

WhatNext Vision Motors: Shaping the Future of Mobility with Innovation and Excellence

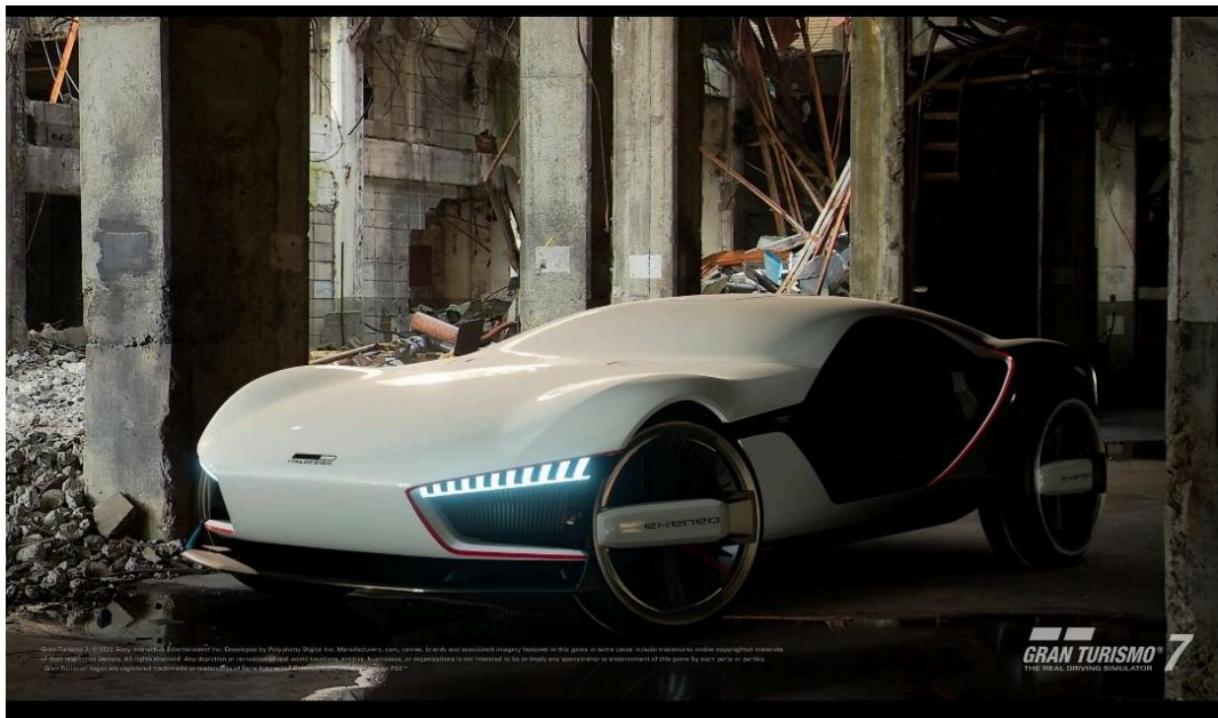
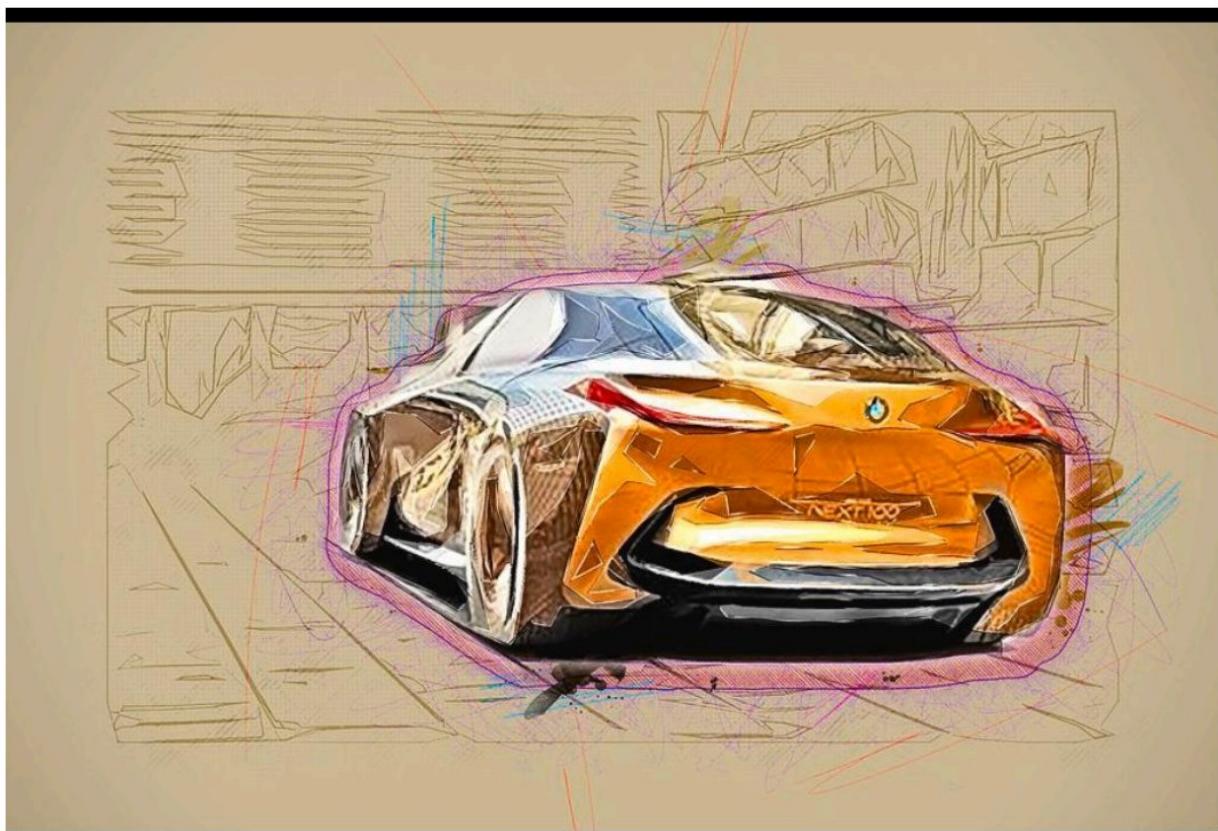
ABSTRACT:

WhatNext Vision Motors is an innovative project that aims to transform the automotive industry by leveraging cutting-edge technologies, sustainable practices, and customer-centric approaches. By focusing on electrification, autonomous driving, smart mobility, and sustainable practices, this project seeks to redefine the mobility experience, reducing environmental impact while enhancing customer satisfaction and safety. With a commitment to innovation and excellence, WhatNext Vision Motors aspires to shape the future of mobility, creating a more efficient, sustainable, and connected transportation ecosystem.

OBJECTIVE:

- *Revolutionize the automotive industry* through innovation and excellence
- *Develop sustainable mobility solutions* that reduce environmental impact
- *Enhance customer experience* through personalized and immersive experiences
- *Improve road safety* through autonomous driving and advanced safety features
- *Drive business growth* through new revenue streams and innovative mobility solutions

