

Visit of plants Morocco

October, 3rd 2023



PLASTIC OMNIUM



INTRODUCTION

By **Laurent FAVRE**
CEO, Plastic Omnium



Several big bangs in a few years...



DIESELGATE

The US Environmental Protection Agency (EPA) charges VW with violation of Clean Air Act
More than \$30 Bn in fines and damages



Sept, 2015



PARIS AGREEMENT

195 parties agree to reduce their carbon footprint ASAP and do their best to keep global warming « well below 2°C »



PARIS2015
CONFERENCE AND NEGOTIATIONS
ON CLIMATE CHANGE
COP21-CMP11

Dec, 2015



TESLA 3

First mass market Tesla vehicle
455,000 reservations in one month



July, 2017



COVID-19

Global pandemic leading to widespread supply shortages and lasting supply chain disruptions

Mar, 2020



BAN ON ICE PROPOSAL IN EU

The European Commission proposes a ban on new ICE passenger cars after end of 2034

July, 2021

... resulting in a new landscape

TESLA MARKET CAPITALIZATION

\$864 Bn

~ 2x BMW + VW
+ Mercedes
+ Stellantis



ELECTRIC CARS



c. **40%** of electric cars
are produced and sold by
non-traditional manufacturers
(Tesla, BYD, etc)

GOVERNMENTS COMPETITION

**Governments
competition
to attract
investments**
IRA \$430 Bn,
IPCEI...



PURE-EV NEWCOMERS

Challenging
XXth century
champions



CHINESE GROWING POWER

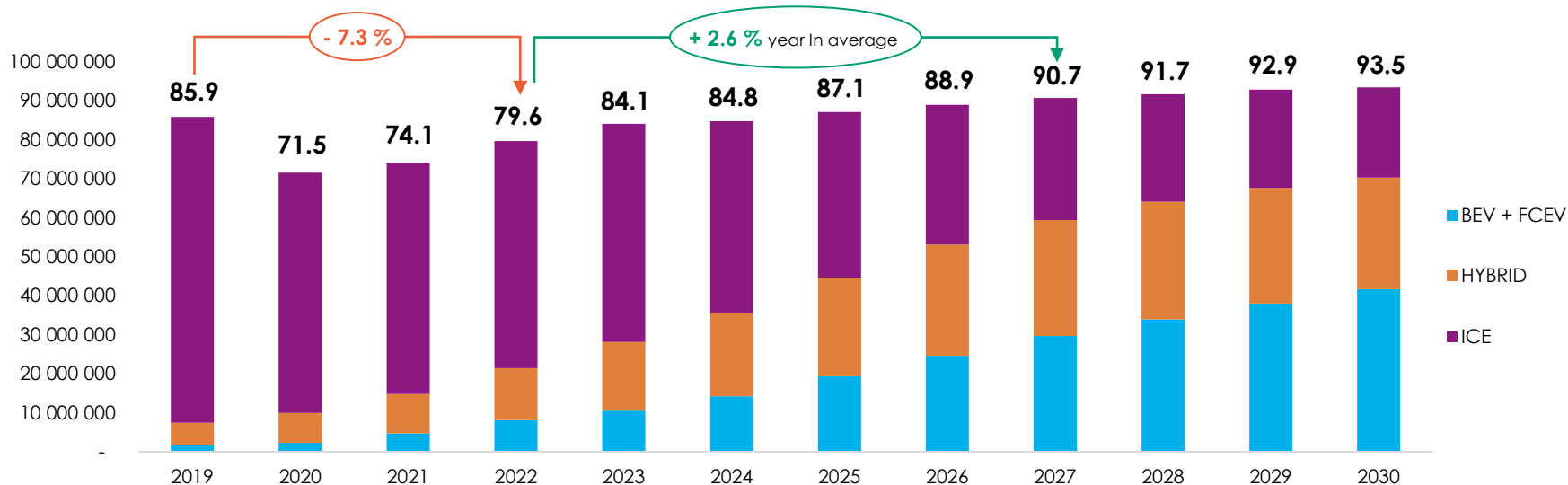


Only region to increase
production since 2019
In 2023, China becomes **the**
world's leading EV car exporter

Automotive market is transforming

2019-2030 – POWERTRAIN MIX EVOLUTION

Global production / type of powertrain in million vehicles



ELECTRIFICATION (BEV & FCEV) BY REGION IN 2030

~66% Europe

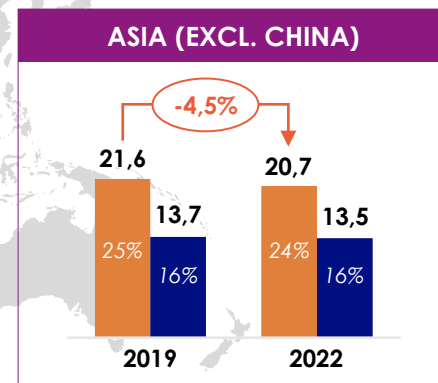
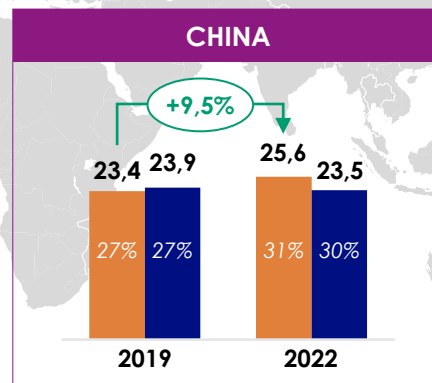
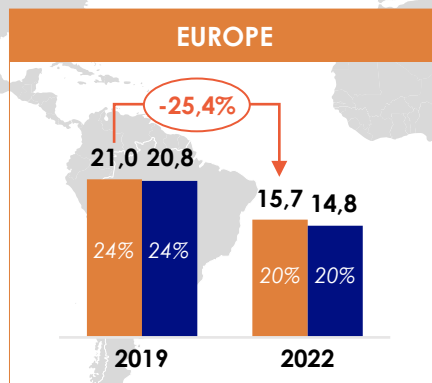
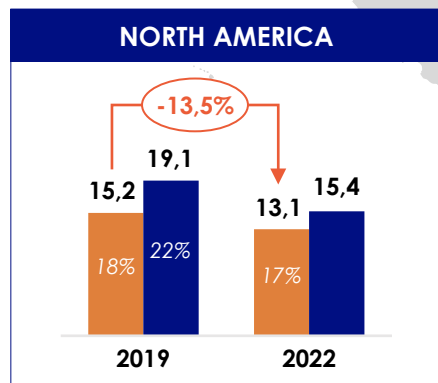
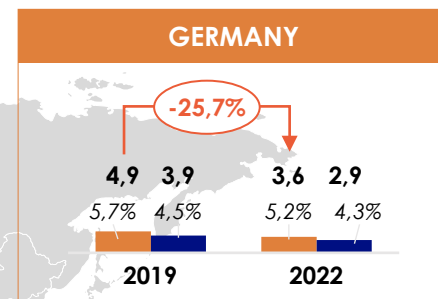
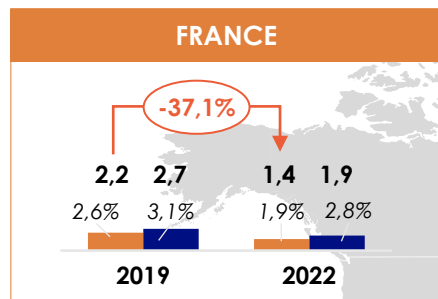
~56 % China

