



INVESTOR PRESENTATION

NOVEMBER 2019



PLASTIC OMNIUM INDUSTRIES

Intelligent Exterior Systems



45% of sales
#1 worldwide
16% market share

Clean Energy Systems



30% of sales
#1 worldwide
22% market share

PLASTIC OMNIUM MODULES

HBPO THE MODULE COMPANY



25% of sales
#1 worldwide
17% market share

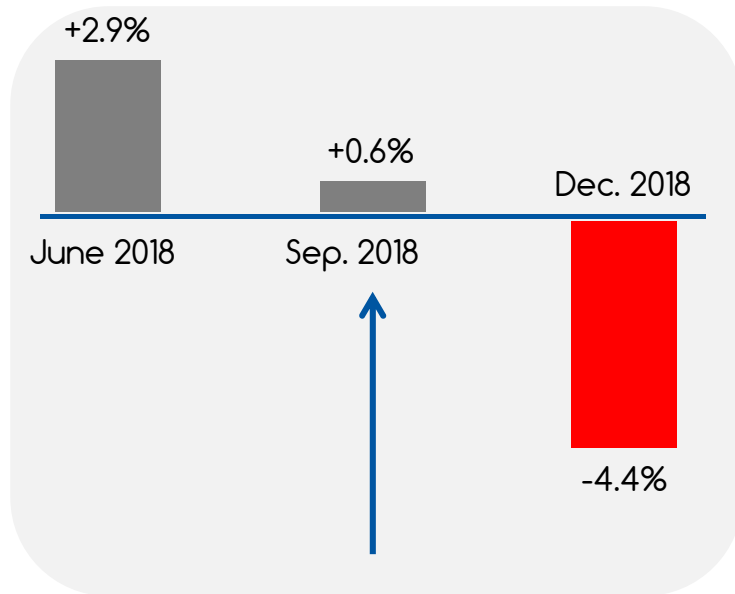
2019 Half-Year Highlights



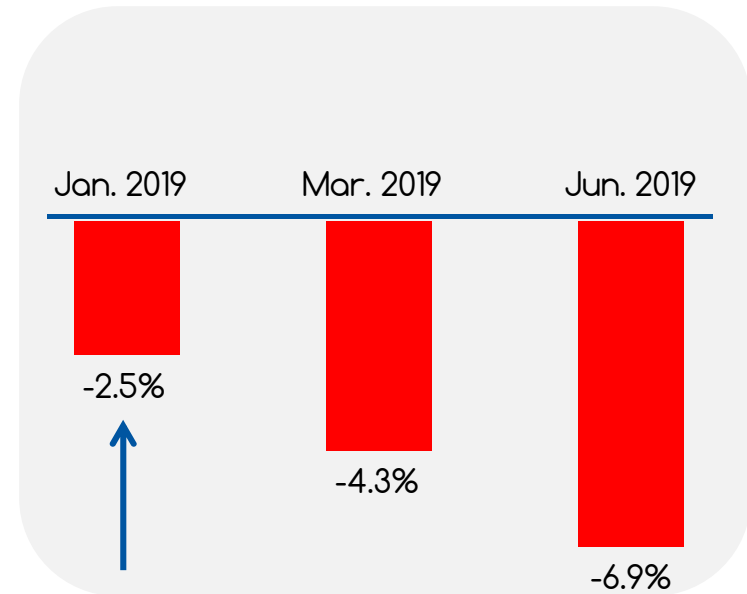
Managing market uncertainty →

Anticipated volume drop with cost reduction programmes

H2 2018 Auto production Forecast



H1 2019 Auto production Forecast



Cost reduction Programme launched

Cost reduction Programme reinforced



Managing market uncertainty → *Cost reduction programmes*

| | | <u>Annualized Impact</u> |
|----------------------|---|--------------------------|
| VARIABLE COST | <ul style="list-style-type: none">• Plant flex : direct headcount & temps ↓• Strict control of production cost | -€50m |
| FIXED COST | <ul style="list-style-type: none">• Headcount reductions : indirect & structure• Strong effort in R&D maintained | -€50m |
| | | <hr/> -€100m |

→ Cost reduction program strengthened in September 2019 with a third round of measures which primarily concern Germany

