

# PROFILE AND PERFORMANCE



2017



As the automotive industry moves into a new chapter in its history, Plastic Omnium's contribution is to step up its innovation strategy and focus on cleaner, safer, more connected cars. The family enterprise has been at the cutting edge of industrial change for the past 70 years and sets great store by independence and long-term growth. It is a driving force in sustainable mobility and a leading automotive supplier.



# Plastic Omnium #leader

Plastic Omnium's  
new Smart Tailgate  
– yet another  
example  
of its ability  
to innovate.

€8 billion revenue

33,000 employees

127 production plants

24 R&D centers

**A TALK  
WITH**

# Laurent Burelle, Chairman and Chief Executive Officer



“We have what it takes to succeed in the unprecedented revolution shaping up in the automotive sector.”

**What's the greatest challenge of the changes we're seeing in the automotive industry?**

**Laurent Burelle:** Supporting the urban mobility revolution. The automobile needs to play a responsible and highly innovative part in tomorrow's city. We're working on this energetically with and for automakers.

**Jean-Michel Szczerba:** There's a double revolution under way: technological, with major changes in propulsion and the introduction of autonomous cars; and social, with car sharing. Plastic Omnium's goal is to keep up a steady pace of innovation and move forward more rapidly.

**The connected electric car is making headway. How is Plastic Omnium positioned?**

**L.B.:** Our products already incorporate an impressive number of patented innovations designed to meet environmental goals and we're backing hydrogen for the electric car of the future. In connectivity, one of Plastic Omnium's key capabilities is integrating sensors and radar devices in bumpers. Our engineers were already experts in aerodynamics and materials, and they're now also experts in smart on-board systems. The scope of our work is expanding and our added value is increasing.

**J.-M.S.:** The move from safety to smart systems is a natural step for Plastic Omnium. New energy, on the other hand, is a new field for us and we're taking a very proactive approach. We're setting up a New Energies division, which will have 130 engineers to start with, and we're building a dedicated research center in Brussels. We're also working within the Hydrogen Council and strategically acquiring companies that manufacture new energy solutions, to be ready in time.

**All this calls for substantial capital investment.  
How do you combine growth and independence?**

**J.-M.S.:** Our 2017-2021 investment program does indeed come in at around €2.5 billion. We're just as determined to stay independent as we are to grow. To achieve our growth target, we focus on quality, industrial excellence, management discipline and improving profitability year by year.

**L.B.:** The projected divestment of the Environment Division is part of this strategy. The automotive market has driven the Group's growth over the past ten years, so the Environment Division's share of our revenue declined. The projected divestment is designed to secure the division's long-term future and reinforce our chances of success in the unprecedented revolution shaping up in the automotive sector. We have what it takes to do this.

**How do you manage to attract top engineering talent?**

**J.-M.S.:** Working with the world's largest automakers to reinvent the automobile is very exciting! We build on our identity as a growth-oriented, innovative company that has a strong set of values.

**L.B.:** Reinventing the automobile is as good as reinventing the world. We're living at a time of wholesale transformation that puts a premium on imagination and enterprise. And those are the two things that have driven the Plastic Omnium story for the past seven decades.

and Jean-Michel  
Szczerba,  
Co-Chief  
Executive Officer

“We build on our identity as a growth-oriented, innovative company that has a strong set of values.”



# POLE POSITION IN BOTH OUR BUSINESSES

## Smart bodies

Whether for bumpers, tailgates or spoilers, we keep on reducing the weight of exterior products and optimizing vehicle aerodynamics. The goal is to further reduce CO<sub>2</sub> by another 1.0 grams per vehicle or gain 100 km in driving range. The division's other focus is on integrating functions and smart systems, putting it in pole position to support the connected vehicle and the future self-driving car.



# #1

in exterior products

# 1<sup>in</sup>6

Worldwide, one in every six vehicles produced is equipped with a Plastic Omnium body module

## Clean propulsion

We are world leader in fuel systems, whether gasoline, diesel or hybrid, and automotive manufacturers have enthusiastically embraced our SCR\* solution for diesel pollution reduction. In response to environmental regulatory pressures, we are exploring alternative energy solutions that will eliminate vehicle emissions altogether.



# #1

in fuel systems

# 1<sup>in</sup>4

Worldwide, one in every four vehicles produced is equipped with a Plastic Omnium energy storage system

\* SCR : Selective Catalytic Reduction.

PREMIUM QUALITY  
AROUND THE WORLD

# 78 automobile brands

have opted for Plastic Omnium



# HELPING DEVELOP THE CAR OF THE FUTURE

Innovation is up to all of us

Overseen by the Scientific Director and supported by the Automotive Strategic Analysis Committee (CASA)



In permanent contact with

20

development centers that design complex, customer-focused systems

3,500 engineers

6% of revenue invested

3,700 patents portfolio

4 research centers explore long-term trends

<b>Σ-Sigmattech</b> Exterior products and modules	<b>α-Alphatech</b> Propulsion	<b>I-Itech</b> Information systems	<b>Δ-Deltatech</b> New energies
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WITH MAJOR ENGINEERING SCHOOLS

Technion (Israel)  
MIT (United States)  
DTU (Denmark)

WITH TECH STARTUPS

PO-CellTech (fuel cell)  
Aster fund (energy transition and mobility of the future)

