



PLASTIC OMNIUM

2020 ANNUAL RESULTS

Levallois, February 18th, 2021





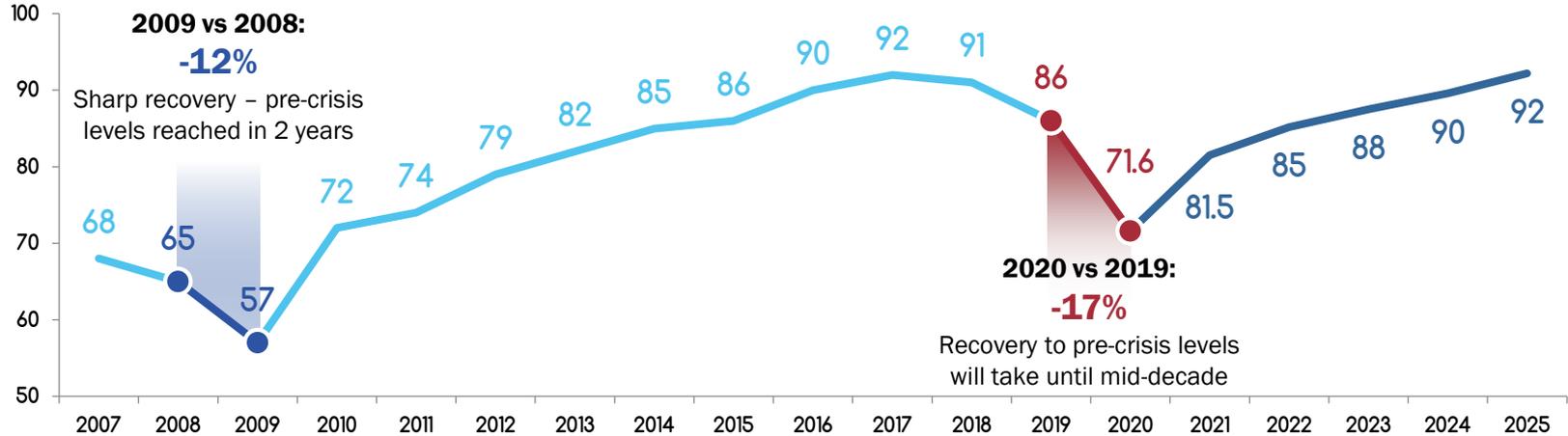
INTRODUCTION

Laurent FAVRE



An unprecedented situation

Automotive production evolution (In million vehicles)



2019 PRODUCTION LEVELS NOT BEFORE 2023

IHS January 2021

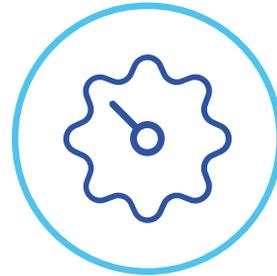
2020, Strengthening of our fundamentals



**OUR
TEAMS**



**OUR
CUSTOMERS**



**OUR
OPERATIONAL
ADAPTATION**



**OUR
FINANCIAL
SOLIDITY**

H2 2020 financial guidance exceeded

Guidance	As of July 23	As of November 25	ACTUAL H2 2020
 OPERATING MARGIN	≥ 4%	≥ 5%	5.7%
 EBITDA	≥ 10%	≥ 10%	11.6%
 FREE CASH-FLOW	≥ €250m	≥ €400m	€606m



