



# Investor presentation

May 2021

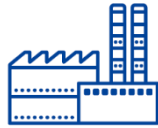


# A worldwide leader

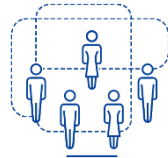
- Created in 1946 and majority owned by the founding family through Burelle SA (59.4%)
- 27<sup>TH</sup> worldwide automotive supplier



2020 Revenue  
**€7.7 bn**  
-14% LFL (vs auto prod -17%)



**135** plants  
**25** R&D centers



**31,000** employees  
in **25** countries



**4.4%**  
of revenue  
dedicated to R&D



**93**  
customers

# Shaping the future of sustainable and connected vehicles



## Connectivity & Functions Integration



### INTELLIGENT EXTERIOR SYSTEMS

**#1** WORLDWIDE

**15%** Market shares  
Bumpers

**€3.3Bn** of revenue in 2020

## CO<sub>2</sub> reduction



### CLEAN ENERGY SYSTEMS

**#1** WORLDWIDE

**22%** Market shares  
Fuel systems

**€2.3Bn** of revenue in 2020

## Modularization & Customization

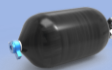


**HBPO**  
THE MODULE COMPANY

**#1** WORLDWIDE

**18%** Market shares  
Front end modules

**€2.1Bn** of revenue in 2020



### NEW ENERGIES Hydrogen / Fuel-cell





**Q1 2021**



## Fragmented & volatile market in Q1

- China: **+79.2%**; RoW: **-0.4%**
- Supply chain disruptions

## Solid Q1 sales

- **5%** organic growth on economic sales
- Strong **outperformance** in Europe and Asia excluding China; strong growth in China (+79%)
- Growth drivers with **Premium** and **EV cars**

## Strategic developments in Q1

- Strong commercial activity with new strategic orders especially on EV
- Hydrogen acceleration with EKPO Fuel Cell technologies closing
- Push on carbon neutrality

## FY 2021 financial guidance confirmed

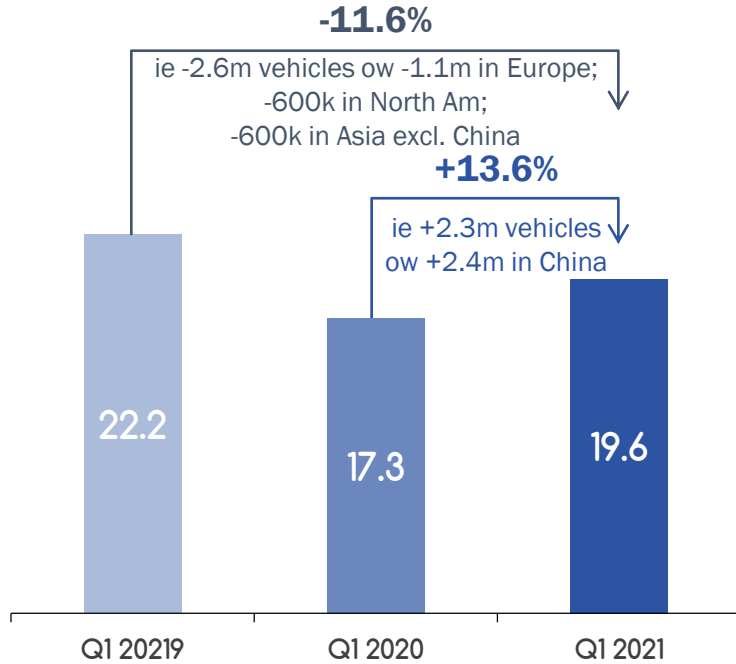
- H1 2021 will reflect the same trajectory

