



PLASTIC OMNIUM

Sustainability Investors Presentation

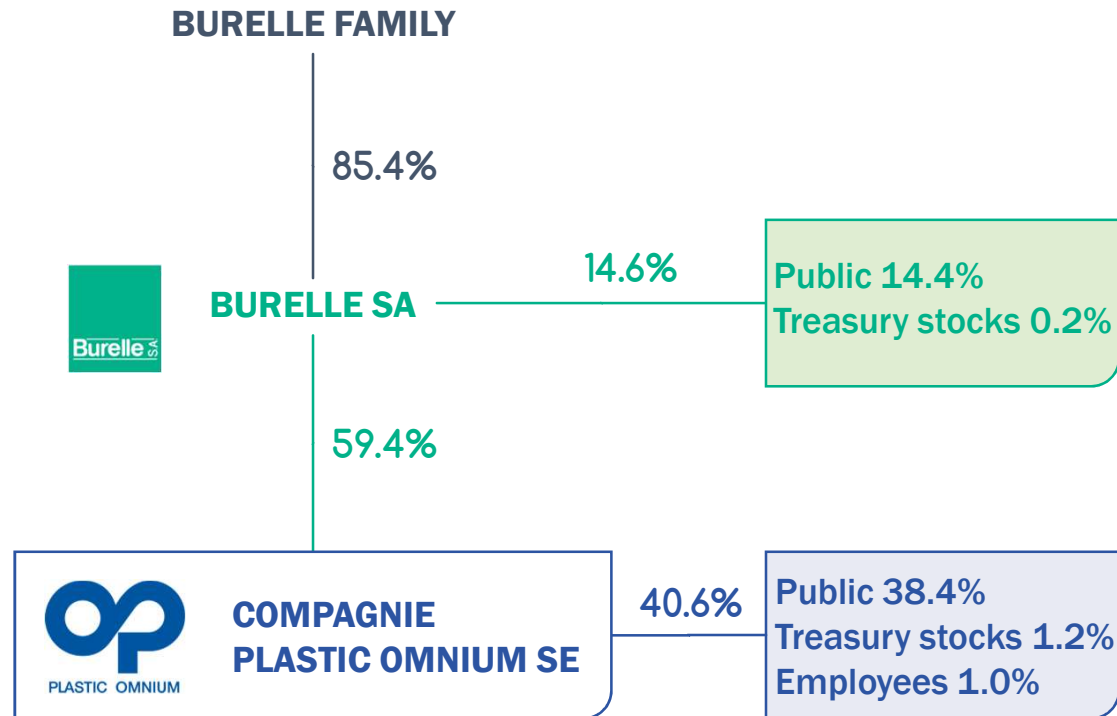
June 2021



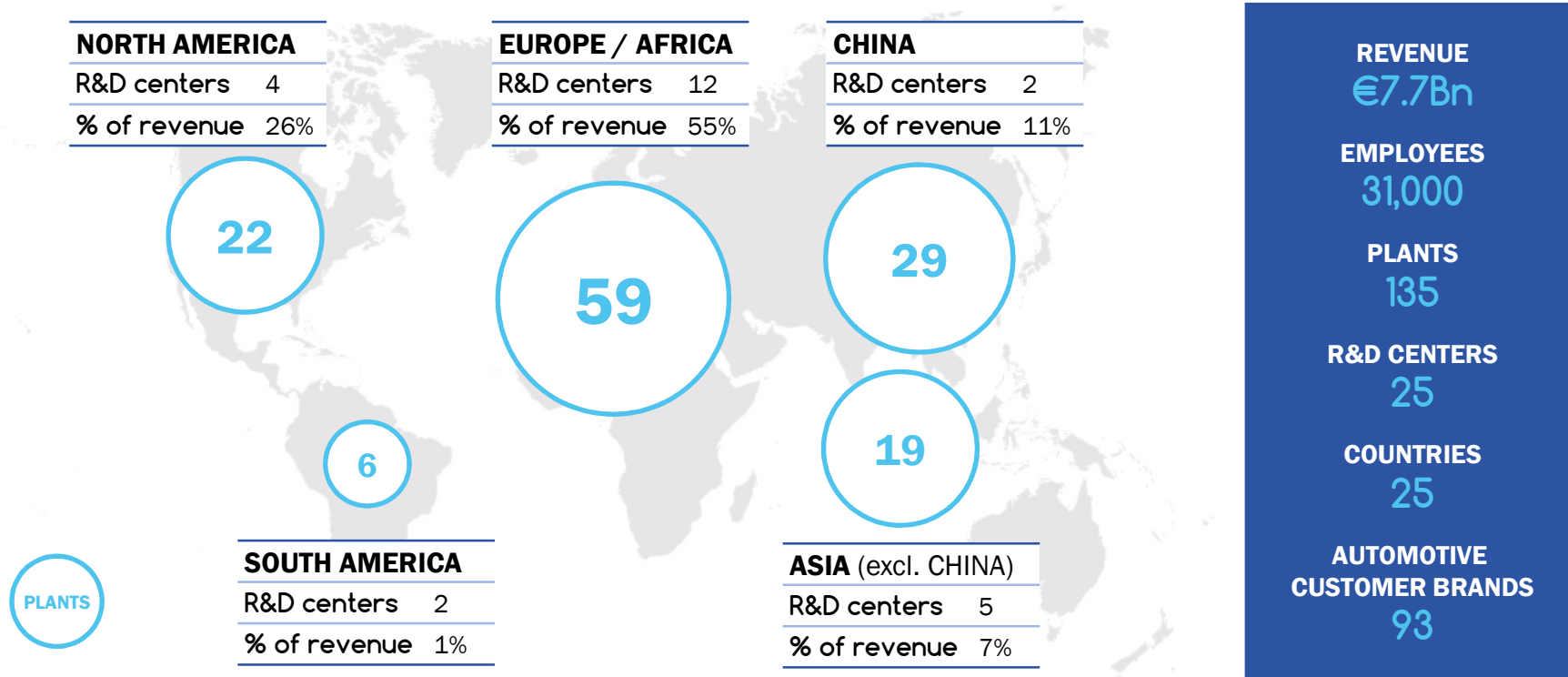
A world-leading family business in the automotive industry at the service of clean mobility...



- Founded by Pierre Burelle in 1946, Plastic Omnium is still majority-owned by the Burelle family today
- Strong entrepreneurial and innovative spirit, grounded in three generations of manufacturers
- Ownership structure ensures independence, long-term vision, stability and business continuity



... combining a strong international and local footprint



An automotive pure player, leader in its 3 businesses committed to sustainable mobility



PLASTIC OMNIUM INDUSTRIES

INTELLIGENT EXTERIOR SYSTEMS (IES)

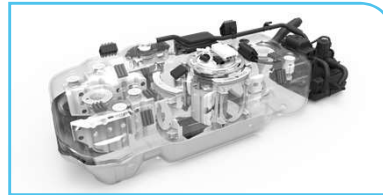


Complex, smart exterior systems that improve energy performance (lightweighting and aerodynamics) and function integration

€3.3bn (43%)
of revenue in 2020

#1 WORLDWIDE
15% MARKET SHARE
22m BUMPERS/YEAR

CLEAN ENERGY SYSTEMS (CES)

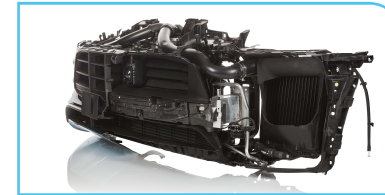


Onboard energy storage and emission reduction systems for all types of engines improving air quality and contributing to CO₂ reduction

€2.3bn (30%)
of revenue in 2020

#1 WORLDWIDE
21% MARKET SHARE
18m TANKS/YEAR

HBPO THE MODULE COMPANY



Development, assembly and just-in-sequence logistics of complex, customized and ready-to-assemble modules

