

# Annual General Shareholders' Meeting 2020

June 26, 2020

**faurecia**  
inspiring mobility

**> 2019**

**Active transformation and strengthened resilience**

**> 2020**

**Rapid adaptation to an unprecedented crisis**

# Agenda

1

**2019: ACTIVE TRANSFORMATION OF THE GROUP**

2

2019 RESULTS

3

2020: RESILIENCE IN AN UNPRECEDENTED CRISIS

4

GOVERNANCE AND COMPENSATION

5

VOTING RESULTS

# Transformation strategy aligned with megatrends giving significant market opportunity

## Sustainable Mobility

Solutions for electrification and zero emissions

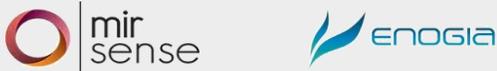
Addressable market  
€46bn  
in 2030

## Cockpit of the Future

Solutions for a connected, versatile and predictive cockpit

Addressable market  
€73bn  
in 2030

# Acceleration of ecosystem for Sustainable Mobility, the Cockpit of the Future and transformation initiatives

	SUSTAINABLE MOBILITY	COCKPIT OF THE FUTURE	DIGITAL TRANSFORMATION & CARBON NEUTRALITY
ACQUISITIONS	2018 		
	2019 - 2020 		
PARTNERSHIPS	2018 		
	2019 - 2020 		
START-UPS	2018 		
	2019 - 2020 		

# Development of solutions for hydrogen electric vehicles and integration of electronics

## STRATEGIC INVESTMENT FOR FUEL CELL ELECTRIC VEHICLES

- > Partnership with MICHELIN for fuel cell systems
- > Acquisition of ULLIT for high-pressure tanks
- > Launch of center of excellence and pilot line in Bavans, France for hydrogen storage systems
- > Investment of €168m



## ACCELERATED INTEGRATION OF ELECTRONICS

- > Acquisitions of CLARION, CREO DYNAMICS, COVATECH and IRYSTEC
- > Creation of FAURECIA CLARION ELECTRONICS Business Group regrouping these acquisitions and Parrot Automotive
- > Partnerships with MICROSOFT, APTOIDE, DEVIALET and ALLWINNER



# Acquisition of SAS for full interior module offer and logistics services

- > SAS expertise in systems integration and complexity management gives Faurecia ability to integrate a full range of interior modules and functionalities
- > Strengthens Faurecia's JIT network and competences
- > Strong growth potential in North America, China and with global footprint of Tesla
- > Synergies in manufacturing engineering, logistics and footprint optimization
- > Logistics services



Film SAS

# A focused range of product lines for Sustainable Mobility and the Cockpit of the Future

## SUSTAINABLE MOBILITY

<p><b>LOW EMISSION SOLUTIONS</b></p> 	<p><b>ZERO EMISSION SOLUTIONS</b></p> 
<p><b>COMMERCIAL VEHICLES AND INDUSTRY</b></p> 	<p><b>SUSTAINABLE MATERIALS</b></p> 
<p><b>DRIVER ASSISTANCE SYSTEMS</b></p>	
	

## COCKPIT OF THE FUTURE

<p><b>COMPLETE SEATS</b></p> 	<p><b>SEAT STRUCTURE SYSTEMS</b></p> 	<p><b>COVERS AND FOAM SOLUTIONS</b></p> 
<p><b>SMART SURFACES &amp; CENTER CONSOLES</b></p> 	<p><b>INSTRUMENT PANELS</b></p> 	<p><b>DOOR PANELS</b></p> 
<p><b>COCKPIT ELECTRONICS</b></p> 	<p><b>DISPLAY TECHNOLOGIES</b></p> 	<p><b>INTERIOR MODULES</b></p> 

# Increasingly diversified customer base

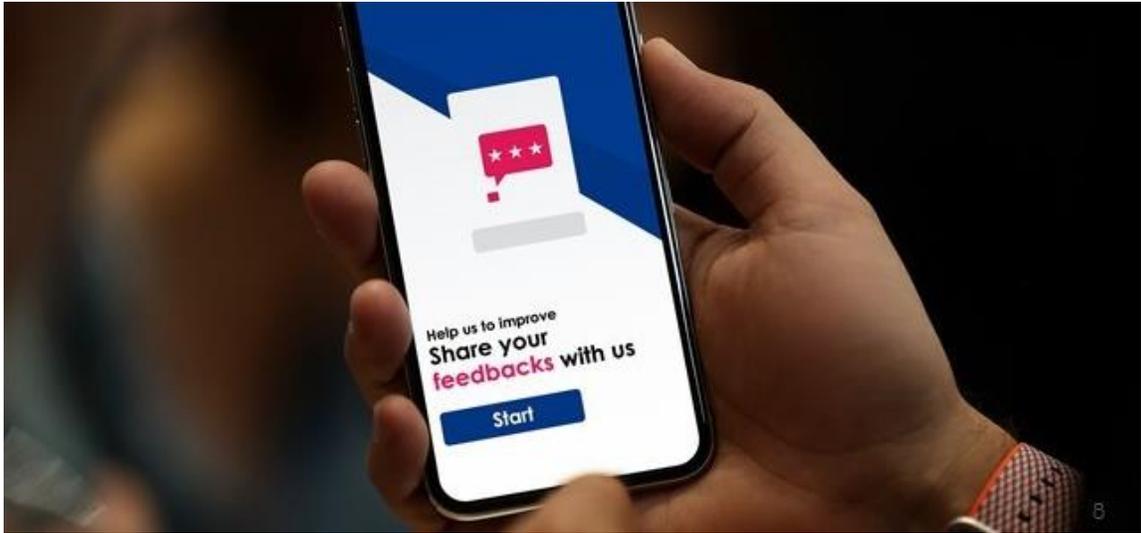


# Global approach to Total Customer Satisfaction recognized through improved performance

Performance 

 **FIVE-STAR**  
CUSTOMER EXPERIENCE

Perception 



TECHNOLOGY

FLAWLESS LAUNCHES

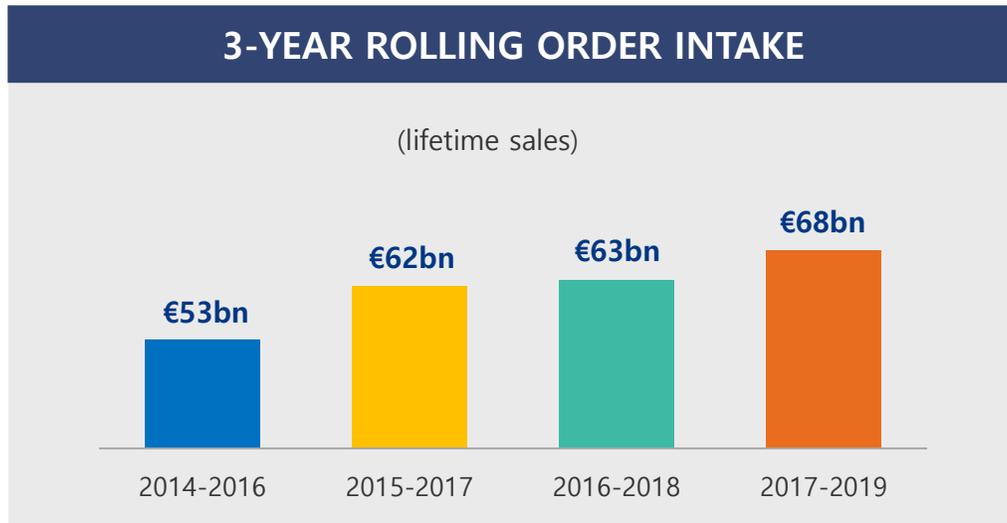
ZERO DEFECT QUALITY

100% ON-TIME

COMMERCIAL & AFTER-SALES

- > Over 600 customer feedbacks with average of 4 stars
- > 48 customer recognition awards for all Business Groups in all regions

