



# Plastic Omnium Shaping the future of mobility

Investor Presentation  
December 2021



# A world-leading family business in the automotive industry



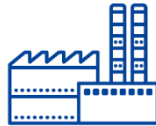
- Created in 1946 and majority owned by the founding family through Burelle SA (59.4%)
- 27<sup>TH</sup> worldwide automotive supplier



2020 Eco. Revenue

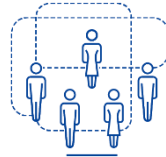
**€7.7 bn**

-14% LFL (vs auto prod -17%)



**135** plants

**25** R&D centers



**31,000** employees  
in **25** countries



**93**

customers



A strong **ESG**  
commitment

→ A ROBUST FINANCIAL PROFILE (gearing of 44% and €2.45 bn of liquidity - H1 2021)  
to accelerate INNOVATION and seize CONSOLIDATION opportunities

# Shaping the future of sustainable and connected vehicles



## Connectivity & Functions Integration



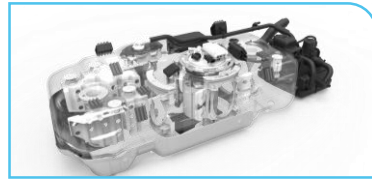
### INTELLIGENT EXTERIOR SYSTEMS (IES)

Complex, smart exterior systems that improve energy performance (lightweighting and aerodynamics) and function integration

**€3.3bn (43%)**  
of eco. revenue in 2020

**#1 WORLDWIDE**  
**15% MARKET SHARE**  
**22m BUMPERS/YEAR**

## CO<sub>2</sub> reduction



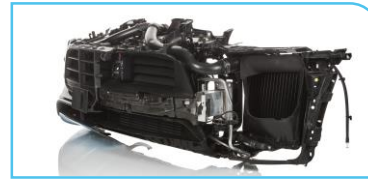
### CLEAN ENERGY SYSTEMS (CES)

Onboard energy storage and emission reduction systems for all types of engines improving air quality and contributing to CO<sub>2</sub> reduction

**€2.3bn (30%)**  
of eco. revenue in 2020

**#1 WORLDWIDE**  
**21% MARKET SHARE**  
**18m TANKS/YEAR**

## Modularization & Customization



### HBPO THE MODULE COMPANY

Development, assembly and just-in-sequence logistics of complex, customized and ready-to-assemble modules

**€2.1bn (27%)**  
of eco. revenue in 2020

**#1 WORLDWIDE**  
**18% MARKET SHARE**  
**5m FEM\*/YEAR**

## Hydrogen Systems



### NEW ENERGIES

Design and manufacture of fuel cell stacks, hydrogen vessels and integrated H<sub>2</sub> system

**Target: €3,0 Mds**  
of eco. revenue in 2030

Target: **#1 WORLDWIDE**  
in H<sub>2</sub> mobility in 2030

\* Front-end modules

# Our commitment in sustainability is rewarded by referential ratings



- **Plastic Omnium's current rating**



- **CDP rating implementation. Results by year-end**



- **Supporter of TCFD, to work towards creating a more resilient financial system & safe guarding against climate risk through better disclosures**

→ Presentation of our **CARBON NEUTRALITY ROADMAP** on December 8<sup>th</sup> 2021

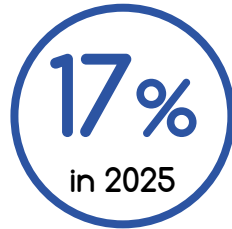
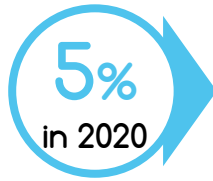
# The challenge of sustainability: a lever of performance



## IN OUR PRODUCT OFFER

- **Clean mobility** supported by energy mix shift
- Successful positioning on **BEV**
- Strong ambition in **hydrogen**
- Design parts with better **aerodynamic**
- **Thinner / lighter** parts

Increased share  
of ZEVs  
in PO's revenue



## IN OUR OPERATIONS

- **Efficiency projects** to reduce energy consumption: Top Planet index = 50%
- **32% of consumed electricity comes from renewable sources** including on-site solar installations
- **A second life for 87% of our waste:** 70% recycled and 17% recovered
- Lifecycle analysis on **bumpers and tailgates**

