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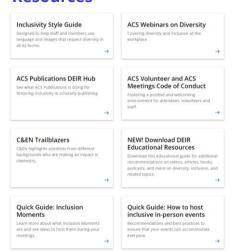
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and participation of all people. Every person's voice adds value, in the face of power differences. In

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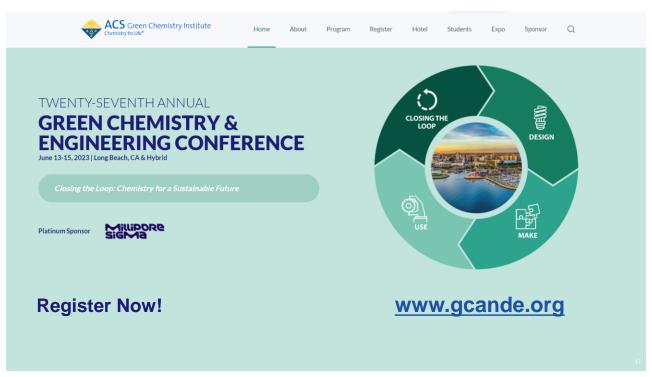
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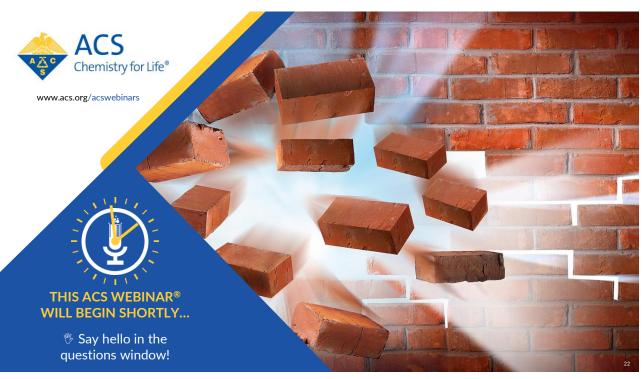
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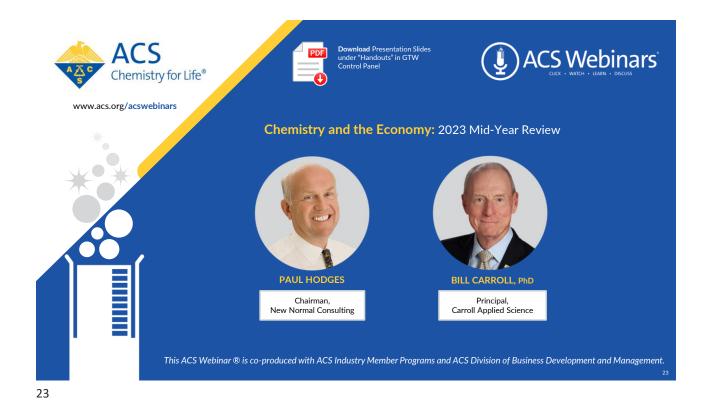
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Are we charging ahead into a brick wall?



12 July 2023

Paul Hodges, phodges@new-normal.com, +44 7785 354809



New Normal is a Swiss-based strategy consultancy advising Fortune 500 companies, investment banks and fund managers. Paul Hodges publishes The pH Report, and chairs the Advisory Board of Infinity Recycling. He is a Global Expert with the World Economic Forum and a regular speaker at international conferences



Helping you navigate the New Normal

Are we charging ahead into a brick wall?



- Global over-capacity means closures are inevitable
- > Companies need to refocus on the wider landscape
 - Central banks are now playing catch-up on inflation
 - Geopolitics are important again e.g., Russia, China
 - Regulators are becoming more active PFAs, waste plastic
- > Paradigm shifts will create Winners & Losers

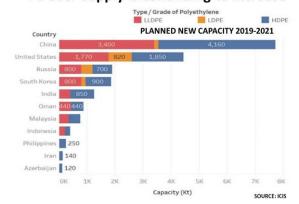
Consulting | Are we charging ahead into a brick wall?