# Strong resilience of PO sales



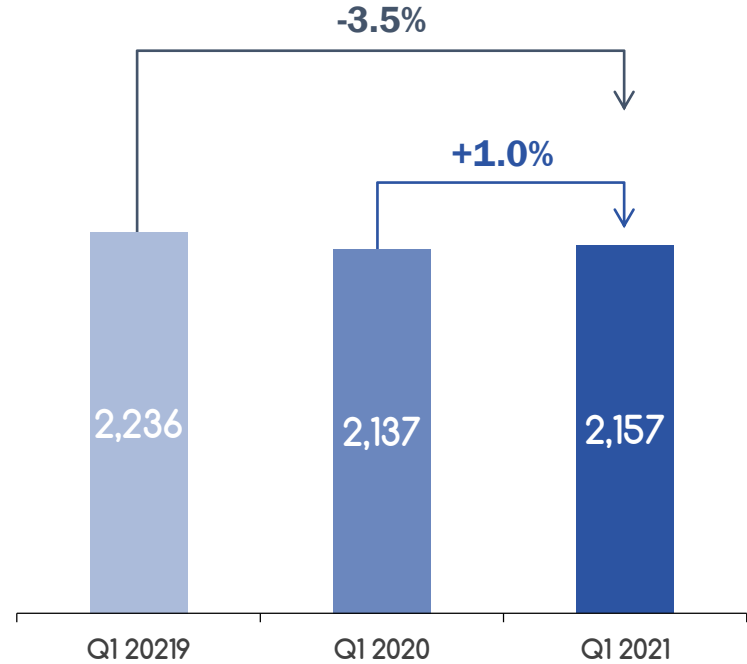
## Q1 automotive production

(In million of vehicles)

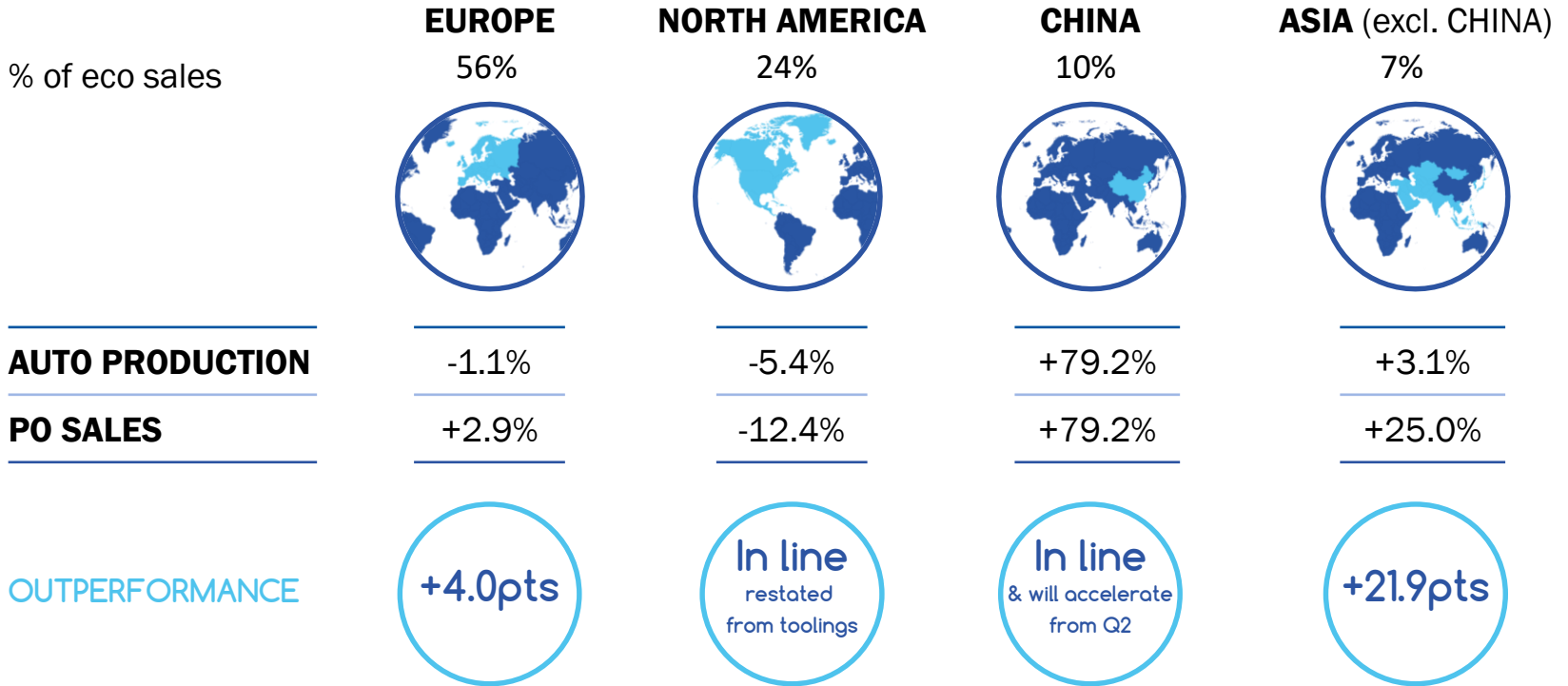


## PO Q1 economic sales

(In m€)