€2.1bn (27%)
of revenue in 2020

#1 WORLDWIDE
18% MARKET SHARE
5m FEM*/YEAR

PLASTIC OMNIUM MODULES

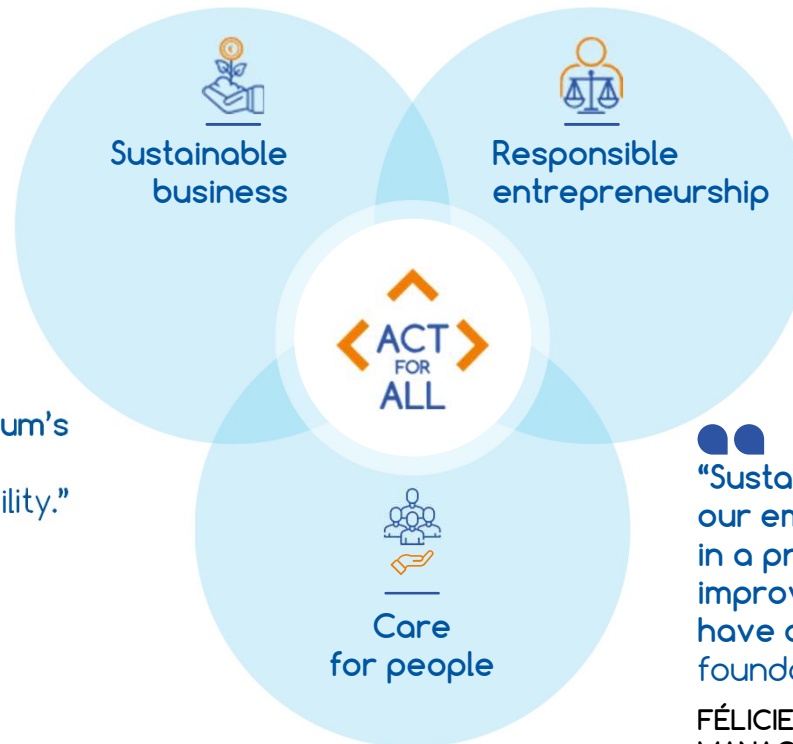
* Front-end modules

Sustainability at Plastic Omnium – 1 program, 3 interconnected pillars



The ACT FOR ALL™

program encapsulates
our ambition for
sustainable mobility



Sustainable development is
at the heart of Plastic Omnium's
strategy. It drives future
performance and acceptability."

LAURENT FAVRE,
CHIEF EXECUTIVE OFFICER



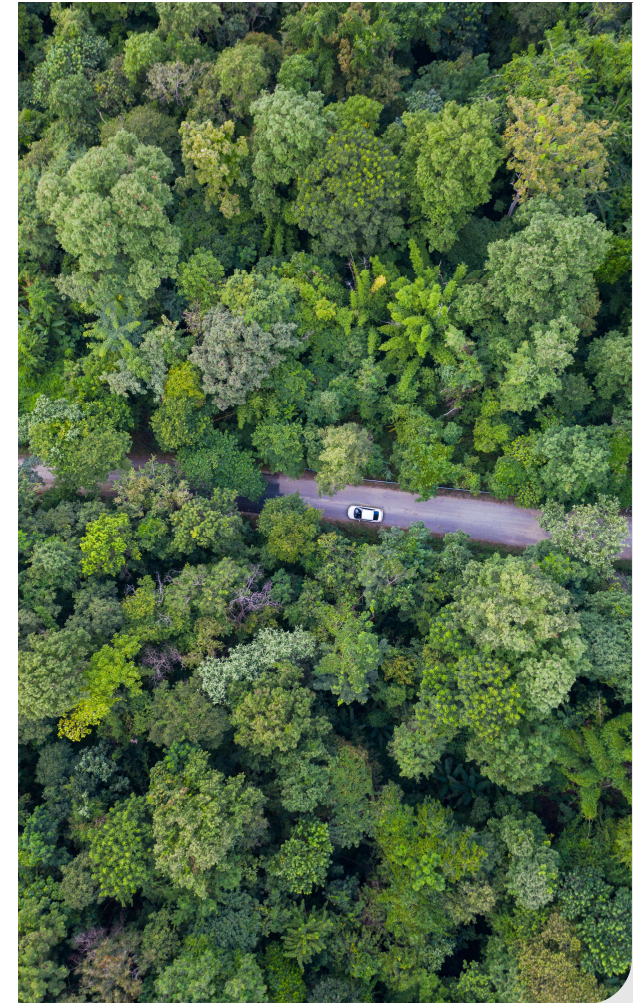
"Sustainability mobilizes both
our employees and partners
in a process of continuous
improvement. It's the way we
have done business since our
foundation."

FÉLICIE BURELLE,
MANAGING DIRECTOR

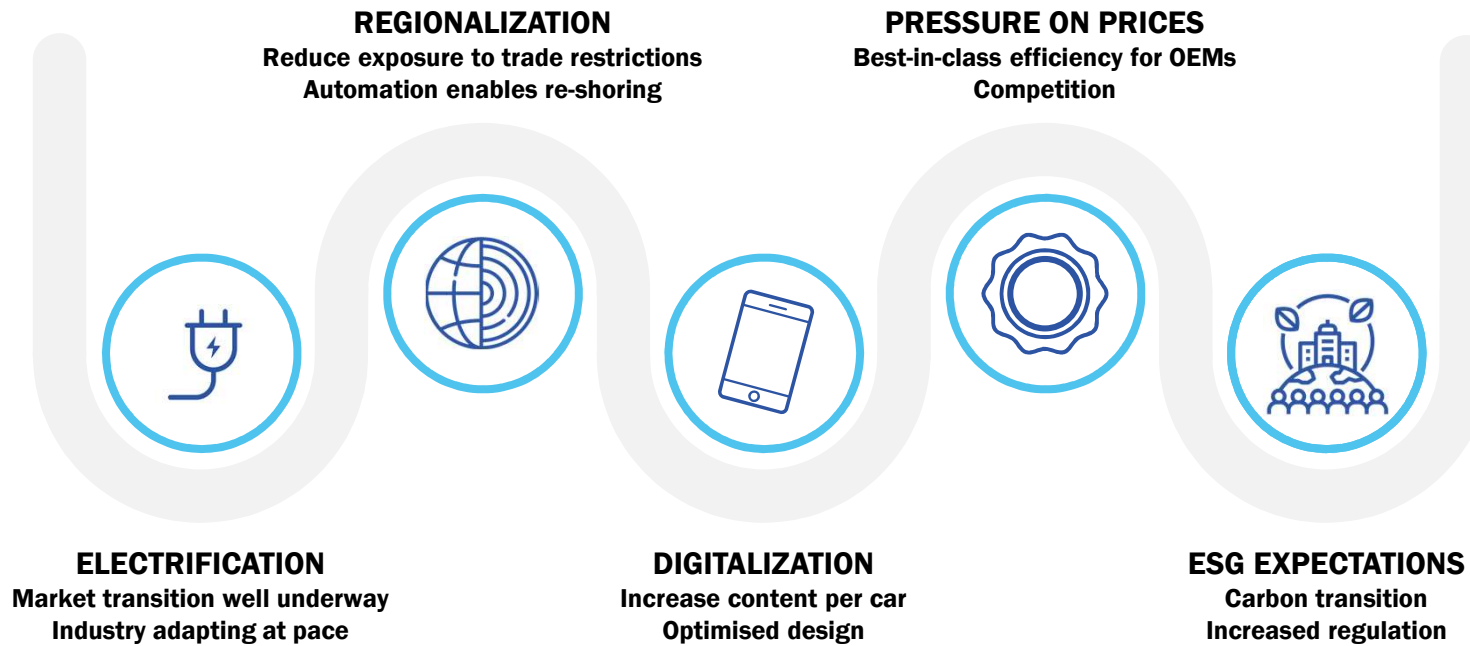


PLASTIC OMNIUM

SUSTAINABLE BUSINESS



2020, acceleration of market trends

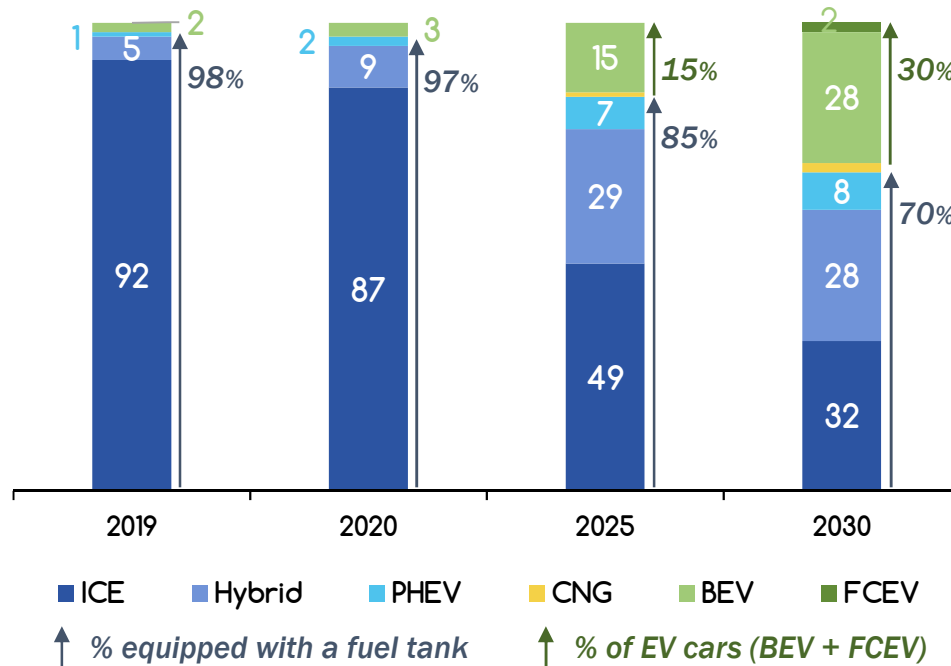


**PLASTIC OMNIUM IS WELL POSITIONED TO TAKE ADVANTAGE
OF SUCH NEW MARKET TRENDS THROUGH ITS INNOVATIVE PRODUCT PORTFOLIO**

