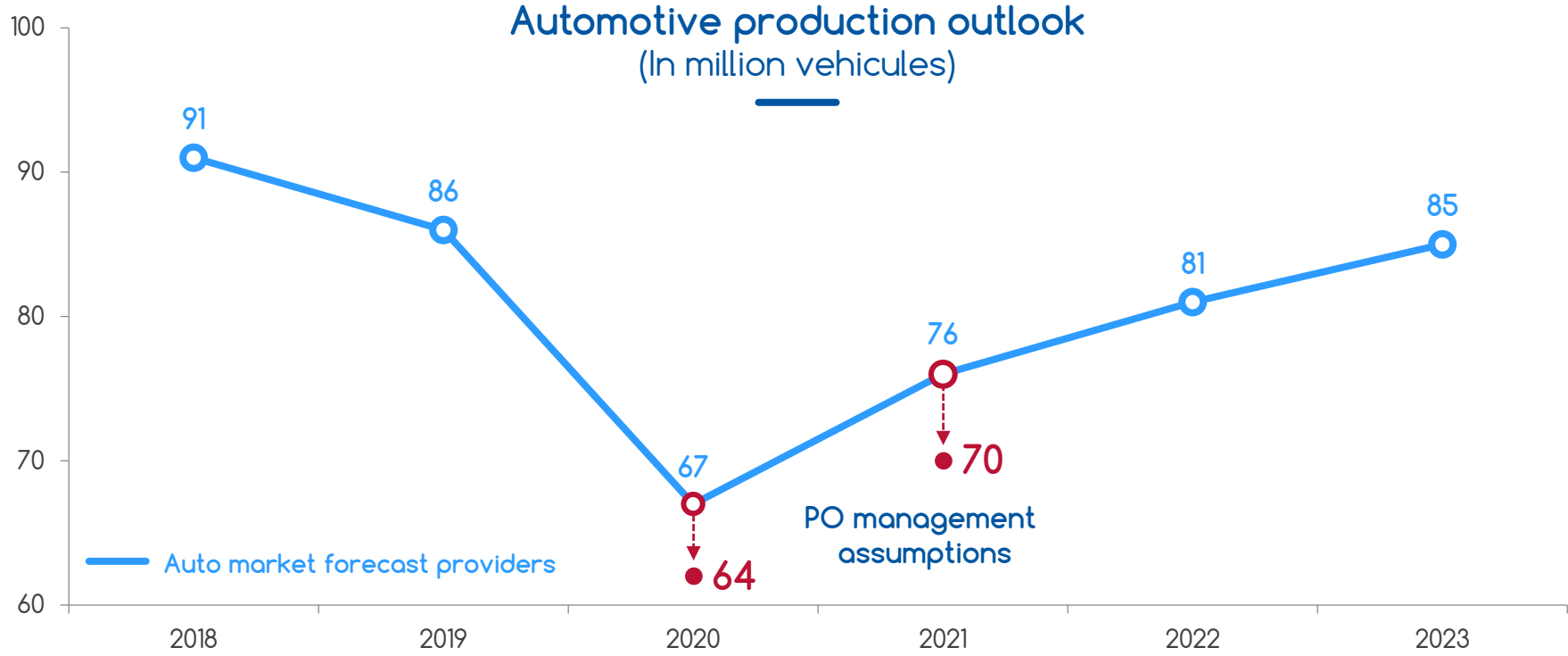
→ **€1.9Bn** of liquidity
5 years maturity; no covenant

→ **No major repayment before June 2023**
after €500m bond reimbursement in May 2020

ACCELERATION OF GROUP'S TRANSFORMATION



Managing a slow recovery of the market...