ECONOMIC SALES

-14% LFL



POSITIVE OPERATING MARGIN

€118m



POSITIVE FREE CASH-FLOW

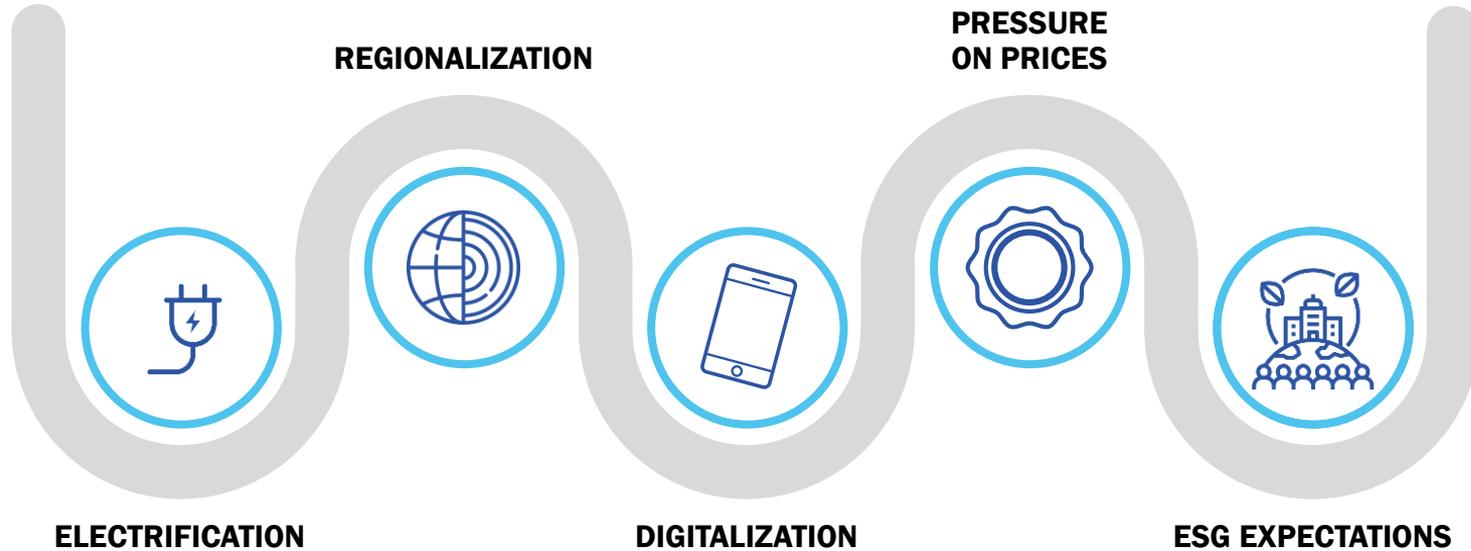
€34m



STRONG LIQUIDITY

€2.6Bn

2020, Acceleration of market trends



2020, Acceleration on our strategic priorities



OPERATIONAL EXCELLENCE



INNOVATION



SUSTAINABILITY



2020 ACHIEVEMENTS

Omega transformation plan
Digitalization

Hydrogen major developments
Launches of significant BEV programs
Modular offer for electrification

New governance
Sustainability KPIs
embedded in performance



2020, PLASTIC OMNIUM EMERGES FROM THE CRISIS STRENGTHENED ON ITS FUNDAMENTALS

Laurent FAVRE



Absolute priority given to the safety of our employees



MEASURES SET IN ALL SITES
to protect Plastic Omnium's
employees



2 PRODUCTION LINES FOR DISPOSABLE MASKS SET UP IN Σ-SIGMATECH (FRANCE) AND PUEBLA (MEXICO)
to meet the significant demand
for protective equipment

Our Teams



COVID
19



Launch of
ACT FOR ALL Covid-19 fund
€1m
124 initiatives supported



CLINICAL HOSPITAL • SCHOOL • UNIVERSITY • LOCAL ORPHANAGE • UNEMPLOYED PEOPLE • SENIOR AND SOCIAL CARE HOUSE

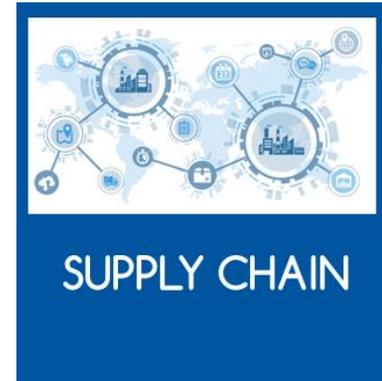
Our Customers



Ensure the continuity of our operations and our supply chain



A “SAFE RESTART PLAYBOOK”
applied in all our sites



MANAGEMENT OF THE SUPPLY CHAIN
without disruption to our customers

Our Customers

New commercial breakthroughs

Tailgates

Ford and Lincoln (Mexico)



Bumpers/tailgates (BEV)

Cadillac Lyriq (USA)



Front-end modules (BEV)

Tesla Y (China)



Rivian pick-up
and SUV (Canada)



Active Grill Shutter (BEV)

for an Amazon special
built-van (Canada/USA)



Hydrogen vessels (FCEV)

Buses (Germany)

VDL trucks (Netherlands)

Hydrogen storage systems for cars competing in the 24 Hours of Le Mans from 2024



BEV: Battery Electric Vehicle; FCEV: Fuel Cell Electric Vehicle

Our Customers



Quality awards – Customer satisfaction

General Motors

Supplier of the year in Brazil, Thailand and South Korea



Hyundai Kia Motors

Excellent Quality Award and Supplier Of The Year Award in Korea



General Motors

General Motors' Supplier Quality Excellence Award for Shenyang, China



Plastic Omnium India Gold Prize in Industry 4.0 competition



FCA

Quality Award in Windsor, Canada



Our Operational Adaptation

Rapid adaptation to market conditions

FLEXIBILITY
OF OUR OPERATIONS
(2020 vs 2019)

-€153m
STAFF COSTS
-12%

-€87m
PRODUCTION COSTS AND SG&A
-10%

CAPACITY REDUCTION & SYNERGIES


**PLANTS
CLOSURE**

 Spain
 Germany
 Argentina


**GERMAN
FOOTPRINT
RATIONALIZATION**


**PAINTLINES
STOPPAGE**


**REGIONAL
SYNERGIES**



Annual savings
€40m
by the end
of 2022

Our Operational Adaptation



Recovery of Greer/South Carolina

Improvement of industrial KPIs

Industrial layout reorganization
between Greer and Anderson plants

2021 breakeven objective confirmed

New contract with General Motors in South Carolina



Lyriq Cadillac (BEV)
Bumpers & tailgates

Our Financial Solidity

Preserve the financial strength of the Group



**NET DEBT
COMPARABLE TO 2019**



**STRENGTHENED
LIQUIDITY**





2020 ANNUAL RESULTS

Adeline MICKELER



2020 Annual results – key messages

Manage a sharp decrease in H1, followed by a better-than-anticipated recovery in H2

