



LAURENT BURELLE'S MESSAGE TO SHAREHOLDERS



Dear Shareholders,

The passion for entrepreneurship, growth and innovation has always guided us. Plastic Omnium has had an exceptionally rich year in 2022 due to the scale of the strategic movements initiated and implemented.

Having invested €1.3 billion in acquisitions and internal investments, in lighting, hydrogen, software and electric mobility, our company benefits from solid support to embark upon a new phase of growth, and is propelling itself into a technological dimension of which we are proud because, since the beginning, Plastic Omnium has been at the forefront of the innovations that will shape our business lines in the future.

2022 was not without turbulence, destabilization and drama. It started off with the thunder of the invasion of Ukraine, which unfortunately began more than a year ago, and ended with a devastating earthquake in Turkey, while being marked along the way by various disruptions in banking, as well as inflation.

Our aim is to reconcile growth and the environment. This is also the objective of our carbon neutrality roadmap, whose very encouraging results can be seen from its first year of implementation, with our direct CO₂ emissions falling by 26% compared to 2019!

Plastic Omnium is also very committed to gender equality and diversity, and here too we have set ourselves ambitious objectives for women's access to management positions, and to promote the vocation of young women towards engineering training and technical professions. We are making rapid progress in this direction, supported by external partnerships and a strong internal network. The diversity of our talents, in a company present in 28 countries, is also a major asset and Plastic Omnium nurtures it with care.

2022 is a good year for Plastic Omnium.

The Group has achieved or exceeded the financial objectives it had set itself, driven by a particularly strong commercial momentum that offers very favorable prospects for the coming years.

The result of excellence in industrial performance and sound and agile operational management, these results owe a great deal to the performance of the Group's traditional activities, exterior systems and fuel systems, which saw an operating margin of 6.9% of revenue for the second half of 2022.

Another source of great satisfaction in 2022 is Plastic Omnium's success in the field of hydrogen mobility, whose prospects are growing and materializing. Major contracts have been signed and Plastic Omnium will build Europe's largest hydrogen fuel tank plant in France. The visit of the French Prime Minister in September 2022 marked the recognition of our position at the forefront of this decarbonized mobility.

The acquisitions made in fast-growing activities, in lighting, battery packs and modules, where Plastic Omnium has finalized the complete takeover of HBPO (PO Modules), were carried out while maintaining a robust financial structure, with a net debt to EBITDA ratio that provides us with freedom to act.

These results enable us to propose a sharply increased dividend for the 2022 fiscal year. At €0.39 per share, an increase of almost 40% in the dividend is subject to ratification by the General Meeting of Shareholders.

This Combined General Meeting is also an opportunity to have a live dialog with you, to present our products, of which we are proud, to remind you of our industrial history and growth, which now covers three generations of entrepreneurs, and to thank you for your loyalty and support.

Following two years where Covid kept us away and the market challenged us, this year, "PO goes on", more ambitious, more innovative, open and dynamic than ever. We hope to see you soon!

Laurent Burelle

Chairman of the Board of Directors