# Strengthened customer satisfaction recognized through record order intake

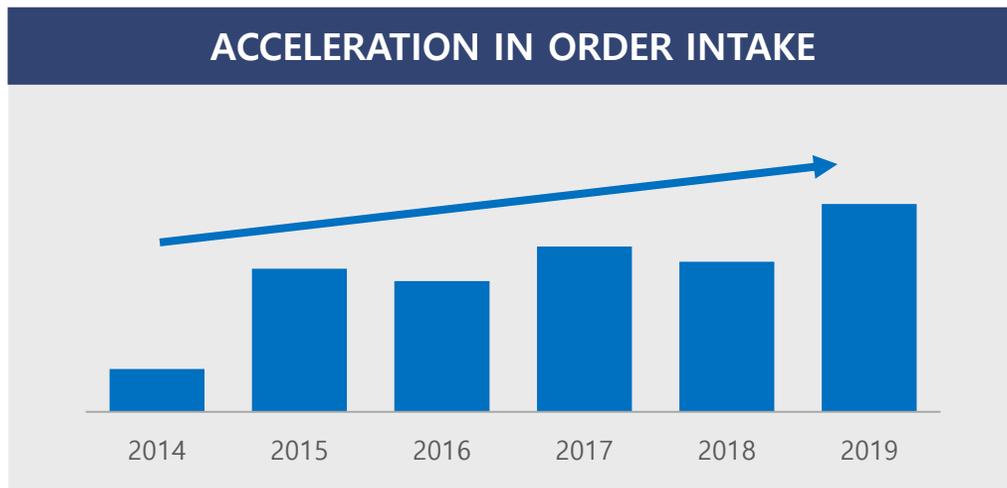


## > Record order intake in 2019

- Market share gains
- High profitability

## > New product lines represented 17% of 2019 order intake (vs. 12% in 2018):

- Commercial Vehicles and industry: €1.6bn
- Faurecia Clarion Electronics: €1.9bn
- Two orders for fuel cell tanks and systems



# Strong Convictions are the basis of our CSR approach

*"As a company, we believe that acting responsibly is key to ensure the sustainable development of our ecosystem for the future generations.*

*By acting responsibly, we create long-term value for all our stakeholders and ensure the sustainability of our business and the planet.*

*This is the reason why we have defined our Convictions"*

## WE ARE CONVINCED THAT

Environmental issues pose a serious challenge for humanity

The world is in a state of permanent disruption

Diversity is a strength

Companies must have a positive impact on society

Power must have a counterbalance

Short-term thinking jeopardizes future generations

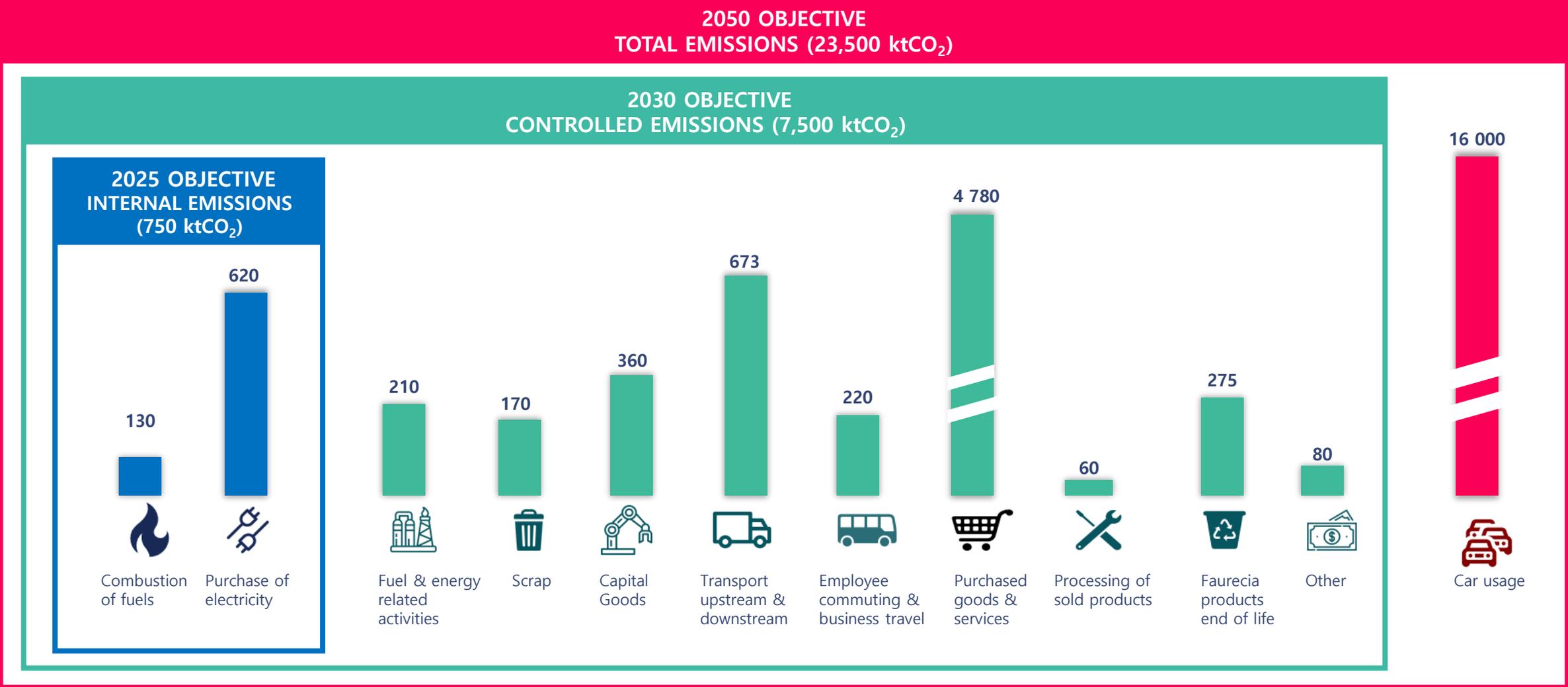
# Strengthened key transversal initiatives for Convictions

<b>CONVICTIONS</b>  <b>INITIATIVES</b>	<b>Environmental issues pose a serious challenge for humanity</b>	<b>Companies must have a positive impact on society</b>	<b>The world is in a state of permanent disruption</b>	<b>Power must have a counterbalance</b>	<b>Diversity is a strength</b>	<b>Short-term thinking jeopardizes future generations</b>
<b>CO<sub>2</sub> Neutral</b>	■	■	■	■	□	■
<b>Foundation</b> for mobility education and environment	■	■	□	□	■	■
Strategic innovation for <b>Sustainable Mobility</b> and <b>Cockpit of the Future</b>	■	□	■	□	□	■
<b>Inclusive Culture</b> to attract, develop and retain diverse talents	□	■	□	■	■	□
<b>Total Customer Satisfaction</b> for long term partnerships	■	□	□	■	□	■
<b>Learning Organization</b> to anticipate future disruption	□	■	■	■	■	■

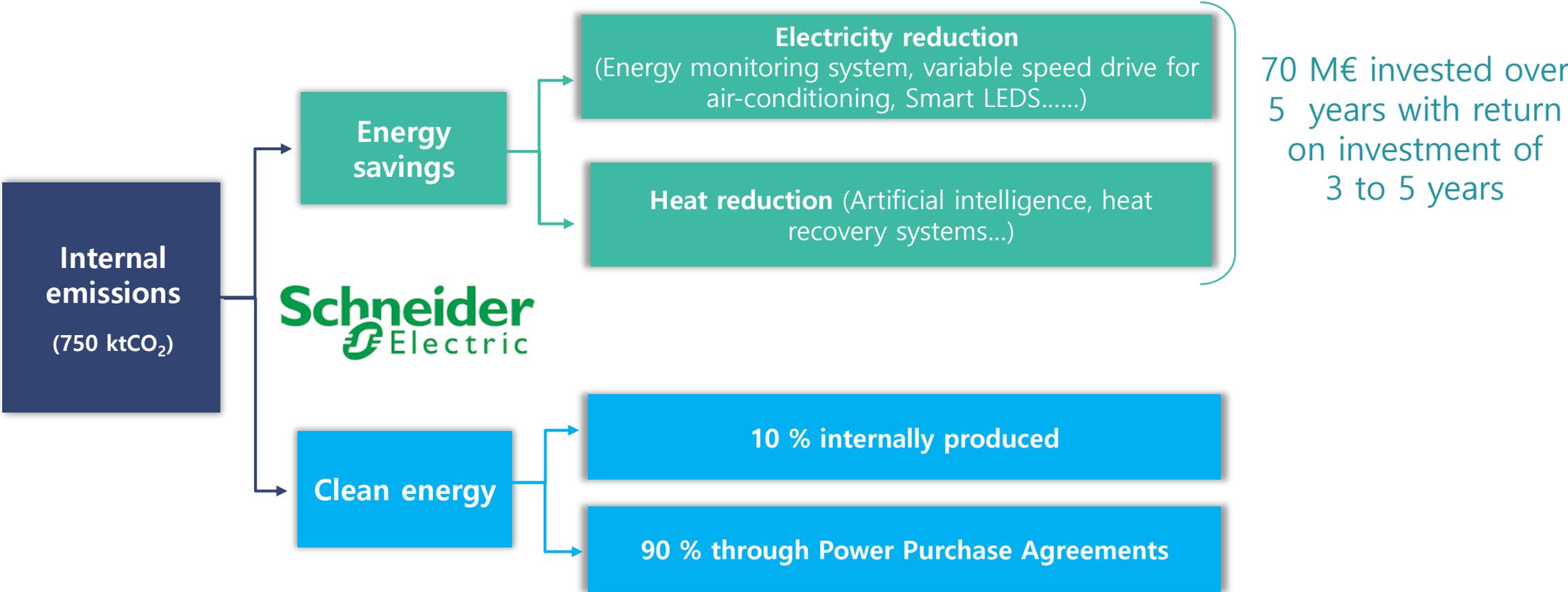


# Ambitious roadmap for CO2 neutrality with strong action plan and three stages

Faurecia FY 19 Emissions (in kilo tons CO<sub>2</sub> equivalent)