Economic sales

-14% LFL in 2020

-30% LFL in H1 2020

+2% LFL in H2 2020

Adapt and flex at the maximum level

Operating margin

€118m in 2020

-€116m in H1 2020

+€234m in H2 2020

Reflect new market conditions

Net result-group share

-€251m in 2020

Including impairments

-€255m

2020 Annual results – key messages

Preserve cash

WCR management

-€82m

in inventories
& overdues reduction

Capex reduction

-€138m

-27% vs 2019

Free cash-flow

+€34m in 2020

Maintain strong level of liquidity

New credit lines

+€560m

of new credit lines

Bond reimbursement

€500m

in May 2020

Liquidity

€2.6bn

Sales per business

In €m	2019	2020	Δ in %	Δ LFL	Outperformance
PO Industries	6,919	5,628	-18.7%	-17.1%	-0.3pt
PO Modules	2,264	2,104	-7.0%	-3.8%	+13.0pts
Economic sales	9,183	7,732	-15.8%	-13.8%	+3.0pts
JVs	689	659	-4.4%	-1.5%	-
Consolidated sales	8,494	7,073	-16.7%	-14.8%	+2.0pts

Strong resilience per region

NORTH AMERICA



EUROPE



CHINA



ASIA (excl. CHINA)



AUTO PRODUCTION

-20.7%

-22.0%

-5.5%

-20.0%

PO SALES

-18.7%

-13.7%

+0.5%

-10.3%

OUTPERFORMANCE

+2.0pts

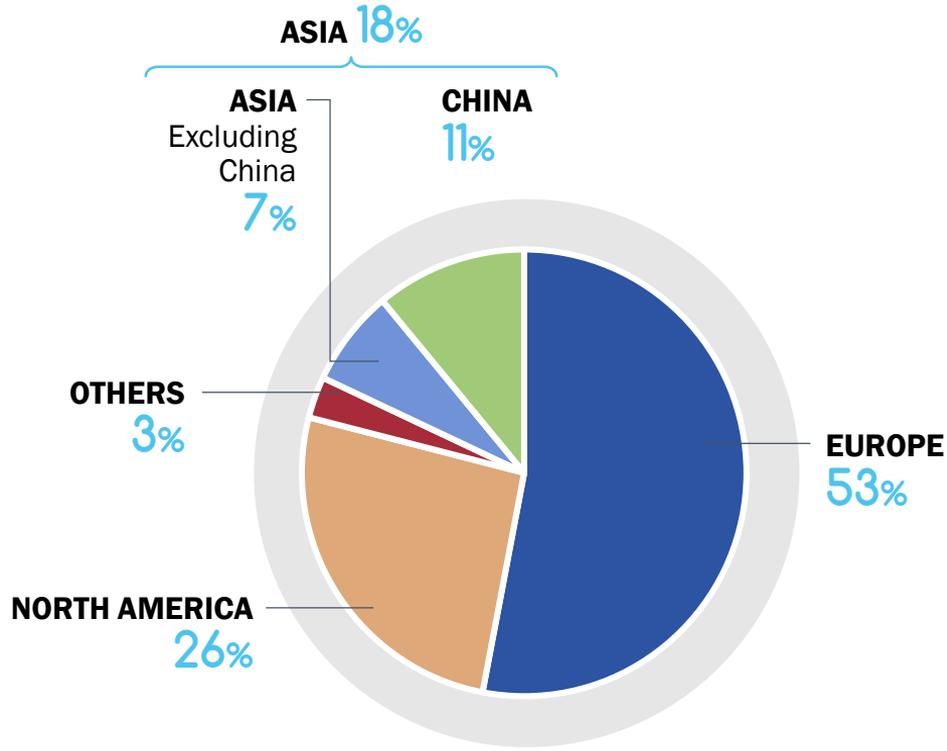
+8.3pts

+6.0pts

+9.7pts

* Plastic Omnium economic sales like-for-like variation
Source: IHS January 2021

2020 Economic sales per region



2020 Economic sales per customer

1		Volkswagen Group	25.9%
			ow Audi 8.9%
			ow Volkswagen 7.7%
			ow Porsche 3.9%
2		Stellantis	16.6%
			ow PSA 9.6%
			ow Chrysler 5.0%
			ow Fiat 0.9%
3		Daimler	11.4%
4		General Motors	8.3%
5		BMW	8.2%
6		Renault Nissan Mitsubishi	6.5%
			ow Renault 5.2%
7		Ford	5.5%
8		Jaguar Land Rover - Tata	5.1%
9		Hyundai	4.0%
10		Others	8.5%

2020 Profit & Loss account

In €m	2019	2020	H2 2019	H2 2020
Consolidated sales	8,494	7,073	4,225	4,111
Cost of materials and parts sold	-5,924	-4,979	-2,885	-2,865
<i>In % of sales</i>	-69.7%	-70.4%	-68.3%	-69.7%
Production costs	-1,530	-1,452	-841	-770
<i>In % of sales</i>	-18.0%	-20.5%	-19.9%	-18.7%
Net Research and Development costs	-253	-266	-132	-124
<i>In % of sales</i>	-3.0%	-3.8%	-3.1%	-3.0%
Selling costs & Administrative expenses	-285	-264	-141	-129
<i>In % of sales</i>	-3.4%	-3.7%	-3.3%	-3.1%
PPA Amortization	-27	-22	-14	-9
Share of profit/loss associates and joint ventures	36	29	16	20
Operating margin	511	118	230	234
<i>In % of sales</i>	6.0%	1.7%	5.4%	5.7%

