

INVESTORS PRESENTATION

MAY, 2022



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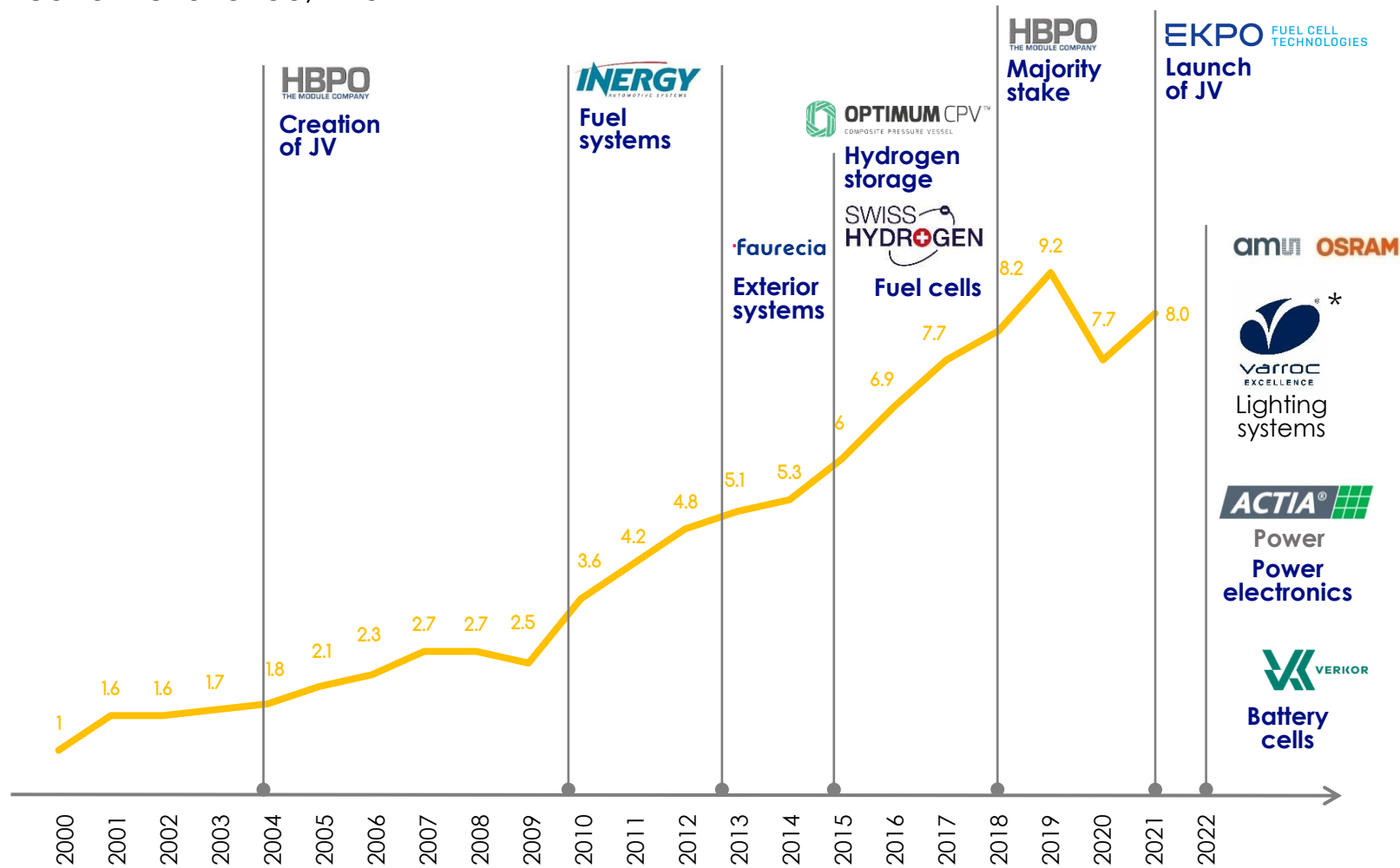
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A proven track record of growth organic, external & partnerships