# Roadmap for reduction of internal emissions supported by Schneider Electric for speed and technology



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VOTING RESULTS

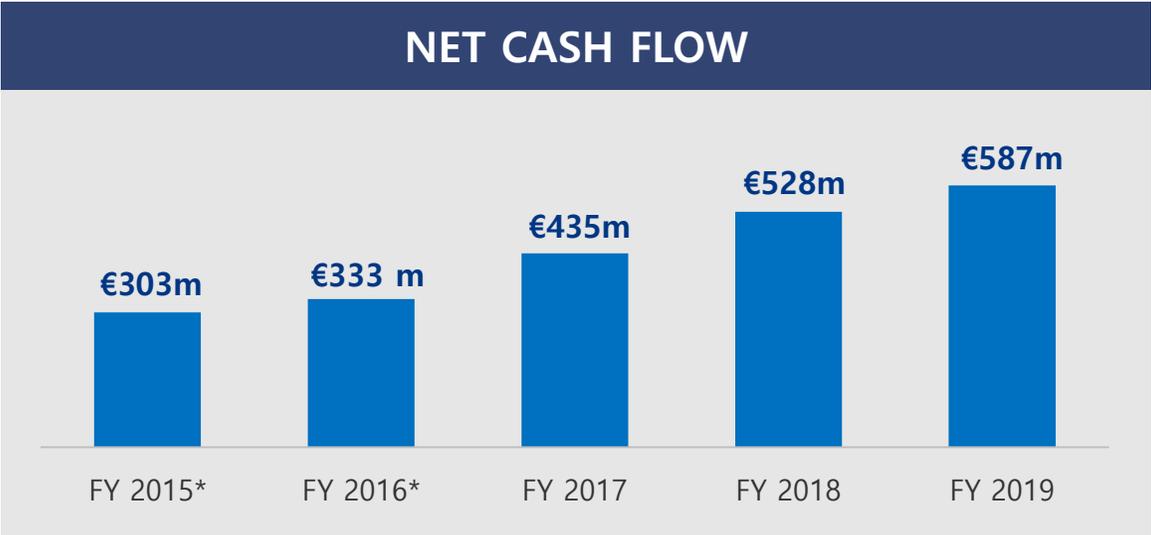
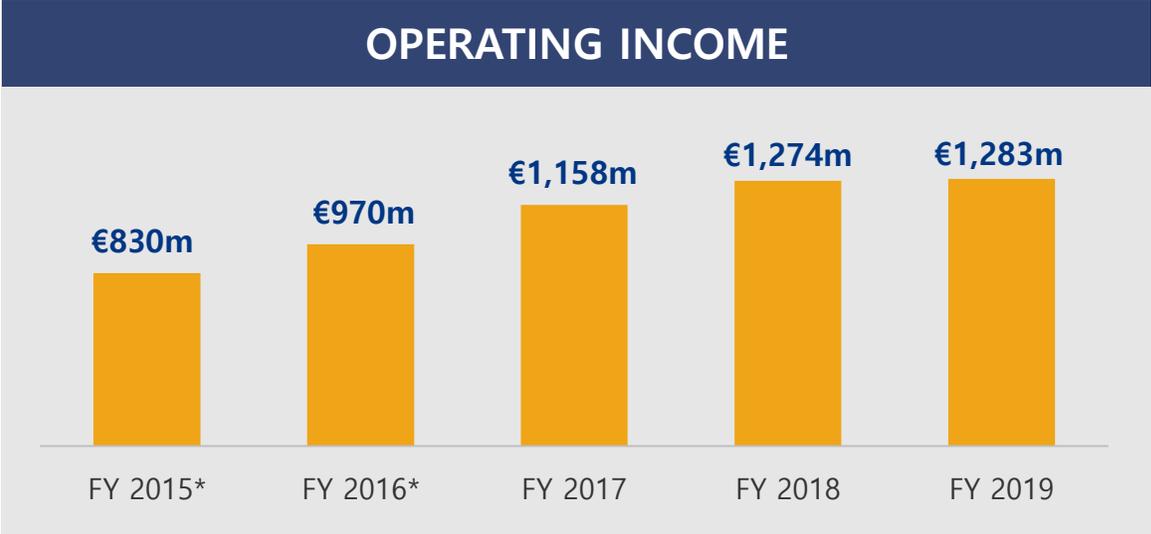
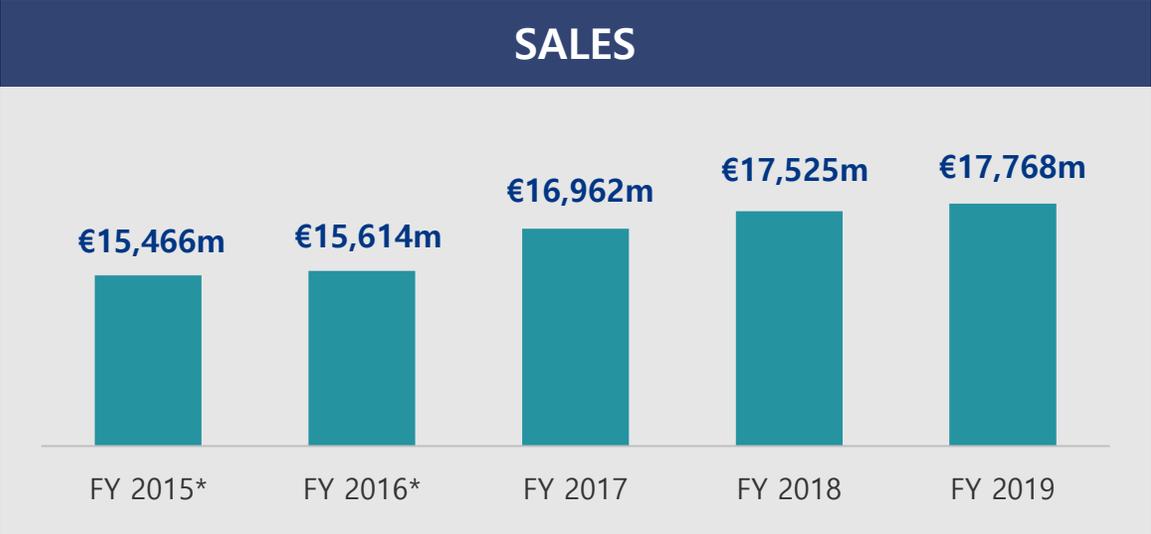
# All targets achieved despite a challenging environment

> All 2019 financial targets were achieved despite the worsening of the environment throughout the year :

- In February, worldwide automotive production was estimated down -1%
- In fact, it was down -5.8%\* (miss of 4.3m vehicles, of which 1.6m in China)