~21 % Asia (excl. China)

~47 % North America

Source: S&P Global Mobility Powertrain Production Forecast August 2023, by Source Plant Region, [0-3,5T], BEV excl. REX

A challenged European auto-industry



Production

Sales

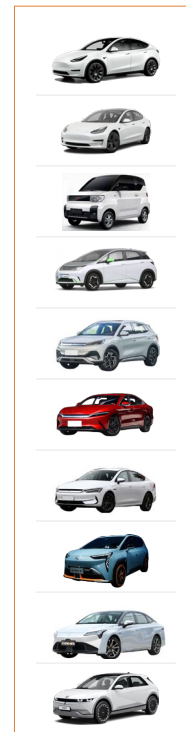
Source: S&P Global Mobility Powertrain Production Forecast August 2023, by Source Plant Region, [0-3,5T]

All figures in M units

No traditional OEM among EV top 10

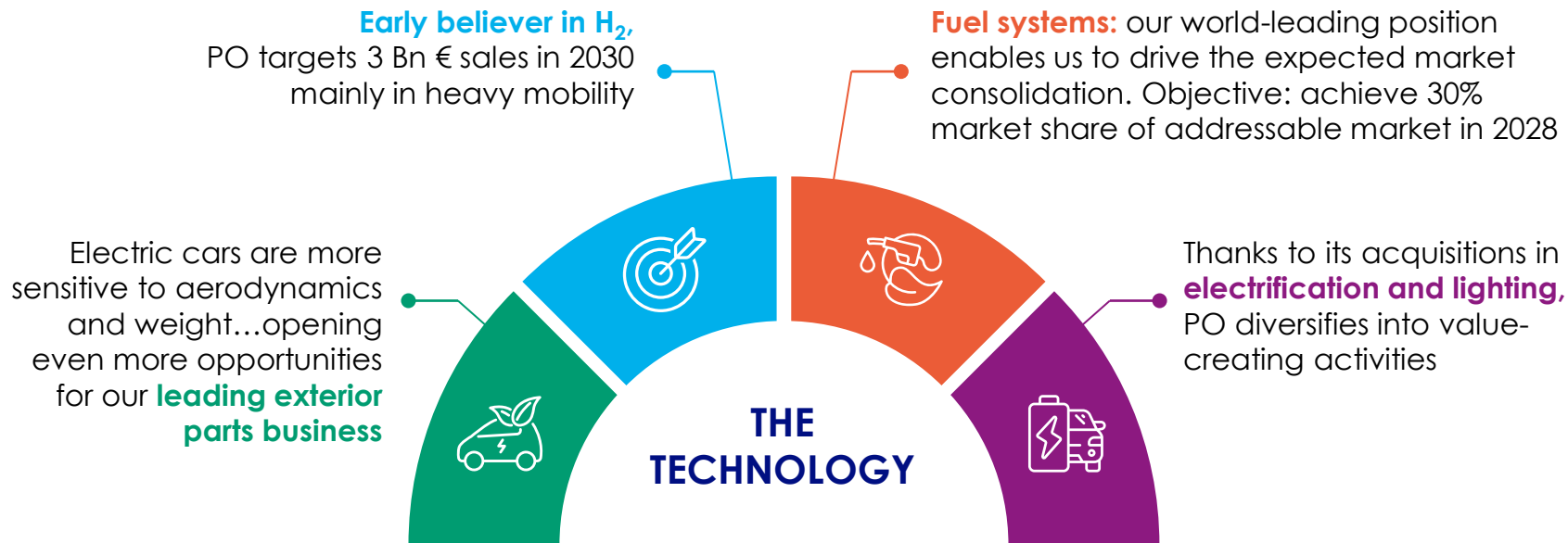
EV made in China are **topping the charts**

EV - 10 top	Global Sales 2022	#1 Prod. location	#2 Prod. location	#3 Prod. location
1. Tesla Model Y	771 323	446 271 	283 903 	41 149 
2. Tesla Model 3	476 338	240 385 	235 953 	
3. Wuling HongGuang Mini BEV	424 031	424 031 		
4. BYD Dolphin	205 248	205 248 		
5. BYD Yuan Plus/Atto-3 BEV	201 743	201 743 		
6. BYD Han BEV	144 569	144 569 		
7. BYD Qin Plus BEV	119 943	119 943 		
8. Aion Y BEV	119 725	119 725 		
9. Aion S / Aion S Plus BEV	115 665	115 665 		
10. Hyundai Ioniq 5 BEV	99 632	99 632 		



PLASTIC OMNIUM, WELL POSITIONED TO TACKLE 3 MAJOR CHALLENGES

#1 challenge: the technology



Our product portfolio enables us to benefit from market transformation and meet energy transition requirements

#2 challenge: balancing our geographical footprint



BY 2022

50% of PO's sales are made in Europe...
...expected to reach 40% within 5 years



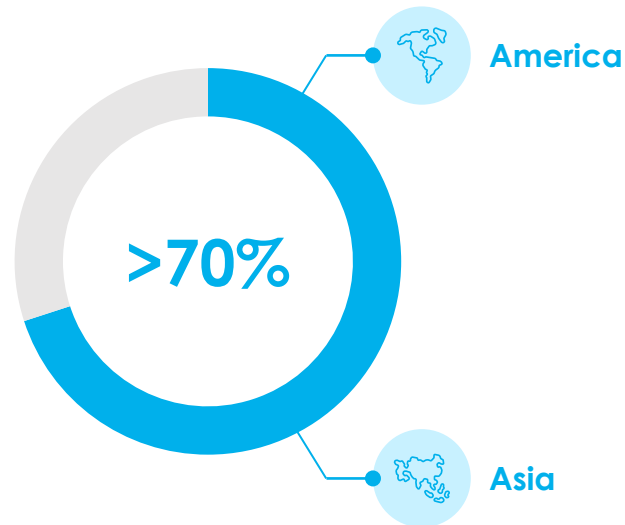
A MAJOR PART OF OUR INVESTMENTS

Will be done in Asia and North America

- Opening of a new modules plant in Texas
- Opening of a new H2 plant in the Michigan
- Opening of a new exterior parts plant in India



% ORDER BOOK IN AMERICAS & ASIA (H1 2023)



