



2017 RESULTS



LEVALLOIS, FEBRUARY 15TH, 2018

STRONG GROWTH

- €8Bn of economic sales: +15%
- Outperformance of the auto production: +9pts
- Strong growth in each geographical area

BENCHMARK PROFITABILITY

- Operating margin: 9.5% (vs 9.0% proforma in 2016)
- Net result - Group share: €425m, +36%

STRENGTHENED INDEPENDENCE

- Solid financial structure
- Strong liquidity

AUTOMOTIVE PURE PLAYER

- Disposal of the truck business
- On-going disposal project of the Environment division

INDUSTRIAL EXCELLENCE & QUALITY AS A MUST

- €500m investments in capacities, quality & restructuring
- Ambitious 4.0 Industry program

INNOVATION IS KEY

- From Exterior Parts to Smart Bodies
- From Energy Storage to Clean Propulsion

2017 Highlights



Auto production

2017: 92.1 million of vehicles
2016: 90.2 million of vehicles

+2.2%

Plastic Omnium Auto sales

at constant perimeter and exchange rate

+10.8%

Outperformance:
+8.6pts



2017 Results: another record year

Economic sales	€8,001m	+15%*
Consolidated sales	€6,768m	+16%
Operating margin	€641m <i>9.5% of sales</i>	+15%
EBITDA	€933m <i>13.8% of sales</i>	+15%
Net profit - Group share	€425m	+36%
Free Cash Flow	€186m	
Net debt	€563m <i>32% of equity</i> <i>0.6x EBITDA</i>	-€237m

*In spite of €100m negative forex impact

Successful integration of the exterior business



**#1 IN EUROPE
IN EXTERIOR PARTS**

- €1Bn of sales & 5,000 people
- Net enterprise value of €402m
(after €200m of disposals due to the European Commission)

**INTEGRATION
COMPLETED**

- 2016: merge of the organizations
 - 2017: merge of the operations
- -800 people, -3 plants, -2 paint lines

**TURNAROUND
AHEAD OF SCHEDULE**

- Achieved ahead of schedule: 2017 Q4
- Full effect in 2018

2017 disposal

TRUCK COMPOSITES BUSINESS

- Effective disposal: June 30, 2017
- Sales of €200m and 1,500 people
- Accretive impact on Group's profitability



2018 project

ENVIRONMENT DIVISION

- On-going disposal process
- #1 in waste containers in Europe
- Sales of €335m and 1,800 people



Ramp-up of 6 new capacities

January 2016



Mexico
San Jose Chiapa

Front-end
modules



June 2016



UK
Warrington

Smart
bodies



September 2016



Mexico
Leon

Clean
propulsion



April 2017



Mexico
San Luis Potosi

Smart
bodies



May 2017



China
Changchun

Smart
bodies



December 2017

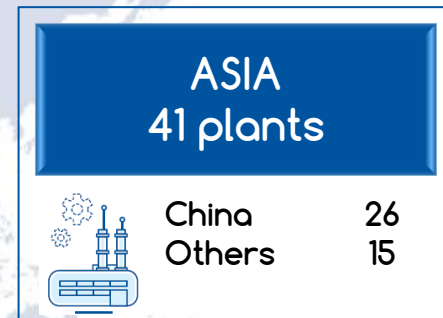
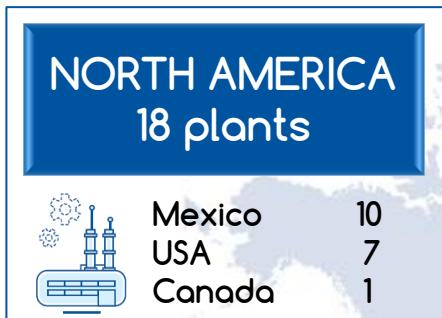


