



PLASTIC OMNIUM



December 8th, 2021



Agenda

1. Committed To Low-Carbon Mobility

2. Acting For Carbon Neutrality

3. Financing Carbon Neutrality

4. Conclusion

Q&A



Committed To Low-Carbon Mobility

Laurent FAVRE
CEO



4 megatrends are accelerating automotive industry transition



ELECTRIFICATION

Hydrogen will play a key role in the medium term

ZEV will represent at least 30% of light vehicles in 2030



ACTIVE SAFETY & AUTONOMY

Safety regulations to accelerate **growth of ADAS market**

Levels 1 to 3 autonomy will represent 80% of vehicle mix in 2030



CONNECTIVITY & DIGITALIZATION

Value-shift in cars from hardware to software

90% connected vehicles by 2035



CUSTOMER EXPERIENCE

Design to remain key for brand identity and attractiveness

Increasing demand for **applications and functionalities**

SUSTAINABILITY

As a responsible and global player, we shape the transformation towards sustainable mobility

25 COUNTRIES

31,000 EMPLOYEES

135 PLANTS

25 R&D CENTERS

Americas
6 R&D centers
28 plants

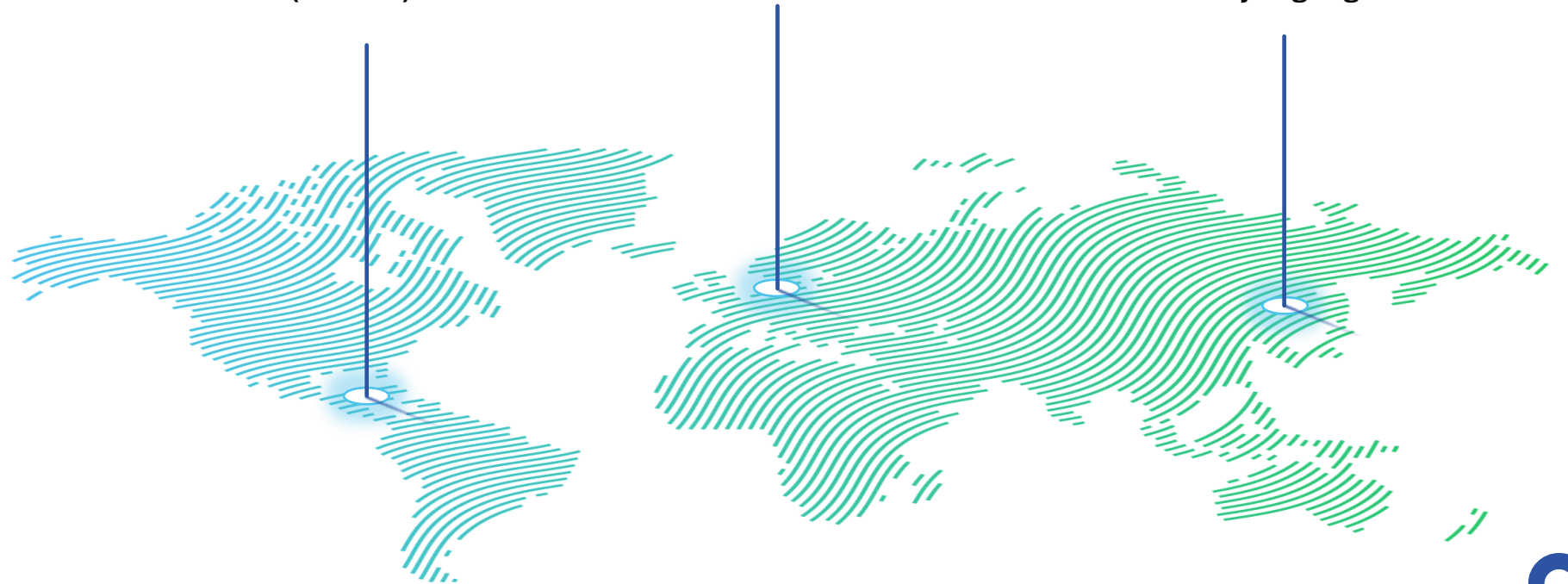
Towards a pathway to EVs (2035-40)

Europe and Africa
12 R&D centers
59 plants

High regulation pressure, Eco-design, electrification, recycled materials

Asia
7 R&D centers
48 plants

Front-runner for hydrogen growth





A visionary idea
to decrease
CO₂ emissions
since inception...

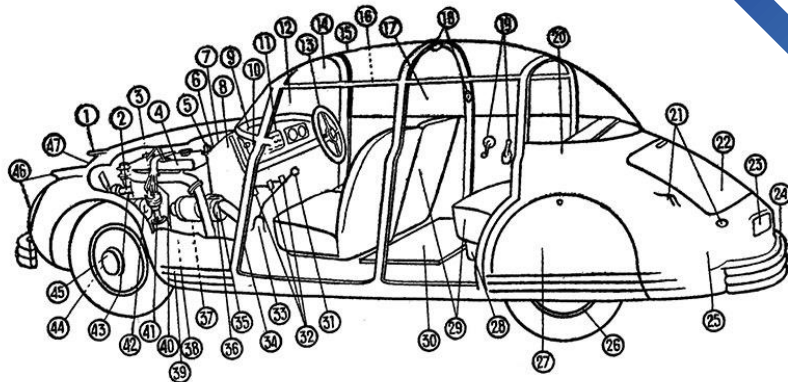


FIGURE 54. — Eléments d'une automobile réalisables en matières plastiques.
1. Garniture de radiateur. — 2. Pompe à eau. — 3. Carburateur et filtre à air. — 4. Couvre-culasse. — 5. Bobine. — 6. Disjoncteur. — 7. Bac d'accumulateur. — 8. Panneau de séparation. — 9. Panneau de bord et boîte à gants. — 10. Instruments de bord. — 11. Poste radio. — 12. Pare-brise. — 13. Volant. — 14. Pare-soleil. — 15. Toit transparent. — 16. Montants. — 17. Fenêtres et panneau arrière transparents et garniture des fenêtres. — 18. Plafonnier et interrupteur. — 19. Poignées et leviers des fenêtres. — 20. Carrosserie. — 21. Feu arrière et indicateur de direction. — 22. Bagages. — 23. Plaque d'immatriculation. — 24. Habillage souple du pare-chocs. — 25. Réservoir. — 26. Pneumatiques. — 27. Garde-boue. — 28. Armature des sièges. — 29. Garniture des sièges. — 30. Tapis chauffant. — 31. Poignée de changement de vitesse. — 32. Garnitures des pédales. — 33. Couvre-boîte de vitesse. — 34. Butées de portes. — 35. Joints de transmission. — 36. Pièces de l'avertisseur. — 37. Engrenage d'arbre à cames. — 38. Carter. — 39. Bande décorative. — 40. Câbles d'allumage. — 41. Distributeur. — 42. Pièces de la dynamo. — 43. Ventilateur. — 44. Garnitures de freins. — 45. Enjoliveur et flasque. — 46. Phares et feux de position. — 47. Calandre et radiateur.

