



ALWAYS AHEAD

INVESTOR DAY

Laurent BURELLE, Chairman

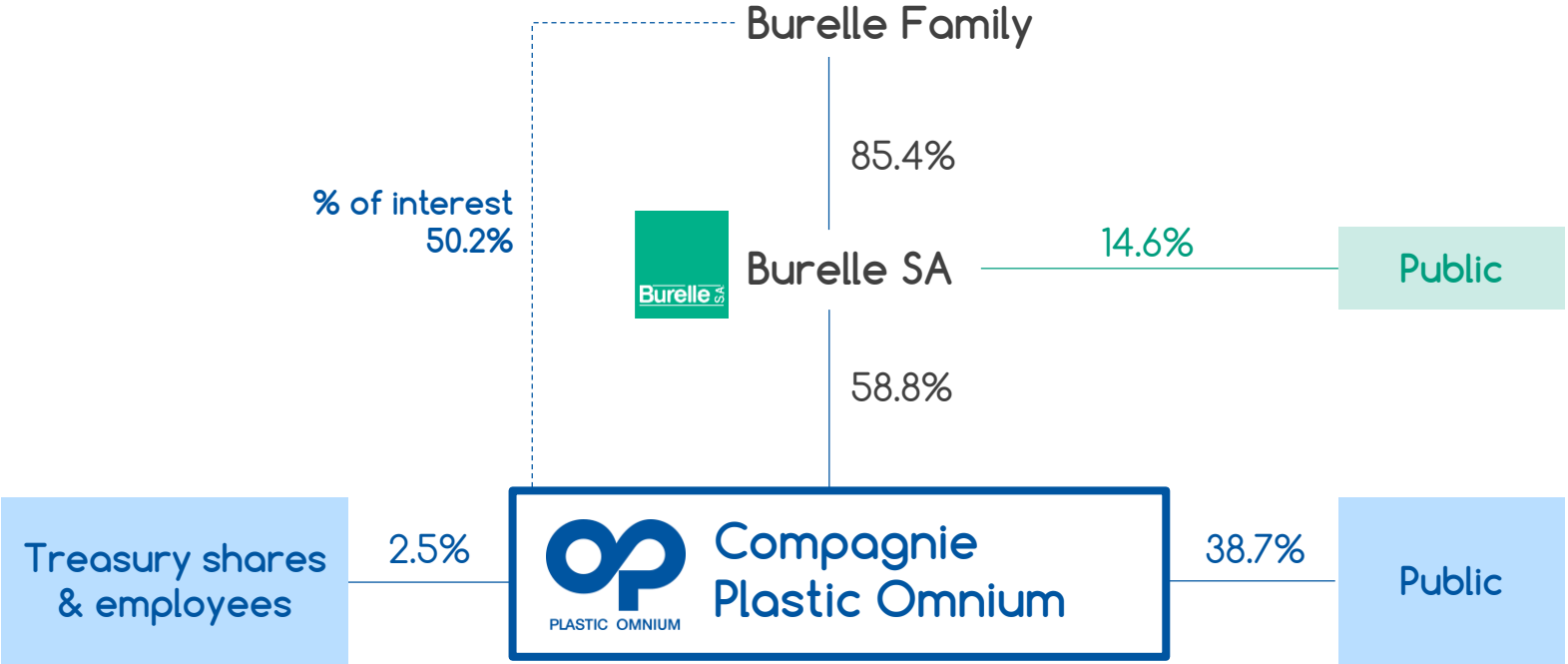
Laurent FAVRE, CEO

Félicie BURELLE, Managing Director

January 7th, 2020



Long-term family-owned investor base



2009-2019: significant strategic moves → 27th global auto supplier

 2009 SALES: €2.5Bn

SCOPE IN

2010	50%	Inergy
2010	100%	Redondela (Plastal)
2011	100%	Gliwice (Plastal)
2011	100%	Milan (Ford)
2012	51%	DIPO
2016	100%	Faurecia (Exterior)
2017	50%	Changchun
2017	100%	Swiss Hydrogen & Optimum CPV
2018	67%	HBPO

TOTAL: +€4.7Bn

SCOPE OUT

2012	Signature
2017	Faurecia (France & Modules)
2017	Composites
2018	Environment

TOTAL: -€1.7Bn

M&A Net: +€3Bn

Organic growth: +€3Bn

 2019 SALES: >€9Bn

An industrial & innovative company committed to long-term growth



**CAPITALIZE
ON OUR
FUNDAMENTALS**

Anticipation & reactivity
Technology oriented
Act for All,
our CSR program



**REINFORCE
OUR STRENGTHS**

Industrial excellence
Diversified customer portfolio
Strong balance sheet



**GROW
LONG-TERM
IN THE AUTO
INDUSTRY**

R&D / Open Innovation
Partnerships / M&A

Solid 2019 financial results

	2019 GUIDANCE	2019 ESTIMATES
Outperformance	≥ 5 points	> 5 points
EBITDA	> EBITDA 2018	~ €1Bn
Operating result	~ 6% of sales	~ 6% of sales
Free Cash Flow	~ €300m	~ €300m