China
Chongqing

Clean
propulsion



Well-balanced regional footprint of 127 plants in 31 countries





CHINA 9 new clients



长安汽车
CHANGAN



GAC MOTOR



众泰汽车
ZOTYE AUTO



上汽大通
MAXUS

including EV new comers



蔚来



SINGULATO
奇点汽车

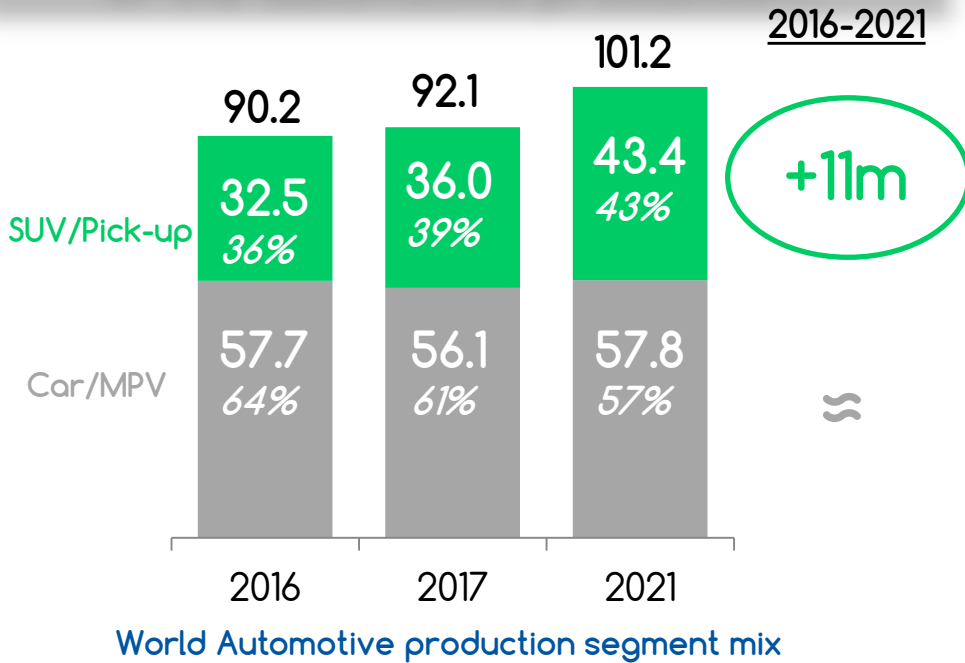


INDIA 2 new clients



→ Total of 78 customers of which 25 Chinese and 7 pure electric

SUV and pick-up drive the growth of the automotive production...



...and Plastic Omnium benefits of it

	PO sales	SUV & pick-up in Auto sales
2017	8Bn€	44%
2021	10Bn€	48%



Source: IHS January 2018 – in million of vehicles

TAILGATES & SPOILERS



Produced in 2017

57 programs
22 customers
€255m in sales



Awarded in 2017

21 new contracts
5 new customers
o.w 3 new EV customers

SCR SYSTEMS



19 programs
6 customers
€390m in sales



8 new contracts
5 new customers

PLUG-IN HYBRID



2 programs
2 customers

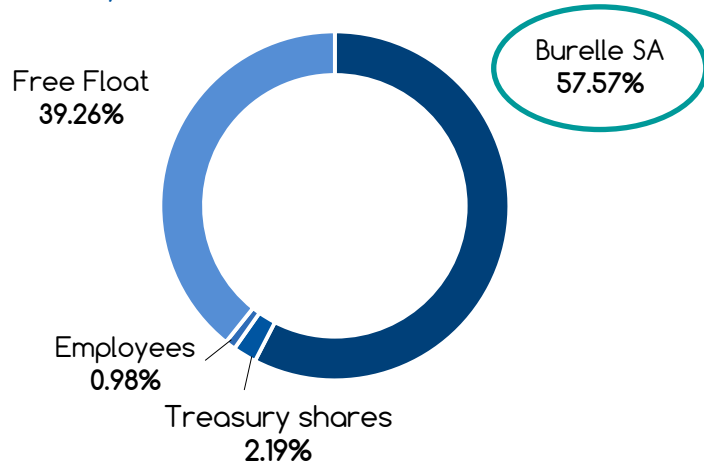


5 new contracts
2 new customers

On track to reach an innovative portfolio of €1.4Bn in 2021

FAMILY CONTROL REINFORCEMENT

Plastic Omnium capital structure
as of December 31st, 2017



- Shares Buy-back : 1.58 million of shares for €53.6m
- Share capital reduction of 1.5 million of shares

