



Q3 2021 CONF CALL

Levallois, October 27th, 2021



Resilient Q3 performance mitigating volatile market backdrop

- Economic revenue **-14.4%** on a LFL basis versus a fall of 19.5% in worldwide automotive production
- Robust performance in all major geographies versus a double-digit percentage decrease in automotive production across the board
- Resilient performance underpinned by a large number of production starts
- Strong growth in Asia* driven by Japan and India (+7% LFL vs -12.6% in automotive production); China resilient (-10.5%, against a market drop of 15.3%)

*Excluding China

Reinforced cost-saving measures

- Strong focus on cost reduction and cash generation in a volatile market (production stoppages)
- Active negotiation with suppliers and hedging of energy to mitigate an inflationary backdrop

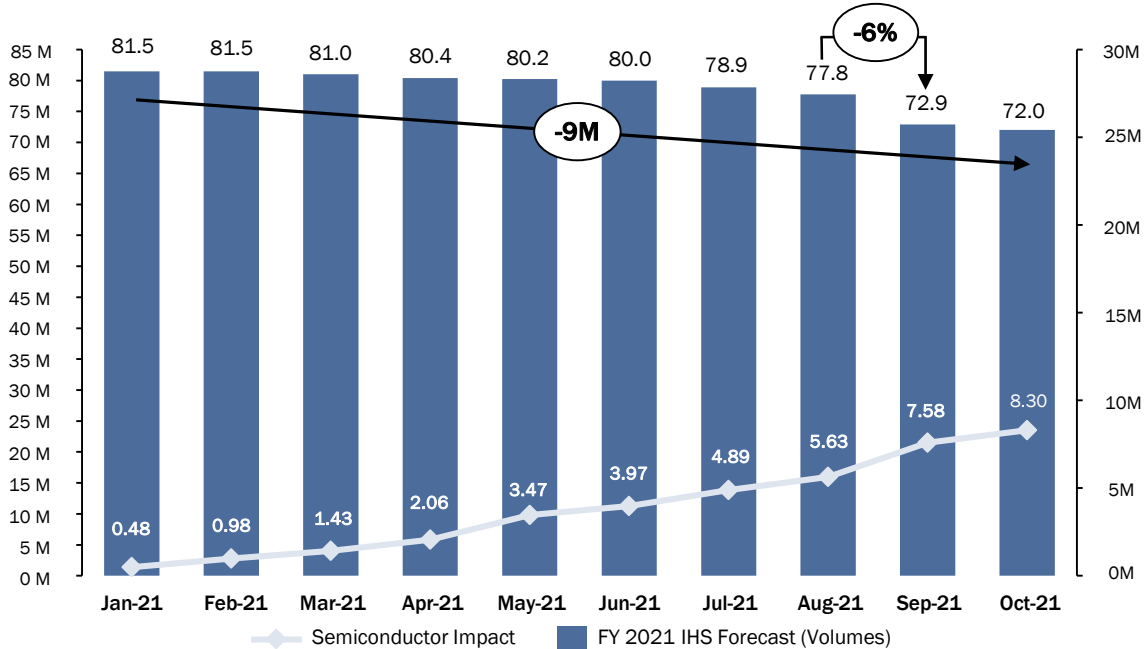
Strategic developments

- Strong progress in commercial pipeline for hydrogen storage systems and a growing dynamic in BEVs
- Consolidation of position in China - new program awards in BEVs and modules
- High number of production starts in all business divisions