#3 challenge: enlarging our customer base to benefit from the electrification



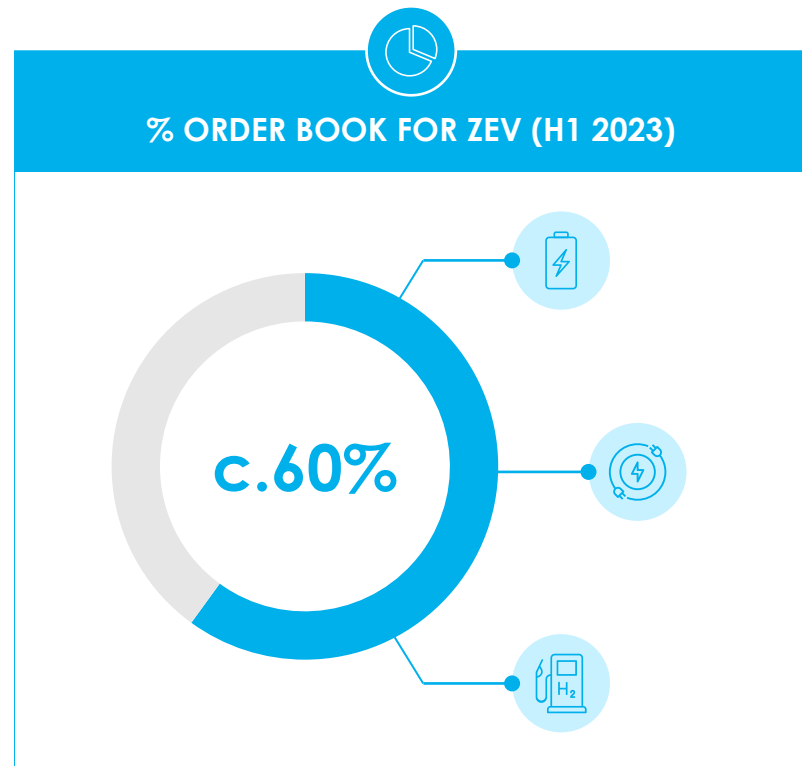
Tomorrow

- Plastic Omnium will have major shares with pure electric players like Tesla, BYD, NIO...
- Players in heavy and commercial mobility, with hydrogen orders of 4 billion euros
- Premium customers will remain a solid part of our portfolio



Today

- Our first 2 customers are Volkswagen and Stellantis
- Premium clients stand for c.40% of our sales



A stronger growth profile

INCREASED CONTENT PER VEHICLE



9.5 Bn€ economic sales in 2022

11.5 Bn€ economic sales objectives in 2025

40 500 employees

In **28** countries, on **4** continents

150 plants

43 R&D centers

INTELLIGENT EXTERIOR SYSTEMS

#1

Worldwide



LIGHTING

Top 10

Worldwide



MODULES

#1

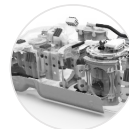
Worldwide



CLEAN ENERGY SYSTEMS

#1

Worldwide



NEW ENERGIES

Objective #1

Worldwide



WITH :  PO SOFTWARE HOUSE

Plastic Omnium in Morocco



3
plants



1,172
people



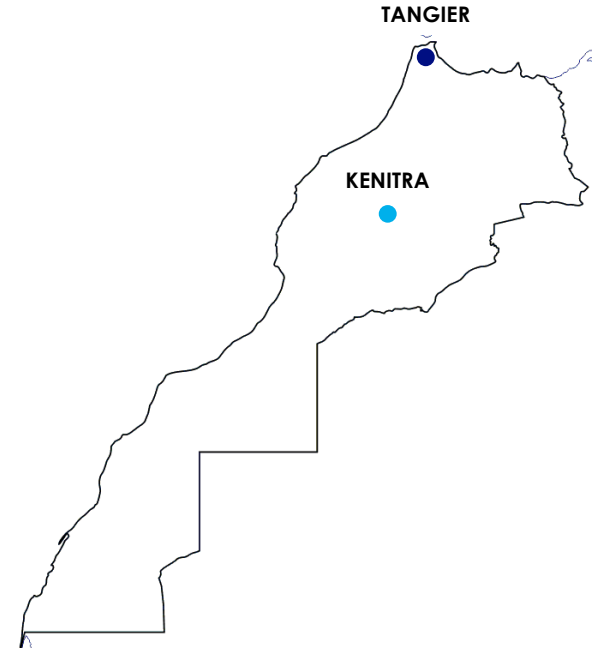
>200 M€
sales in 2023e



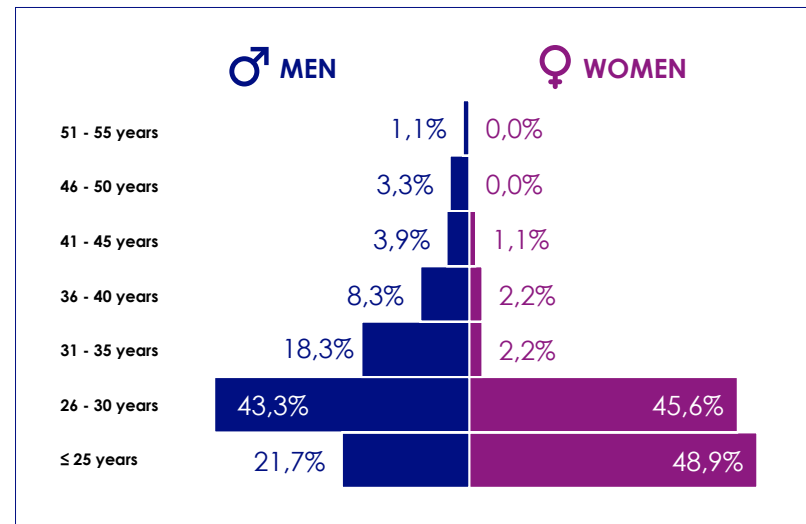
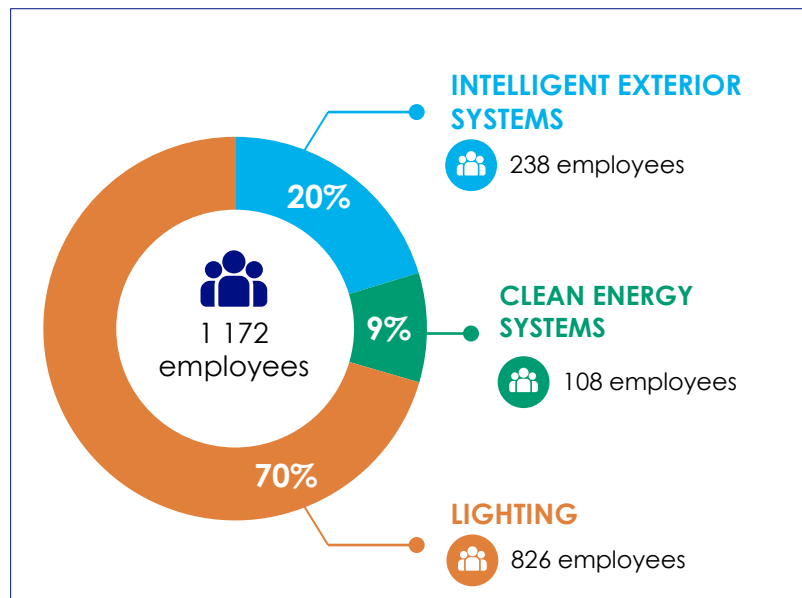
3 clients

