

CAPITAL MARKETS DAY

MAY 12, 2022



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AGENDA

- 1** **STRONG FOUNDATIONS** FOR THE FUTURE
- 2** **A TRANSFORMING MARKET** WITH NEW OPPORTUNITIES
- 3** **AFFIRMING** OUR VISION & PURPOSE
- 4** **AMBITIOUS** BUSINESS IMPLICATIONS
- 5** **SUSTAINABILITY** ROADMAP
- 6** **MEDIUM-TERM FINANCIAL** INDICATORS
- 7** **CONCLUSION**

The new Executive Committee leading the transformation of Plastic Omnium



V. BROS
Corporate Secretary
and Executive Vice-President
Legal Affairs



C. CANET-TEIL
Vice-President
Communications



D. MENESES
Executive Vice-President
Sustainable Development



L. FAVRE
Chief Executive
Officer



S. NOËL
President and CEO
Intelligent Exterior
Systems



M. PERRAUDIN
President and CEO
New Energies



F. BURELLE
Managing Director



C. KOPP
President and CEO
Clean Energy
Systems



P-H. DESPORTES
Future President and CEO
PO Lighting



K. WANTZ-O'ROURKE
Group Chief Financial
Officer and Chief
Information Officer



M. SCHÜLER
President and CEO
HBPO



R. LAPILLONNE
Senior Executive Vice-President
Executive Vice-President
Purchasing Performance



D. DEGOS
Executive Vice-President
Purchasing Performance



A. CORJON
Executive Vice-President
Innovation



J. KLEY
Executive Vice-President
Human Resources

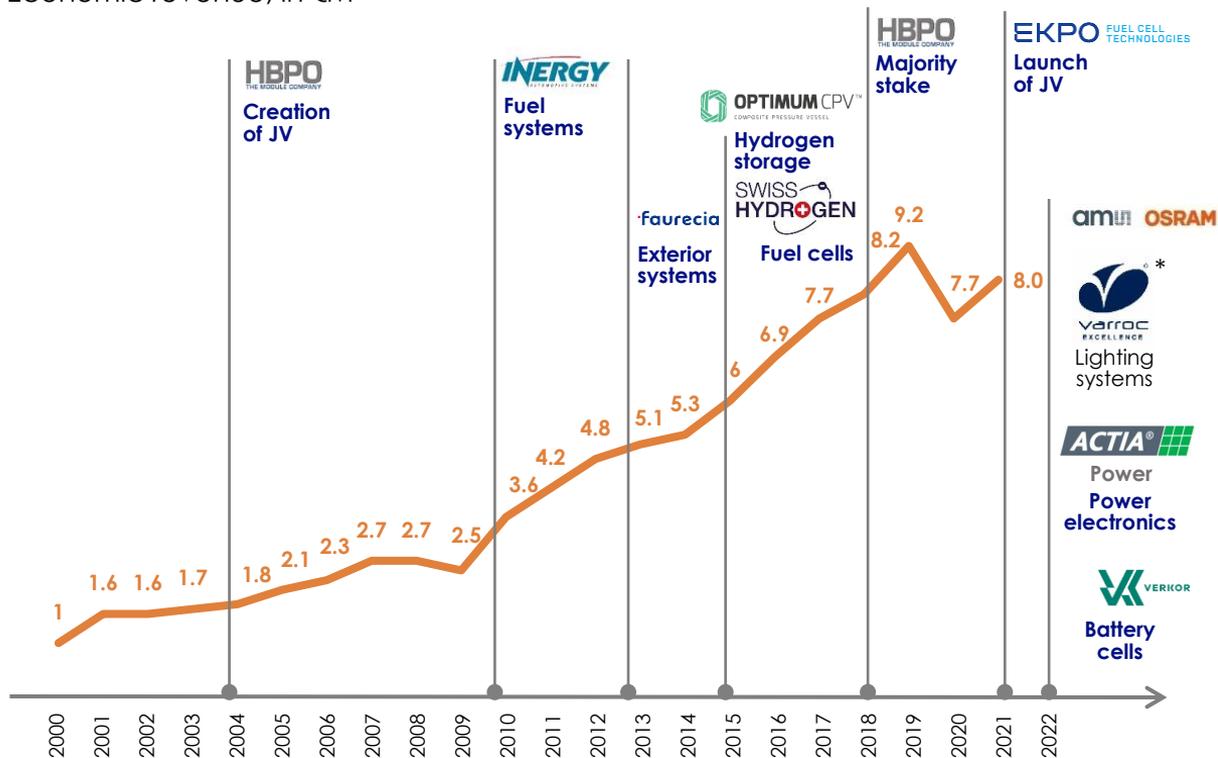
STRONG FOUNDATIONS FOR THE FUTURE

● LAURENT FAVRE



A proven track record of growth organic, external & partnerships

Economic revenue, in €M



*Closing subject to relevant antitrust clearances

CAPITAL MARKETS DAY – May 12, 2022 | 6 Source: S&P Global Mobility Production Powertrain database – millions of vehicles - March 2022 – LV+LCV 0-3.5T

From
a **multi-activity**
group

To
a **major player**
in mobility

+10.4% CAGR
2000-2021 revenue
vs. 1.1% for the market

Revenue
x8 since 2000

50% Organic growth

50% M&A



PLASTIC OMNIUM

Plastic Omnium **today**

A world-leading business in the automotive industry

Created in **1946**
59.4% owned by
the founding family*

€**8.0bn**
2021
Eco. Revenue

30,000 employees
in **25** countries,
4 continents

137 plants
31 R&D centers

#1 worldwide
Bumpers
Tanks
Front-end modules
for passenger cars

A robust
financial profile
to support
future growth

A strong
ESG commitment



4

DIVISIONS

**Intelligent
Exterior Systems**



**PO Modules
(HBPO majority stake)**



**Clean Energy
Systems**



New Energies



A large customer portfolio across the mobility sector

AUTOMOTIVE

From **65** brands in 2015
to **93** brands in 2021

€5.6bn
Eco.Revenues

€8.0bn
Eco.Revenues



LUCEID

LYNK&CO

NAVISTAR



polestar

RIVIAN



NEW MOBILITY SEGMENTS

New customers
in heavy mobility

AIRBUS **ALSTOM**



DAIMLER

SIEMENS **VANHOOL**



Plastic Omnium **tomorrow** (end of 2022)

A world player addressing mobility across the board

All mobility
Passenger cars,
commercial light vehicles,
bus, trucks, trains,
planes