An unprecedented shift to more volatile market backdrop



October IHS forecast almost in-line with 2020

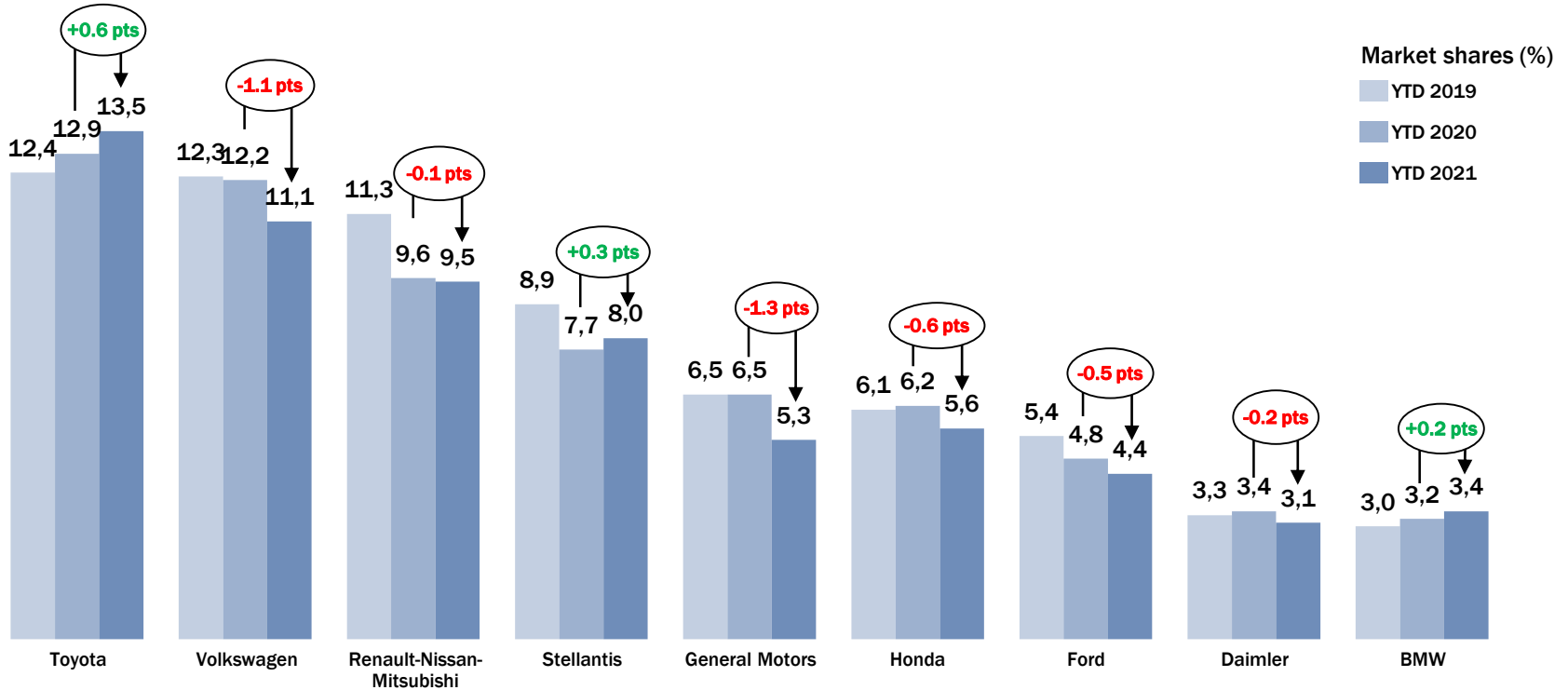


IHS revised down its 2021 forecast:

- in **September** by **-5M units** compared to its August 2021 forecast
- in **October** by **-0.9M units** compared to its September 2021 forecast
- across the **full year**, the risk associated with semiconductor shortages could be **between 9.5 to 11.0 million units**

Source: IHS Bodystyle database -Dec20, March-October 2021- [0;3.5t PC + LCV]

The crisis has had a differentiated impact on OEMs



Source: IHS Bodystyle database – October 2021 – [0 ; 3.5t PC + LCV]