A new management team to drive this long-term profitable growth

As of January 1st, 2020

Laurent BURELLE



Chairman

Laurent FAVRE



CEO

48 years
23-year experience
with leading auto German suppliers

Félicie BURELLE



Managing Director

40 years
10-year experience with PO

An experimented executive team

As of January 1st, 2020

Laurent FAVRE



CEO

Félicie BURELLE



Managing
Director

Rodolphe LAPILLONNE



SEVP
CFO and CIO

Stéphane NOËL



President and CEO,
Intelligent Exterior Systems

Christian KOPP



President and CEO,
Clean Energy Systems

Martin SCHÜLER



President and CEO,
HBPO

Adeline MICKELER



EVP
Communication

Jean-Sébastien BLANC



EVP
Human Resources

Valérie BROS



Corporate Secretary,
EVP Legal Affairs

Ronan STEPHAN



Scientific
Director

Damien DEGOS



President and CEO,
New Energies

A global automotive player, leader in its 3 businesses

PLASTIC OMNIUM INDUSTRIES



INTELLIGENT EXTERIOR SYSTEMS

#1 WORLDWIDE

15% Market shares

26 Million of bumpers

64 Plants



CLEAN ENERGY SYSTEMS

#1 WORLDWIDE

22% Market shares

21 Million of tanks

40 Plants

PLASTIC OMNIUM MODULES



HBPO
THE MODULE COMPANY

#1 WORLDWIDE

18% Market shares

6 Million of FEM*

27 Plants

*Front End Modules

Solid strengths to deliver an ambitious strategy

WE ARE A GROWING COMPANY



Tremendous track record of growth



Strong order book and outperformance of the auto production



Solid innovation roadmap in a transforming environment



WE TRANSFORM OUR BUSINESSES TO ANSWER STAKEHOLDERS REQUESTS



Industrial excellence and 4.0 for our customers



Open innovation to increase content per car



Skills transformation and team commitment

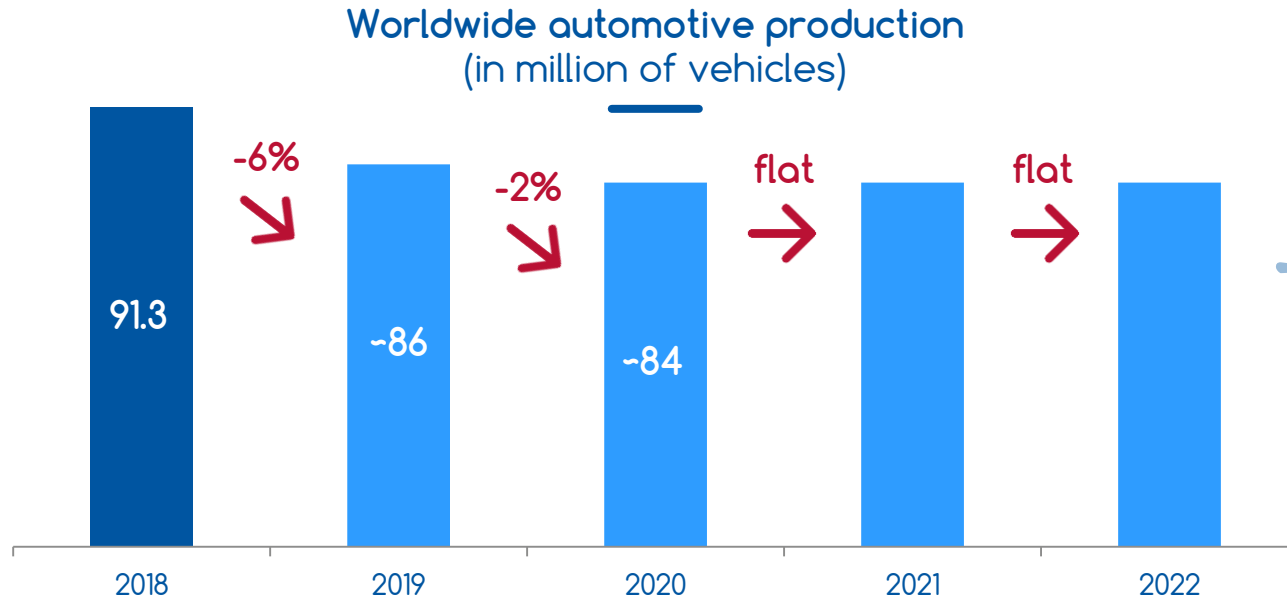


Ambitious CSR policy

→ WE HAVE NEW OPPORTUNITIES TO GROW

Short-term challenges of a decreasing market

PO Management hypothesis: Production in 2020: -2% vs 2019
Production in 2021 - 2022 = stable vs 2020



Managing this decreasing market

No rebound expected in the automotive production

= ANTICIPATION & AGILITY



REINFORCE COMPETITIVENESS

- Continuous flex of costs
- Continuous adaption of production capacities
- Optimization and digitalization of processes



PROTECT THE BALANCE SHEET

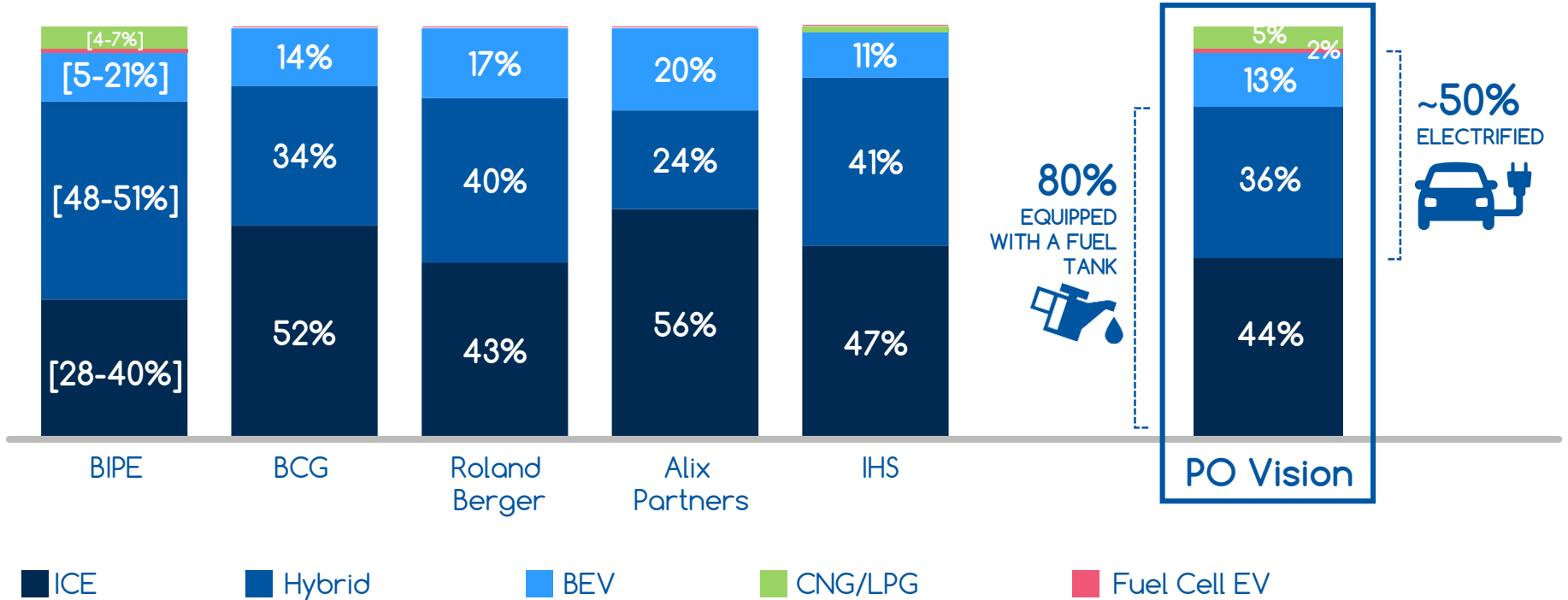
- Investment at a maximum of 6% of sales
- Strict control of working capital
- Strong available liquidity

Long-term challenges of a transforming market

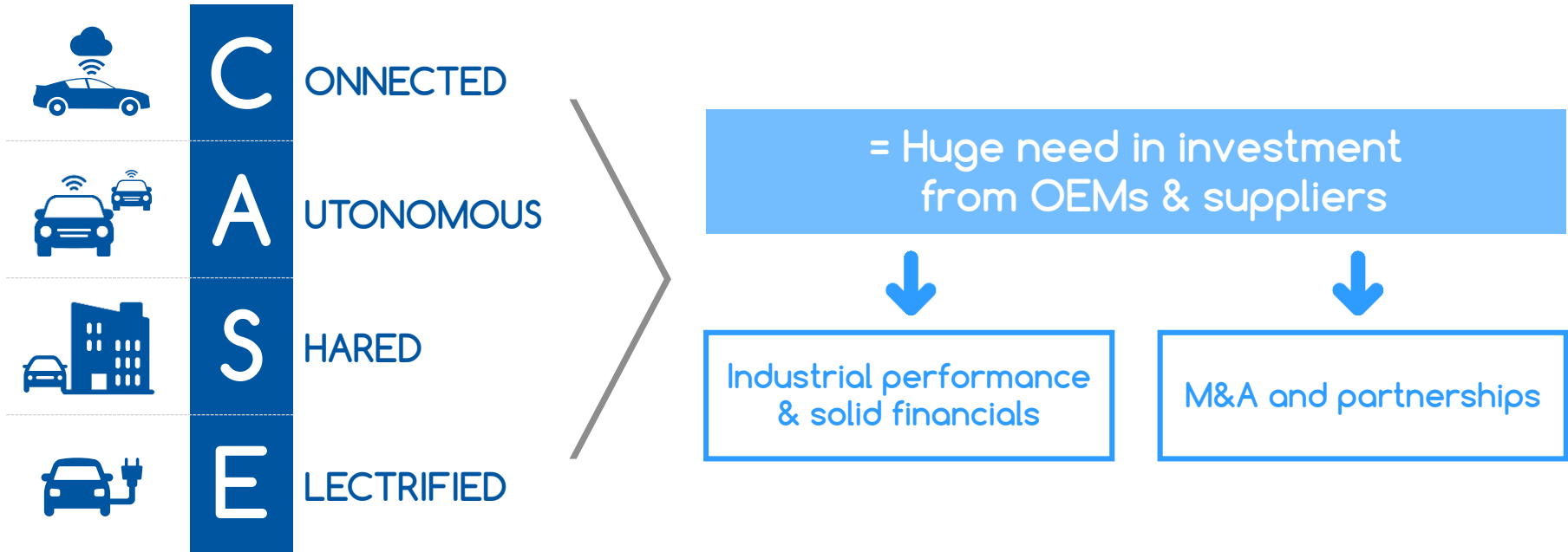
Maturity (market/consumer)