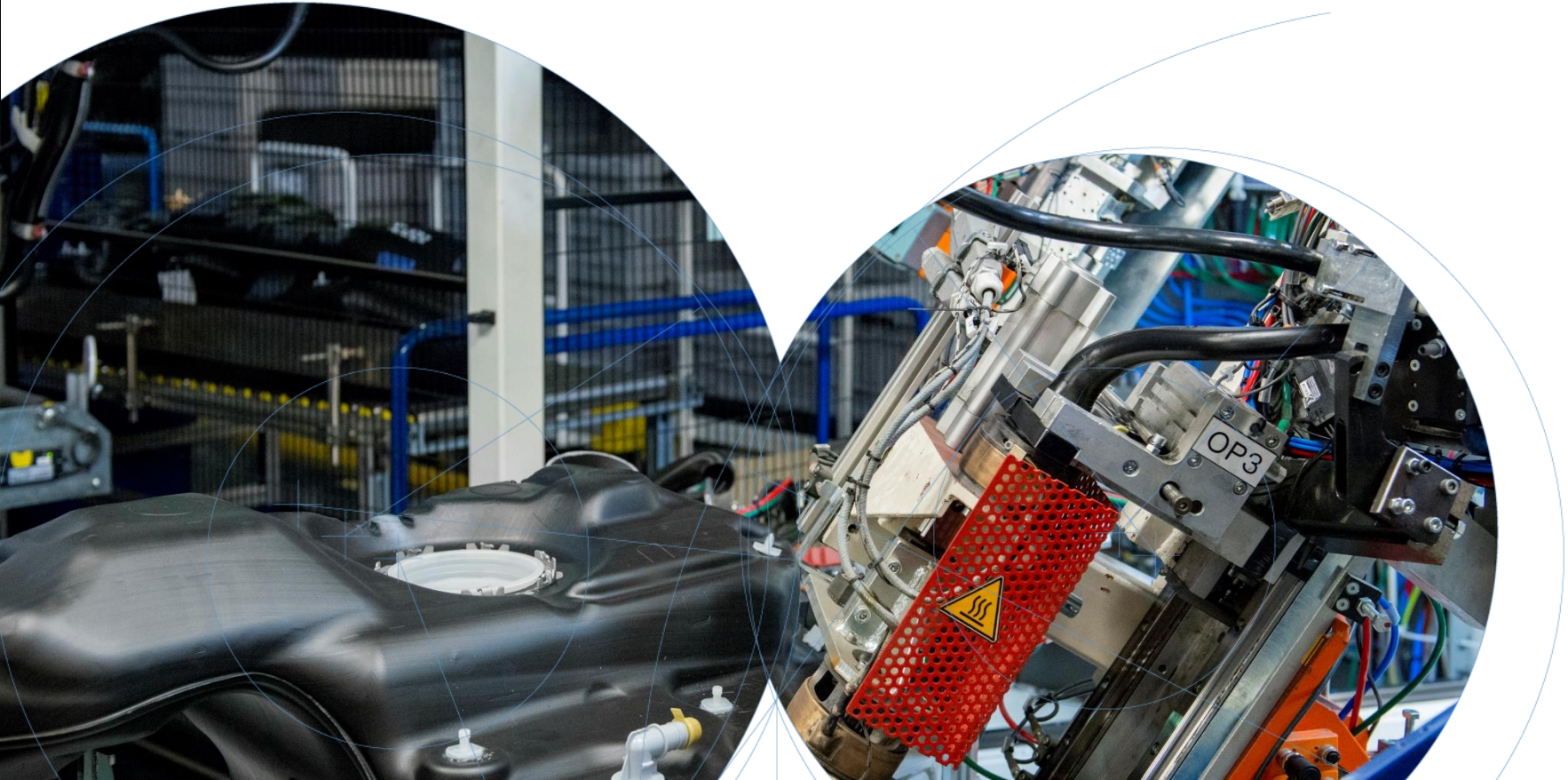
BENCHMARK BOND ISSUE

- €500m – 7 years – 1.25% bond issue
- June 2017
- No covenant – No rating

€2BN LIQUIDITY

- Undrawn confirmed lines of credit: €1.3bn
- Cash available: €0.7bn

2017 Annual Results



2017 sales by business

In €m	2016	2017	Δ in %	Δ at constant perimeter & exchange rate
Automotive	6,566.8	7,665.1	+16.7%	+10.8%
Environment	368.9	335.5	-9.1%	+2.5%
Economic sales	6,935.7	8,000.6	+15.4%	+10.4%
Automotive	5,488.3	6,433.0	+17.2%	+10.0%
Environment	368.9	335.5	-9.1%	+2.5%
Consolidated sales	5,857.3	6,768.5	+15.6%	+9.6%

Americas

23
launches



Europe

52
launches



Asia

51
launches



Strong outperformance in all regions

NORTH AMERICA	
Outperformance +19.8pt	
Auto production	-4.5%
PO sales *	+15.3%

EUROPE	
Outperformance +2.7pt	
Auto production	+3.6%
PO sales *	+6.3%

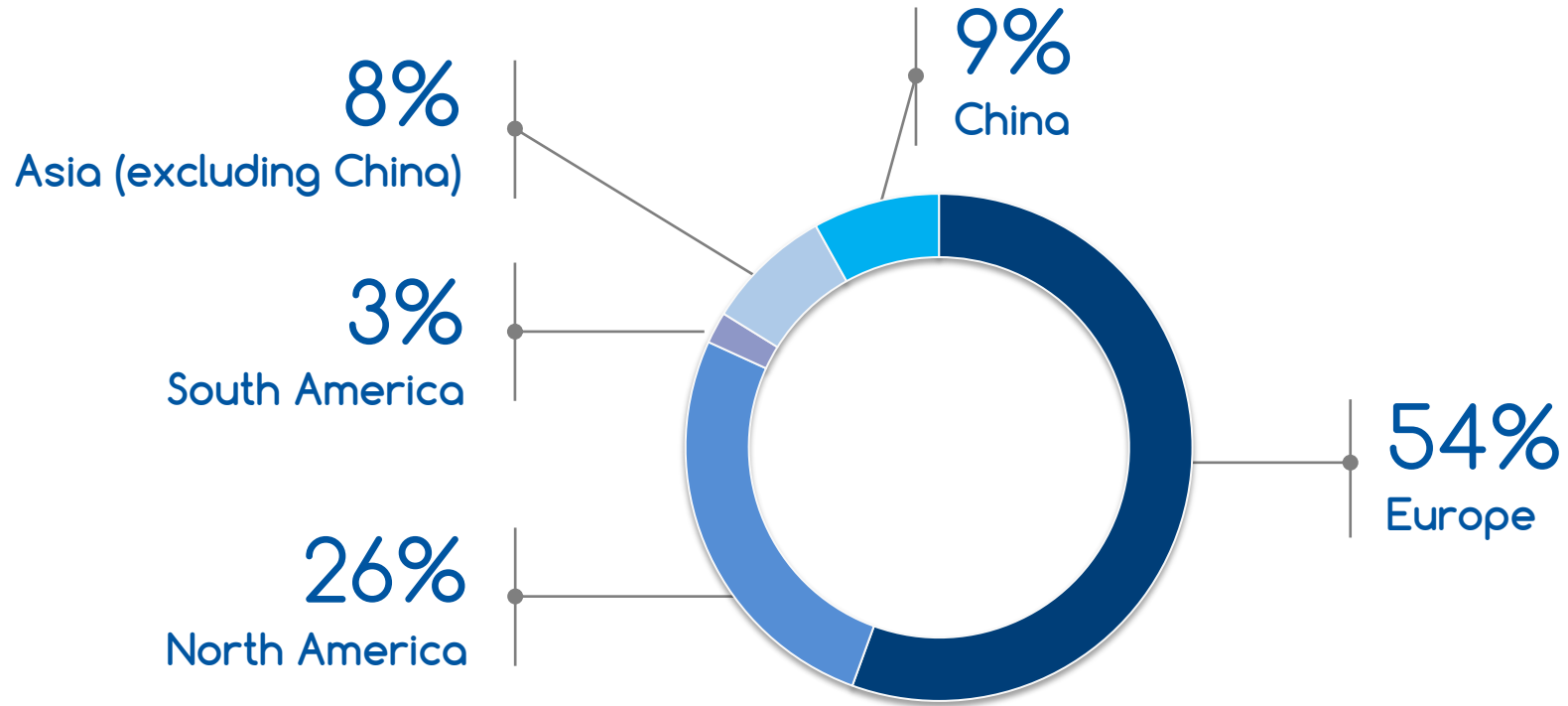
ASIA (excl. CHINA)	
Outperformance +7.9pt	
Auto production	+3.3%
PO sales *	+11.2%