Renault, Stellantis & VW

80% of sales serving local market



Plastic Omnium in Morocco



DIVERSITY

- Women M&E: **31%**
- Women: **32%**



PLASTIC OMNIUM LIGHTING

By **Gerald MENTIL**

President & CEO Plastic Omnium Lighting

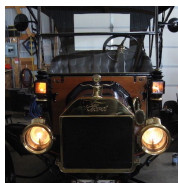


1. AN INTRODUCTION INTO AUTOMOTIVE LIGHTING

The history of automotive lighting

1880

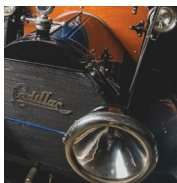
THE FIRST
LANTERN
HEADLIGHTS



Powered by
acetylene gas

1912

HEADLIGHTS
GO ELECTRIC



Delco supplies the
power to the
first electric
lights

1939

SEALED BEAM
HEADLIGHTS



A sealed
module with
filament light
source,
reflector and
cover lens

Mid 1950

FIRST
AUTOMATED
HIGH BEAM



GM
introduces the
first high
beam that
automatically
dims when an
oncoming
vehicle is
detected

1990

XENON LAMPS
TAKE OFF



The new
headlights
filled with
xenon gas are
capable of
emitting an
even brighter
light and
reach full
brightness
within a few
moments

1980/1990

INTRODUCTION
OF THE FIRST
AUTOMOTIVE
LEDs

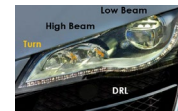


1980 Golf with
10 radial LEDs
(red)

2002 First LED
in rear lamps

2010

FIRST LED
HEADLAMP
(AUDI R8)



54 high-
performance
LEDs provide
all lighting
functions

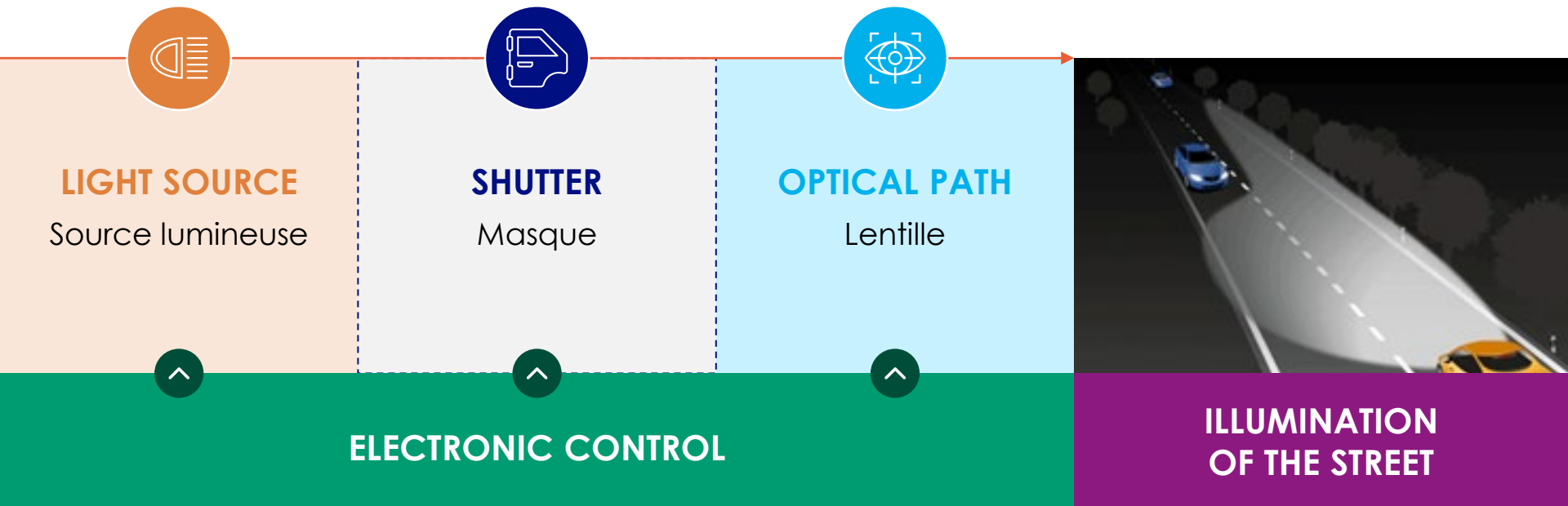
2013

FIRST LED
MATRIX
HEADLIGHTS &
DYNAMIC TURN
INDICATOR
(AUDI A8)



Working
principle:
Camera
detection of
light
Classification
of object
Dimming
signal to LEDs

How does the light get on the road



Automotive light sources

THERMAL LAMPS

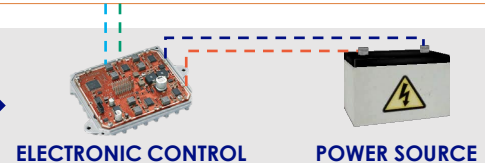
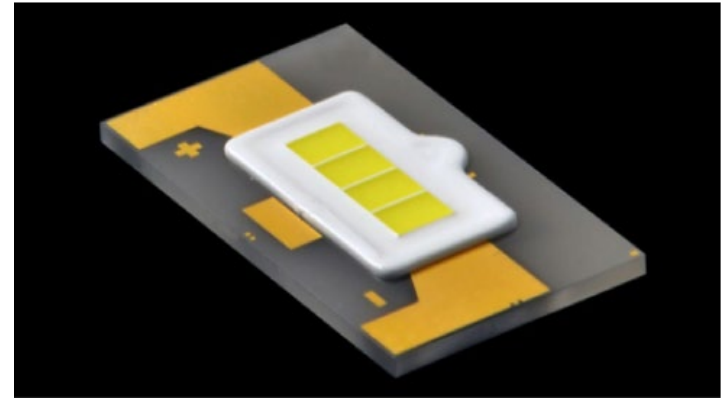
A filament is driven by electric current and emits heat and light.



- -60% energy consumption
- Style and design freedom
- New functionalities

LIGHT EMITTING DIODE (LED)

A semiconductor is precisely controlled together with a phosphor to shine with light.



