



2021 full-year results

February 22nd, 2022



Laurent Favre, CEO
Félicie Burelle, Managing Director
Kathleen Wantz-O'Rourke, Group CFO & CIO

Greater agility amidst market turmoil, with strengthened positioning in growth markets

Further flexibilization

to help navigate volatile markets

Strong acceleration in hydrogen

with major milestones reached to accompany the market's electrification

Reinforced positioning in China

with growing market penetration and industrial footprint

2021 guidance reached with strong FCF generation

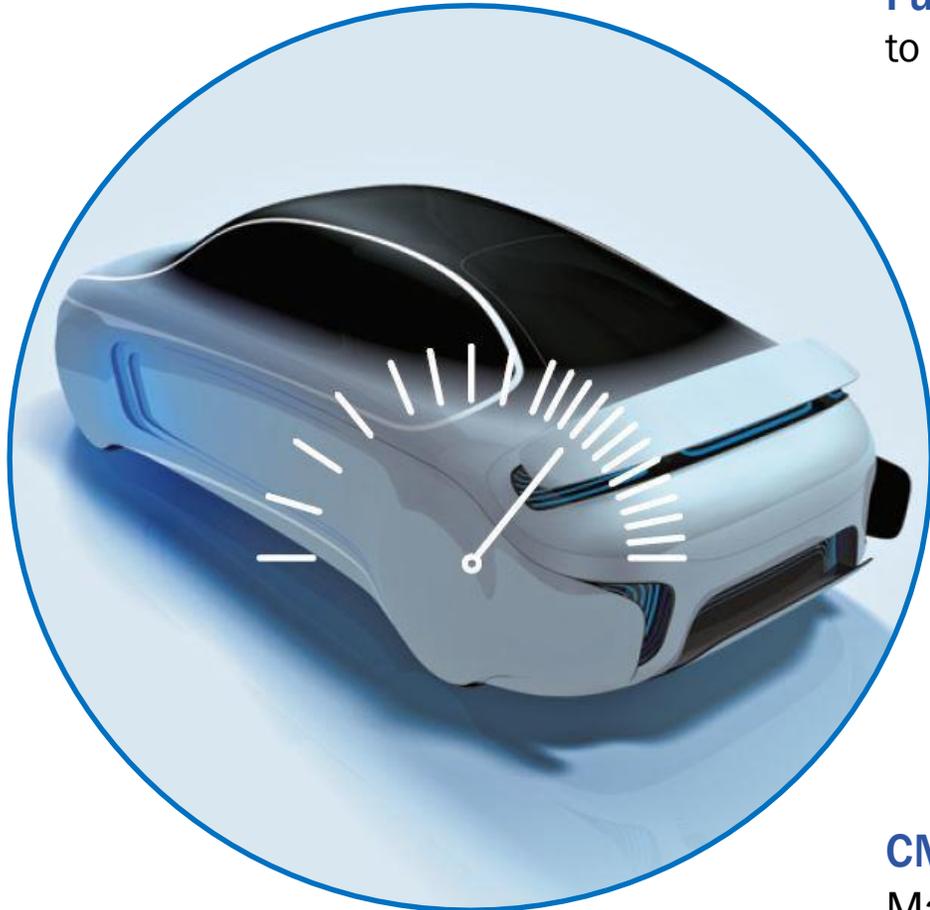
thanks to greater business agility and inherent resilience

A robust financial structure

to support future growth

CMD to present PO's strategic framework

May 12th 2022





RECORD
ORDER INTAKE



INCREASED
CONTENT
in strategic regions



8%
OF SALES IN BEVS
(+2 pts /auto production)



165
STARTS
OF PRODUCTION



10.7%
OF SALES GROWTH IN CHINA
(+4.1 pts / Chinese auto production)

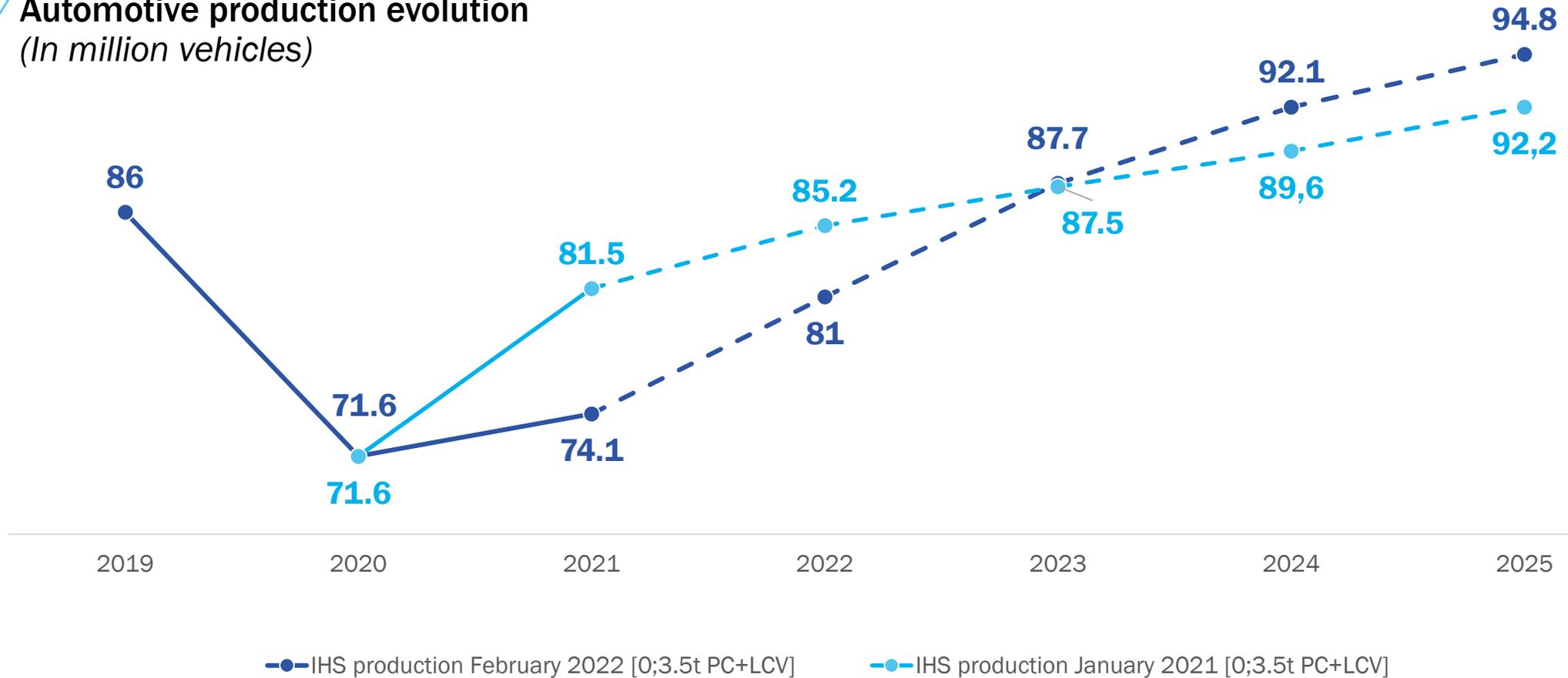


GREER
TURN-AROUND
with profitable operating margin

2021
Executive
Business
Highlights
In a
Challenging
Market

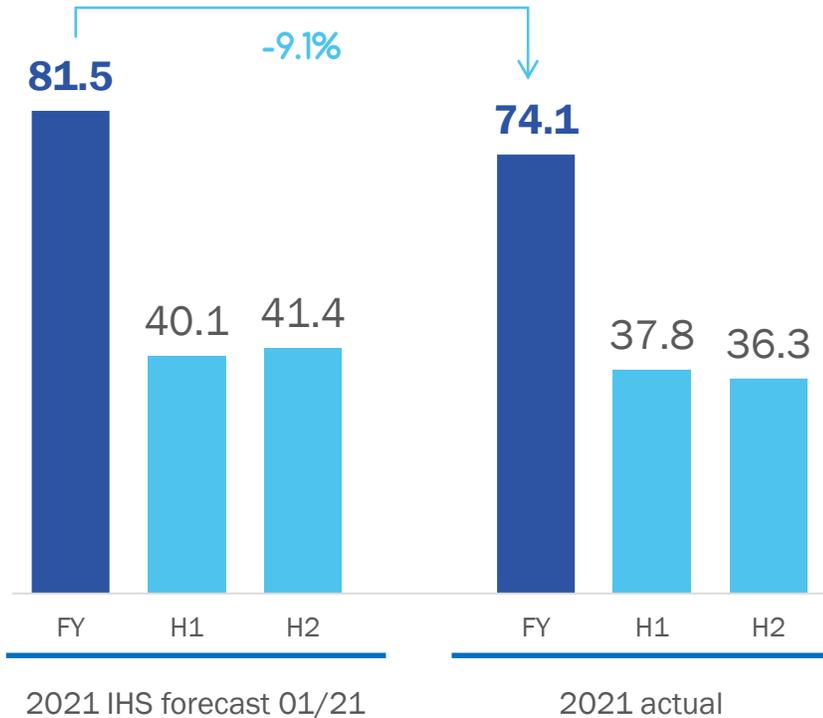
A slower rebound than expected in 2021

/ Automotive production evolution
(In million vehicles)



2021 deeply impacted by chip shortage

/ Automotive production
in M vehicles



74.1M manufactured vehicles
vs **81.5M** forecasted

/ Automotive production
by region in 2021 vs 2020



NORTH AMERICA
Stable



EUROPE
-4.8%



CHINA
+6.6%



REST OF ASIA
+7.5%

PO's core regions
strongly impacted

9.6M
LOST PRODUCTION
OF VEHICLES
IN 2021

Sources: IHS automotive production February 2022 - [0;3.5t PC + LCV]



**2021
guidance
achieved with
strong FCF
generation**

ECONOMIC SALES*



OPERATING MARGIN



FREE CASH-FLOW



2021

Growth

4-5%
of sales

>€220M

FY 2021 ADJUSTED GUIDANCE

* PO economic sales like-for-like change.