Generating free cash-flow →
Investments capped at 6% of sales

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H1 Investments

- 6 new plants
- 3 new R&D centers

H1 =

→ 7.2% of sales
→ €30m free cash-flow

H2 Investments

- 0 new plants
- 0 new R&D centers

2019 =

→ 6% of sales
→ €200m free cash-flow

Delivering outperformance → *New R&D centers opened*

DELTATECH

*Brussels, BELGIUM :
Advanced Research Center*



- 140 engineers & scientists
- Surface : 15,500m²
- Clean energies research

OMEGATECH

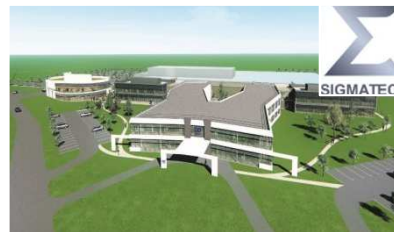
*Wuhan, CHINA :
Asia R&D Center*



- 150 engineers & scientists
- Surface : 16,000m²
- Supporting China growth
- Chinese Hydrogen lab

SIGMATECH (Extension)

*Lyon, FRANCE :
Global R&D and Digital Center*



- 500 engineers
- + 4,000 m²
- Connectivity integration lab

Delivering outperformance → *Pushing Open Innovation*



2019 Half-Year results & Q3 revenue



2019 Half-Year Results

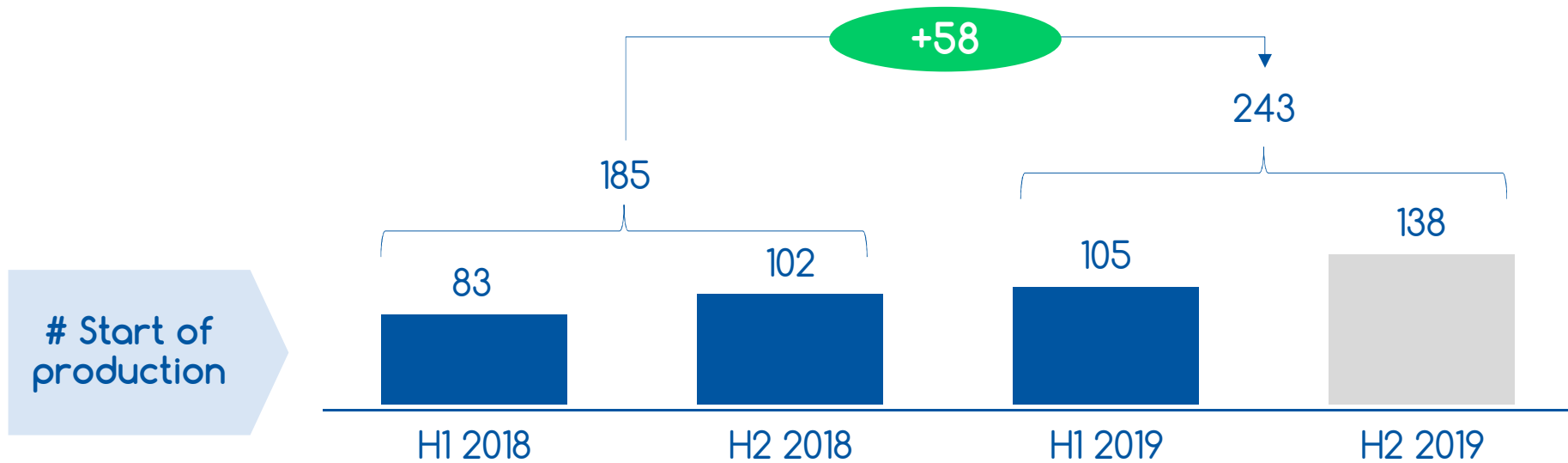
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| | | | |
|--------------------------|---|---------|----------------|
| Economic Sales | : | €4,611m | +20.7% |
| Consolidated Sales | : | €4,268m | +33.8% |
| Operating Margin | : | €281m | 6.6% of sales |
| EBITDA | : | €511m | 12.0% of sales |
| Net Result – Group Share | : | €155m | 3.6% of sales |
| Free Cash-Flow | : | €30m | 0.7% of sales |
| Net Debt | : | €1,021m | |