WITH INFLUENCERS

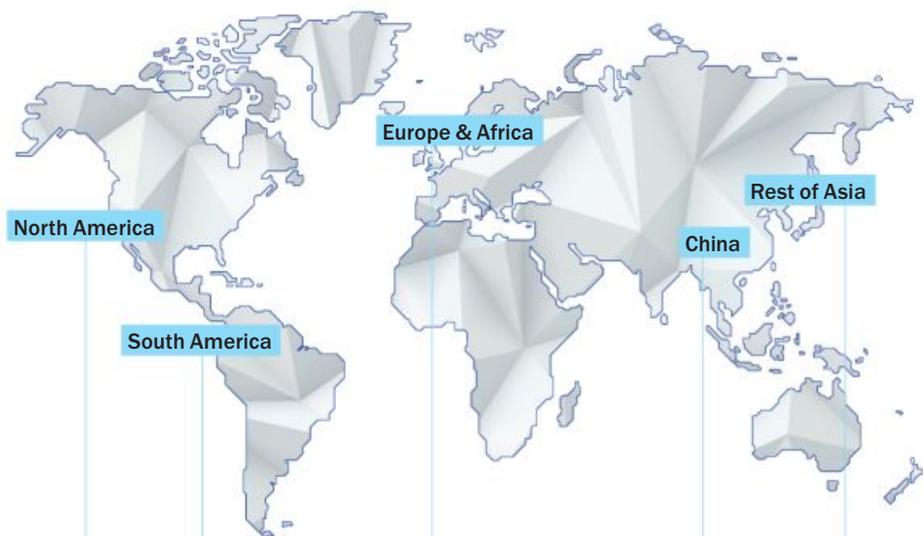
As part of the Hydrogen Council, a global organization to promote hydrogen

# Excellence is up to each of us

Continuous improvement to processes and quality sustains our industrial performance. In 2017, Plastic Omnium launched 126 new production runs and delivered more than 60 million exterior products and fuel systems worldwide on a just-in-time basis. This outstanding feat is all the more noteworthy given the diversity of orders due to increasing vehicle customization and stricter reliability requirements to further enhance driver safety. Plastic Omnium was awarded six prizes by automaker groups in 2017 and won the customer loyalty of automotive brands around the world.

# €2.5

billion invested in sustainable industrial excellence over five years



# 127

production plants in 31 countries

18 plants

6 plants

62 plants

26 plants

15 plants

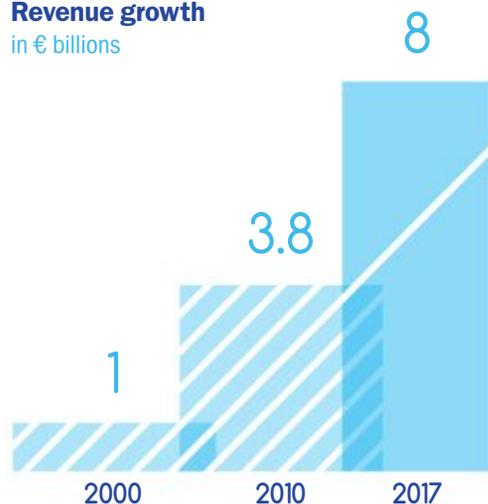
# WHAT MAKES OUR WORKPLACE STAND OUT? ASK OUR EMPLOYEES

## Being part of an ongoing story

Plastic Omnium owes its creation and expansion to hard work, inventiveness and the exacting standards of three generations of Burelle family chairmen and the thousands of engineers who followed them in the past and are joining them now. Our engineers identify with the Group's passion for enterprise and enjoy the challenges of the unprecedented revolution taking place in the automotive industry. And they appreciate Plastic Omnium's combination of independence and strong growth.



**Revenue growth**  
in € billions



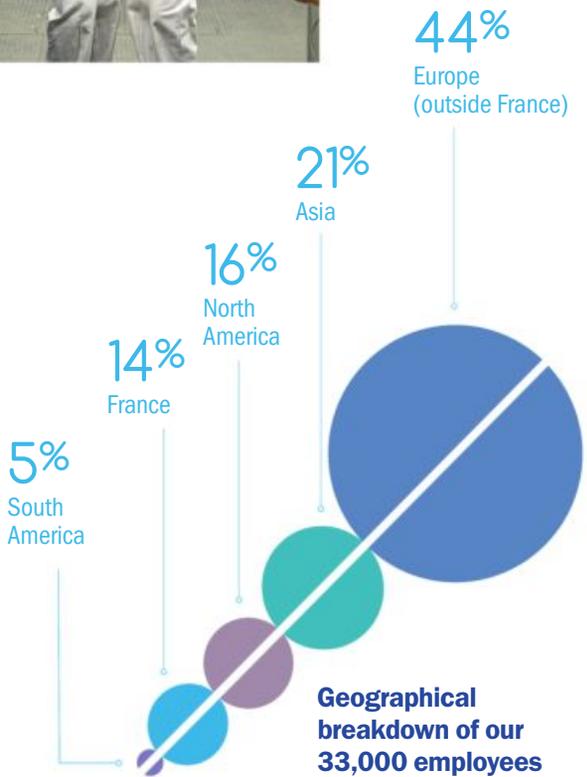
## Uncompromising safety

We have 127 production plants in 31 countries but our employees all speak the same language: the language of safety. Safety underpins our processes and galvanizes vigilance across the board every single day. And one whole day a year, our Top Safety Day is entirely given over to the topic. During this event – presided over personally by Laurent Burelle to ensure its success –, our 33,000 employees on four continents focus on this one goal. And the results are there: an accident rate (Fr2) of 2.29 in 2017, 70% lower than five years ago.



# Shared engagement

Across our locations, from Germany to Brazil and China, the Group is equally attentive to human resources, workplace safety, management-labor relations, equal opportunity, and orientation and induction of all employees. The values of our family-owned company apply at all our sites and the PO culture ties our teams together around the world.



# GOVERNANCE CLOSELY GEARED TO OPERATIONS



Chosen on the basis of their experience and expertise, the 15 members are united in their shared commitment to the foresight and ethical standards that have brought the Group to where it is today.