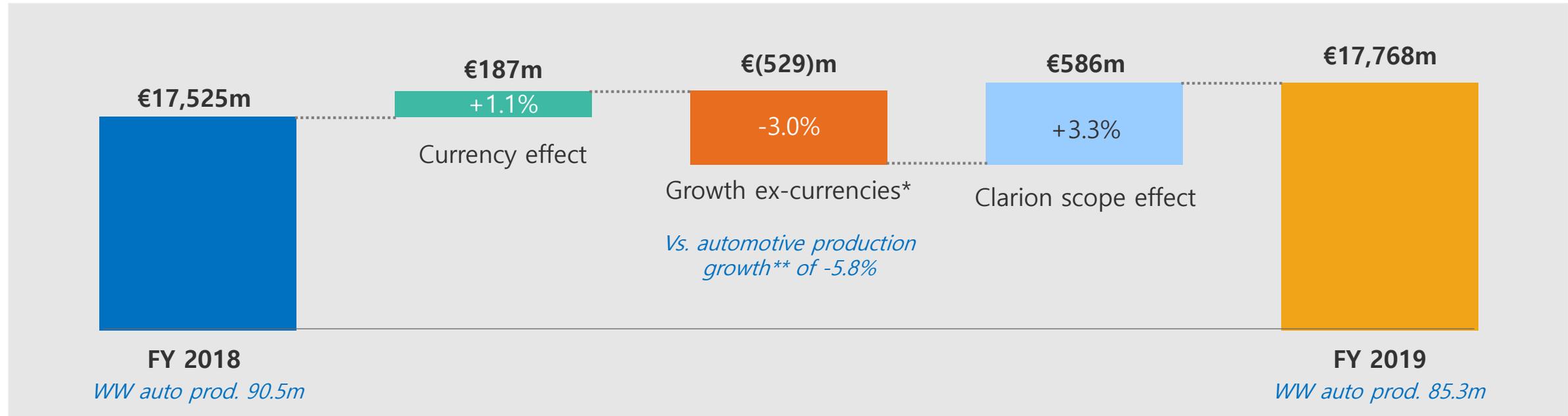
SALES	PROFITABILITY	NET CASH FLOW
€17,768m Outperformance of 280bps vs. worldwide automotive production	€1,283m 7.2% of sales (7.4% excl. Clarion consolidation)	€587m Strong cash generation

# Continued improvement in performance over the past five years



\* Restated for the disposal of the Automotive Exteriors business

# Sales at €17.8Bn, outperformance of 280bps



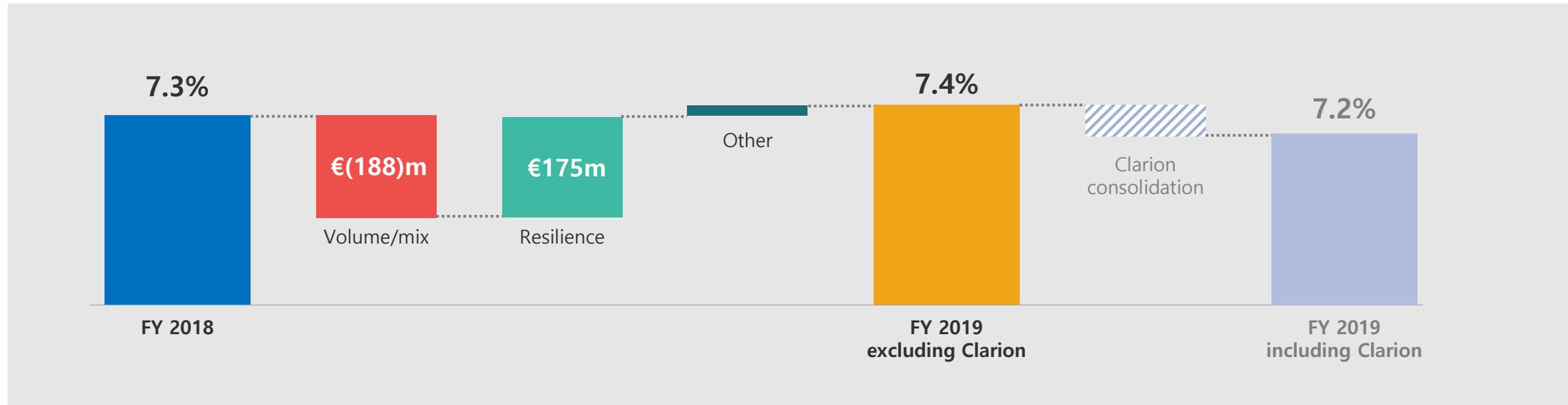
> Limited currency effect of +1.1%

> Sales outperformance of +280bps at constant currencies:

- **Interiors** and **Clean Mobility** participated to the Group's outperformance, with +490bps and +500bps outperformance respectively
- **Seating** underperformed the market due to the expected negative effect of the end of productions (EoPs)
- **Europe, Asia** and **South America** have outperformed the market (by +120bps, +910bps et +970bps respectively)
- **North America** underperformed the market due to the impact from EoPs and the GM strike during the second half

> Scope effect of +3.3% from the consolidation of Clarion since April 1

# Confirmed resilient performance with operating margin at 7.2%, or 7.4% excluding Clarion consolidation



- > **Resilience actions put in place as early as H2 2018 have broadly offset the negative impact from volume/mix due to the market deterioration:**
  - Operational flexibility through direct and indirect headcount management
  - Rationalization and optimization of industrial footprint
  - Tight management of manufacturing and SG&A fixed costs strengthened since July 2018
  - Continued benefits from the three global cost optimization programs
- > **Clarion first consolidation had a dilutive impact of 20bps on the Group's operating margin**

# Net income at €590m, impacted by higher restructuring and Clarion-related costs

in €m	FY 2018	FY 2019	Change
<b>Operating income (before amort. of acquired intangible assets)</b>	<b>1,274</b>	<b>1,283</b>	<b>+0.7%</b>
Amort. of intangible assets acquired in business combinations	(11)	(56)	
<b>Operating income (after amort. of acquired intangible assets)</b>	<b>1,263</b>	<b>1,227</b>	<b>-2.9%</b>
Restructuring	(101)	(194)	
Other non-recurring operating income and expense	(47)	(20)	
Net interest expense & Other financial income and expense	(164)	(219)	
<b>Income before tax of fully consolidated companies</b>	<b>952</b>	<b>794</b>	<b>-16.6%</b>
Income taxes	(190)	(167)	
<i>as % of pre-tax income</i>	<i>(20.0%)</i>	<i>(21.0%)</i>	
<b>Net income of fully consolidated companies</b>	<b>762</b>	<b>627</b>	<b>-17.7%</b>
Share of net income of associates	31	38	
<b>Consolidated net income before minority interest</b>	<b>793</b>	<b>665</b>	<b>-16.2%</b>
Minority interest	(93)	(75)	
<b>Consolidated net income, Group share</b>	<b>701</b>	<b>590</b>	<b>-15.8%</b>