# Q1 revenue per geography



\* Plastic Omnium economic sales like-for-like variation  
Source: IHS April 2021

# Strong commercial activity in Q1

## New growth drivers, especially on BEV platforms



**Ford - new EV SUV**  
Front and rear bumpers (Germany)



**Volkswagen ID-buzz EV combi**  
Cockpit modules (Germany)



**100% EV player**  
Front-end modules (USA)



**Volkswagen - Jetta**  
Front and rear bumpers (Mexico)



**General Motors new EV SUV**  
Front and rear bumpers (Mexico)



**Audi - EV Q4 e-tron**  
Active grille shutters (China)

## Market shares gains with metal to plastic substitution



**Mitsubishi Triton**  
Fuel systems (Thailand)



# 2021 Market outlook



## Shortage update

- OEMs continue to shutdown some production lines / sites **due to supply chain disruptions** particularly on semiconductors
- PLASTIC OMNIUM, which is not directly impacted, **manages the situation** on a daily basis in its 135 plants

**REINFORCED FLEXIBILITY AND CONTINUATION OF COST REDUCTION AND TRANSFORMATION PROGRAMS**

## PLASTIC OMNIUM market assumptions

- In this context, PO continues to manage its operations with a **5%** discount of the volumes expected for global automotive production, ie **77 million vehicles**

# 2021 Financial Guidance confirmed

STRONG  
GROWTH



**SALES**

BACK TO  
2019 LEVELS



**OPERATING  
MARGIN**

6% of sales

SUPERIOR TO  
2019 LEVELS



**FREE  
CASH FLOW**

>€220m

H1 RESULTS WILL REFLECT THIS TRAJECTORY



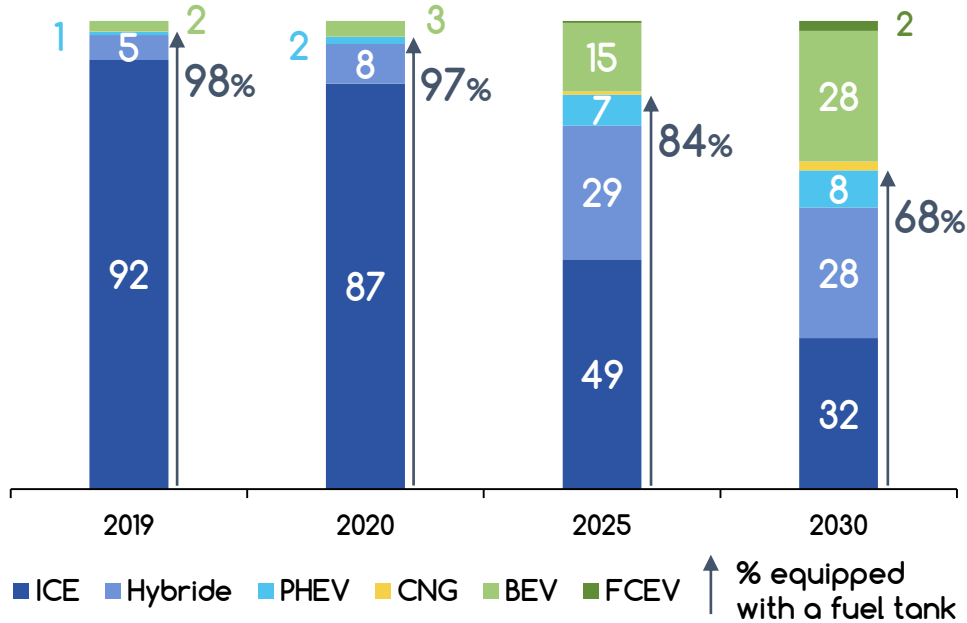
# Successful positionning on BEV



# Our current vision of powertrain mix evolution

## Mix evolution 2019-2030 – PO view

In % of worldwide automotive production



## EV driven by Europe & China

EUROPE



~40%  
BEV + FCEV  
in 2030

CHINA



~40%  
BEV + FCEV  
in 2030

ASIA  
(excl. CHINA)