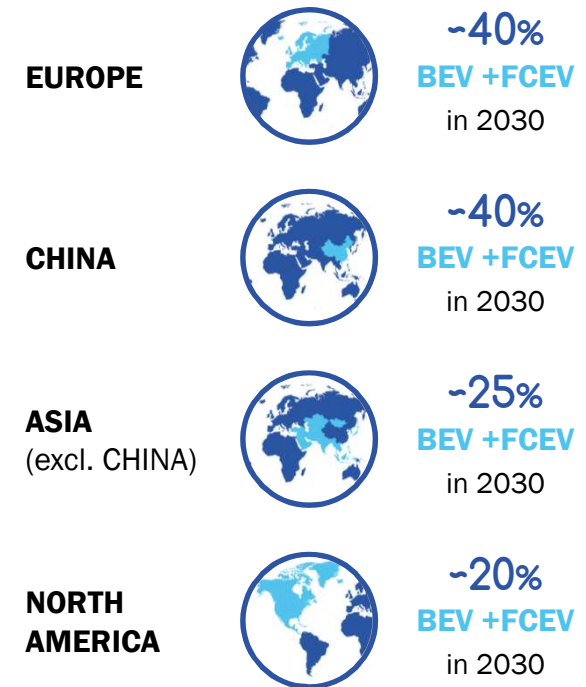
Clean mobility supported by energy mix shift with PO contributing to each segment



Mix evolution 2019-2030 – PO view
(In % of worldwide automotive production)



EV driven by Europe & China



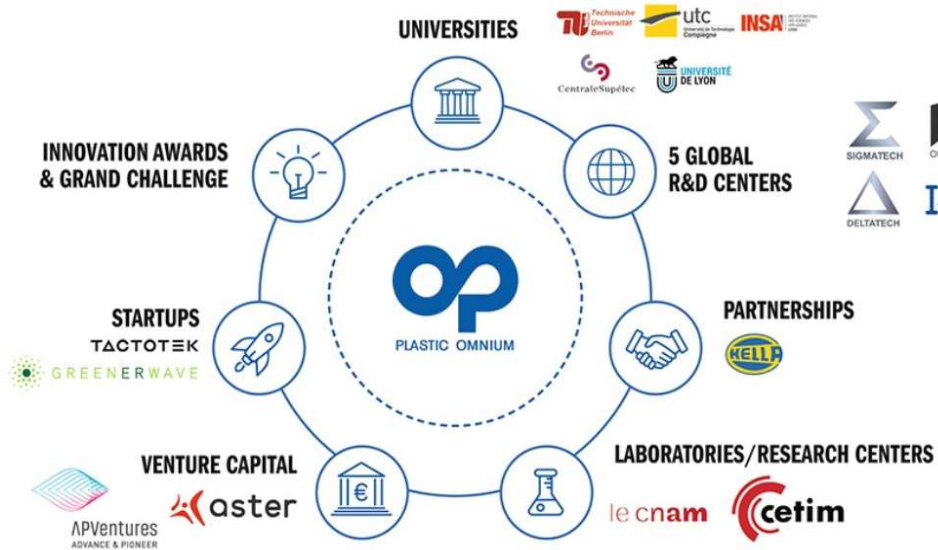
ICE: internal combustion engine
PHEV: plug-in hybrid
CNG: compressed natural gas

BEV: battery electric vehicle
FCEV: fuel-cell electric vehicle (hydrogen)

Sustainable mobility is at the heart of our business and our innovations



Open Lab network to boost innovation



A global R&D network strongly connected with OEMs (# of R&D centers)

EUROPE		12
ASIA (excl. CHINA)		5
CHINA		2
NORTH AMERICA		4
SOUTH AMERICA		2

PO's answers to address market trends



Global regulatory pressure

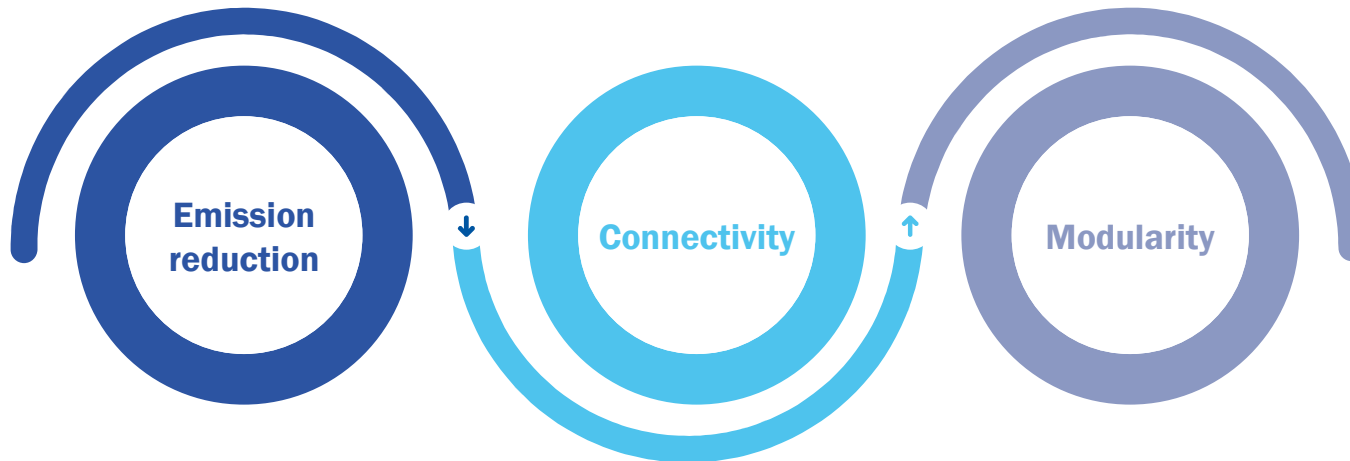


A more sustainable automotive energy mix



The rise of connected and communicating cars

PO's answers



Intelligent Exterior Systems (IES) – PO's answers



MARKET NEEDS: emission reduction, styling freedom and connectivity



LIGHTWEIGHTING

AERODYNAMICS

FUNCTION INTEGRATION

SAFETY

SMART FACE
€500 - €1,000
Partnership with

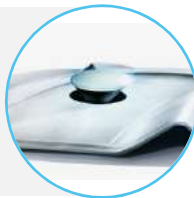


IES



SMART BUMPERS
€200 - €600

ROOF MODULES
€300 - €1,000/roof module
Structured housing for
roof-mounted sensor systems



SMART TAILGATE
€200 - €500

Clean Energy Systems (CES) – PO's answers



MARKET NEEDS: CO₂ reduction and air quality improvement

A SOLUTION
FOR EACH POWER MIX

LIGHTWEIGHTING

FLUID AND THERMAL
MANAGEMENT

SAFETY

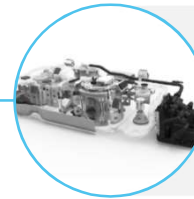
FUEL TANKS

€100 - €200

Gasoline, diesel, mid-hybrid tanks



CES



PHEV SYSTEMS

€150 - €200

Pressurized tanks in plastic

SCR SYSTEMS

€150 - €300

NOx reduction for Diesel engines



HYDROGEN VESSELS

€2,000 - €3,000

350 and 700-bar vessels

HBPO – PO's answers



MARKET NEEDS: emissions reduction, modularity and connectivity

LIGHTWEIGHTING

AERODYNAMICS

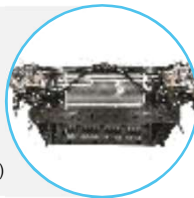
FUNCTION INTEGRATION

SAFETY

FRONT-END MODULES

€300 - €900

Option: active Grill Shutter/Active Rollo
(Key components of Aerodynamics / Designed to improve fuel efficiency and optimize drag coefficient)