LFL change:
+0.2%
Outperformance:
+7.1pts

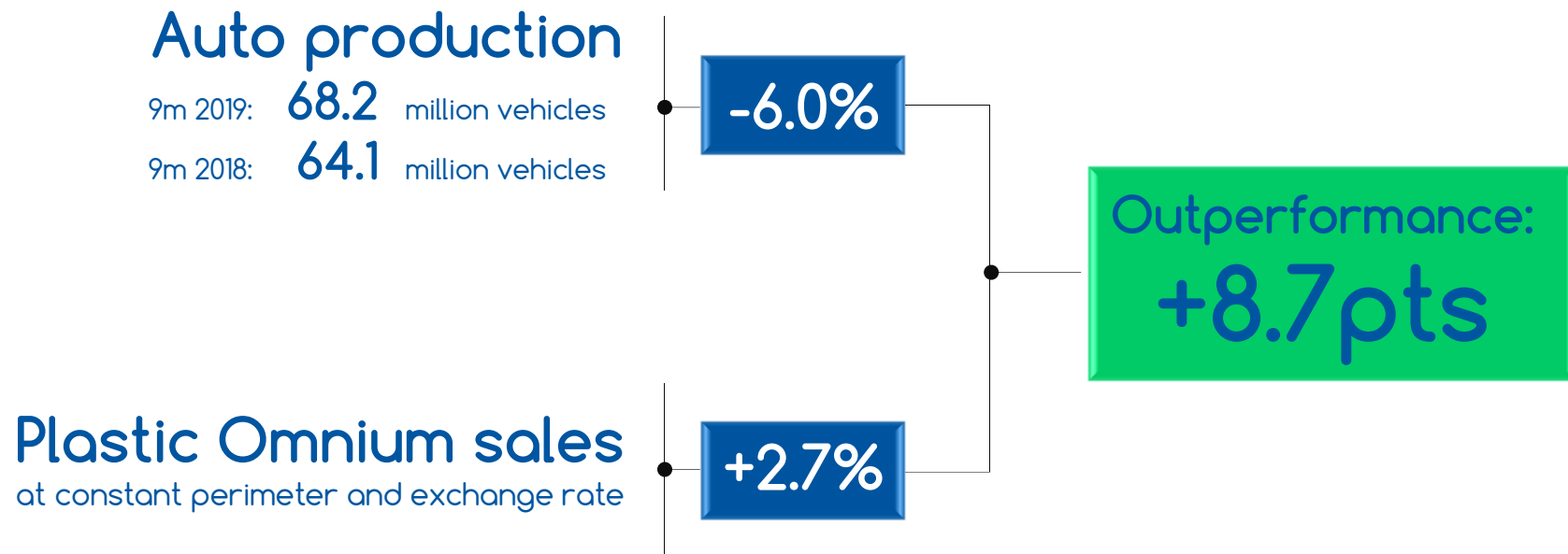
Delivering outperformance →

Record SOP in H1 and H2

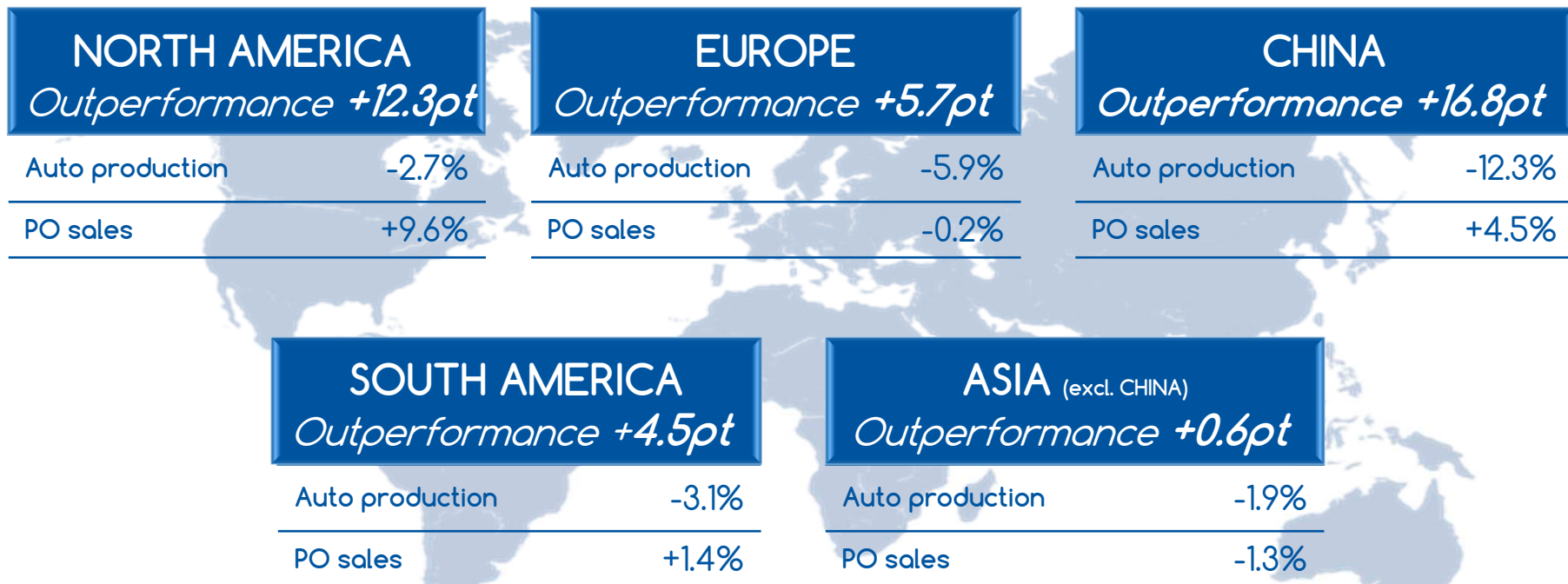


| | | | | |
|------------------|-----------|-----------|-----------|-----------|
| Americas | 7 | 26 | 13 | 16 |
| Europe | 37 | 29 | 37 | 47 |
| Asia | 39 | 47 | 55 | 75 |
| <i>o/w China</i> | <i>28</i> | <i>40</i> | <i>45</i> | <i>60</i> |

9m outperformance of the automotive production



9m outperformance driven by North America and China



* Plastic Omnium economic sales at constant perimeter and exchange rate

Operational difficulties in the ramp-up of Greer (1/2)

One of the biggest plant within Plastin Omnium

- 60,141 m²
- 1.6 million bumpers /year
- 14 injection molding machines / 2 paint lines

- ~ \$400m of sales
- \$160m capex



Premium customer and numerous launches

- BMW Spartanburg



X5 (2018)



X7 (2018)



X6 (2019)

Operational difficulties in the ramp-up of Greer (2/2)

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The difficulties encountered relate to :

- the size of the plant,
- the complexity of the process
