



2022 Q3 REVENUE

OCTOBER 25, 2022

KATHLEEN WANTZ-O'ROURKE
GROUP CFO & CIO



Q3 2022 Business Highlights

DYNAMIC
order intake
& starts of production

CONFIRMED
financial guidances*



DOUBLE-DIGIT
GROWTH
sales

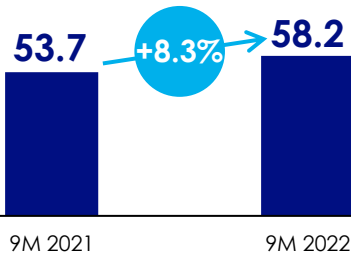
despite a challenging backdrop
with increasing inflation

REALIZATION
of external growth strategy
in Lighting, Modules & Electrification

Resilience in a disruptive context

Continued chip shortages, covid impact and production stoppages

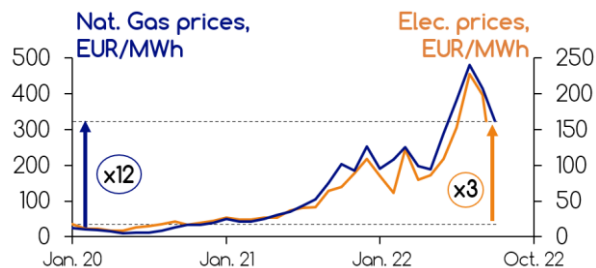
Automotive production⁽¹⁾
(in M vehicles)



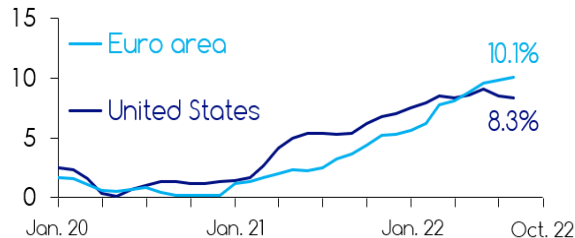
4.1M

Lost production of vehicles
in 9M 2022 outside Russia⁽²⁾

Growing worldwide inflation

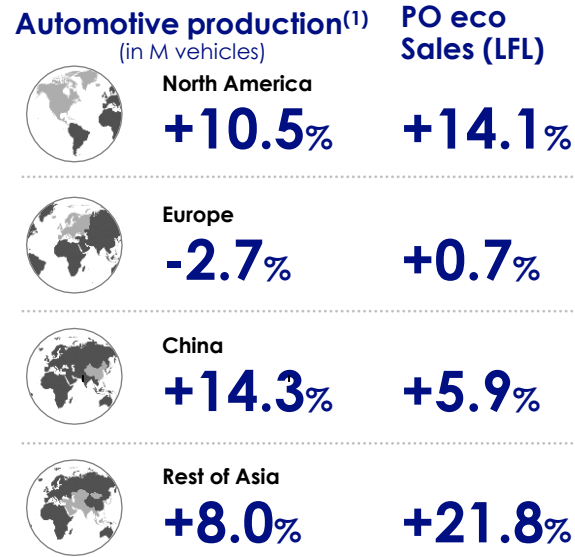


US and EU yearly inflation rates (%)



Differentiated impacts on automotive production⁽¹⁾ per region

9M 2022 vs. 9M 2021





Q3 2022 HIGHLIGHTS

ACCELERATING OUR TRANSFORMATION
TO DRIVE A NEW GENERATION
OF MOBILITY



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Closing of 3 acquisitions in Q3 2022 in Lighting & Electrification

