



PLASTIC OMNIUM

EUROPEAN AUTOMOTIVE CONFERENCE

JP MORGAN

June 5, 2023



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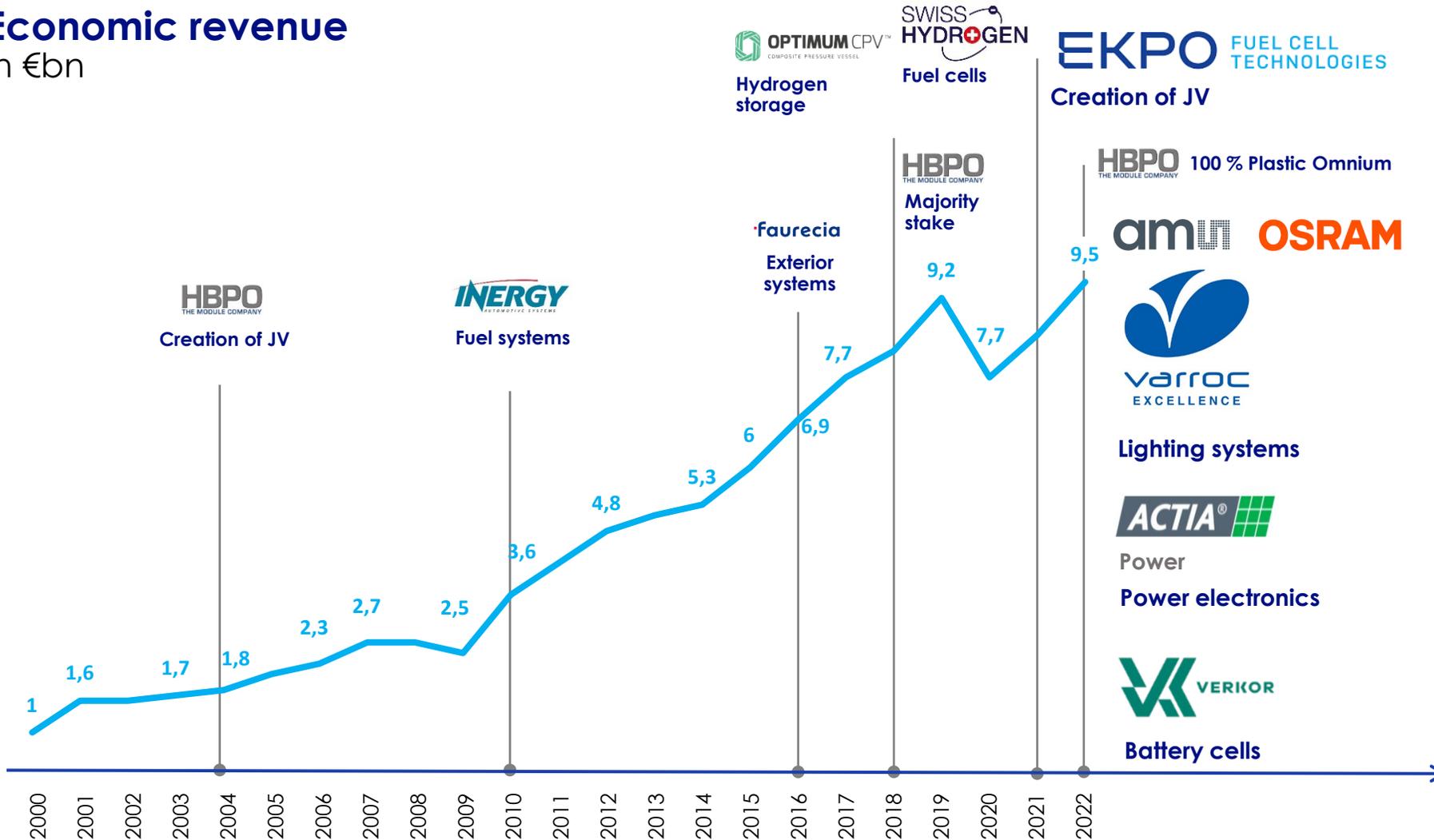
FY2022 HIGHLIGHTS