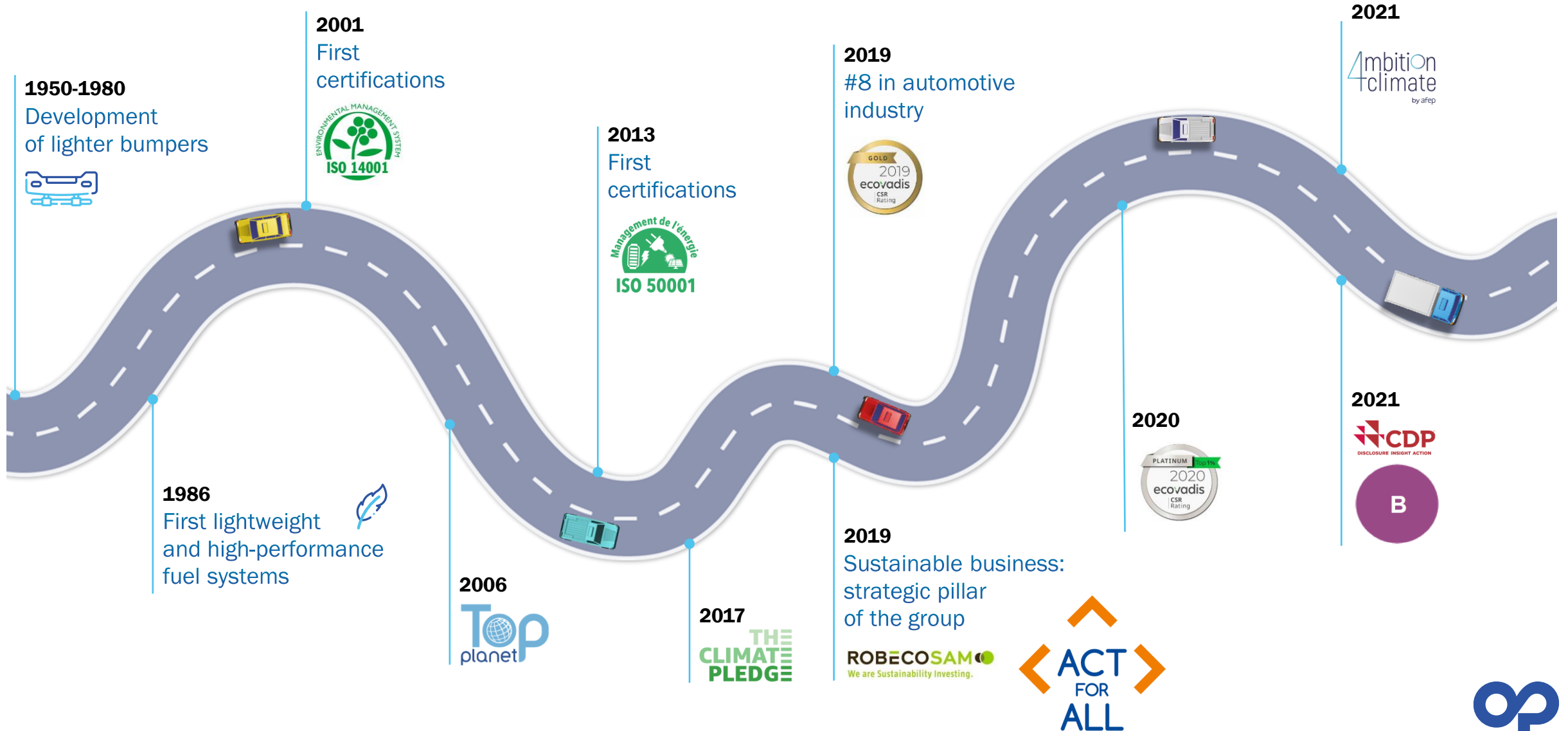
250 kg

2021
15% to 20%
of car weight

LIGHTER WEIGHT
LOW SCRAP
DURABILITY
RECYCLABILITY

10 kg
1946

...evidenced by achievements and ratings



Focused on sustainable and connected mobility



**LIGHTWEIGHTING,
AERODYNAMICS, DESIGN**

#1

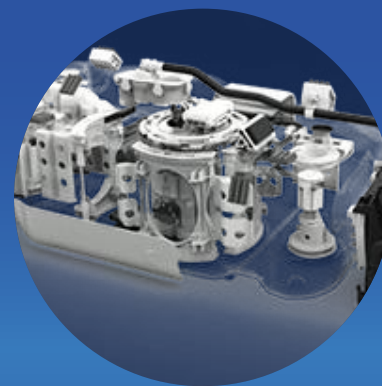
Worldwide in bumpers
& plastic tailgates