Electrification



Strong expertise
in heavy mobility

EV at
€52.5M

~**€22M**
revenues
in 2021

200
employees

Lighting



An innovation
leader

EV at
€65M

~**€148M**
revenues
in 2021

770
employees



A recognized
lighting player

EV at
€520M

~**€0.8bn**
revenues
in 2021

6,500
employees



25th MARCH

29th APRIL

27th JUNE

1st JULY

1st AUGUST

6th OCTOBER

amrut OSRAM SIGNING



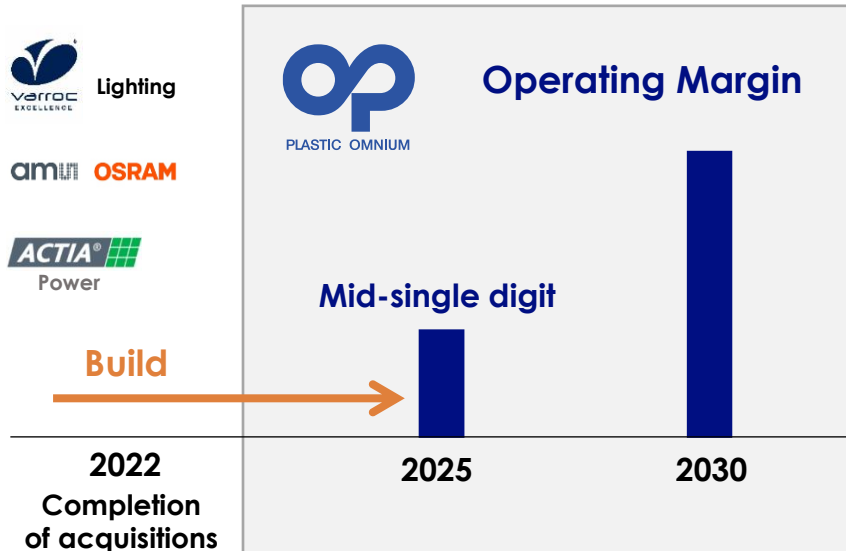
amrut OSRAM CLOSING



Mid-single digit profitability in 24-36 months

(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 program

Order book: many successes across divisions



Ford F-150 Ice

Fuel Systems
(USA)

Contract secured until the
end of the program



Toyota Hilux

SCR Systems
(Argentina)



Lucid Gravity

Fascias / Front & Rear
Bumpers / Rockers /
Wheel Arch
(Mexico)



Audi Q9

Tailgate/ Front-End module
/ Front-End Carrier
(Slovakia)

First plastic tailgate with
a German premium OEM



Peugeot 208

Rear Bumper
(Spain)



Volkswagen Saic ID.7

Spoilers
(China)



Seat Ateca & Audi Q3

Center Console
(Hungary)



Dodge D-Coupe

Front-End Module
& Front-End Carrier
(Canada)



BMW Sedan

Cockpit Module
(Malaysia)



Porsche Cayenne

Active Grille Shutter
(Slovakia)

Growth: launches in Q3 2022



BMW X7
Front-Rear Bumper /
Rocker Panel /
Wheel Arch
(USA)



Porsche Cayenne
Front-Rear Bumper / Roof
Spoiler
(Slovakia)



Chevrolet Blazer
Front-Rear Bumper
(Mexico)



Shanghai-GM LYRIQ EV
Front-Rear Bumper / Front
Bumper Grille / Tailgate
(China)



100% EV player
Front-Rear Bumper
(China)



NIO ET5 EV
Front-Rear Bumper
(China)



BMW 7 series
Fuel Systems
(Slovakia)



Nissan Serena
Fuel Systems
(Japan)



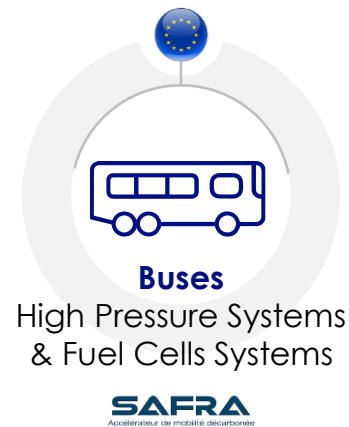
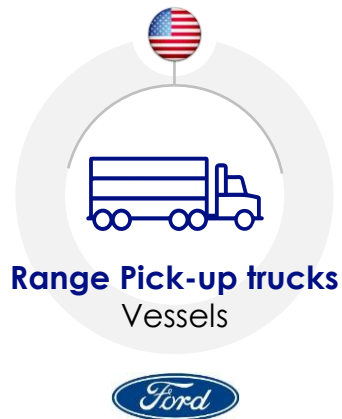
Ssangyong J100 EV
Front-End Module
& Front-End Carrier
(South Korea)



Kia Niro
Front-End Module
& Front-End Carrier
(South Korea)

29 SOP's
Q3 2022
~€85m

New Energies: significant steps towards achieving 2025 targets



Construction of Europe's **largest hydrogen vessels factory** in Compiègne (France)

- Production capacity of **80,000 hydrogen tanks per year**
- Operational in **2025**
- Public funding of **€74m** as part of the IPCEI*