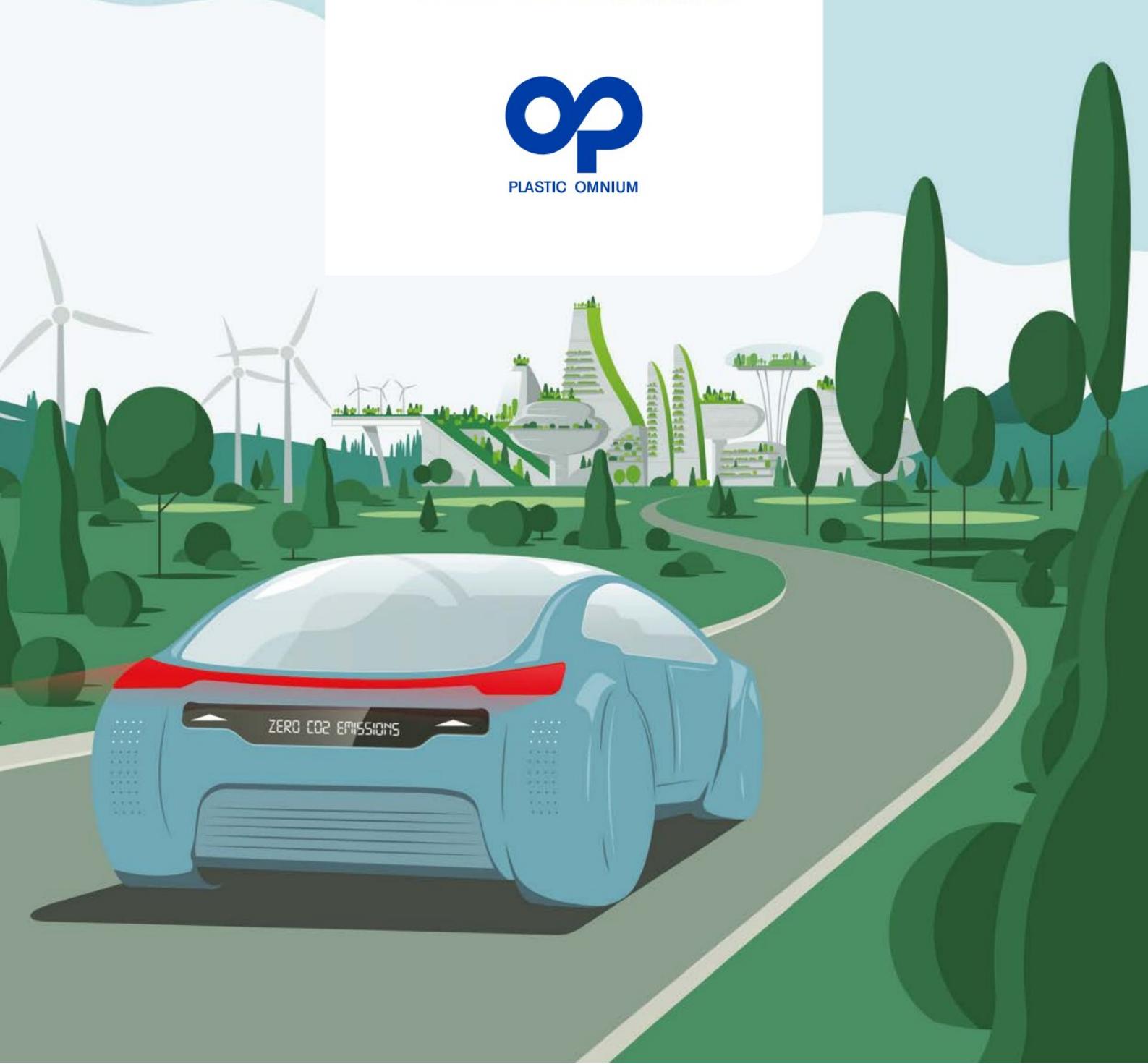
By achieving these objectives, WhatNext Vision Motors aims to shape the future of mobility and create a more sustainable, efficient, and connected transportation ecosystem.



INTEGRATED REPORT 2020

SHAPING THE FUTURE OF MOBILITY

REVOLUTION POWERED BY PLASTIC OMNIUM





TRANSFORMING TO INVENT THE SUSTAINABLE MOBILITY OF THE FUTURE

Mobility is undergoing a profound change. It is transforming under the combined effect of climate concerns, the energy transition and disruptive technologies. Now more than ever, the automobile is the pivot and driver of future mobility.

At the heart of this sustainable mobility ecosystem, Plastic Omnium is consolidating. World leader across its three businesses, the Group is actively contributing to this clean and connected mobility. In a constantly moving world, where the lines are forever being redrawn, we are transforming from top to bottom, changing our products, our processes and our relationship with the world.

We are accelerating the implementation of our **innovation** strategy to invent the car of the future.

We are sharpening our organization to increase our **agility** and **operational excellence**.

We are deepening our **commitment** and entrenching our solidarity with our stakeholders by ramping up our ACT FOR ALL™ program.

It is this agility, innovation and commitment that enabled us to stand strong and reinvent ourselves in 2020, and will enable us to accelerate our transformation in 2021.

Reinventing mobility.

KEY FIGURES

Agile and resilient

The leader in sustainable, connected mobility, Plastic Omnium is inventing the car of the future. In 2020, the Group accelerated its transformation to overcome the crisis and remain ahead of technological disruption in the automobile industry.

Resilient 2020 results

€7.7 Bn
REVENUE -14%
like-for-like

+3 POINTS
OUTPERFORMANCE
Plastic Omnium vs. market

-17% REDUCTION
IN PRODUCTION WORLDWIDE

€118 m
OPERATING MARGIN

€648 m
EBITDA

€34 m
FREE CASH FLOW

€807 m
NET DEBT



€2.6 Bn
LIQUIDITY

41%
GEARING

3 businesses,
3 world leaders

Design & interactivity
Integrated functions and connectivity

43% of revenue

22 million bumpers
produced annually.
Or 1 in 6 produced worldwide.

Sustainable mobility
Energy storage and emission reduction
Clean energy solutions

30% of revenue

18 million tanks
produced annually.
Or 1 in 4 fuel tanks produced worldwide.

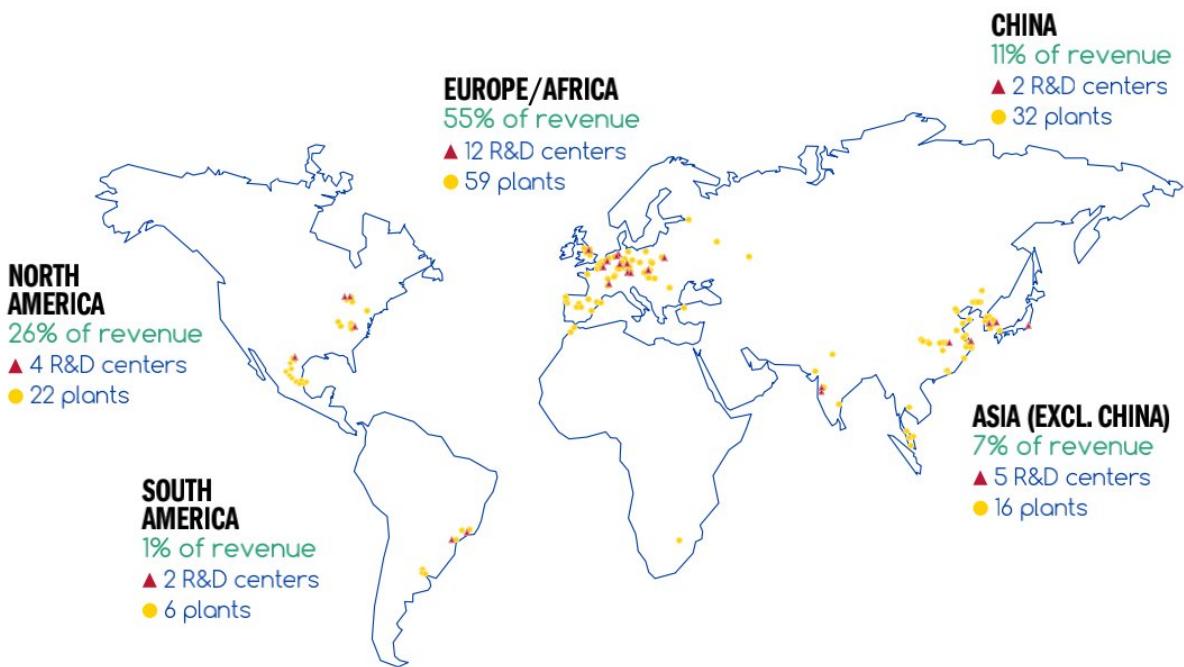
Modularity and customization
Development, assembly and logistics
of complex and customized modules

27% of revenue

5 million front-end modules
assembled annually.
Or 1 in 5 assembled worldwide.