Economic revenue, in €M



*Closing subject to relevant antitrust clearances

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

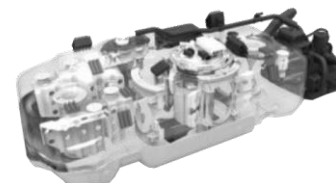
**Intelligent
Exterior Systems**



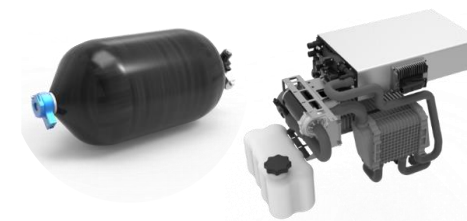
**PO Modules
(HBPO majority stake)**



**Clean Energy
Systems**



New Energies



* Via Burelle SA

2021 Financial KPIs

ECONOMIC SALES

€8.0 Bn +4.6%

LFL
-14% in 2020

OPERATING MARGIN

€303m x2.6

4,2% of sales
€118m in 2020

NET RESULT-GROUP SHARE

€126m

-€251m in 2020

HIGH LIQUIDITY

€2.7Bn

€2.6Bn in 2020

FREE CASH-FLOW

€251M x7.4

3.5% of sales
€34M in 2020

NET DEBT/ EBITDA

1.1

1.2 in 2020

ROBUST FINANCIAL STRUCTURE: STRONG RESOURCE FOR FUTURE GROWTH



DYNAMIC

**ORDER INTAKE
& STARTS OF PRODUCTION**



CONFIRMED

FINANCIAL GUIDANCES*

Q1 2022 Executive Business Highlights In a Challenging Market



SOLID SALES

despite a challenging backdrop
with increasing inflation



ACCELERATION OF STRATEGY IMPLEMENTATION

in lighting & electrification

**At constant scope and FX, on basis of IHS, February 2022 [0;3.5t PC + LCV] – 81 M vehicles -5%*

Q1 revenue per business

In €m Per business	Q1 2021	Q1 2022	Change	Change like-for-like
Plastic Omnium Industries	1,567	1,530	-2.4%	-5.4%
Plastic Omnium Modules	590	568	-3.7%	-5.9%
Economic sales	2,157	2,098	-2.7%	-5.5%
JVs	172	207	+20.2%	+14.1%
Plastic Omnium Industries	1,445	1,372	-5.0%	-7.6%
Plastic Omnium Modules	541	519	-4.1%	-6.4%
Consolidated sales	1,985	1,891	-4.7%	-7.3%

Resilient sales despite the disrupted backdrop

**FY 2022
Financial
Guidance**

ECONOMIC SALES

Outperformance

OPERATING MARGIN

5%-6%
of sales

FREE CASH-FLOW

> €260m

PLASTIC OMNIUM TOMORROW



PLASTIC OMNIUM

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



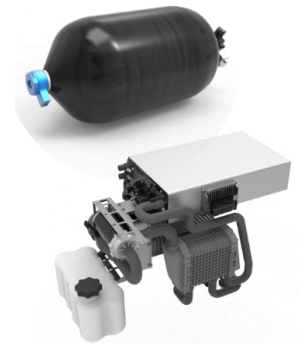
PO Modules (HBPO)