**MODULARIZATION
& CUSTOMIZATION**

#1

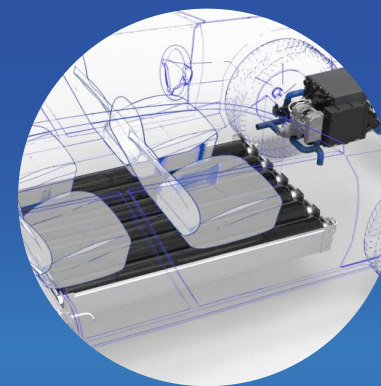
Worldwide in front
end modules



**ENERGY STORAGE
& EMISSION REDUCTION**

#1

Worldwide in fuel
systems & SCR



**HYDROGEN SYSTEMS
FOR ZERO EMISSION**

#1

Targeted in 2030
with €3.0 bn revenue

3 STRATEGIC OBJECTIVES

Grow faster
than the market

Enhance
innovation to
accelerate
performance

Reinforce
leadership positioning



Sustainability as a main pillar of our strategy





Our ACT FOR ALL™ program
embodies our ambition for sustainable mobility

**CARE
FOR PEOPLE**



**SUSTAINABLE
BUSINESS**



**RESPONSIBLE
ENTREPRENEURSHIP**

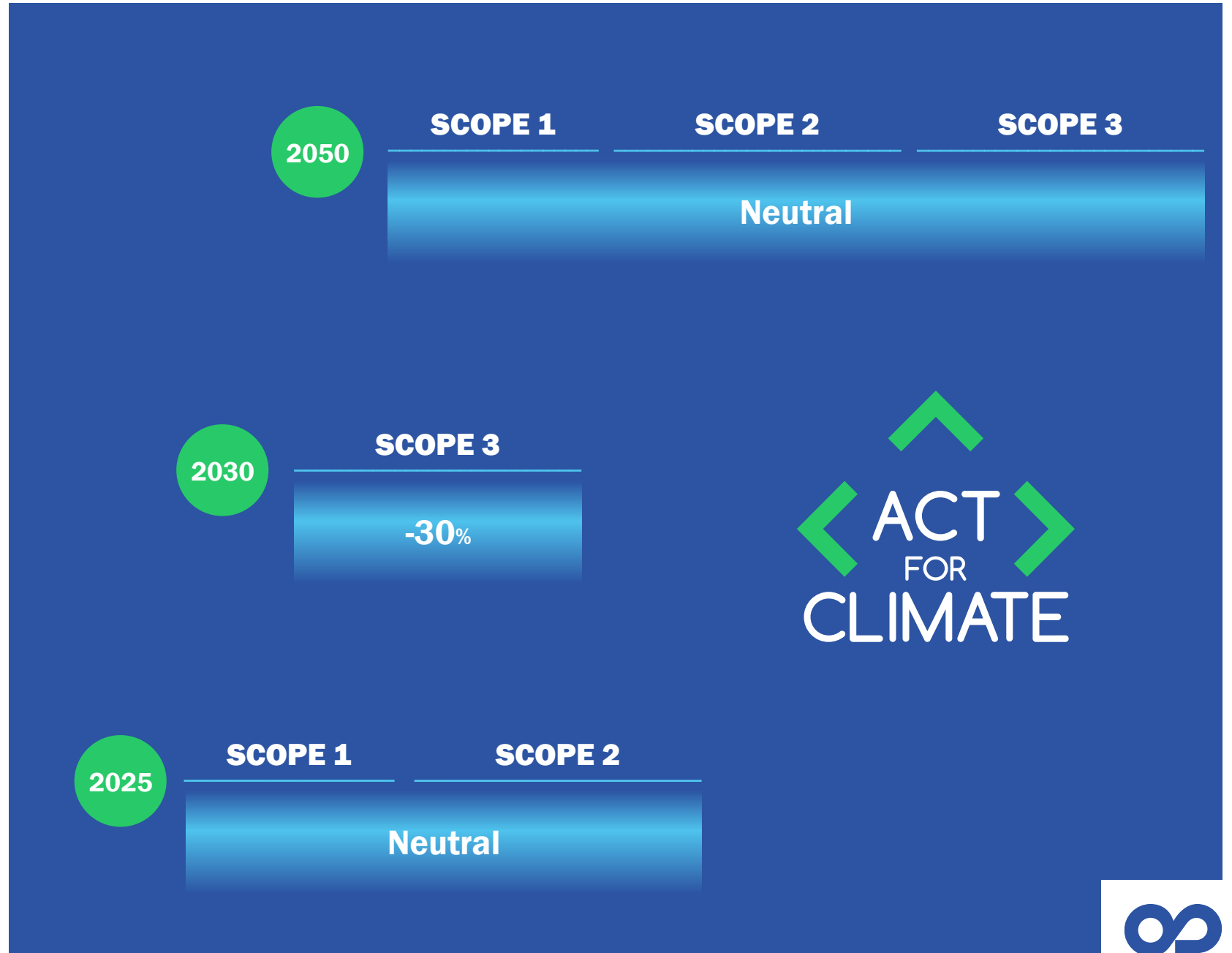


Ambitious targets towards carbon neutrality in 2050

PO's objectives approved by



and aligned with





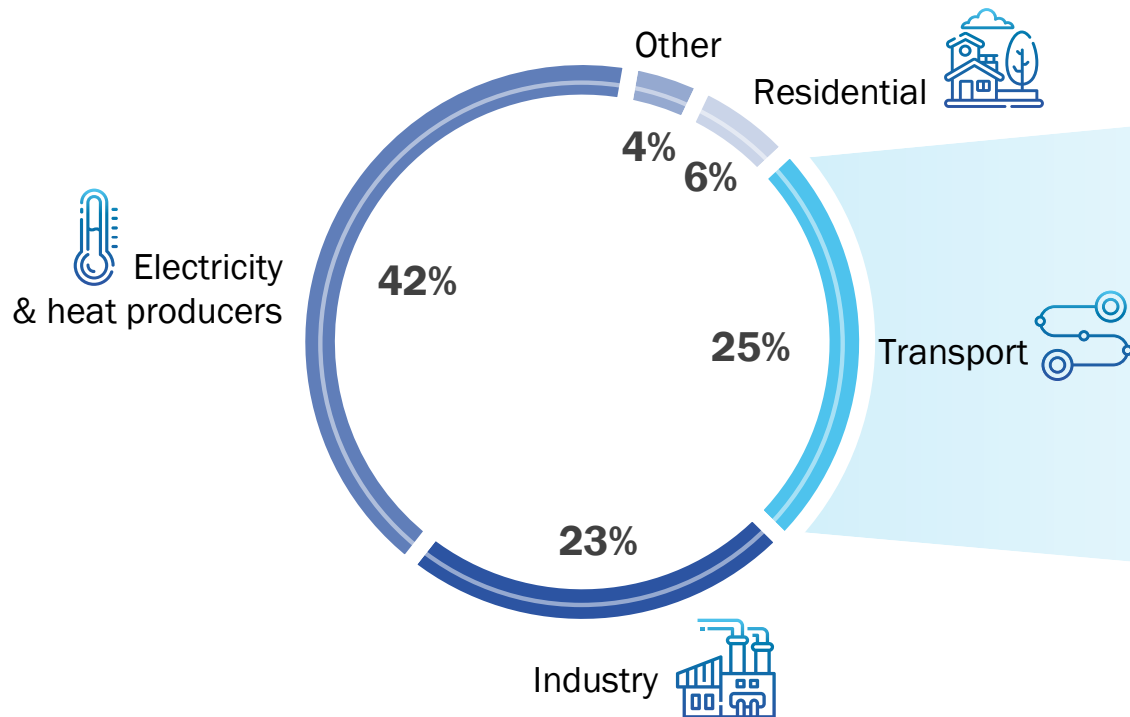
Acting For
Carbon Neutrality

David MENESES
Executive VP Sustainability

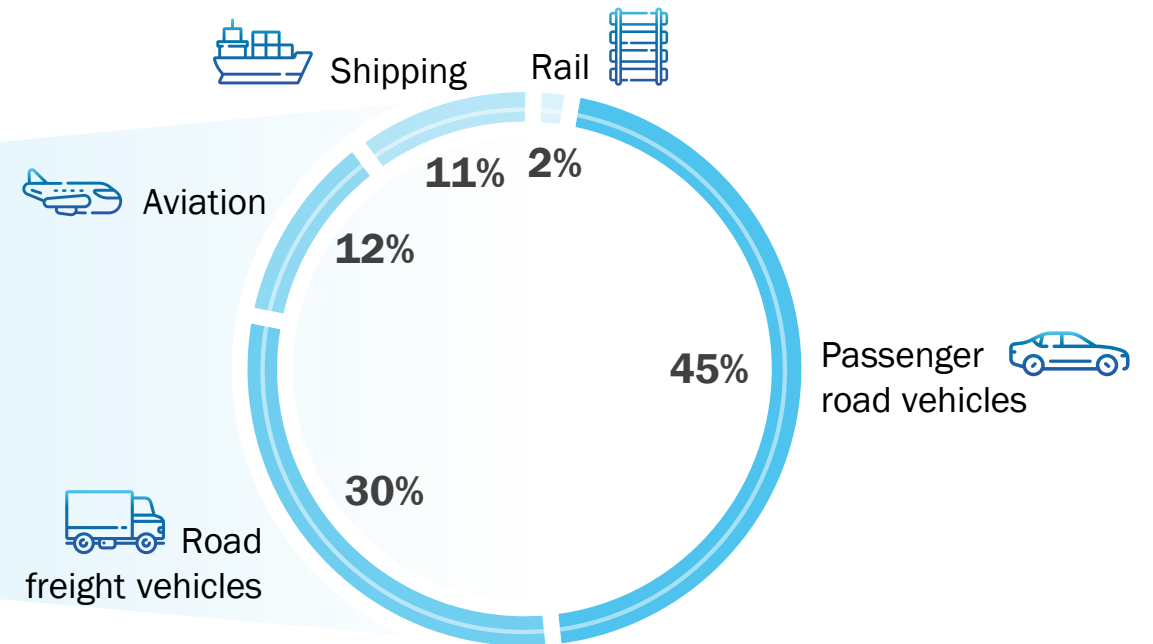


Transportation significantly impacts GHG emissions worldwide

CO₂ emissions by sector



CO₂ emissions in transport

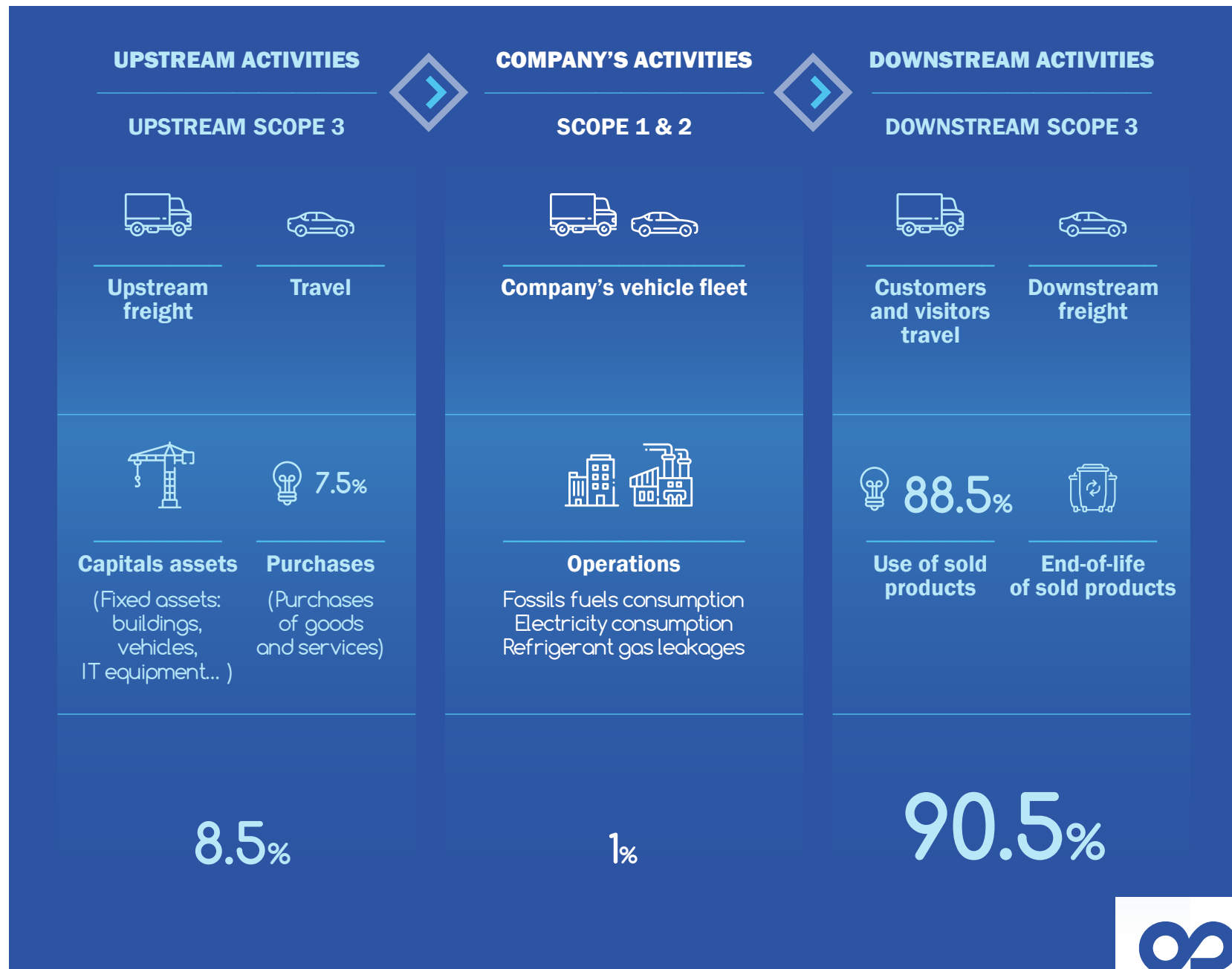


Source: International Energy Association. IEA and IPCC (2018) Summary for Policymakers