External factors are impacting the whole supply chain

Poor visibility on future production in an inflationary environment

- Semiconductor shortages: Production stoppages in plants worldwide caused by unforeseeable cancellations by OEMs
- Since Summer 2021, truncated production outlook with only 2-3 weeks visibility
- General inflation: +5.4% and 3.4% respectively in US and Europe in September 2021
- Elevated raw material prices and transportation costs: Polypropylene +32% and container costs 40ft China / Europe +231% (2021 YTD)
- Rising energy prices: gas +389% and electricity +327% (2021 YTD)

Sharpened focus on cash and costs with strict monitoring of all variables

- Increased cost-reduction efforts
- Active negotiation with suppliers
- Energy prices hedged until end of 2023
- Strengthened focus on cash generation:
 - Strict control on CAPEX
 - Detailed focus on inventories
- Customers: Strengthening of claims process and systematic control of contractual pass-throughs
- Operational flexibility with continuous adaption of production capacities



FINANCIALS



Kathleen Wantz-O'Rourke, Group Chief Financial Officer and Information Officer



Discipline and sustainability at core of finance function

BACKGROUND	INITIAL INSIGHTS	FUTURE PRIORITIES
<ul style="list-style-type: none">• >30 years experience: Finance Strategy and Business Operations• Track record of enhancing finance operations and driving results• Industry exposure spanning across various sectors• Joined Plastic Omnium as CFO and CIO in June 2021	<ul style="list-style-type: none">• Unprecedented market conditions• Strong customer base, innovation and market-leading positions• Strong culture of operational excellence and agility supported by Omega transformation program• Solid execution toward long-term strategy• Commitment to sustainability	<ul style="list-style-type: none">• Continuous focus on financial discipline and cash generation• Value creation via selective R&D and CAPEX• Launch of finance and IT transformation project – focus on digitalization• Finance function empowered to support sustainability objectives

Top-line resilience in a volatile market

In €m Per business	Q3 2020	Q3 2021	Δ in %	Δ LFL	9M 2020	9M 2021	Δ in %	Δ LFL
Plastic Omnium Industries	1,497	1,335	-10.8%	-10.7%	3,891	4,327	11.2%	13.5%
Plastic Omnium Modules	600	457	-23.9%	-23.6%	1,439	1,602	11.4%	12.9%
Economic revenue	2,097	1,792	-14.6%	-14.4%	5,330	5,930	11.3%	13.4%
JVs	177	183	3.1%	-0.2%	449	537	19.6%	19.4%
Consolidated revenue	1,920	1,609	-16.2%	-15.7%	4,881	5,393	10.5%	12.8%