# The Board of Directors leads and oversees



**LAURENT BURELLE<sup>(1)</sup>**  
(since 1981)  
Chairman and  
Chief Executive Officer

**JEAN-MICHEL  
SZCZERBA<sup>(2)</sup>**  
(since 2012)  
Co-Chief Executive Officer

**PAUL HENRY LEMARIÉ<sup>(3)</sup>**  
(since 1987)  
Chief Operating Officer

**ÉLIANE LEMARIÉ<sup>(4)</sup>**  
(since 2009)  
Representative of Burelle SA  
Appointments Committee  
member

**JEAN BURELLE<sup>(5)</sup>**  
(since 1970)  
Honorary Chairman

**ALAIN MÉRIEUX<sup>(6)</sup>**  
(since 1993)  
Director

**VINCENT LABRUYÈRE<sup>(7)</sup>**  
(since 2002)  
Director  
Member of  
the Audit Committee

**ANNE-MARIE  
COUDERC<sup>(8)</sup>**  
(since 2010)  
Independent Director  
Chairwoman of the  
Compensation Committee  
and of the Appointments  
Committee

**JÉRÔME GALLOT<sup>(9)</sup>**  
(since 2006)  
Independent Director  
Member of the Audit and  
Appointments Committees

**PROF. DR BERND  
GOTTSCHALK<sup>(10)</sup>**  
(since 2009)  
Independent Director  
Member of the  
Compensation Committee

**ANNE ASENSIO<sup>(11)</sup>**  
(since 2011)  
Independent Director  
Chairwoman of the Audit  
Committee

**AMÉLIE  
OUDÉA-CASTÉRA<sup>(12)</sup>**  
(since 2014)  
Independent Director  
Member of the  
Compensation Committee

**LUCIE  
MAUREL-AUBERT<sup>(13)</sup>**  
(since 2015)  
Independent Director

**FÉLICIE BURELLE<sup>(14)</sup>**  
(since 2017)  
Director

**CÉCILE MOUTET<sup>(15)</sup>**  
(since 2017)  
Director

# GOVERNANCE CLOSELY GEARED TO OPERATIONS

**LAURENT BURELLE**  
Chairman and Chief Executive Officer

**JEAN-MICHEL SZCZERBA**  
Co-Chief Executive Officer

**PAUL HENRY LEMARIÉ**  
Chief Operating Officer

**RODOLPHE LAPILLONNE**  
Senior Executive Vice-President,  
Chief Financial Officer  
and Chief Information Officer

**FÉLICIE BURELLE**  
Senior Executive Vice-President,  
Strategy and Development

**MARK SULLIVAN**  
President and CEO Auto Exterior Division

**STÉPHANE NOËL**  
President and CEO Auto Inergy Division



# The Executive Committee decides and implements

**JEAN-SÉBASTIEN BLANC**  
Executive Vice-President Human Resources

**JEAN-LUC PETIT**  
Corporate Secretary,  
Executive Vice-President Legal Affairs,  
Chairman of the Internal Control Committee

**ADELINE MICKELER**  
Executive Vice-President Communications

**RONAN STEPHAN**  
Scientific Director

**DAMIEN DEGOS\***  
President and CEO  
Plastic Omnium New Energies

The members of the Executive Committee come together from across the corporate and operational departments to coordinate strategy implementation, investments and safety. Their monthly meetings are held in each of the world regions in turn to enable local managers to attend.

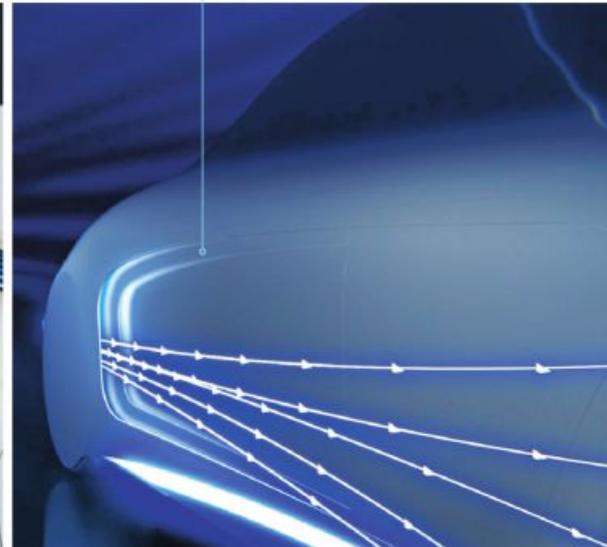
\* Associate member.