Clean Energy Systems



New Energies



* Closing subject to relevant antitrust clearances

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



NEW MOBILITY SEGMENTS

New customers
in heavy mobility

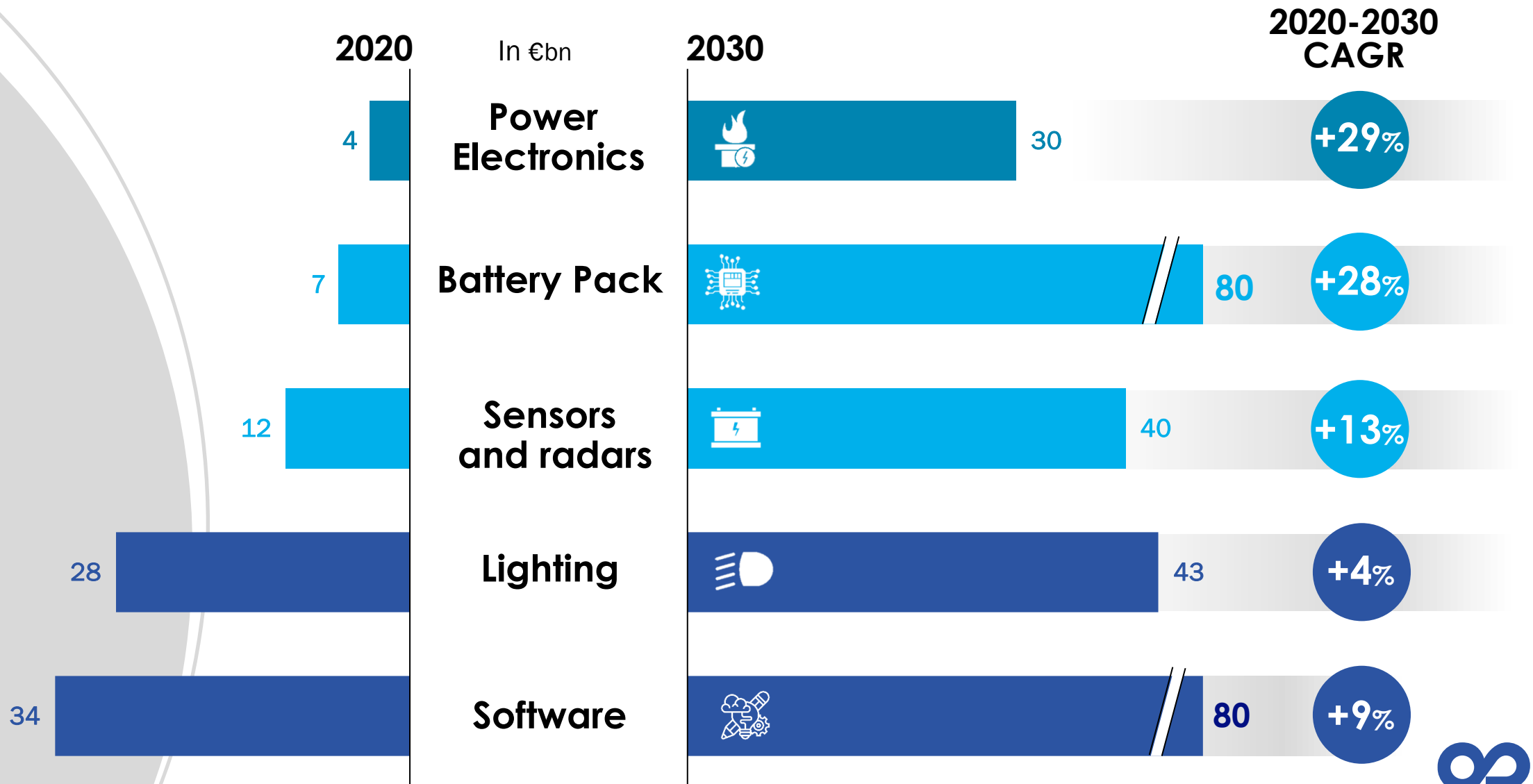
AIRBUS ALSTOM

CUSTOM DENNING we're part of daimlergroup DAIMLER

SIEMENS VANHOOL



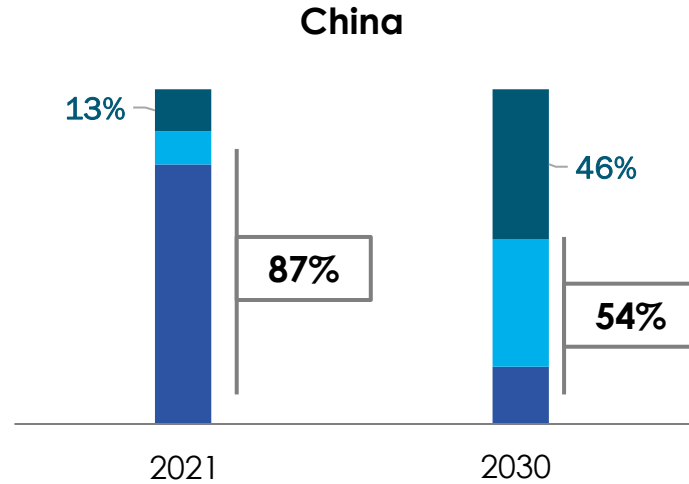
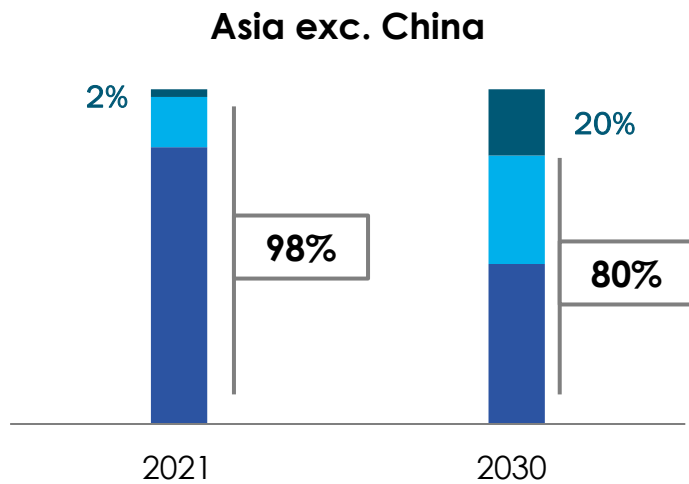
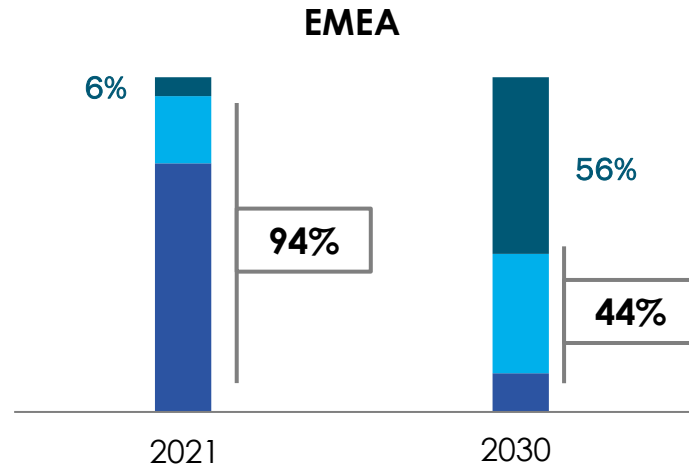
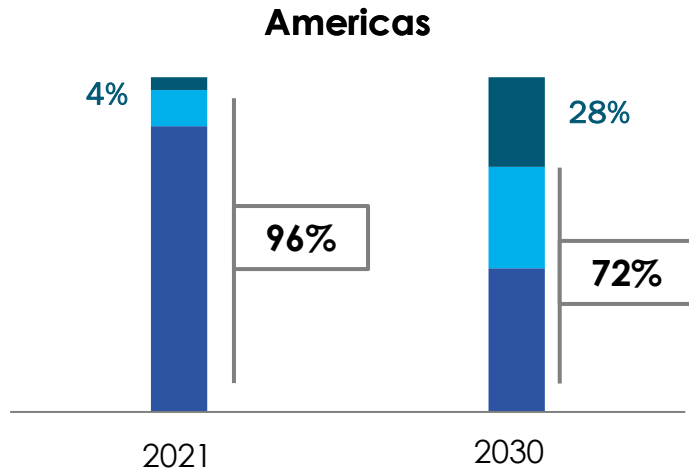
A clear shift within the automotive value chain providing untapped opportunities