2020 Profitability per business

In €m and % of sales	2019	2020	H2 2019	H2 2020
Operating margin	511 6.0%	118 1.7%	230 5.4%	234 5.7%
PO Industries	460 7.2%	100 1.9%	206 6.5%	205 7.0%
PO Modules	50 2.4%	19 1.0%	23 2.3%	29 2.5%
EBITDA	1,005 11.8%	648 9.2%	494 11.7%	477 11.6%
PO Industries	898 14.0%	568 11.0%	441 13.8%	417 14.2%
PO Modules	108 5.1%	80 4.1%	54 5.2%	60 5.1%

2020 Profit & Loss account

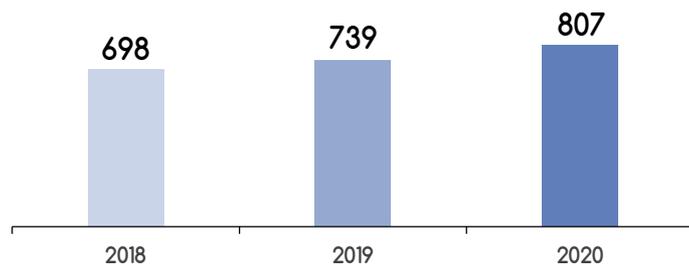
In €m		2019	2020
Operating margin		511	118
	<i>In % of sales</i>	6.0%	1.7%
Other operating expenses		-67	-334
	o.w impairments	-	-255
	<i>In % of sales</i>	-0.8%	-4.7%
Financial expenses		-78	-69
	<i>In % of sales</i>	-0.9%	-1.0%
Income Tax		-90	+31
Net Result		276	-253
	<i>In % of sales</i>	3.2%	-3.6%
Net Result - Group Share		258	-251
	<i>In % of sales</i>	3.0%	-3.6%

2020 Cash-flow statement

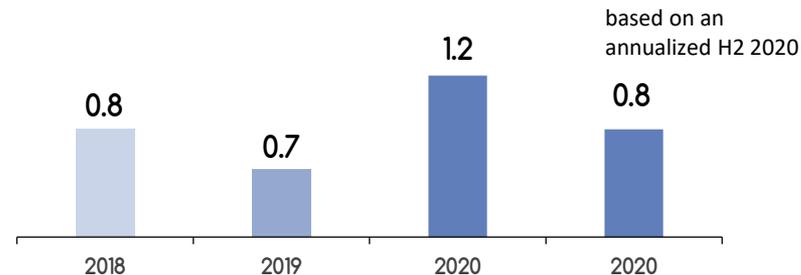
In €m	2019	H1 2020	H2 2020	2020
Operating margin	511	-116	234	118
EBITDA	1,005	171	477	648
Net operating Cash Flow	746	69	384	453
<i>In % of sales</i>	8.8%	2.3%	9.3%	6.4%
Capex and development	-512	-226	-148	-374
<i>In % of sales</i>	-6.0%	-7.6%	-3.6%	-5.3%
Real estate disposal	+129	-	-	-
Change in WCR	-17	-415	+370	-45
ow factoring	-34	-95	+115	+20
Free Cash Flow	+347	-572	+606	+34
Dividends	-124	-88	-7	-94
Treasury shares	-4	-13	+6	-7
IFRS 16	-280	-21	-28	-49
M&A / financial assets / Other	+19	+22	+26	+49
Net debt (end of the period)	-739	-1 410	-807	-807

2020 Key financial metrics

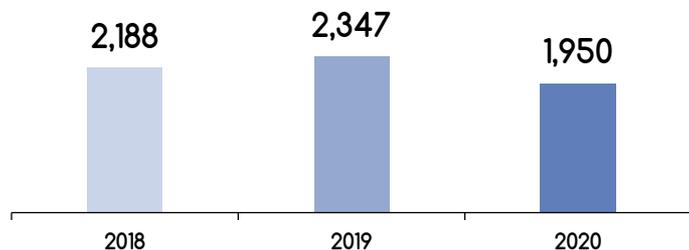
NET DEBT (in m€)



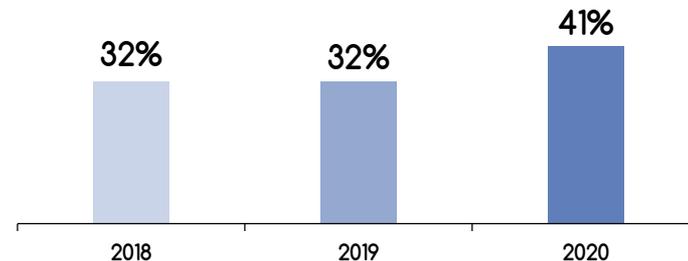
NET DEBT/EBITDA



SHAREHOLDERS' EQUITY (in m€)