# THE FUTURE IS HERE AT PLASTIC OMNIUM

A lighting system  
that is as stylish  
as it is efficient

Materials that  
change shape  
to cut through air



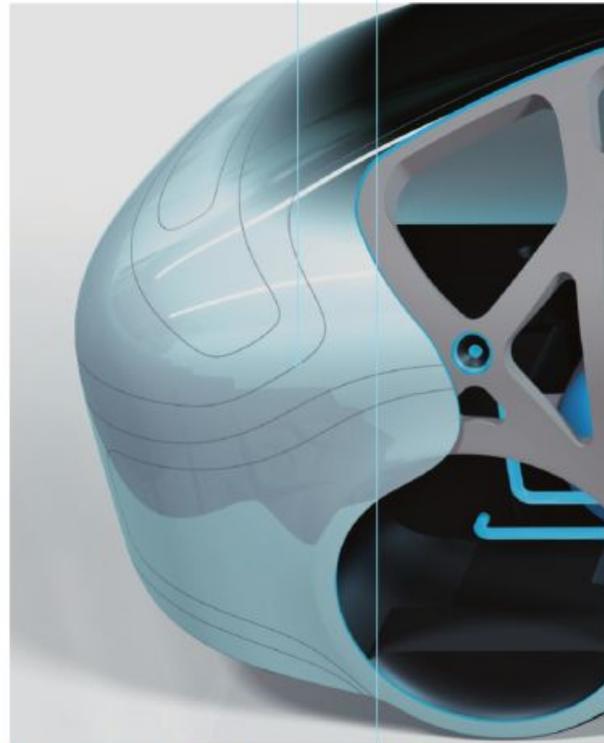
## Living Body, the mobility odyssey

The smooth white exterior covers breakthrough technologies that are revolutionizing driving and redefining the automotive experience. At speed, the fenders change shape, according to the air pressure, the rear spoilers adapt and the car glides forward while consuming less energy – electrical energy, of course, since the hydrogen fuel cell has lived up to its promise of long-distance range and urban quality of life. Living Body discharges nothing other than water and is completely silent. The lighting system tattooed into its skin accentuates its design, especially when it flashes to warn pedestrians of its presence or send a message to the car behind. Clean, safe, connected, attractive and easy to drive, the Plastic Omnium car is infinitely enjoyable.

Conductive  
paint that  
communicates  
with its  
environment

Hydrogen  
+ fuel cell  
= 100% electric  
and 100% clean

This concept  
car incorporates  
the full range  
of innovations  
adopted by  
Plastic Omnium  
and demonstrates  
our vision of the  
car of the future.



# THE FUTURE IS HERE AT PLASTIC OMNIUM



Robots and  
big data ensure that  
production and  
customization meet  
the highest standards.



# 4h

The record-breaking time it takes to produce and deliver modules containing up to 50 components.

## The first 4.0 factory points the way

Plastic Omnium locates its industrial capacity close to automaker sites around the world. In operations such as blow-molding, injection and painting, robots and computers support production to the highest standards. Modules comprising up to 50 components are produced and delivered to the automaker's neighboring site in a record four hours. The use of big data gives us a head start in the next industrial revolution. We collect thousands of process data points to correct the slightest defect in real time, optimize traceability and further reduce cycle time, inventories, costs and rejects. Predictive maintenance and forward planning take quality and customization to an even higher level. The Greer, South Carolina pilot plant in the United States points the way to Plastic Omnium excellence 4.0.



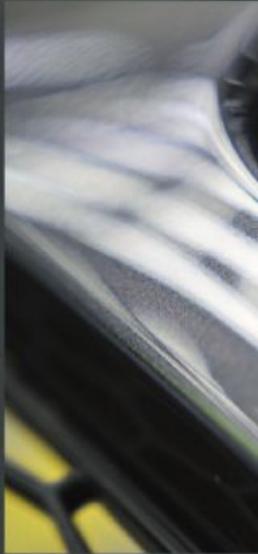
# SMART BODIES



## Lightweighting, aerodynamics and design: the focus of today's exterior products

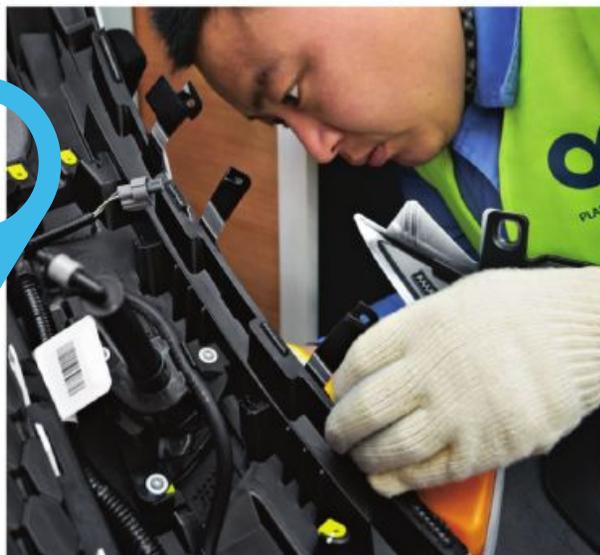
These are three of Plastic Omnium's proven areas of expertise. We continue to build on our own history, the one that gave us our name: full proficiency in plastics. Today, "plastics" denotes ultra-innovative – mainly carbon-based – composite materials that permit the design of components which are structural yet light, thus reducing the vehicle's carbon footprint.

The increasing use of active systems and shape memory materials is reinventing automotive aerodynamics. The incomparable flexibility they offer supports the design freedom sought by automotive manufacturers. Plastics also have the all-important advantage of electromagnetic transparency, which enables them to incorporate advanced sensors such as radar and lidar. Plastic Omnium is paving the way for the connected automobile.



“Today,  
bumpers are  
the leading  
edge of the  
connected car,  
and this  
is our core  
capability.”

**Mark Sullivan**  
President and CEO  
Auto Exterior Division



29

million bumpers,  
9 million tailgates,  
body panels and  
fenders produced  
annually

# TOMORROW, SELF-DRIVING CARS



## The connected, self-driving car offers a great opportunity

to expand Plastic Omnium's range of products. In future, bumpers will include detection systems and connectivity. Exterior components and modules offer infinite design potential and allow automakers to make their own distinctive mark. Plastic Omnium brings together all the different types of expertise needed to bring about this revolution. The Group can integrate and protect sensors, ensure their efficiency thanks to the electromagnetic transparency of plastic, and hide them to improve aesthetics – all in an increasingly lightweight module. The smart bumper, for example, replaces seven parts and weighs 5 kg less than its conventional counterpart.

In the rear, the tailgate also offers smart systems and functions including contact-free opening, energy-saving aerodynamic spoilers and lighting systems. Its paint changes color to alert other drivers to danger and composite materials melt frost to ensure the car retains its connectivity even in freezing conditions.