- the acceleration of volumes since summer 2019

Impact on operating margin:

- 2019: -€90m
- 2020: -€45m

A detailed action plan covering the 2019-2020 period has been put in place across the entire industrial footprint in South Carolina



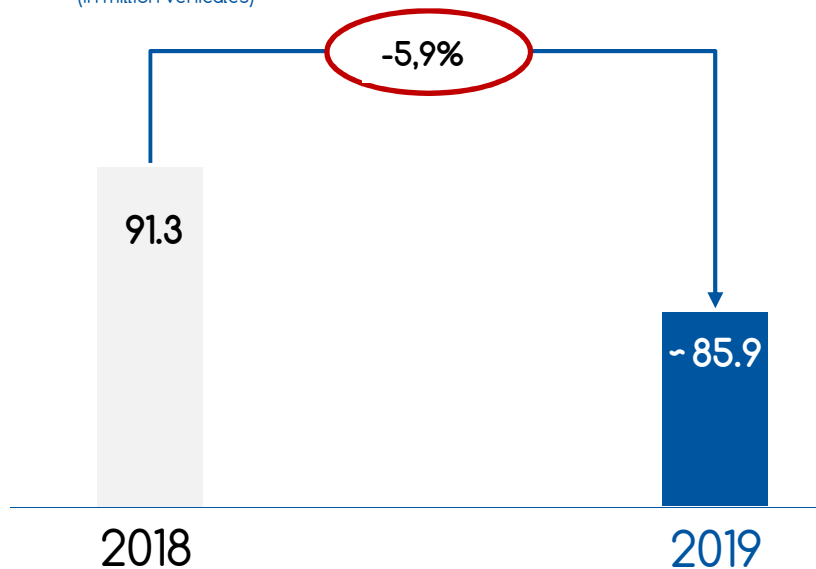
2019 Outlook



Delivering in a market now expected down -5.9%

Automotive production assumption

(In million vehicles)



2019 Financial outlook revised on October 8, 2019

- Outperformance > 5 points
- Operating margin around 6.0% of revenue
- EBITDA 2019 > EBITDA 2018
- ~€300m free cash-flow including the impact of the real estate disposal

Source: IHS October 2019



↑
Sell to
↓

Sofiparc

Potential transaction

- Plastic Omnium intends to reorganise its non-industrial real estate.
- On the basis of an independent assessment, Plastic Omnium could sell its tertiary real estate assets to the real estate corporation Sofiparc.
- Sofiparc is owned at 100% by Burelle SA, which is the controlling holding of Plastic Omnium.
- This operation should be closed by the end of 2019 for a total amount of €128.5m



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