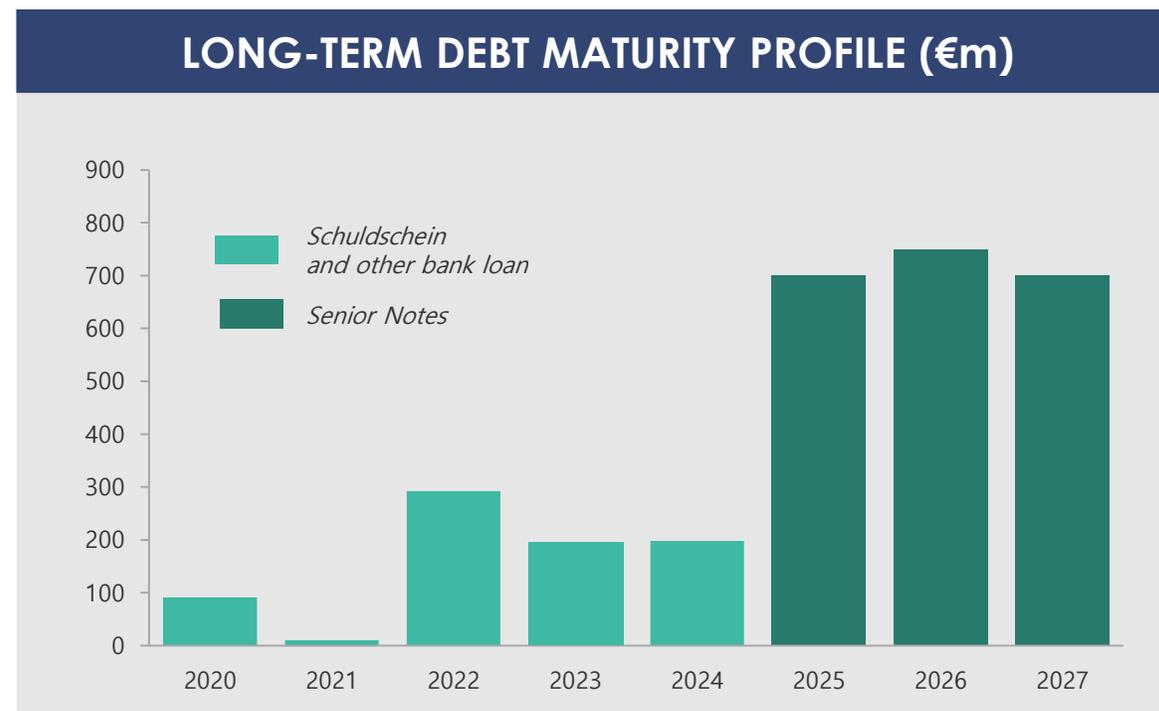
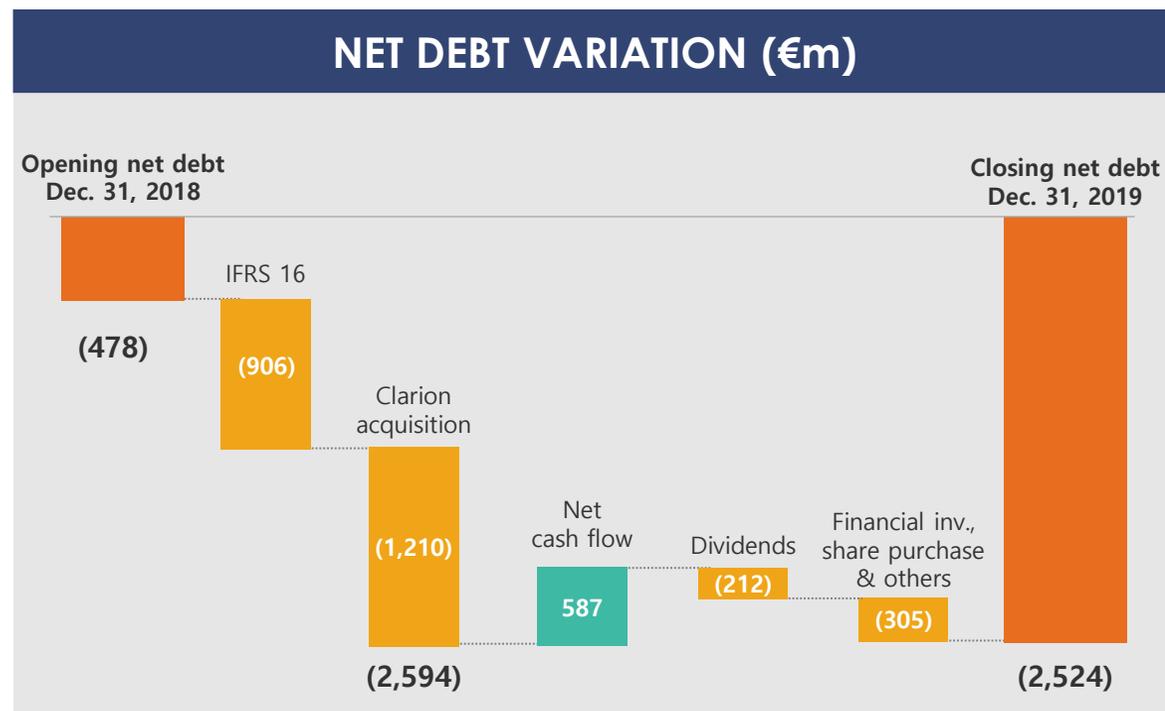
- > **The net deterioration of €(158)m of income before tax is mainly explained by:**
  - The increase in restructuring expenses of €(31)m (excluding Clarion) to adapt to the challenging environment
  - Acquisition & integration costs related to Clarion for €(150)m, of which:
    - €33m of goodwill amortization (for 9 months)
    - €(16)m of acquisition & integration costs
    - €(39)m of net financial expenses
    - €(62)m of restructuring expenses
  
- > **Excluding Clarion, net income stood at €722m, up 3% year-on-year**

# Net cash flow up 11%, to €587m

in €m	FY 2018	FY 2019	Change
<b>Operating income</b>	<b>1,274</b>	<b>1,283</b>	<b>+0.7%</b>
Depreciation and amortization, of which:	867	1,121	
. Amortization of R&D intangible assets	399	438	
. Other depreciation and amortization	468	683	
<b>EBITDA</b>	<b>2,141</b>	<b>2,404</b>	<b>+12.3%</b>
Capex	(673)	(685)	
Capitalized R&D	(593)	(681)	
Change in WCR	80	166	
Change in factoring	(61)	(57)	
Restructuring	(93)	(166)	
Financial expenses	(108)	(197)	
Taxes	(261)	(296)	
Other (operational)	97	99	
<b>Net cash flow</b>	<b>528</b>	<b>587</b>	<b>+11.2%</b>
Dividends paid (incl. mino.)	(211)	(212)	
Share purchase	(48)	(29)	
Net financial investment & Other	(296)	(1,486)	
IFRS16 impact		(906)	
<b>Change in net debt</b>	<b>(26)</b>	<b>(2,046)</b>	

- > **EBITDA up +12.3%**, mostly due to the application of IFRS16 as of January 1, 2019
- > **Strict control of capex**
- > **Capitalized R&D** increase mainly reflected FCE
- > **Restructuring** included closure of 20 plants in 2019
- > **Financial expenses** reflected IFRS16 impact, Clarion acquisition and one-offs due to refinancing operations
- > **Net financial investments** mainly included the acquisition of Clarion, the investment in Symbio and the stake increase in Coagent from 50.1% to 100%
- > The first application of IFRS16 has increased the Group's net debt by €906m

# Strong financial discipline allowed us to enter 2020 in good conditions



### > At December 31, 2019:

- Net debt-to-EBITDA ratio at 1.05x (incl. IFRS16 impact)
- Strong financial flexibility through €1.2bn undrawn credit facility (Maturity in June 2024)

### > Successful financing of recent acquisitions:

- Clarion financing achieved @ 2.6% average cost
- SAS financing achieved through €250 million additional Senior Notes due 2026, issued at a yield of 2.4%

### > Successful pricing of €700m bonds due 2027 @ 2.375% and anticipated repayment of €700m 3.625% bonds due 2023

### > Average cost of LT debt < 2.5%

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**2020: RESILIENCE IN AN UNPRECEDENTED CRISIS**

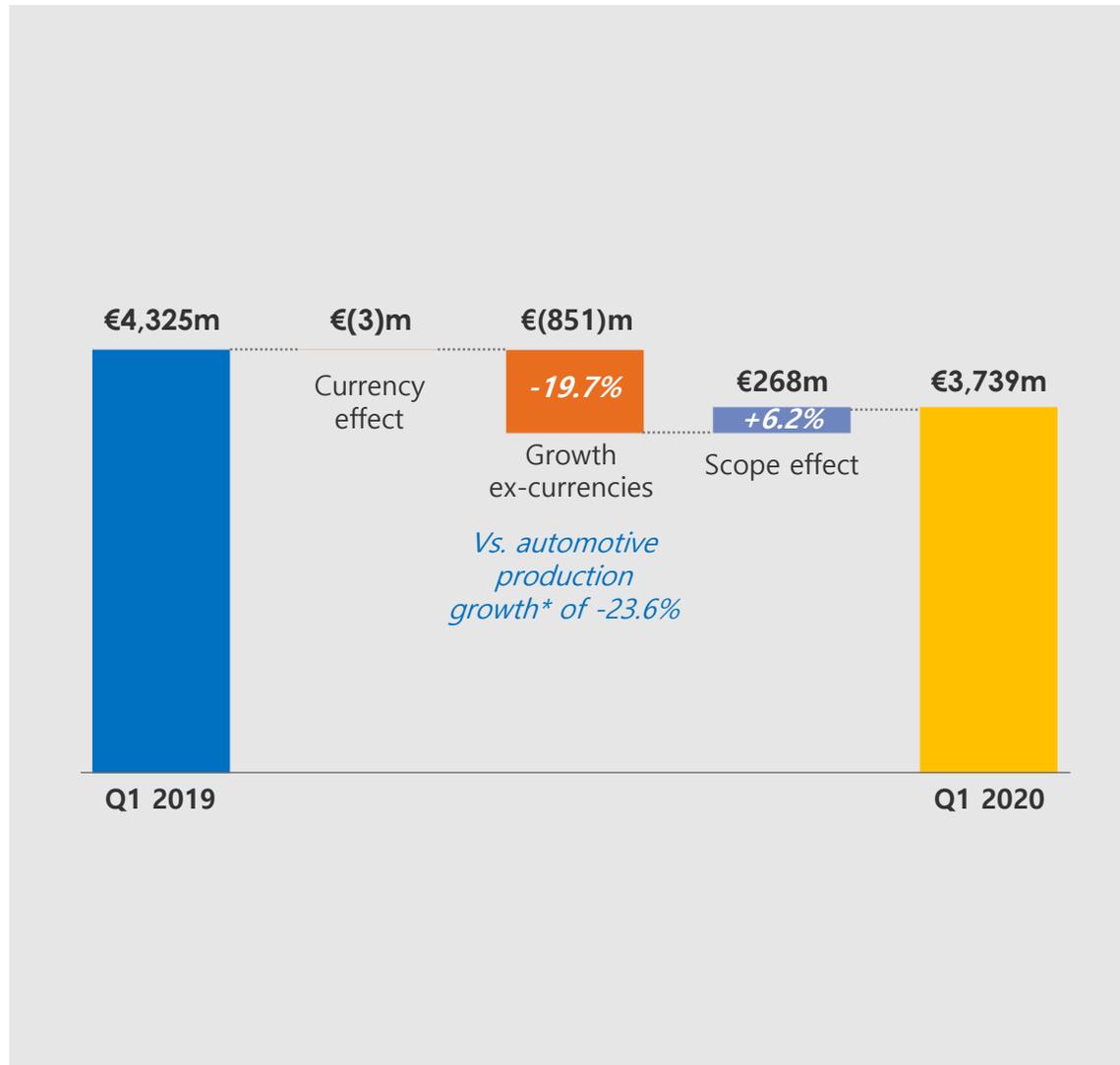
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# Q1 sales impacted by Covid-19 disruption