Further cost and cash optimization has mitigated the impact of « stop&go » without compromising future growth

INCREASED AGILITY

Labor flexibility to face stop&go
Efficient cost reduction programs
 + Omega
Strict control of discretionary spend

PROTECTED MARGIN

Active discussions with suppliers & customers to ensure a more **balanced sharing** of costs increases

MAXIMIZED CASH FLOW

Capex limited at 4.1% of sales
Strict control of inventories

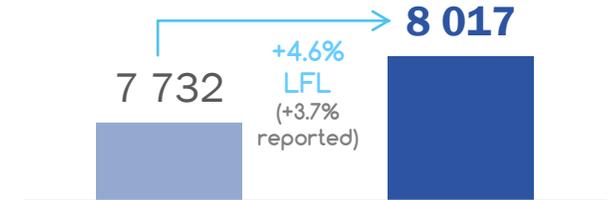
FUTURE GROWTH DRIVERS PRESERVED

Growing investment in electrification
Core labor force preservation
Record order book

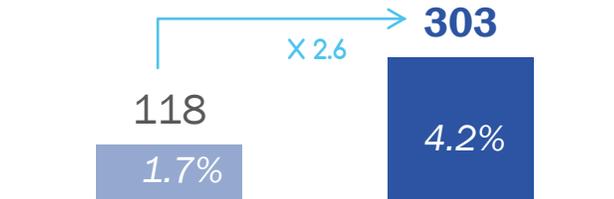
FINANCIAL PERFORMANCE RESILIENCE

(IN €M)

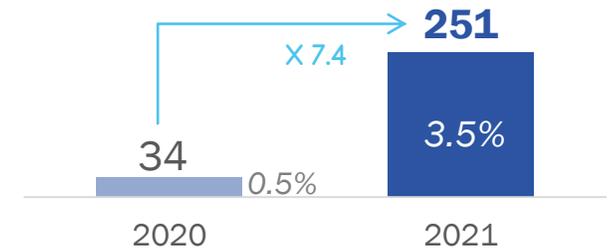
/ Economic sales



/ Operating Margin*



/ Free cash-flow*



Further flexibilization demonstrating agility

* In % of consolidated sales



HIGHLIGHTS FY 2021

**STRENGTHENING
OUR GROWTH PROSPECTS
& VALUE-ADD POTENTIAL**

OPERATIONAL EXCELLENCE



INNOVATION



SUSTAINABILITY



Strengthening our growth prospects & value-add potential



OPERATIONAL
EXCELLENCE

CHINA: outperformance and strong dynamic with BEV OEMs

MAJOR COMPETITIVE POSITION

#1 in exterior parts, MS: 22%

#2 in fuel systems, MS: 10%

ACCELERATION of HBPO's strategy deployment

STRONG PERFORMANCE

17% of Chinese sales are made with BEVs

vs 9% in 2020

26 pure Chinese OEMs

2021 ECONOMIC REVENUE: €939M

+10.7% LFL vs. 2020

(+14.1% reported)

/ 12% of group sales

vs

11% in 2020 and 9% in 2019

/ +4.1pts above Chinese auto production growth

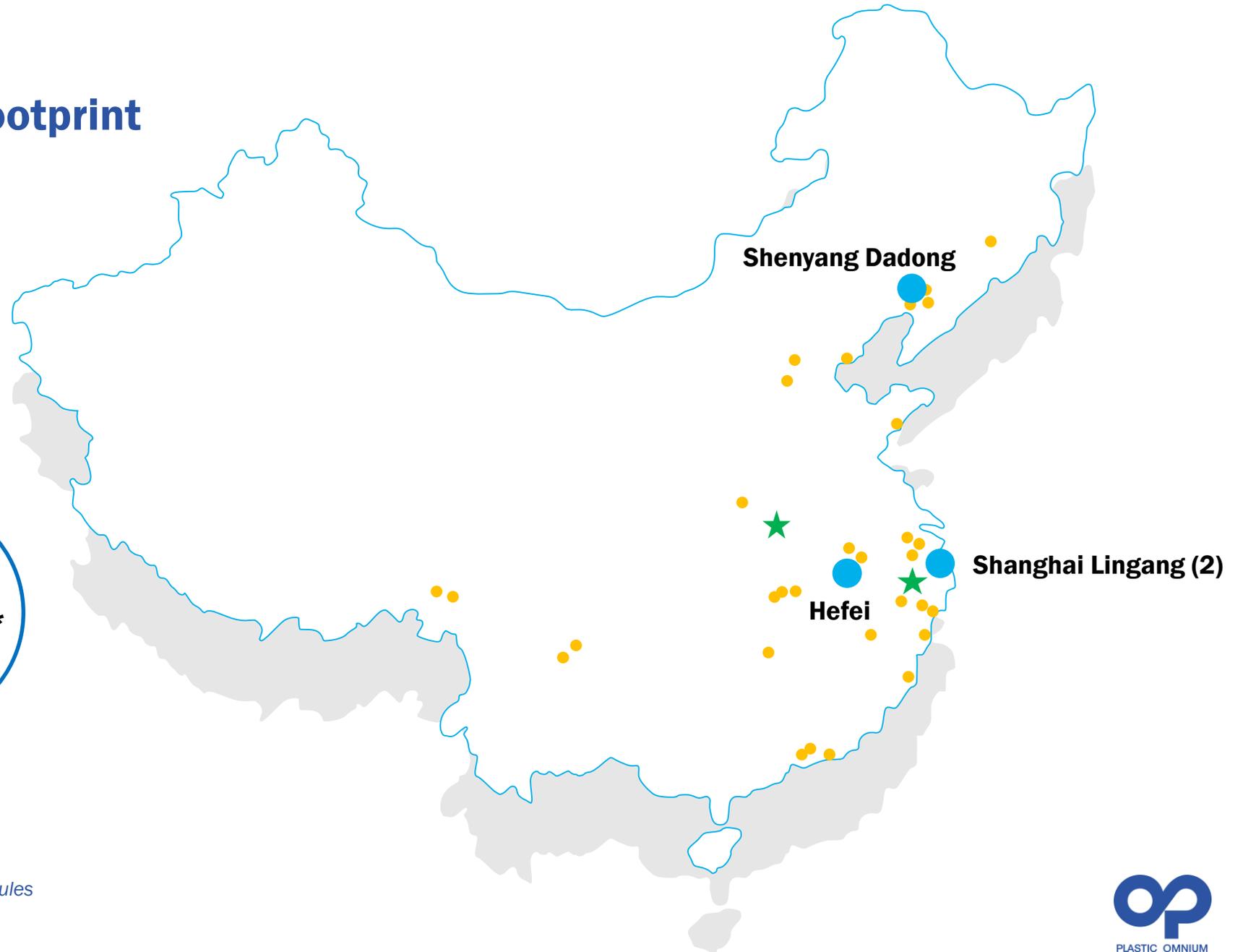
Strengthening our positions in the world's largest automotive market

GROWTH MARKETS:

Extensive production footprint in China



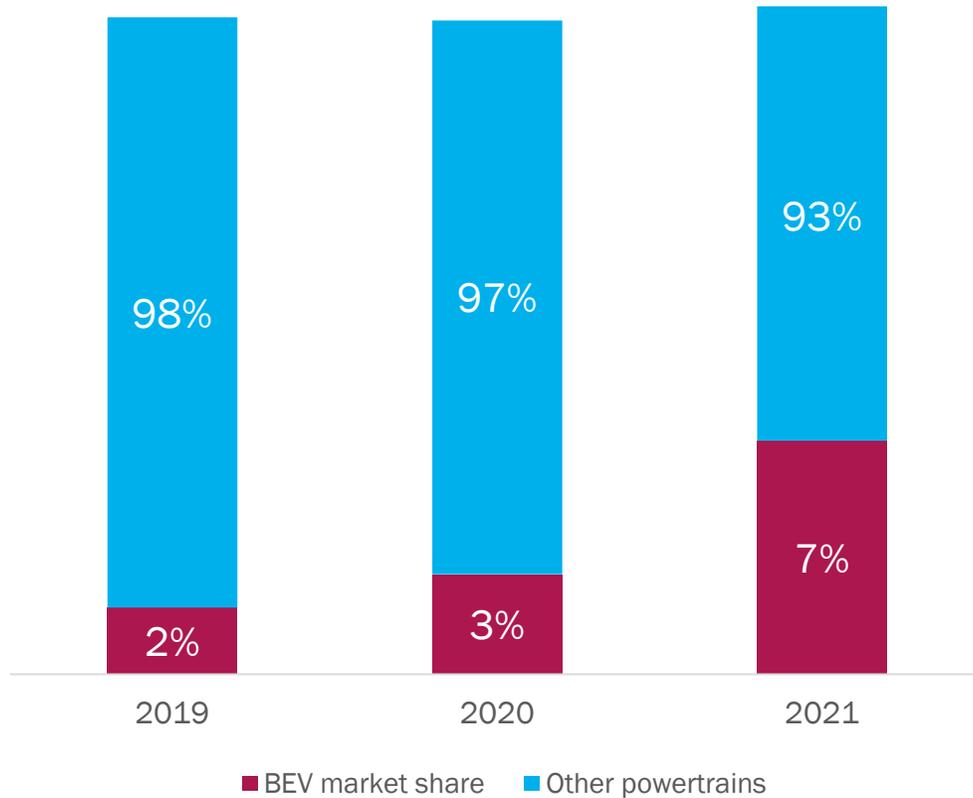
★ R&D centers ● New Plants



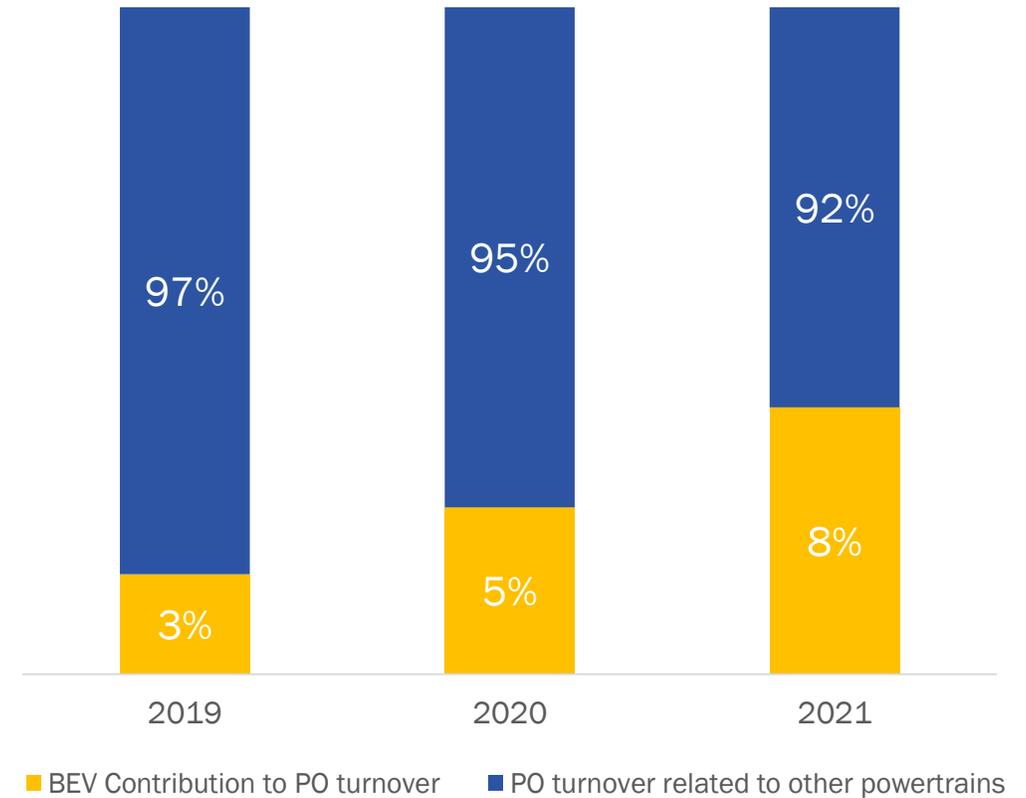
* 3 new plants for Industries and 1 new plant for Modules

GROWTH MARKETS: High exposure to BEV markets

/ Automotive production
M units



/ PO Economic Sales
M€



Sources: IHS automotive production by powertrain January 2022 - [0;3.5t PC + LCV]

**GROWTH
MARKETS:
high number
of launches
in China and
strong acceleration
in North America,
two strategic
markets**



**165
LAUNCHES**
in 2021
of which
58
in China

**BEVs:
21%
OF LAUNCHES**
in 2021

GROWTH: major launches in 2021



Audi Q4 e-tron EV
Bumpers,
Front-end modules,
Center console
(Germany)



Lucid Air EV
Bumpers and tailgate
(Mexico)
• Car of the Year



Rivian EV
Front-end modules,
Active Grille Shutter
(USA)



Seat Cupra Born EV
Tailgate
(Poland)



Peugeot – new 308
PHEV Fuel systems
(France)



Kia Niro
PHEV & hybrid fuel tank
(South Korea)



Opel Mokka
Bumpers
(France)
• High runner



iX3 BMW Brilliance
Bumpers
(China)
• High runner



Mahindra XUV 700
Plastic tailgate
(India)
• Breakthrough –
1st plastic tailgate
in India



Toyota Fortuner
New SCR Compact + solution
(Thailand)
• New SCR Compact
→ Upgraded technology
equipping 100% of Toyota
platforms

ORDER BOOK: further acceleration in fast growing segments

/ Enhanced positioning in BEVs



Rivian EV
Bumpers
(USA)



DongFeng-Honda
Tailgates for 2 BEVs
(China)



GM Optiq EV SUV
Bumper grille
(USA)
• Outsourcing of bumper



Renault 5 EV Echo
Bumpers
(France)
• New iconic Renault



Audi eQ5
Front-end modules
(Germany)

/ Ongoing dynamic with traditional OEMs



Renault/Dacia Duster
Fuel system
(Romania)
• High runner



Peugeot 2008
Front bumpers
(Spain)



Mercedes-Benz MMA
Fuel systems, bumpers,
front-end modules
(Germany, Hungary)



Jeep Junior 516
Bumpers
(Poland)
• First production in Poland
for ex.FCA/Stellantis



GM Chevrolet
1st SCR contract in South
America (Brazil)
• Growing sales in ICE
resilient regions

INCREASED CONTENT: further penetration in BEVs and ICE in strategic regions



- / **Geely** subsidiary developing EV brand
- / Active grille shutters for the **Lambda** and **Alpha** models (China)



- / PO becomes **Mitsubishi's** preferred partner in metal to plastic fuel systems substitution
- / First contracts for the **Triton** (Thailand) + **New SUV** (Indonesia)



- / **GM trucks**, rollo shutter, fuel tanks, **SCR** (North America)



- / **Honda Acura BEV crossover** with GM, bumpers (North America)

EFFICIENCIES: progress update on OMEGA transformation plan



INDIRECT PURCHASING

- Bundling
- Demand management
- Digitalization
- Focusing on best quality / cost suppliers



DESIGN & DEVELOPMENT

- Robotic process automation
- Simulation tools
- Optimization of tooling supplier base
- Offshoring R&D centers