PO view on powertrain mix in 2030



Seizing opportunities of this transforming market



2019-2022

Reinforce our FUNDAMENTALS



Industrial
excellence



Customer
intimacy



Solid
financials



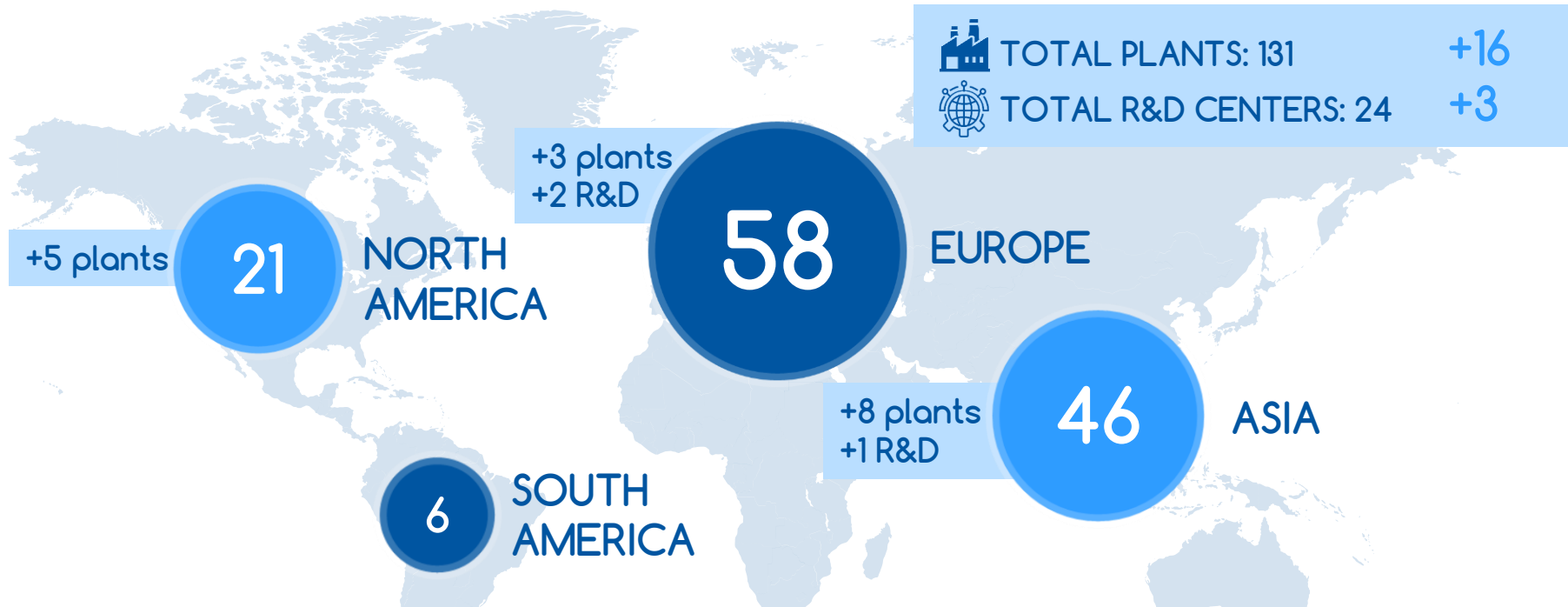
CSR
driven

A global footprint of 131 plants answering to OEM needs



Number of plants per area

A state of the art footprint with available capacity and reinforced R&D



16 new plants & 3 new R&D centers opened over the last 3 years

4.0 to drive further industrial excellence



PROCESS MONITORING & DATA MANAGEMENT

Optimize development
Supply chain efficiency
Optimized shop floor



PROCESS OPTIMIZATION

Reduce scrap & usage
Reduce downtime
Predict maintenance



SMART MANUFACTURING

Auto-regulation
Auto-optimization
Smart scheduling

4.0 to drive further industrial excellence

€200m investment in 4.0 deployment by 2023:
a step by step approach in our existing factories



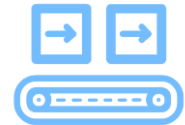
More
efficiency



Less
costs



Less
inventories



Logistics
improvement

➔ More profitability and less capital employed = COMPETITIVENESS

Operating difficulties in Greer

One of our biggest plants



\$400M of sales/year
\$160M Capex

Premium customer and numerous launches

BMW SPARTANBURG



X5 (2018)



X7 (2018)



X6 (2019)

DIFFICULTIES SINCE SUMMER 2019, WITH THE ACCELERATION OF VOLUMES, DUE TO:



- The extremely high diversity of the versions to be delivered just-in-time, with a very high quality requirement
- The complexity of the integrated production process
- Difficulties in hiring skills and competencies

A detailed action plan for Greer

STEP 1

Stabilization of industrial performance to deliver the customer



STEP 2

Production cost optimization with reinforcement of local management and a dedicated PO task force



STEP 3

Optimization of the industrial loading in South Carolina



IMPACT ON OPERATING MARGIN:

2020: improvement by €45m

2021: ~break-even situation

A diversified portfolio of 93 customers offering growth opportunities

MASS MARKET OEMS



PREMIUM OEMS



PURE EV OEMS



CHINESE OEMS



Footprint

+

Industrial
excellence

+

Strong
customer base

~ 5 POINTS

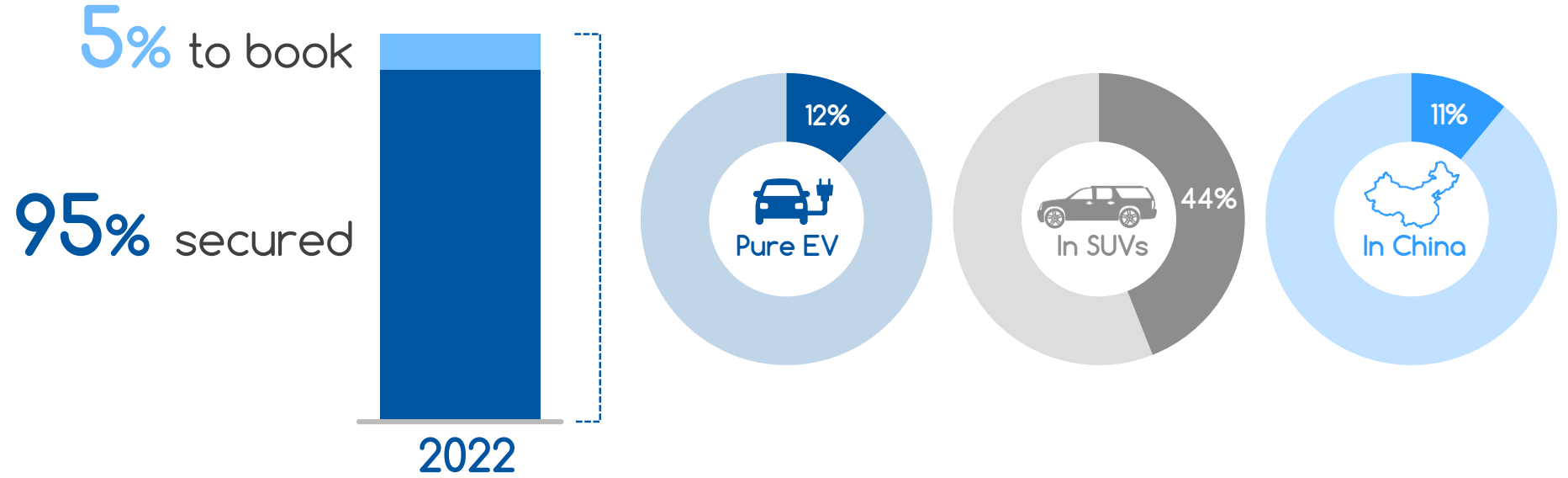
Outperformance
vs the auto production

2020

2021

2022

Outperformance supported by a strong orderbook



2020-2022 PO continuous improvement of the financial structure

Available capacity

Increase in D&A

Cost reduction

4.0 industry

2020-2022:

- Operating result and EBITDA: continuous increase in value
- Free Cash-Flow: > €200 m per year
- Debt reduction

LEADERSHIP

INNOVATION

M&A

Our CSR policy as a key driver of our excellence



RESPONSIBLE
ENTREPRENEURS



CARE
FOR PEOPLE



SUSTAINABLE
PRODUCTION

Ambitious targets to constantly improve our CSR fundamentals



Responsible purchasing
index

2025 TARGET
over **90%**



Ethics commitment
index

2025 TARGET
100%
of employees trained



Two more sites using renewable
energies each year

2025 TARGET
14
sites worldwide



%of industrial facilities rolling out
the Top Planet* program

2025 TARGET
60%



Fr2
reduction

2025 TARGET
Fr2=0.5**



Proportion of women
in key positions

2025 TARGETS
20% women in senior management
20% women managers

*Top Planet: program to optimize energy efficiency and reduce greenhouse gas emissions

**Workplace accident frequency rate with and without lost time

FROM NOW & BEYOND

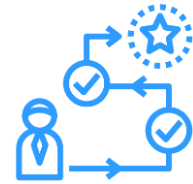
Seize the opportunities of a transforming market