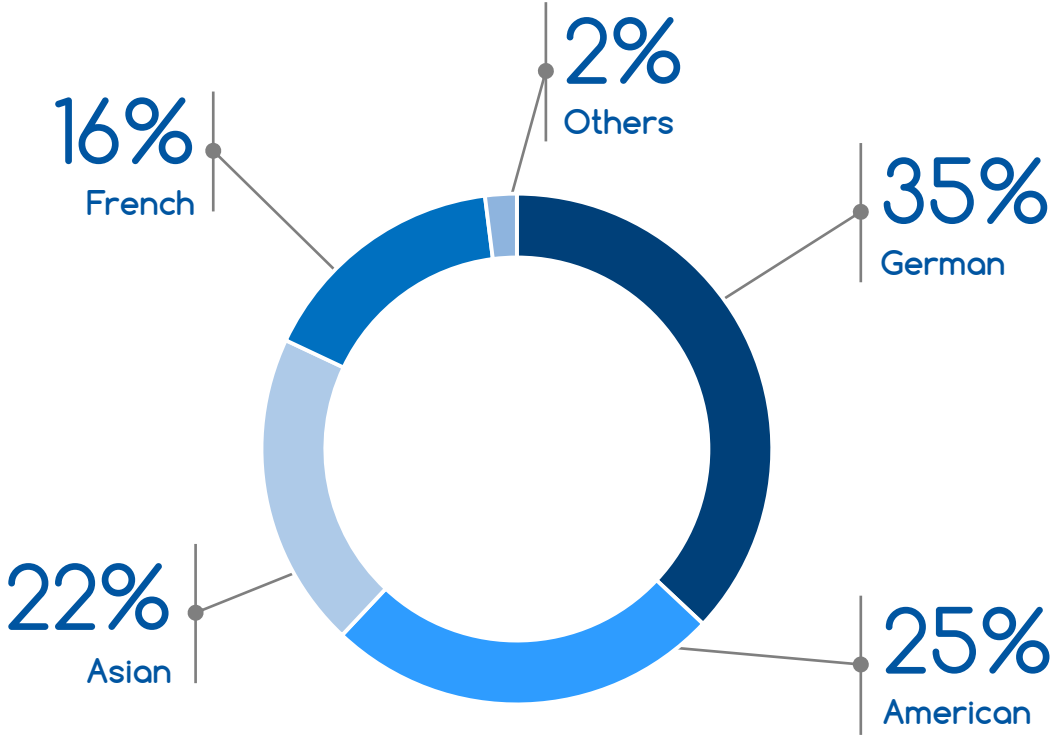
SOUTH AMERICA	
Outperformance +5.8pt	
Auto production	+20.7%
PO sales *	+26.5%

CHINA	
Outperformance +14.4pt	
Auto production	+2.7%
PO sales *	+17.1%

* Plastic Omnium economic automotive sales at constant perimeter and exchange rate

2017 Economic sales per region





TOP 10 CUSTOMERS

1	PSA	10.7%
2	GM	9.8%
3	Volkswagen	9.6%
4	Ford	9.2%
5	BMW	7.3%
6	Jaguar Land Rover	5.7%
7	Renault	5.5%
8	Daimler	5.4%
9	Chrysler	4.9%
10	Audi	4.8%