# 36

patents protect  
the Higate  
multifunctional  
tailgate innovations



Seven functions in a single module to reduce vehicle weight and cut 0.5 g/km of CO<sub>2</sub>

Smart on-board functions (lidar, radar, ACC\*, electronic systems control) help ensure driving safety and will in future support self-driving vehicles

Active aerodynamic system that optimizes drag coefficient and engine or battery cooling, cutting 2 g/km of CO<sub>2</sub>



Shock-absorption system in high-strength alloy. Combined with high-performance composite modules, it reduces overhang by 50 mm and vehicle weight by 5 kg

Defrosting system with chrome finish built into the front grille ensure optimum transparency to radar waves and efficiency in all weather conditions

\* Active Cruise Control.

# CLEAN PROPULSION



## Gasoline, diesel, hybrid and plug-in hybrid

There is a patented Plastic Omnium solution for each type of propulsion system. From the pressure-resistant INWIN tank to the electronically controlled Tanktronic® solution, we are supporting the move to hybrid plug-ins. Our water injection system optimizes consumption in gasoline-powered vehicles and our SCR technology meets the tightest diesel regulations. In the 2030 time frame, vehicles will have multiple propulsion systems. A bright future lies in store for Plastic Omnium solutions.

More than  
1 million  
lean diesel  
systems sold  
in 2017



1 in 4

Worldwide, one in every four vehicles is equipped with a Plastic Omnium tank. What about yours?

# AND TOMORROW, HYDROGEN



4  
minutes to fill  
the tank with  
hydrogen

“As world leader in gasoline fuel tanks, Plastic Omnium is preparing to move to the next level: electric propulsion using hydrogen and fuel cells.”

**Stéphane Noël**  
President and CEO  
Auto Inergy Division



# 800

km driving range

# ZERO

emissions

## Moving to electric propulsion

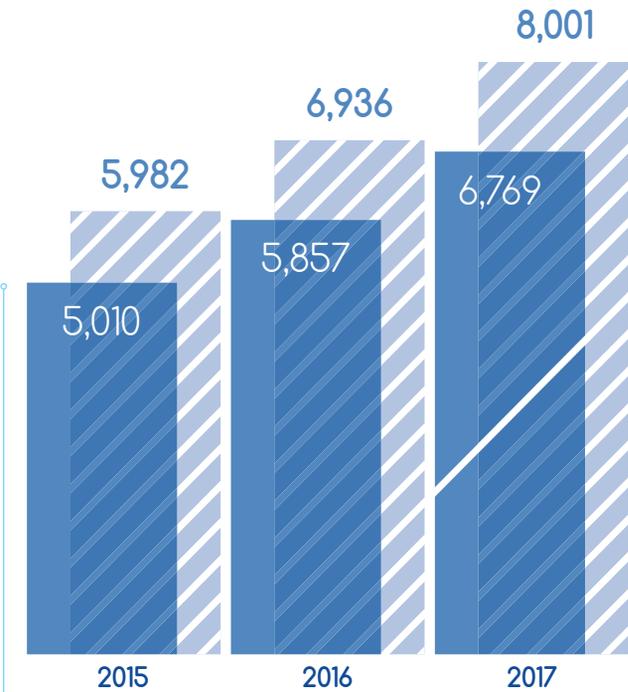
Plastic Omnium is backing hydrogen. We are investing in the design of a system that combines a fuel cell and hydrogen tanks to enable the car to generate its own energy. Several developments place us in the vanguard of world electric propulsion research: the creation of EPO-CellTech, a company set up with an Israeli fuel-cell specialist, and a common research center in Caesarea, Israel; construction of a New Energies research center in Brussels; and membership in the Hydrogen Council. Plastic Omnium has taken further steps to move to electric propulsion by acquiring an entity specializing in tank production, Optimum CPV, and another specializing in fuel cell management systems, Swiss Hydrogen.