Signing of acquisition of final third of HBPO¹

- **Strong R&D** (safety, aerodynamic management)
- **Supply chain management**
- **Operational excellence** for complex modules
- **Proximity** with strategic global OEMs
- **Speed and agility**



Jeep



HYUNDAI

RIVIAN



Complete ownership to accelerate HBPO's growth and exploit full synergy potential with Group's portfolio

#1
worldwide

18%
market share

>6m
modules/year

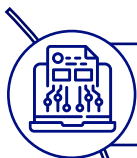
31 plants
in 11 countries

3,000
employees

7
R&D centers

137
patents

ESG Roadmap: Focus on energy savings



Audits to identify close to **100 actions** to reduce energy consumption



Continuous deployment of on-site **renewable energy solutions**



7 new sites equipped with Energy Management System to continuously monitor energy consumption of all our assets



Global instruction to **limit building heating at 19°C and air conditioning at 26°C** worldwide



An ambitious carbon neutrality roadmap

**SCOPES 1 & 2:
neutral in 2025**



Reduce

12% reduction
in energy
consumption



Replace

Use
of renewable
energy



Compensate

Carbon
offset
projects

**SCOPE 3:
-30% in 2030**



Collaborate

Action
plan with
stakeholders

SCOPES 1-2-3: neutral in 2050



**9M
achievements**

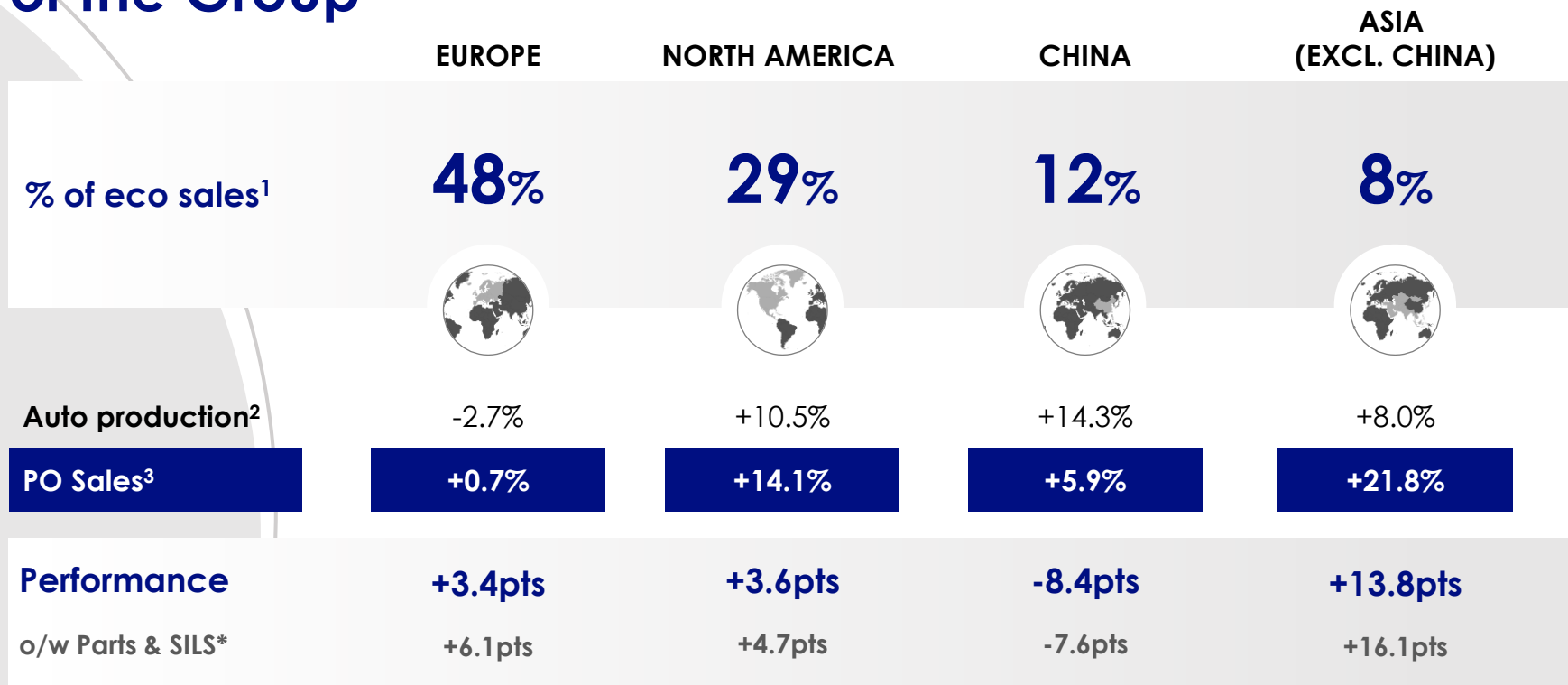
- Recycled materials transversal project kicked off
- Upgraded EcoVadis rating: 80/100 (vs 75/100 in 2021)
- Merger of the Human Resources and Sustainability functions
- Launch of an internal circular economy platform