€9.0bn
2021 Eco. Revenue
proforma

37,500 employees
in **25** countries,
4 continents

147 plants
43 R&D centers

5
DIVISIONS

Lighting Systems
VLS* + AMLS



**Intelligent
Exterior Systems**



**PO Modules
(HBPO)**



**Clean Energy
Systems**



New Energies



A TRANSFORMING MARKET WITH NEW OPPORTUNITIES

● LAURENT FAVRE



4 megatrends transforming the automotive industry



Zero-emission vehicles

38% of light vehicles in 2030

Battery electric and hydrogen are playing the key roles



Connected & digital vehicles

90% of connected light vehicles in 2035

Growing share of software in value per vehicle



ADAS & autonomy

New regulations are accelerating growth in ADAS

83% of light vehicles partially autonomous by 2030



User experience

Integration of new functions and innovative applications

Design through lighting is becoming critical



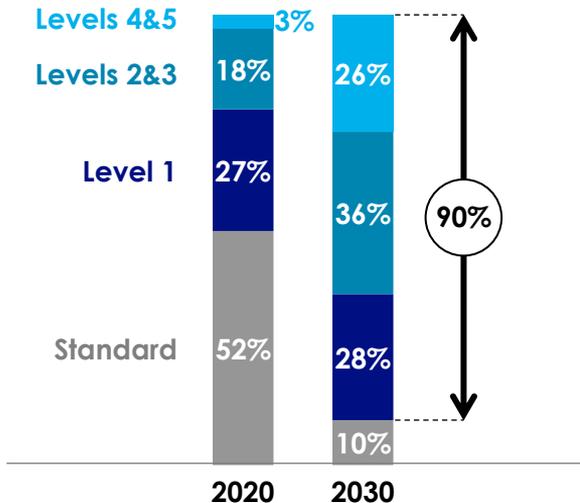
Sustainability

New opportunities to create value and growth

New use cases, new technologies, new markets

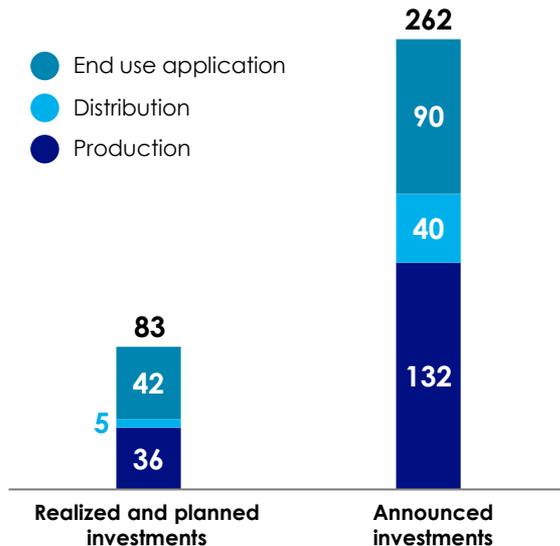
Connected Vehicles

Global penetration of connected cars
(% new light vehicles sales by connectivity level)



Hydrogen Investments

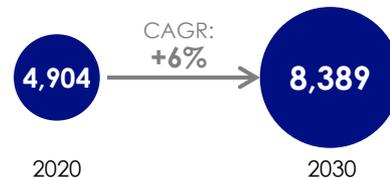
Projected investments through to 2030
(\$bn)



Global Demand for Electric Traction in Heavy Mobility

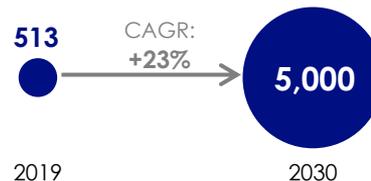
RAILWAY

Global number of hybrid trains
(in units)

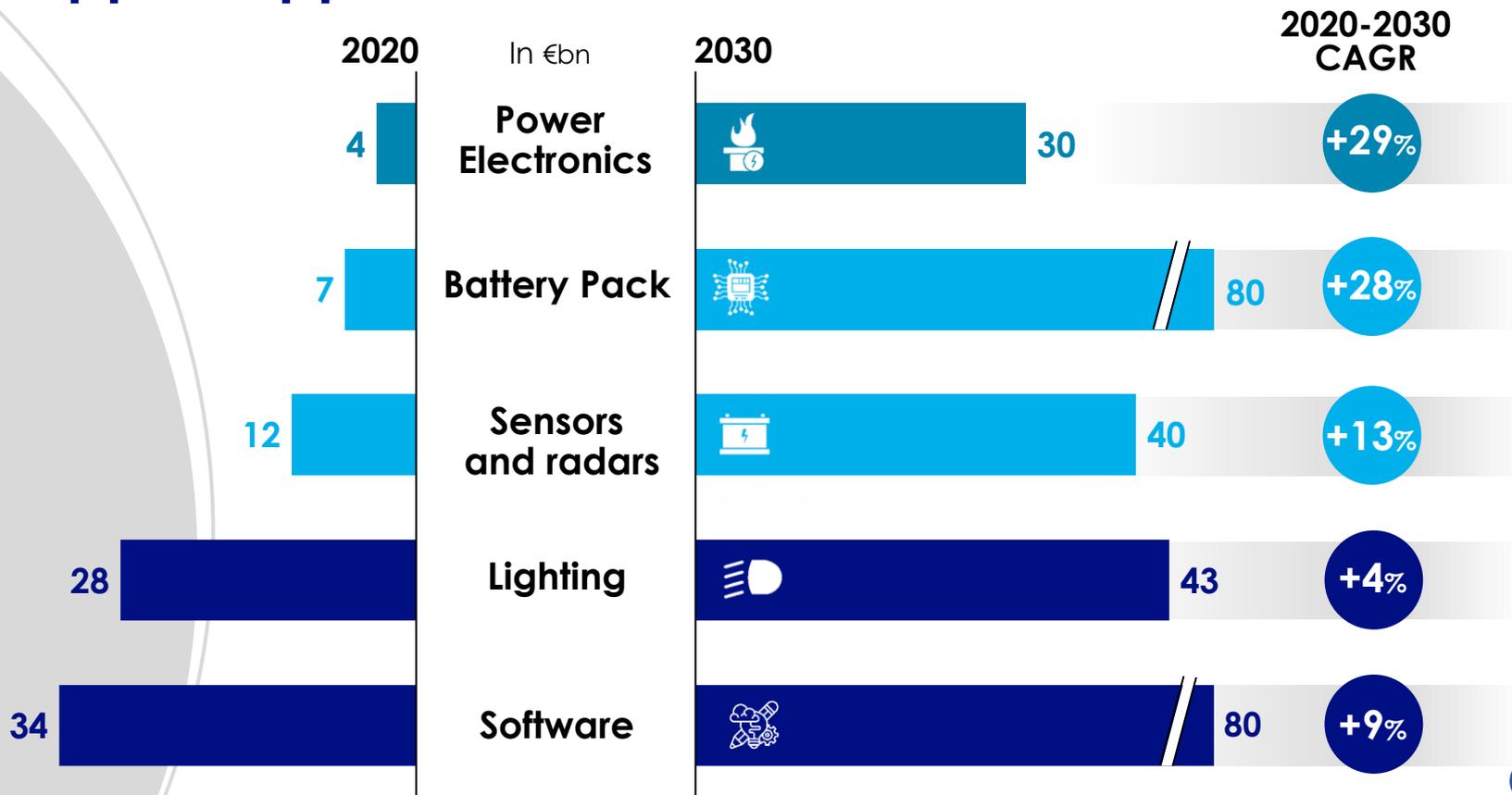


BUS & COACH

Global number of electric buses
(in thousand units)