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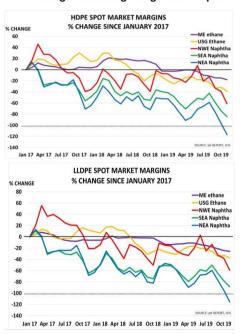
What we said in the December 2019 webinar...

PE over-supply is continuing to increase



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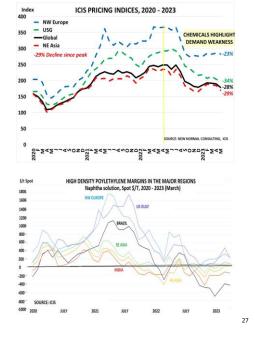
PE margins have begun a global collapse



...What has happened since then



*Equivalent demand for the monomers, meaning demand for all their downstream derivatives

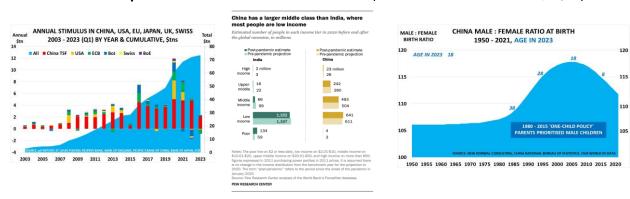


Chemicals are signaling a major downturn

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China's \$43tn stimulus led the world out of recession after 2009 But it was "subprime on steroids" - Pew data shows only 23m Chinese earn more than \$50/day

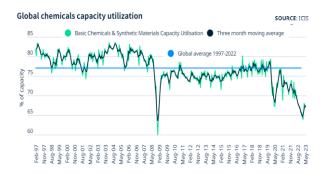


- Companies wanted to believe China had suddenly become "middle class" in 2009
- US invested \$200bn to supply this new demand, expanding ethylene supply by 40%
- President Trump's trade war added to over-supply as China moved to self-sufficiency
- But now China's real estate bubble, which had been 'subprime on steroids', is bursting
- The One Child Policy meant China "lost" 73m female births between 1980 2021; reducing the number of future mothers
- Deaths outnumbered births in 2022, further impacting household formation and apartment needs

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Kevin Swift's data is confirming the global recession risk

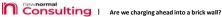
The former ACC Chief Economist says OR% has been falling for year as supply increases



| | Global | North America | Central & South America | Europe | Former USSR | Africa | Middle East | Northeast Asia | South Asia & Pacific |
|-----------------------|--------|------------------|-------------------------------|--------|----------------|--------|----------------|-------------------|----------------------------|
| | | | | | | | | | |
| January | -2.0% | 4.1% | 0.3% | 19.8% | -3.2% | -3.7% | -1.8% | -7.0% | -8.1% |
| February | -0.2% | 0.2% | 9.4% | -1.7% | 3.7% | 5.3% | -18.1% | 2.4% | -2.8% |
| March | 6.3% | 2.8% | 11.0% | 6.1% | -2.0% | 6.8% | 5.2% | 8.0% | 3.5% |
| April | -1.0% | -0.1% | -8.8% | -10.1% | 2.7% | -3.7% | 12.6% | 0.2% | -4.1% |
| % ∆ y/y | -0.5% | 2.3% | -7.2% | -21.0% | 5.7% | -5.2% | -2.5% | 6.5% | -6.3% |
| % ∆ytd | -4.5% | -0.9% | -9.6% | -21.5% | -5.2% | -3.1% | -12.1% | 0.4% | -0.7% |
| Operating Rate (%) | 67.3% | 69.2% | 62.9% | 56.0% | 63.9% | 69.9% | 63.2% | 70.8% | 67.6% |

"Output has been falling generally since the first quarter of 2022 and it is clear that producers are struggling to match supply (which is increasing strongly globally on a nameplate capacity basis) to demand. The data highlight the uncertainty that prevails over the second half of this year – and, to some extent, the vague optimism for H1 2023"

Source: ICIS 13 June 2023



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Are we charging ahead into a brick wall?