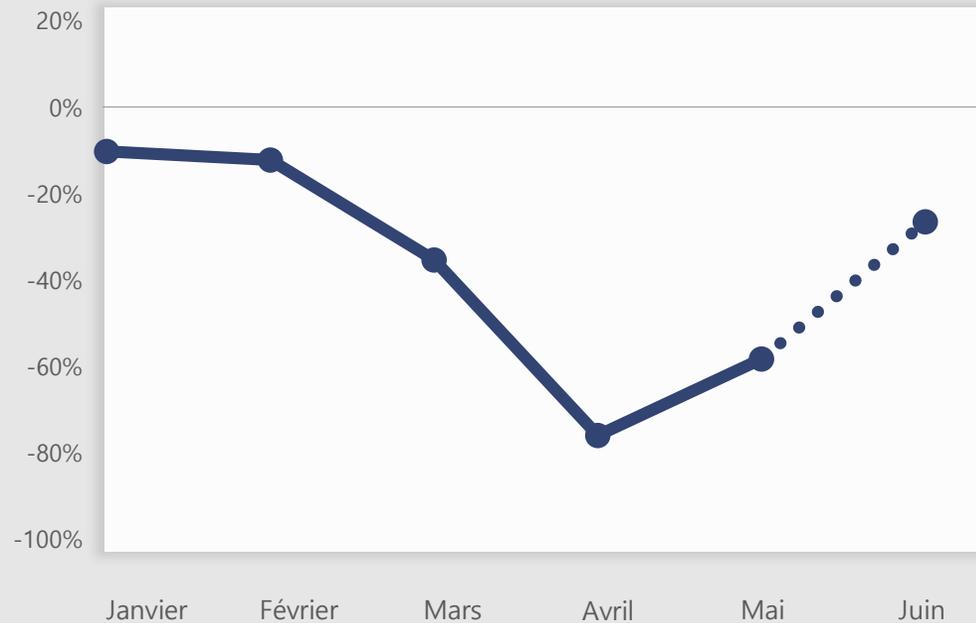


- > Sales down 19.7% excluding currencies and scope effect → **outperformance of 390bps**
- > Activity slowdown related to the Covid-19 outbreak impacting:
  - China throughout the quarter, with a low point in February
  - All other regions as from March
- > Sales down 13.5% on a reported basis, including a positive scope effect from :
  - Clarion for 3 months (€167m)
  - SAS for 2 months (€101m)

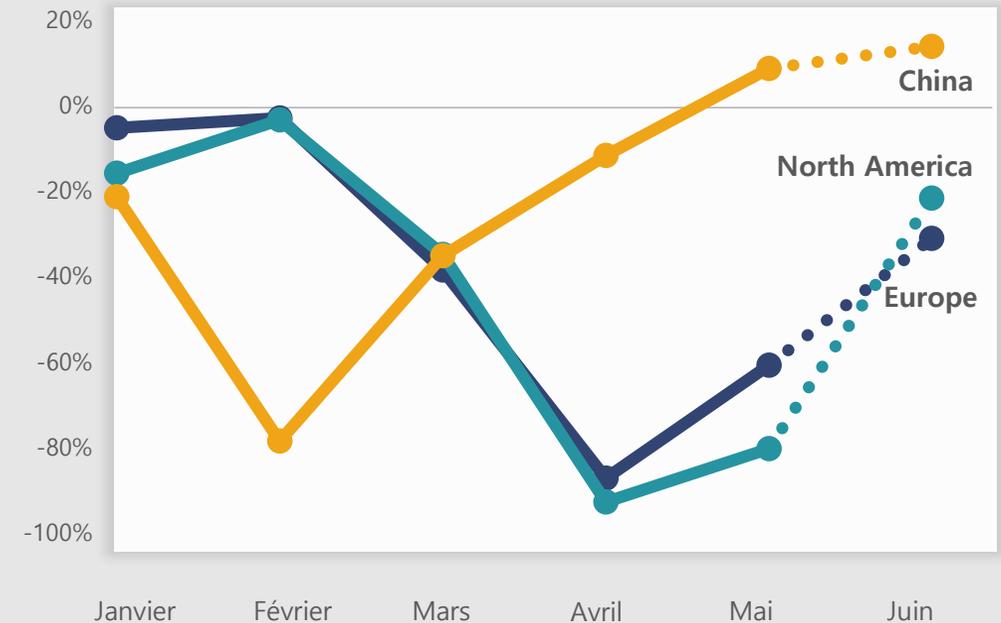
# Sales recovery since March in China and since May in Europe and North America

## MONTHLY SALES AT CONSTANT SCOPE AND EXCHANGE VS RATES 2019

### GROUP



### BY REGION



- > **Q2 sales expected to be down by c. -50 %\***  
(broadly in line with IHS Markit's latest market forecasts)
- > **H1 sales expected to be down by c. -35 %\***  
(broadly in line with IHS Markit's latest market forecasts)

- > **Sales in China above previous year sales from May**
- > **Gradual recovery of sales in Europe and North America since May**

# Three priorities to adapt to an unprecedented crisis

**#1** Safe restart of production

**#2** Manage liquidity and maintain a healthy financial structure

**#3** Increase the resilience of the Group and lower the break-even point

# Priority #1

## Safe restart of production

### INTERNAL MEASURES

- > **Comprehensive set of procedures and behaviors for all sites**
  - Mandatory personal protective equipment, including masks, gloves, glasses and disinfectant
  - Required personal protection practices
  - Considerations regarding daily life and social behaviors
- > **Full autonomy in mask production rapidly established through vertical integration with ability to produce 8 million masks and 80,000 visors per month**
  - Ability to support supply chain and communities beyond Faurecia needs
- > **Close collaboration with suppliers including sharing of all internal practices, guidelines and procedures**
- > **Ability to re-install safe protection measures within 48 hours should this be necessary**



# Priority #1

## Safe restart of production

### SOLIDARITY INITIATIVES

- > Donation of masks and gowns to Wuhan Hospitals in China
- > Donation of 100,000 masks in France to Colmar hospital and an additional 100,000 masks from Faurecia China
- > Faurecia Foundation donation to two French charities
  - “Tous unis contre le virus” (support for healthcare workers)
  - “Gardons le lien” (maintaining links between families and patients)
- > 70% of faceshield production donated to “Les Visières de l’Espoir”
- > Local initiatives in many sites to support local communities and customers