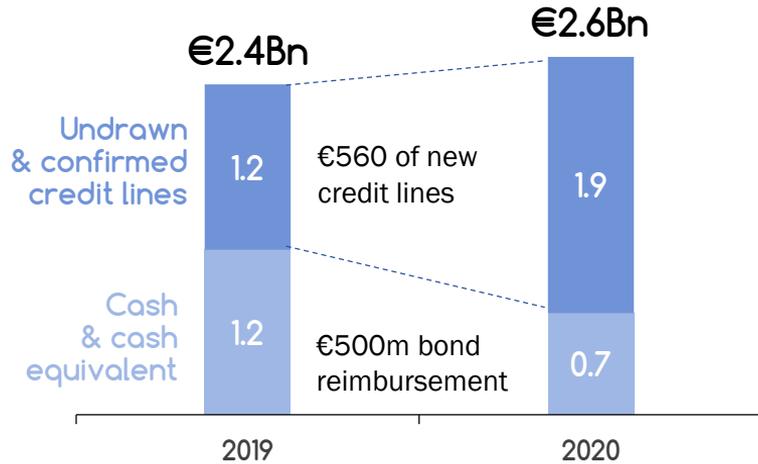


GEARING



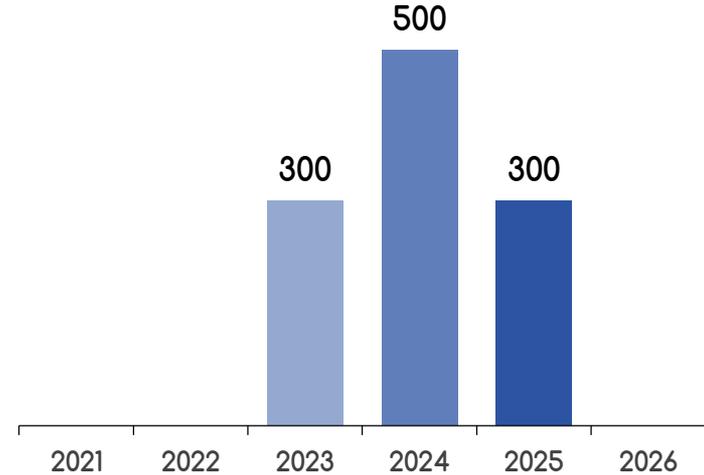
Strong liquidity

Liquidity as of 31/12/2020



4.4 years MATURITY (vs 3.6 in 2019)
No covenant

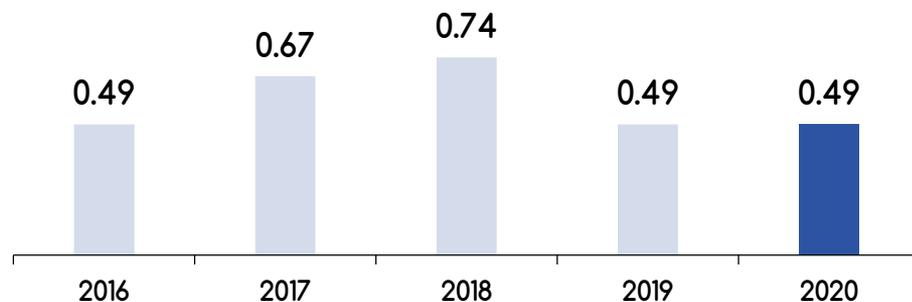
Bond issues per maturity



NO MAJOR REPAYMENT before June 2023
after €500m bond reimbursement in May 2020

Proposed dividend: €0.49 per share

Dividend evolution (in €)



→ **SHAREHOLDERS' MEETING** on **April 22, 2021 at 5pm**

→ **PAYABLE** on **May 3, 2021**

STRENGTHENING OF FAMILY CONTROL

Burelle SA reinforcement from 58.78% to **59.35%** through share capital reduction effective on February 25, 2021



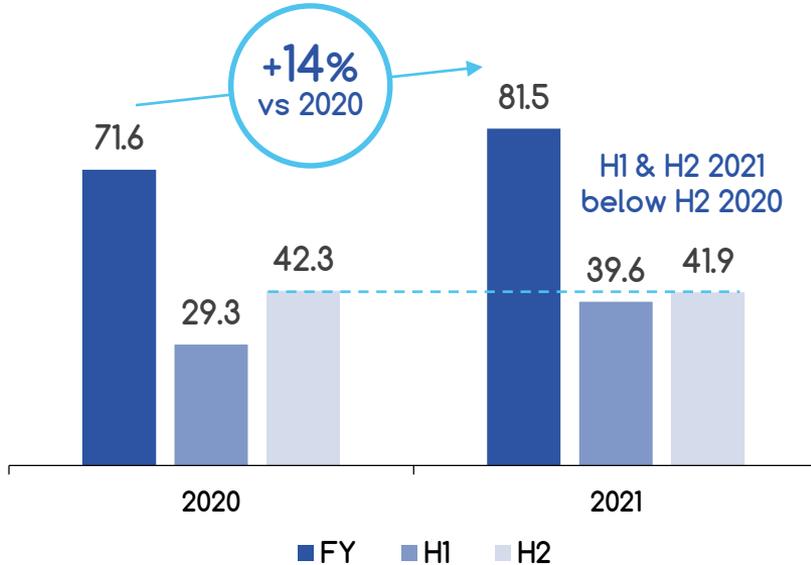
2021 OUTLOOK

Laurent FAVRE



2021 Market outlook

Automotive production – IHS assumptions in million of vehicles



Source: IHS February 2021

PO assumptions:



- Sanitary situation
- Chips shortage
- Technological disruptions
- Environmental regulations
- Trade wars
- Incentives
- Brexit...