> Global over-capacity means closures are inevitable

Companies need to refocus on the wider landscape

- Central banks are now playing catch-up on inflation
- Geopolitics are important again e.g., Russia, China
- Regulators are becoming more active PFAs, waste plastic

Paradigm shifts will create Winners & Losers



Risks are multiplying, and becoming more complex to anticipate



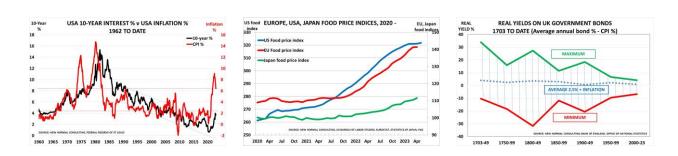
- High and volatile pricing environment for energy, food and other products
- Interest rates continue rising in response to rising inflation and US\$ strength
- Stock and housing market downturn reduces consumer spending power
- Corporate earnings start to reduce along the value chain and debt risks rise
- Plastics industry hit by over-capacity and growing environmental pressure

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Central banks have lost control of inflation and interest rates They preferred to believe their models, and didn't 'look out of the window'



A whole generation grew up believing interest rates are always close to zero In reality, they average 2.5% + Inflation over the longer-term

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Geopolitical tensions are rising again We have returned to the pre-Boomer SuperCycle world





Russia's invasion has meant a return to the Cold War

China's treatment of the Uighurs is raising concerns



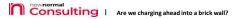
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Legislator and investor developments are impacting chemical and plastics demand



Extract from statement directed to FMCG and grocery retail companies, from 185 signatories with over USD \$10 trillion in assets





Investors call for urgent action to reduce plastics from intensive users of plastic packaging

3 May 2023

The whole plastics lifecycle poses a serious and growing threat to the environment, climate, biodiversity, human rights and public health. Accumulating research continues to emphasise the gravity of these impacts but the picture is already clear. intensive production and use of plastics is causing untold damage to the health of people and planet, with scientists affirming that "clean-up is futile" if production continues at current rates.1

We, investors and their representatives, believe that companies must set their sights higher and act more swiftly to address the plastics crisis through reducing their dependence on single-use plastic packaging, working to bring production and consumption of plastics within the limits of the planetary boundaries and alignment consumption to pressure within the imms or to particular yournames and anigment with the Paris Agreement and the Kunning-Montreal Global Biodiversity Framework. This statement is directed at companies in the fast-moving consumer goods and grocery retail sectors, including (non-exhaustively) those listed in the Appendix to this statement.







Audience Survey Question

ANSWER THE QUESTION ON THE INTERACTIVE SCREEN IN ONE MOMENT

Have your consumption habits around single-use plastics changed in the last 5 years?

- Completely, I've eliminated all single-use plastics in my life
- Mostly, I've considerably reduced my use and recycle the rest
- Somewhat, I'm more aware and reduce and recycle when I can
- Not at all, my habits have not changed

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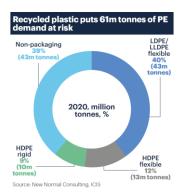
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Sustainability pressures combine with the need of aging populations' "to do more with less"

Global brands are committed to cutting use of virgin plastic packaging

Lyondell Basell "Recycled plastics is Europe's shale gas opportunity" DOW "We're trying to drive the development of an entire ecosystem to make this happen"





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^{*} If your answer differs greatly from the choices above tell us in the chat!