Executive Summary

A proven track record of growth both organic and external

Economic revenue
in €bn



Revenue
x 9.5
since 2000

50%
Organic growth

50%
M&A + partnerships

Executive Summary

Strong profitable growth in 2022

ECONOMIC REVENUE

Very strong
commercial momentum

€9 477m

in 2022

+18%

vs. 2021

in line with guidance

OPERATING MARGIN

Robust evolution
in inflationary context

€364m

in 2022

+20%

vs. 2021

4.3%

of revenue

in line with guidance

NET RESULT & DIVIDEND

Double-digit growth

NET RESULT-GROUP
SHARE

DIVIDEND PER SHARE

€168m

in 2022

+33%

vs. 2021

€0.39

in 2022

+39%

vs. 2021

Executive Summary

Robust financial structure in 2022, nurturing future growth

STRONG PERFORMANCE OF HISTORIC BUSINESS

+10%

GROWTH

5.1%

OP. MARGIN

€289m

FREE CASH-FLOW
above guidance

SOLID FINANCIAL STRUCTURE POST M&A

1.9x

NET DEBT / EBITDA

STRATEGIC ACQUISITIONS AND TARGETED INVESTMENTS

€0.9bn

IN STRATEGIC ACQUISITIONS

€0.4bn

INDUSTRIAL CAPEX
(incl. New Energies)