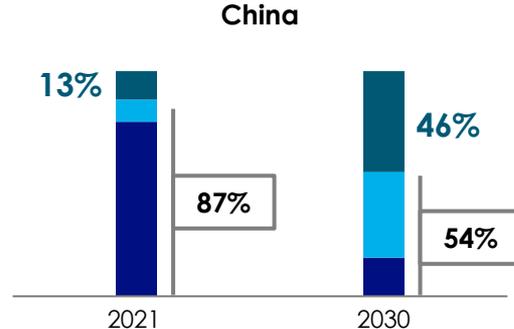
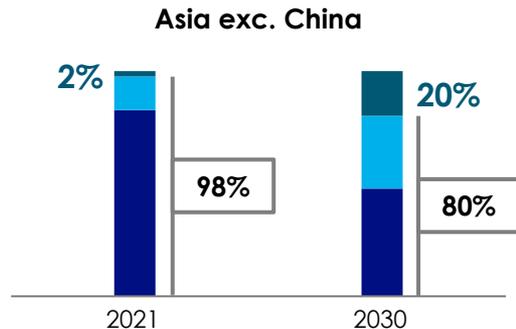
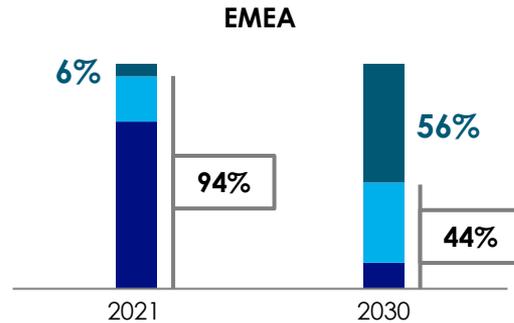
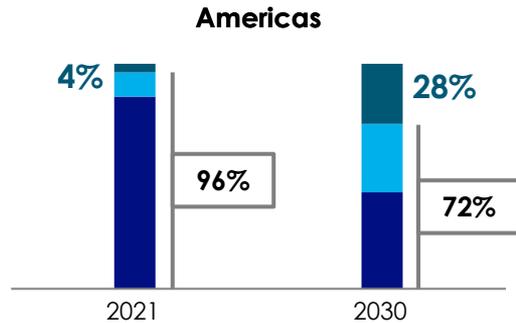


A clear shift within the automotive value chain providing untapped opportunities



Increased regionalization of the powertrain mix

● ICE ● Hybrid + PHEV ● BEV+ FCEV



Strong shares of BEV+FCEV in Europe and China

Resilience of ICE & equivalent in Americas and Asia exc. China

● Short term: a challenging macro environment

Acceleration of transformation in the automotive industry post COVID

1

Disrupted supply chain

2

Rising inflation

3

Changes in customer behavior

PO'S ANSWERS:

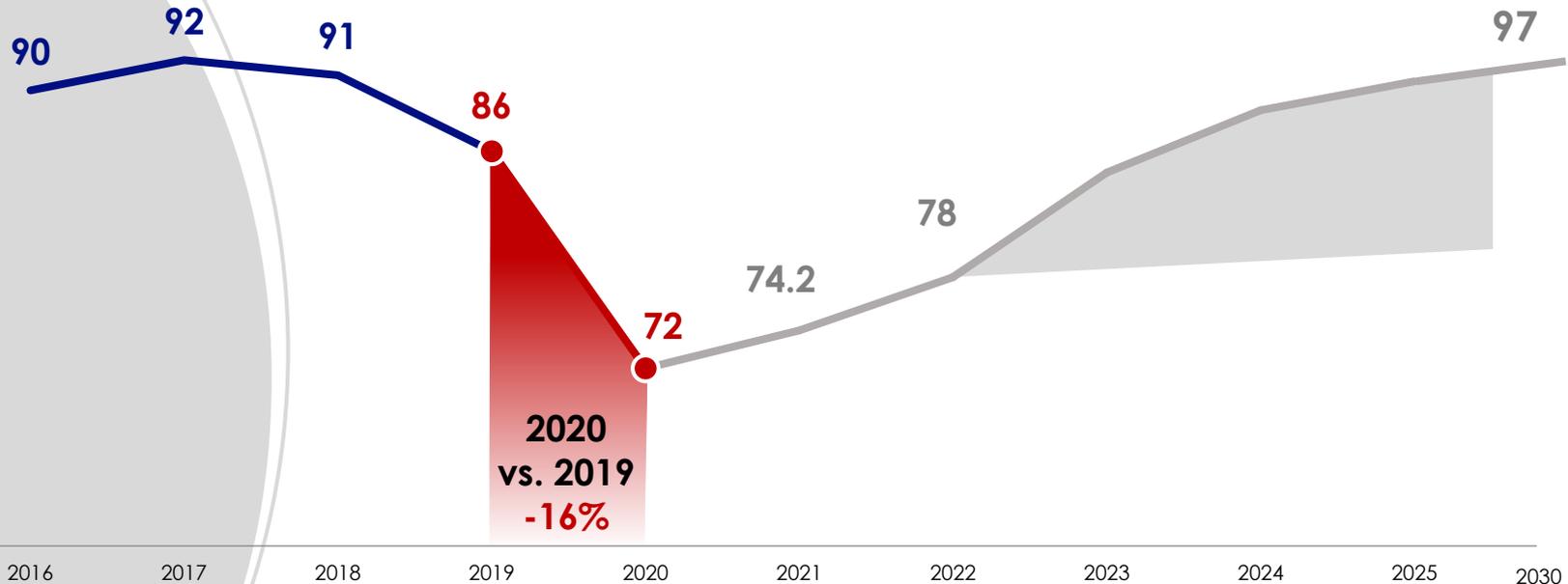
- Agility
- Efficiency (Omega €200m)
- Transformation

PO capable of adapting to different scenarios

Automotive production: mid-term outlook

Annual world production
(In millions of vehicles)

— S&P Global Mobility



Deep changes within the industry: an opportunity for Plastic Omnium



SUPPLIER CONCENTRATION

Streamlining
of the supply chain



OEM CAPITAL ALLOCATION

Focus on Software
and Electric powertrain



BRAND AWARENESS

Differentiation
by design
& lighting



SUSTAINABILITY

Strict criteria
for supplier
selection



DIVERSE MOBILITY

Multi-modality
powertrain
solutions

PO's CAPABILITIES

Multi-powertrain
& mobility offer

Systems integration
& logistics management

Smart & customized
exterior systems

Carbon neutrality
& recyclable materials

AFFIRMING OUR VISION & PURPOSE

● FÉLICIE BURELLE



OUR VISION

As a leader, we aim to play a driving role
in the mobility transformation and the energy transition.

As a sustainable and responsible company,
we will challenge the status quo
and open new perspectives.

DRIVING A NEW GENERATION OF MOBILITY

DRIVING

We build on our industrial success, pushing performance to new levels of excellence. We believe that success comes from our people, inspiring them to make a difference.