Q3 2022 FINANCIAL RESULTS



9M growth and outperformance in key geographies of the Group



* Revenues of base business excluding SOPs / Tooling & development

⁽¹⁾ Q3 2022 economic sales

⁽²⁾ Source: S&P Global Mobility automotive production October 2022 by Source plant region - [0:3.5t PC + LCV]

⁽³⁾ 9M 2022 vs. 9M 2021 LFL

Q3 sales per business

Double-digit growth as reported and on a LFL basis across all divisions

Including **€44m** of revenues from the acquisition of AMLS Osram and Actia Power

| In €m Per business (incl. Acquisitions) | Q3 2021 | Q3 2022 | Δ in % | Δ LFL | 9M 2021 | 9M 2022 | Δ in % | Δ LFL |
|---|---------|---------|-----------|----------|---------|---------|-----------|----------|
| Plastic Omnium Industries | 1,335 | 1,722 | +28.9% | +17.6% | 4,327 | 4,841 | +11.9% | +5.5% |
| Plastic Omnium Modules | 457 | 655 | +43.5% | +36.6% | 1,602 | 1,853 | +15.7% | +11.7% |
| Economic revenue | 1,792 | 2,377 | +32.6% | +22.4% | 5,930 | 6,694 | +12.9% | +7.2% |
| JVs | 183 | 254 | +39.3% | +29.8% | 537 | 651 | +21.4% | +14.2% |
| Consolidated revenue | 1,609 | 2,122 | +31.9% | +21.6% | 5,393 | 6,043 | +12.0% | +6.5% |

o/w Parts & SILS*

| | | | | | | | | |
|----------------------|-------|-------|--------|--------|-------|-------|--------|-------|
| PO economic revenue | 1,557 | 2,251 | +44.5% | +32.8% | 5,479 | 6,313 | +15.2% | +9.2% |
| JVs | 176 | 249 | | | 519 | 630 | | |
| Consolidated revenue | 1,381 | 2,002 | +45.0% | +32.9% | 4,960 | 5,683 | +14.6% | +8.7% |

* Revenues of base business excluding SOPs / Tooling & development

Estimated impact of acquisitions

| In €m Per business | June – December 2022 Impact |
|-----------------------|-----------------------------|
| On Sales | ~€+300m |
| On Free Cash-flow | ~€-130m ⁽¹⁾ |

| Acquisition | Date | Enterprise Value |
|-------------------------|------------------------------|------------------|
| AMLS Osram | 1 st July 2022 | €65m |
| Actia Power | 1 st August 2022 | €52.5m |
| Varroc Lighting Systems | 7 th October 2022 | €520m |
| HBPO (33.33%) | Q4 2022 ⁽²⁾ | €290m |