An ecosystem serving clean mobility

31,000 employees
25 R&D centers
135 plants
25 countries
93 automotive customer brands



Responsible, mindful entrepreneurship

- . A unifying global program: **ACT FOR ALL™**
- . €1 M Covid fund, **124 initiatives worldwide**
- . Safety: **FR2 = 1.4, down 90% in 10 years**
- . Diversity: **15% women senior executives**
- . 20% of Group purchasing audited by **EcoVadis**



Target of carbon neutrality by 2050



ROBECOSAM
We are Sustainability Investing.



Laurent BURELLE
Chairman of the Board of Directors

MESSAGE FROM THE CHAIRMAN

Determined and ambitious

In 2020, Plastic Omnium showed resilience and agility as the automotive market underwent a historic decline. Independent and well positioned in future technologies, the Group is master of its own destiny.

The world is seeing profound and accelerated change that is clouding our usual landmarks and opening up new horizons. This is truer and more intense than ever in the current circumstances. A key player in this change, the automotive industry is undergoing a transformation and in turn is transforming mobility.

"Plastic Omnium owes its strength and ability to progress and endure through the ages to its teams and independence. It gives the Group the stability and vision needed to analyze and plan for the future."

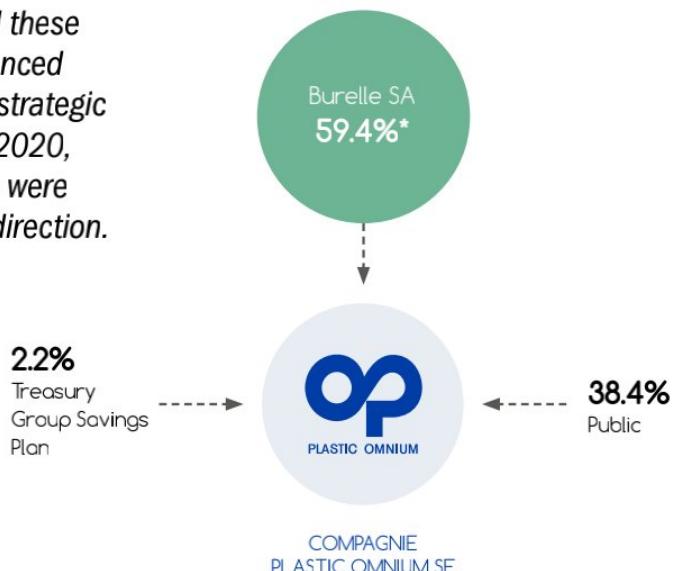
Heir to the entrepreneurial and innovation values of UMDP (Union Mutuelle des Propriétaires Lyonnais) created in 1875, Plastic Omnium has kept apace with the changes to the automobile industry through its innovation and ability to constantly challenge and transform itself for 75 years. This ability has made Plastic Omnium a world leader in automobile components and sustainable, connected mobility. That it was able to span the ages, since 1875 and 1946, is in part due to its independence and, most certainly, its entrepreneurial spirit. It gives the Group the stability and distance needed to analyze and plan for the future. With many companies now questioning and re-evaluating their models, Plastic Omnium is master of its own destiny and remains on track. In a troubled environment where visibility is poor, the Group's objectives and determination remain intact. Its strength comes from the day-to-day commitment of the employees, the Burelle family – Group founders and majority shareholders – and the new management team who have capably steered the company through the stormy waters of 2020. It falls to this last group to take Plastic Omnium's ongoing transformation to the next level and turn this crisis into an opportunity to reinvent the Group, yet again, in order to make even greater progress.

Effective and fully committed governance

As it faces changes in the automotive industry amid these turbulent times, Plastic Omnium can rely on its balanced governance, which guarantees responsiveness and strategic determination in a complex and changing world. In 2020, its members acted to ensure that the fundamentals were respected while maintaining the Group's long-term direction.

AN INDEPENDENT FAMILY-RUN GROUP SINCE 1946,

Plastic Omnium is 59.4% owned by the Burelle family. This independence provides stability and continuity in the company's strategic management.



*As of February 25, 2021

Board of Directors



8 WOMEN
OR 47%

60 YEARS
AVERAGE AGE

**6 INDEPENDENT
DIRECTORS, OR 40%**

Solid breadth of expertise to meet the Group's challenges, including:

1 10

AUTOMOTIVE SECTOR

1 10

HR, SUSTAINABLE DEVELOPMENT,
SOCIETAL ENGAGEMENT

1 10

DIGITAL,
RESEARCH AND INNOVATION, NEW TECHNOLOGIES

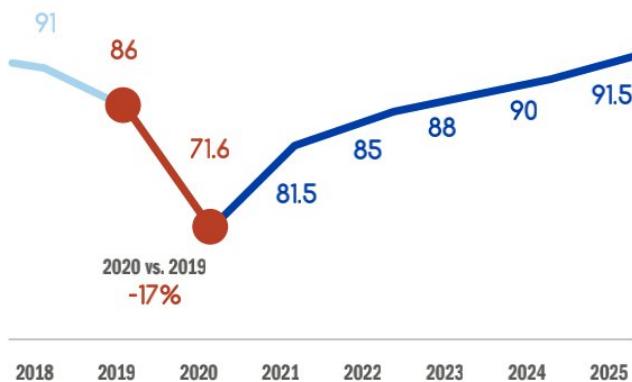
Number of directors by expertise

KEY FIGURES

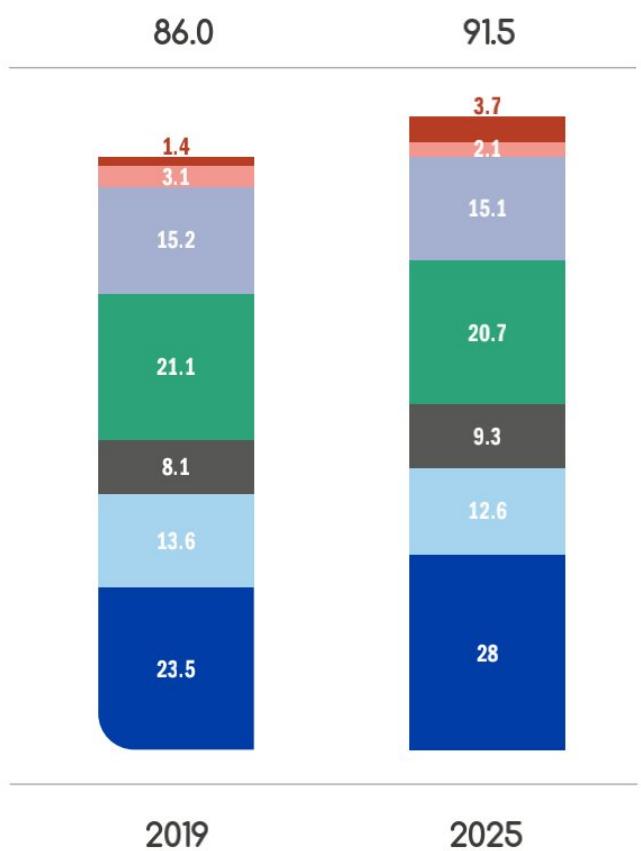
Step change for the industry

Worldwide automotive production underwent a historic decline during the first half of the year. Recovery, over several years, will be moderate and marked by intense regional disparities. Ongoing technological changes will be amplified, including the more rapid emergence of electric vehicles.

Worldwide automotive production should recover to 2018 volumes from 2025



Intense regional disparities



China – Japan/South Korea – South Asia – Europe
– North America – South America
– Rest of World

Worldwide production in millions. Source: IHS





Laurent FAVRE,
Director
Chief Executive Officer

PROSPECTS

At the heart of the mobility industry's transformation

Perfectly positioned in future technologies and honed by its transformation, Plastic Omnium is ready to pick up the pace. Sustainably.

What is the Group's situation heading into 2021?