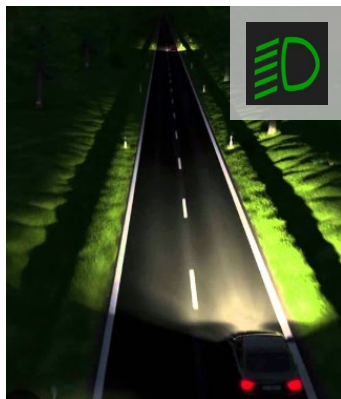
Main automotive lighting functions

AUTOMATIC LIGHT



LOW BEAM

Feux de croisement



HIGH BEAM

Feux de route



ADVANCED DRIVING BEAM

Faisceaux de route adaptatifs



Lighting: Most complex and regulated car functionality

Construction Complexity



Standards & Regulations = define lighting features

Homologation = approval as roadworthy and compliant with specifications



Photometry



Position



Color



Aiming



Visibility



Size



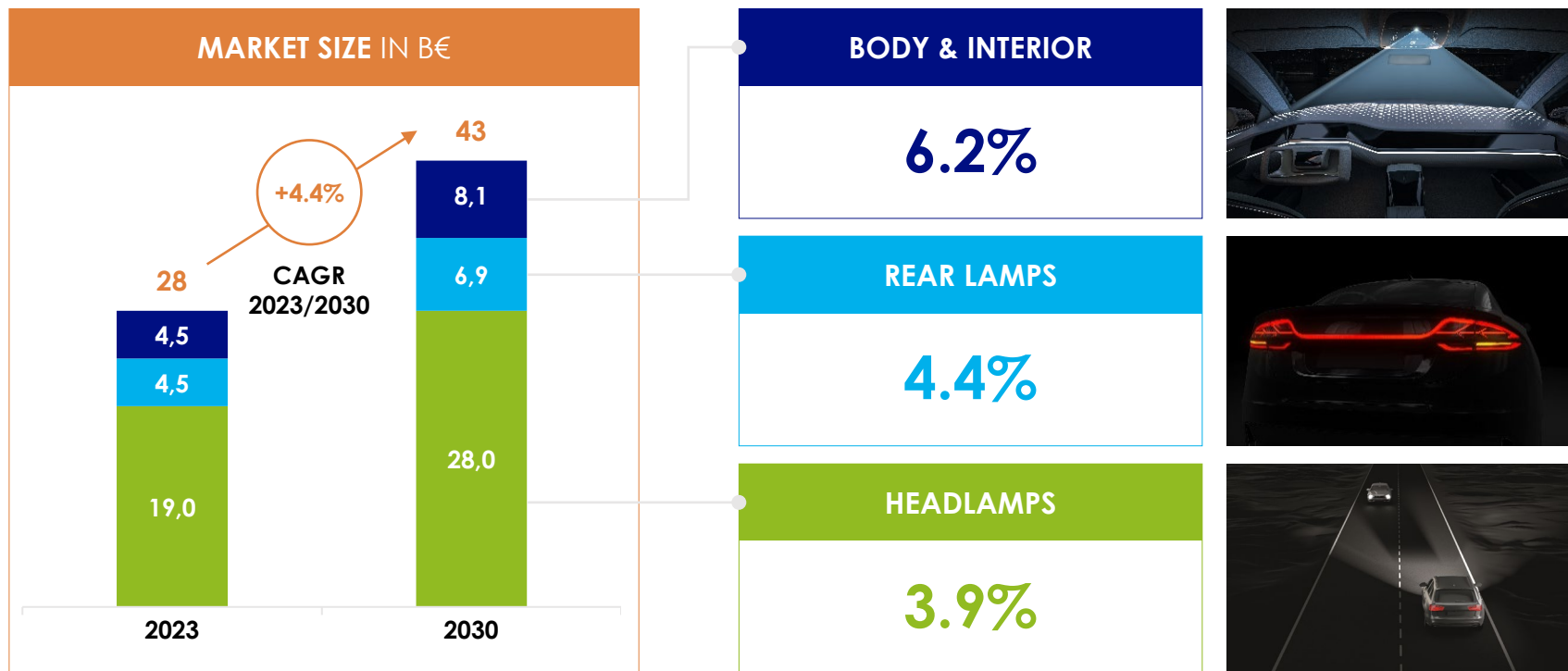
Failure Mode



Electromagnetic Compatibility

There are about **150 regulations** to fulfill to homologate a car.
60 of them dealing with exterior lighting.

Lighting market offers significant growth potential



Source: Yole 2022 report

2. PLASTIC OMNIUM LIGHTING

The perfect time and approach to create PO Lighting

LIGHT HAS EVOLVED INTO A KEY DIFFERENTIATOR

Traditional lighting



Small number of light sources

Advanced lighting



LEDs increase possibilities

Communication through lighting

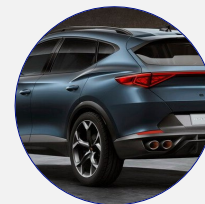


Connectivity and projections

Customization through lighting



Completely new and individual designs



PLASTIC OMNIUM LIGHTING

A new player with a unique offer in the market

Light



Electronics



Software



Systems



Integration



COMBINING LIGHTING COMPETENCIES WITH PO'S STRENGTHS

Plastic Omnium Lighting: A new player with 145 Years of history and expertise in Lighting

1879



Josef Rotter founds Joro, the automotive lighting system supplier of the time



VARROC LIGHTING



Strong product portfolio & customer base
Best-cost country manufacturing capabilities
Engineering competencies



OSRAM AMLS

amun OSRAM

High tech product portfolio with projections, interior and body shell lighting
Software competence
R&D excellence