# BEV: PO innovates to meet “smart” requirements

SMART FACE BUMPERS



SMART TAILGATES & SPOILERS



LID MODULE



FRUNK MODULE



BODY PANEL WITH 4D IMAGING RADAR



→ An increased content per vehicle bringing more added value to PO's revenues

# BEV: PO's commercial successes and breakthrough with pure EV players

## 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



**American EV OEM**

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, body panels



**SUV and pick-up**  
by Rivian

Front-end modules



**Amazon Prime vans**

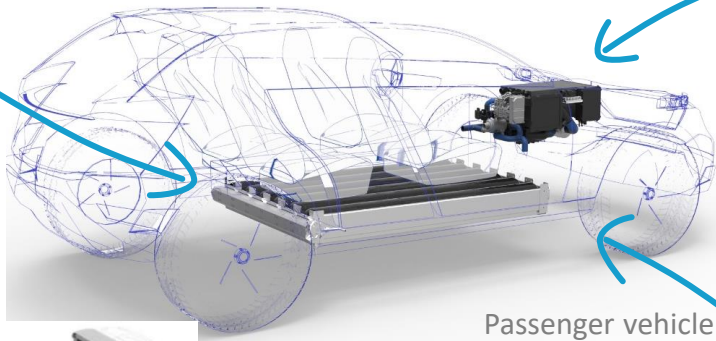
Active grill shutters

# Hydrogen: a comprehensive offer across the whole value chain addressing the mobility beyond cars

## HYDROGEN VESSEL

The hydrogen vessel is made up of:

- a liner,
- two bosses that seal the ends,
- and 60% to 65% carbon fiber, which ensures pressure resistance



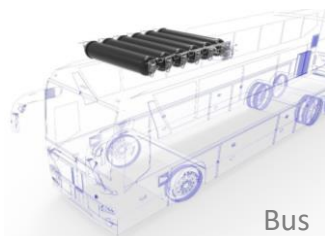
## FUEL CELL STACK

A fuel cell stack is made of 300 to 500 cells  
One cell consists of a Membrane Electrode Assembly and a Bipolar Plate

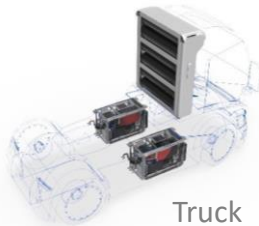
A UNIQUE PRODUCTION CAPACITY THANKS TO OUR JOINT-VENTURE **EKPO** FUEL CELL TECHNOLOGIES WITH ELRINGKLINGER (**10,000** UNITS A YEAR)

## INTEGRATED HYDROGEN SYSTEM, INCLUDING THE FUEL CELL STACKS AND THE BALANCE OF PLANT COMPONENTS

120 to 150 components divided into four major product families  
(Thermal control, Electronic & software management, Air compression & humidification, Power electronics)



Bus



Truck

Passenger vehicle

→ A WORLD LEADER IN FUEL CELL TECHNOLOGY

A strategic opportunity to create positions in heavy mobility segments



# Hydrogen: our strong commercial pipeline...



**STRONG  
COMMERCIAL PIPELINE**



**100 projects  
WORLDWIDE**



**85  
CUSTOMERS**



**Global  
FOOTPRINT**

# ...fuels our 2030 ambitions



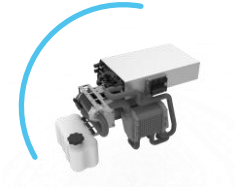
**N°1  
HYDROGEN MOBILITY**



**25%  
MARKET SHARE  
HYDROGEN VESSELS**



**10-15%  
MARKET SHARE  
FUEL CELL STACKS**



**10%  
MARKET SHARE  
INTEGRATED  
HYDROGEN SYSTEMS**



**OUR TARGET  
IN HYDROGEN**



**€0,3 billion  
REVENUE TARGET  
by 2025,  
€3 billion  
by 2030**

**€100 million  
ANNUAL INVESTMENT  
in the coming years**

**OPERATING MARGIN  
Breakeven  
in 2025  
Relative  
by 2030**

# Top-line resilience in a volatile market (9M 2021)

In €m Per business	9M 2020	9M 2021	Δ in %	Δ LFL
Plastic Omnium Industries	3,891	4,327	11.2%	13.5%
Plastic Omnium Modules	1,439	1,602	11.4%	12.9%
<b>Economic revenue</b>	<b>5,330</b>	<b>5,930</b>	<b>11.3%</b>	<b>13.4%</b>
JVs	449	537	19.6%	19.4%
<b>Consolidated revenue</b>	<b>4,881</b>	<b>5,393</b>	<b>10.5%</b>	<b>12.8%</b>

## Current IHS hypothesis

- H1 2022 : stable
- H2 2022 : start of the rebound
- 2023 : recovery

- Solid rebound in first-half revenue following COVID
- Q3 economic revenue -14.4% versus a fall of 19.5% in worldwide automotive production linked to semi-conductor crisis
- Growth 9M economic revenue remains robust +13.4%

→ A challenging backdrop creating potential consolidation opportunities

# FY 2021 guidance<sup>(1)</sup>



**Growth in revenue**

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**Operating margin of 4-5%**

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**Free cash flow of at least €220 million**

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(1) See Q3 PR for details



PLASTIC OMNIUM

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