...in a fast-changing environment

Regionalization
Digitalization



Acceleration
on CSR
expectations



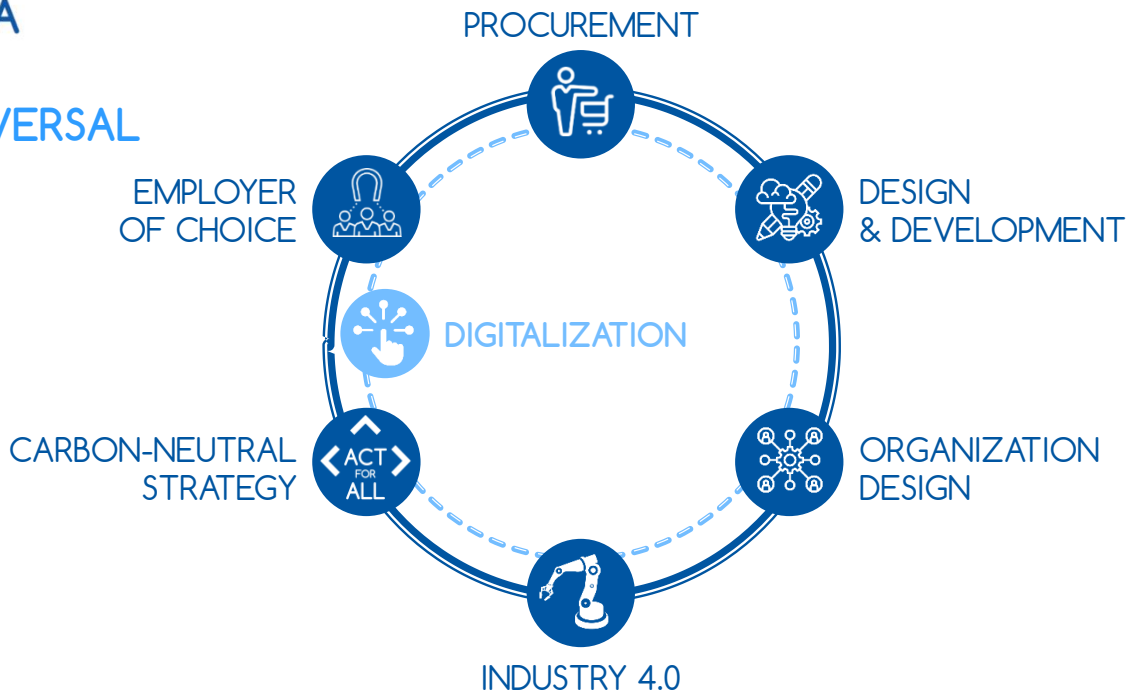
Electrification
& hydrogen gaining
momentum



OMEGA, our transformation project



7 TRANSVERSAL AXES




ANNUAL SAVINGS
=200m
by end of 2022



CARBON NEUTRAL STRATEGY

Carbon neutral by 2050

Ongoing work on a mid-term target: to be carbon neutral on scope 1, 2 and 3 (upstream)



LIFECYCLE ANALYSIS AND USE OF RECYCLING PLASTIC

Innovative project with ARaymond and CETIM: 18% weight reduction and up to 25% use of recycling material