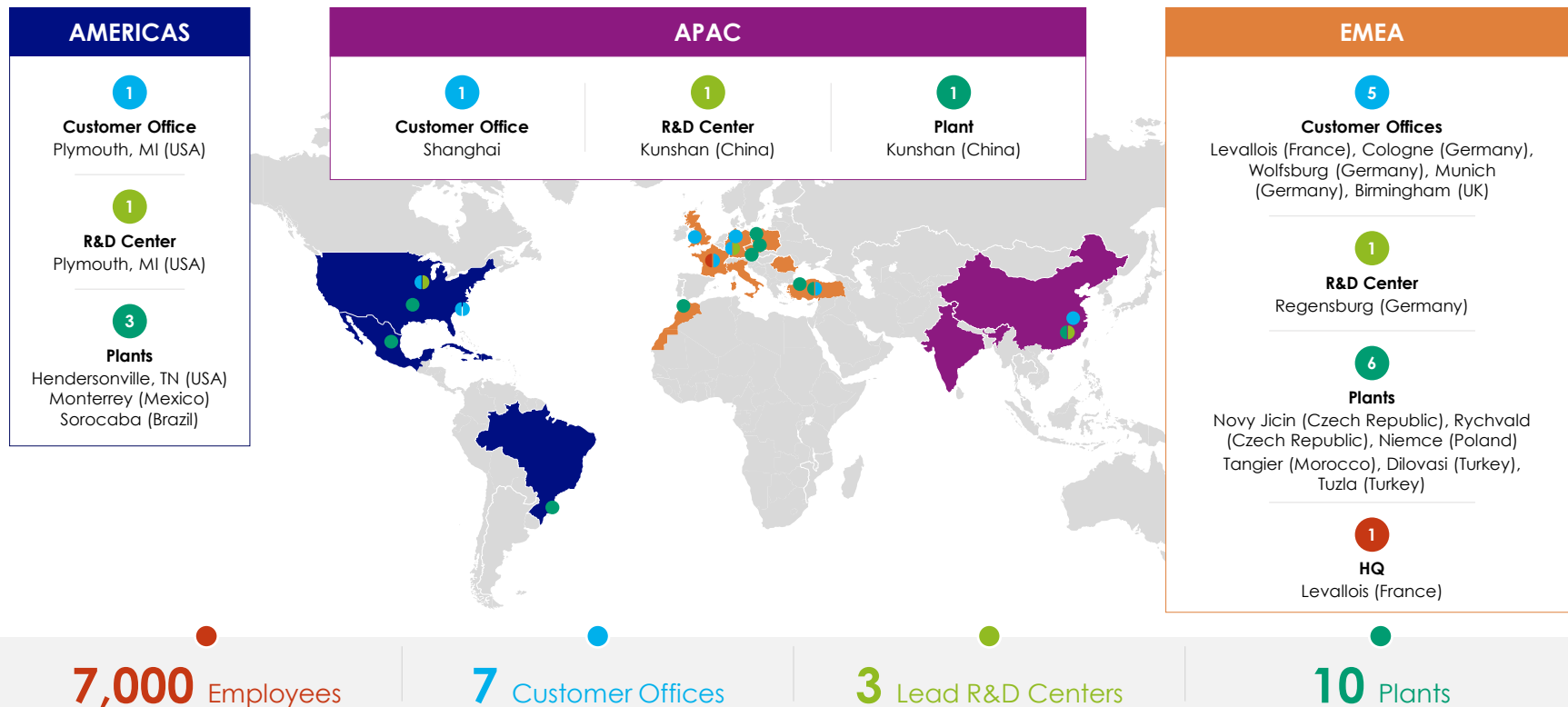
2022



Plastic Omnium acquires Varroc Lighting Systems and AMLS to create PO Lighting

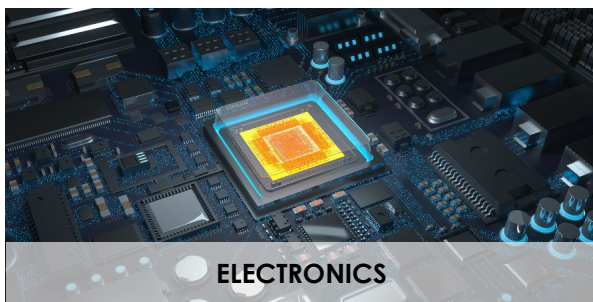
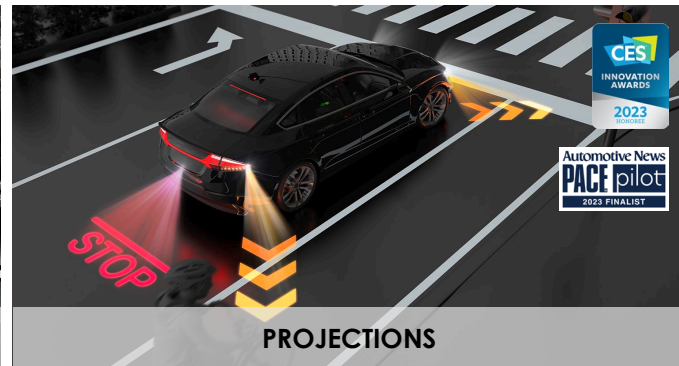


Global footprint allows local-for-local at best cost



Plastic Omnium Lighting's product portfolio

COVERING TRADITIONAL LIGHTING TO INNOVATION



PO Lighting Serial Headlamps & Rear Lamps

Volkswagen ID4: MATRIX LED Headlamp



Jaguar XF: PIXEL LED Headlamp



Citroën C3: LED DRL



Skoda Kodiaq: PIXEL LED Headlamp



Renault Megan: Full LED Rear Lamp



Dacia Sandero: Low-Cost Styling Rear Lamp



Seat Urban Born: Full LED Headlamp



Citroën C4x: LED Rear Lamp



Rivian R1T/R1S: Full LED Rear Lamp



Ford Fiesta: MATRIX LED Headlamp



DS7: Full LED Rear Lamp

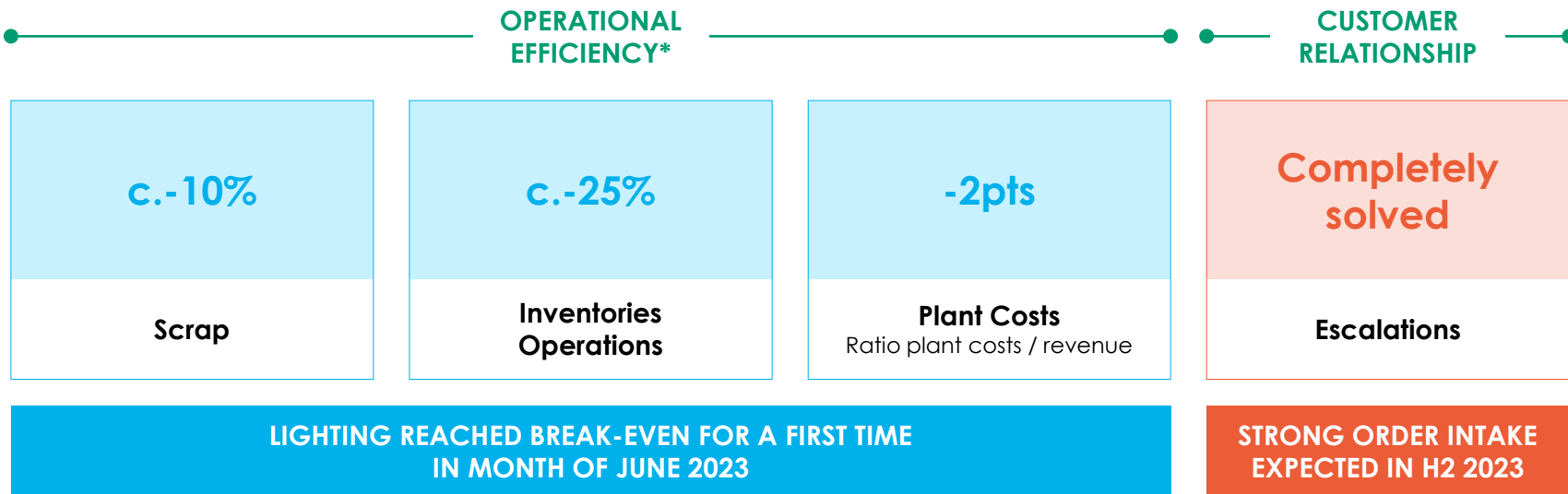


Land Rover Defender: Full LED Read Lamp



3. ACHIEVEMENTS

Significant improvement in profitability



Objective: mid-single digit operating margin
within 24 to 36 months from date of closing of acquisitions in Oct 2022

* Evolution since beginning of 2023

Order intake reflects regained customer trust and puts us on track for €1.5 billion sales target by 2027



Significant projects already won

- From major international OEMs across all segments
- Head & Rear Lamps
- Including the **biggest award ever for our Lighting team** from one of the world's top 3 OEMs



Now working on more to come!

4. FUTURE PRIORITIES

Clear targets



Complete turnaround



Boost Technology

Improve market positioning with enhanced technology capabilities and larger portfolio



Grow Business

Build on regained trust and expand business with current and new customers



Leverage Footprint

Further develop AMERICAS and CHINA to fully exploit market potentials



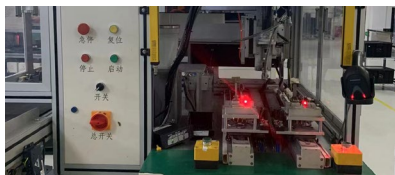
Key drivers in industrialization

#1

OPERATIONAL EXCELLENCE



- Adaptation of structural costs
- Electronics footprint
- Best-cost footprint



#2

COMPETITIVENESS THROUGH SIMPLIFICATION



- Modularization of products
- Standardization of processes
- Re-use and saturation of available assets



Key driver #3: Differentiation factor Innovation

FRONT & REAR LIGHTING

Exploiting the potential of LEDs

- Slim designs
- Animations
- Illuminated logo
- Edge-to-edge lighting
- Fusion of light & material
- Hidden-until-lit features



PROJECTIONS

Using digital projections for more features

- Additional safety
- Individual designs



ELECTRONICS & SOFTWARE

Enhancing the intelligence of functions

- Highly precise lighting
- Over the air updatable content



Key drivers in footprint & collaboration

#4

GLOBAL EXPANSION



Americas

- Focus on US OEMs
- 1 sale office & 2 plants
- Potential in ADB (Adaptive Driving Beam)



China

- Focus on Chinese OEMs & innovations
- 1 sales office & 1 plant
- Collaboration with YFPO

#5

CROSS-DIVISIONAL SYNERGIES



Lighting
Advanced driver assistance
Front-end module
Bumper

**ONE system for the
first meter of a car**

**Revolutionizing
vehicle design**

Conclusion

Turnaround well on track



Highly positive outlook for business awards



Strong assets available in best-cost countries



Unique “1st meter of a car” offer for OEMs



Clear targets and levers for 2025



CLEAN ENERGY SYSTEMS



CONFIDENTIAL

In an automotive market evolving to electrification...