We adapted quickly to this exceptional situation in which automotive production fell by 33% in the first half of 2020, before recovering in the second half. We have continued to outperform worldwide automotive production in every geographical area. Thanks to the effectiveness of the measures we rapidly implemented, we stood firm at first, then rallied strongly and demonstrated, in the second half of the year, our ability to generate a strong level of free cash flow. We approach 2021 with reinforced fundamentals.

What did you do to address this unprecedented situation?

Our priority was to guarantee our employees' safety, maintain our business activity and secure the continuity of our supply chain to serve our customers against a backdrop of extremely volatile demand. To meet these challenges, we had to deal with a range of health and regulatory situations in different countries. The flexibility of our production system and our employees' commitment were decisive factors. I salute the responsiveness and engagement shown by our teams.

The "Safe Restart Book" is a prime illustration of this. It was created by our factory teams and shared with all our sites and partners within two weeks. It shows the day-to-day engagement of our teams and their determination to get solutions rolled out in these unusual times.

Given the situation, what is the status of your project to transform the Group?

Transformation is encoded in the Group's DNA. Plastic Omnium's strength lies in its consistent ability to predict market swings and take timely strategic action. Such as the recent focus on hydrogen. By consolidating our position in sustainable, connected mobility, the crisis is bolstering our ambitions and accelerating our transformation for the future. In 2020, we took on several projects to increase our agility and efficiency. The aim of OMEGA, the most pivotal, is to work more effectively and digitalize our operations. Coupled with our operational performance program, it enables us to be more competitive and to lift our investment and innovation.

What are the levers for your strategy?

We believe that the current crisis will speed up the energy transition and affect mobility needs. Given that the automotive market is set to be more than 50% electric by 2025, for example, our strength lies in our mastery of future technologies. Also, our strategy to become number one in the hydrogen mobility market, along with our solutions enabling the electric vehicle to communicate with its environment, put us in pole position. At the heart of the automotive industry's transformation, we are providing ever more content and added-value per vehicle. Plastic Omnium actively contributes to the mobility revolution, which in turn forces us to constantly challenge ourselves while remaining true to our fundamentals. The reason for our successes is our three strategic pillars – operational excellence, innovation and ACT FOR ALL™ commitment – which have been further consolidated by the economic crisis. They are essential in pulling us through this unprecedented situation and crucial to shaping the future.

The future of clean and connected mobility.



"We will emerge from this crisis with our fundamentals stronger."

How does your sustainability program tie in with your strategy?

Our performance is more than financial and technological – it hinges on the way we act and interact with our environment. Our sustainable strategy received a boost from our new ACT FOR ALL™ program. As an integral factor in our performance, it plays a central role in our strategy. Our solutions make us a player in the energy transition. We are reinforcing our commitment with the appointment of a Senior Vice-President for Sustainable Development to the Executive Committee and embedding our target of carbon neutrality for 2050. In all respects, the current crisis has stimulated our alignment with the new economic and societal order and made Plastic Omnium a stand-out in the new automotive landscape. A landscape in which a clean and connected car increasingly involves all our stakeholders.



STRATEGY

"In a rapidly changing environment, Plastic Omnium is undergoing far-reaching transformation, driven by its OMEGA program, while reinforcing the fundamentals that ensure, and will continue to ensure, its success: operational excellence, innovation and sustainable development. Our three strategic pillars are essential in pulling us through these turbulent times and crucial to shaping the future. The future of clean and connected mobility."

Laurent FAVRE,
Director and Chief Executive Officer



Operational excellence

"With demand volatility piling pressure on its supply chain, **Plastic Omnium is paying even greater attention to ensuring it serves every customer just-in-time with zero-defect quality.** This is reflected in the numerous quality awards we have received from customers in every region where we operate. In the future, the OMEGA transformation program will enable the company to work more effectively and accelerate the digitalization of its plants and processes. This is already true of the purchasing functions, with the creation of a platform providing real-time reporting, available to every buyer."

OMEGA program

Digitalization
of plants and processes

Automation and simulation tools



Innovation

“Plastic Omnium is developing future technologies to enhance the car's content. **It is well placed in regard to the 100% electric vehicle, which will represent 17% of revenue by 2025.** Plastic Omnium is convinced that hydrogen is the future of the electric car and is stepping up its research, with support from our α -Alphatech (France) and ω -Omegatech (China) centers, and the new EKPO joint venture with ElringKlinger, the specialist in fuel cell stacks. We are also increasing investments in plastronics, mechatronics and electrochemicals.”

Accelerating electric vehicle programs

Major developments in
hydrogen

Developing a
dedicated modular offer

The ACT FOR ALL™ commitment

“Driven by ACT FOR ALL™, the Group’s sustainable development strategy is built around responsible entrepreneurship, care for people and implementing sustainable production. The appointment of an Executive Vice-President for Sustainable Development to the executive committee is a practical expression of this commitment. With some 135 sites in 25 countries, Plastic Omnium takes care to conduct its business as a responsible and respectful local player.

The creation of a Covid-19 fund demonstrates this determination to be not just an economic player, but a locally engaged company. The Group can be proud of the numerous local initiatives launched by its teams throughout this crisis. Last, Plastic Omnium has committed to reducing its carbon footprint by targeting carbon neutrality by 2050.”

Strengthened governance

Sustainability indicators
incorporated into overall objectives

Ambition of carbon neutrality by 2050

An executive committee driving progress in all areas

2020 has been an intense year for the management team led since last January by Laurent Favre and Félicie Burelle. They have been kept busy managing and maintaining industrial activity, protecting employees and launching an ambitious transformation plan while positioning Plastic Omnium in future technologies.



BUSINESS MODEL

The automobile: driving sustainable mobility

A world leader across its three businesses, Plastic Omnium is an automotive actor at the heart of an ecosystem created to make mobility cleaner, safer and more connected.

RESOURCES

AUTOMOTIVE PASSION AT THE CORE OF OUR DNA

Lasting, independent family ownership since 1946

A corporate culture centered on safety:
Health & Safety program since 2001

31,000 employees with shared people-first values

OPERATIONAL EXCELLENCE, WORLDWIDE

135 plants in 25 countries, working closely with customers

An ecosystem to meet the **local needs** of a fragmented market

OMEGA program: efficiency and agility

A SOLID FINANCIAL STRUCTURE

€1.95 billion Shareholders' Equity
€807 million Net debt (41% gearing and 1.2 x Ebitda)
€2.6 billion Liquidity

INVESTING FOR INNOVATION

25 R&D centers
2,500 engineers and technicians
4.4% of revenue invested in R&D
€200 million invested in hydrogen since 2015
€100 million annually planned in the coming years
A system of **Open Innovation** and strategic partnerships

A COMMITTED, ETHICAL COMPANY

ACT FOR ALL™ program
3 pillars – 10 markers
86% of employees trained in codes of conduct
Energy efficiency program: **Top Planet since 2008**
Diversity: 96 nationalities

CONNECTIVITY
SHAPING CONNECTED
MODU





CREATED VALUE



MINIZING OUR ENVIRONMENTAL FOOTPRINT

32% of the electricity purchased by our plants in 2020 was green

68% of sites involved in local community support in 2020

Waste recycling and recovery: 87%

4 plants using renewable energy
32 in planning stage

RESULTS THAT GUARANTEE INDEPENDENCE

€648 million Ebitda

€34 million free cash flow

€0.49 Dividend*

*Put to the AGM on April 22, 2021

MARKET LEADERS IN OUR THREE BUSINESSES

93 global customers

5 new customer Quality Awards in 2020

94% of sites ISO 9001 certified

INNOVATING FOR CLEAN AND CONNECTED MOBILITY

5% of revenue from electric vehicles in 2020
17% by 2025

100 hydrogen projects in the pipeline for 93 clients
Custom developments of modules for electric vehicles