NEW

We accelerate our innovation efforts, with digital technologies as key enablers to meet future market needs for safer, greener and smarter mobility.

OUR PURPOSE

DRIVING A NEW GENERATION OF MOBILITY

MOBILITY

We capitalize on our customers relationships to forge new paths in mobility, answering the energy transition challenges.

We develop partnerships, conquer new markets and grow together.

GENERATION

Our vision is passed on from generation to generation. As we care about people and feel responsible for the planet, we are committed to delivering a positive impact for future generations.

Strategic priorities

1

Reinforcing our product portfolio
to grow our content per vehicle

2

Generate new, profitable growth
in EV mobility, connectivity and safety

3

Enlarge our scope to services arising
from new mobility requirements



AMBITIOUS BUSINESS IMPLICATIONS

● LAURENT FAVRE

FÉLICIE BURELLE

DIVISIONS CEOs



PLASTIC OMNIUM

1 Reinforcing our product portfolio to grow content per vehicle

Reinforcing divisions leadership

By nurturing customer intimacy and pushing commercial and operational excellence to the next level

- Target **new geographies** and **new customers**
→ Increase market share by region
- Respond to increases in **outsourcing**
- **Lightweighting & aerodynamics** in BEVs
- Shape industry towards **recycled plastics**

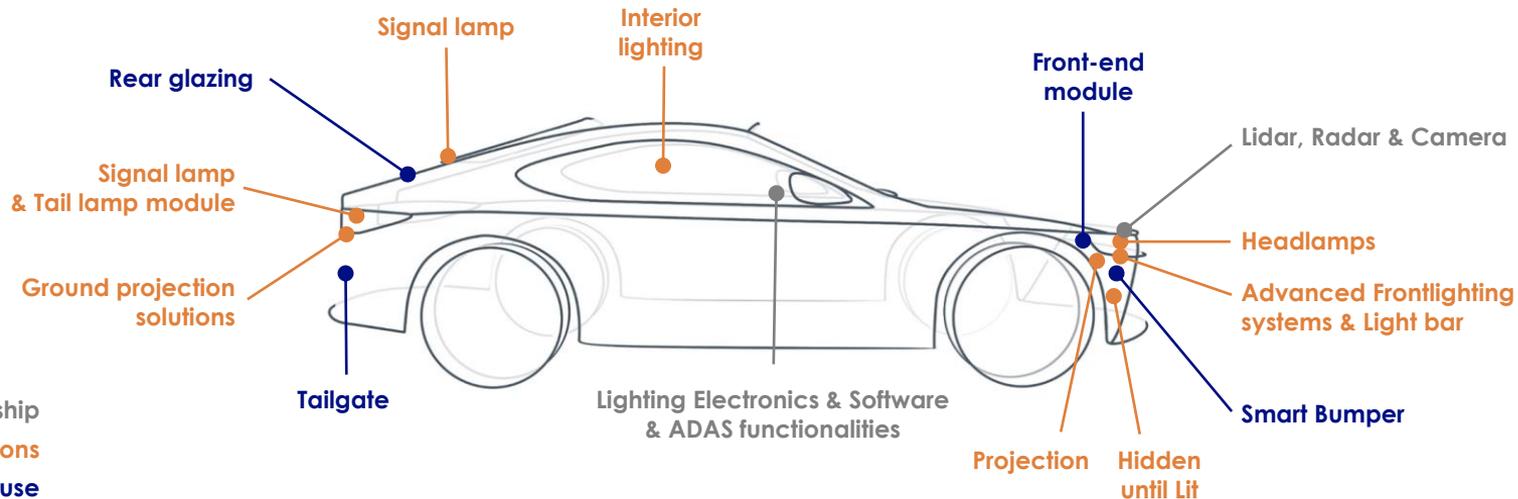
By leveraging our industrial footprint to access untapped markets and customers

- Go **beyond components**
 - Supplier of systems and solutions
 - Intensify cross-selling to grow content & value-add per vehicle
- Streamline **industrial footprint** to serve global customers

2 Generate new profitable growth in EV mobility, connectivity & safety

Entering new complementary segments of car body such as lighting and ADAS

To benefit from the fast-growing demand in connectivity solutions



Partnership
Acquisitions
In-House

2 Generate new profitable growth in EV mobility, connectivity & safety

Building a complete range of energy-management systems and solutions

For all types of powertrains, including BEVs and FCEVs

Internal Combustion Engine



Electric Vehicle



Hydrogen



A complete range of storage and energy management solutions

we **RELY** on our legacy

we **POWER UP** the present

we **DRIVE** the future



2 Developing product and systems-related software

Enhancing and securing the attractiveness of PO's offering



Lighting Systems
VLS* + AMLS



Intelligent Exterior Systems



Modules (HBPO)



Clean Energy Systems



New Energies

← Creation of a PO Software House →

SECURE IP, INTEGRATE MORE VALUE, INTERFACE WITH OEM OS

- **Strong software development** (ADAS, lighting, Electrification) will enable expansion
- Build upon acquired skillset to **expand into adjacent software systems and overall software integration**
- Be ready to **address off-board software and software-based services**

INTELLIGENT EXTERIOR SYSTEMS

Towards smart
body parts

STÉPHANE NOËL



World leader in bumpers and tailgates

Bumpers



Tailgates



€3.5bn (43%)

of eco. revenue
in 2021

#1 worldwide

15% market share

21m bumpers/year



**STRONG
FOOTPRINT**

64 plants
in 15 countries

20,000
employees

13 R&D centers

1,026 patents

Business objectives

Outperforming the market through integrated solutions

By expanding existing business



By increasing added-value when supplying complete solutions

• Target new geographies and new customers

- Increase in market shares in:
 - North America from 9.9% to 12% in 2025
 - China from 24% to 26% in 2025

• Reinforcing lightweighting & aerodynamics in the BEV segment

- BEV sales from 8% total sales to 30% in 2025
- Tailgates 0% to 20% market share targeted in North America

• Develop complete integrated solutions in collaboration with Lighting & Modules activities

- Additional value per vehicle with lighting between €50 and €250

• Successfully build on existing and future partnerships in ADAS

- Additional value per vehicle between €100 and €200

Increased value per vehicle

Comprehensive offer integrating lighting and driving aids



Full integration

Design differentiation, lighting signature & tailor-made lighting



Intelligent

Smart panel transparent to radio and radar waves



Key component for ADAS

Integration and protection of driving aids



Sustainable

Up to 15% lighter than a non-integrated solution



Conquest of BEVs and new players

Meeting weight challenges to reduce consumption

Lightweighting of plastic vs. Metal for the tailgate

Lightweighting aerodynamics



Lucid Air EV

Bumpers and tailgate
(Mexico)

Car of the Year



Renault 4ever EV

Bumpers and tailgate
(France)

Asia & North America

3
new plants in China
by 2024

Pure EV player



Nio ES6



HIGH
order intake
in the US

HONDA

New Customer



GM Spring Hill
externalization:
Cadillac
Lyriq EV SUV



Volkswagen ID4

4D imaging radar in partnership with



Imaging radar integrated in body panels

- Very high resolution
- **Excellent perception of environment**
- Efficient electronic architecture
- **Easy integration into exterior parts**