# FINANCIAL PERFORMANCE

## Revenue

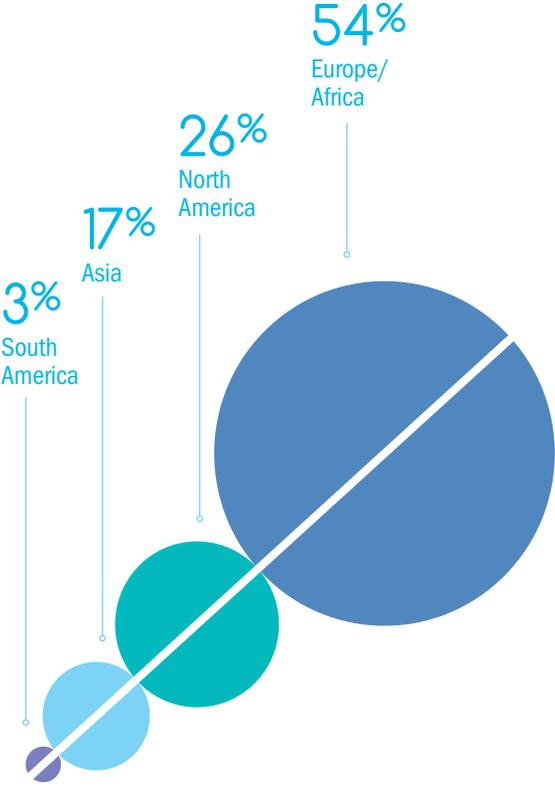
- Consolidated
- ▨ Economic



in € millions

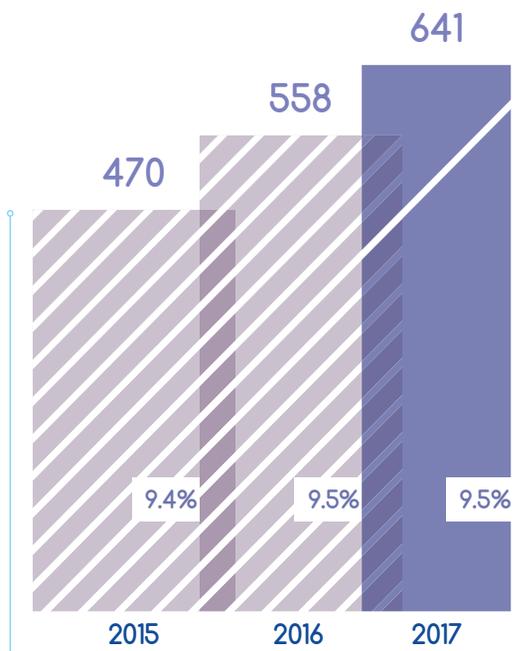
Economic revenue corresponds to consolidated revenue plus the Group's share of revenue from joint ventures based on the ownership percentage in each.