## Priority #2

# Manage liquidity and maintain a healthy financial structure

### > Strong cash management

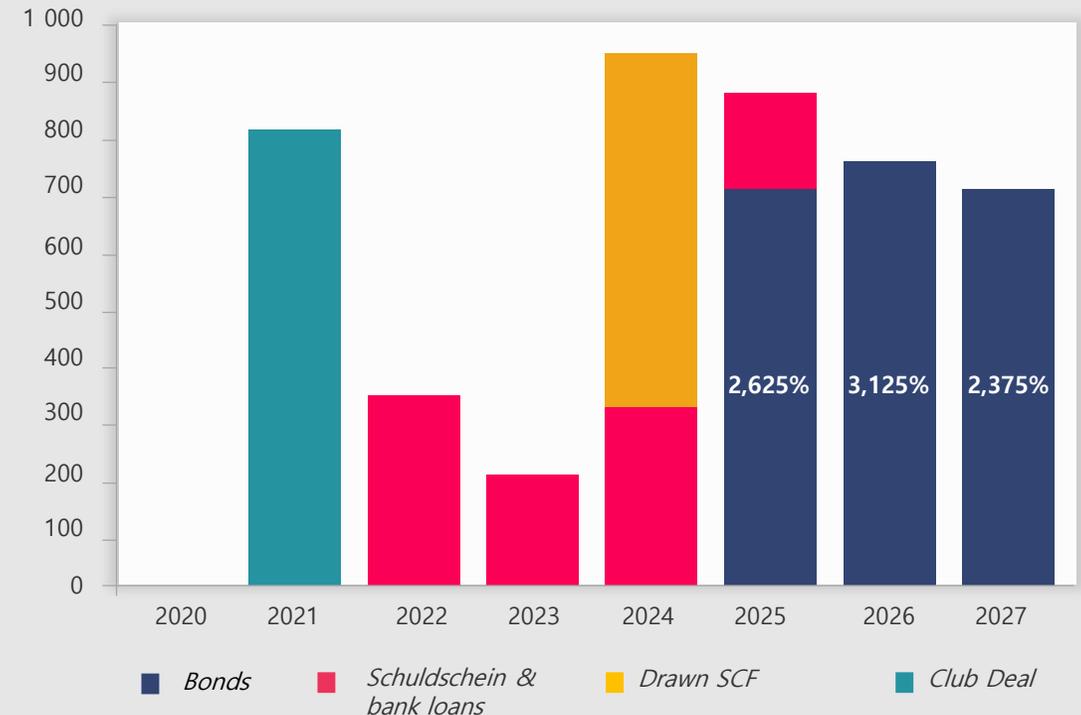
- Daily monitoring of cash position
- €2.2bn cash available end of Q1, including the €600m recently drawn down from the €1.2bn syndicated credit line

### > Additional measures to protect liquidity

- €800m Club Deal, signed on April 10th
- Board decision to cancel 2020 dividend
- New bilateral lines underway

### > Refinancing of Club Deal envisaged during the second half of 2020 to extend the long term debt maturity

### CURRENT LONG-TERM DEBT MATURITIES (€m)



> Average cost of long-term debt < 2.5%

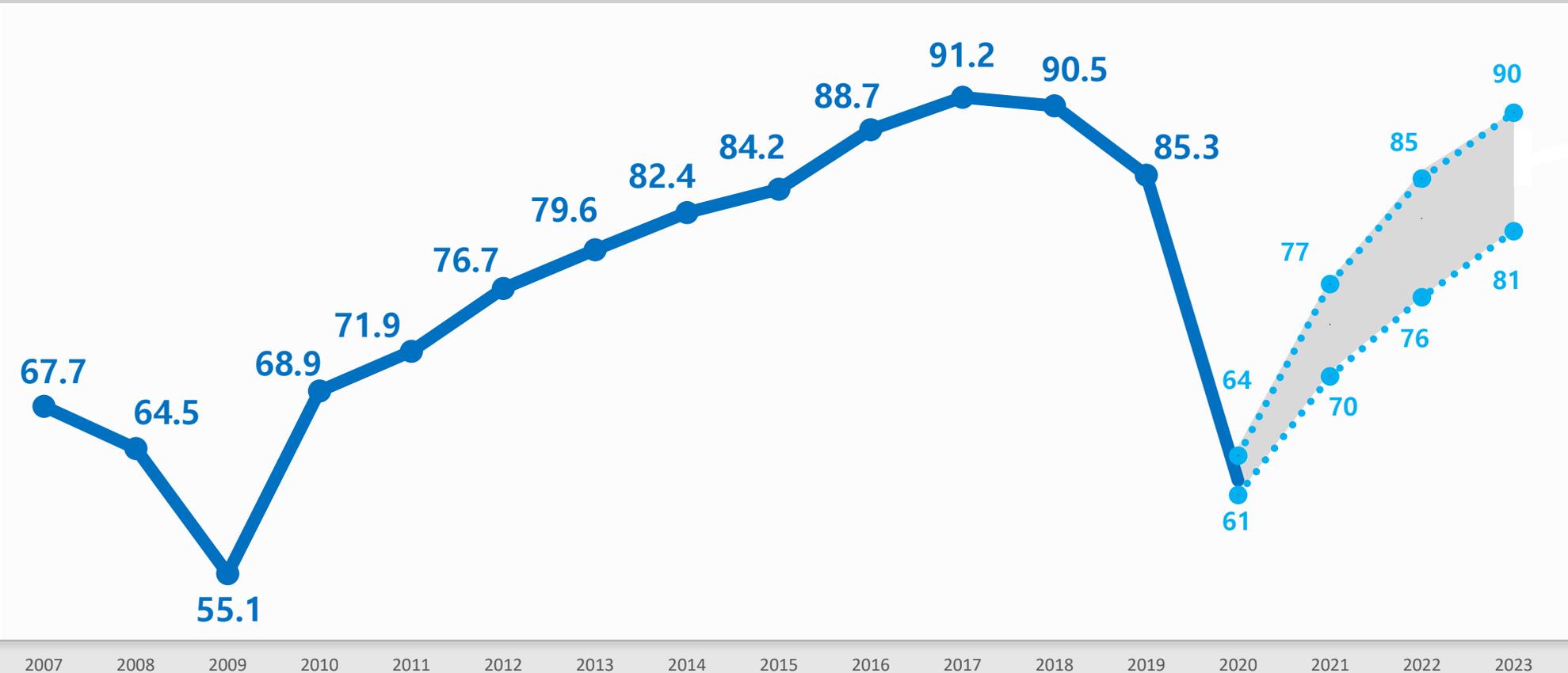
## Priority #3

# Increase the resilience of the Group and lower the break-even point

- > **Focus on 14 product lines (compared to 18 previously)**
  
- > **Continue to deploy transversal cost-saving initiatives**
  - Global Business Services concentrated in 5 global platforms
  - Improved R&D efficiency
  - Acceleration of digital transformation and reduction of internal CO<sub>2</sub> emissions
  - Optimised use of single information system
  
- > **Increased agility of organization and management processes**
  - Ongoing optimisation of industrial footprint
  - High agility with ability to open/close a site in less than 18 months
  - Strong reactivity of chinese teams to adapt tu an unprecedented situation in the local market

# Measures taken will enable Faurecia to benefit from the market recovery from 2021 despite the uncertainty

GLOBAL AUTOMOTIVE PRODUCTION, IN MILLIONS OF VEHICLES



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# An active and committed Board of Directors



**6**  
nationalities

**46%**  
female\*

**61.5%**  
independent\*

**2**  
employee  
representatives

**6**  
meetings\*\*

**96.55%**  
attendance  
rate

## EXPERIENCE & EXPERTISE

- > Faurecia activities
- > Automotive technologies
- > Industry
- > Banking, Finance and Risk Management
- > Artificial intelligence & digital
- > Governance and management of large companies
- > CSR
- > International and specific geographic markets
- > Leadership and crisis management

\* Excluding employee representatives

\*\* +1 meeting dedicated to Faurecia spin-off (without members affiliated with PSA)  
+1 meeting with independent Board members only

# Three committees in support of the Board

## AUDIT COMMITTEE

Chair



Odile  
**Desforges\***

Meetings

5

Attendance rate

100%

Members

Valérie Landon \*  
Olivia Larmaraud \*\*  
Emmanuel Pioche \*\*\*

## GOVERNANCE AND NOMINATIONS COMMITTEE



Michel  
**de Rosen\***

5

95%

Penelope Herscher \*  
Denis Mercier \*  
Philippe de Rovira \*\*

## COMPENSATION COMMITTEE



Linda  
**Hasenfratz\***

5

90%

Daniel Bernardino \*\*\*  
Peter Mertens \*  
Robert Peugeot \*\*

# Board evolution

## Renewal of Board members



**Michel de Rosen**  
Chairman of the Board  
Chair of the Governance and  
Nominations Committee

Independent Board member

French nationality

69 years old\*



**Odile Desforges**  
Chair of the Audit Committee

Independent Board member

French nationality

70 years old\*



**Linda Hasenfratz**  
Chair of the Compensation  
Committee

Independent Board member

Canadian nationality

54 years old\*



**Olivia Larmaraud**  
Member of the Audit  
Committee

Board member affiliated  
with PSA

French nationality

62 years old\*

**Proposal submitted to shareholders to  
extend age limit of the Chairman of the  
Board from 70 years to 75 years**  
(resolution twenty-seven)