DC/DC CONVERTER

€100 - €200

Outsourced Modules
For all mild-hybrid and PHEV

HBPO

COCKPIT MODULES

€900 - €2,500



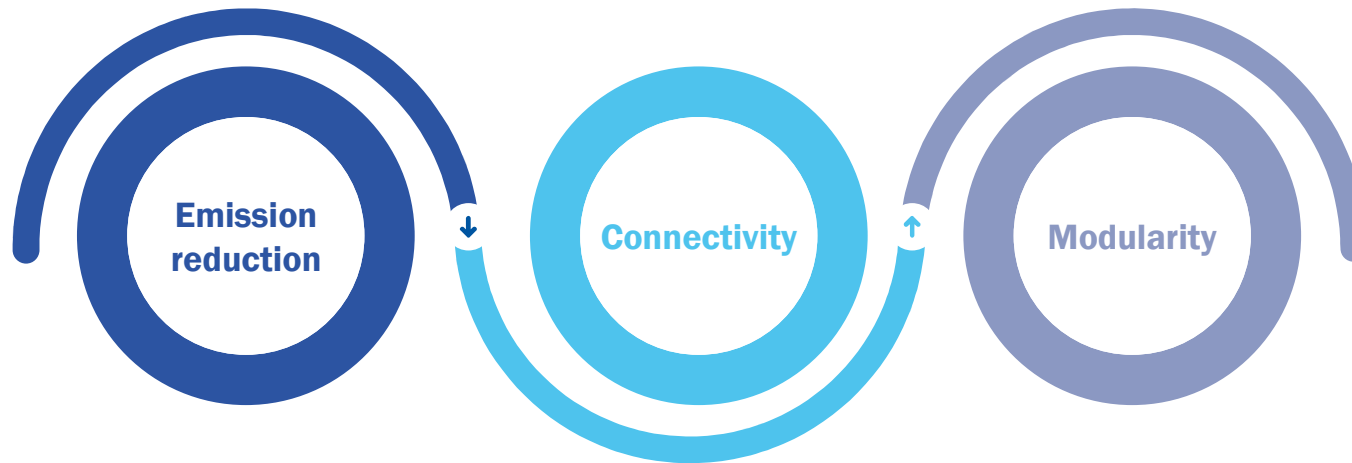
CENTER CONSOLES

€50 - €250



NEW BEV MODULES
UNDER DEVELOPMENT

PO's answers



TO BE READY FOR the transition to electric vehicles

TO CONTRIBUTE TO the circular economy

TO DELIVER our ambition on carbon neutrality

Successful positioning on BEV: PO's offer



IES



SMART BUMPERS



SMART TAILGATES & SPOILERS



BODY PANELS

HBPO



FRONT END MODULES



Cockpit
modules



Center
consoles



DC/DC
converter
modules



Active Grill
Shutter

NEW MODULES IN PRODUCTION



NEW E-MODULES
IN DEVELOPMENT FOR BEV

Successful positioning on BEV: PO's 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

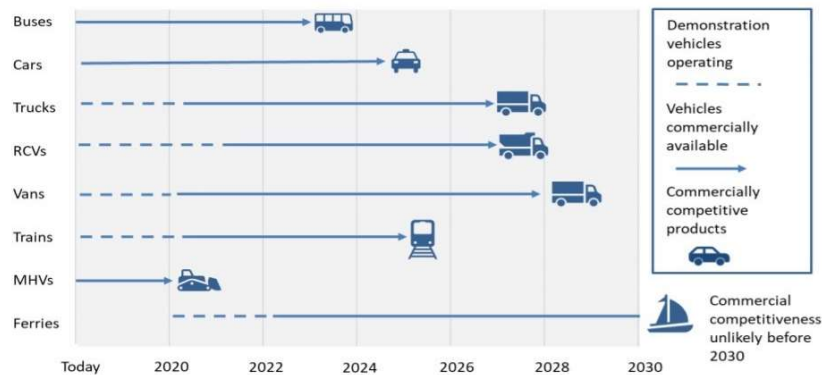
Active grill shutters

Hydrogen: strong momentum in a market taking off...



FCEV potential role in transport

Dates when hydrogen vehicles become available



Note: Commercially competitive products refers to hydrogen transport modes which are competitive with other forms of low/zero emission transport. They may still have a small total cost of ownership premium compared to conventional drive trains.

- Strong push on decarbonation of mobility
- Emergence of Green Hydrogen offer, through renewable energies
- Strategic push in national roadmaps
- Industry alliances and massive investments

Plastic Omnium will focus its H2 offer on road mobility applications:

- Passenger cars and LCV market >1.5m vehicles in 2030
 - Mid and Heavy-Duty Trucks and buses: 0.5m vehicles by 2030
- > 2M vehicles in 2030



ASIA
75%



EUROPE
20%



NORTH AMERICA
5%

...where we have firm ambitions by 2030



N°1
HYDROGEN
MOBILITY



25%
MARKET SHARE
HYDROGEN VESSELS



10-15%
MARKET SHARE
FUEL CELL STACKS



10%
MARKET SHARE
INTEGRATED
HYDROGEN SYSTEMS



OUR
TARGET
IN HYDROGEN



€3 billion
REVENUE TARGET
by 2030

€100 million
ANNUAL INVESTMENT
in the coming years
to develop products
and scale up industrial
capacities

OPERATING MARGIN
Breakeven
in 2025
Relative
by 2030

First successes demonstrating our leadership on hydrogen



Deal to create a world leader in fuel cell technology closed on March 1st 2021

€100m
FOR 40%

EKPO FUEL CELL
TECHNOLOGIES

Add a **new business line** to PO offer with best-in-class technology and production capacity



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



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

Technological leadership in hydrogen vessels

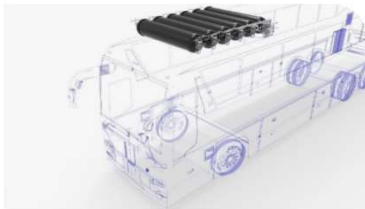


700 and 350
BAR
CERTIFICATIONS

First successes demonstrating our leadership on hydrogen



Strong commercial activity on buses, trucks and trains



November 19, 2019
Start of production in 2021 of 350 bar hydrogen tanks for a German OEM - Biggest European contract for buses



September 11, 2020
First deliveries in 2021 for Heavy-Duty Trucks (VDL) for both H2 storage and Fuel Cell Systems



September 18, 2020
Exclusive supplier of hydrogen systems for hydrogen sportscars for H24 Le Mans races by 2024



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 Mächina

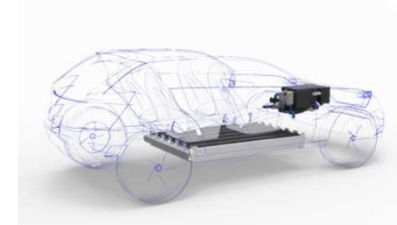
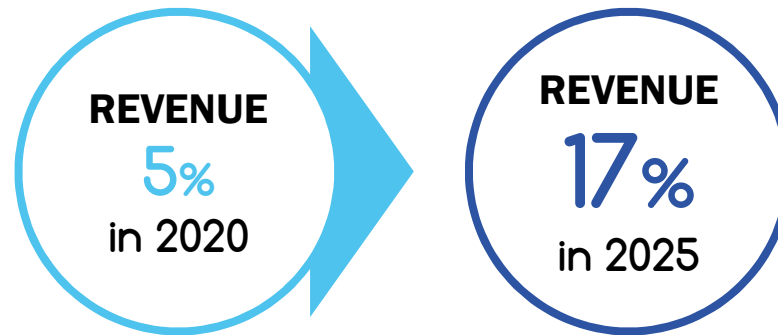


May 17, 2021
EKPO Fuel Cell Technologies secures high-volume series production contract for fuel cell stacks for AEDS

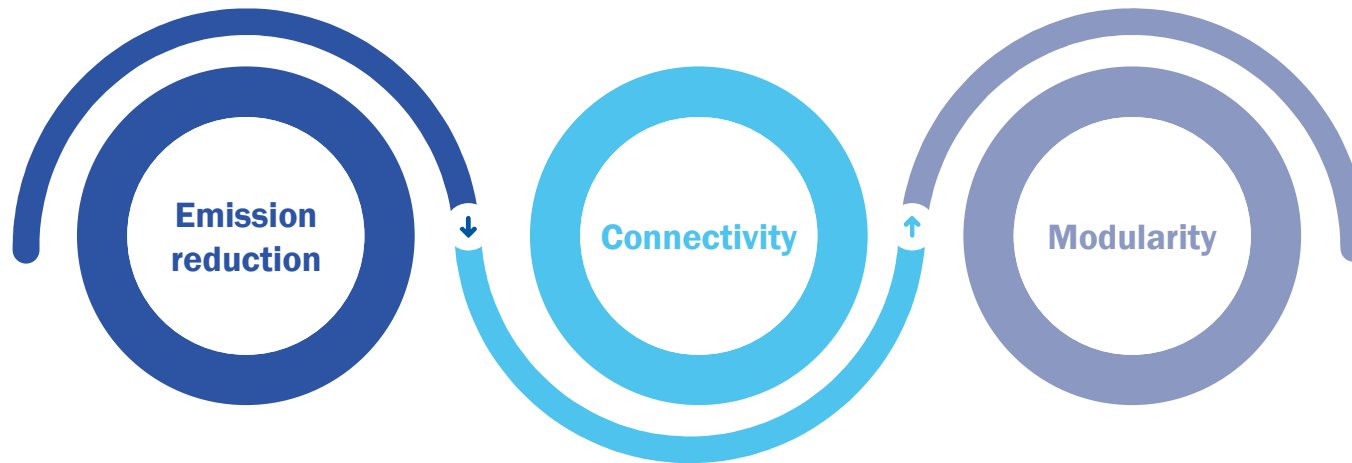
Successful positioning on electric vehicles