~25%  
BEV + FCEV  
in 2030

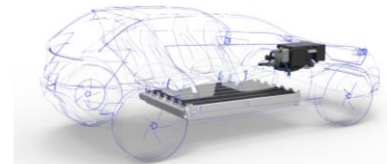
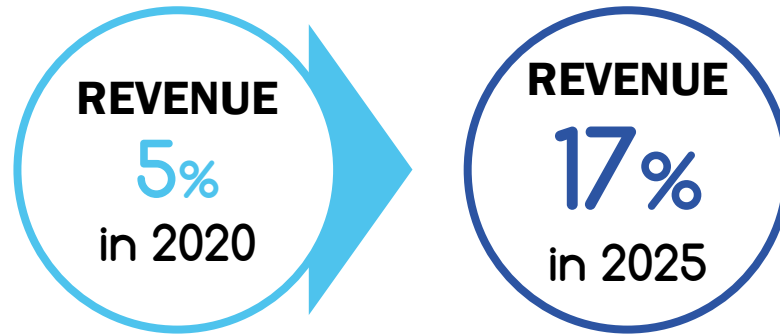
NORTH AMERICA



~20%  
BEV + FCEV  
in 2030

# Successful positioning on electric vehicles

Increase in electric vehicles Group's penetration: share of BEVs and FCEVs in PO's revenue



# Successful positioning of PO on BEV: PO offer

IES

## SMART BUMPERS



## SMART TAILGATES & SPOILERS



## BODY PANELS



HBPO

## FRONT END MODULES



## NEW MODULES IN PRODUCTION



Cockpit modules



Active Grill Shutter



Center consoles



DC/DC converter modules

## NEW E-MODULES IN DEVELOPMENT FOR BEV

# Successful positioning of PO on BEV: PO commercial successes

## 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 & tailgates



### E100 by SsangYong

Front-end modules

## PURE EVs



### MODELS Y and 3 by Tesla

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



### POLESTAR 1 & 2 by Polestar

Front & rear bumpers



### NEW VEHICLE by Lucid Air

Front & rear bumpers



### SUV and pick-up by Rivian

Front-end modules



### Amazon Prime vans

Active grill shutters



# Deployment of our hydrogen strategy to be a leader

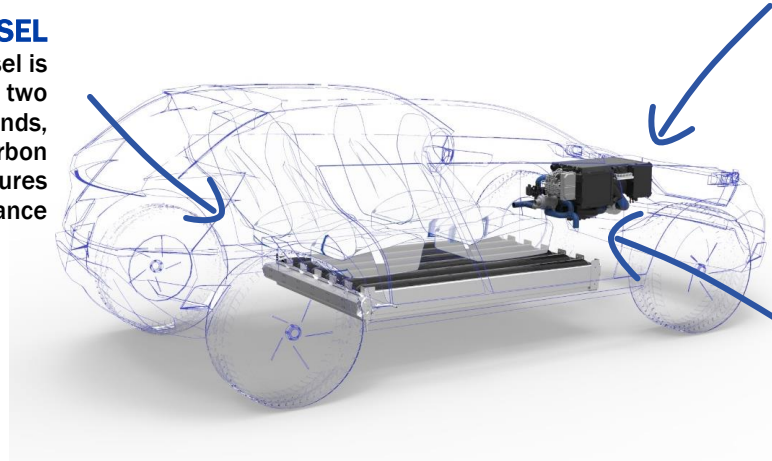




# Hydrogen: a comprehensive offer across the entire value chain

## HYDROGEN VESSEL

The hydrogen vessel is made up of a liner, two bosses that seal the ends, and 60% to 65% carbon fiber, which ensures pressure resistance



## FUEL CELL STACK

A fuel cell stack is made of 300 to 500 cells  
One cell consists of a Membrane Electrode Assembly and a Bipolar Plate

## INTEGRATED HYDROGEN SYSTEM, INCLUDING THE FUEL CELL STACK AND THE BALANCE OF PLANT COMPONENTS

There are 120 to 150 components, divided into four major product families: Thermal control, Electronic & software management, Air compression & humidification, Power electronics

→ A UNIQUE COMMERCIAL APPROACH  
allowing a one-stop-shop approach tailored to our customers' needs