Disruptive technology by 2025



LIGHTING

A new key lighting
player

PIERRE-HENRI
DESPORTES



Impending future division with a solid base



amun OSRAM

Strong assets	Full product range	Good geographic footprint	Large customer portfolio
<p>~€1 bn revenue</p> <p>7,000 employees</p> <p>11 plants</p> <p>12 R&D centers</p> <p>>200 patents</p>	<p>From Light engines</p>  <p>To Full head lamp</p>   <p>Exteriors</p> <p>&</p>  <p>Interiors</p>	<p>Strong presence in Europe</p> <p>Large footprint in the Americas</p> <p>Base in Asia</p>	   <p>DAIMLER</p>           <p>RIVIAN</p> <p>SAIC</p>  <p>SKODA</p> <p>STELLANTIS</p>  <p>TESLA</p>   <p>PLASTIC OMNIUM</p>

An attractive market for PO

A growing market

4.4%
Lighting Market
CAGR 2020/30

Equipped to leverage the mega trends of the automotive industry

Mass customization



Powertrain agnostic



Active safety and autonomous driving



Clear product synergies with current PO portfolio

Lights within bumpers



Light carried by Modules



A clear strategy in two clear steps to build and grow the business

BUILD
24-36 months



Leverage PO's strengths
to build and improve performance

Customer intimacy

Operational excellence

Cash management

GROW

>€1.5bn sales in 2027



Cross-fertilize AMLS and VLS* strengths
to outperform the market

AMLS to boost VLS products thanks
to innovation on current products

VLS to speed up industrialization of AMLS products
on fast growing market (Interiors, Bodywork)

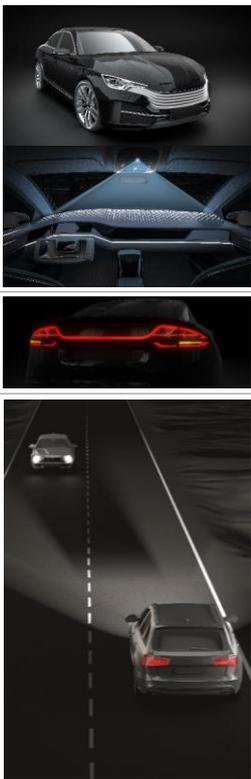
Open new geographies in Asia

Develop the Americas

Cross-fertilization of strengths in AMLS and VLS* to boost product growth

Market size
In €bn

CAGR
2020/2030



Overperform on growth by speeding up time-to-market of AMLS innovations thanks to VLS engineering and manufacturing capabilities

Follow Market Growth

Boost VLS's market share thanks to AMLS's innovations in light engines

+4.4%

28

4.5

4.5

19.0

2020

43

8.1

6.9

28.0

2030

Body & Interior 6.2%

Rearlamps 4.4%

Headlamps 3.9%

PO MODULES

Towards a larger offer
MARTIN SCHÜLER



World leader in front-end modules



Front-end modules



Cockpit modules



Aerodynamic systems



€2.2bn (27%)

of eco. revenue
in 2021

#1 worldwide

18% market share

5m FEM/year



**STRONG
FOOTPRINT**

31 plants
in 11 countries

3,000
employees

7 R&D centers

137 patents

Business objectives

Leveraging electrification to further boost growth & profitability

Accelerating Growth in existing Business



New Modules will benefit from synergies

- **Balance geographies and win new customers**

- Double-digit CAGR in Asia and North America

- **Actively target outsourcing opportunities with OEMs as the market transforms**

- Excellent customer reputation leads to strong intake of new orders
- Target 3 significant projects through 2025

- **Functional integration for new modules**

- **Enhance footprint**

- **Leverage electro-mechanical know-how**

- **Develop new modules to increase content per vehicle**

- **Additional sales between €300m-€400m by 2026 with improved profitability**

Accelerating growth in existing Business

Increasing sales thanks to PO Modules' strengths

- **Strong R&D** (safety, aerodynamic management)
- **Supply chain management**
- **Operational excellence** for complex modules
- **Proximity** with strategic global OEMs
- **Speed and agility**



Jeep



New modules will benefit from synergies

Meeting OEMs' expectations with new modules



ROLLO SHUTTER

Helps reducing **drag**
and **tractive resistance**

Contributes to reducing **fuel consumption** and indirectly to lowering CO₂ emissions

Designed to improve **fuel efficiency**

Extends **electrical driving range**

BEVs



Charge lid

Frunk



Growth drivers: Asia & North America

2

New plants in China by 2024



Additional business in North America



CLEAN ENERGY SYSTEMS

Towards leadership
in energy storage
& management
systems

LAURENT FAVRE



World leader in fuel and depollution systems



Fuel Tanks for ICE vehicles



Tanks for hybrid vehicles



Depollution systems for diesel (SCR)



€2.4bn

revenue in 2021
(30% of Group revenue)