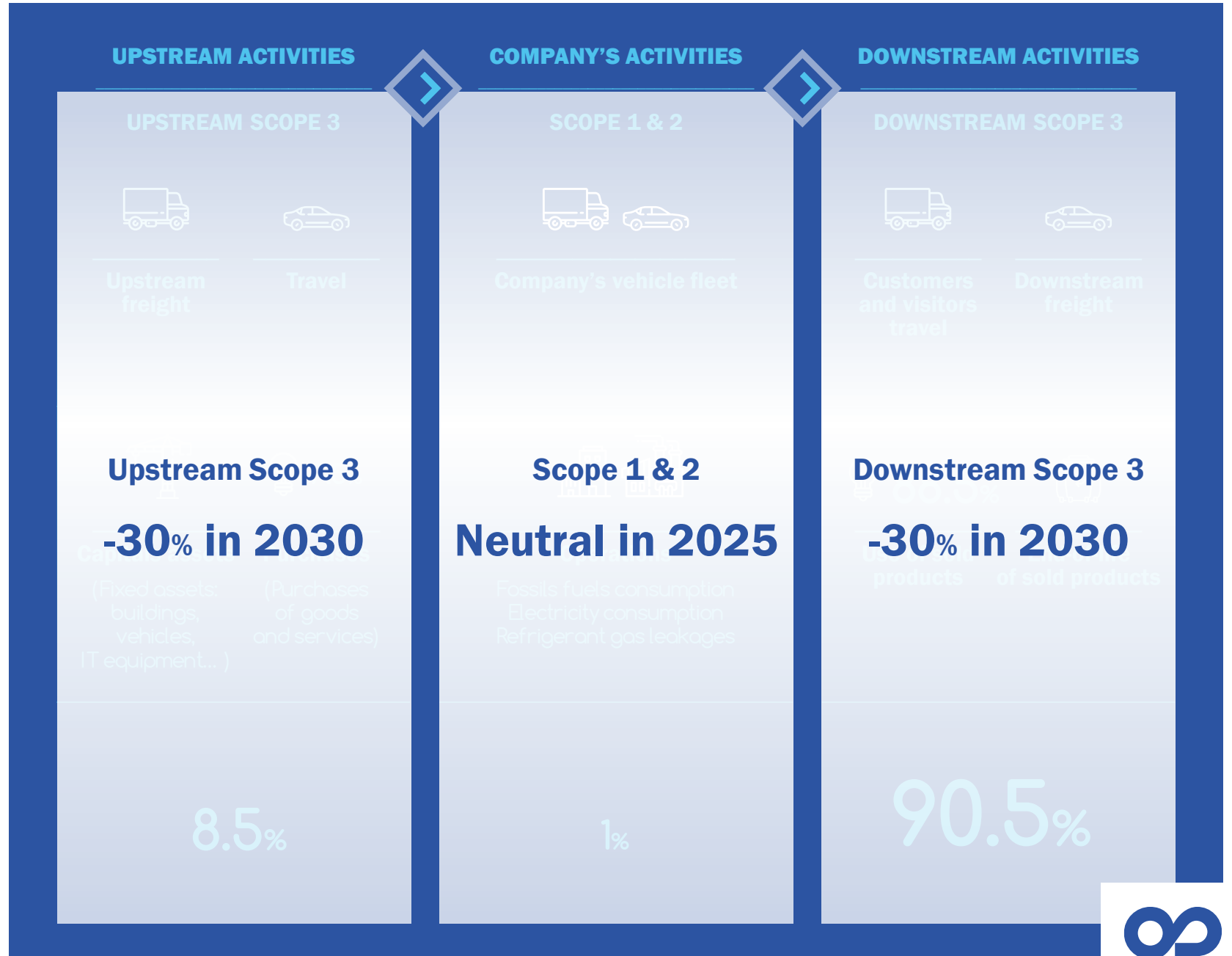
Plastic Omnium's Carbon footprint

43.8Mt CO₂
in 2019



Plastic Omnium's Carbon footprint

43.8Mt CO₂
in 2019





Plastic Omnium's Carbon footprint

PO's objectives approved by



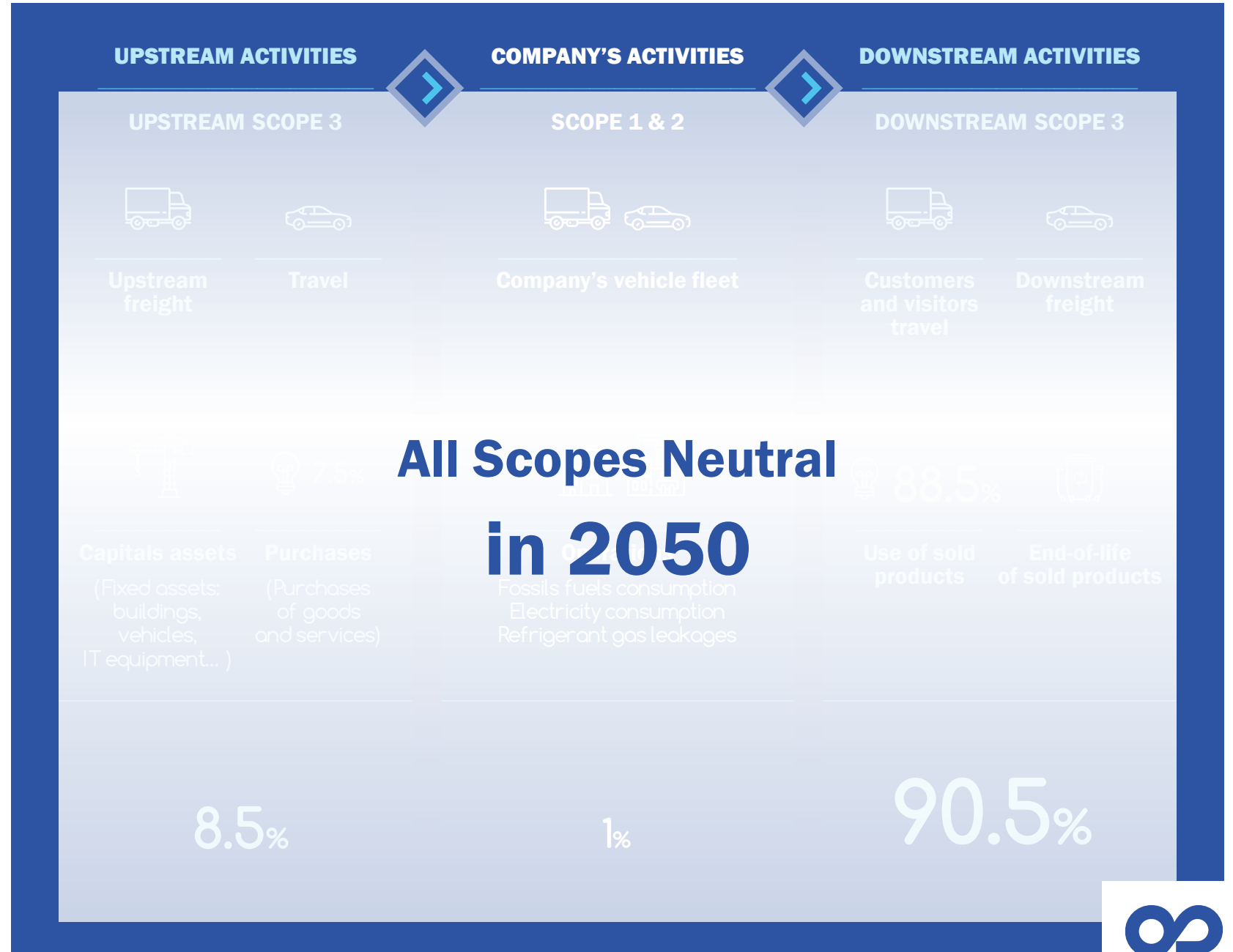
and aligned with



Compliant with



recommendations





Our action plan

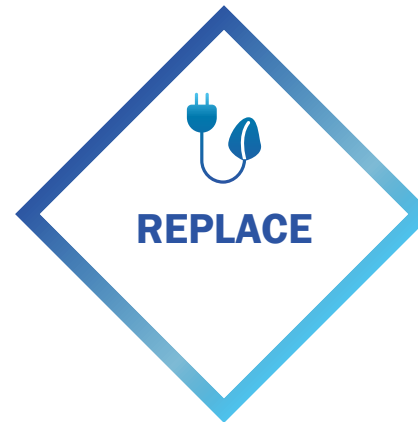
SCOPES 1 & 2: neutral in 2025



ENERGY CONSUMPTION (electricity & gas)

EFFICIENCY PROJECTS

- ◆ > 100 sites in 4 years
- ◆ 12% reduction in energy consumption



RENEWABLE ENERGY

ON-SITE SOLAR OR WIND
POWER INSTALLATIONS

OFF-SITE/PPA CONTRACTS

- ◆ Europe/North America

ENERGY ATTRIBUTE CERTIFICATES



CO₂ REDUCTION OUTSIDE THE COMPANY

CARBON OFFSET PROJECTS

- ◆ Preferably in our value chain
(e.g. battery charging or H₂ infrastructure)