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



PO's answers

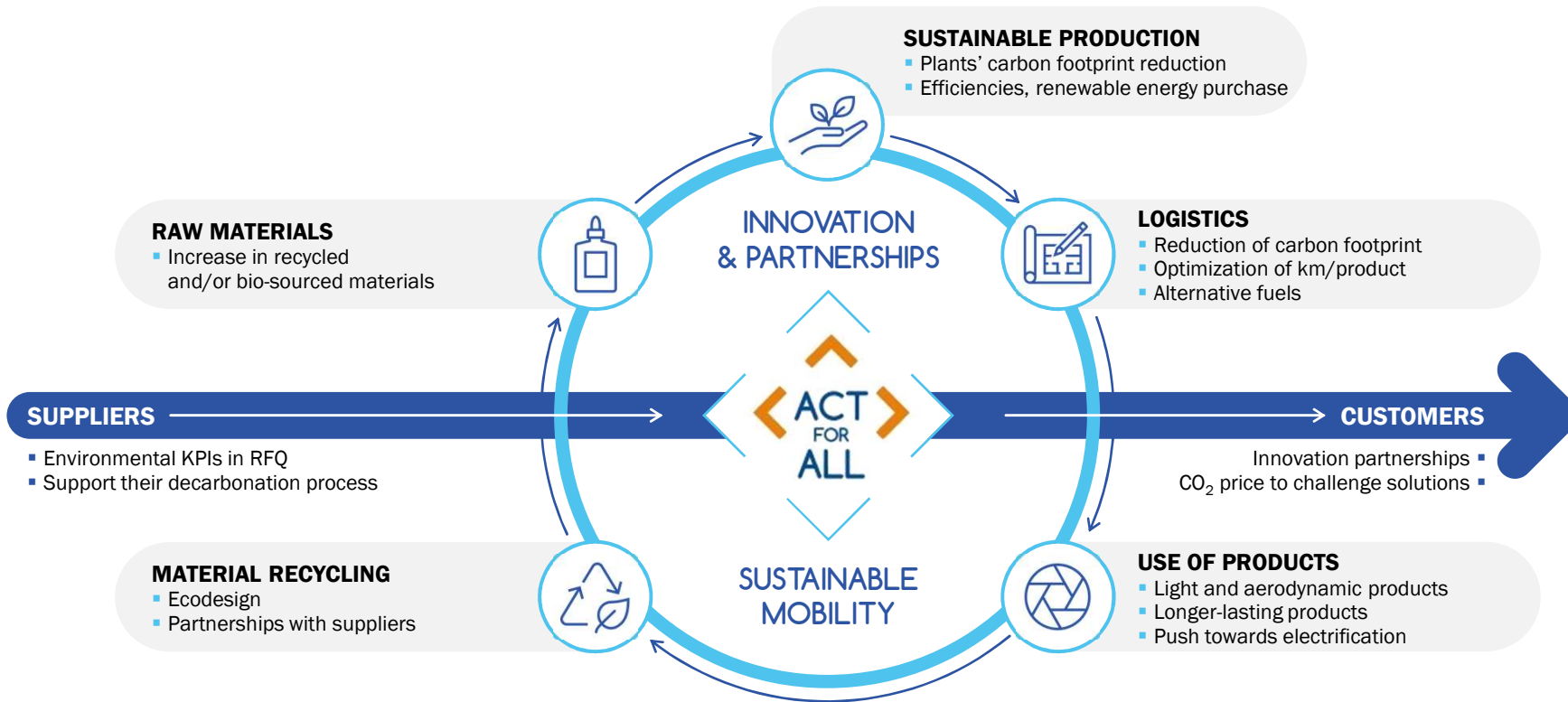


TO BE READY FOR the transition to electric vehicles

TO CONTRIBUTE TO the circular economy

TO DELIVER our ambition on carbon neutrality

Circular economy at the heart of our approach



Focus on raw materials and material recycling



RAW MATERIALS



Purchasing

70% of PO's sales



Raw materials

5% of PO's sales; 7.5% of PO's purchasing

- > **40%** with pass through contracts;
- > **60%** made by PO and part of the annual negotiations we have with our customers and suppliers



Increase in recycled and/or bio-sourced materials



MATERIAL RECYCLING



Ecodesign

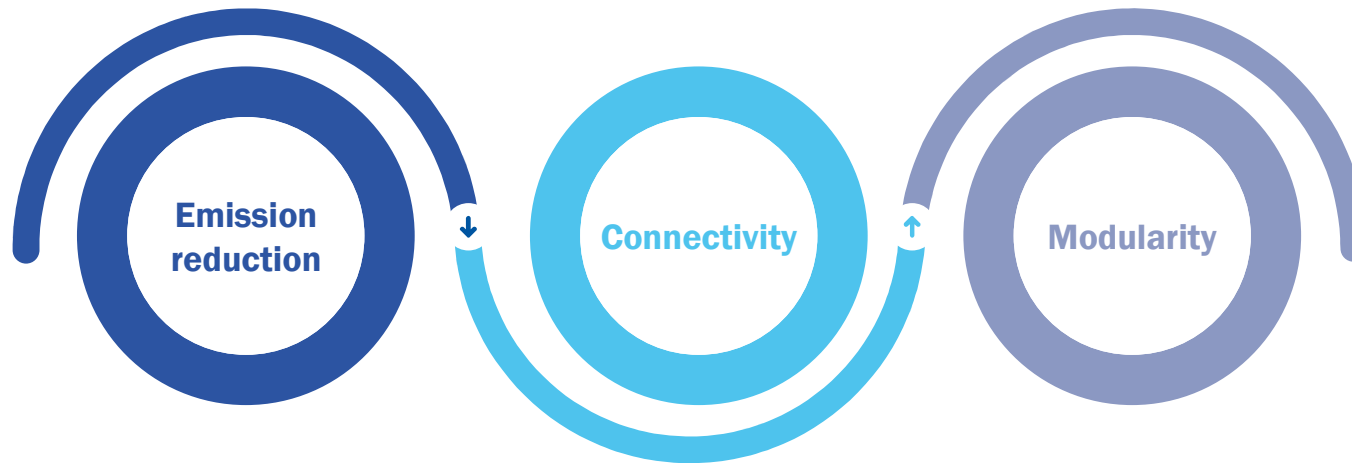
- Increase the proportion of recycled materials in our products: PO's target up to 50% of recycled materials in our bumpers in 2025 (vs 10% today)

- Manage our waste: 87% of our waste is recycled into new products (70% of our plastics) or into transformed products



Partnerships with suppliers

PO's answers



TO BE READY FOR the transition to electric vehicles

TO CONTRIBUTE TO the circular economy

TO DELIVER our ambition on carbon neutrality

PO's answers: a lever of performance



IN OUR PRODUCT OFFER

- **Clean mobility** supported by energy mix shift
- Successful positioning on **BEV**
- Strong ambition in **hydrogen**
- Design parts with better **aerodynamic**
- **Thinner / lighter** parts



IN OUR OPERATIONS

- **Efficiency projects** to reduce energy consumption: Top Planet index = 50%
- **32% of consumed electricity comes from renewable sources** including on-site solar installations
- **A 2nd life for 87% of our waste:**
70% recycled and 17% recovered
- Lifecycle analysis on **bumpers and tailgates**

The next key milestone: carbon neutrality by 2050

The Group will provide details about its **carbon neutrality ambition in H2 2021**. It will also announce medium-term **targets on Scopes 1, 2 and 3 approved by the SBTi**. By then, we will have:



Audited our most emissive facilities **to identify efficiencies** and **related CAPEX (Sc.1+2)**



Analyzed the potential to convert our energy sourcing to **renewable energies (Sc.1+2)**



Identified how we can engage with our **suppliers** and **transporters to reduce their carbon footprint (Sc.3)**



Quantified the **positive impact of the innovation of our products** on our customers and end-users **(Sc.3)**



PLASTIC OMNIUM

CARE FOR PEOPLE



Care for people



“As a family-owned group, Plastic Omnium seeks to provide **safe, healthy and fair working conditions** for all its employees around the world and offer career and engagement opportunities for them.”