#1 worldwide

21% market share

15.6m tanks/year

2.1m SCR/year



GLOBAL FOOTPRINT

41 plants
in 20 countries

7,000
employees

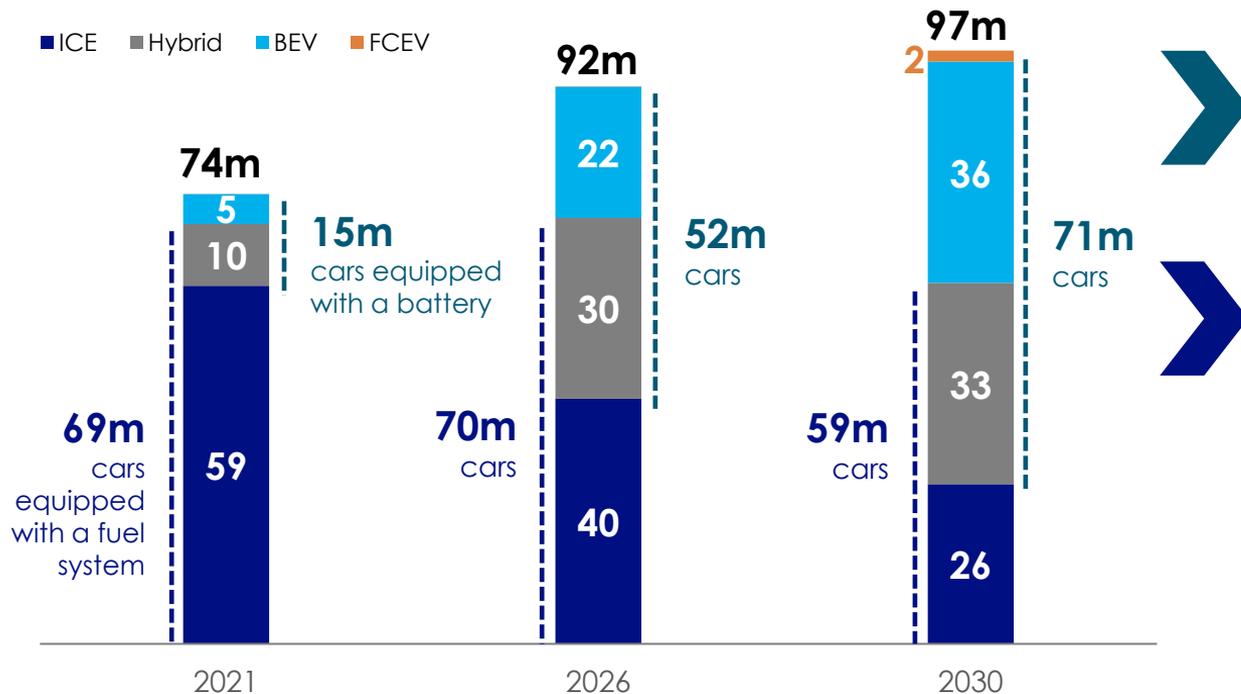
5 R&D centers

900 patents

Evolution of the powertrain mix in passenger cars

Global automotive production outlook

By powertrain type in millions of vehicles



The trend toward **electrification** is accelerating

The demand for **fuel systems** will remain at stable volume until **2026** and then decrease

PO will embrace these changes and **turn them into opportunities**

Increasing addressable market share in fuel systems

- **Maintain strong competitiveness** driven by PO's operational excellence
- **Continuously adapt** our footprint to reflect the evolution of the **powertrain mix** and **geographical market needs**
- **Limit** incremental CAPEX, **maximize** Free Cash Flow

80%

of CES order book 2026 **already secured**



 ICE and hybrid vehicles

MARKET-SHARE TARGET* IN FUEL SYSTEMS



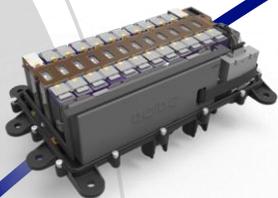
Market share gains thanks to:

Penetration increase of plastic vs. steel

OEMs' strategy to focus on leading suppliers

Strong growth in South East Asia & South America

Electrification for mobility

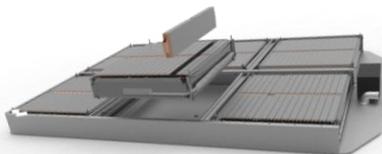


48V battery pack

Exclusive partnership

Innovative sustainable chemistry
(sodium-ion, cobalt & nickel free)

Hybrid-vehicle applications



High-voltage battery pack

Equity stake

Smart and low carbon chemistry (lithium-ion)

BEV applications



Battery packs, power electronics, up to full electrification systems

Acquisition

Systems for electrical mobility

Commercial vehicles & trains

Electrification strategy overview



STEP 1

Establish expertise on electric powertrains

- Based on ACTIA Power competencies in **heavy mobility**
- Development of **48V battery pack**
- Develop **commercial vehicle market** know-how and **customer relationships** together with New Energies

STEP 2

Grow volumes and references

- Benefit from technology roadmap in **power electronics & battery packs** and customer proximity from ACTIA Power
- Expand **48V opportunities** in all mobility fields
- Leverage **PO's operational excellence** and extensive industrialisation expertise
- Access to **low carbon cell capacity** from Verkor

STEP 3

Expand to automotive markets

- Seize opportunities on **light vehicle market**
- Benefit from PO's strong **OEM relationships and global footprint**

Electrification objectives

Combine our forces and expertise to progressively succeed in this new field and become a solid player in electrified vehicles through both organic and external growth

Build a complete range of storage & energy management systems and solutions for all types of mobility and all powertrains

Our ambition: >€1 bn revenue by 2030



NEW ENERGIES

Targeting mobility
across the board

MARC PERRAUDIN



Hydrogen systems for mobility

WHAT?

Hydrogen Storage Systems



Fuel Cell Stacks with



EKPO FUEL CELL TECHNOLOGIES

(JV)

Fuel Cell Systems



HOW?

5 R&D centers
(Europe & China)

150 patents

2 plants in 2022
7 in 2024

GLOBAL
footprint
Europe, Asia,
America

FOR WHAT?



Zero Emission



Extended Range



Quick refill



Business objectives

Grow faster than the market to become # 1 in 2030

Target revenues

€300m
in 2025
Break-even
in Operations

€3bn
in 2030
Relative
performance

New Customers

2/3
of sales
in Commercial vehicles
(Buses, Trucks, Trains)

2030 market share target

25%
for Hydrogen
Storage

10-15%
for Fuel Cell Stacks/systems

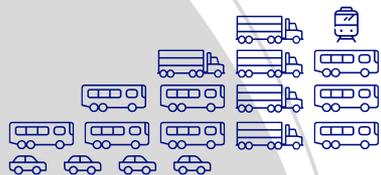
Investments

€100m/year until 2030
5 new plants
under construction
(Korea, China, USA, and 2 in Europe),
ready in 2024

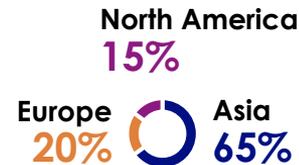
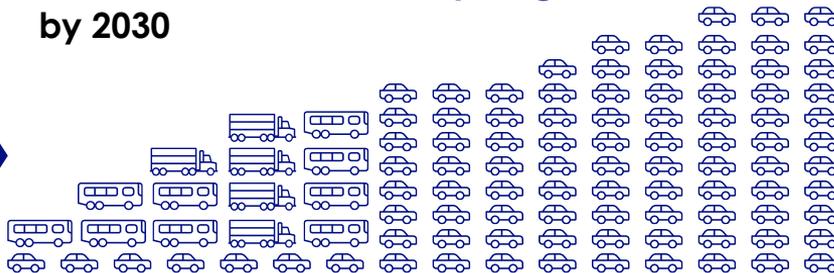


A fast-growing emerging market

From **200,000** hydrogen vehicles in 2025



To more than **2 million** hydrogen vehicles by 2030



Production capacity is in place today at PO...



10,000

hydrogen vessels per year for heavy mobility



10,000

fuel cells per year thanks to EKPO, joint venture with ElringKlinger

... and will continue to increase according to market growth

Plastic Omnium will deploy manufacturing capacities globally:

- to switch to mass production
- to optimize costs

15 production lines will be operational by 2030

A complete offer of standard products for all mobility segments

FUEL CELL STACKS

ranging from 30 to 200kW+

HYDROGEN VESSELS & SYSTEMS

- 350 and 700 bars
- Innovative ultra high-speed manufacturing processes

INTEGRATED HYDROGEN SYSTEMS

including the fuel cell stack and all key auxiliaries:

- Thermal control
- Electronics & software management
- Air compression & humidification
- Power electronics

Light vehicle

Bus



PLASTIC OMNIUM
HAS A UNIQUE
COMPREHENSIVE
OFFER

Across the entire
hydrogen value chain

For all mobility segments
trucks, buses,
light vehicles,
trains, planes

Full focus on product maturity and performance since 2015

100 programs with 85 clients across different mobility segments (buses, trucks, planes...)