Scenario analysis has become essential

GLOBAL GROWTH





THE 4 HORSEMEN

Temporary Risks INFLATION PEAKS

Today's rise in inflation leads to recession, and then a return to 'Business as Usual'

BUSINESS AS USUAL Companies continue to face traditional risks

Permanent Risks

NEW NORMAL

The 4 Horsemen risks combine with recession & Net Zero to change the future landscape

CHALLENGES AHEAD

Economic recovery accentuates need to focus on new risks (Geopolitics, Energy, Demographics)

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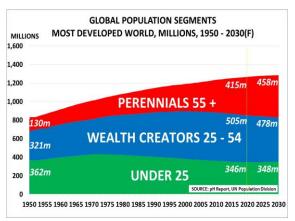
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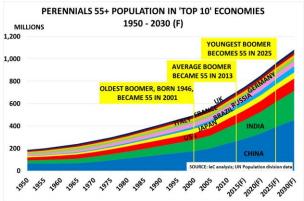


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- Paradigm shifts will create Winners & Losers



The BabyBoomer SuperCycle has come to an end The low-spending Perennials 55+ are the only growth segment





New business models need to focus on sustainability and "the value of services" rather than volume

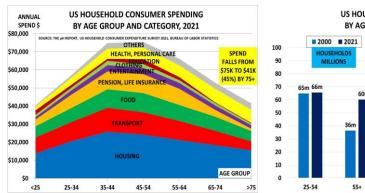
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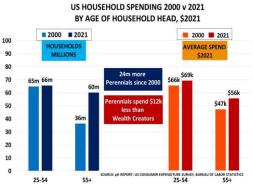
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Wealth Creators 25 – 54 dominate consumer spending

The Perennials are a replacement economy - they already own most of what they need - and consumption is 70% of US GDP





The rise of the Perennials means demand patterns are seeing major change

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Major paradigm shifts are now reshaping the business world



The lockdowns have broken down the inertia surrounding work and home-based routines. Travel, leisure, construction, real estate and other industries are already seeing major change.



The war in Ukraine is accelerating plans to increase energy security. The aim is to replace fossil fuelbased infrastructure with modern renewable-based power sources.



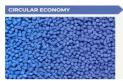
Many manufacturing operations still operate as they would have done 50 years ago, or even 500 years ago. Shakespeare might well feel at home if he visited many sites today



Governments are refocusing on fiscal policy. They are finally realising that 2 decades of central bank stimulus policies have created major asset bubbles.



Global supply chains have collapsed following the uncoordinated nature of the lockdowns around the world, and the rising volatility in demand



Moves towards a circular economy are accelerating, with negotiations underway for a UN Treaty on Plastic Waste, and for new EU Regulations to restrict single use plastics in Packaging.

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Audience Survey Question

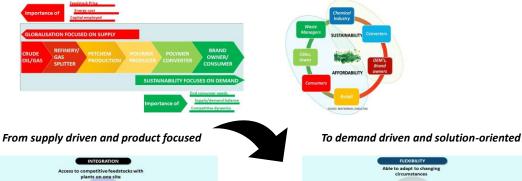
ANSWER THE QUESTION ON THE INTERACTIVE SCREEN IN ONE MOMENT

Which of these scenarios will have the MOST impact on the economy in 2023?

- Central Banks continue to raise interest rates
- Western countries impose sanctions on China and Russia
- Legislators pass legislation to regulate PFAs and single-use plastics
- Inflation continues and impacts consumer spending
- Other (Let us know more in the questions window)

^{*} If your answer differs greatly from the choices above tell us in the chat!

The paradigm shifts will create Winners and Losers as 'business as usual' strategies reach the end of the road



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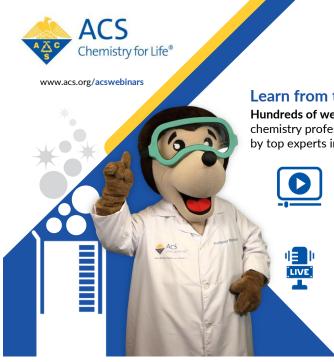
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