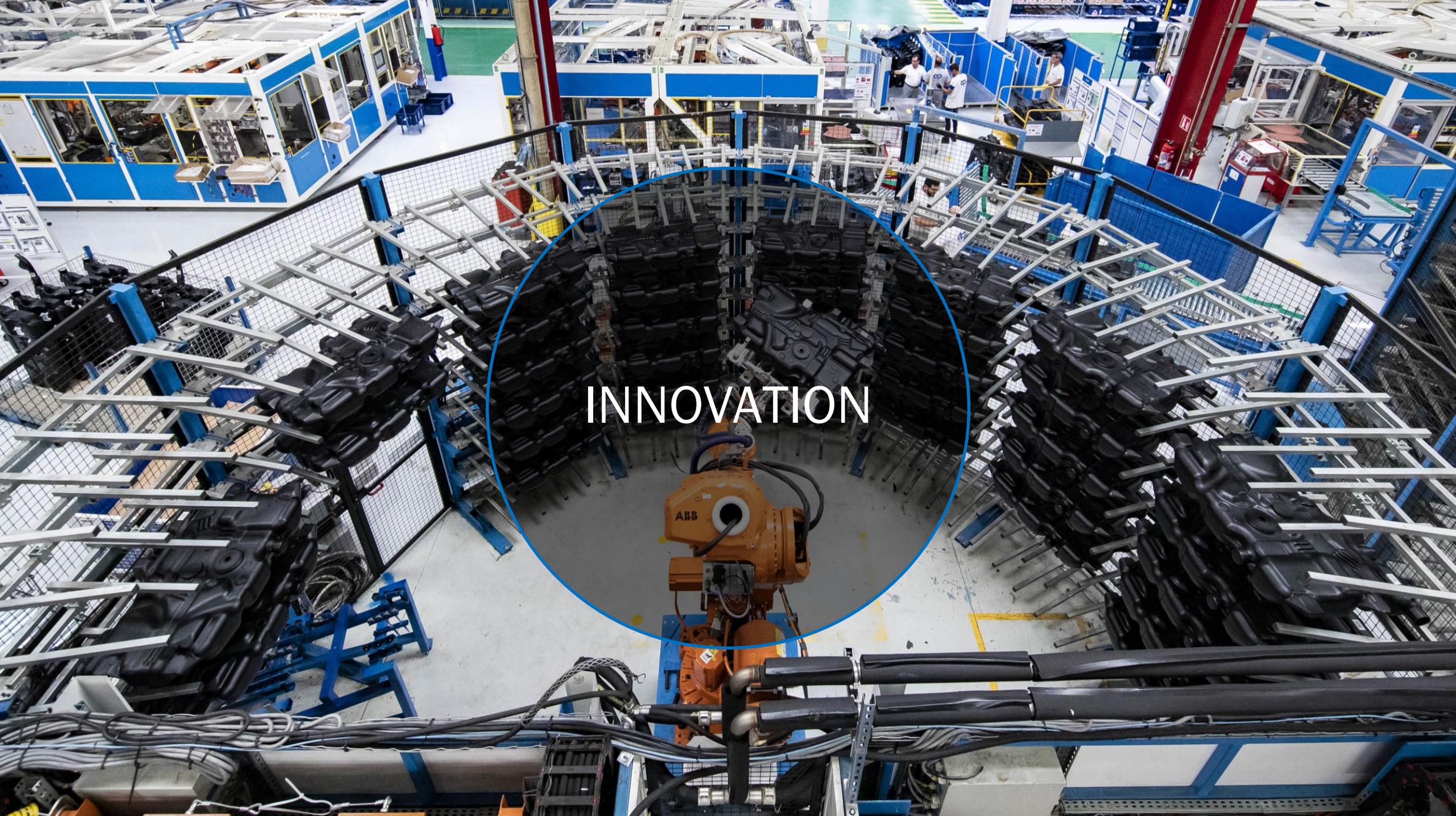
FIT

Finance & IT processes and tools

2 first axes in 2021

3rd axis launched

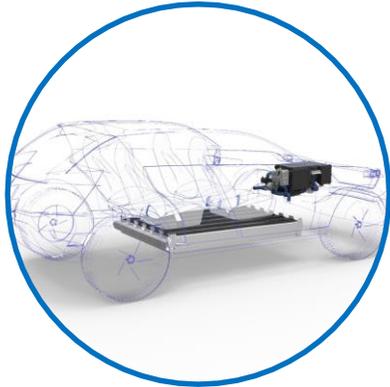
€100M run rate cost savings in 2021, on track to achieve € 200M target



INNOVATION

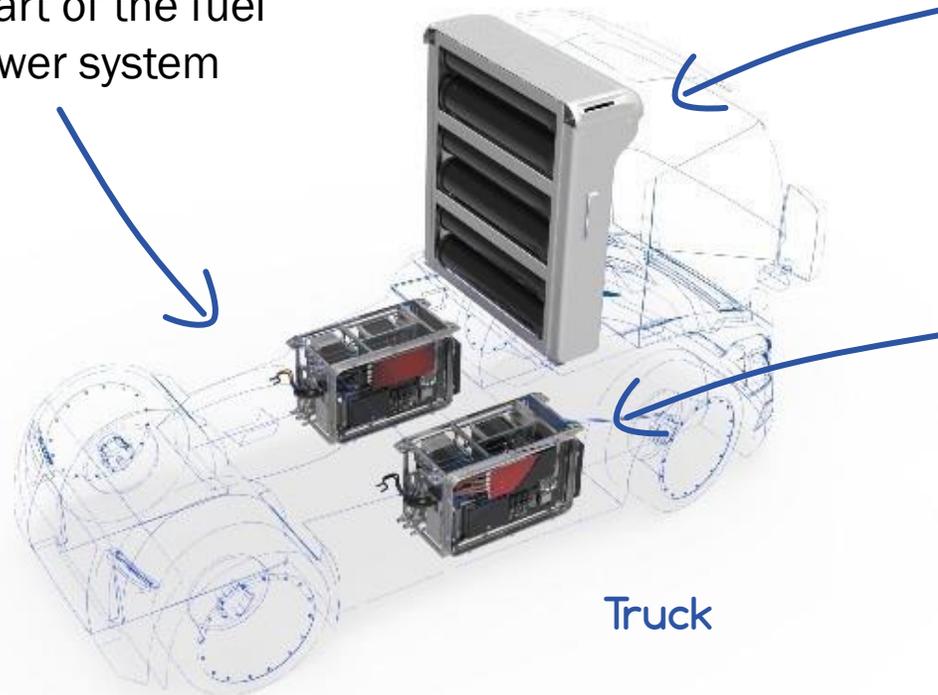
ELECTRIFICATION: a leading comprehensive offer in hydrogen

Passenger vehicle



Bus

FUEL CELL STACK
the heart of the fuel cell power system



Truck

HYDROGEN VESSEL
specifically designed to ensure very high pressure resistance

INTEGRATED HYDROGEN SYSTEM, including the fuel cell stacks and the balance of plant components:
Thermal control, electronic & software management, air compression & humidification, power electronic

A strategic opportunity to create positions in heavy mobility segments

ELECTRIFICATION: launch of New Energies division

/ A division incubated in CES, specializing in hydrogen mobility for all types of transportation

- **300** employees, o/w > 200 engineers in **Europe and China**

- **€300M** invested since 2015

- **A unique international production capacity**

 -  10,000 hydrogen vessels per year for heavy mobility

 -  10,000 fuel cells per year thanks to **EKPO FUEL CELL TECHNOLOGIES**, joint venture with ElringKlinger



- **A strategic opportunity to create positions in heavy mobility segments**



Notable achievements in 2021 towards becoming a worldwide leader

ELECTRIFICATION: significant milestone achievements towards our hydrogen ambitions



/ **Secured biggest HPV project for New Energies** to supply hydrogen storage systems to **HYUNDAI**



/ **Partnership with ALSTOM** to develop **high-end hydrogen storage systems** for the railway sector
/ Production will start in 2022 for regional trains markets in France and Italy



/ **EKPO FUEL CELL TECHNOLOGIES** will supply fuel cell stacks to **Aerostack**
/ Development of hydrogen fuel cell stacks for the aviation industry



/ **Technological partnership with McPHY: Maximize the performance** of the filling interface between H₂ stations & vessels
/ **Development of joint commercial** products & solutions starting from the needs analysis phase

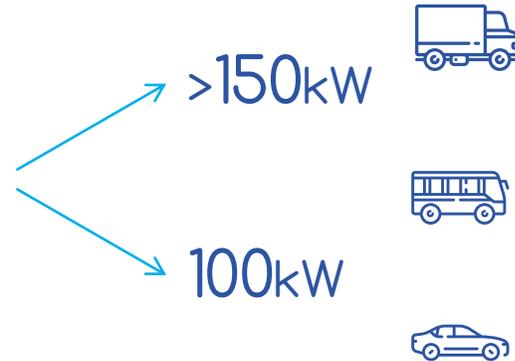
ELECTRIFICATION: AVL strategic partnership in hydrogen

/ Fuel cell system co-development

- 2 new product families in order to cover all market needs



Source: AVL



/ Best in class power density

/ Accelerated development with start of production in 2024

/ Benefit from combination of AVL and PO expertise, reputation and customer portfolios to create new opportunities

AVL in a nutshell

- Family-owned group based in Austria
- €1.7bn sales in 2020, of which 50% in electrified powertrains
- 20 years experience in Fuel cell development
- 500 engineers dedicated to fuel cell development



ADDED-CONTENT FOR SMART CARS: Partnership for the next ADAS generation

/ BODY PANEL FUNCTIONALIZED WITH 4D IMAGING RADAR

- Use of the exterior panels' surface as a giant radar aperture
- Better complex environments perception (resolution, field of view...)
- Electronic-Electric architecture simplification for cost reduction
- Simplified integration in body panels



SUSTAINABILITY

ACT
FOR
ALL

AGIR
POUR
TOUS

HANDEL
FÜREINA

すべての
行動の
ために

ДЕЛАЙ ДО
ВСЕ

من أجل
الجميع

TOU

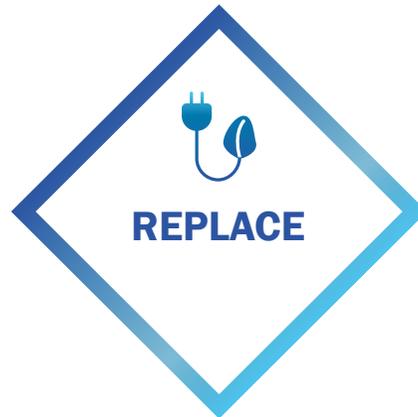
SCOPES 1 & 2: neutral in 2025



ENERGY CONSUMPTION (electricity & gas)