Solid **commercial pipeline**

€780m booked order intake



As a pioneer in hydrogen, Plastic Omnium has a leadership position on the market with a mature offer and a global footprint



SUSTAINABILITY ROADMAP

● LAURENT FAVRE





ACT FOR ALL™

CARE
FOR PEOPLE

RESPONSIBLE
ENTREPRENEURSHIP

SUSTAINABLE
BUSINESS

MSCI
ESG RATINGS



Progress in all Sustainability KPIs in 2021

SAFETY

0.69*

FR2 divided by 2
in 2 years
(1.2 in 2020 / -42%)

WOMEN IN EXECUTIVE MANAGEMENT

38%

in the Executive Committee
(30% in 2020 / +27%)

54%

in the Board of Directors
(47% in 2020 / +15%)*

WOMEN IN SENIOR MANAGEMENT

15.7%

(14.7% in 2020 / +7%)

2030 OBJECTIVES

40%

women in Senior
Executive
Management

30%

women
among Managers
& Engineers

YOUTH

875

apprentices + VIE+ trainees in 2021
(804 in 2020 / +9%)

2025 TARGET

1,000

BOARD OF DIRECTORS COMMITTEE

Enlarging the nomination
committee to sustainability
in 2022

Initiatives in support of the population in Ukraine



Vigo & Arevalo, Spain



Székesfehérvár, Hungary



Lippstadt, Germany



Alphatech, France



Lublin, Poland



Our carbon footprint: 43.8mt CO₂ in 2019



UPSTREAM SCOPE 3

Upstream activities



Purchases



Upstream freight



Travel /
commuting



Equipment

SCOPES 1 & 2

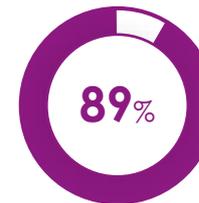
Group activities



Operations

DOWNSTREAM SCOPE 3

Downstream activities



Downstream freight



Use of sold
products



End-of-life for sold
products

Carbon neutrality: the roadmap

PO's objectives approved by



and aligned with **BUSINESS AMBITION FOR 1.5°C**  



→ **SCOPES 1 & 2: neutral in 2025** → **SCOPE 3: -30% in 2030** →



Reduce

12% reduction in energy consumption



Replace

Use of renewable energy



Compensate

Carbon offset projects



Collaborate

Action plan with stakeholders

→ **SCOPES 1-2-3: neutral in 2050** →



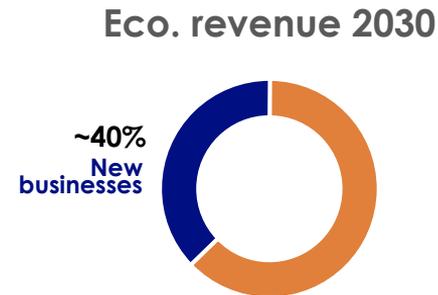
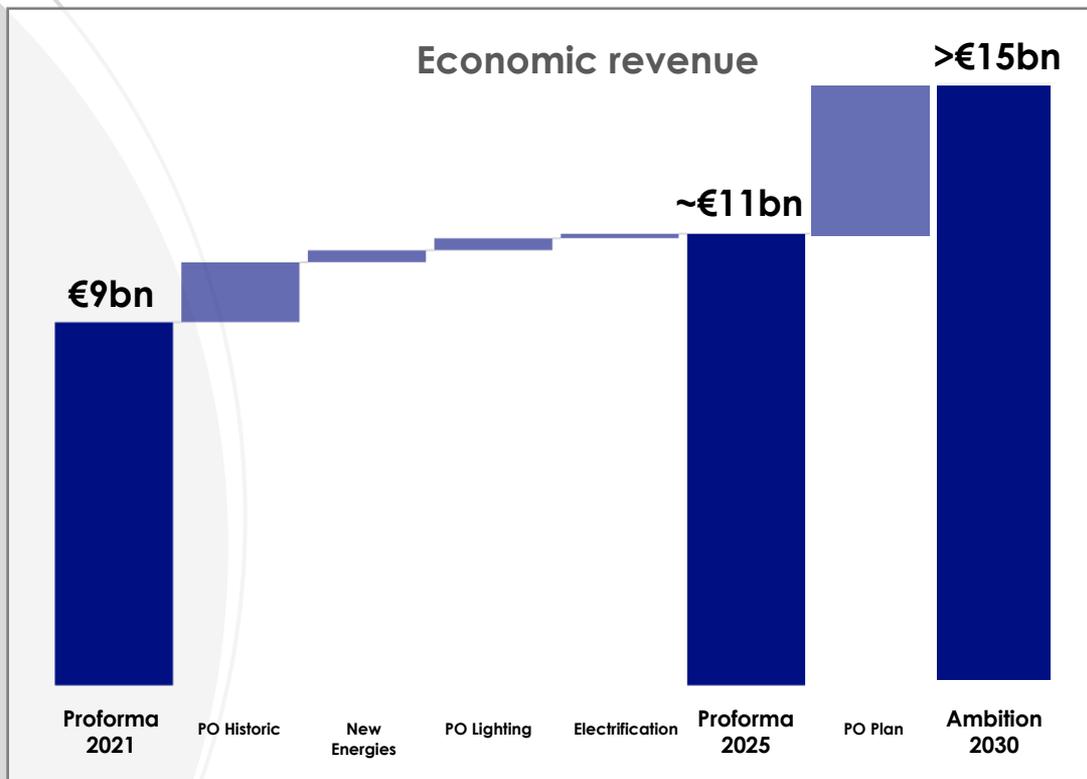
MEDIUM-TERM FINANCIAL INDICATORS