CASE
opportunities



An efficient
innovation
ecosystem



Innovation
roadmap
by business

The case brings new growth opportunities for PLASTIC OMNIUM

Go from market share to content per vehicle



Intelligent Exterior Systems

CASE EXPOSURE



CASE impact

MARKET NEEDS

INTERACTIVITY
& FUNCTION
INTEGRATION

WAVE
TRANSPARENCY &
STYLING FREEDOM

LIGHTWEIGHT

AERODYNAMICS

Intelligent Exterior Systems – PO answers

SMART BUMPERS

€200 - €600



SMART TAILGATES

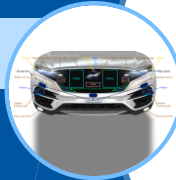
€200 - €500



SMARTFACE

€500 - €1,000

Partnership with 



INNOVATIVE DOOR SYSTEM

€250 - €400 per door

Partnership with 



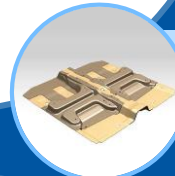
ROOF MODULES

€300 - €1,000



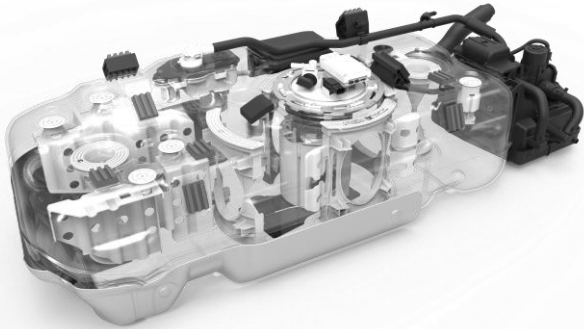
STRUCTURAL COMPOSITES

€100 - €300



Clean Energy Systems

CASE EXPOSURE



CASE impact

MARKET NEEDS

EMISSIONS
REDUCTION

ELECTRIFIED
VEHICLES WITH
MORE RANGE

FULL LIFECYCLE
CARBON
NEUTRALITY

Clean Energy Systems – PO answers

FUEL TANKS

Gasoline, diesel,
mild-hybrid tanks
€100 – €200



PHEV SYSTEMS

Pressurized tanks in plastic
€150 - €200



WATER INJECTION

CO₂ reduction
for gasoline engines
€150 - €250



HYDROGEN VESSELS

350 and 700-bar vessels
€2,000 - €3,000



SCR

NO_x reduction for Diesel
engines
€150 - €300



CASE EXPOSURE



CASE impact

MARKET NEEDS

MORE CONTENT

NEW MODULAR
SYSTEMS

CO₂ EMISSION
REDUCTION &
MORE RANGE

AERODYNAMICS

Modules – PO answers

FRONT-END MODULES

€300 - €900



CENTER CONSOLES

€50 - €250



COCKPIT MODULES

€900 - €2,500

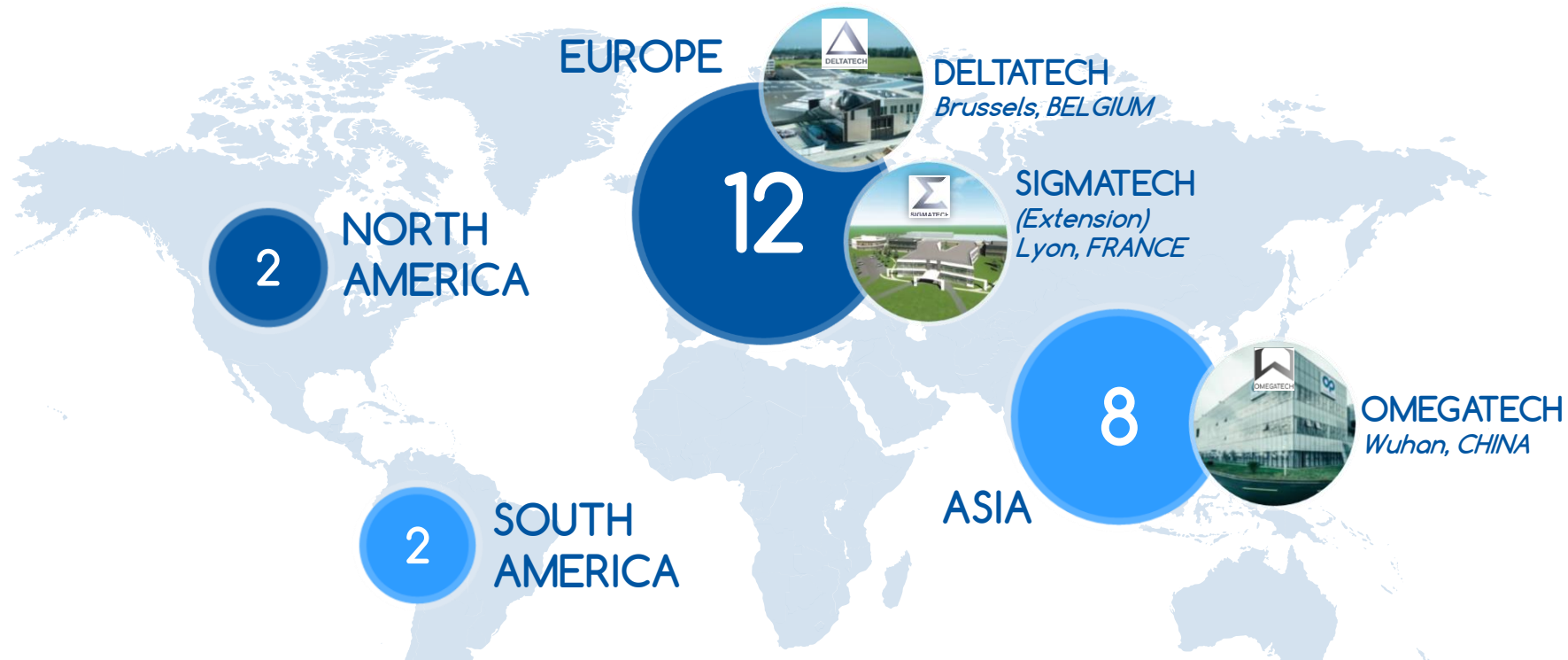


DC-DC CONVERTER

€100 - €200

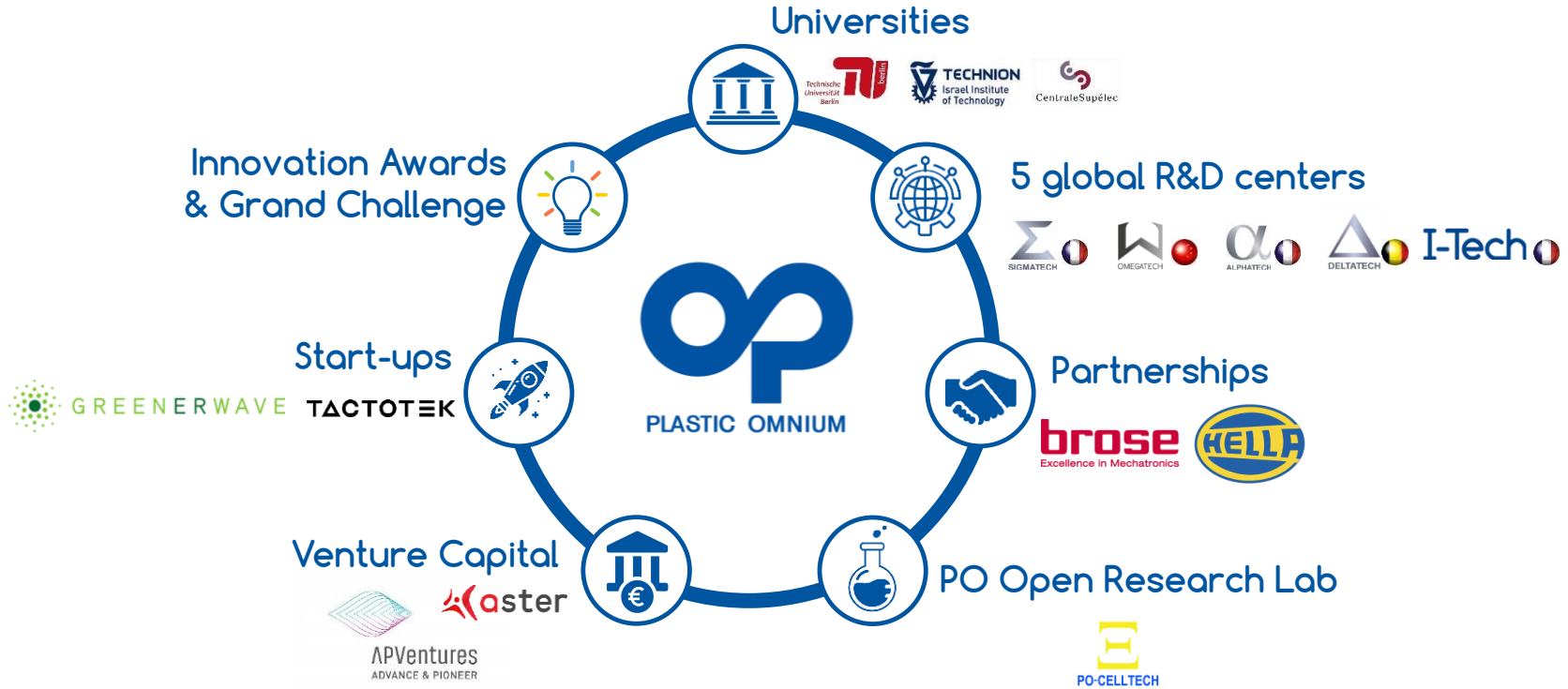


A global R&D network strongly connected with OEMs



24 R&D CENTERS, o.w. 3 opened in 2019 • 3,000 ENGINEERS • 3,725 PATENTS

Reinforced organization to boost innovation



Venture capital will bring additional opportunities

2 INVESTMENTS FOR:

Energy transition and mobilities
of the future



€20M

PO investment



7 START-UPS
in portfolio

Hydrogen ecosystem



APVentures
ADVANCE & PIONEER



\$30M

PO investment



1 START-UP
in portfolio



INTELLIGENT EXTERIOR SYSTEMS

Growing diversity
and value integration

A clear roadmap to answer CASE needs

AERODYNAMICS



PERFORMANCE & EMISSION REDUCTION

- Active shutters
- Active air dam
- Active rear diffuser
- Active rear spoiler

LIGHTING SMART PANEL



STYLE COMMUNICATION & SAFETY

- Transparent panel
- Functions integration
- Lightings, Lidar, Radar, displays
- Cleaning, defrosting

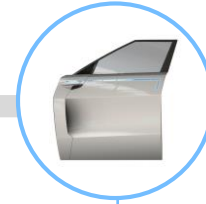
INTERACTIVITY



COMMUNICATION & CONNECTIVITY

- Smart opening and closing
- Plastronics
- Connectivity
- ADAS functions integration