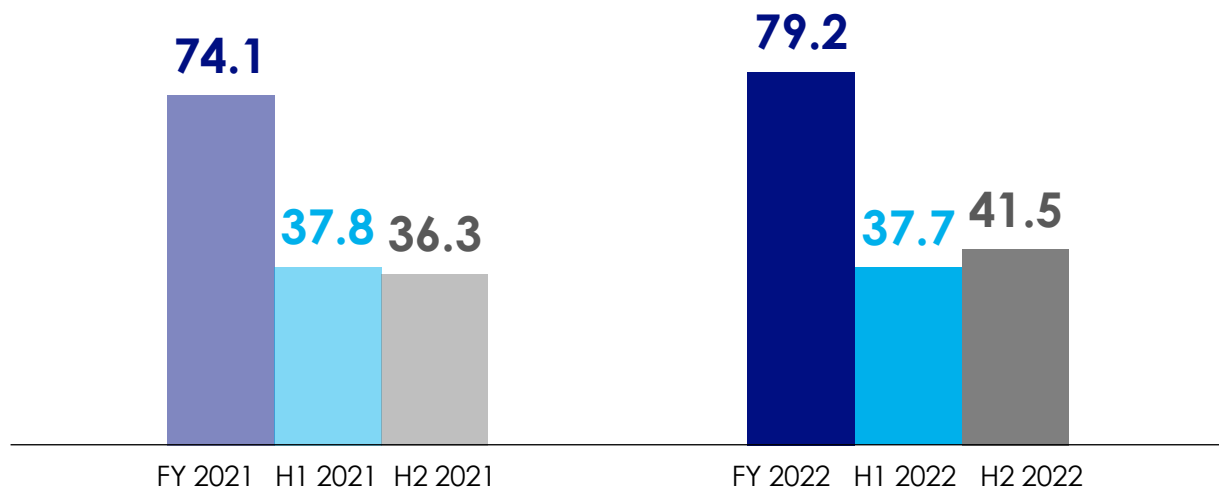
OUTLOOK



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2022 automotive production assumptions

Automotive production⁽¹⁾ – S&P Global Mobility Forecasts
(in million of vehicles)



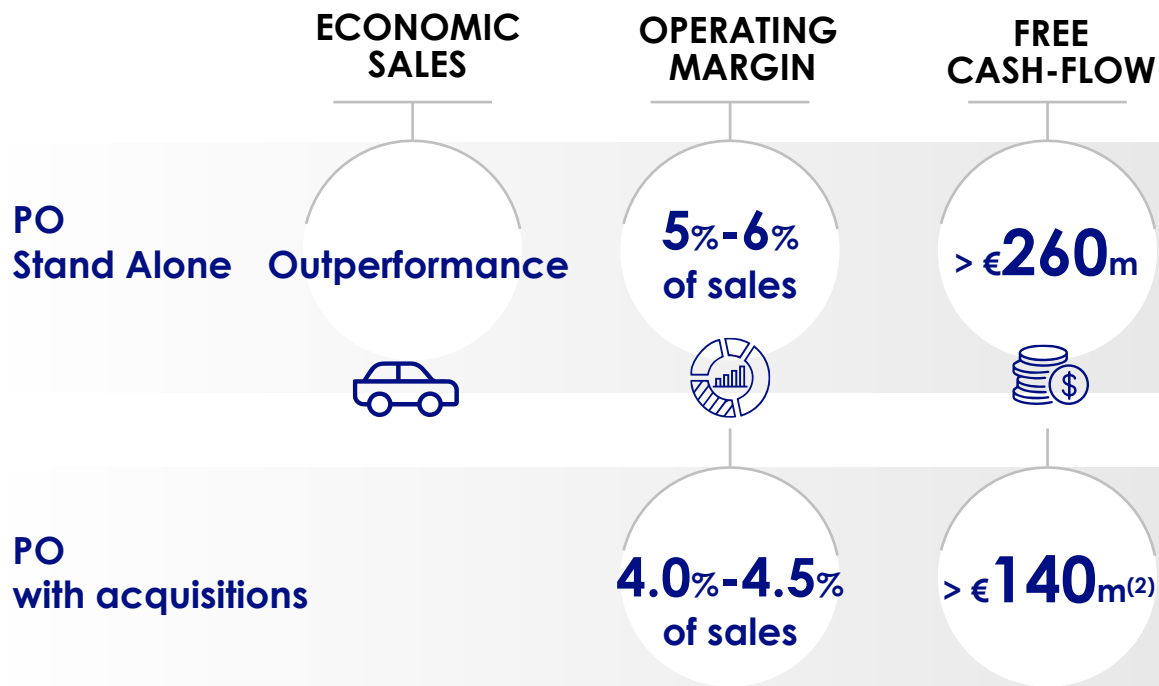
Outlook in-line with management assumptions
for 2022 guidance

PO
ASSUMPTIONS
2022

S&P February⁽²⁾
2022 – 5%

77M vehicles

Confirmed FY 2022 Financial Guidance⁽¹⁾



FEBRUARY 22ND, 2023 – FY 2022 Results

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APPENDICES



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Contacts

investor.relations@plasticomnium.com

www.plasticomnium.com