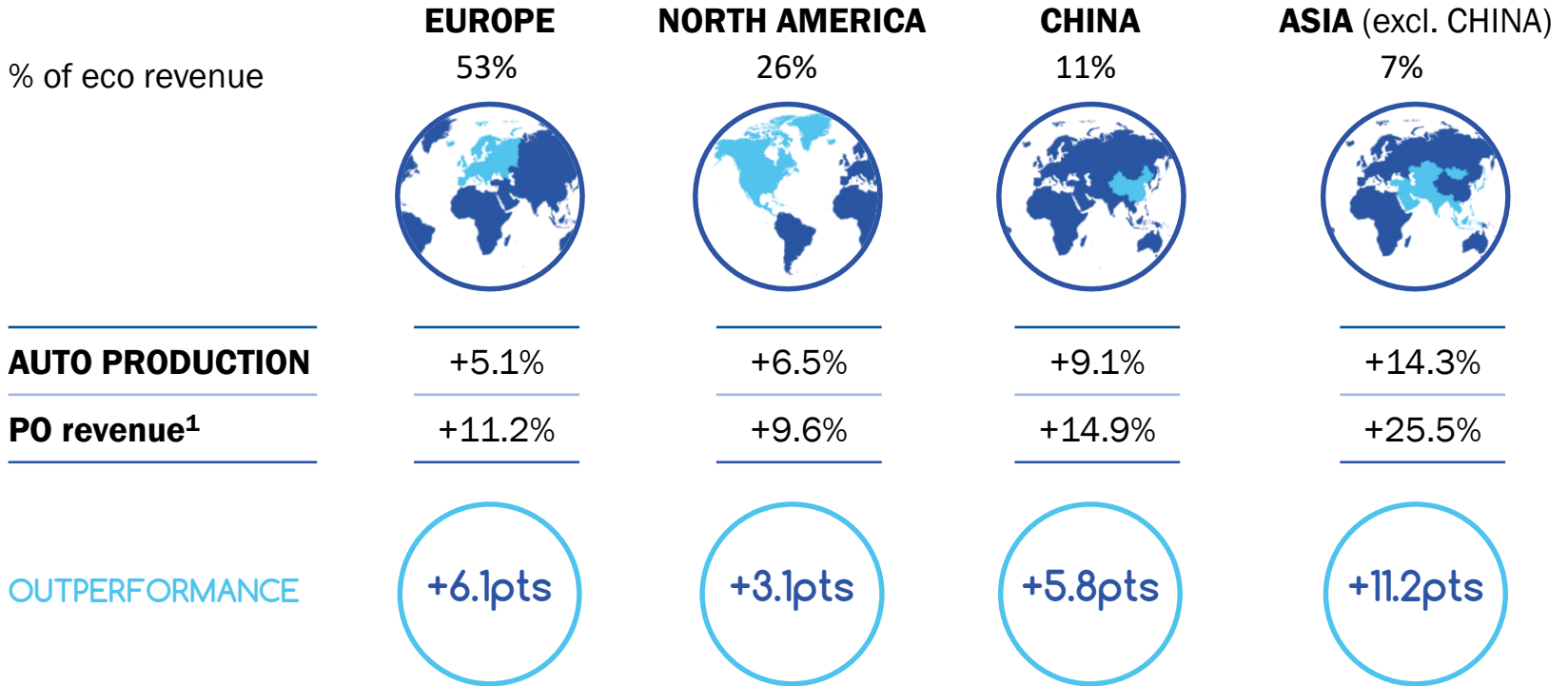
- Solid rebound in first-half revenue
- Q3 economic revenue **-14.4%** versus a fall of **19.5%** in worldwide automotive production
- 9M economic revenue **+13.4%**

Q3 2021 outperformance by regions

In €m By region	Q3 2020	Q3 2021	Δ in %	Δ LFL	Automotive production	Outperformance
Europe	1,072	882	-17.7%	-17.9%	-30.1%	+12.2 pts
North America	626	500	-20.1%	-18.0%	-25.5%	+7.5 pts
Asia excluding China	127	35	+6.2%	+7.0%	-12.6%	+19.6 pts
China	231	216	-6.4%	-10.5%	-15.3%	+4.8 pts
South America	23	35	+52.1%	+72.0%	-12.7%	+84.7 pts
Africa	19	24	+28.4%	+18.7%	-0.3%	+19.0 pts
Economic revenue	2,097	1,792	-14.6%	-14.4%	-19.5%	+5.1 pts
JVs	177	183	+3.1%	-0.20%		
Consolidated revenue	1,920	1,609	-16.2%	-15.7%	-19.5%	+3.8 pts

- Robust performance in all major geographies versus a double-digit percentage decrease in automotive production across the board
- Strong contribution of production launches