DOORS



STYLE, LIGHTWEIGHT & COMMUNICATION

- Future door concept

Increase content per bumper



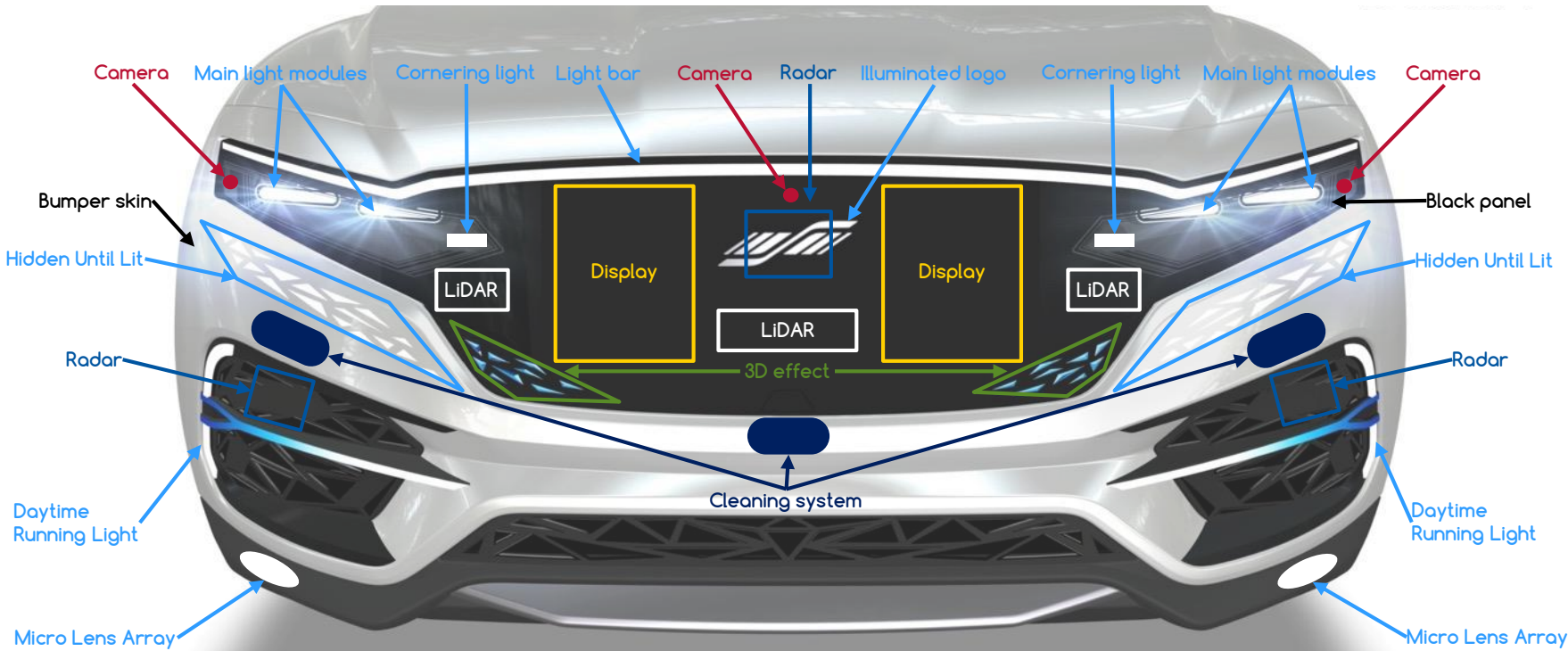
Efficiently
integrate
advanced
functionalities



Answer the
increased
need of car
personalization



Lighting, transparency, sensors, aerodynamics...



Increase content per bumper



TECHNOLOGICAL
PARTNERSHIP WITH HELLA:

LIGHTS & ELECTRONICS
integrated into plastic parts



DESIGN FLEXIBILITY
& LIGHTWEIGHTING



Increase content per car: seize the potential of tailgates



...with integrated
lighting,
communication,
mechatronics
and more



Accelerate the use
of lightweight,
aerodynamic plastic
tailgates

Increase content per car: door modules



TECHNOLOGICAL PARTNERSHIP WITH BROSE:

All-new door concept
STYLISH & AERODYNAMIC

“Shaped-in” mirrors

“Shaped-in” air ducts

Seamless window panes

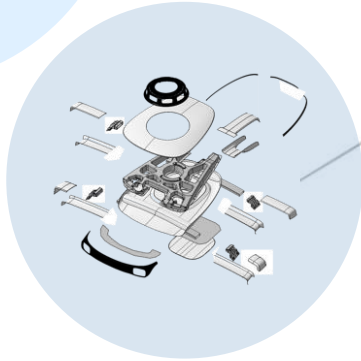
➔ LOWER FUEL CONSUMPTION FOR ICE
LONGER RANGE FOR ELECTRIC &
HYBRIDS



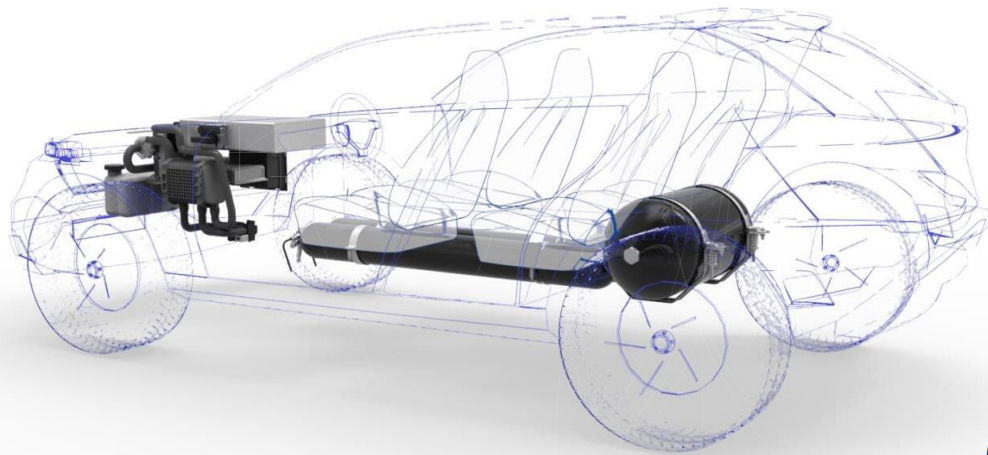
Increase content per car: roof modules



We are providing
panels, the
composite structure
& Aluminum rails



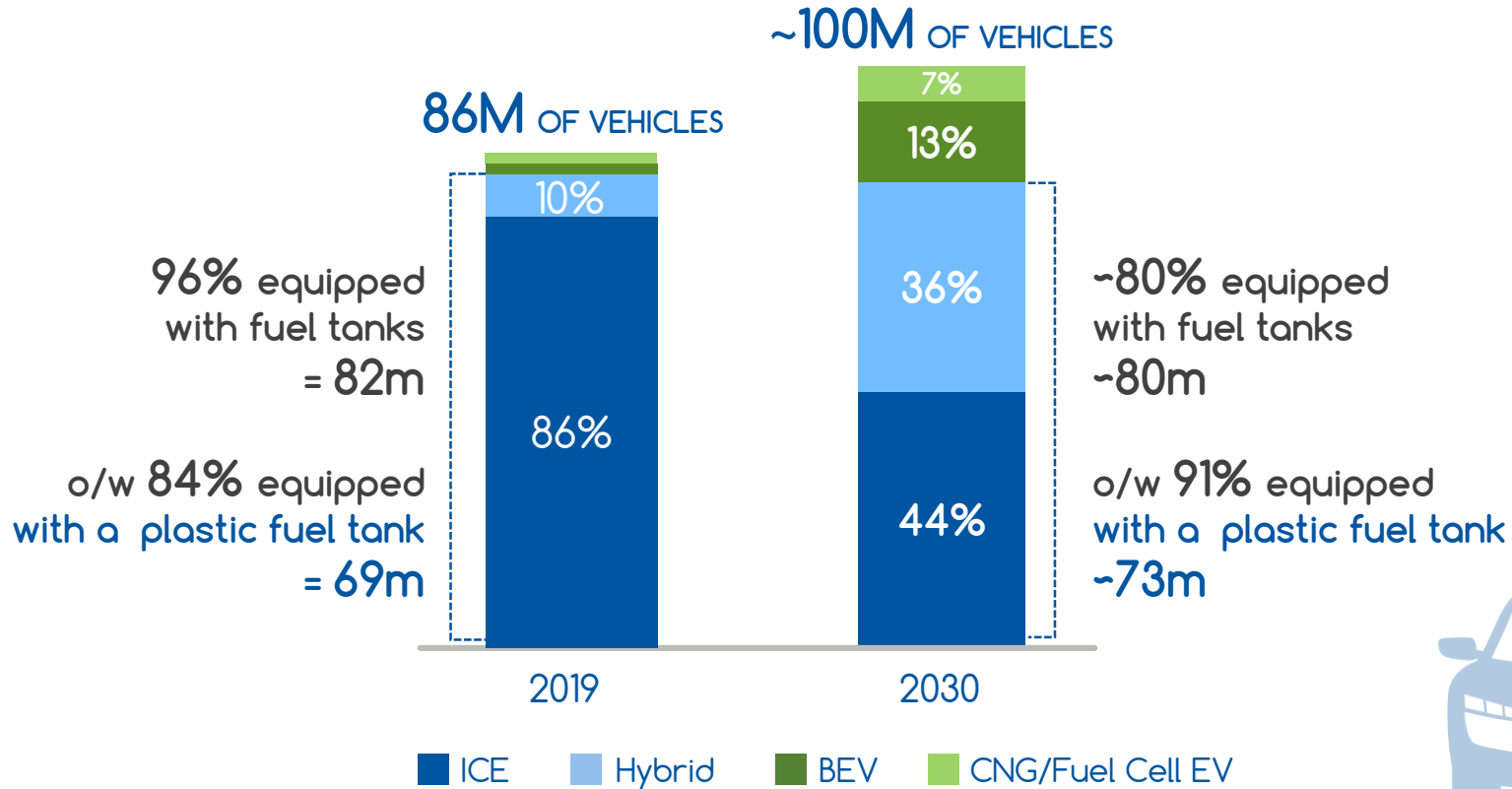
STRUCTURED HOUSING FOR ROOF-MOUNTED SENSOR SYSTEMS



CLEAN ENERGY SYSTEMS

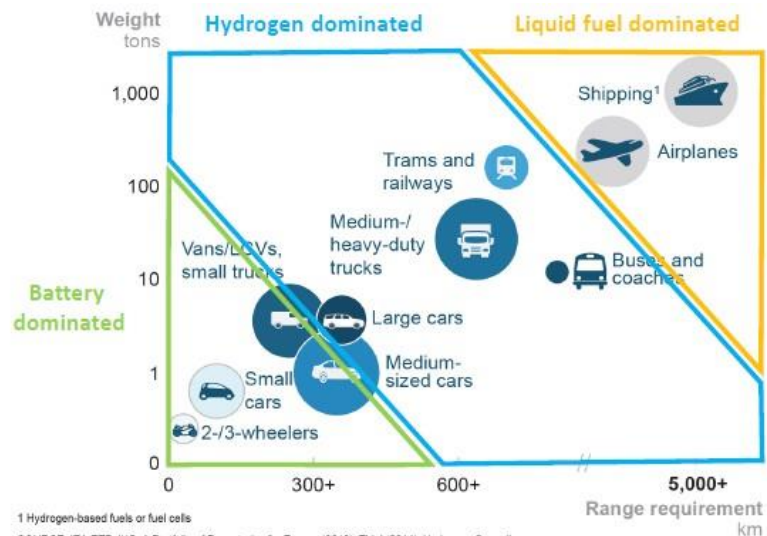
Maximize traditional
business to fund
hydrogen strategy

~80% of the market will be still equipped with a fuel tank by 2030



Hydrogen: market taking off strong momentum

FCEV potential role in transport



- Bubble size roughly representing the annual energy consumption of this vehicle type in 2050 (1 EJ)
- Bubble color representing the market share of hydrogen vehicles (% of sales) in 2050
- FCEVs ● <15% ● 15-25% ● 25-35% ● 35-45% ● >45%
- H₂-fuels ○ Up to 5%

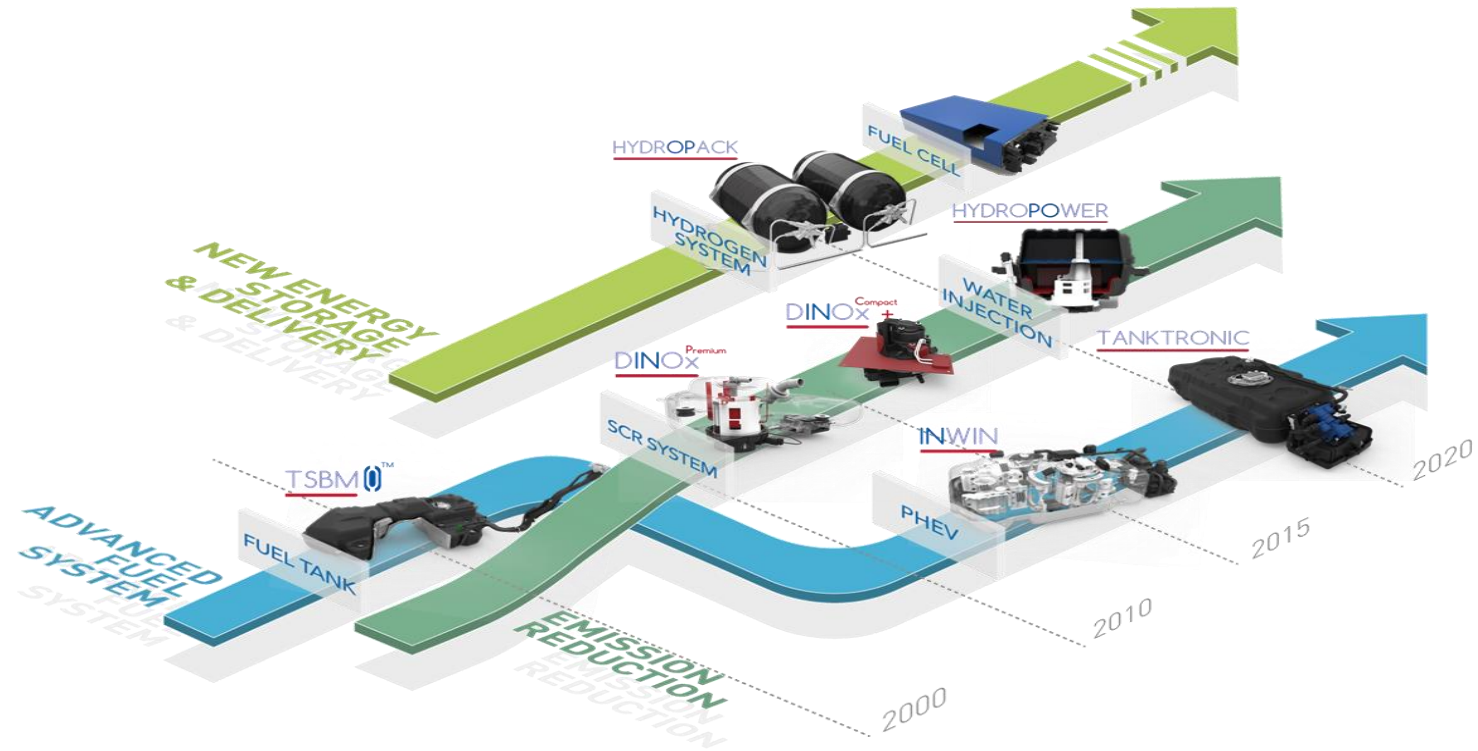
Plastic Omnium will focus its H₂ offer on road mobility applications:

- Passenger cars and LCV market
- Mid and Heavy Duty Trucks
- Buses

= 2M vehicles in 2030



A clear roadmap to supply the different kind of motorization



Our portfolio of innovative solutions by 2030

INTERNAL COMBUSTION ENGINE

Gasoline tanks
Diesel tanks



SCR systems
for diesel cars



Water injection
systems for
gasoline cars



HYBRID

Mild-hybrid tanks



Pressurized tanks
for plug-in hybrid cars

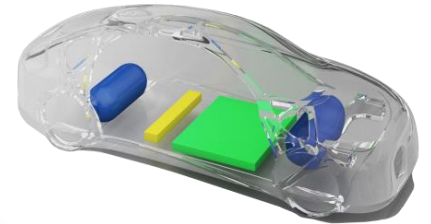


EV/CNG

Hydrogen/CNG vessels



Fuel Cell / Balance of plant



Our 1st successes in hydrogen



COMMERCIAL SUCCESS:

- 1st contract just granted to supply a German manufacturer
- Biggest European contract for buses

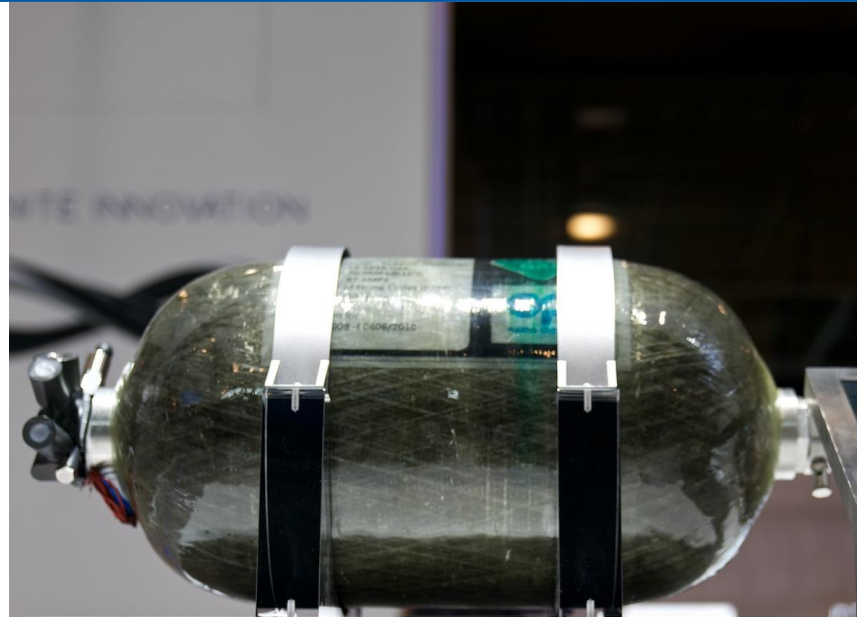


TECHNOLOGICAL SUCCESS:

- TÜV Certification (R134) of our 700-bar hydrogen vessel for passenger cars
- Certification on CNG vessels
- Ongoing certification on 350-bar vessels



Strong commercial activity on buses, trucks and trains



HYDROPACK
High pressure hydrogen storage system



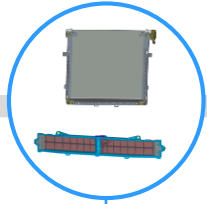
MODULES

Develop new
targeted modules

A clear roadmap to benefit from modularization

AERODYNAMICS

NEW MODULES



Active Grill Shutter

Vertical active rollo

Horizontal active rollo

HBPO actuator
for active rollos



Cockpit
modules



Center
consoles



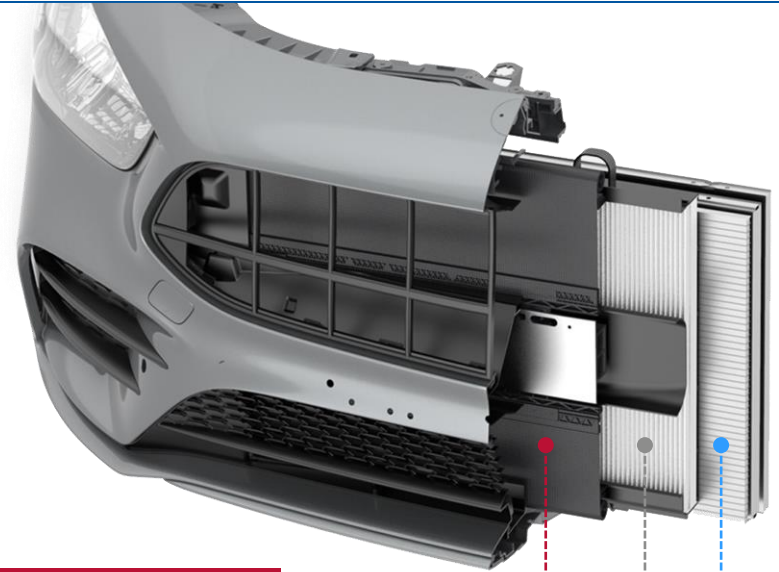
DC-DC
converter



Other modules
ongoing

MORE CONTENT

- Increased FEM Content
- Functional combination with Rollo System

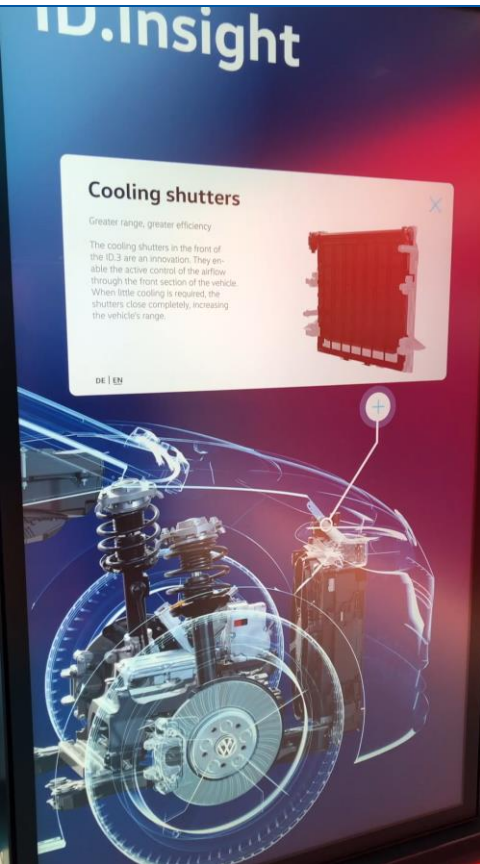


ROLLO SHUTTER

FILTER UNIT

COOLING UNIT

Active Grill Shutter



ROLLO 2ND GENERATION

The whole surface can be opened or closed, enabling optimal airflow for cooling



Successful implementation of a Rollo shutter system into Volkswagen all-new MEB-Platform



Unveiled at the IAA2019

New modules: cockpit & center console

MORE CONTENT

MODULARIZATION TREND:

- Outsourced Modules
- OEMs focus on Powertrain



Porsche Taycan Cockpit, IAA 2019

New module: DC/DC-Converter Module



ENABLES HBPO TO BE
AN ACTOR OF E-MOBILITY

MODULARIZATION TREND:

- Outsourced Modules
- For mild-hybrid and PHEV



CONCLUSION





OPERATIONAL
EXCELLENCE

+



SOLID
INNOVATION
ROADMAP

+



SOUND FINANCIAL
STRUCTURE

=

COMMITTED TO PLAY A MAJOR ROLE
IN SUSTAINABLE MOBILITY

ALWAYS AHEAD