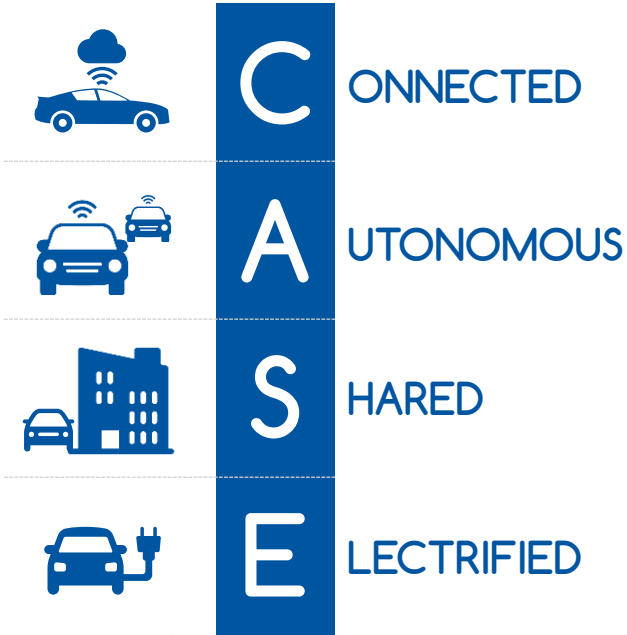
DIVERSITY & EQUAL OPPORTUNITIES

2025 target: 25% women in executive positions

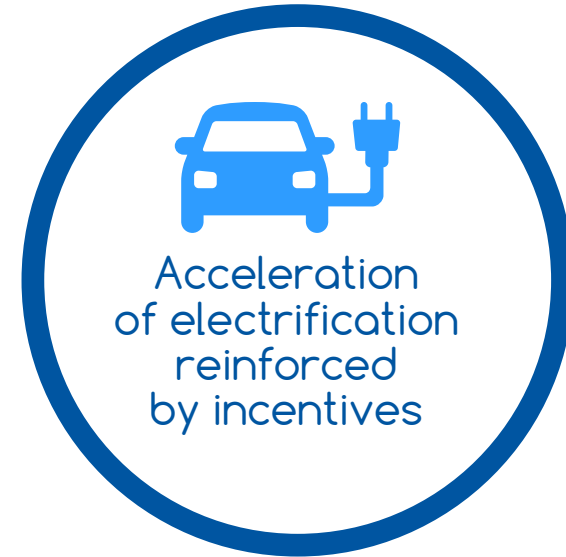
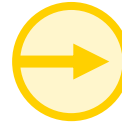
Winner of the **gender diversity trophy** (best progression France 2017/2020)

1st place in the 2019 ranking for the **Top Management feminization** in SBF 120 automotive industry

Impact of Covid-19 on CASE evolution



Covid impact



Successful positioning on BEV cars

Electrification
& hydrogen gaining
momentum



TRADITIONAL OEMs

TAYCAN by PORSCHE



Front-end modules
& cockpit modules

E-TRON by AUDI



Front and rear bumpers
& front-end modules

NEW SUV Electric
by MERCEDES



Rear bumpers, front-end
modules, spoilers,
wheel arches and
rocker panels

ID3 by VOLKSWAGEN



Front-end modules,
innovative active grid
systems and
center consoles

ID4 by VOLKSWAGEN



Bumpers, tailgates,
front-end modules,
innovative active
grid systems and
center consoles