Source: McKinsey & Company

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

Source: S&P Global Mobility Production Powertrain database – millions of vehicles - March 2022 – LV+LCV 0-3.5T

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

Strategic priorities

1

**Reinforcing our product portfolio
to grow our content per vehicle**

2

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

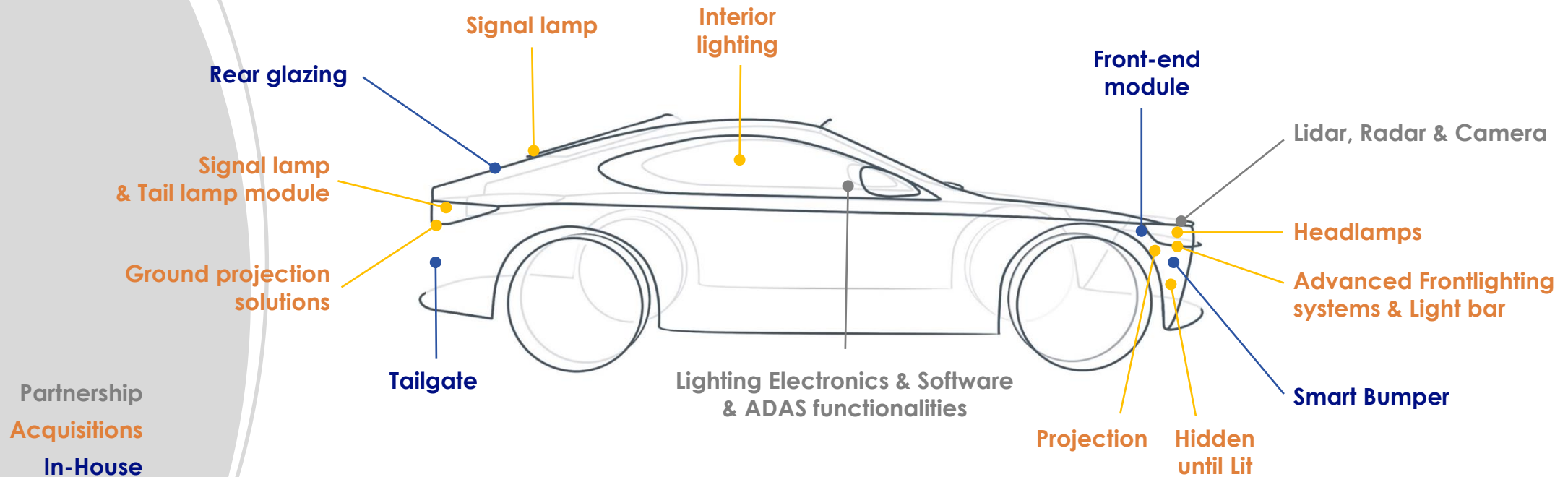
3

**Enlarge our scope to services arising
from new mobility requirements**



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

March / April 2022: Complementary acquisitions propelling Plastic Omnium as a key Tier 1 Lighting player



am

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>Interiors</p>	<p>Strong presence in Europe</p> <p>Large footprint in the Americas</p> <p>Base in Asia</p>	   <p>DAIMLER</p>   <p>GEELY</p>     <p>LAND-ROVER</p>    <p>KIA MOTORS</p> <p>NISSAN</p> <p>PORSCHE</p>   <p>RIVIAN</p> <p>SAIC</p>    <p>SKODA</p> <p>STELLANTIS</p> <p>TESLA</p>   <p>VW</p> <p>PLASTIC OMNIUM</p>

*Closing subject to relevant antitrust clearances



Creating an integrated Lighting player enabling differentiating solutions for exterior systems

Varroc Lighting, a **recognized Lighting supplier** with c.€0.8bn of sales

Attractive manufacturing and R&D facilities in strategically located best-cost country (BCC)