SIGNIFICANT DISCREPANCIES PER REGION

North America & China
close to 2019 levels

Europe & rest of Asia
still below 2019 levels

STRONG
GROWTH



SALES

BACK TO
2019 LEVELS



**OPERATING
MARGIN**

6% of sales

SUPERIOR TO
2019 LEVELS



**FREE
CASH FLOW**

>€220m



ACCELERATE ON THE GROUP'S STRATEGIC PRIORITIES

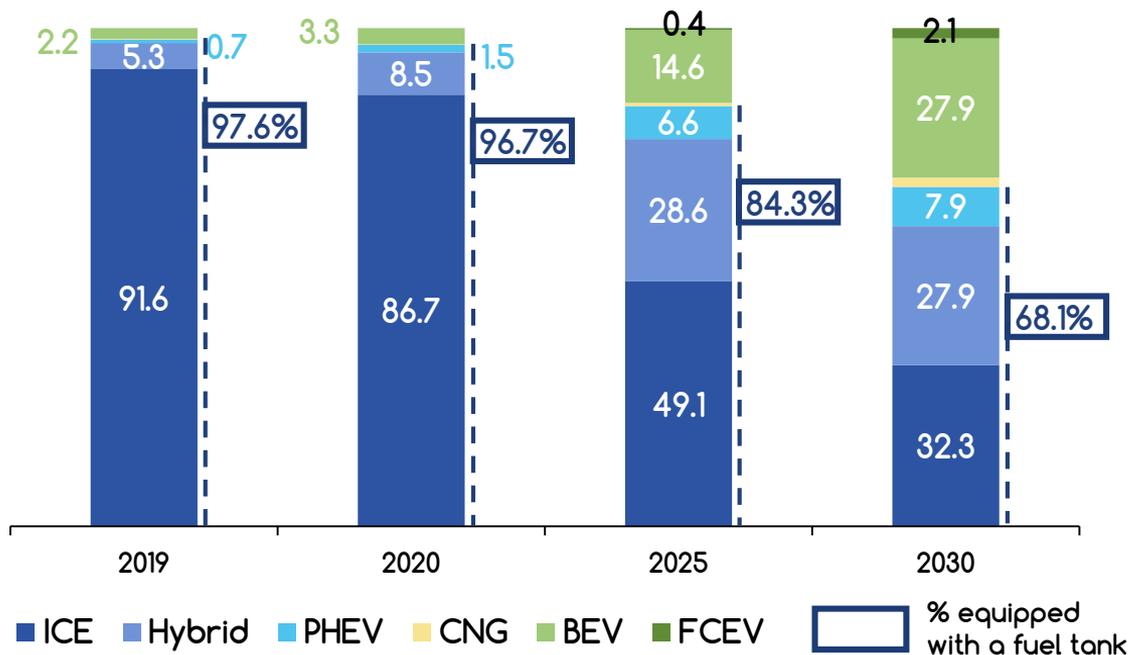
Laurent FAVRE & Félicie BURELLE



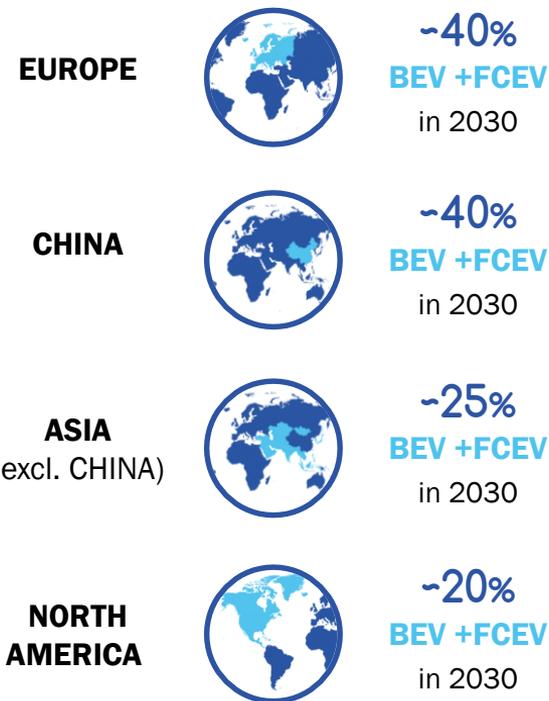
Market outlook

Mix evolution 2019-2030 – PO view

In % of worldwide automotive production



EV driven by Europe & China



**ACCELERATION IN
ELECTRIFICATION**

**SLOW RECOVERY
OF MARKET VOLUMES**

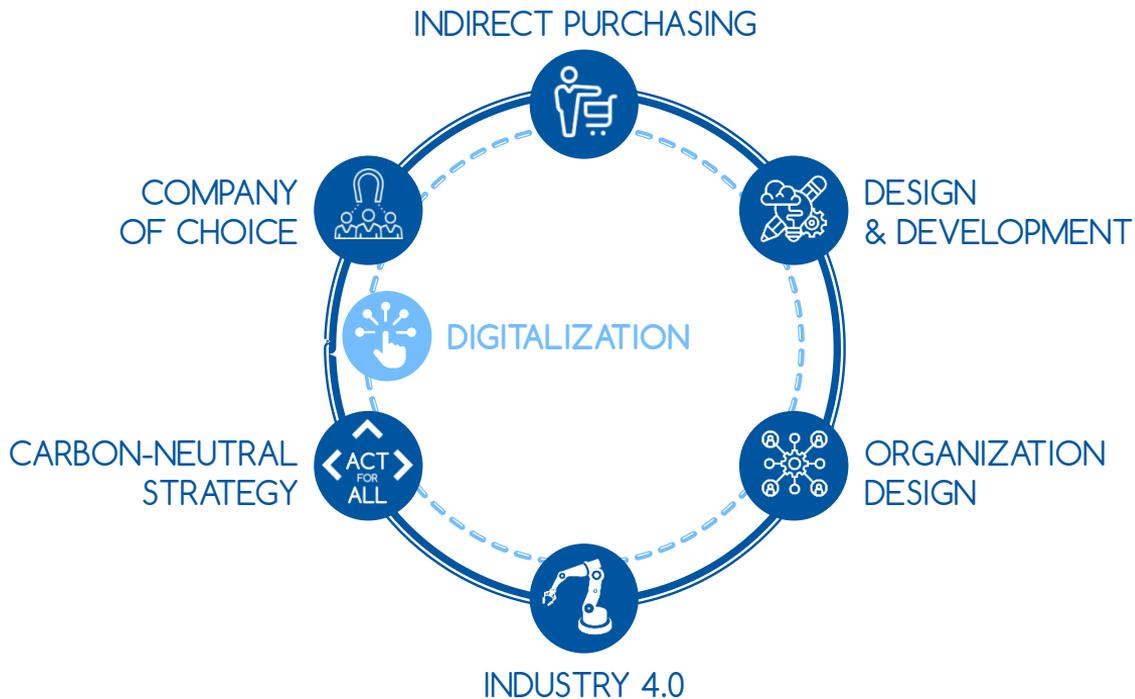
**CAPACITY AVAILABLE
IN OUR EXISTING FOOTPRINT
OF 135 PLANTS
ALL OVER THE WORLD**

No need
for further
capacity
investments

Content
per car
strategy

Capex
<6% of sales
with stronger
focus on
innovation

Increase the efficiency of the Group: Omega transformation plan



7 TRANSVERSAL
AXES

Increase the efficiency of the Group: Omega transformation plan



Deployment of 2 first axes

INDIRECT PURCHASING



Efficiency improvement

by €100M by the end of 2022



Digitalization

Common tools to the 3 divisions



Reduction in the number of suppliers

Examples:

Road transport suppliers: -14%

Customs services brokerage: -19%

DESIGN & DEVELOPMENT



Efficiency improvement

by €100M by the end of 2022



Robotic process automation



Simulation tools instead of prototype parts



Optimization of our tooling suppliers base



Design back offices reinforced in Slovakia and India

Support the development of clean and connected mobility



Successful positioning of PO on the BEV

TRADITIONAL OEMs



TAYCAN by Porsche