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Q1 2023 HIGHLIGHTS



Executive Summary

Continuing the path of growth in 2023



STRONG

REVENUE GROWTH

+34,5%



RECORD ORDER INTAKE

IN NORTH AMERICA

for ICE, BEV and Hydrogen
vehicles

**Q1 2023
Executive
Business
Highlights**



CLEAR ACTION PLAN

FOR THE LIGHTING BUSINESS

On track to improve
operational efficiency



CONFIRMED

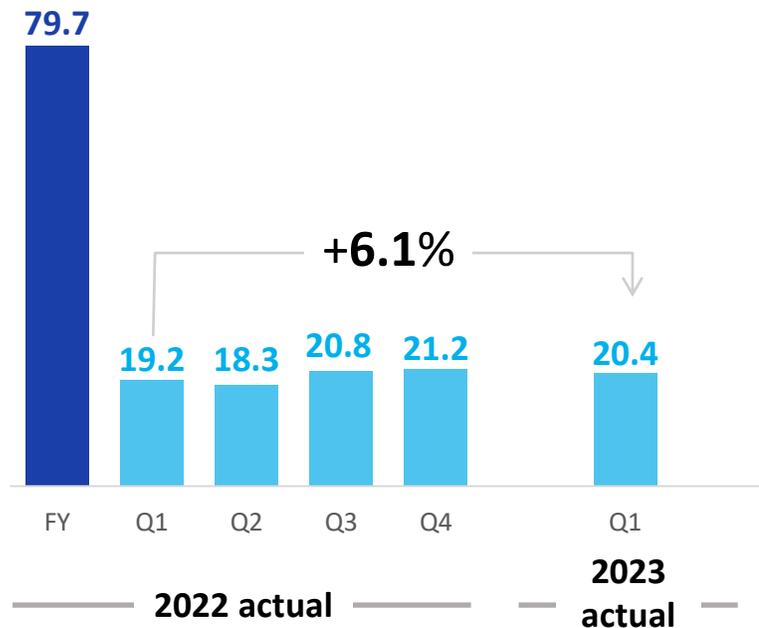
2023 FINANCIAL OUTLOOK

Q1 2023: Strong organic growth, **outperforming** the market

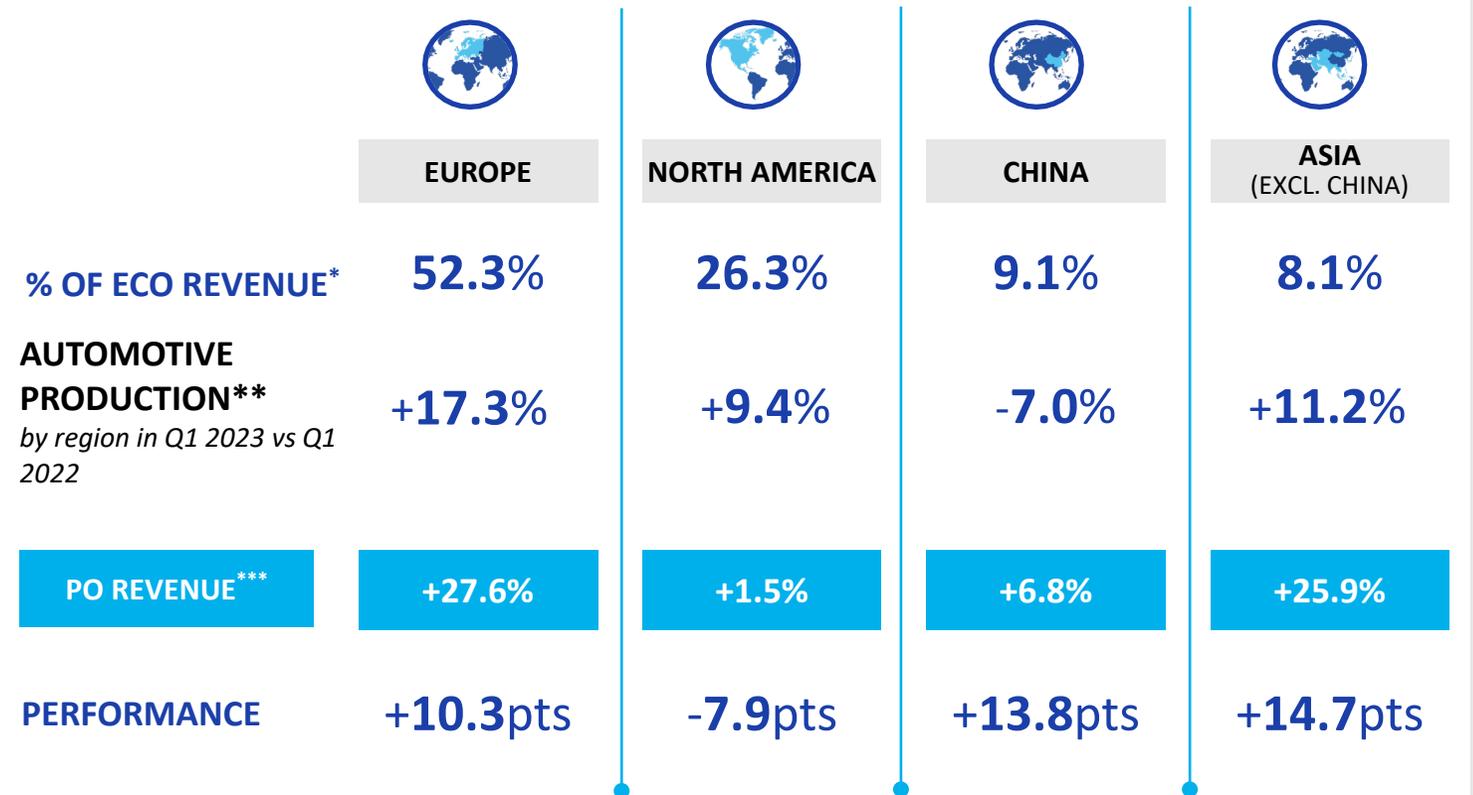
Global market growth Q1 2023

Q1 2023: SIGNIFICANT IMPROVEMENT COMPARED TO Q1 2022

/ Worldwide automotive production
in M vehicles



STRONG GROWTH IN MOST REGIONS



* Q1 2023 economic revenue

** Source: S&P Global Mobility automotive production April 2023 by Source plant region - [0;3.5t PC + LCV]

*** Q1 2023 vs. Q1 2022 LFL

Q1 2023: Organic consolidated revenue growth at **18.0%**

Revenue per business line

<i>In €m</i>	Q1 2022	Q1 2023	Δ in %	Δ LFL
PO Industries	1,530	2,015	+31.7%	+10.9%
PO Modules	568	807	+42.1%	+37.9%
Economic Revenue	2,098	2,822	+34.5%	+17.5%
Joint Ventures	207	258	+24.7%	+13.0%
PO Industries	1,373	1,849	+34.7%	+11.1%
PO Modules	519	715	+37.9%	+36.2%
Consolidated Revenue	1,891	2,564	+35.6%	+18.0%

Historic c.€10 billion order intake secured in North America

Accelerating growth in favor of a more balanced geographical footprint

ENERGY STORAGE SOLUTIONS

Highlighting our technology leadership

- / Historic order intake for energy storage solutions for combustion and hydrogen vehicles
- / Optimization between existing industrial capacities and new ones thus reducing net investment requirements



MODULES

Proof of an undisputed leadership

- / Historic order intake for electric vehicles
- / Contract covers front-end and cockpit modules
- / Setup of a new plant operational in the 2nd half of 2023



BUMPERS

Key renewal confirming our leading position

- / Renewal of a program with a major European OEM for 7 years
- / Contract covers rear bumpers and other exterior parts
- / Production is scheduled to begin in 2026



Hydrogen: joint venture with REIN (SHENERGY Group)

Accelerating hydrogen mobility in China

50/50 JOINT VENTURE

/ between Plastic Omnium and Rein, subsidiary of Shenergy Group

/ Two key players in China:

- **Shenergy**

- 2022 revenues of CNY 28Bn
- Leader in China for H₂ production, transportation and charging infrastructure

- **Rein**

- 2022 revenues of CNY 796m
- Market share in China:
 - 47% H₂ long tube trailer shipments
 - 61% H₂ storage cylinder container group

SCOPE OF THE JV

/ High-pressure hydrogen storage systems



/ Addressing commercial vehicles



SETUP OF PRODUCTION CAPACITIES

/ New mega-plant:

- Financed by both partners
- Operational from 2026 onwards
- Production capacity of up to 60,000 units/year



CHINA
Shanghai
Mega-plant

Lighting activities

Action plan on track to improve operational efficiency

CLOSE MONITORING TO IMPROVE INDUSTRIAL PERFORMANCE AND ALIGN WITH GROUP STANDARDS

KEY OPERATIONAL
INDICATORS
IMPLEMENTED

SCRAP REDUCTION
INVENTORY REDUCTION

COMMERCIAL MEASURES
TO SECURE REVENUE

COST SYNERGIES

OPTIMIZATION OF FREE
CASH-FLOW GENERATION

GRADUAL TURNAROUND WITH THE AMBITION TO ACHIEVE
SINGLE MID-DIGIT OPERATING MARGIN WITHIN 24 TO 36 MONTHS*

*From the acquisition of VLS in October 2022

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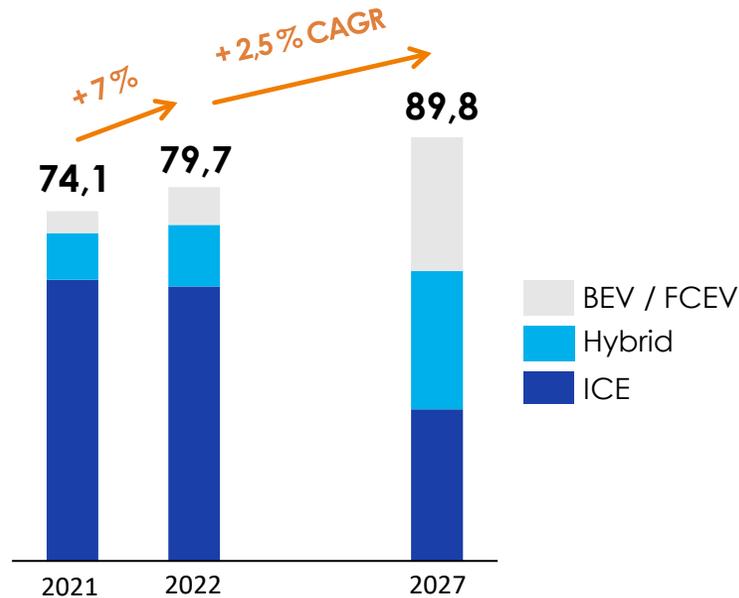
STRATEGIC ROADMAP



A rapidly-changing market that requires agility

2021-2027 Powertrain mix evolution

Worldwide production outlook by powertrain type in millions of vehicles



Electric
in 2027

~37%
EUROPE

~47%
CHINA

~26%
NORTH AMERICA

~15%
ASIA (excl. China)



Current trends

- Inflation
- Chinese market restart
- Supply Chain stability
- Mix powertrain
- Market growth