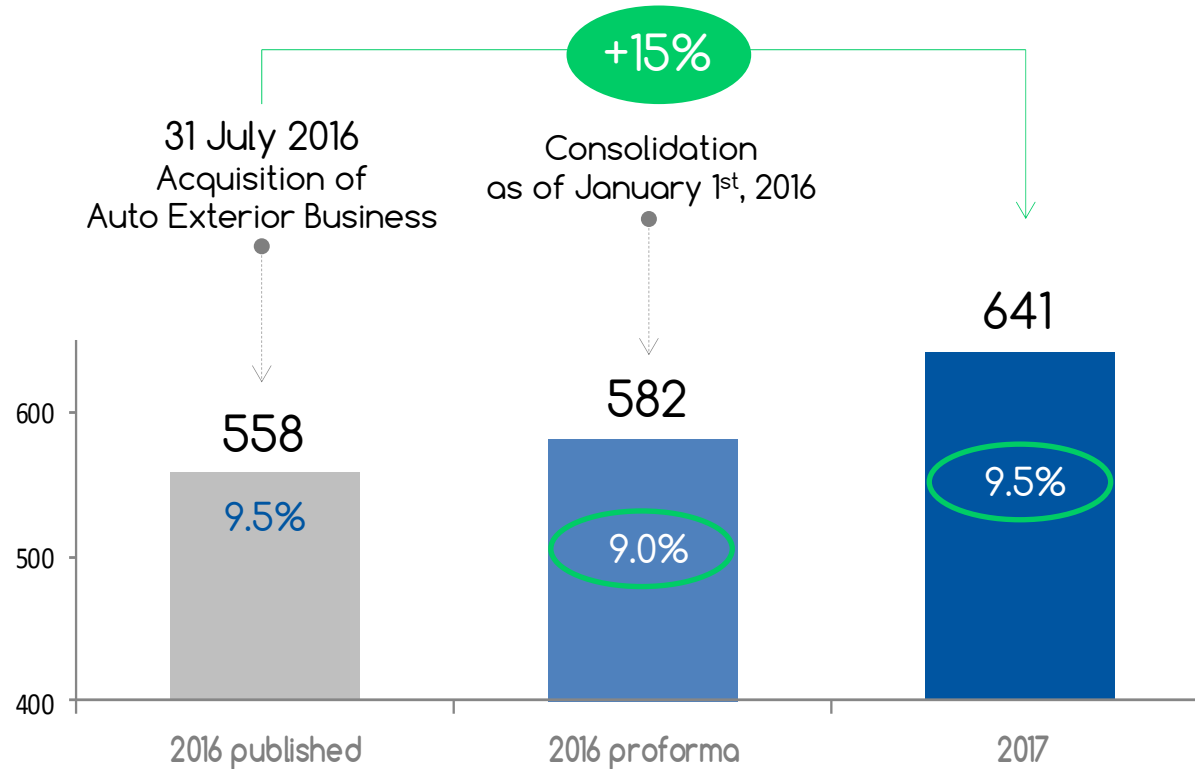
2017 Profitability by division

In €m	2016	% sales	2017	% sales	Δ in %
Consolidated sales	5,857.3	100%	6,768.5	100%	+15.6%
Automotive	5,488.3	94%	6,433.0	95%	+17.2%
Environment	368.9	6%	335.5	5%	-9.1%
EBITDA	810.0	13.8%	933.0	13.8%	+15.2%
Automotive	769.4	14.0%	897.6	14.0%	+16.7%
Environment	40.6	11.0%	35.4	10.6%	-12.7%
Operating Margin	557.8	9.5%	641.0	9.5%	+14.9%
Automotive	533.3	9.7%	619.8	9.6%	+16.2%
Environment	24.4	6.6%	21.1	6.3%	-13.5%

*9.0% proforma

Focus on operating margin

(in €m and % of consolidated sales)



2017 Profit & Loss account

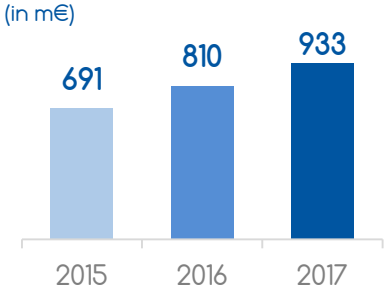
In €m	2016	2017	Δ in %
Consolidated sales	5,857.3	6,768.5	+15.6%
Operating margin	557.8	641.0	+14.9%
<i>In % of sales</i>	9.5%	9.5%	
Other operating expenses	-85.3	-59.2	
Financial expenses	-67.9	-66.8	
<i>In % of sales</i>	-1.2%	-1.0%	
Income Tax	-86.3	-84.5	
Net Result	318.3	430.5	+35.3%
<i>In % of sales</i>	5.4%	6.4%	
Net Result - Group Share	312.1	425.2	+36.2%
<i>In % of sales</i>	5.3%	6.3%	

2017 Cash-flow statement

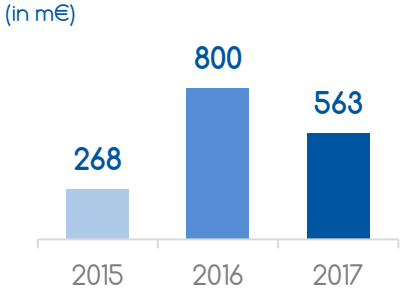
In €m	2016	2017
Sales	5,857	6,768
Net Debt (beginning of the period)	-268	-800
Net Operating Cash Flow	+733	+859
<i>in % of sales</i>	<i>12.5%</i>	<i>12.7%</i>
Taxes & Net Financial Interest paid	-150	-173
Capex and development	-402	-457
<i>in % of sales</i>	<i>6.9%</i>	<i>6.8%</i>
Change in WCR	+60	-43
Free Cash Flow	+241	+186
M&A	-661	+148
Dividends	-63	-73
Treasury shares	-37	-42
Currency/Other	-12	+18
Net Debt (end of the period)	-800	-563