6 markers



HEALTH AND SAFETY



TALENT & SKILLS MANAGEMENT



RECRUITMENT OF YOUNG PEOPLE



ERGONOMICS



DIVERSITY

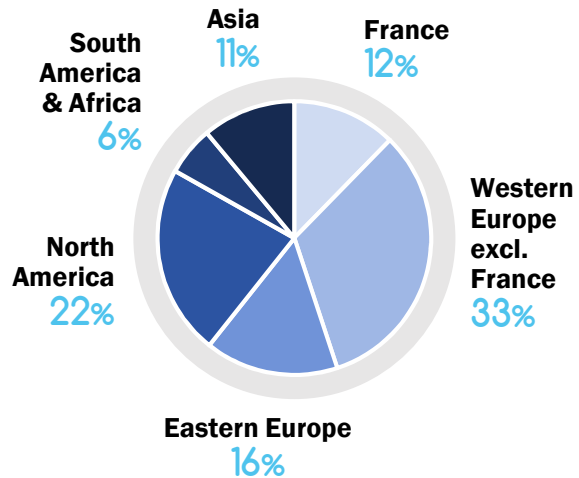


LOCAL SPONSORSHIP INITIATIVES

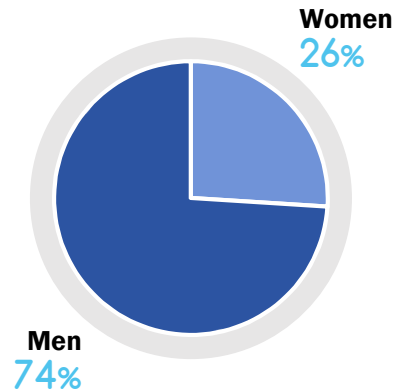


Our people – What is at stake?

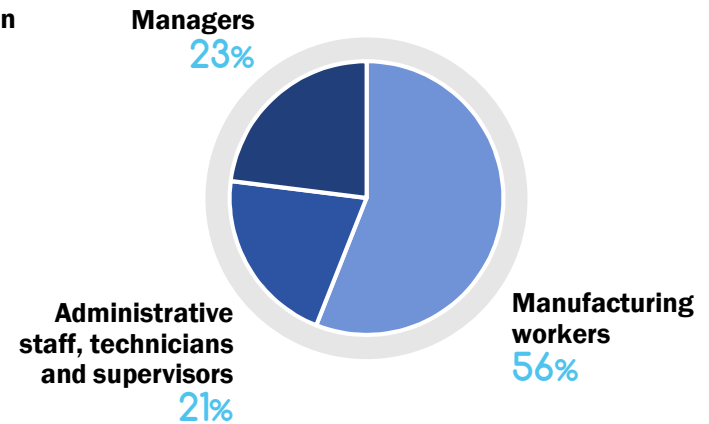
GEOGRAPHICAL DIVERSITY*



GENDER DIVERSITY



WORKFORCE DIVERSITY



LEVERAGING ON DIVERSITY ENABLES US TO MEET NEW MARKET TRENDS AND HARNESS NEW TECHNOLOGIES

* 96 nationalities



“Top Safety” policy bringing steady improvement in key performance indicators



Safety is a primary concern at Plastic Omnium

Markers	Key performance indicator	2020 results	2020 targets	2025 targets
Safety	Frequency rate (FR2) workplace accidents (accidents / million of hours worked)	1.43	1.6	0.5

FOCUS ON THE TOP SAFETY PROGRAM

- Launched in 2004
- Designed to raise managers' awareness of safety issues
- “Stop 5” training course dedicated to operational management team leaders
- In 2020: 15 Top Safety training courses + 11 Stop 5 sessions
- E-learning security modules included in the Welcome Pack for new recruits

SINCE THE IMPLEMENTATION OF THE TOP SAFETY POLICY, IMPROVEMENT HAS BEEN STEADY (90% REDUCTION IN THE FR2 ACCIDENT RATE SINCE 2009)



*down 90% in 10 years

Ergonomics

An essential factor in reducing accidents and protecting the health of employees

Markers	Key performance indicator	2020 results	2020 targets	2025 targets
Ergonomics	Percentage of workstations assessed	90%	84%	100%

FOCUS ON VIRTUAL REALITY ALPHAVISION

- Plastic Omnium has developed **virtual reality tools** that enable the incorporation of ergonomic criteria in the design phase of production lines and workstations.
- **Similar tools** are also used to improve the existing work environment.
- **90%** of the Group's workstations had been audited (IES and CES)
- **104** assessments performed in 2020 (production facilities).
- **3.7** rating vs 5.3 rating at CES with Alphavision
- Rating is **3.8** when done by ergonomics correspondent





Talents & skills management and recruitment of young people



Attract and retain the best talents

Markers	Key performance indicator	2020 results	2020 targets	2025 targets
Talent & skills management	Share of senior management positions internally	82%	75%	75%
Promote the employment of young people	Number of young trainees	804	870	1,000

FOCUS ON THE PROMOTION OF YOUTH EMPLOYMENT

- Attracting and retaining the **best young talent** is crucial to maintaining Plastic Omnium's high level of excellence, ability to satisfy our customers and capacity for innovation.
- In 2020, there was particular emphasis on recruiting junior profiles
- Numerous partnerships with **engineering schools** developing the Group's strategic skills
- **Participation in events** intended for young graduates
- **Sponsorship of university events**





Commitment to diversity – Providing equal opportunities for all employees



Diversity brings richness and open-mindedness to the company

Markers	Key performance indicator	2020 results	2020 targets	2025 targets
Career diversity for women	Share of women amongst Directors	14.6%	15%	25%

FOCUS ON PROMOTION OF WOMEN TO MANAGEMENT ROLES

- Identifying the profiles of women likely to match vacant managerial positions
- Making all employees aware of the benefits of a more mixed management team
- Supporting women from their arrival in the Group and developing appropriate career paths



Plastic Omnium is the winner of the 2017-2020 best progression France Trophy for the % of women in the COMEX, the TOP 100 and the global workforce – WAVE association

FOCUS ON WoMen@PO

- Launched in 2019 in France
- Promote gender diversity and women's careers with the Group
- 180 women and men committed to acting with employees
- Numerous internal events (monitoring session on gender stereotypes, virtual café on remote working and perceptions of quotas, etc)
- Creation of WoMen@PO network in Asia in 2021



Partnerships with :



Responsive and local

Plastic Omnium decided to include local initiatives and philanthropic activities in its ACT FOR ALL™ markers as a symbol of its determination to establish local roots and demonstrate its responsibility towards local communities.

Local examples include:

- **Emmaüs in France**, Habitat for Humanity in eastern Europe, Focus Hope and Children's Friends in the United States, and Magic Bus in India.
- **In the recent sanitary crisis**, to address the COVID-19 crisis, Plastic Omnium established a €1 million solidarity fund. Its objective, through donations to associations and organizations recommended by Group employees, is to meet local needs:
 - Health personnel
 - Equipment
 - Research
 - Front-line professionals
 - Help for vulnerable people.

CSR actions with all the teams worldwide



3,000 Solar panels installed at Arevalo, Spain



113 projects funded in 23 countries

Plastic Omnium accelerates in clean mobility with a full hydrogen offer



“As a locally involved global player, PO promotes initiatives aimed at local communities in the 25 countries where it operates.”

The ACT FOR ALL™ Day : Mobilizing the community in our commitment for sustainability



31,000
PEOPLE
INVITED TO TALK
ABOUT SUSTAINABILITY*



5
THEMES
GREEN ENERGY,
GENDER DIVERSITY,
BUSINESS ETHICS,
SAFETY AND COVID 19 FUND



5,407
MEMBERS

1,300
MESSAGES

8,680
DISCUSSIONS

BRINGING TEAMS TOGETHER TO DISCUSS PROJECTS AND GROUP'S OBJECTIVES TO PROMOTE SUSTAINABILITY

*(temp employees and subcontractors included)



PLASTIC OMNIUM

GOVERNANCE: RESPONSIBLE ENTREPRENEURSHIP



What responsible entrepreneurship means for PO

Business ethics, our Code of Conduct, responsible purchasing and transparency are the fundamentals that make Plastic Omnium a locally involved, globally responsible entrepreneur.

Day-to-day management procedures are implemented and regularly updated to ensure transparency, ethical conduct and anti-corruption practices.