Front-end modules
& cockpit modules



E-TRON by Audi

Front and rear bumpers, front-end modules and active grill shutters



EQA by Daimler

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



ID3 by Volkswagen

Front-end modules, innovative active rollo shutters and center consoles



ID4 by Volkswagen

Bumpers, tailgates, front-end modules, innovative active rollo shutters and center consoles



Lyriq Cadillac by GM

Front/Rear Bumpers & tailgates



E100 by SsangYong

Front-end modules

PURE EVs



MODELS Y and 3 by Tesla

Front & rear bumpers, front-end modules and active grill shutters



POLESTAR 1 & 2 by Polestar

Front & rear bumpers



NEW VEHICLE by Lucid Air

Front & rear bumpers



SUV and pick-up by Rivian

Front-end modules



Amazon Prime vans

Active grill shutters

Support the development of clean and connected mobility



Strong ambitions in hydrogen



N°1

**HYDROGEN
MOBILITY**
by 2030

25%

MARKET SHARE

**HYDROGEN
VESSELS**
by 2030

10-15%

MARKET SHARE

**FUEL CELL
STACKS**
by 2030

10%

MARKET SHARE

**INTEGRATED
HYDROGEN
SYSTEMS**
by 2030

Support the development of clean and connected mobility



Creating a world leader in fuel cell technology and strengthening its position in integrated systems

Deals to be closed in Q1 2021

EKPO FUEL CELL TECHNOLOGIES

€100m
for 40%

Add a **new business line** to Plastic Omnium offer with best-in-class technology and available production capacity



Current production capacity of up to **10,000 UNITS** per year



Worldwide commercial pipeline with **100 PROJECTS** for **85 CUSTOMERS**



Strong financial outlook with **€700m to €1Bn SALES TARGET**

elringklinger

Fuelcell Systems Austria GmbH (EKAT)