CARE FOR PEOPLE

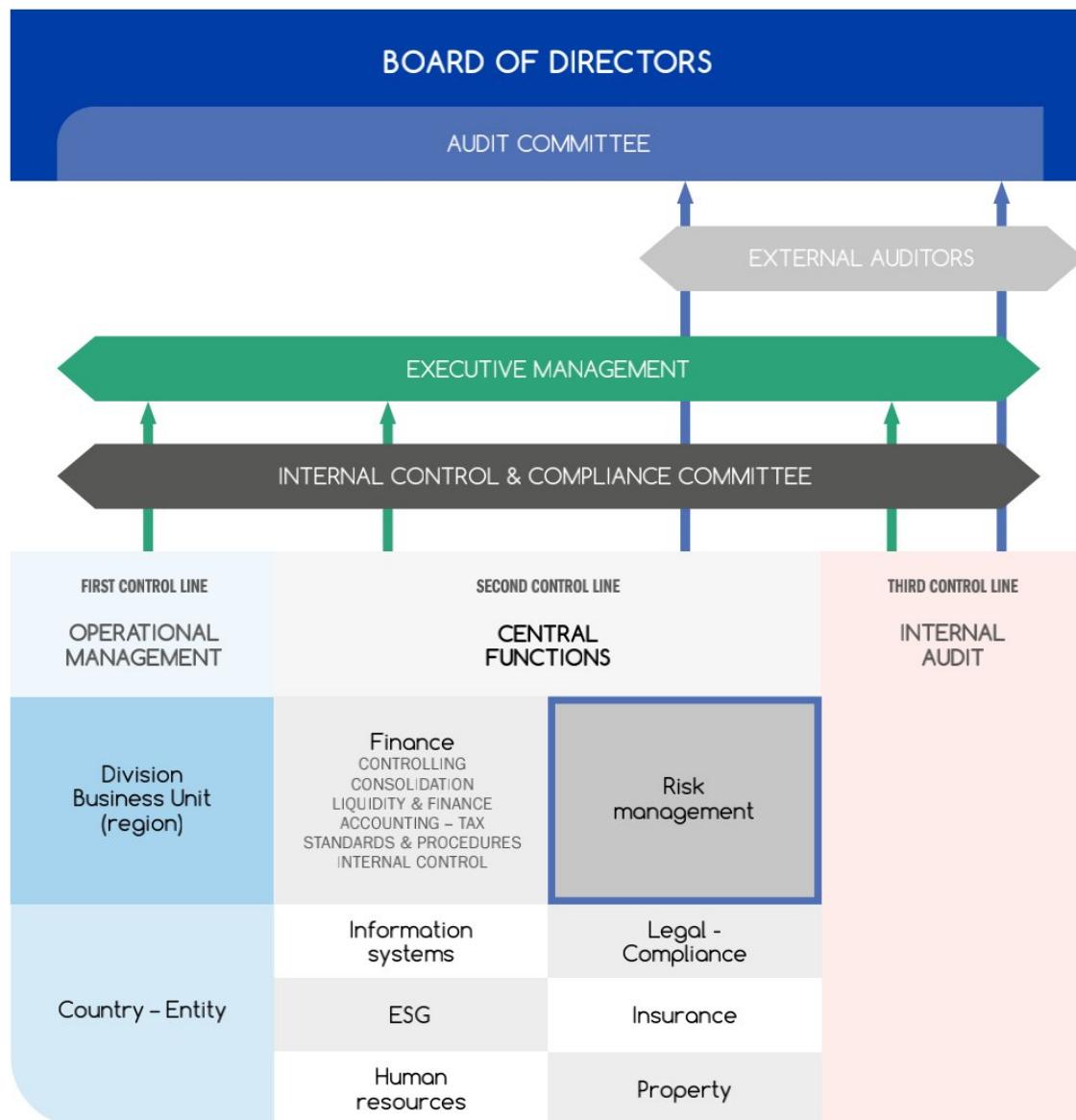
FR2: 1.4 – down 90% in 10 years

60% of sites run a health campaign

804 interns trained in 2020

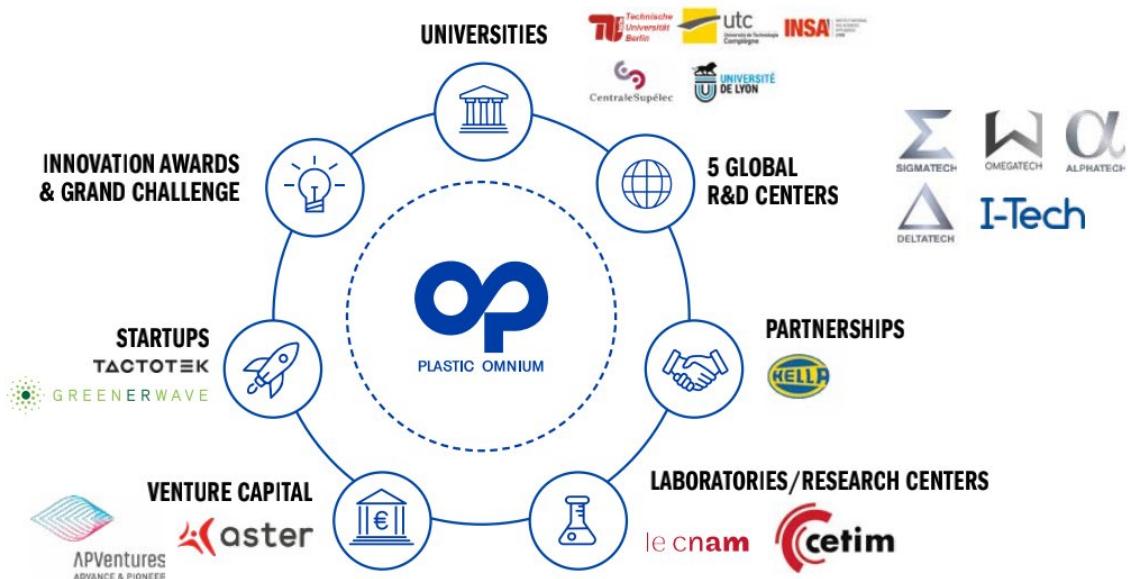
Risk control: a key challenge

As a global Group in a rapidly changing market, Plastic Omnium is exposed to various risks. Governance and processes are in place to manage these through risk control organized in three lines: operational management, central functions and internal auditing.



Innovation: boosting content and value

As a technology company, Plastic Omnium is exploring the future of the automobile. The Group is building a manufacturing and research network to closely match auto manufacturers' needs in response to the dual technological and energy transition in the automotive industry.



From emission reduction to aerodynamics, connectivity, function integration, performance of electromagnetically transparent materials, modularity and customization, Plastic Omnium is pursuing research projects in every automotive field to create major technological disruption and increase its per-vehicle content. New fields currently opening up include plastronics, mechatronics and electrochemicals. To tackle the complexity of these subjects, the innovation teams are most often multidisciplinary. This innovation is international in scope, with centers in 25 countries making sense of trends and addressing local needs. And innovation is not only technological: it is also organizational, industrial, digital and cultural.

Cooperating to invent mobility

Because the car is now evolving in an open, shifting ecosystem, Plastic Omnium cooperates with different partners – startups, universities and influencers – to catch innovation at source and accelerate it.

Key data

25 R&D centers
2,500 engineers
4.4% of revenue invested in R&D



INTELLIGENT EXTERIOR SYSTEMS: DESIGN AND INTERACTIVITY

Innovate to open up new horizons

Expert in integrating complex functions, Intelligent Exterior Systems is reinventing itself.

Invested in future technologies

In step with technological advances in the automotive sector, Plastic Omnium is acquiring expertise at the very cutting-edge of developments. The R&D department is extending its capabilities into the areas of lighting, antennas, radars and the integration of key electronic components. Plastic Omnium's center of gravity is moving from plastics production toward new business areas contributing to the technological enhancement of exterior parts by adding electronic components and functions to surfaces. In 2020, the Group stepped up its innovation activities, targeting technologies that facilitate the development of connected and increasingly autonomous vehicles while incorporating ambitious design parameters that enable customers to adopt an ever more attractive style.