EFFICIENCY PROJECTS

- 5 sites currently / 25 sites in 2022
- > 100 sites in 4 years
- 12% reduction in energy consumption
- Partnerships with Schneider Electric



RENEWABLE ENERGY

ON-SITE SOLAR OR WIND POWER INSTALLATIONS

- 5 sites currently / 25 sites in 2022

OFF-SITE/PPA CONTRACTS

- Already purchasing 32% of renewable electricity



CO₂ REDUCTION OUTSIDE THE COMPANY

CARBON OFFSET PROJECTS

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



SCOPE 3: -30% in 2030

ACTION PLAN WITH SUPPLIERS & TRANSPORTERS

- CO₂ footprint as a selection criterion / Sharing of tools & good practices
- Partnership with Total Energies: 20-100% recycled materials with same specifications as virgin material



SOLUTIONS FOR OUR CUSTOMERS & END-OF-LIFE TREATMENT

- Light weighting, Aerodynamics
- Electrification / Hydrogen
- Eco-design
- 86% of our waste is recycled or valorized

“Proof of concept” with 50% recycled material on commercial bumper (incl. the painted skin)





SAFETY

0.69*

FR2 divided by 2
in 2 years
(1.2 in 2020 / -42%)



WOMEN IN EXECUTIVE MANAGEMENT

38%

in the Executive Committee
(30% in 2020 / +27%)

54%

in the Board of Directors
(47% in 2020 / +15%)*

Progress in all Sustainability KPIs



WOMEN IN SENIOR MANAGEMENT

15.7%

(14.7% in 2020 / +7%)

2030 OBJECTIVES

40%

women in Senior Executive Management

30%

women among Managers & Engineers



YOUTH

875

apprentices + VIE
+ trainees in 2021
(804 in 2020 / +9%)

2025 TARGET:

1,000



BOARD OF DIRECTORS COMMITTEE

Enlarging the nomination committee to sustainability
in 2022

* FR2 = 0.88 excluding JVs (vs. 1.43 in 2020 / -38%)



FY 2021 FINANCIAL RESULTS

2021 ANNUAL RESULTS – key messages

/ Strong recovery from COVID in H1, followed by an unexpected drop in H2

ECONOMIC SALES

+4.6%

LFL in 2021
-14% in 2020

+31.9%

LFL in H1 2021
-30% in 2020

-14.3%

LFL in H2 2021
+2% in 2020

/ Adapt and flex at the maximum level

OPERATING MARGIN

€303m

in 2021
€118m in 2020

€234m

in H1 2021
-€116m in 2020

€69m

in H2 2021
€234m in 2020

/ Solid progress against 2020

NET RESULT-GROUP SHARE

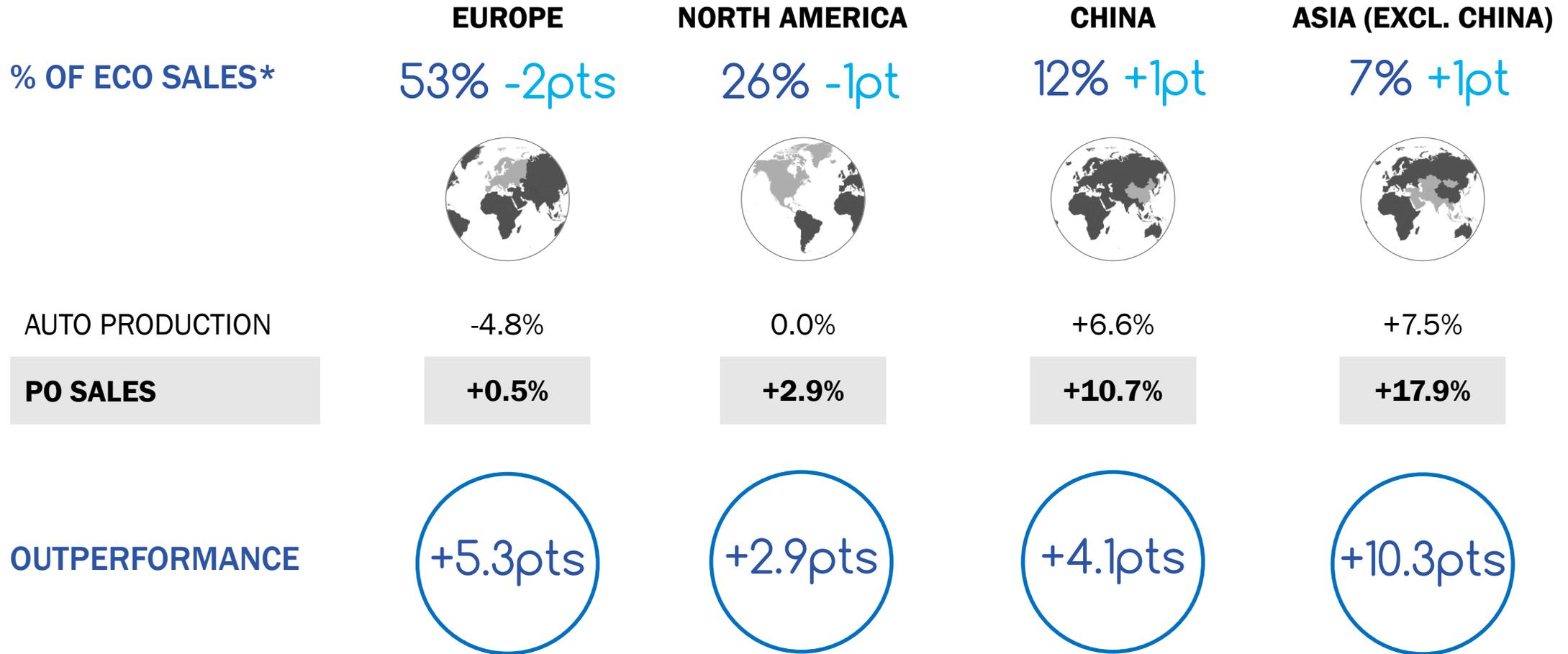
€126m

in 2021
-€251m in 2020

Sales per business

In €M	FY 2020	FY 2021	Δ in %	Δ LFL	Outperformance
PO Industries	5,628	5,826	+3.5%	+4.5%	+0.9 pt
PO Modules	2,104	2,191	+4.1%	+4.8%	+1.2 pt
Economic revenue	7,732	8,017	+3.7%	+4.6%	+1.0 pt
Joint Ventures	659	784	+19.0%	+17.7%	NA
Consolidated revenue	7,073	7,233	+2.3%	+3.3%	-0.3 pt