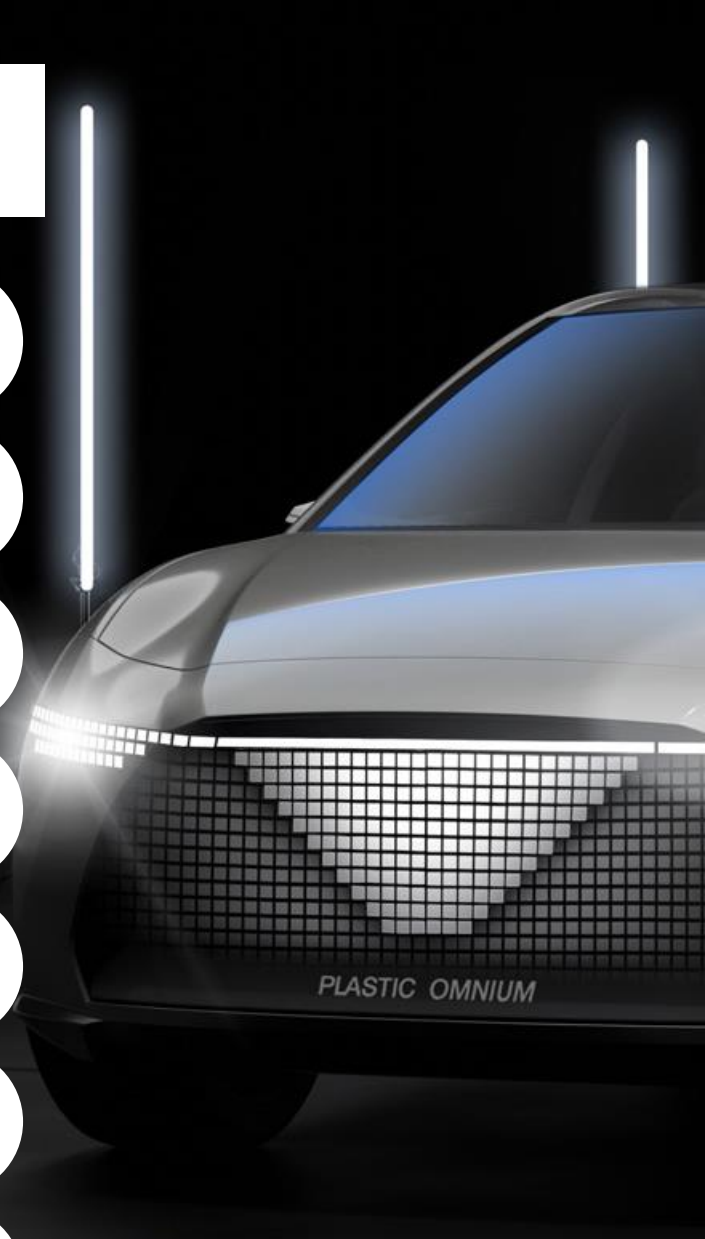
Innovative technology in Optic System Development, Lighting Electronic Control and Software, equipping main OEMs with strong exposure to BEV platforms

Integration and recovery plans to restore Varroc Lighting's margins towards Plastic Omnium's standards

A **highly complementary acquisition** following the recent announcement of Plastic Omnium's intention to acquire AMLS from AMS-Osram

A **differentiating offering of smart exterior solutions for OEMs**, from design and engineering, to manufacturing and delivery

Value creation and EPS accretive within **12-24 months** with limited impact on capital structure



Focus on Varroc Lighting, a strategic development of the Group's portfolio

Varroc Lighting, a key **automotive Lighting Tier 1 supplier**

Comprehensive product portfolio with **advanced Lighting solution technologies in head and rear lamps**

Diversified customer portfolio equipping **main OEMs** and **notably BEV vehicles**

A strategic best-cost country engineering and manufacturing footprint

Recognized player with **c.€0.8bn** of Sales (2021)



c.6.5k employees



Global industrial manufacturing and R&D capacity



8 manufacturing facilities (including 1 site under construction)

Technology-oriented supplier

8 R&D centers

150+ patents granted



Long standing **relationships** with **key OEMs**



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



March 2022: PO to become an integrating partner with a comprehensive range of electric power systems



Accelerating the large-scale industrialization of low-carbon batteries cells in Europe

- Promising technology roadmap with key partners
- Strong customer proximity
- Complete Electrification Systems with battery pack, power electronics and design & integration
- Proven track record with key positions and over 10,000 vehicles equipped
- Locations in France, Germany, UK and USA
- Technology & commercial synergies with Clean Energy Systems and New Energies


€22m
revenue in 2021


4
countries in Europe
and North America



200
employees




Fast growing technology systems provider for electric heavy mobility

- A €20m equity stake
- Unique partnership for industrial excellence to develop efficient battery production capabilities **Access to cell production capacity** starting with 4GWh per year from 2025

Strategic partners such as Renault, Schneider Electric and Arkema


Powering **300,000**
cars per year
(for a 16GWh factory)