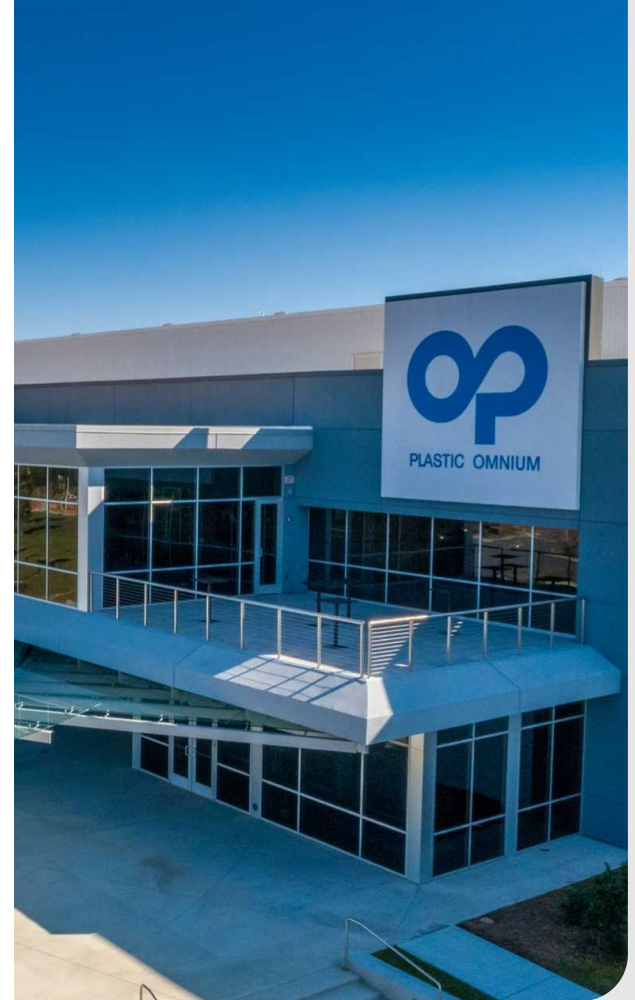
9M revenue across key geographies



¹PO economic revenue like-for-like change. Source: IHS October 2021



OPERATIONAL



Strong commercial activity continued in Q3

Strong positioning in battery electric vehicles



100% EV player
New electric charging lid module (China)



DongFeng-Honda
Tailgates for 2 BEVs (China)



GAC-Honda
Tailgate (China)



General Motors
New Optiq EV SUV front bumper grill (USA)

Other awards in Q3:



BMW X3
Front & Rear Bumpers / Rocker (China)



Ford Edge
Wheel Arch (China)



Peugeot 2008
Front Bumpers (Spain)



Jeep Junior 516
Front & Rear Bumpers (Poland)

First PO production in Poland for ex.FCA/Stellantis for which the merger opens new opportunities

Large number of SOPs in Q3 2021



Toyota Yaris Cross
Fuel tank
(Belgium)



iX3 BMW Brilliance
Front & rear Bumpers
(China)



Citroën DS4
Front Bumpers
(France)



Peugeot – new 308
Fuel systems
(France)



Mahindra XUV 700
Plastic Tailgate (India)
Breakthrough - 1st plastic tailgate



Jeep Compass
Front-end-module
(Mexico)



Lucid Air
Front & rear Bumpers,
Tailgate (Mexico)
Ambitious US BEV challenger



VW Tiguan
Front-end-module
(Mexico)



Seat Cupra Born
Tailgate (Poland)



Toyota Fortuner
New SCR Compact+
solution (Thailand)
Continued growth opportunities in traditional technologies

Significant successes and contributions to our hydrogen ambitions

Secured biggest HPV project for New Energies as chosen supplier of **hydrogen storage systems** to Hyundai STARIA (production from 2023)



Partnership with Alstom on development of **high-end hydrogen storage systems** for the railway sector (production from 2022)



Ongoing deployment of hydrogen strategy

- Unique position in hydrogen value chain combined with EKPO JV presents multiple growth opportunities
- Orders secured with OEMs in both heavy-duty and light-duty vehicle segments
- Growing pipeline following significant interest in hydrogen vessels, fuel cell stacks and integrated hydrogen systems
- Productive steps towards €300 million in revenues in 2025 and €3 billion in 2030



OUTLOOK



FY 2021 guidance confirmed based on no further deterioration in the current operating environment