# Since 2015, we have built our hydrogen strategy and are now strongly positioned in this business



## INVESTMENTS

We have invested €200 million since 2015



## STRATEGIC ACQUISITIONS & PARTNERSHIPS

We have made targeted acquisitions:

- Optimum CPV in 2017
- Swiss Hydrogen in 2017



In October 2020 we announced the creation of a JV, *EKPO Fuel Cell Technologies*, with ElringKlinger and the acquisition of its Austrian subsidiary specialized in integrated hydrogen systems (closing made on March 1<sup>st</sup>, 2021)



## CERTIFICATIONS

Our hydrogen vessels are certified to international standards for all types of pressurization (350 bar and 700 bar), demonstrating our technological know-how



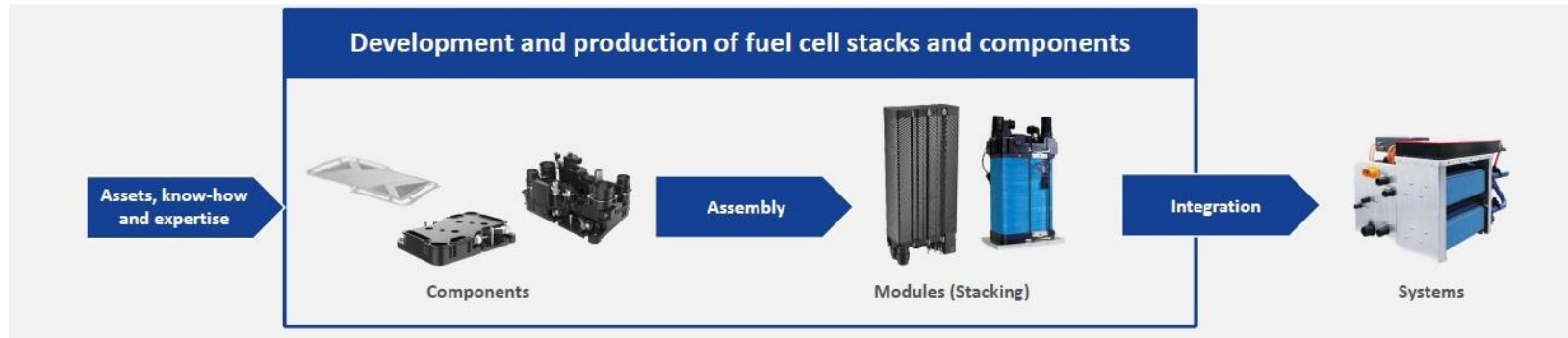
## INDUSTRIAL CAPACITIES

15 production lines will be operational by 2030 combining existing sites transformed into hydrogen production plants and new sites in Asia, Europe and North America

# Focus on EKPO Fuel Cell technologies

**EKPO** FUEL CELL TECHNOLOGIES

Joint-venture between ElringKlinger & Plastic Omnium  
Creation of a world leader in fuel cell technology



PO Investments  
€115m



Current production capacity  
of up to **10,000** UNITS per year



Worldwide commercial pipeline  
with **100** PROJECTS for **85** CUSTOMERS

Our ambition is to be the leader in hydrogen by 2030



## STORAGE VESSELS



25%

MARKET SHARE IN  
HYDROGEN VESSELS  
BY 2030

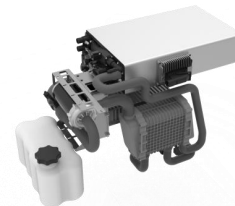
## FUEL CELL STACKS



10%-15%

MARKET SHARE IN  
FUEL CELL STACKS  
BY 2030

## INTEGRATED HYDROGEN SYSTEMS



10%

MARKET SHARE IN INTEGRATED  
HYDROGEN SYSTEMS  
BY 2030

# Our ambition translated into revenue & profitability targets and investments



€3 billion  
revenue target in 2030

Operating margin  
Breakeven in 2025  
Accretive by 2030

€100 million  
annual investment in the coming years  
TO DEVELOP PRODUCTS  
AND SCALE UP INDUSTRIAL CAPACITIES

# Recent developments in hydrogen



**May 6, 2021**

Plastic Omnium signs technological partnership with McPhy



**May 11, 2021**

EKPO will supply fuel cell stack to GCK for their high power Fuel Cell system



**May 12, 2021**

Plastic Omnium signs partnership with Hopium to develop the hydrogen storage system the Māchina