Selected key achievements in our operations



32% OF RENEWABLE ELECTRICITY

5 SITES ALREADY EQUIPPED WITH SOLAR PANELS OR WIND TURBINES

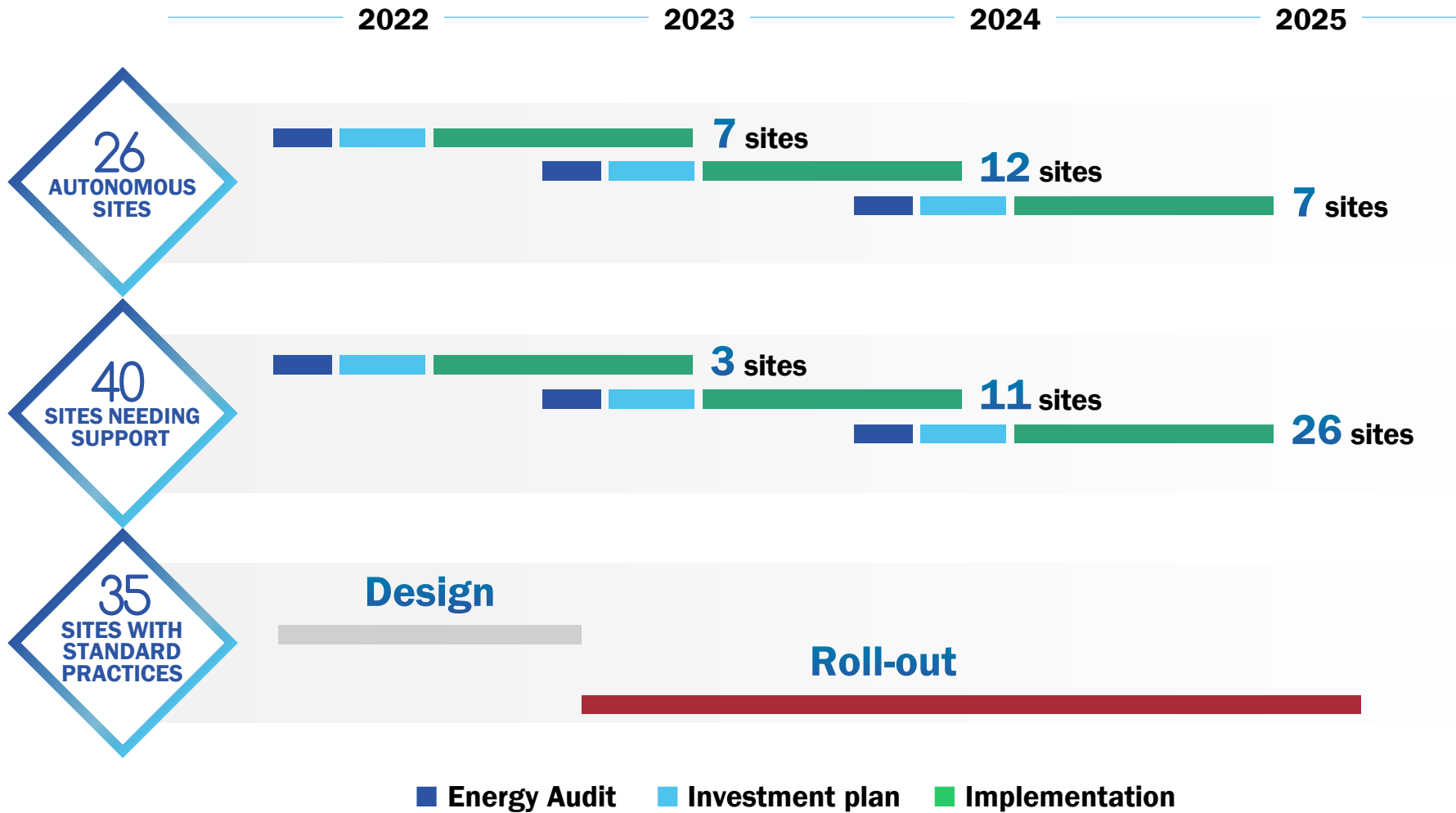
OVER 25 IN 2022

30
best practices
Top
planet



SITE TESTIMONY
WITH OUR PARTNER
ON EFFICIENCY PROGRAM

Completing our global efficiency program within the next 4 years





Our action plan

SCOPE 3: -30% in 2030

ACTION PLAN WITH SUPPLIERS & TRANSPORTERS

- ◆ CO₂ footprint as a selection criterion / Sharing of tools & good practices



SOLUTIONS FOR OUR CUSTOMERS

- ◆ Lightweighting, Aerodynamics
- ◆ Electrification

Partnership with



carbone4

Our roadmap to reduce Scope 3 emissions with our suppliers

2021

2022



- ◆ Based on impact and maturity
- ◆ Engagement strategy per supplier category
- ◆ Green targets and KPIs

- ◆ Webinars, conventions, training...
- ◆ Supplier charters
- ◆ Timeline

- ◆ Activate relevant CO₂ emissions levers
- ◆ CO₂ data
- ◆ Support initiatives, share best practices, launch green projects...
- ◆ Key suppliers roadmap

- ◆ Improve value chain
- ◆ CO₂ footprint measurement
- ◆ Providing efficient and trustable KPIs and measurement tools

- ◆ Procurement policy and sourcing CO₂ criteria
- ◆ PO award

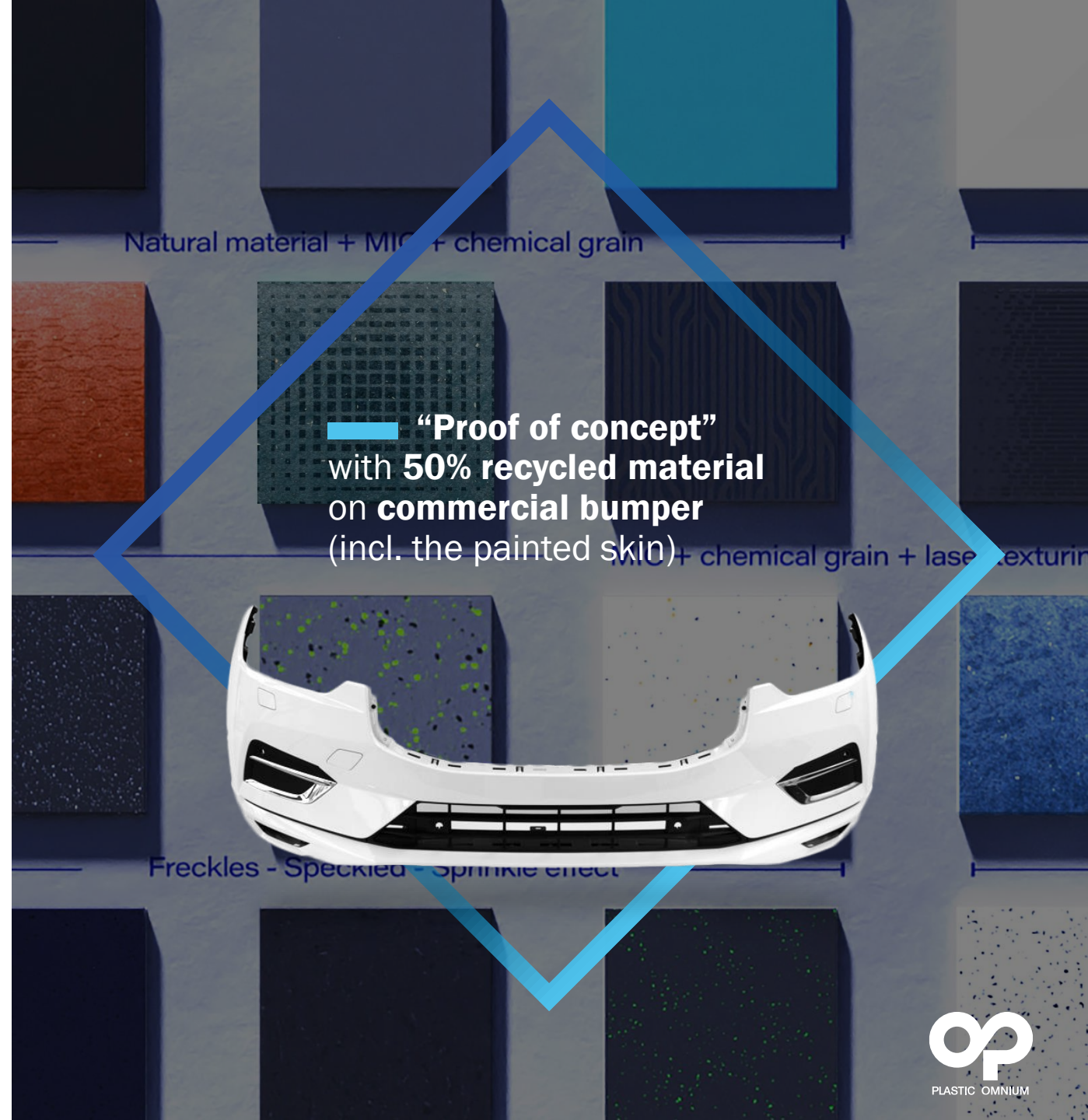
Innovating for circular business

INCREASING THE PACE OF RECYCLED MATERIAL IN OUR PRODUCTS

SAME CRITERIA OF SAFETY AND AERODYNAMICS

ECO-DESIGN AND RECYCLABILITY

DEVELOPMENT OF A MASS MARKET



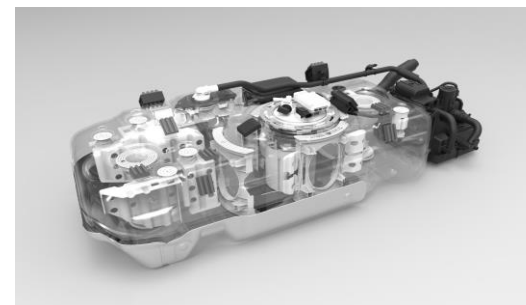
Innovating with customers

“Plastic Omnium as one of our important suppliers has a very important role to play and we are looking forward to a continuous good collaboration and your full support to reach our sustainability targets.”