Innovation is going global, with offices opening in the United States and China to get in on the ground floor with trends and develop products in line with local regulations. Plastic Omnium promotes open innovation, forging partnerships with new players in the automotive ecosystem, in order to speed up research time. Bumpers interactive tailgates, function integration and more... Plastic Omnium is developing lightweight, intelligent exterior parts for the next generation of vehicles. With expertise in integrating complex functions, the Group is leveraging its know-how in electromagnetically transparent materials to create Smart Face and Smart Tailgate with onboard radars, lidars and sensors. In 2020, Plastic Omnium and its partner HELLA received second prize in the partnership category of the CLEPA Innovation Awards for our shared SmartFACE project.



Stéphane NOËL,
President and CEO of
Intelligent Exterior Systems

"Serving design and interactivity, Plastic Omnium incorporates a growing number of increasingly complex technologies. Our innovation paves the way for a new generation of vehicles with smarter, more aerodynamic and more protective exterior components. Increasingly personalized, they incorporate advanced lighting functions that give each model its unique style. For a different and more sustainable driving experience."

With zero emissions, the electric car of the future is also connected

As a leader on its market, Plastic Omnium integrates state-of-the-art technologies into exterior parts to make mobility safer and more autonomous. Plastic Omnium is also active in the integration of lighting solutions that offer great freedom of style, enabling auto manufacturers to innovate through their signature lighting. The Group's added-value lies in knowing how to integrate several technologies and make them work together in a restricted environment and space. Stimulated by CO₂ emission regulations and today's societal expectations, new projects for 100% electric vehicles are proliferating. These are opportunities for Plastic Omnium to increase its per-vehicle content and broaden its customer base. In 2020, Plastic Omnium continued to grow with its historical customers and gained new business with electric mobility "pure players" ... such as Tesla, Lucid Motors and Polestar.

"Innovate to improve efficiency."

"Plastic Omnium is integrating more and more technology into exterior parts and more functions into vehicle surfaces. Our teams are growing their expertise in lighting, antennas, radars and electronic integration."

Mehdi Ferhan, VP Engineering,
Innovation & Partnerships

"Agility is Plastic Omnium's strength. In 2020, it enabled us to absorb the stop-start order patterns that created tensions in the production chain. To reinforce our operational excellence, we successfully optimized our plants and equipment to assimilate the market's increasing instability and complexity."

Pierre-Henri Desportes,
CEO of Central Europe Business Unit

"The digital transformation and cooperation in the Purchasing function are a source of performance and fluidity in our relationship with suppliers. Our performance is also reflected in the incorporation of ESG criteria into our supplier referencing. The digitalization process we have initiated allows real-time, 360-degree reporting on their performance."

Philippe Rizzo, VP Purchasing

Design & interactivity



2nd prize in the CLEPA
Innovation Awards
for Plastic Omnium and HELLA



Smart Face

Combining design, signature lighting et interactivity.
Smart Face from Plastic Omnium is reinventing the bumper to make it connected.



Intelligent

Electromagnetic transparency allowing radar and lidar functions



Communication

Integrated screens, message display and enhanced safety



Style

Customized lighting and freedom of style to create a distinct identity



Connectivity

Integration and protection of driver assistance technologies

"Plastic Omnium is integrating more and more technology into exterior parts and more functions into vehicle surfaces. Innovation is going global and focusing on a number of technologies to improve efficiency. Our teams are growing their expertise in lighting, antennas, radars and electronic integration."



Smart Tailgate

Radars, sensors and signature lighting: our Smart Tailgates integrate more value-added and onboard intelligence, and communicate with their environment for enhanced safety.



Intelligent

Onboard antenna systems
and opening obstacle
detection sensors



Communication

Dynamic message display
function for enhanced
safety



Light weight

Up to 30% lighter
than a metal tailgate

Action for the energy transition

In pursuit of clean mobility, Plastic Omnium focuses on energy storage, designing emission reduction systems for all engine types and helping to create the zero-emission car.



Plastic Omnium is the world leader and benchmark in energy storage systems, fitting a fuel tank to one vehicle in four produced worldwide. Against a backdrop of stricter environmental standards and energy transition, the Group helps automotive manufacturers meet their environmental impact reduction targets by developing innovative solutions for all engine types: gasoline, diesel, hybrid and plug-in hybrid. It is developing fuel systems equipped with intelligent fluid and vapor management, and high-technology fuel tanks to meet the specific needs of plug-in hybrid engines. Today, Plastic Omnium is accelerating the transition to zero-emission vehicles and hydrogen electric mobility.

An intense year for hydrogen

In 2020, Plastic Omnium accelerated its strategy of expansion into hydrogen with some major milestones reached:

INTERNATIONAL CERTIFICATION FOR ITS 350- AND 700-BAR VESSELS

HYDROGEN VESSELS DEVELOPED FOR BUSES

HYDROGEN STORAGE SYSTEMS PRODUCED FOR DUTCH TRUCK MANUFACTURER VDL

FRENCH-GERMAN JOINT VENTURE EKPO FUEL CELL TECHNOLOGIES FORMED WITH ELRINGKLINGER, SPECIALIST IN FUEL CELL STACK PRODUCTION

PARTNERSHIP WITH "MISSION H24" TO DEVELOP THE FIRST 100% HYDROGEN RACE CARS FOR THE 24 HOURS OF LE MANS ENDURANCE RACE IN 2024

The 3 advantages of hydrogen mobility



5 MINUTE-
REFUELING TIME



700 KILOMETER
RANGE*



0 GRAMS OF CO₂



Right: Christian KOPP,
President and CEO
of Clean Energy Systems
Left: Marc PERRAUDIN,
CEO of New Energies

Accelerating the hydrogen strategy

Plastic Omnium aims to become the leader in the complete system. Christian Kopp and Marc Perraudin explain.

Key data

€200 m

invested since 2015

€100 m INVESTMENT

annually in the coming years

280 ENGINEERS

dedicated to rolling out hydrogen systems

2 R&D AND HYDROGEN HUBS

France (Compiègne) and China (Wuhan)

Why is Plastic Omnium investing in hydrogen?

Christian Kopp: It's a technology we've been backing since 2015, long before hydrogen took center stage. Hydrogen-powered mobility works in perfect harmony with the electric car. It has three main advantages: it's suitable for long distances, produces zero-emissions and powers an electric car by generating electricity on board.

How exactly does a hydrogen-powered car work?

Marc Perraudin: It is based on three central parts: a high-pressure hydrogen storage system, a fuel stack that acts as a power plant to supply electric power to the engine, and finally, the "system" of components needed to make the cell stack work – thermal management, electronics, fluid management and power converters. Our strength is being the only player established across the whole hydrogen mobility value chain.

How did you reach this level of development?

Christian Kopp: Energy storage has been our business for decades. We've invested more than €200 million in hydrogen technologies over five years, such as with Optimum CPV, the world leader in filament winding. In late 2020, we formed a joint venture with ElringKlinger (EKPO) to accelerate our progress into the field of fuel cell stacks. These investments enable us to offer our customers the whole value chain – from onboard hydrogen storage to the integrated system – in a "one-stop shop" strategy.

What technical challenges remain?