2017 Key financial metrics

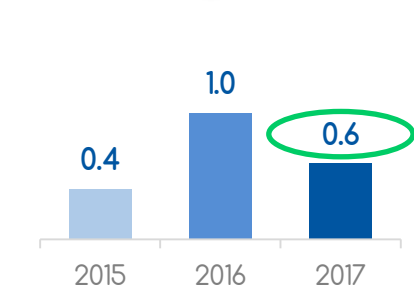
EBITDA



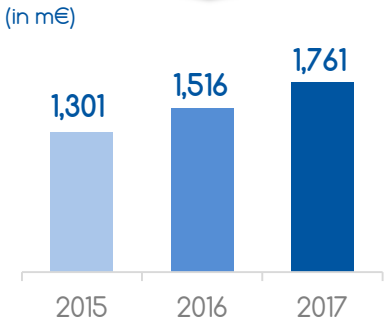
NET DEBT



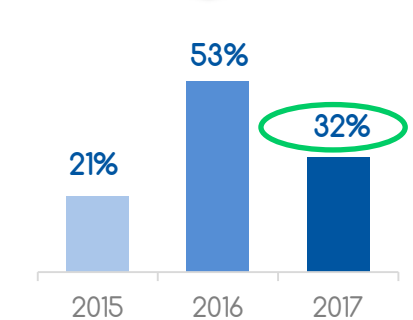
NET DEBT/EBITDA



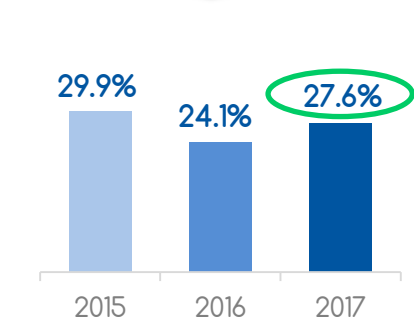
SHAREHOLDER'S EQUITY



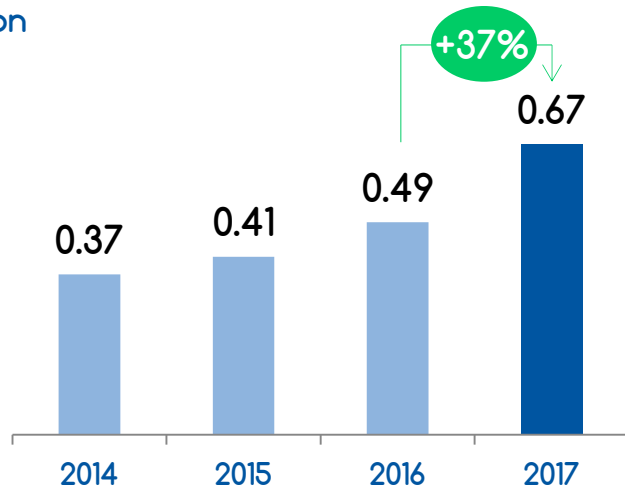
GEARING



ROCE



Dividend evolution (in €)



Proposed dividend of
€0.67 per share
+37%
23% payout

- Agenda



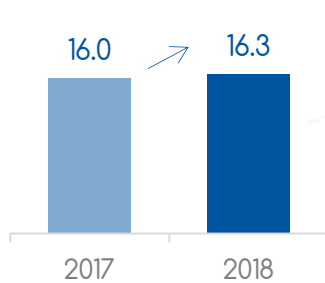
- Shareholders' meeting on April 26th, 2018 at 5pm (Pavillon Dauphine - Paris)
- Payable on May 4th, 2018

GROW THE BUSINESS,
IMPROVE THE RESULTS
AND PREPARE THE FUTURE

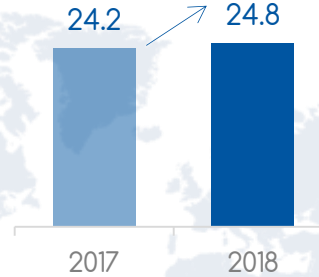


2018 Auto production: +2%

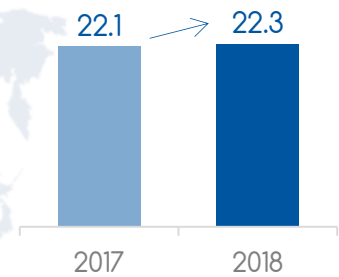
NORTH AMERICA: +2.4%



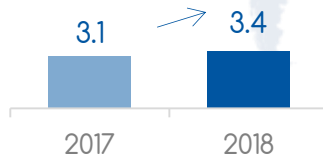
EUROPE: +2.6%



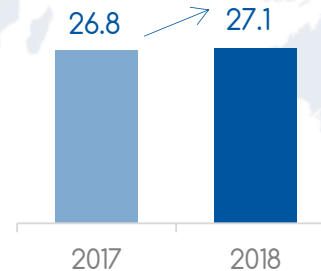
ASIA (excl. CHINA): +0.8%



SOUTH AMERICA: +11.7%



CHINA: +1.1%



6 plants under construction



Innovation: reinforcement of R&D to sustain growth



Brussels, Belgium
Advanced Research center
New Energies



50M€
200 engineers
2019



Wuhan, China
New development center
for fuel systems in Asia



20M€
200 engineers
2019



Lyon, France
Expansion & digitalization
of the global R&D center
for exterior parts



20M€
700 engineers
2020

Innovation in key figures

- 3,500 Engineers
- 24 R&D Centers
- 3,700 patents
141 filed in 2017
- R&D: 6% of sales
€400m in 2017