Plastic Omnium's **transformation** is a well-defined strategic response

2022-2030 Building up and out

STRATEGIC PRIORITIES

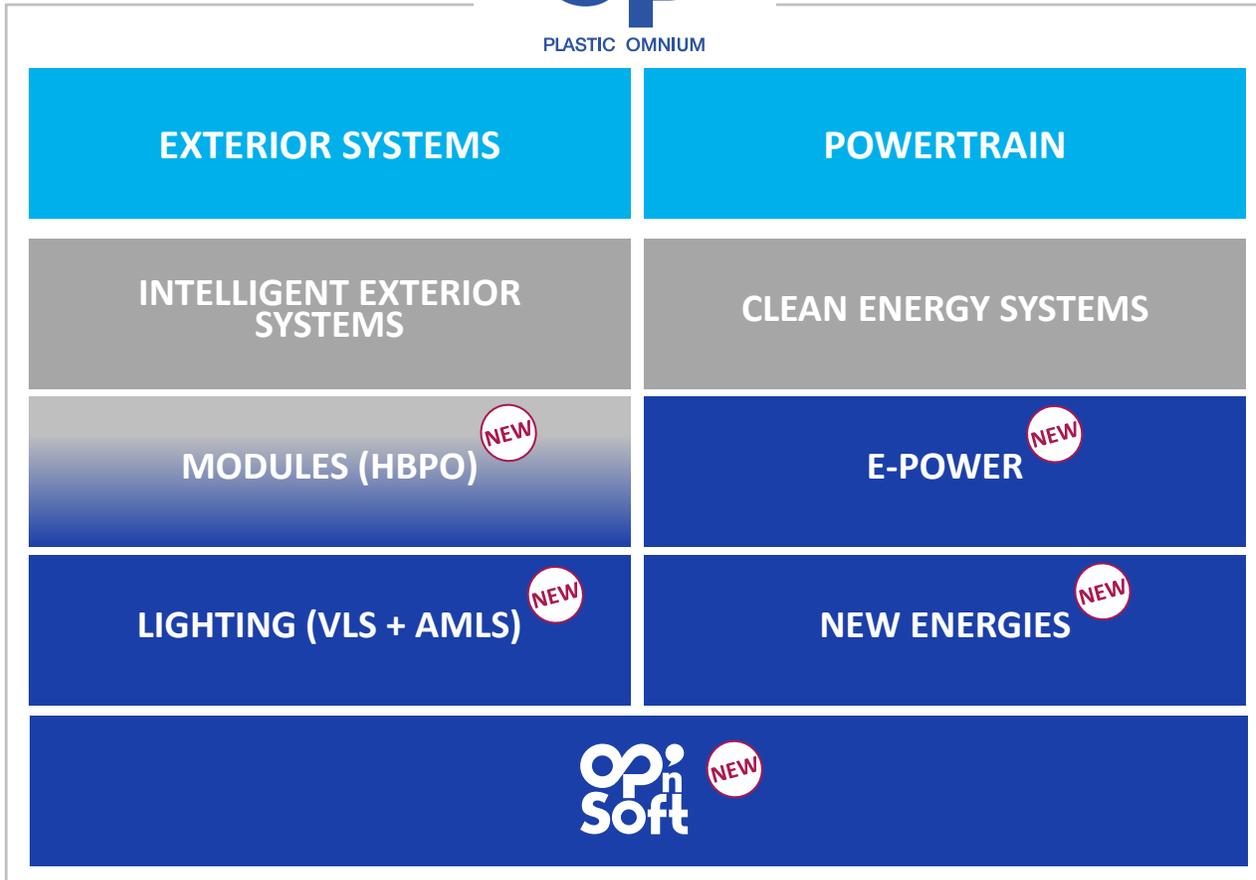
REINFORCING OUR PRODUCT
PORTFOLIO TO GROW OUR CONTENT
PER VEHICLE

GENERATE NEW, PROFITABLE
GROWTH IN EV MOBILITY,
CONNECTIVITY AND SAFETY

ENLARGE OUR SCOPE TO SERVICES
ARISING FROM NEW MOBILITY
REQUIREMENTS

Strengthening our growth profile, increasing **value-add per vehicle**

Global value proposition



NEW ENERGIES
(Jan. 2022)

High pressure vessels
Fuel Cells (EKPO JV)
Integrated H₂ systems

ACTIA POWER
(Aug. 2022)

Design/manufacturing on-board batteries
Power electronics
Electrification

HBPO
(Dec. 2022)

Front-end modules
Cockpit modules
Active grille shutters
Active Rollo

AMLS OSRAM
(Jul. 2022)

Front-end lighting systems
Interior lighting
Projection and bodyshell lighting

VLS
(Oct. 2022)

Head & Rear lamps
Optic systems
Electronic control
Software

OP'NSOFT
(Jan. 2023)

Software solutions interior/bodyshell lighting
Electric powertrain
Batteries/Hydrogen
ADAS



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OUTLOOK



Ambitious objectives confirmed

Objectives 2023-2025

OBJECTIVES 2023

2023 REVENUE:
STRONG GROWTH AND OUTPERFORMANCE
AGAINST MARKET

>€400m

OPERATING RESULT
(>+10% growth on 2022)

>€260m

FREE CASH-FLOW

based on worldwide automotive production
of 82.1m* vehicles as per S&P

* Source: S&P Global Mobility automotive production February 2023 by Source plant region - [0;3.5t PC + LCV]

OBJECTIVES 2025

>€11.5bn

2025 REVENUE

> CAGR

+15%

OPERATING RESULT IN €
(over 3 years)

FCF

between **3-4%**

OF REVENUE



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Q&A

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