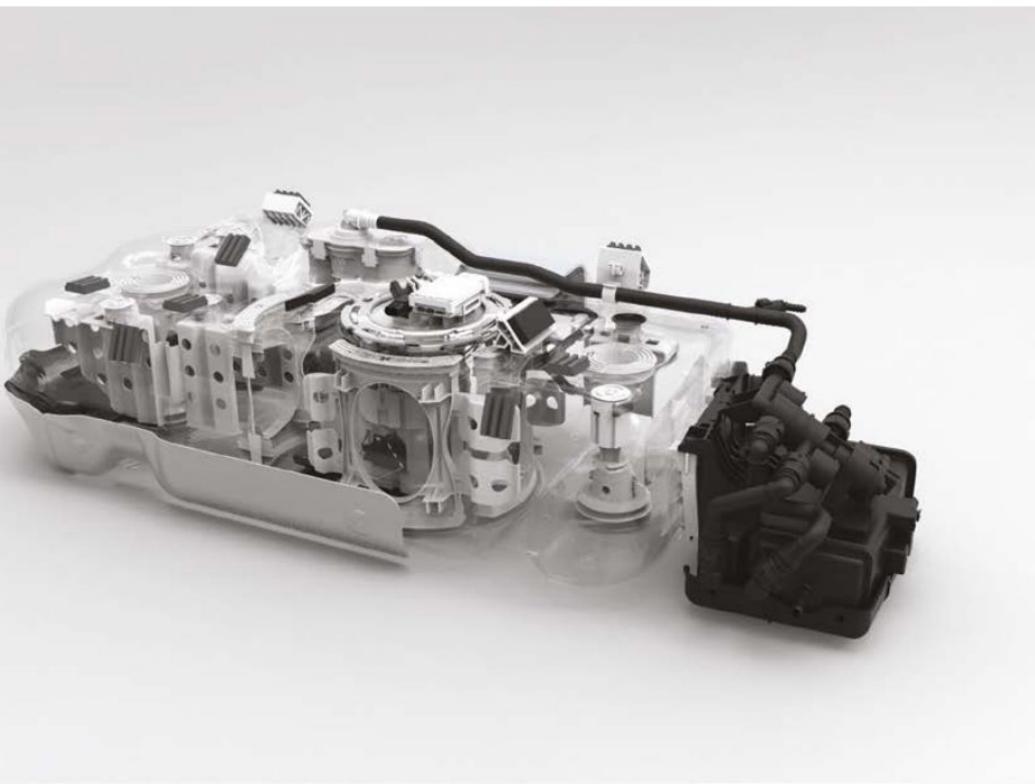
Marc Perraudin: The market is still in the pilot project phase for fleet vehicles. There are three issues to be addressed: mass production to bring down the cost of the technology, the development of infrastructure and reducing volume to make this technology compatible with all vehicles. With regard to the third point, we have a highly advanced, perfectly fit-for-purpose research and industrial facilities.

What is the next step?

Christian Kopp: The momentum is there. We've obtained the certification for our 350- and 700-bar hydrogen vessels ready to outfit the first vehicles in 2021. Commercially, we've taken our first order for 350-bar hydrogen vessels from a German bus manufacturer. Over the next few years, we will be investing €100 million annually to develop the product offer and our industrial presence.

A key energy transition player

At the heart of the automotive industry's transformation, against a backdrop of stricter environmental standards, Plastic Omnium helps automotive manufacturers to develop innovative solutions for all engine types: gasoline, diesel, hybrid and plug-in hybrid, and hydrogen electric.



212
patents filed



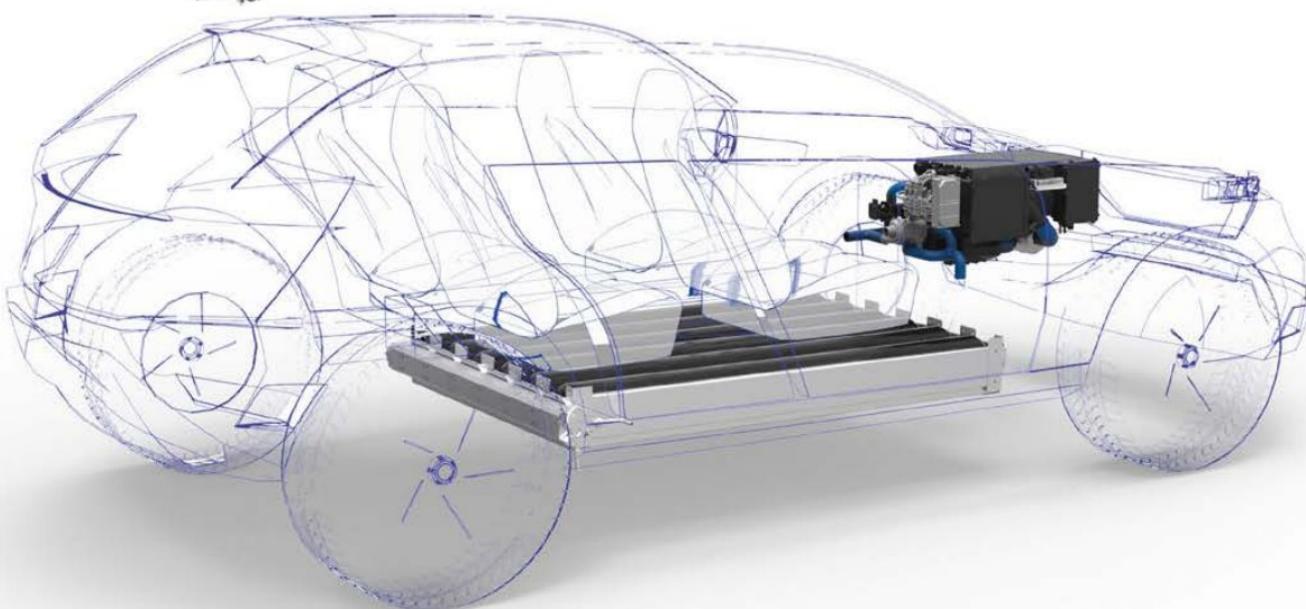
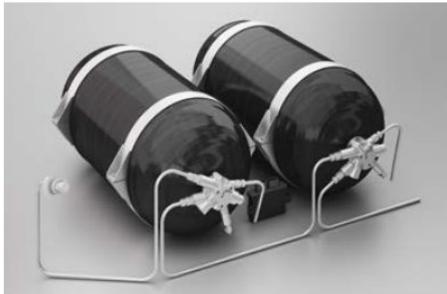
Mechatronic
(E-valve)
system & computer
for optimized
filling and internal
vapor flow
management



30% lighter than
the metal equivalent

Tanktronic®, the ultra-high-technology fuel tank designed for plug-in hybrids

Tanktronic® meets the specific requirements of rechargeable plug-in hybrid vehicles. It contains an innovative electronically controlled valve – the E-valve. This system makes it possible to reduce the cost of the tank by combining certain components and integrating functions that make it more effective.



Plastic Omnium is confident that hydrogen will play a major role in the clean mobility of the future. Pioneering this technology, the Group has invested €200 million since 2015 to increase its expertise across the entire hydrogen value chain.



2 hydrogen-focused R&D sites in France and China



First contracts for commercial vehicles & customer portfolio growing



Production capabilities across the entire value chain

Objective

To meet customers' needs across the entire hydrogen chain with a "one-stop shop" strategy offering high-pressure hydrogen vessels, fuel cell stacks and total system management.

Inventing “next-generation” modules

Plastic Omnium is already a world leader in developing front-end modules for all engine types at a time when the automotive industry is increasingly trending toward modular architecture.



Plastic Omnium, through its 66.66 percent-owned joint venture HBPO, is the world leader in front-end module development, assembly and just-in-sequence logistics. Every fifth front-end module assembled worldwide is a HBPO module. Compact, aerodynamic and packing components and technologies into a small space, the front-end module is technically highly complex. This key section of the vehicle typically houses vital components such as the fascia, bumper beam, front active grille shutter, lighting, engine cooling systems, radars and driving assistance sensors. In addition to safety and driving comfort, it contributes directly to the vehicle's aerodynamic performance, tying in with the growing trend towards vehicle customization. HBPO is currently working on other types of modules, such as cockpits and center consoles, that are key to the vehicle's identity, safety, efficiency and in-car experience. Today, the autonomous electric vehicle is opening up opportunities for ever-greater modularity and increasing the number of components to be integrated and assembled in a module. We can also integrate lidars, radars and cameras into our front-end modules on customer request.