ATTRACT

RACE
to
TALENTS

RETAIN

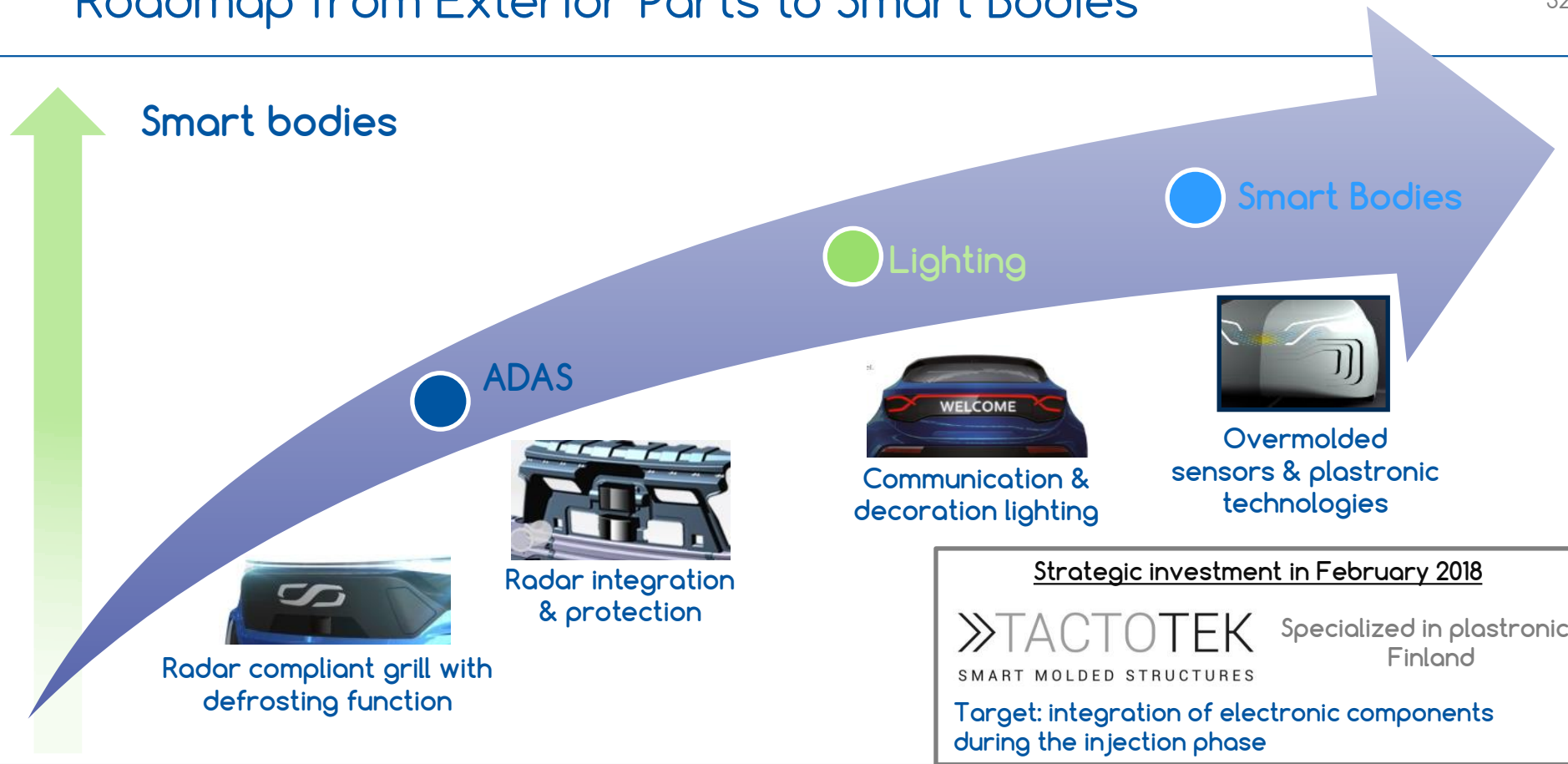
DEVELOP

New competencies

- Plastronics
- Mecatronics
- Bio and electro chemistry
- Data science and analytics...



Roadmap from Exterior Parts to Smart Bodies



From Exterior Parts to Smart Bodies

Now



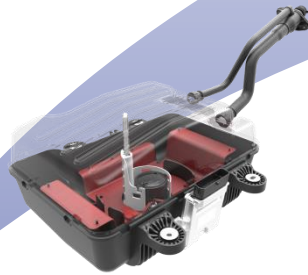
Tomorrow



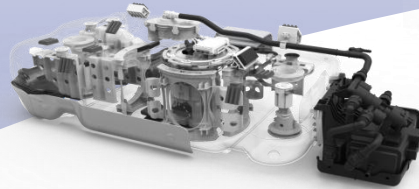
Connectivity integrator • Design • Lighter modules