**May 17, 2021**

EKPO Fuel Cell Technologies secures high-volume series production contract for fuel cell stacks



# Annexes



# Q1 revenue per business

In €m Per business	Q1 2020	Q1 2021	Change	Change like-for-like
Plastic Omnium Industries	1,598	1,567	-1.9%	+2.1%
Plastic Omnium Modules	539	590	+9.5%	+12.5%
<b>Economic sales</b>	<b>2,137</b>	<b>2,157</b>	<b>+1.0%</b>	<b>+4.8%</b>
JVs	108	172	+59.9%	+65.4%
Plastic Omnium Industries	1,525	1,445	-5.3%	-1.4%
Plastic Omnium Modules	504	541	+7.3%	+10.3%
<b>Consolidated sales</b>	<b>2,029</b>	<b>1,985</b>	<b>-2.2%</b>	<b>+1.5%</b>

Strong activity in **March**  
 Growth drivers with **Premium** and **EV cars**





A HYDROGEN VEHICLE IS AN ELECTRIC VEHICLE  
HYDROGEN MOBILITY WILL COMPLEMENT ELECTRIC  
BATTERY MOBILITY AND OTHER HYBRID SOLUTIONS

# Hydrogen-powered mobility offers strong advantages



ZERO EMISSION



LONG DRIVING RANGE



FAST CHARGING TIME



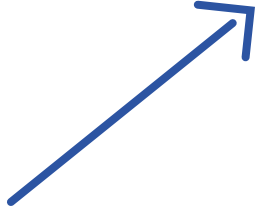
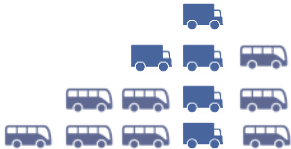
LIGHT WEIGHT



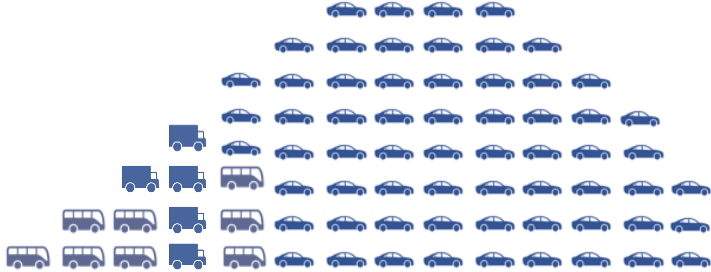
AFFORDABLE COST

# We are at the very start of the market potential

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



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



**500,000**

**BUSES, TRUCKS  
AND UTILITY VEHICLES**

**ASIA**  
75%

**EUROPE**  
20%



**1.5 MILLION**  
**PASSENGER CARS**

**NORTH AMERICA**  
5%

## OUR OFFER BY 2030

- Our goal: reduce costs by **30%**
- Price for cars: approximately **€2,000**
- Price for buses and trucks: **€15,000** to **€25,000** for the complete system

## OUR ROADMAP

- Ramp up to an industrial scale
- Develop product design and technologies to optimize tank structure and strength, using less carbon fiber
- Work on the plastic and composite materials to make them less expensive and fully recyclable
- Work with our suppliers to develop fibers tailored precisely to our product to optimize performance



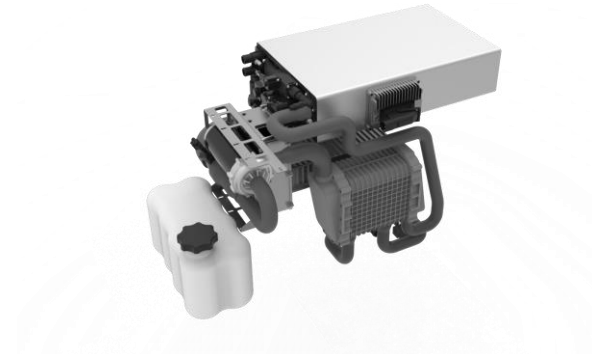
# Fuel Cell stack integrated hydrogen system

## OUR OFFER BY 2030

- Our goal: divide by **5** the cost of the fuel cell stack and integrated hydrogen system
- Price for cars: approximately **€4,000-6,000**

## OUR ROADMAP

- Automate all industrial processes
- Leverage the volume effect
- Improve on both design and materials, including decreasing the content of catalysts and lowering precious metal content





# Investor presentation

May 2021