Growth and outperformance in key geographies of the Group

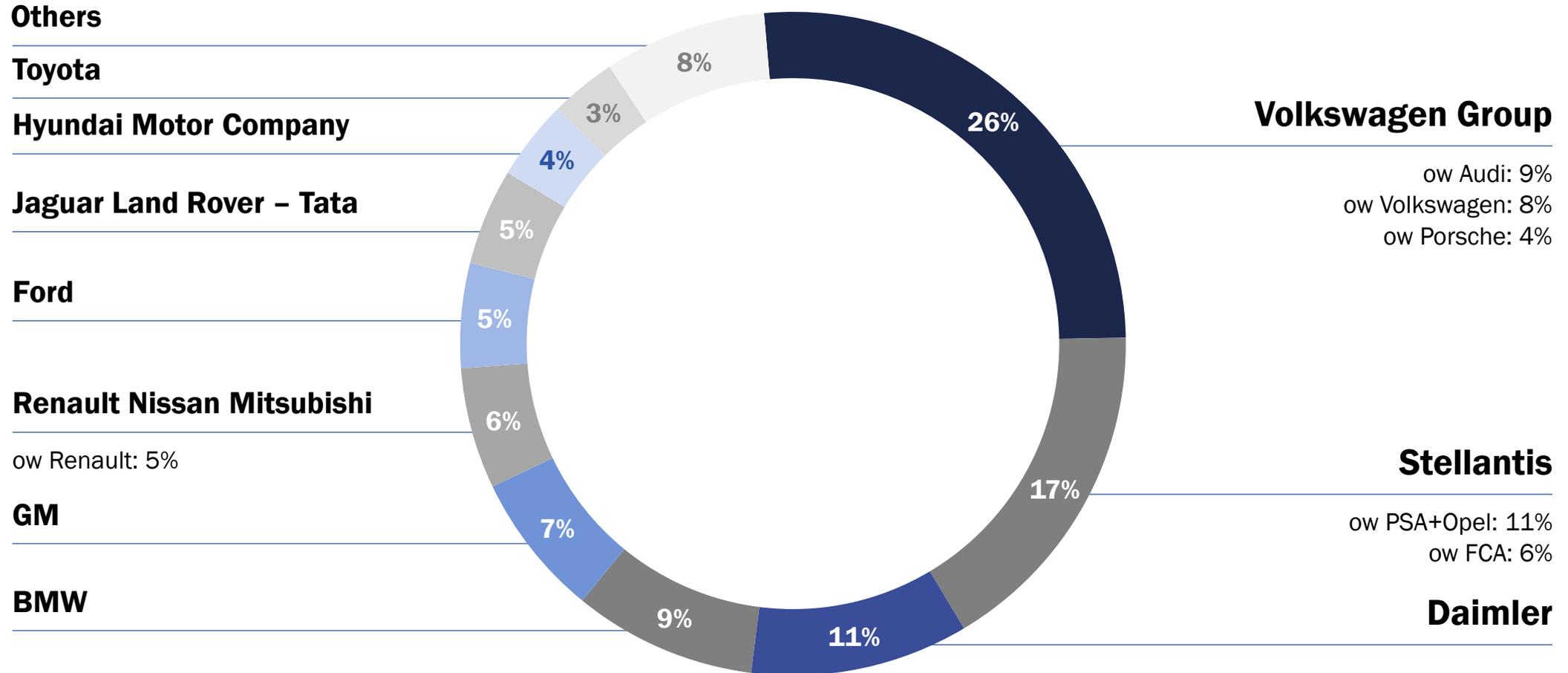


* +1pt change in other regions

Sources: IHS automotive production February 2022 - [0;3.5t PC + LCV]

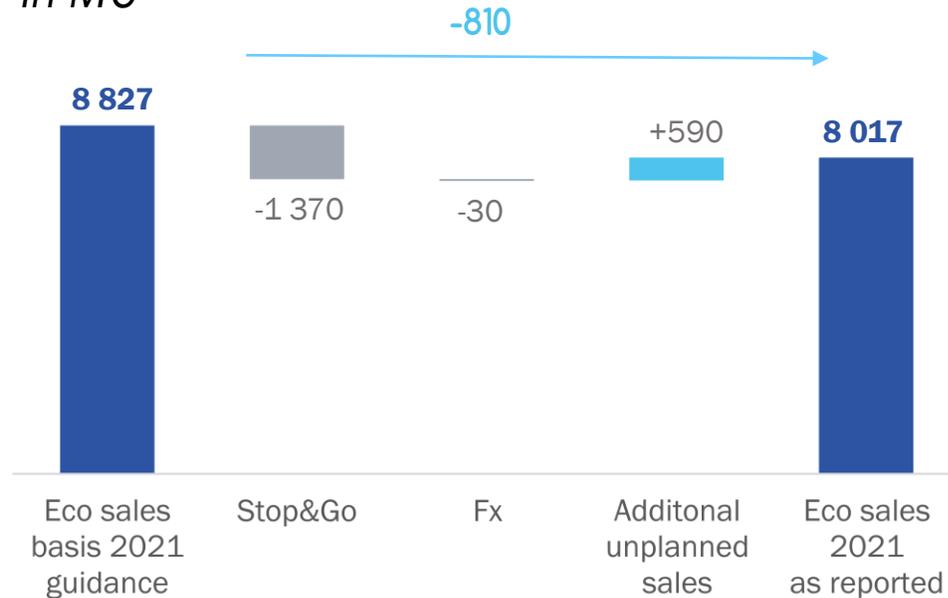
Premium brands: 39% of PO's sales in 2021 vs 38% in 2020

/ FY 2021 economic sales per customers



Impact of semi-conductor crisis

/ Estimated revenue impact in M€



- Stop&Go impacted planned 2021 revenues by -16%
- Partial mitigation via additional business distributed across many geographies

/ Estimated gross impact before mitigation



- Stop&Go represented 2/3rd of additional costs related to the crisis
- Arbitrage between keeping labor force to leverage rebound and optimizing cost structure
- Inflation has been strongly mitigated through customers and suppliers' initiatives

> **€160m net impact, 30% pass-through**

Following the COVID crisis in 2020, the group has shown strong resilience

2021 Profit & Loss account

In €m	2020	2021	H2 2020	H2 2021
Consolidated sales	7,073	7,233	4,111	3,449
Cost of materials and parts sold	-4,979	-4,941	-2,865	-2,313
<i>In % of sales</i>	<i>-70.4%</i>	<i>-68.3%</i>	<i>-69.7%</i>	<i>-67.0%</i>
Production costs	-1,452	-1,462	-770	-798
<i>In % of sales</i>	<i>-20.5%</i>	<i>-20.2%</i>	<i>-18.7%</i>	<i>-23.1%</i>
Net Research and Development costs	-266	-258	-124	-131
<i>In % of sales</i>	<i>-3.8%</i>	<i>-3.6%</i>	<i>-3.0%</i>	<i>-3.8%</i>
Selling costs & Administrative expenses	-264	-292	-129	-155
<i>In % of sales</i>	<i>-3.7%</i>	<i>-4.0%</i>	<i>-3.1%</i>	<i>-4.5%</i>
PPA Amortization	-22	-20	-9	-10
Share of profit/loss associates and joint ventures	29	43	20	26
Operating margin	118	303	234	69
<i>In % of sales</i>	<i>1.7%</i>	<i>4.2%</i>	<i>5.7%</i>	<i>2.0%</i>

2021 Profitability per business

In €m and % of sales	2020	2021	H2 2020	H2 2021
Operating margin	118 1.7%	303 4.2%	234 5.7%	69 2.0%
PO Industries	100 1.9%	271 5.2%	205 7.0%	62 2.5%
PO Modules	19 1.0%	32 1.6%	29 2.5%	7 0.7%
EBITDA	648 9.2%	771 10.7%	477 11.6%	310 9.0%
PO Industries	568 11.0%	677 12.9%	417 14.2%	269 10.8%
PO Modules	80 4.1%	95 4.8%	60 5.1%	42 4.4%

2021 Profit & Loss account

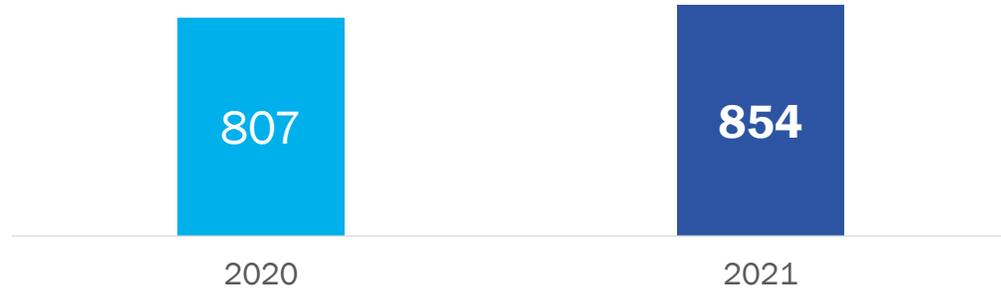
In €m	2020	2021
Operating margin	118	303
<i>In % of sales</i>	1.7%	4.2%
Other operating expenses	-334	-56
<i>of which</i> impairments	-255	-6
<i>In % of sales</i>	-4.7%	-0.8%
Financial expenses	-69	-51
<i>In % of sales</i>	-1.0%	-0.7%
Income Tax	+31	-60
Net Result	-253	136
<i>In % of sales</i>	-3.6%	1.9%
Net Result - Group Share	-251	126
<i>In % of sales</i>	-3.6%	1.7%

2021 Cash-flow statement

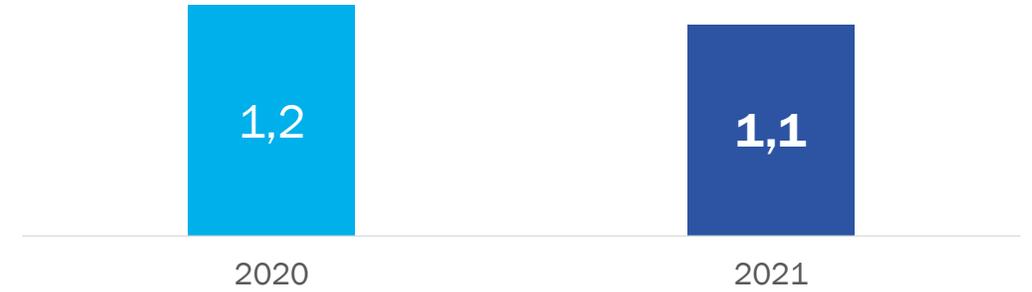
In €m	2020	H1 2021	H2 2021	2021
Operating margin	118	234	69	303
EBITDA	648	461	310	771
Net operating Cash Flow	453	409	207	616
<i>In % of sales</i>	6.4%	10.8%	6.0%	8.5%
Capex and development	-374	-149	-144	-294
<i>In % of sales</i>	-5.3%	-3.9%	-4.2%	-4.1%
Change in WCR	-45	-108	+37	-71
ow factoring	+13	-20	+33	+13
Free Cash Flow	+34	+151	+100	+251
Dividends	-94	-83	-4	-87
Treasury shares	-7	-10	-10	-19
IFRS 16	-49	-12	-27	-39
M&A / financial assets / Other	+49	-130	-23	-153
Net debt (end of the period)	-807	-890	-854	-854