Roadmap from Energy Storage to Clean Propulsion

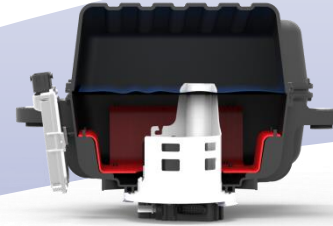
Smart electronic controlled systems



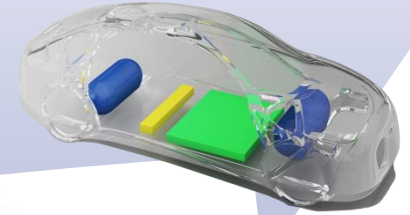
SCR System
for diesel



Pressurized
Tank for PHEV



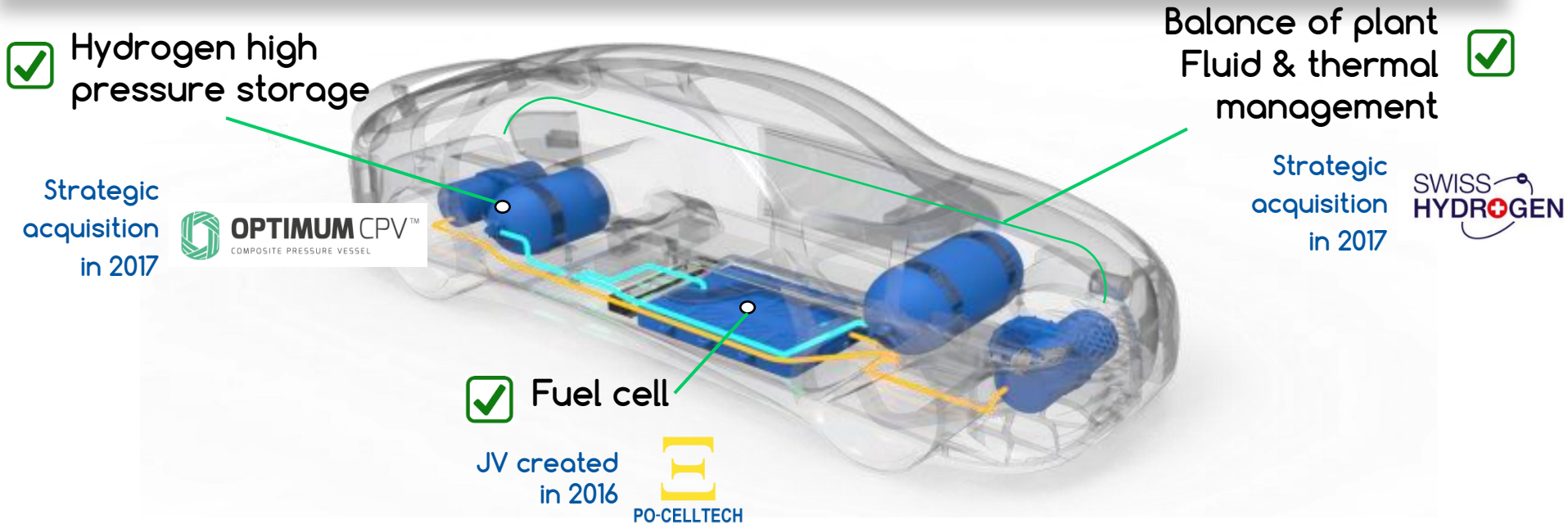
Water Injection
System for ICE

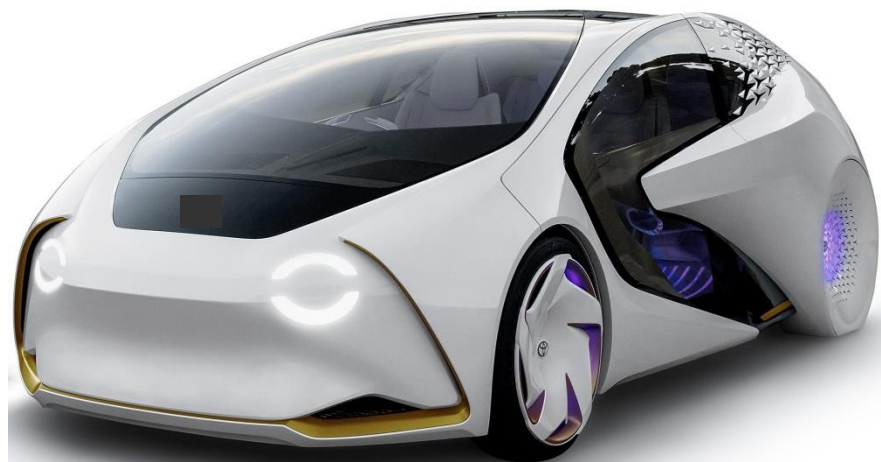


Hydrogen
Vessels

Fuel Cell
for EV

Creation of PO New Energies: EV through Hydrogen & Fuel Cell 130 engineers - Already €80m expenses spent in 2 years





SMART

*Optimal intelligence
integration & communication*

STYLISH

Modularization

CLEAN

Whatever the powertrain

2018

- Moderate outperformance of the auto production
- Increase in operating margin and net result
- €500-600m of capex
- Triple-digit free cash flow

2017 - 2021

- Economic Sales of €10Bn in 2021
(including €1.7Bn of JV shares)
- Yearly improvement of operating margin
- Capex program of €2.5Bn over the period
- More than €1Bn of free cash-flow generated over the period



2017 RESULTS



LEVALLOIS, FEBRUARY 15TH, 2018

- 1) Economic sales corresponds to sales including the share from joint ventures in proportion to the Group's shareholding (BPO, HBPO and YFPO for Plastic Omnium Automotive). It reflects the Group's operational and managerial position.
- 2) In accordance with IFRS 10, 11 and 12, consolidated sales does not include the share of revenue from jointly-controlled entities accounted for under the equity method.
- 3) Operating Margin corresponds to operating income before other income and expense and includes share in net earnings of equity-accounted companies and amortization of Price Purchase Allocation (PPA)
- 4) EBITDA corresponds to Operating Margin, which includes share in net earnings of equity-accounted companies, before depreciation, amortization and other operating expenses
- 5) Free cash flow refers to operating cash flow less expenditure on property, plant and equipment and intangible assets net of disposals, and net disbursements for taxes and financial interest, +/-change in net working capital (net cash generated by operating activities).
- 6) Net debt equals all long-term borrowings, current loans and bank overdrafts less loans, marketable debt instruments and other non-current financial assets, and cash and cash equivalents.