ADDRESSABLE MARKET FOR INTERNAL COMBUSTION ENGINE (ICE)

Declining

from **74.2M**
vehicles in 2023



to **60.7M**
vehicles in 2028

PLASTIC OMNIUM : FS MARKET SHARE ON ADDRESSABLE MARKET



Growing

from **23%**
in 2023e



to **30%**
in 2028e

PRODUCTION



FUEL SYSTEMS (FS)

From **17M** in 2023e
to **18M** in 2028e
(CAGR: +1,2%)



SCR SYSTEMS

From **1.7M** in 2023e
to **1.2M** units in 2028e
(CAGR: -6,7%)

Evolution of the powertrain mix in passenger cars...

ELECTRIFICATION (BEV) BY REGION IN 2030



EUROPE

~ 60% in 2030



CHINA

~ 40% in 2030



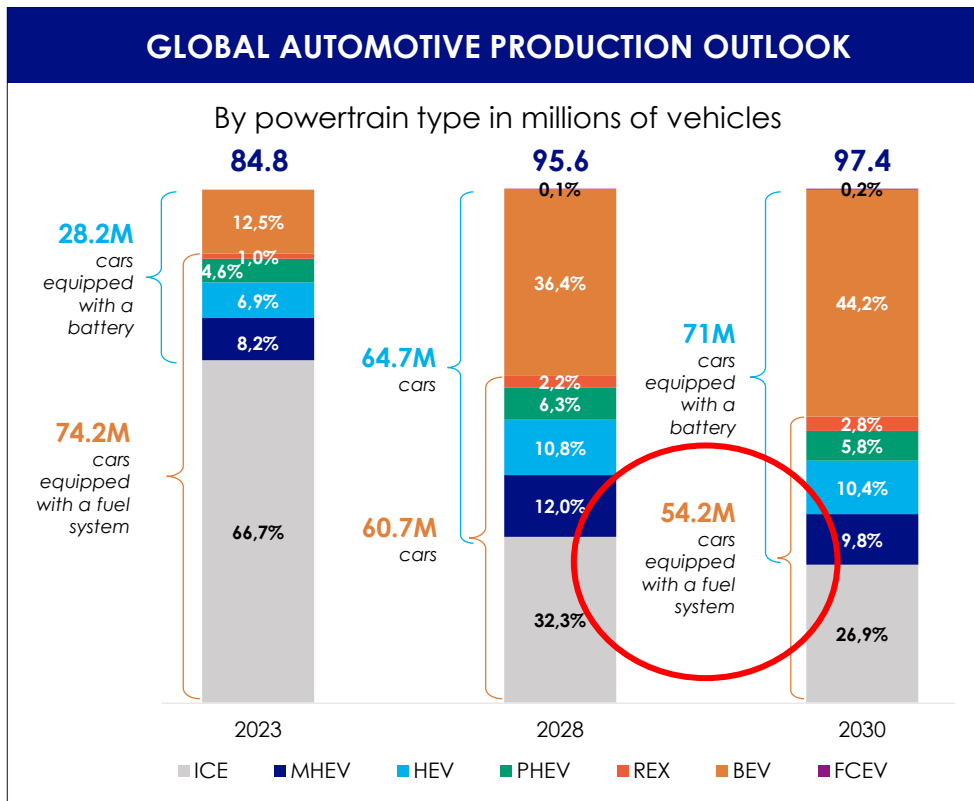
ASIA (w/o China)

~22% in 2030



NORTH AMERICA

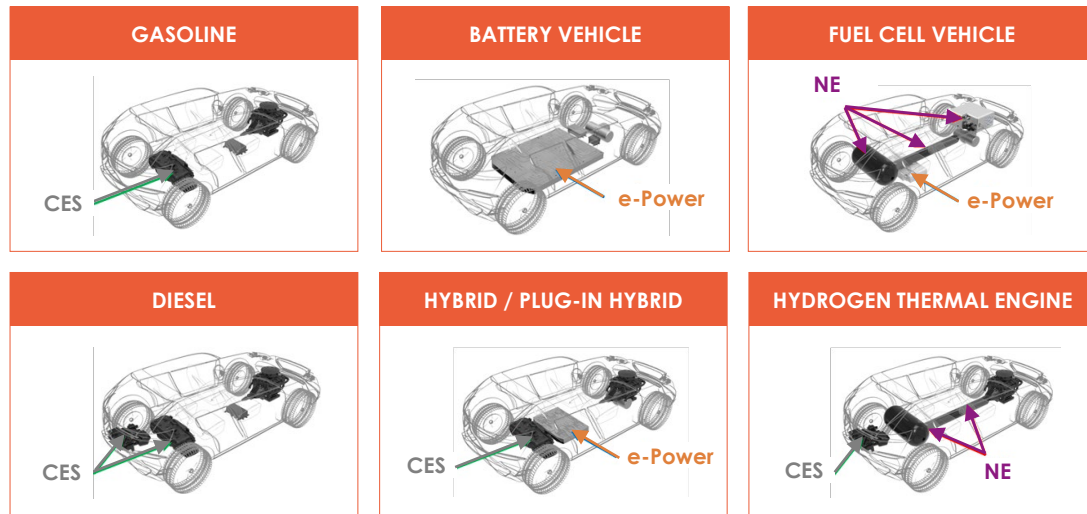
~35% in 2030



ICE : Internal Combustion Engines
MHEV : Mild Hybrid Electric Vehicle
HEV : Hybrid Electric Vehicle
PHEV : Plug-in Hybrid Electric Vehicle
REX : Range Extender
BEV : Battery Electric Vehicle
FCEV : Fuel Cell Electric Vehicle

Source: S&P Global Mobility Powertrain Production Forecast August 2023 [0-6T]

Whatever the powertrain, Plastic Omnium addresses it



PRODUCT LINES:



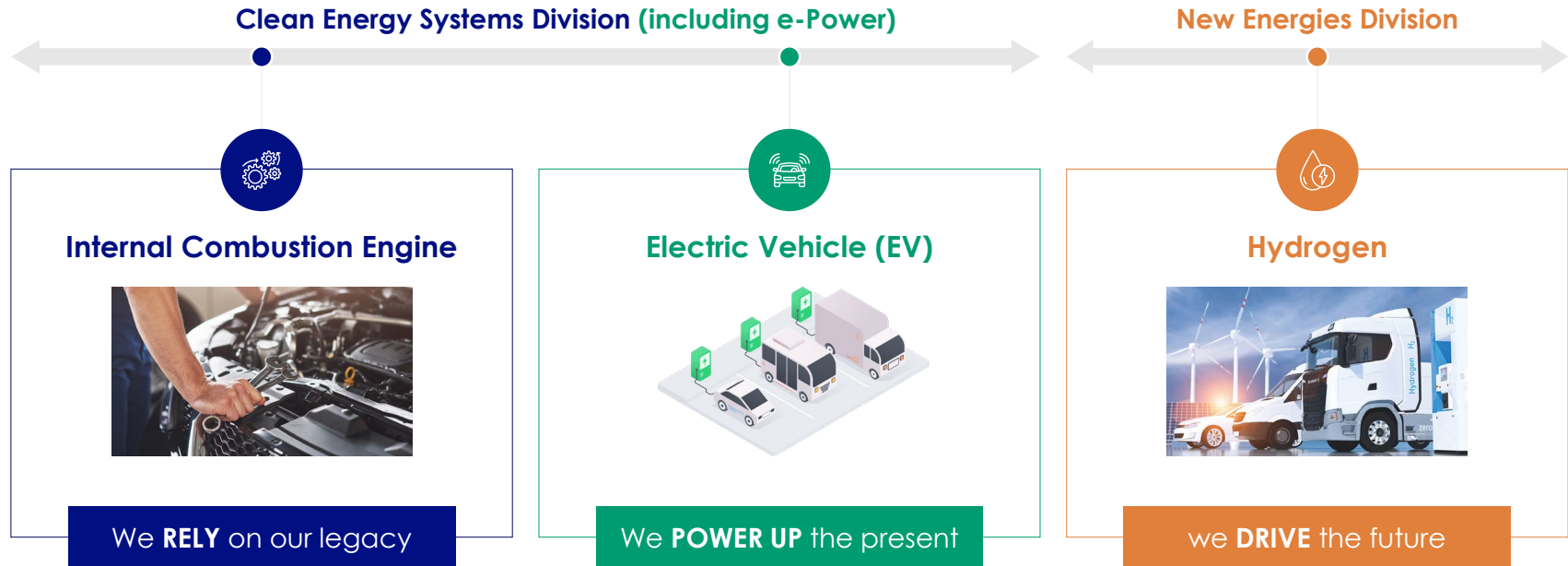
CES : Clean Energy Systems
FUEL SYSTEMS
SCR

e-Power
BATTERY 48V
BATTERY HIGH VOLTAGE

NE : New Energies
HIGH PRESSURE VESSEL
FUEL CELL

Building a **complete range** of energy management systems

FOR ALL TYPES OF POWERTRAINS: ICE, HEVS (hybrid), BEVS (battery) AND FCEVS (fuel cell)



Onboard Energy Storage – 3 main product families

ENHANCED ENERGY STORAGE



**FUEL
SYSTEMS**

17.1 Mio

fuel tanks produced in 2023

EMISSION REDUCTION



**SCR
SYSTEMS**

1.7 Mio

SCR systems produced in 2023

ELECTRIFICATION



**BATTERY PACKS, ELECTRONICS
& POWER ELECTRONICS,
SYSTEM INTEGRATION**

3k

vehicles equipped

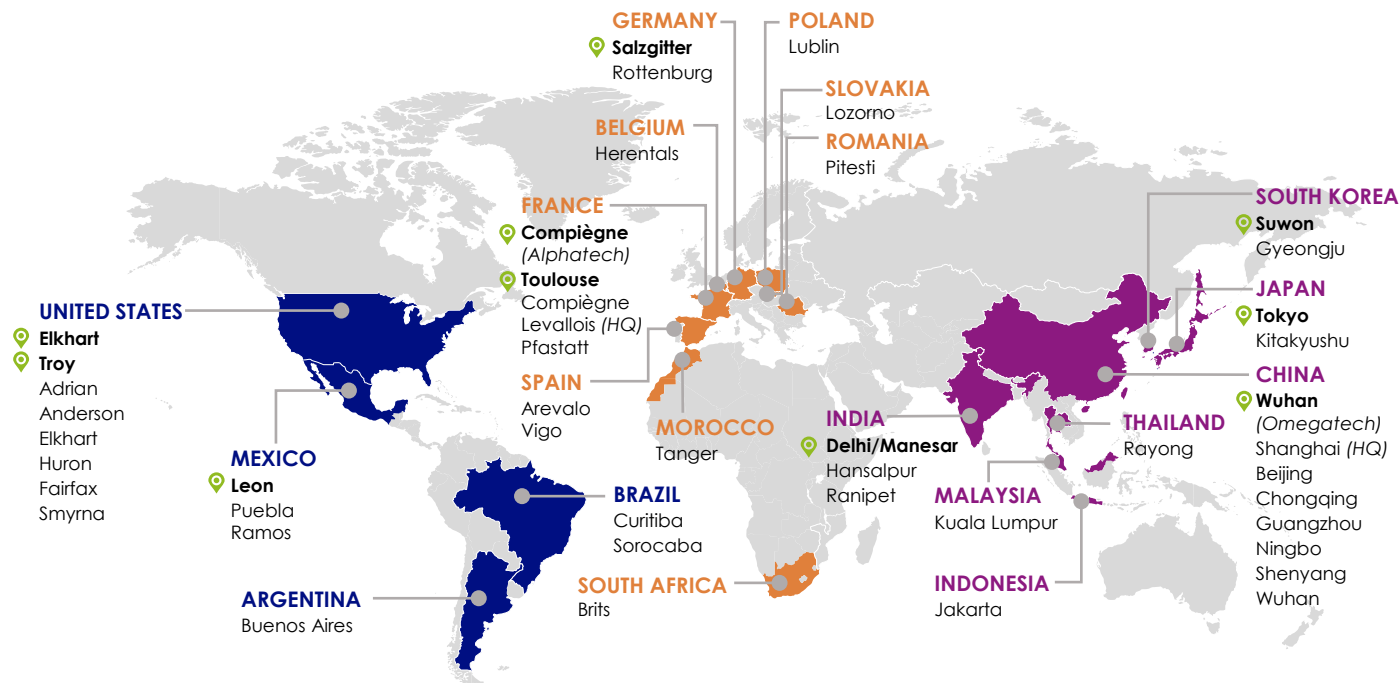
#1

WORLDWIDE

23%

MARKET SHARE IN 2023e

A global and balanced geographical presence



38 Plants

10 R&D centers

6700 Employees

Clean Energy Systems continues to win exceptional orders



**PLASTIC OMNIUM
LEADER IN FUEL
SYSTEMS IN ALL
THE REGIONS WITH
30% MARKET
SHARE BY 2028
AND 40% BY 2035
ON ADDRESSABLE
MARKET**

CES STRATEGIC INITIATIVES

1

OEMs' long-term partner
of choice

2

Break-even point &
balance sheet exposure
reduction

3

Sustainability &
digitalization



**STRONG
CONTRIBUTION
TO THE GROUP'S
OPERATING
MARGIN AND
FREE CASH-FLOW**



CES IN MOROCCO

100% of the fuel tanks produced in Morocco are PO tanks

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