## Revenue by geographic area



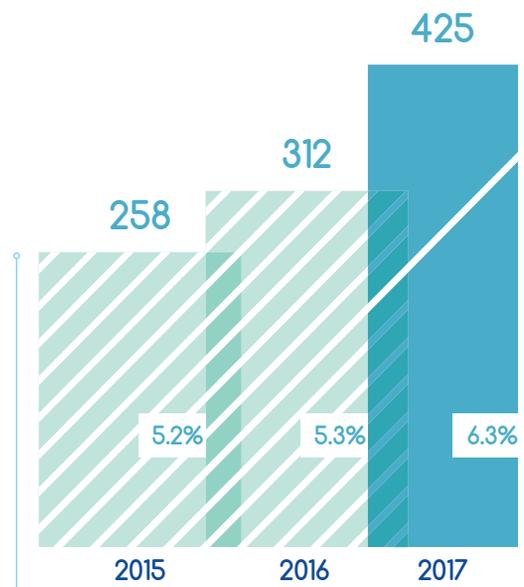
in % of economic revenue

### Operating margin



in € millions  
and as a % of  
consolidated revenue

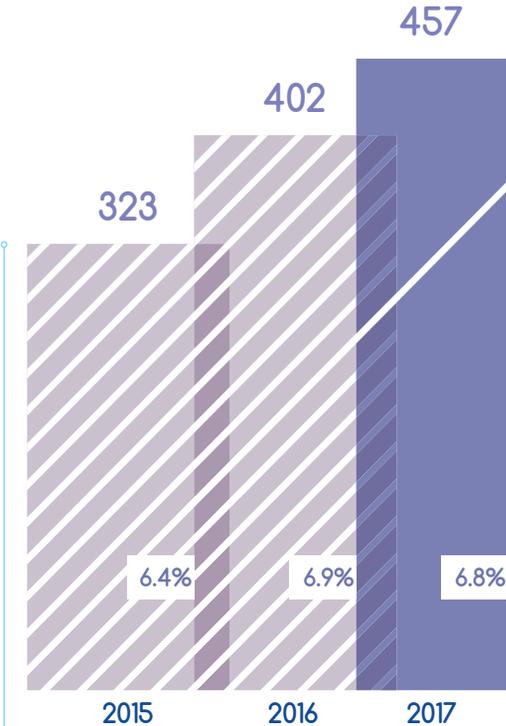
### Net income, Group share



in € millions  
and as a % of  
consolidated revenue

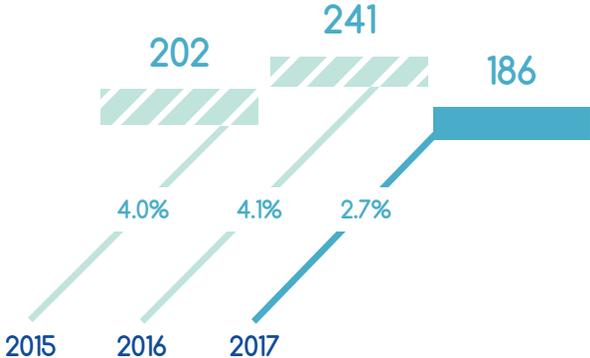
# FINANCIAL PERFORMANCE

Capital and project investments



in € millions  
and as a % of  
consolidated revenue

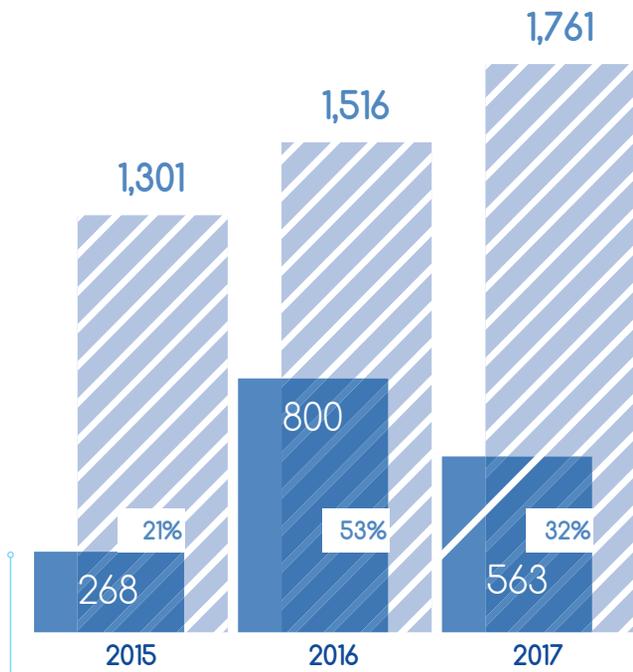
Free cash flow



in € millions  
and as a % of  
consolidated revenue

### Net debt and equity

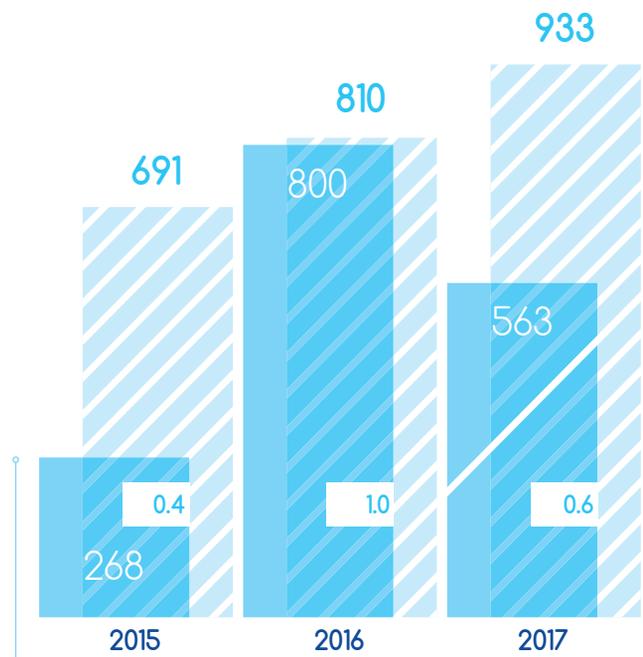
■ Net debt  
▨ Equity



in € millions  
Net debt/equity as a %

### Net debt and EBITDA

■ Net debt  
▨ EBITDA

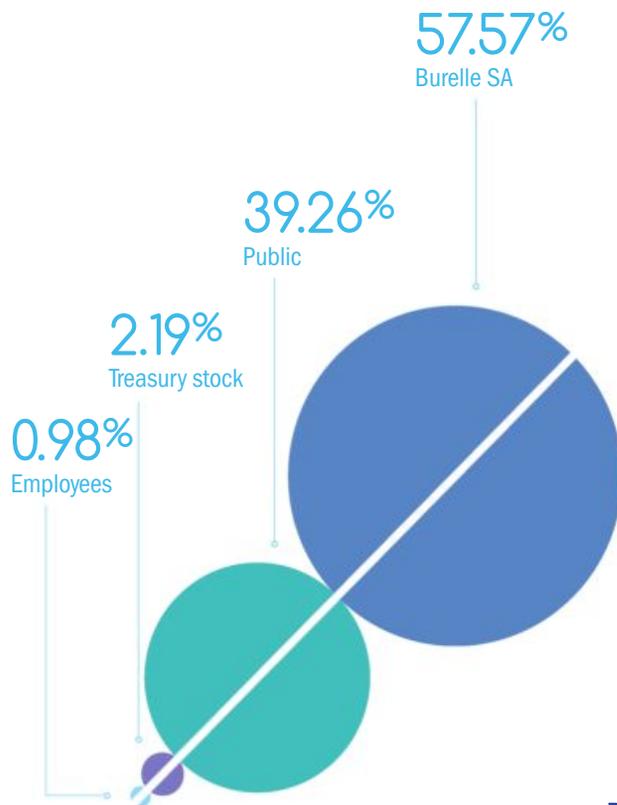


in € millions  
Net debt/EBITDA ratio

# SHARE PERFORMANCE

## Shareholding structure

at December 31, 2017  
as a %



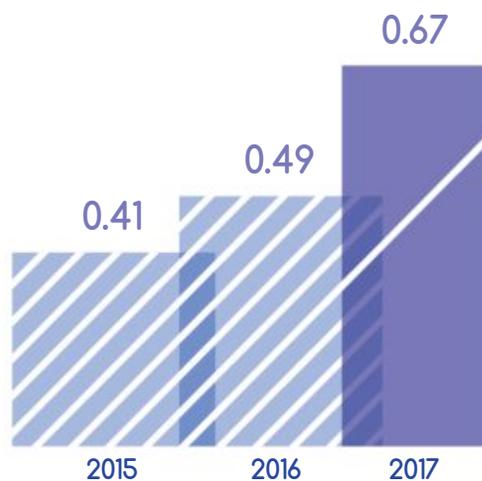
## Open house for our shareholders

Following the tour of the  $\alpha$ -Alphatech international research and development center in 2016, 20 individual shareholders were given a tour of the Ruitz plant, which produces bumpers and tailgates for PSA Group, Renault and Volvo. Built in 2006, the plant employs more than 360 people, produces 25,000 parts per day and has 11 injection presses ranging from 650 to 3,200 metric tons as well as 110 injection molds.



