MICHAEL LOHSCHELLE
Chief Executive Officer
OPEL AUTOMOBILE GmbH
MICHAEL LOHSCHELLER
CEO OPEL AUTOMOBILE GMBH

THE BLITZ IS BACK: SUSTAINABLY PROFITABLE, ELECTRIC AND GLOBAL

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MAY 22, 2019
PACE! WORKS

Record Profit: €859 million
Return: 4.7%
Free Cashflow: €1,357 million
Revenue: €18,306 million
Worldwide sales: 1,038,057
SUV SHARE: 30%
Opel celebrates 'historic' profit after decades of losses under GM

Opel Vauxhall makes profit as PSA Group marks a historic 2018

Opel Turnaround: Profit after many Years of Losses

Opel is back in the black

Opel Registers First Profit in Almost 20 Years

Opel Returns Healthy Profit After 20 Years Of Losses With GM
10 REASONS WHY PACE! WORKS

1. New mindset & values
2. People are the solution
3. Rigorous execution
4. Clear brand positioning
5. Focus on profitable segments
6. Drastic complexity decrease
7. Successful cost reduction
8. Pricing power
9. Opel goes electric
10. Opel goes global
NEW MINDSET & VALUES

» PROFITABILITY
» AGILITY
» COLLABORATION
» ENABLEMENT

» PERFORMANCE
» ACCOUNTABILITY
» CUSTOMER FOCUS
» EMPOWERMENT
P E O P L E  A R E  T H E  S O L U T I O N
RIGOROUS EXECUTION OF A CLEAR PLAN

CLEAR GOALS

IMPLEMENTATION

NO EXCUSES
CLEAR BRAND POSITIONING

Sharpen brand profile and define clearly what Opel stands for.
FOCUS ON PROFITABLE SEGMENTS
DRASTIC COMPLEXITY DECREASE
SUCCESSFUL COST REDUCTION

» Fixed Cost reduction: 27% in 2018

» Production cost savings: 367 Euro per car (cum 2017 - 2018)

» Significant reduction of labor cost to revenue ratio

» Stringent rightsizing of all locations
Pricing power significantly improved

- Revenue per car up
- Higher take rate for upper trim levels

Pricing Power vs. Benchmark

2017
-8.2%

2018
-6.0%
OPEL GOES ELECTRIC

BY 2020: 4 new electrified cars, thereof 3 as BEV

BY 2024: Entire portfolio 100% electrified (Plug-in Hybrid PHEV, Battery Electric Vehicle BEV)

GRANDLAND X HYBRID4  CORSA-E  VIVARO-E  E-VERSION SUCCESSOR MOKKA X
THE ALL-NEW CORSA
OPEL GOES GLOBAL
READY FOR THE FUTURE!

FULL SPEED AHEAD!

PACE! WORKS!

READY FOR THE FUTURE!
THANK YOU FOR YOUR ATTENTION