2021 Key financial metrics

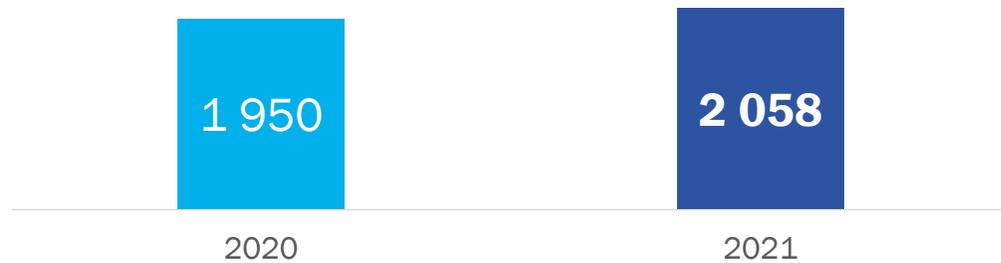
/ Net debt (in €m)



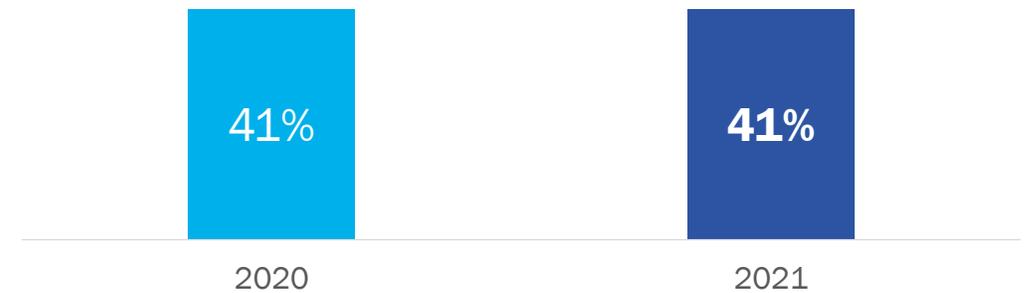
/ Net debt/EBITDA



/ Shareholders' equity (in €m)

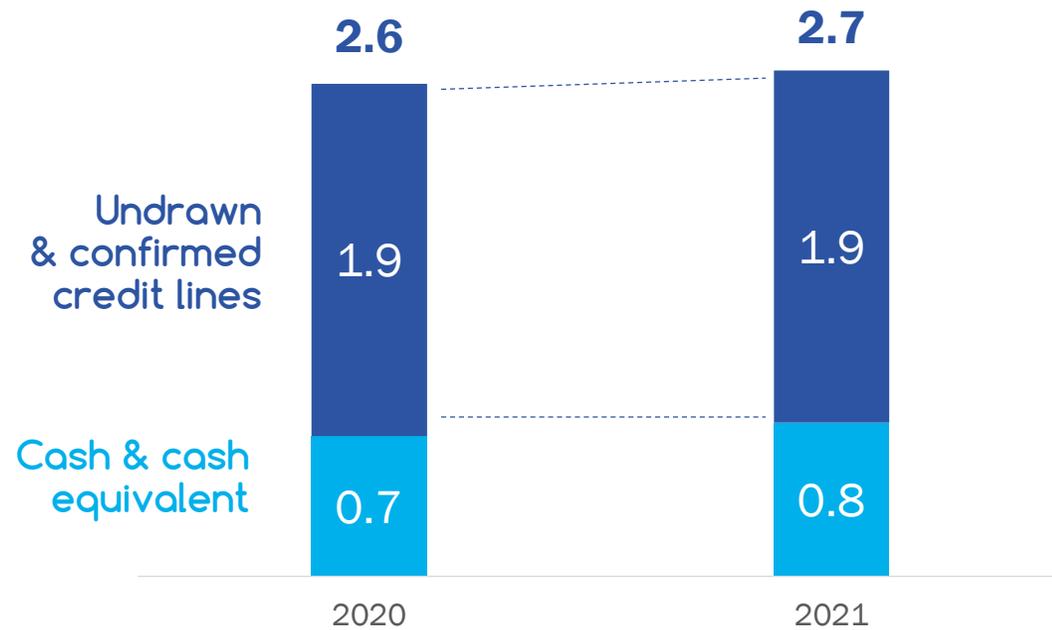


/ Gearing



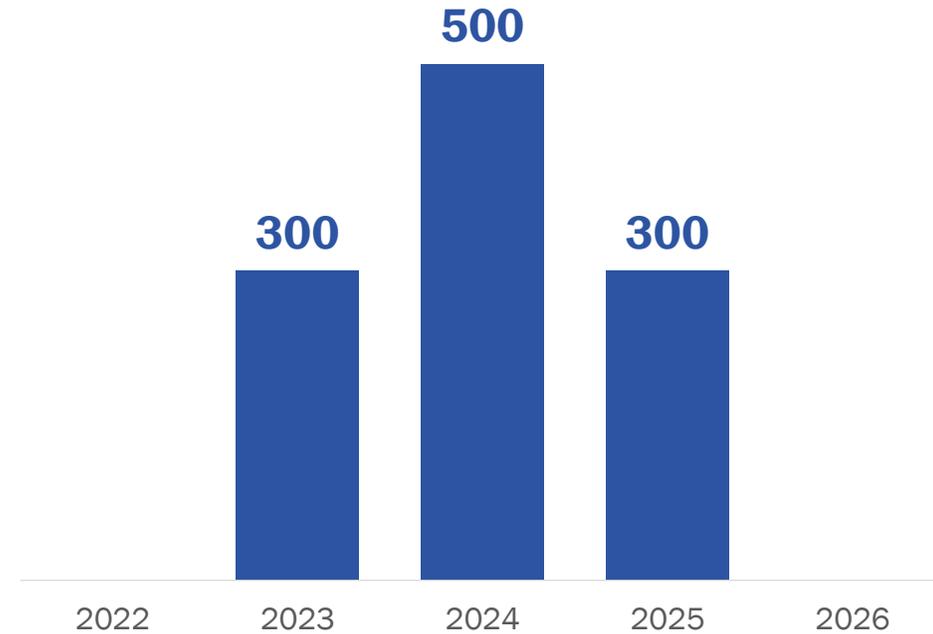
Strong liquidity with slight increase in 2021

/ Liquidity as of 31/12/2021
(in €Bn)



3.9 years MATURITY (vs 4.4 in 2020)
No covenant

/ Bond issues per maturity



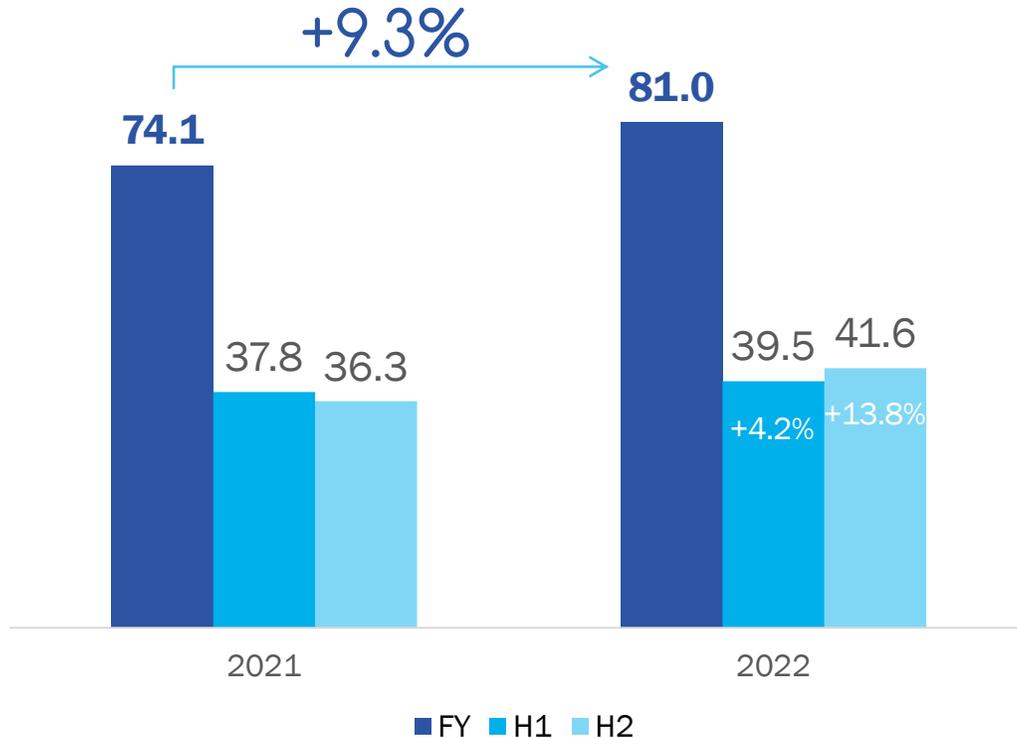
NO MAJOR REPAYMENT before June 2023



OUTLOOK

2022 automotive production assumptions

/ Automotive production – IHS Forecasts
in million of vehicles

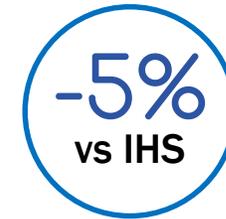


IHS ASSUMPTIONS PER REGION

Europe & Americas
Strong growth

Asia
Mild growth

/ PO management assumptions



**WEAK VISIBILITY
ON RECOVERY OF MARKETS**

Chip shortage situation ASSUMED to improve in H2 2022

Sources: IHS automotive production February 2022 - [0;3.5t PC + LCV]