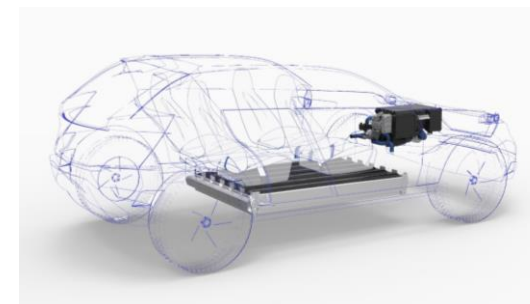
Volvo cars



Lightweight & Aerodynamics



Hybrid vehicles



Hydrogen



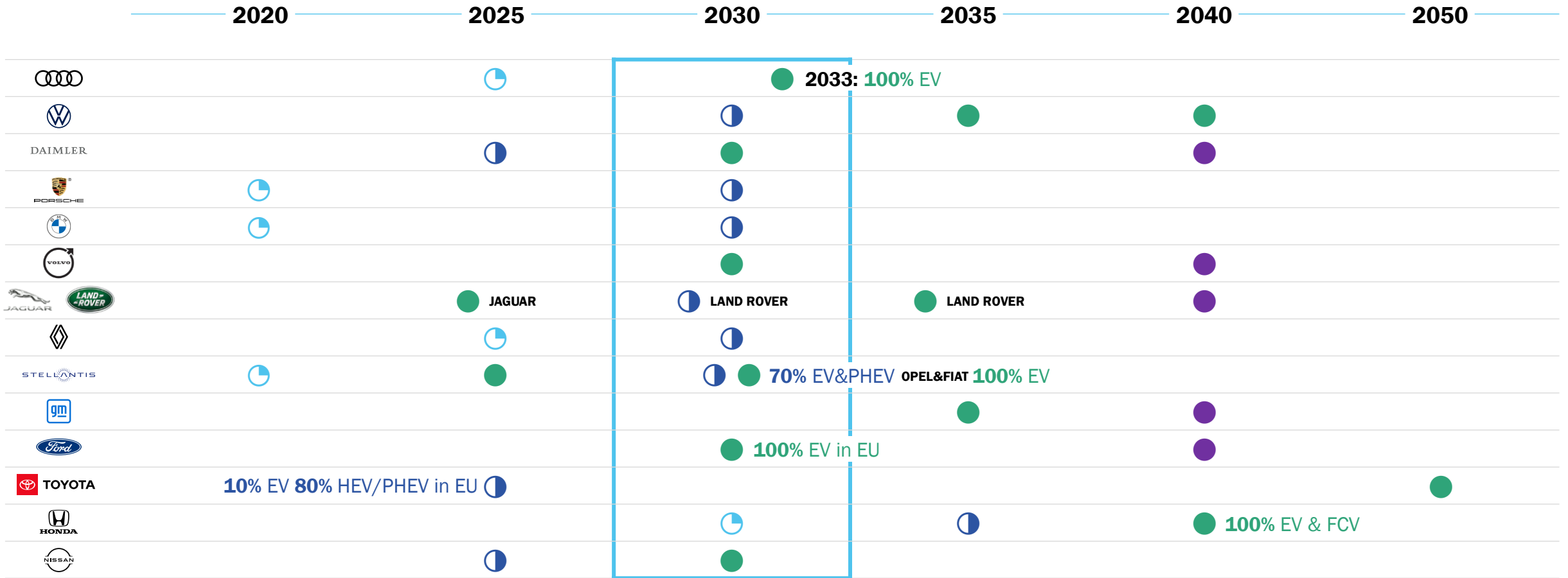
Automated LID



Frunk



Supporting our customers in their electrification strategy thanks to our technologies...



SALES TARGET ● 100% EV OR FCEV / ● >50% EV OR PHEV / ● <50% EV OR PHEV

● COP26 Commitment for complete ICE phase out



...to strengthen our position in low-carbon mobility

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
and tailgates

E100
by SsangYong



Front-end modules

PURE EVs

MODELS Y & 3
by Tesla



Front and rear bumpers,
front-end modules and
active grill shutters

POLESTAR 1 & 2
by Polestar



Front and rear bumpers

NEW VEHICLE
by Lucid Air



Front and rear bumpers

SUV AND PICK-UP
by Rivian



Front-end modules

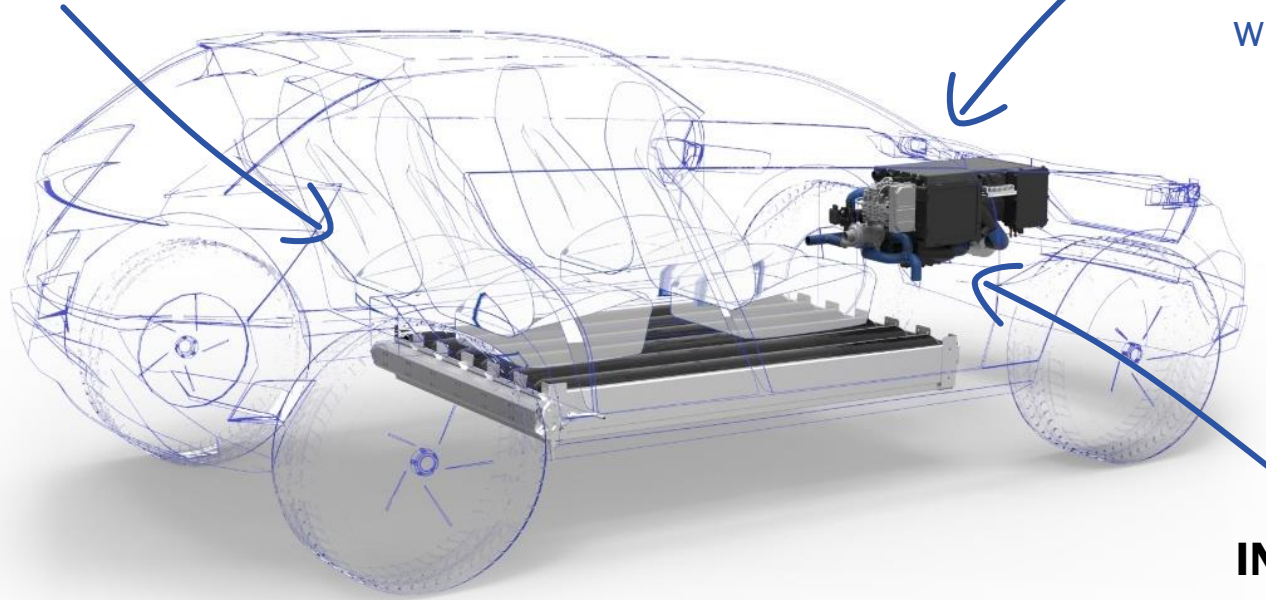
VAN
Amazon Prime



Active grill shutters

Hydrogen: a comprehensive offer across the entire value chain

HYDROGEN VESSEL



FUEL CELL STACK

A unique production capacity thanks to our joint-venture **EKPO** FUEL CELL TECHNOLOGIES with **elringklinger** (10,000 units/year)

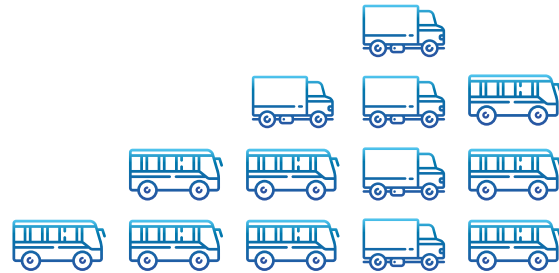
INTEGRATED HYDROGEN SYSTEM

> **A WORLD LEADER IN FUEL CELL TECHNOLOGY** <

A strategic opportunity for PO to grow beyond automotive

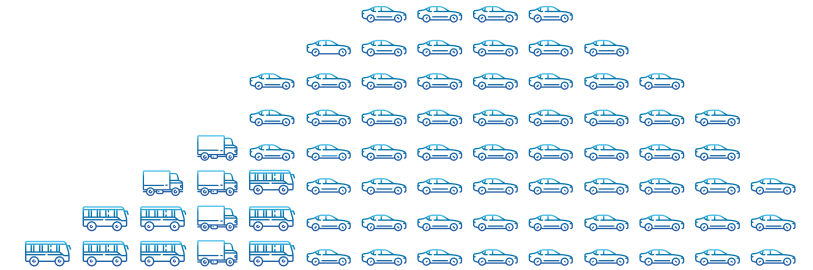
Hydrogen: a promising market, fed...