PURE EVs

MODELS by TESLA



Front & rear bumpers,
front-end modules

POLESTAR 1 ET POLESTAR 2



Front & rear
bumpers

LUCID AIR



Front & rear
bumpers

RIVIAN



Front-end modules
& front grille systems

Plastic Omnium aims to be a leader in on-board energy storage and supply



Member of

Hydrogen Council



Hydrogen Europe



Research Centers



Strategic acquisitions
Partnerships



Venture capital



APVentures
ADVANCE & PIONEER



700 and 350
bar certifications
obtained in Q4 2019
and Q1 2020



PRE-DEV UNDERWAY



WON RFQ

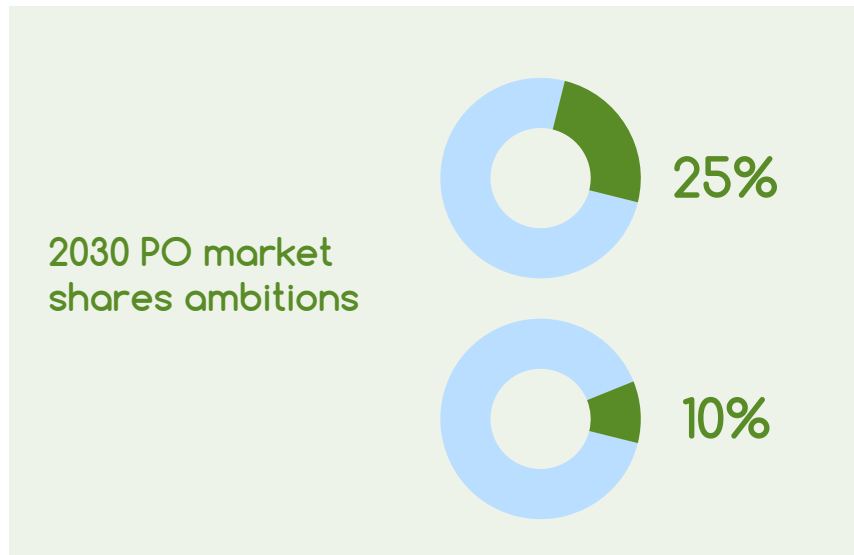


SUBMITTED BID



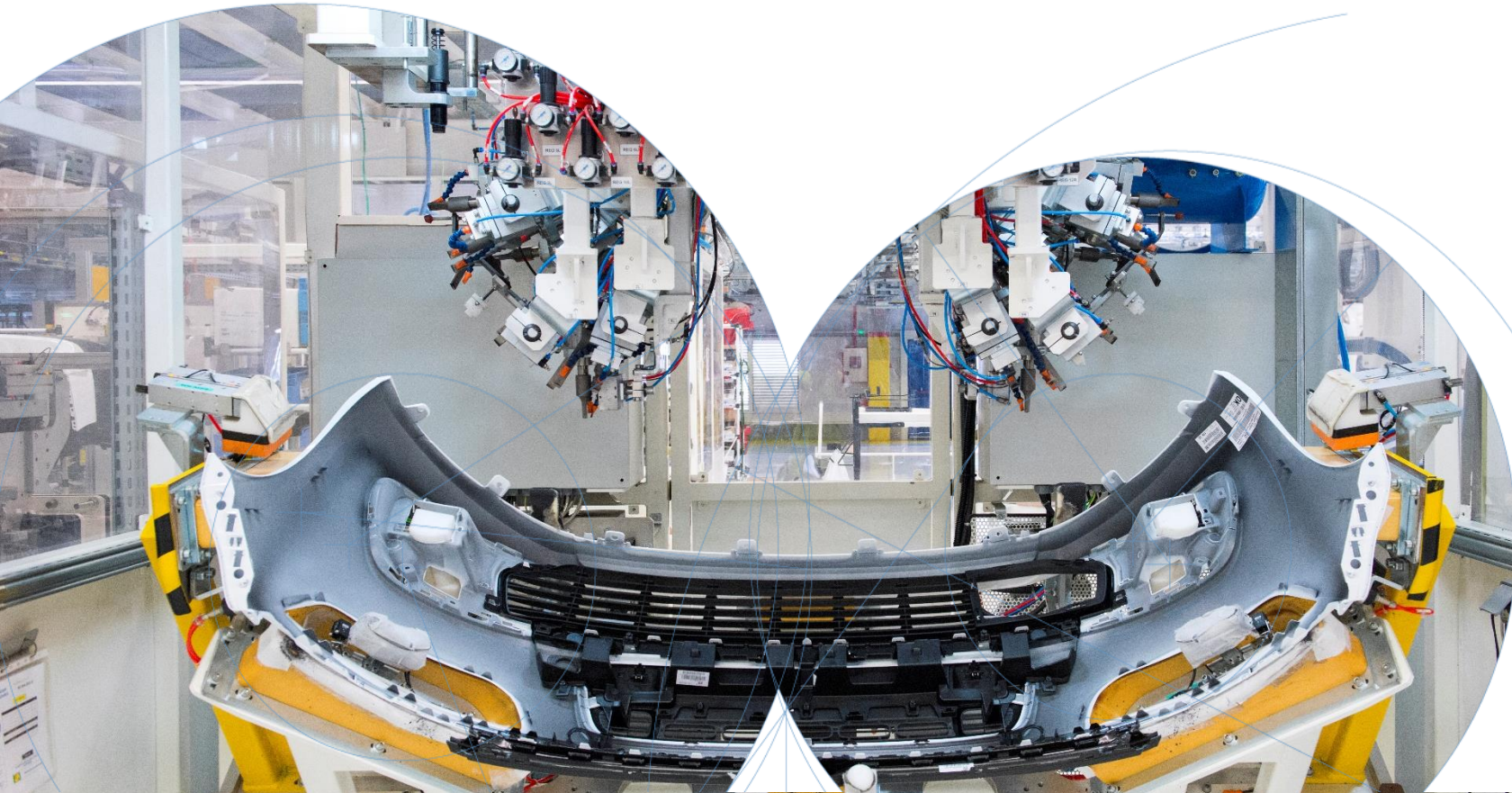
SUBMITTED BID

2030 MARKET: 2 MILLIONS OF VEHICLES



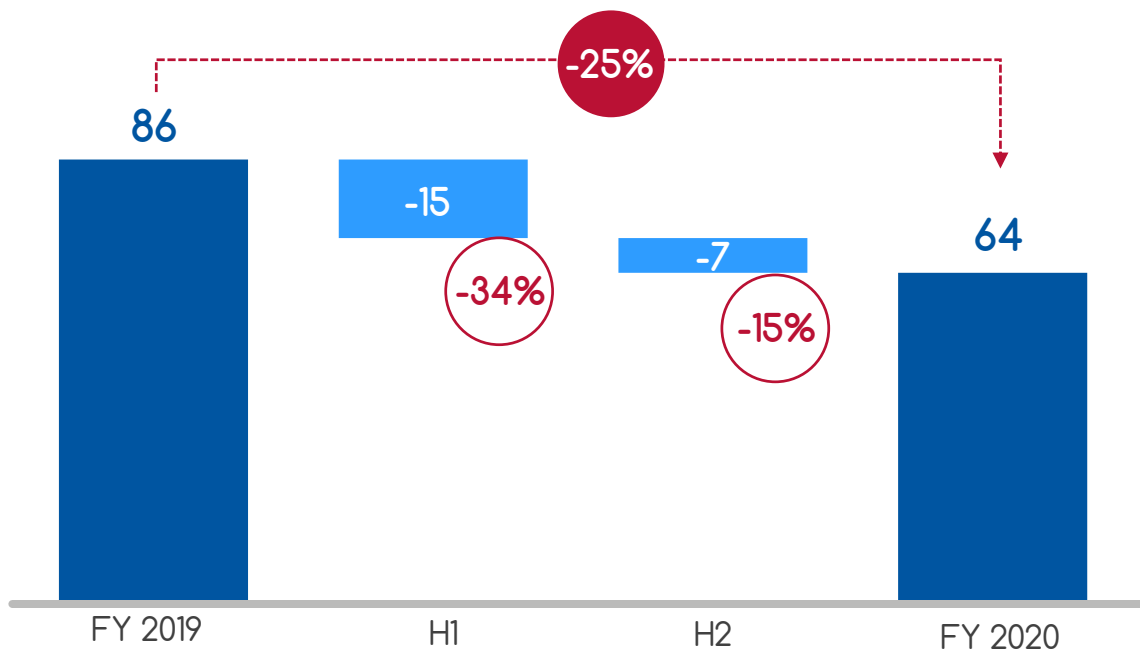
 Plastic Omnium aims to be a leader in on-board energy storage and supply

OUTLOOK



A continuous decline in automotive production

Automotive production – PO assumptions (in millions of vehicles)



Full-year production variation



CHINA: -20%



EUROPE: -30%



NORTH AMERICA: -30%



Based on an automotive production at 64 millions of vehicles in 2020:



EBITDA



≥10%

of consolidated sales



OPERATING MARGIN



≥4%

of consolidated sales



FREE CASH-FLOW



≥€250m

Based on an automotive production at 64 millions of vehicles in 2020:



OUTPERFORMANCE
of the automotive production



≥5 POINTS



EBITDA



≥8%

of consolidated sales



OPERATING MARGIN



POSITIVE

LONG TERM GROWTH STRATEGY SUPPORTED BY





2020 HALF-YEAR RESULTS

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