Challenges & Opportunities

SHORT TERM

- Maintain momentum and continue to adapt (Omega, Digitalization)
→ MARKET VOLATILITY
- Order intake acceleration
→ PREPARE FOR MARKET REBOUND
- Productivity measures & negotiations with customers & suppliers
→ MITIGATE INFLATION
- Increased employment attractivity
→ COMPETE ON THE LABOR MARKET

LONG TERM

- Accelerate innovation
→ MAINTAIN TECHNOLOGY LEADERSHIP
+ ADD MORE CONTENT
- Ramp up Carbon Neutrality roadmap
→ EXECUTE ON PLAN
- Develop geographical footprint
→ ADDRESS FURTHER GROWTH OPPORTUNITIES
- Pursue growth initiatives in hydrogen
→ REINFORCE PROJECT PORTFOLIO THROUGH
NEW CONTRACTS + PARTNERSHIPS

**FY 2022
Financial
Guidance**

ECONOMIC SALES

Outperformance

OPERATING MARGIN

5%-6%
of sales

FREE CASH-FLOW

> €260m

CONCLUSION

FLEXIBLE BUSINESS MODEL

with proven resilience

REINFORCED LEADERSHIP IN ALL DIVISIONS

with global footprint & innovative offers

COVERING ALL ELECTRIFICATION

(BEV, PHEV, FCEV)

MORE ADDED CONTENT FOR SMART CARS

creating more value

ACCELERATED DEVELOPMENT IN ASIA

to reinforce leading positions

ROBUST FINANCIAL STRUCTURE

to finance future growth

CARBON NEUTRALITY PLAN

to achieve scopes 1+2 neutrality by 2025

Pursuing our
**TRANSFORMATION TOWARDS
CONNECTED AND CLEAN MOBILITY**
in a challenging backdrop



Dividend 2021

**PROPOSED
DIVIDEND OF**

€0.28

per share

32% payout

**SHAREHOLDERS' MEETING
ON APRIL 21ST, 2022
AT 5PM CET**

(Pavillon Dauphine - Paris)

PAYABLE ON MAY 2ND, 2022

Calendar

/ APRIL 21ST, 2022 – Shareholders’ general meeting

/ APRIL 27TH, 2022 – First-quarter 2022 revenue

/ MAY 12TH, 2022 – Capital Markets Day

/ JULY 25TH, 2022 – First-half 2022 results

Disclaimer

This presentation contains certain forward-looking statements concerning Plastic Omnium. Such forward-looking statements represent trends or objectives and cannot be construed as constituting forecasts regarding the future Plastic Omnium's results or any other performance indicator. In some cases, you can identify these forward-looking statements by forward-looking words, such as "estimate," "expect," "anticipate," "project," "plan," "intend," "objective", "believe," "forecast," "foresee," "likely," "may," "should," "goal," "target," "might," "would," "will", "could," "predict," "continue," "convinced," and "confident," the negative or plural of these words and other comparable terminology. Forward looking statements in this document include, but are not limited to, financial projections and estimates and their underlying assumptions, expectations and statements regarding Plastic Omnium 's operation of its business, and the future operation, direction and success of Plastic Omnium's business. Although Plastic Omnium believes its expectations are based on reasonable assumptions, investors are cautioned that these forward-looking statements are subject to numerous various risks, whether known or unknown, and uncertainties and other factors, including the ongoing global impact of the COVID-19 pandemic outbreak, the supply chain impact, inflation, lack of visibility and the duration and severity of the outbreak on Plastic Omnium's business and operations, all of which may be beyond the control of Plastic Omnium and could cause actual results to differ materially from those anticipated in these forward-looking statements. For a detailed description of these risks and uncertainties and other factors, please refer to public filings made with the Autorité des Marchés Financiers ("AMF"), press releases, presentations and, in particular, to those described in the section 2." Internal Controls & Risk Management" of Plastic Omnium's 2020 Universal Registration Document filed by Plastic Omnium with the AMF on March 11th, 2021 (a version of which is available on www.plasticomnium.com). Subject to regulatory requirements, Plastic Omnium does not undertake to publicly update or revise any of these forward-looking statements whether as a result of new information, future events, or otherwise. Any information relating to past performance contained herein is not a guarantee of future performance. Nothing herein should be construed as an investment recommendation or as legal, tax, investment or accounting advice. This presentation does not constitute and should not be construed as an offer to sell or a solicitation of an offer to buy Plastic Omnium securities.



APPENDICES

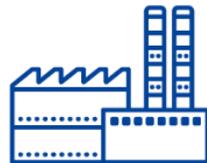
A world-leading family business in the automotive industry

Created in 1946 and majority owned by the founding family through Burelle SA (59.4%)

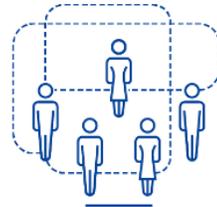
27TH worldwide automotive supplier



2021 Eco. Revenue
€8.0 bn
+4.6% LFL



137 plants
31 R&D centers



30,000 employees
in **25** countries



93
customers



A strong **ESG**
commitment

→ A ROBUST FINANCIAL PROFILE (gearing of 41% and €2.7Bn of liquidity)
to accelerate INNOVATION and seize M&A opportunities

Shaping the future of sustainable and smart vehicles

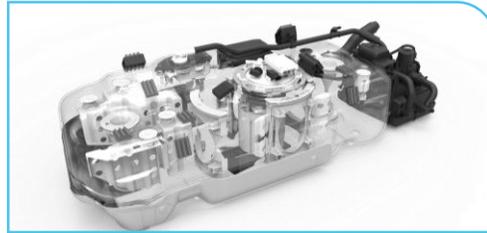
Industries

Connectivity, Autonomy & Functions Integration



INTELLIGENT EXTERIOR SYSTEMS (IES)

CO₂ Reduction



CLEAN ENERGY SYSTEMS (CES)

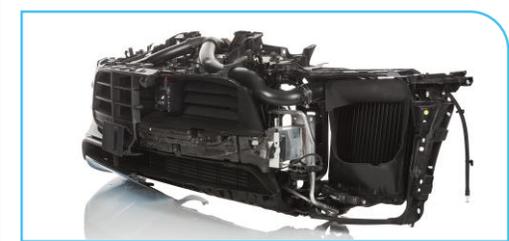
Electrification with Hydrogen Systems



NEW ENERGIES

Modules

Modularization & Customization



HBPO
THE MODULE COMPANY

CAPITAL INTENSIVE

€3.5bn (43%)
of eco. revenue in 2021

#1 WORLDWIDE
15% MARKET SHARE
21m BUMPERS/YEAR

€2.4bn (30%)
of eco. revenue in 2021

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

Target: €3,0bn
of eco. revenue in 2030

Target: #1 WORLDWIDE
in H₂ mobility in 2030

LOW CAPITAL

€2.2bn (27%)
of eco. revenue in 2021

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

* FEM: Front-End Modules

ELECTRIFICATION: strong commercial pipeline and traction in hydrogen...

**STRONG
COMMERCIAL
PIPELINE**



**100
PROJECTS
WORLDWIDE**

**85
CUSTOMERS**

**GLOBAL
FOOTPRINT**

...feeding 2030 ambitions



**N°1
HYDROGEN
MOBILITY**



**25%
MARKET SHARE
HYDROGEN
VESSELS**



**10-15%
MARKET SHARE
FUEL CELL
STACKS
EKPO**



**10%
MARKET SHARE
INTEGRATED
HYDROGEN
SYSTEMS**



**OUR TARGET
IN HYDROGEN**



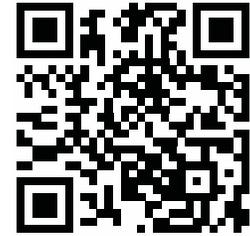
**€0.3 billion
REVENUE TARGET
by 2025,
€3 billion
by 2030**

**€100 million
AVERAGE ANNUAL
INVESTMENT
in the coming years**

**OPERATING MARGIN
Breakeven
in 2025
Accretive
by 2030**



PLASTIC OMNIUM



WWW.PLASTICOMNIUM.COM