...today by heavy mobility



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

...tomorrow by all kinds of mobility



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

H2 market by 2030



North America
— 5%

Europe
— 20%

Asia
— 75%



Hydrogen: Our strong commercial pipeline...



100

PROJECTS WORLDWIDE



85

CUSTOMERS

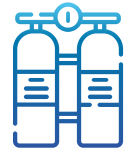


Global

FOOTPRINT



...fuels our 2030 ambitions



N°1

**HYDROGEN
MOBILITY**

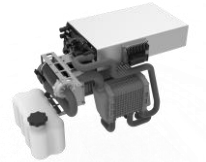
25%

MARKET SHARE
HYDROGEN VESSELS



10-15%

MARKET SHARE
FUEL CELL STACKS



10%

MARKET SHARE
**INTEGRATED
HYDROGEN SYSTEMS**



€ 3BN

**REVENUE TARGET
by 2030**

OUR TARGET

IN HYDROGEN

€ 100MM

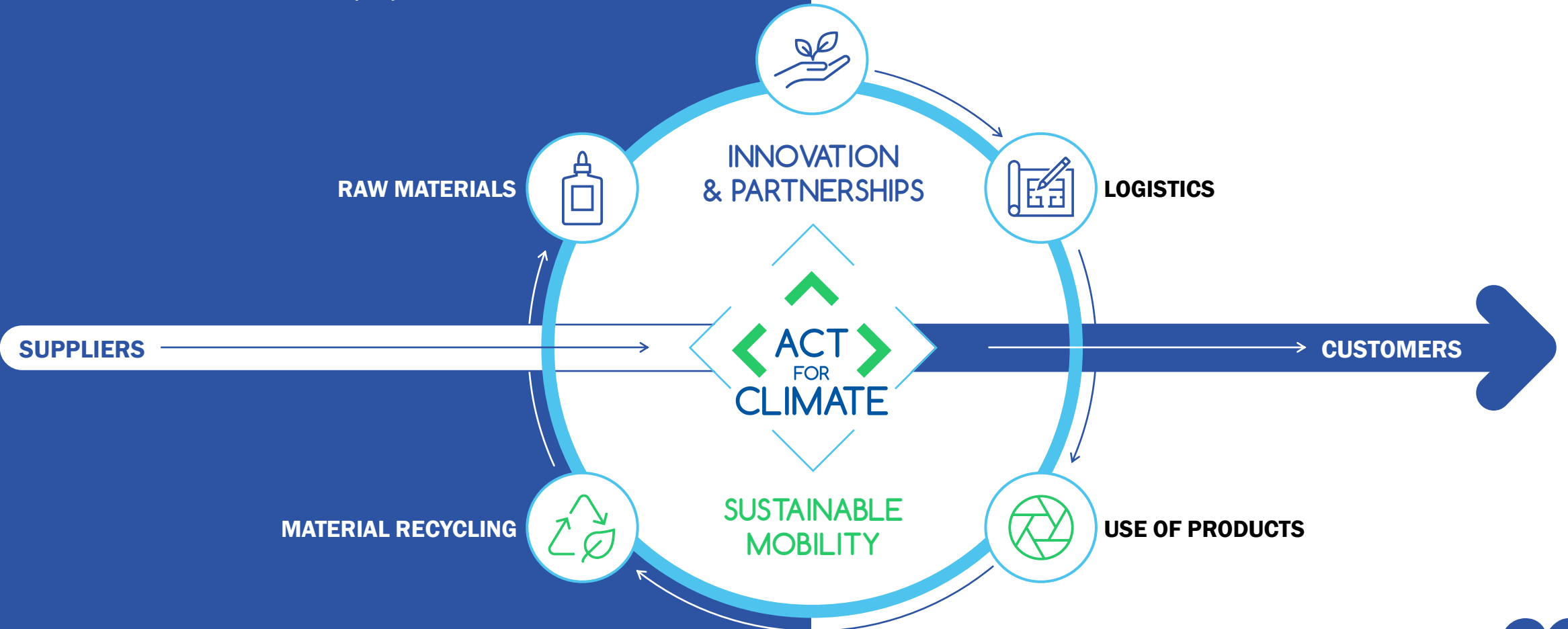
ANNUAL INVESTMENT
in the coming years
to develop products
and scale up industrial
capacities

OPERATING MARGIN
Breakeven
in 2025
Relative
by 2030



Circular economy at the heart of our approach

SUSTAINABLE PRODUCTION





Financing Carbon Neutrality

Kathleen WANTZ-O'ROURKE
CFO & CIO



Sustainable Finance is a driver for change

Sustainability has been a key focus
for the Company since its inception

**Finance function empowered to
further embed the sustainability agenda**
across all aspects of the business

**Ambition to develop robust reporting
mechanisms** ensuring ongoing assessment
of relevant KPIs (part of FIT Program)



STRENGTHENING COMPETITIVE ADVANTAGE
THROUGH DEMONSTRATED LEADERSHIP

GREATER FINANCING OPTIONALITIES MADE
POSSIBLE BY LOW-CARBON DEVELOPMENTS

ENABLING TAXONOMY REPORTING



Driving investment to enable low-carbon transition



Increasing penetration target on ZEV market leading to a growing CAPEX related to Energy Transition



Transition to BEV favoring PO positioning among key OEMs



World leader in H2 systems production capacity:

- CAPEX > 300 M€ since 2015
- 100 M€/yr in the coming years



INVESTMENTS MAINLY FINANCED THROUGH OUR OWN CASH-GENERATION



Efficiency program to reduce Scope 1 & 2 emissions aligned with PO financial discipline



40 M€ CAPEX until 2025 (included in regular CAPEX envelope)



PAYBACK < 3 YEARS



Renewable electricity production (solar+wind)

- On-site production
- Virtual off-site PPA



3RD-PARTY FINANCING VS. LT COMMITMENT



Next steps



TAXONOMY: 1ST REPORTING WITHIN URD 2021

**CAPITAL MARKETS DAY PLANNED IN H1 2022
TO UPDATE ON OUR STRATEGIC VISION,
INCLUDING OUR FINANCIAL SUSTAINABILITY
FRAMEWORK**



Conclusion

Laurent FAVRE
CEO



Sustainability at the heart
of our value proposition



SUSTAINABILITY



RESPONSIBILITY



COMPETITIVENESS



PROACTIVITY



ATTRACTIVENESS



**VALUE FOR ALL
STAKEHOLDERS**



Q&A