Initial production
capacity of **16GWh**
and then up to **50GWh**

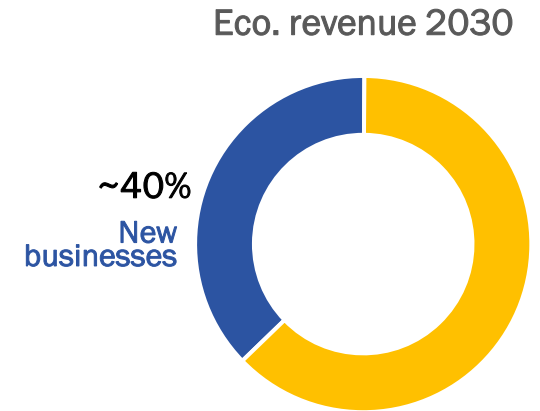
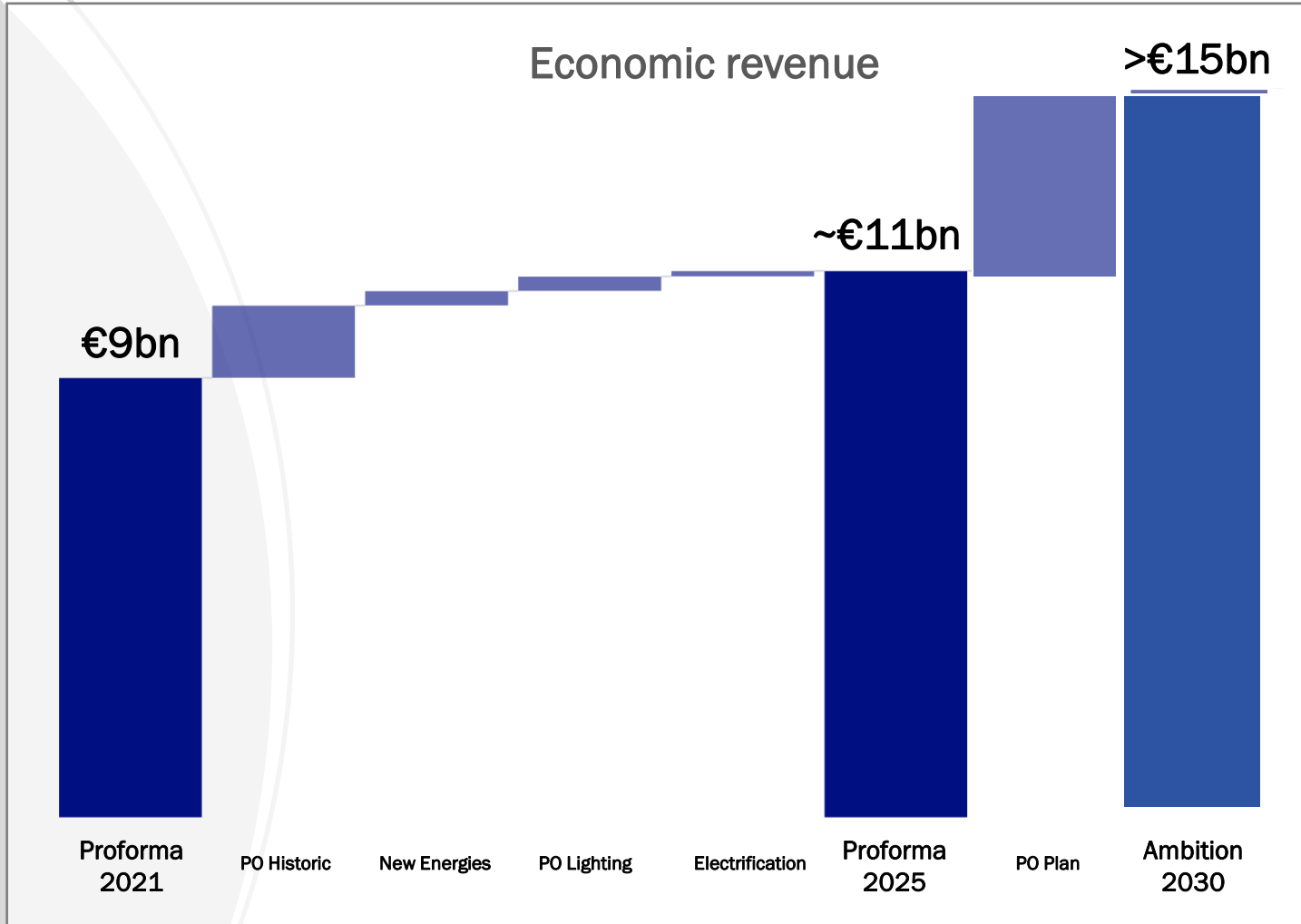