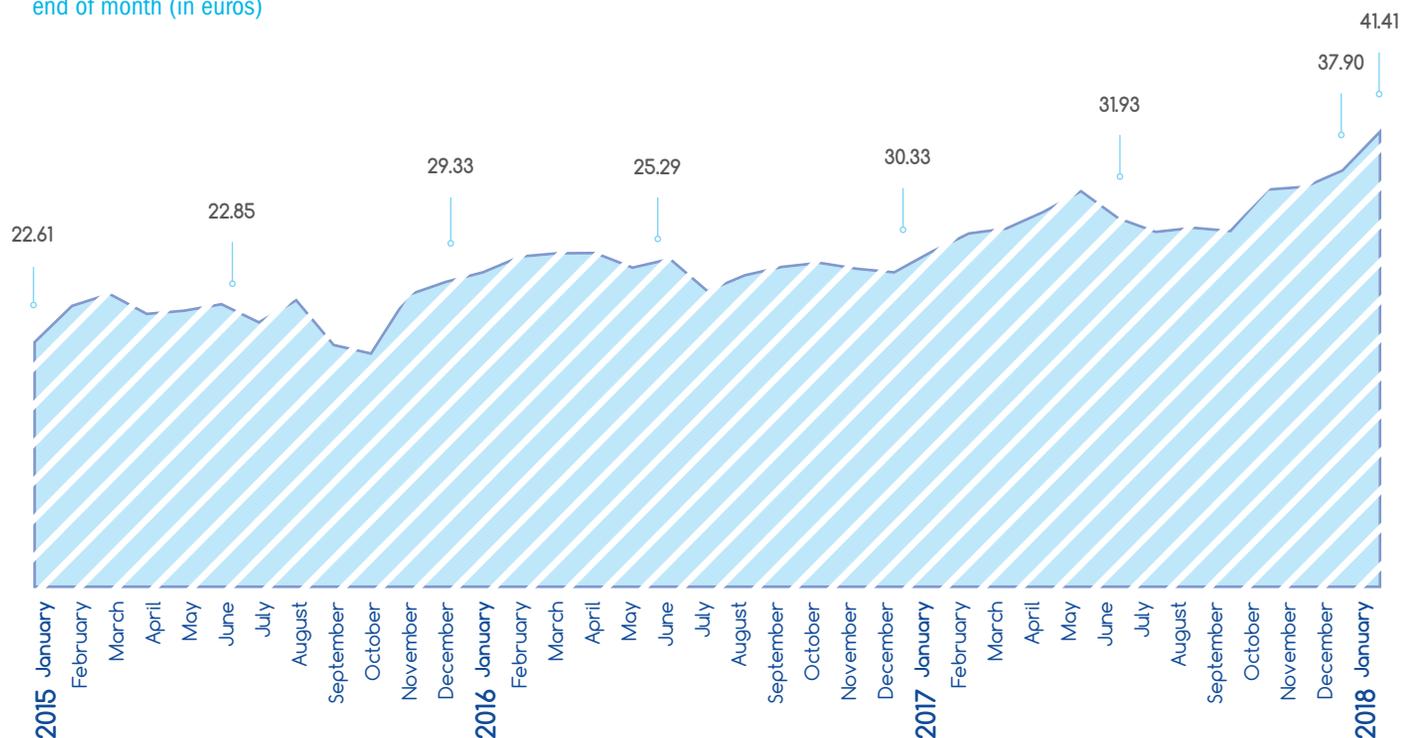
## Dividend per share

in euros



## Plastic Omnium share price

end of month (in euros)



### Main 2017 share data

#### Share price (in €):

High: €38.08

Low: €29.90

At December 29: €37.895

#### Number of shares making up the capital stock

at December 31:

150,976,720 shares

#### Market capitalization

at December 31: €5,721 M

### Listing information

#### Exchange

Euronext Paris,  
Compartment A

#### Code

FRO000124570

#### Share indices

CAC Mid60 – SBF 120

#### Other information

Eligible for the SRD

#### Tickers

Reuters: PLOF.PA

Bloomberg: POM: FP

### 2018 financial calendar

#### Financial publications

2017 annual financial statements

February 15, 2018

Quarterly data

Q1, 2018

April 24, 2018

2018 interim

financial statements

July 20, 2018

Quarterly data

Q3, 2018

October 25, 2018

#### Shareholder calendar

Annual Shareholders' Meeting

April 26, 2018

Dividend payment

May 4, 2018

### Shareholder Department

0 800 777 889 Service & appel gratuits

#### Management of registered shares:

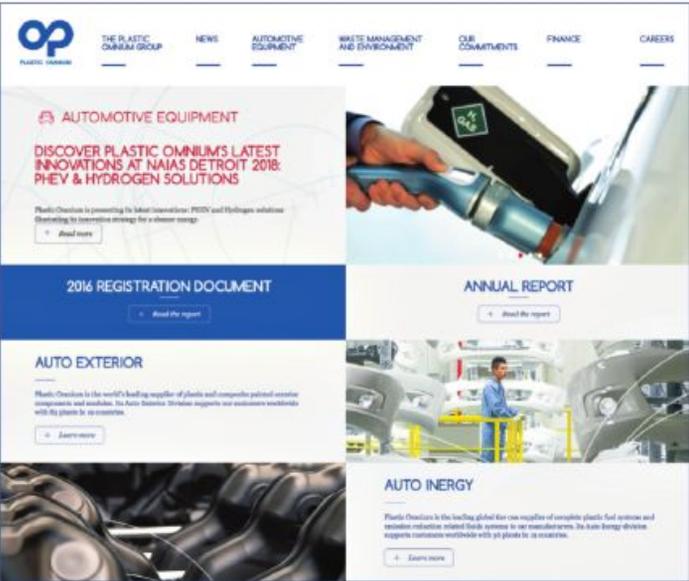
BNP Paribas Securities Services

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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.



1, allée Pierre-Burelle – 92593 Levallois Cedex – France  
Tel.: +33 (0)1 40 87 64 00 – Fax: +33 (0)1 47 39 78 98

**[www.plasticomnium.com](http://www.plasticomnium.com)**

**COMPAGNIE PLASTIC OMNIUM**

Incorporated in France with limited liability and issued capital of €9,058,603.20  
Headquarters: 19, boulevard Jules-Carteret – 69007 Lyon – France  
955 512 611 RCS Lyon – APE: 6420 Z

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1, allée Pierre-Burelle – 92593 Levallois Cedex – France  
Tel.: +33 (0)1 40 87 64 00 – Fax: +33 (0)1 47 39 78 98

[www.plasticomnium.com](http://www.plasticomnium.com)