€15m
for 100%

Complement Plastic Omnium know-how on global hydrogen system optimization

Support the development of clean and connected mobility



OUR TARGET

in hydrogen

€3 billion

REVENUE TARGET
by 2030

OPERATING MARGIN

Breakeven

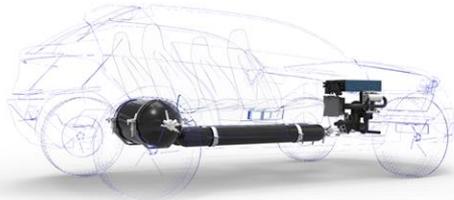
in 2025

Accretive

by 2030

€100 million

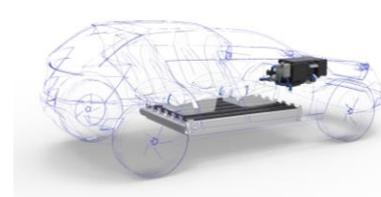
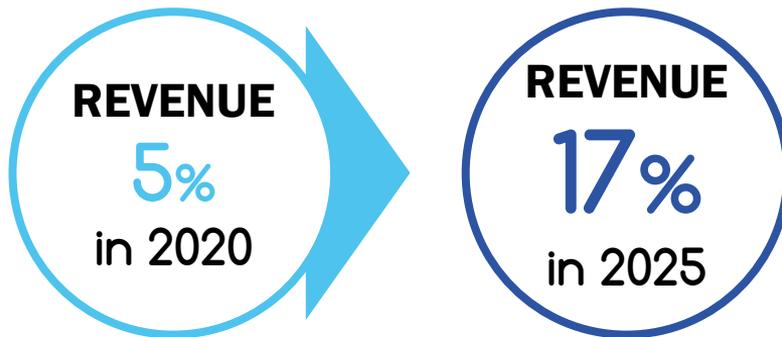
ANNUAL INVESTMENT
in the coming years
to develop products
and scale up industrial capacities



Support the development of clean and connected mobility



Increase in electric vehicles Group's penetration (BEV and FCEV)



Support the development of clean and connected mobility



Integrate more connectivity: Smart Face



RUNNING IN THE "COOPERATION" CATEGORY,
the SmartFACE offers breakthrough communication and lighting features for smart bumpers.

Extension of our modular offer



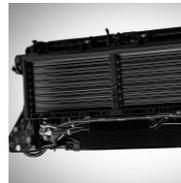
FRONT END MODULES



NEW MODULES IN PRODUCTION



Cockpit modules



Active Grill Shutter



Center consoles



DC/DC converter modules



NEW E-MODULES
IN DEVELOPMENT
FOR BEV

Accelerate our Sustainability strategy

ACT FOR ALL: a dedicated program to leverage our Sustainability strategy



Responsible entrepreneurs



Care for people



Sustainable business



Accelerate our Sustainability strategy



Responsible entrepreneurs



WHAT WE ACHIEVED ALREADY IN 2020

- Launch of ACT FOR ALL COVID 19 fund: **€1m** / 123 initiatives supported
- **86%** employees trained to the code of conduct
- **994** suppliers assessed by Ecovadis (>20% of group purchasing)

WHAT WE AIM TO ACHIEVE BY 2025

- Increased **positive impact** for all stakeholders
- **100%** employees trained to code of conduct
- Ethical suppliers index **> 90%** (covering 100% purchase volume)

Accelerate our Sustainability strategy



Care for people



WHAT WE ACHIEVED ALREADY IN 2020

- Safe working environment
TF2 = 1.4
- **14.7%** of women in senior management
18.4% of women managers
- **804** interns
- **68%** sites engaged with local communities

WHAT WE AIM TO ACHIEVE BY 2025

- Safe working environment
TF2 <0.5
- A diverse organization:
25% women among directors
- A learning company **>1 000** interns/year
- **100%** sites engaged with local communities

Accelerate our Sustainability strategy



Sustainable business



WHAT WE ACHIEVED ALREADY IN 2020

- **Efficiency projects** to reduce energy consumption: Top Planet index = 50%
- **32% of consumed electricity comes from renewable sources** including on-site solar installations
- **Recycling of our waste:**
70% recycled and 17% recovered
- Lifecycle analysis on **bumpers** and **tailgates**

WHAT WE AIM TO ACHIEVE BY 2025

- **Carbon neutrality** ambition this year
Mid-term quantitative objectives
Certification by 3rd-party
- Circular economy with customers to **increase % recycling** and use of recycled products
- **Eco-conception** / lifecycle analysis on new developments

CONCLUSION



LONG-TERM COMMITMENT OF THE
MAJORITY SHAREHOLDER

ENGAGEMENT OF 31,000 EMPLOYEES
WITH A STRONG INNOVATION DNA

DIVERSIFIED CUSTOMERS
PORTFOLIO

SUSTAINABILITY EMBEDDED
IN BUSINESS & PERFORMANCE

STRONG FINANCIAL
STRUCTURE



**ACCELERATION
OF OUR
TRANSFORMATION
FOR
A SUSTAINABLE
MOBILITY**



PLASTIC OMNIUM

2020 ANNUAL RESULTS

Levallois, February 18th, 2021