Growth in revenue (versus strong rebound)



Operating margin of 4-5% (versus at least 6%)



Free cash flow of at least €220 million (versus significantly more than €220 million)

The road ahead



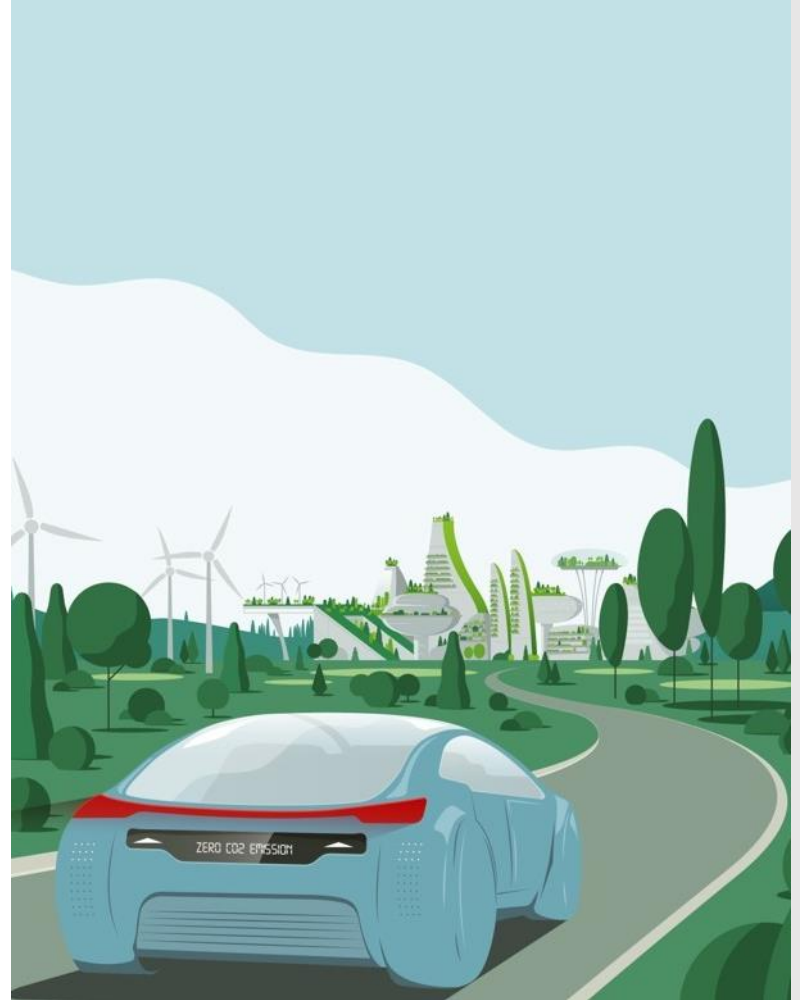
Ongoing monitoring of customer trends



Dedicated management of operations and drivers of margin performance



Ongoing groundwork for long-term growth strategy



About Plastic Omnium

For 75 years, Plastic Omnium has supported the mutations of the automotive industry. In an environment of accelerated transformation towards sustainable mobility, Plastic Omnium is leveraging its entrepreneurial spirit and innovation to design and produce complex and interactive body systems, emission reduction and energy storage systems. Its sustained investments in hydrogen since 2015 have built a comprehensive offer of hydrogen storage vessels, fuel cells and hydrogen systems. All of these assets and innovations position Plastic Omnium as a partner of choice for all clean mobility stakeholders.

With €7.7 billion economic revenues in 2020, a global network of 135 plants and 25 R&D centers in close proximity with customers, Plastic Omnium's 31,000 men and women are committed to meet the challenges of zero-carbon mobility.

Plastic Omnium is listed on Euronext Paris, compartment A, and is included in the SRD and the SBF 120 and CAC Mid 60 indices (ISIN code: FR0000124570). www.plasticomnium.com

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