1,200+ direct
jobs


3,000
indirect jobs



Growth in new businesses drives the transformation

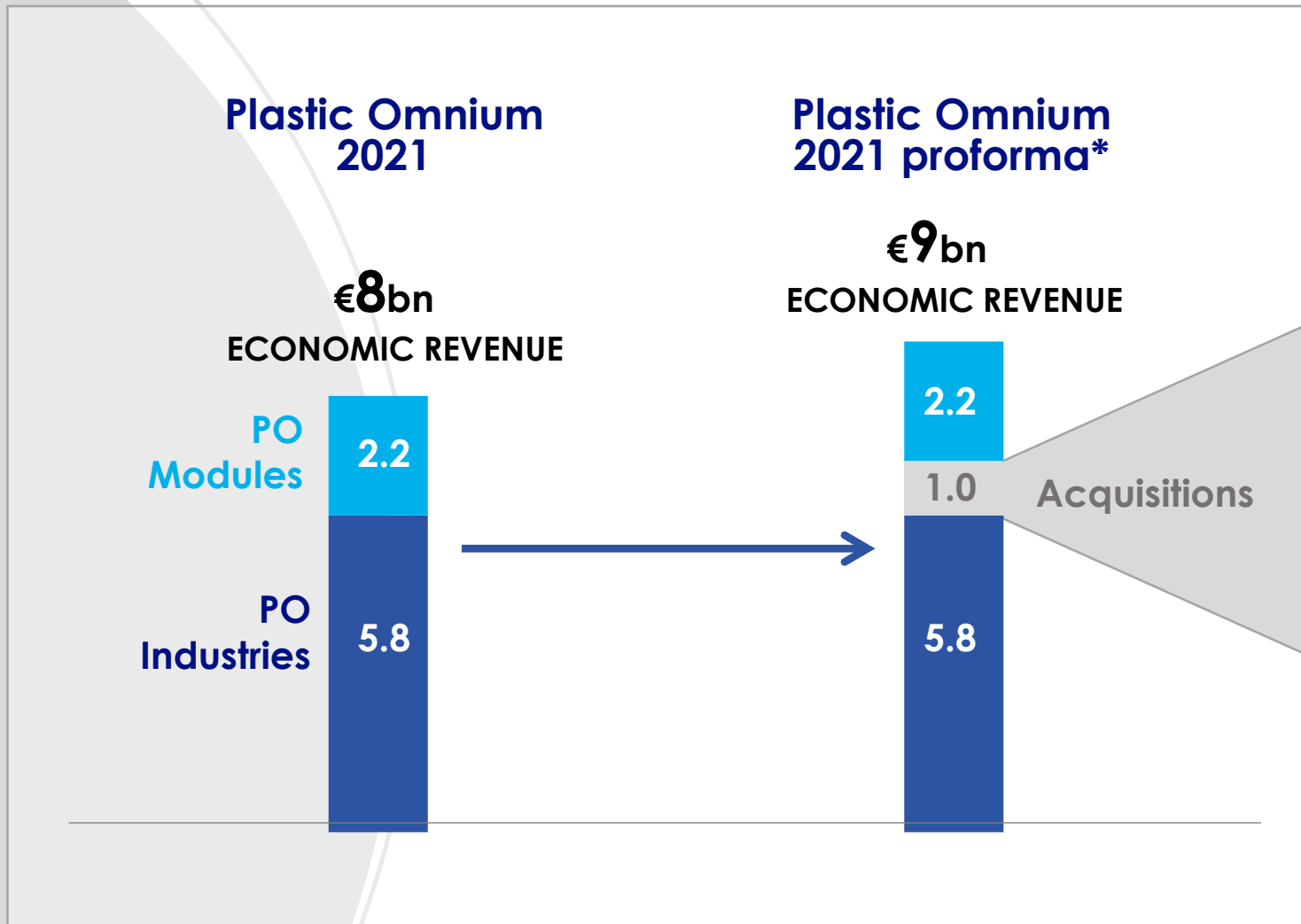
~40% of revenue beyond 2025 stems from new businesses



CAGR 2021-2025 - future assumptions based on normal market operating conditions excluding, pandemics, wars, extreme stress on supply chains... IHS Oct 2021 -5%, CAGR Lighting 2021-2025 Yole 2022 report CAGR 2021-2025 S&P GM March 2022 LV + LCV 0-3.5T