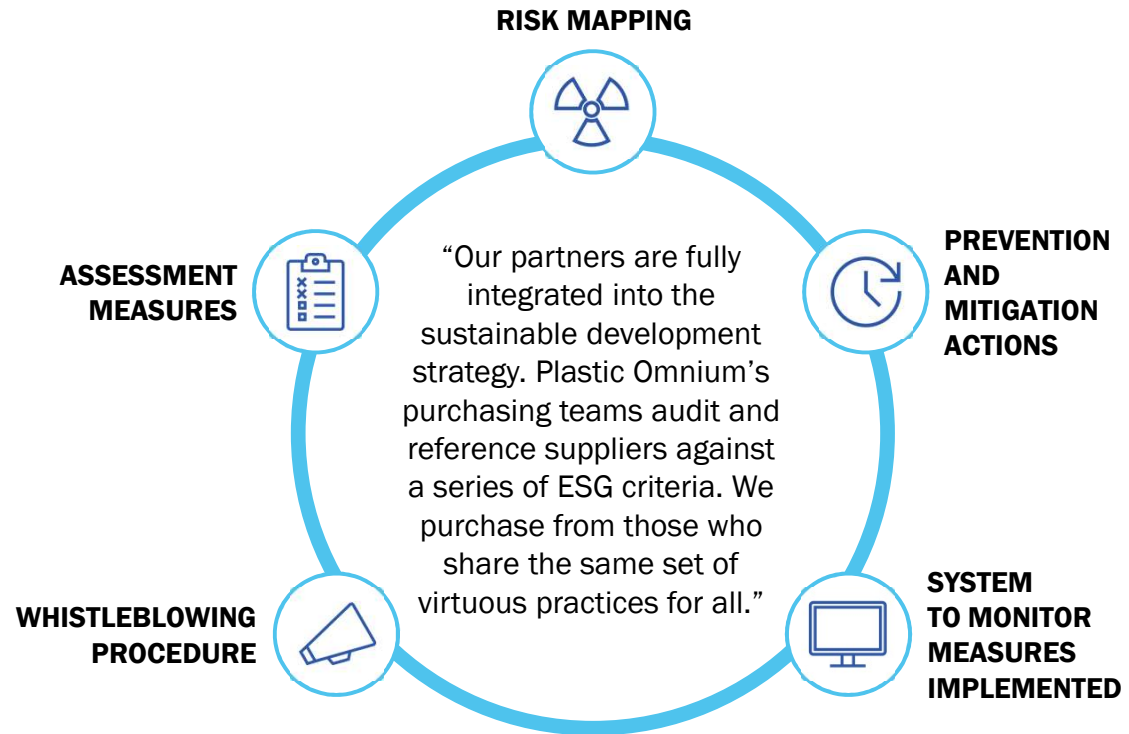


Responsible purchasing is key to ensure the business performance and keep the reputation of PO intact



70%
of our products
sold stem from
purchasing

PO is a key player
in the industry
ensuring
sustainability
of purchasing





Responsible purchasing



A strong driver for PO's performance and reputation

Markers	Key performance indicator	2020 results	2020 targets	2025 targets
Ethical Suppliers	Duty of vigilance and sustainable purchasing	90%	60%	90%

 <p>Risks of its subsidiaries, suppliers, subcontractors and service providers</p> <p>Human rights and fundamental freedom</p> <p>Environment health & safety</p>	<p>Assessment audit of suppliers</p> <p>Compliance with international legislation</p> 
---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------	-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------

Every prospective supplier goes through an evaluation audit and, if listed, must sign the Group Supplier Charter, which covers compliance with international law, including the fight against discrimination, fraud and corruption. Audits are carried out periodically to ensure that fundamentals on safety, child labor, etc. are being properly applied. Plastic Omnium has selected EcoVadis as our partner to support our corporate social responsibility policy and assess our supply chain. We encourage all our suppliers to sign up and take a self-assessment on the EcoVadis portal: plasticomnium.ecovadis.com.



Business ethics



A strong set of measures in place

Markers	Key performance indicator	2020 results	2020 targets	2025 targets
Business Ethics	Employees trained in business ethics	86%	-	-



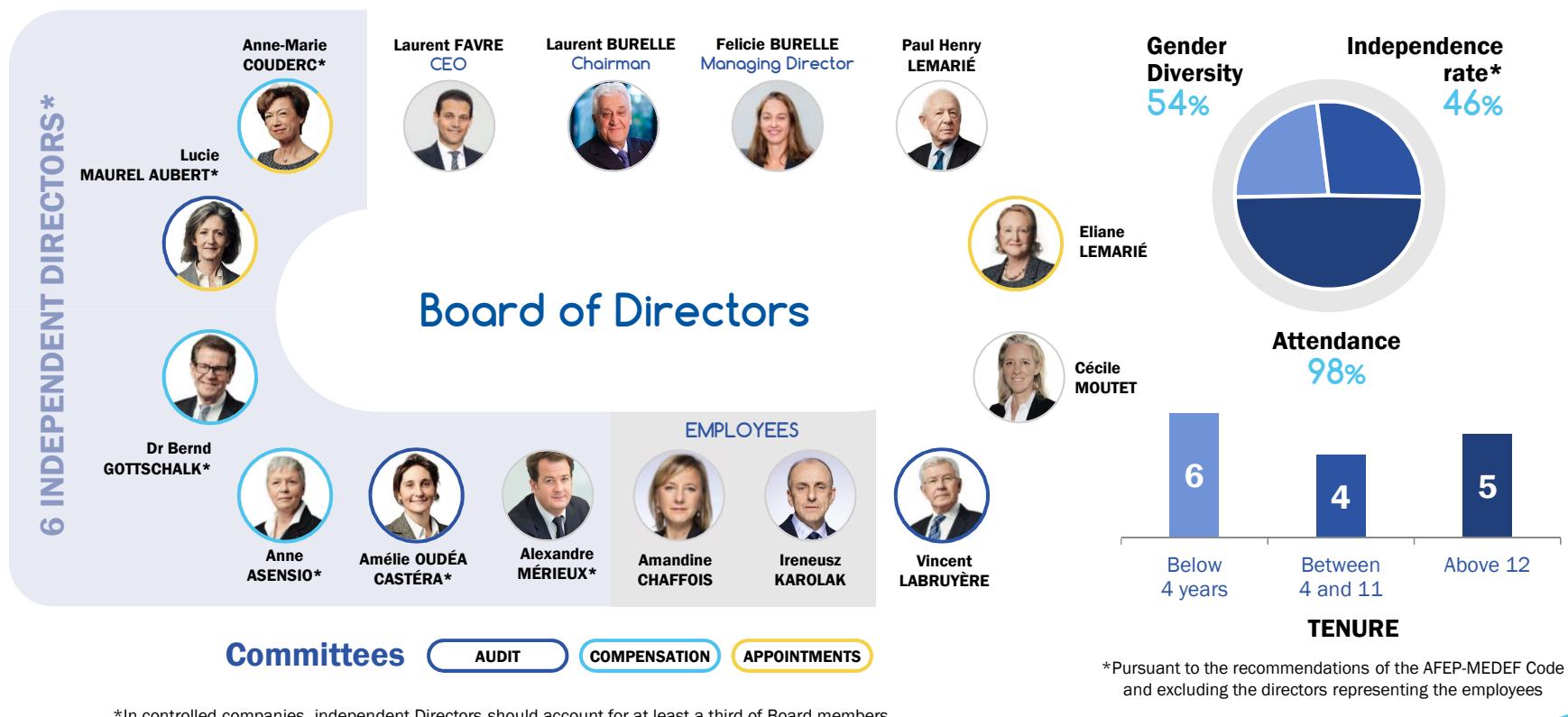
Risk of Fraud & Corruption
Conflicts of interests
Insider trading
Anti-competitive practices



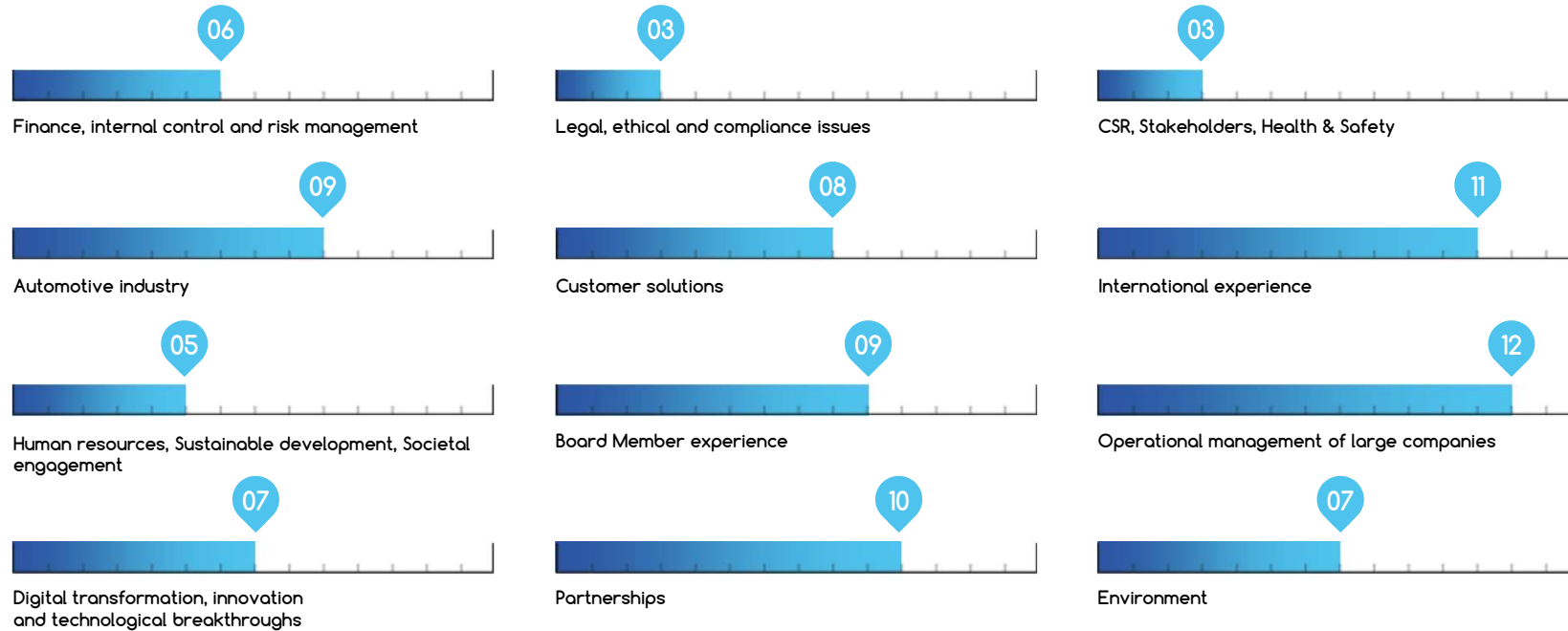
Code of conduct
Deployed worldwide
Through regular training & audits