Modules and customization



Front-end Module

A key design element for a vehicle and its identity, the front-end module contributes to the vehicle's characteristic look, while the equipment it contains adds directly to its safety and reliable operation. From design to development, through assembly and logistics operations, the Group's solutions are tailored for each customer, including over 140 parts and allowing for over 15,000 different combinations for the same car model.



Every fifth front-end module globally is assembled by HBPO



Up to 15,000 variants for one front-end module



Up to 140 parts per front-end module

DC/DC Converter

The DC-DC Converter is designed for mild hybrid vehicles, which contain various electronic devices operating at voltages ranging from 12 V to 48 V. It converts direct current from one voltage level to another, improving the vehicle's overall efficiency.

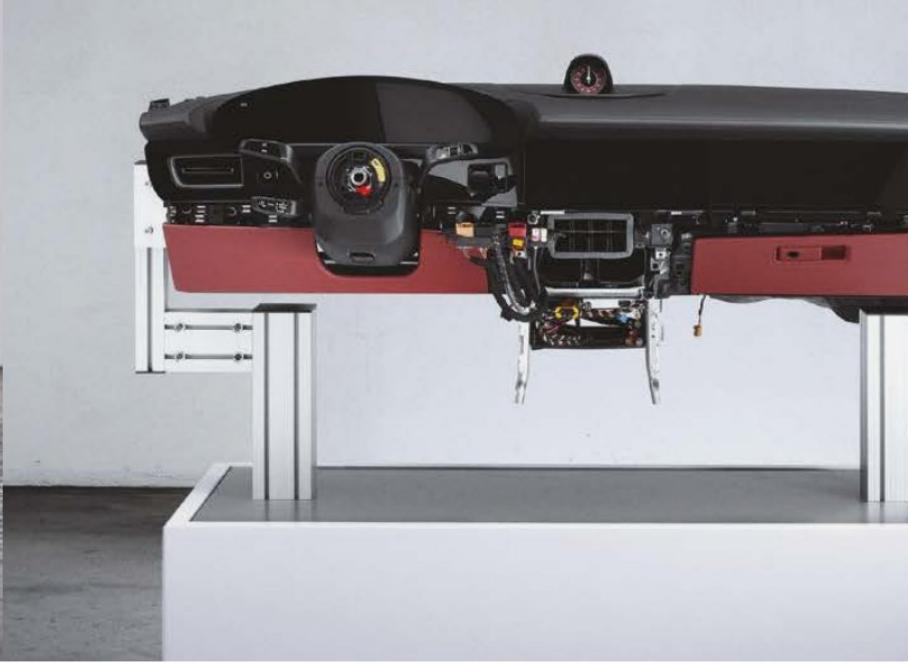


Optimizes the vehicle's electrical operation



22 combinations possible
Up to 70 parts per module

"We have focused our attention on creating value for cars powered by new energies."



Active Rollo

The HBPO Active Rollo is a further development of the Active Grille Shutter, using a thin textile instead of moving plastic parts. Designed to improve vehicle aerodynamics and help reduce drag and tractive resistance, the Active Rollo contributes to reduced vehicle consumption and indirectly to reducing CO₂ emissions, as well as allowing longer range in electric vehicles.



Applicable on all types of engines



Solution for vehicles with limited space



Improves vehicle's fuel consumption with a similar increase in efficiency to AGS

Interior Modules: cockpit and center console

For safety and comfort reasons, the interior is one of the most important elements in vehicle design. It has exacting requirements for design elements such as colors or sensitive surfaces and in electronics for the navigation system and infotainment. The cockpit as well as the center console play a major role in the car maker's signature, making the end quality of these products absolutely essential.



Highly demanding interior



Challenging logistics



Up to 150 parts per cockpit module

Financial and non-financial performance indicators

Financial outlook for 2021

In 2021, as a whole, worldwide automotive production is forecasted to grow by 14%* to 81.5 million vehicles. For its own business planning purposes, Plastic Omnium is applying a 5% discount to that forecast.

*Source: IHS – February 2021

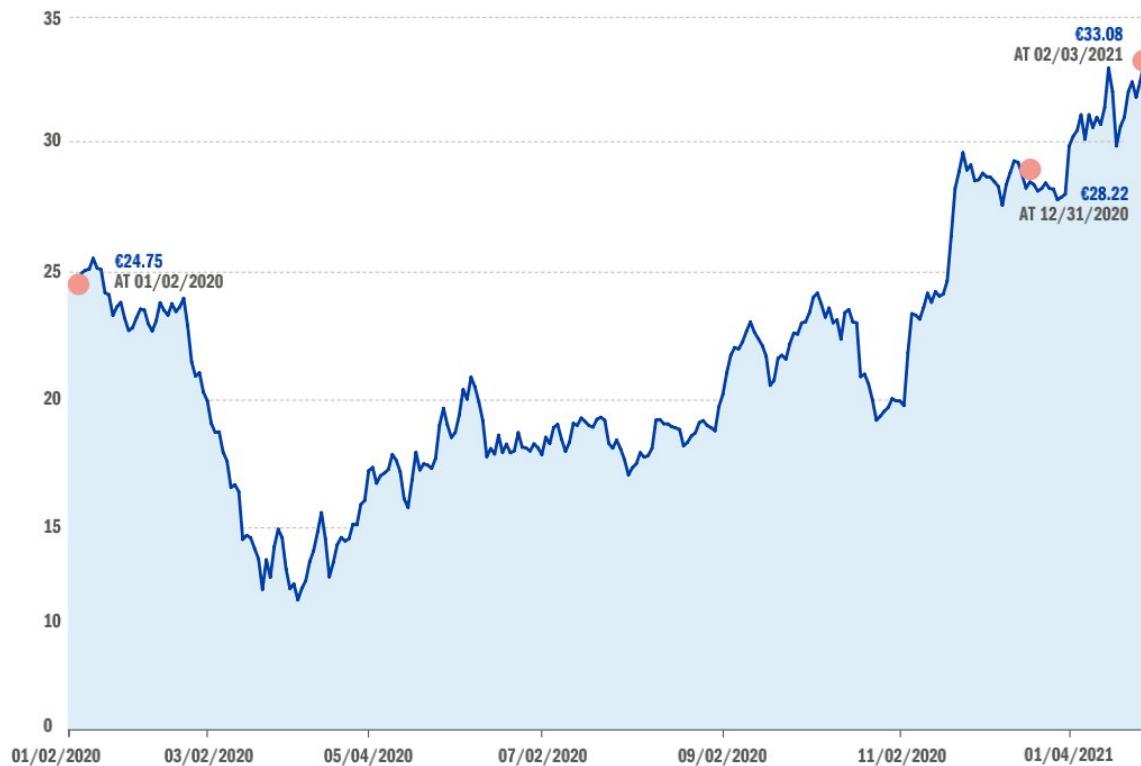
Plastic Omnium expects the following in 2021

A STRONG REBOUND IN REVENUE

OPERATING MARGIN OF 6% SIMILAR TO THE LEVEL SEEN IN 2019

FREE CASH FLOW OF MORE THAN €220 MILLION, HIGHER THAN THE 2019 FIGURE

Stock exchange price in 2020



Conclusion

In conclusion, WhatNext Vision Motors is poised to revolutionize the automotive industry by harnessing the power of innovation and excellence. By developing sustainable mobility solutions, enhancing customer experience, improving road safety, and driving business growth, this project has the potential to shape the future of mobility and create a more sustainable, efficient, and connected transportation ecosystem. With its commitment to innovation, sustainability, and customer-centricity, WhatNext Vision Motors is set to make a lasting impact on the industry and pave the way for a better tomorrow.

As the project moves forward, it is poised to:

- *Drive industry-wide innovation*, pushing the boundaries of what is possible in mobility
- *Inspire new business models*, creating opportunities for growth and development
- *Enhance quality of life*, providing safer, more efficient, and more enjoyable transportation options
- *Set new standards for sustainability*, demonstrating the potential for environmentally responsible practices in the automotive industry

With its vision for the future of mobility, WhatNext Vision Motors is set to leave a lasting legacy, shaping the industry and the world for years to come.