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



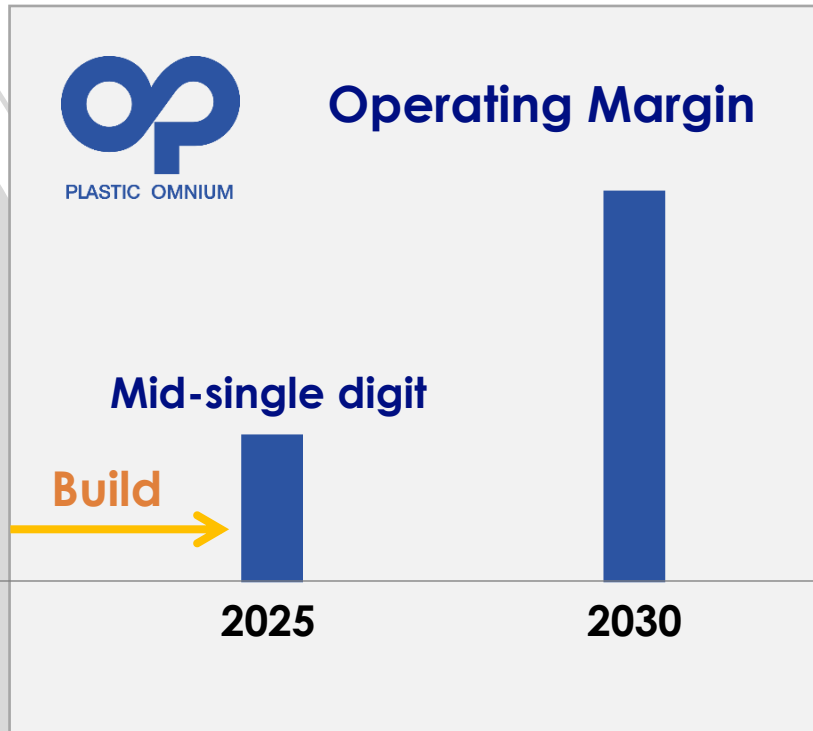
PLASTIC OMNIUM

* Unaudited comparable retrospective estimation over 12 months

** Closing subject to relevant antitrust clearances

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**

*Closing subject to relevant antitrust clearances



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

FINANCING

Maintain liquidity at a level that protects the Group

Defend and maintain competitive financing

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

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

M&A

Stringent and selective approach to acquisitions

3 principle criteria:

Geographical diversification

Technology

Synergies with existing businesses

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

Calendar

/ JULY 25TH, 2022 – First-half 2022 results

/ OCTOBER 25TH, 2022 – Third quarter 2022 revenue



APPENDICES

Carbon neutrality: the roadmap

PO's objectives approved by



and aligned with



→ **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** →





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%)*

Progress in all Sustainability KPIs



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

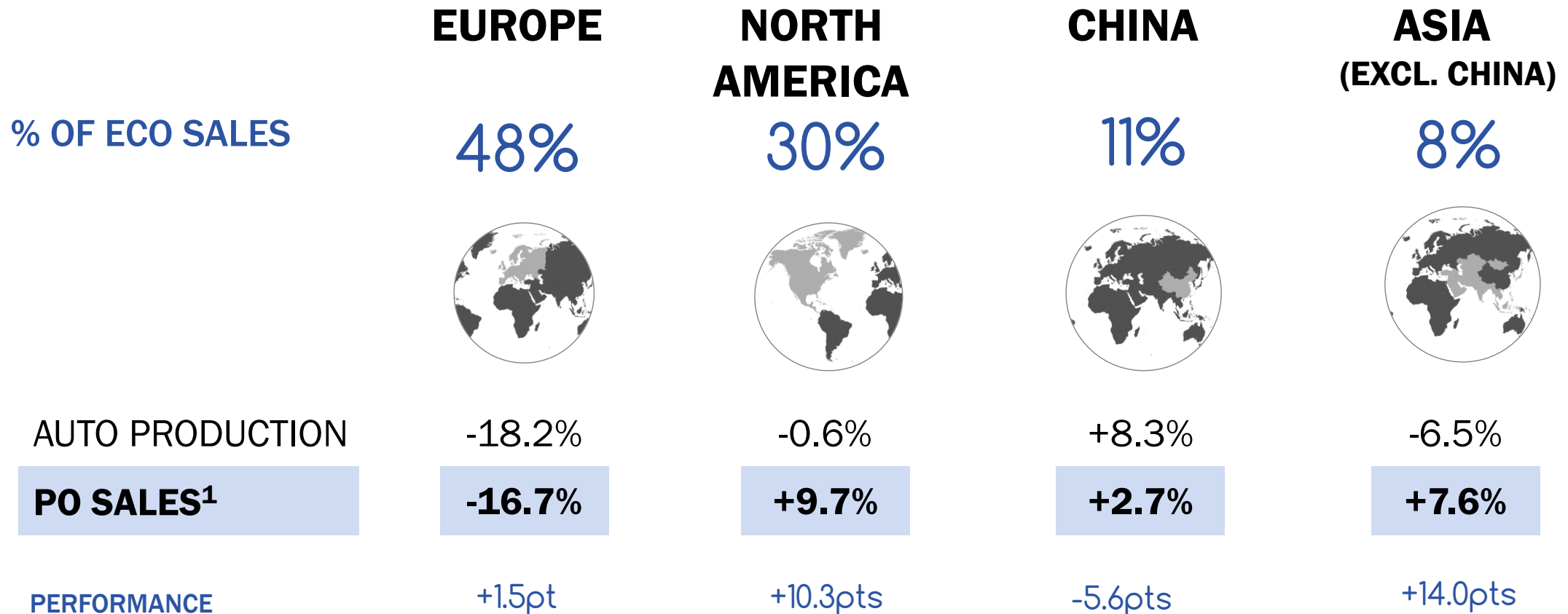


BOARD OF DIRECTORS COMMITTEE

Enlarging the nomination committee to sustainability
in 2022

* FR2 = 0.88 excluding JVs (vs. 1.43 in 2020 / -38%)

Q1-2022 growth and outperformance in key geographies of the Group



Sources: IHS automotive production April 2022 - [0;3.5t PC + LCV]

¹PO economic sales like-for-like change

Premium brands: 39% of PO's sales in 2021 vs 38% in 2020

/ FY 2021 economic sales per customers