KATHLEEN WANTZ-O'ROURKE



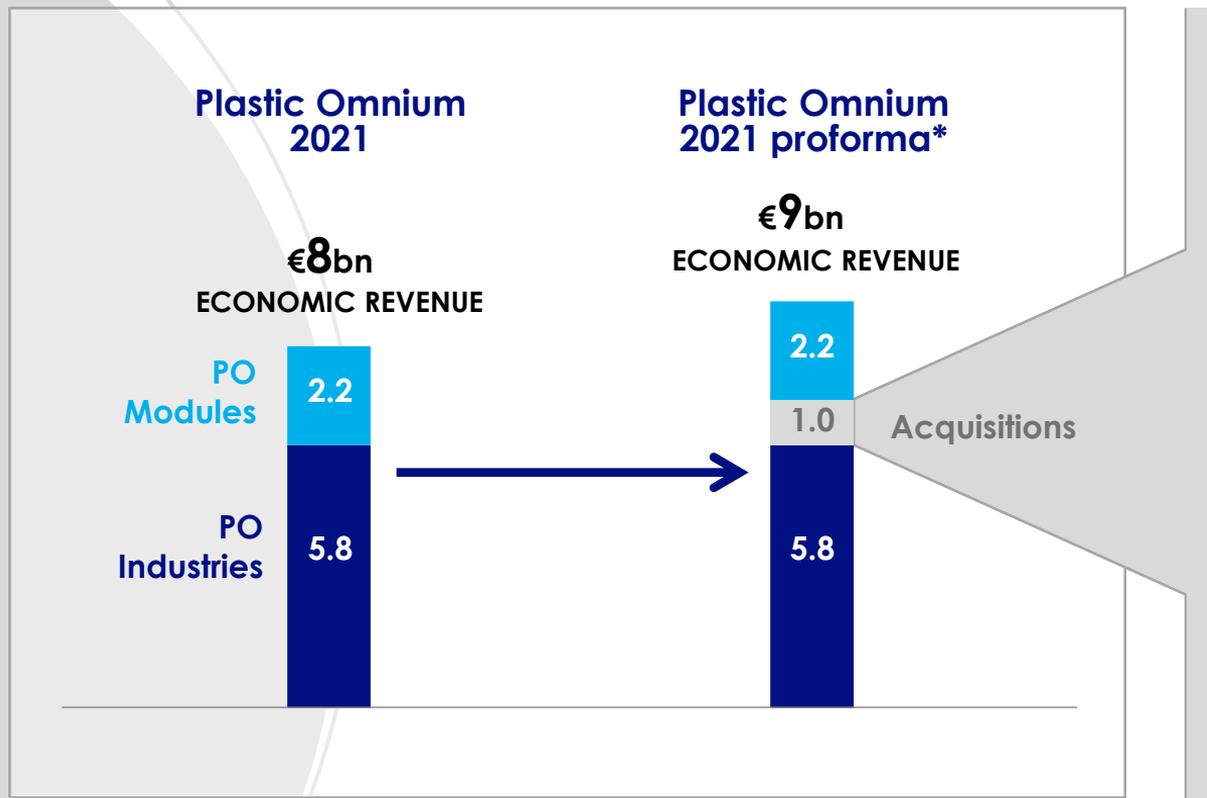
Growth in new businesses drives the transformation

~40% of revenue beyond 2025 stems from new businesses



2021 proforma view with acquisitions

Self-financed: available liquidity supported by strong balance sheet



Key deal elements New Businesses



- EV €600m
- Sales multiple 0.75x 2021
- EPS accretive within 12-24 months



- EV €65m
- Sales multiple 0.43x 2021
- Tech centre (R&D)



- Under exclusive negotiations
- Estimated revenue 2021 €22m

Drivers of profitability for future new businesses (lighting and electrification)

A well-defined toolbox to drive value creation in build phase



Accretion through commercial, technical & operational initiatives

- Formation of **dedicated PMI team**
- **Commercial and technical**
 - Secure and maintain customer relationships for the long-term
 - Accomplish commercial synergies "smartface"
 - Increase efficiency in engineering
- **Operational**
 - Improve material margins leveraging procurement
 - Recover inflation impact
 - Deploy PO-Way in manufacturing
 - Achieve cost synergies @ run-rate ~€25m

➔ **Leveraging Omega programme**

Efficiencies: progress update on OMEGA transformation plan



INDIRECT PURCHASING

- Bundling
- Demand management
- Digitalization
- Focusing on best quality / cost suppliers



DESIGN & DEVELOPMENT

- Robotic process automation
- Simulation tools
- Optimization of tooling supplier base
- Offshoring R&D centers



FIT

- Finance & IT processes and tools



2 first axes in 2021



3rd axis launched

**€100m run rate cost savings in 2021,
on track to achieve €200m target for the 2 first axes**

Capital allocation framework

PO historical scope provides the means to transform

ORGANIC INVESTMENT

CAPEX of ~5% of revenue

Mature industrial footprint freeing up capital for organic growth

Auto-financing Hydrogen, Software House, Innovation, Information Systems upgrade

**Cash generation
~3-4%
of revenue**

M&A

Stringent and selective approach to acquisitions

3 principle criteria:

Geographical diversification

Technology

Synergies with existing businesses

FINANCING

Maintain liquidity at a level that protects the Group

Defend and maintain competitive financing

Green financing supported by a **Sustainable Financing Framework**

LEVERAGE

Net debt / EBITDA ratio sustainably $\leq 2x$

Investments that contribute to increasing this ratio temporarily, must have the capacity to return to the Group profile within 24-36 months

In summary...



We have **identified the growth and profitability drivers** required to execute our transformation



We have **sufficient resources to finance the transformation** and the **ability to achieve** our operational improvements



Our ambition is **>€15 billion revenue in 2030** whilst maintaining financial discipline

CONCLUSION

● LAURENT FAVRE



Plastic Omnium, seizing opportunities stemming from the transforming market



in 2021

PLASTIC OMNIUM

4 activities

Fuel Systems, Hydrogen, Exterior parts, Modules

2 powertrains

Fuel Systems and H2

Automotive focus



in 2025

PLASTIC OMNIUM

5 activities with cross-selling potential

Fuel Systems/batteries, Hydrogen, Exterior parts/ADAS, Lighting, Modules

Multi-powertrains

Fuel, Batteries and H2

Multi-mobility

automotive, bus, truck, train, plane

Outperformance in BEVs (lighter exterior parts + innovative lightings + smart manufacturing process)

2030 transformation: 40% revenue from new activities

Capacity to finance growth while maintaining a sound leverage ratio

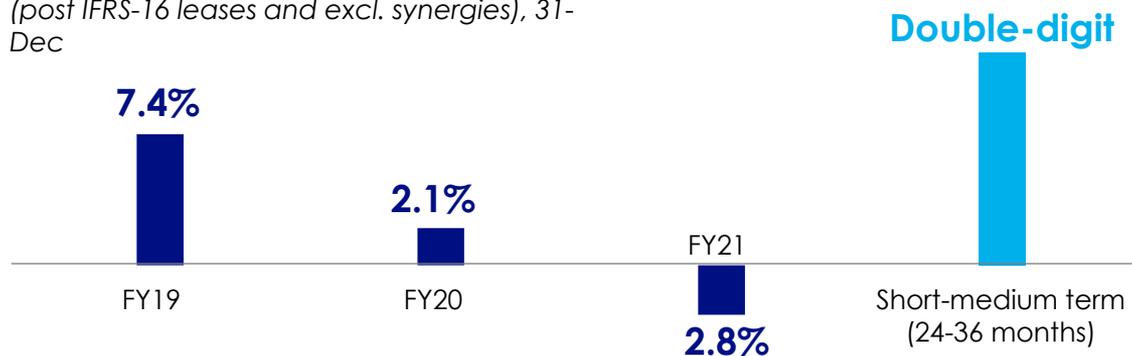
APPENDIX



Clear levers to unlock Varroc Lighting's full potential and return to profitability

Objective to restore Varroc Lighting's margins towards Plastic Omnium's standards in the short to medium term

Varroc Lighting EBITDA margin
(post IFRS-16 leases and excl. synergies), 31-Dec



➔ Limited impact on Group's operating margin on a proforma basis in 2022

➔ EPS accretive within 12-24 months post closing



Plastic Omnium's strengths to support recovery

Strong customer commitment

Operational excellence and quality processes

Cash optimization