Our code of ethics reaffirms the non-negotiable conduct rules that the Group follows in regard to human rights, fundamental freedoms, health and safety, diversity, the environment, and the fight against discrimination, fraud, corruption and influence peddling. It also states the commitments required from our employees: to protect the Group's image and assets, to ensure the safety and quality of our products, and to comply with regulations.

A well-balanced Board of Directors with a large set of skills



Diversity and complementarity of the Board of Directors



**DIRECTORS COMPLEMENT EACH OTHER IN TERMS OF THEIR DIFFERENT PROFESSIONAL SKILLS AND EXPERIENCE
BOARD COMPETENCES ARE ALIGNED WITH PLASTIC OMNIUM'S STRATEGY**

A dedicated Executive Committee to deploy PO's sustainability strategy



Laurent FAVRE
Chief Executive Officer



Félicie BUELLE
Managing Director



Rodolphe LAPILLONNE
Senior Executive Vice-President
Purchasing Performance Department



Kathleen WANTZ-O'ROURKE
Executive VP,
Group Chief Financial Officer
and Chief Information Officer



Stéphane NOËL
President and CEO
Intelligent Exterior Systems



David MENESES
Executive Vice-President
Sustainability



Valérie BROS
Corporate Secretary
and Executive Vice-President
Legal Affairs



Martin SCHÜLER
President and CEO
HBPO



Christian KOPP
President and CEO
Clean Energy Systems



Jana KLEY
Executive Vice-president
Human Resources



Alexandre CORJON
Executive Vice-President
Innovation



Adeline MICKELER
Executive Vice-President
Corporate Finance
*Associate Member



Damien DEGOS
Executive Vice-President
Group Purchasing Performance
*Associate Member



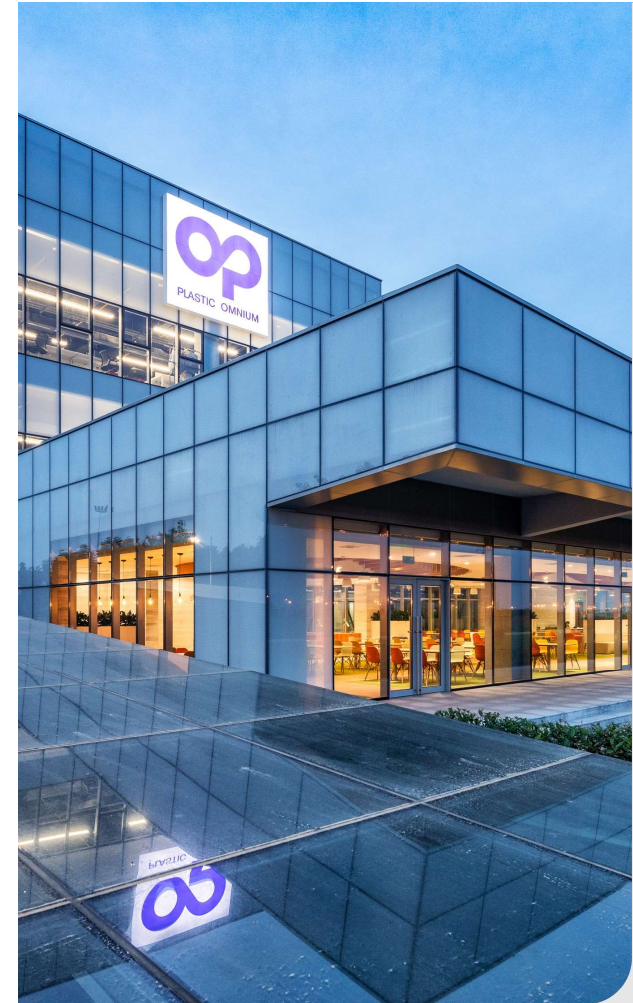
Cécile CANET-TEIL
Group VP Corporate Communications
*Associate member

**Gender
Diversity
43%**



PLASTIC OMNIUM

CONCLUSION



Key takeaways



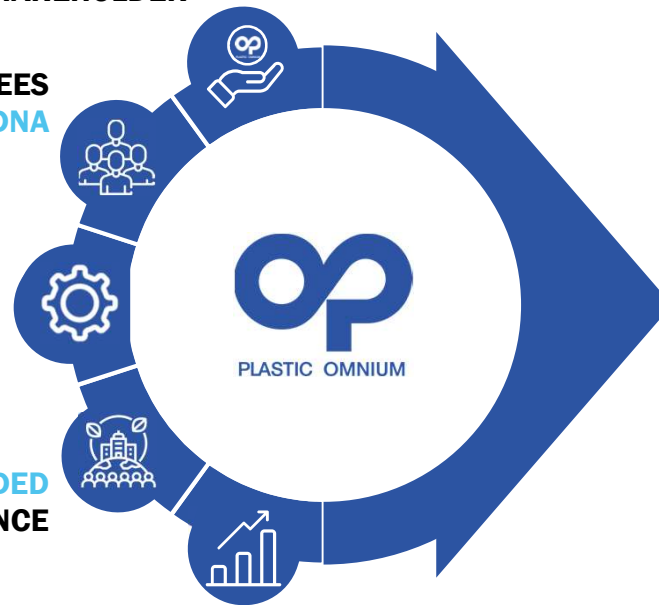
**LONG-TERM COMMITMENT
OF THE MAJORITY SHAREHOLDER**

**ENGAGEMENT OF 31,000 EMPLOYEES
WITH A STRONG INNOVATION DNA**

**DIVERSIFIED CUSTOMERS
PORTFOLIO**

**SUSTAINABILITY EMBEDDED
IN BUSINESS & PERFORMANCE**

**STRONG FINANCIAL
STRUCTURE**



**ACCELERATION
OF OUR
TRANSFORMATION
FOR
A SUSTAINABLE
MOBILITY**



APPENDIX



Plastic Omnium's commitment to sustainability is recognized by third parties and reflected in its active participation in global initiatives






ROBECOSAM
We are Sustainability Investing.
#8 AUTOMOTIVE INDUSTRY

MSCI
ESG RATINGS
AA
CCC | B | BB | BBB | A | AA | AAA
LAST UPDATE: January 22, 2021

Our current sustainability roadmap – 2020 achievements and 2025 targets



	2020 ACHIEVEMENTS	2025 TARGETS
 <p>Responsible entrepreneurship</p>	<p>20% of responsible purchasing</p> <p>1,4 FR2</p> <p>60%</p> <p>86% of employees trained in business ethics</p>	<p>90% of responsible purchasing</p> <p>0,5 FR2</p> <p>100% Sites covered by an annual health campaign</p> <p>100% of employees trained in business ethics</p>
 <p>Care for People</p>	<p>90% of workstations audited</p> <p>15% women managers and senior executives</p> <p>804 young people trained</p> <p>68% sites engaged in local outreach activities</p>	<p>100% of workstations audited</p> <p>25% women managers and senior executives</p> <p>1,000 young people trained</p> <p>100% sites engaged in local outreach activities</p>
 <p>Sustainable Business</p>	<p>50/100 Top Planet site score</p> <p>4 sites using renewable energies</p>	<p>60/100 Top Planet site score</p> <p>50% of sites using renewable energies</p>