# A strong, international, diverse and focused Executive Committee



**6** business and region  
EVPs

**7** support functions  
EVPs

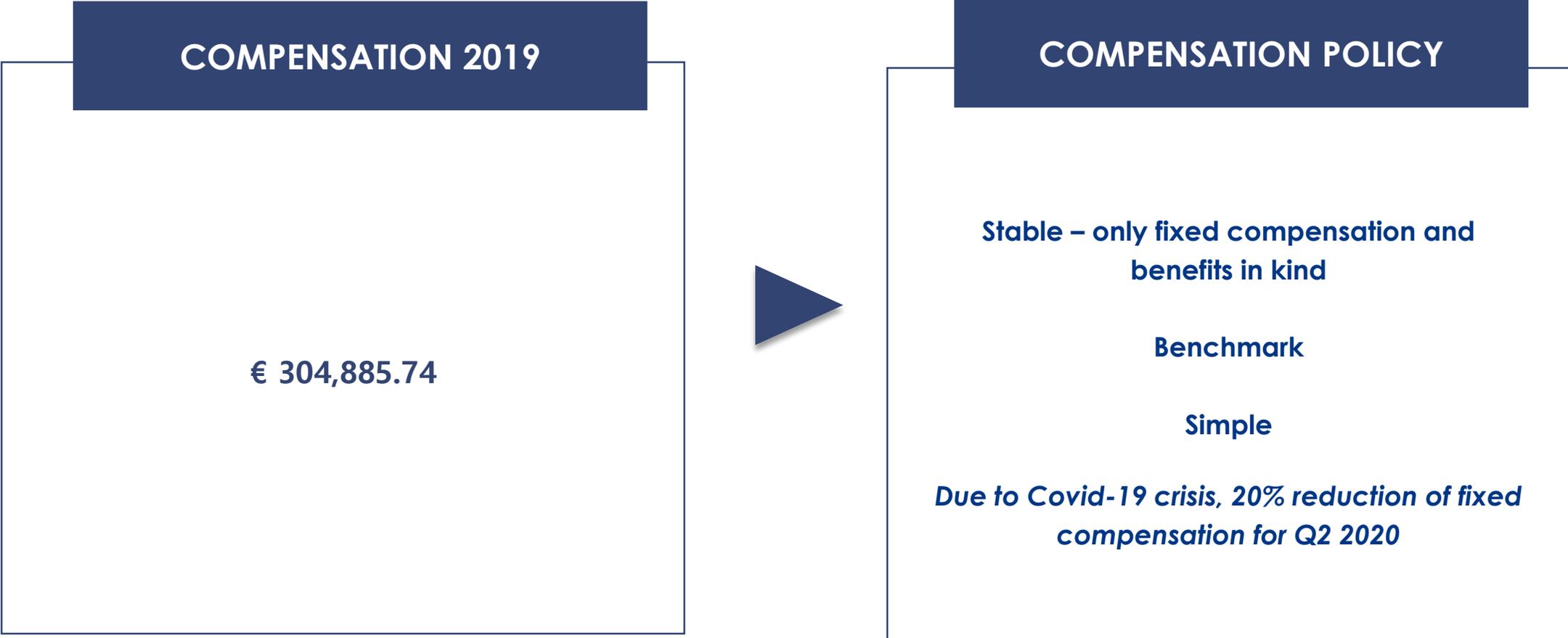
**50%**  
non-French

**14%**  
female

**53** years  
average age

**10** years  
average group  
seniority

# Compensation of the Chairman of the Board



# Compensation of the Chief Executive Officer

## 2019 MAIN COMPENSATION COMPONENTS

**Fixed compensation**  
**€862,500**

**Short term variable compensation**  
**€1,302,480**

**Long term variable compensation**  
**(performance shares)**  
**€1,534,078**



## 2019 SHORT TERM VARIABLE COMPENSATION

**Achievement of quantifiable criteria**  
**(operating income and net cash flow)**  
**120.6% out of 150% max.**

**Achievement of qualitative criteria**  
**(integration of Clarion and**  
**strategy execution): at maximum**  
**(multiplying effect of 1.2)**

# Compensation of the Chief Executive Officer

## > Context of CEO compensation policy review

- Contemplated Faurecia spin-off by PSA and need for management stability
- Retention of the CEO in a competitive context where executive officers receive or may receive signs of interest from other international groups

## > Material evolutions introduced to further protect the Company's interests : additional undertakings imposed on the CEO

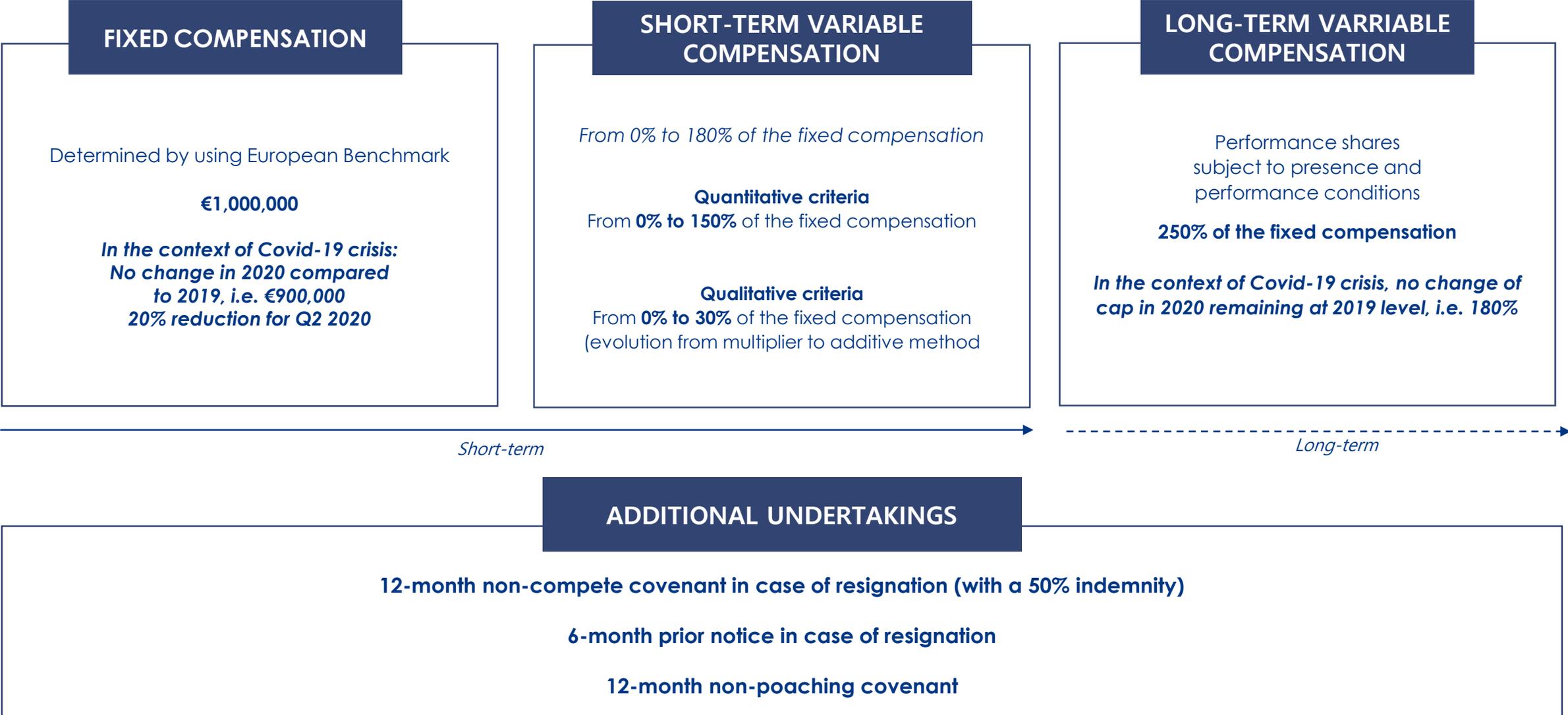
- in particular a 12-month non-compete covenant and a 6-month prior notice period in case of resignation

## > Consideration for these additional undertakings – competitiveness/benchmark

- Annual fixed compensation and reinforcement of the relative proportion of the LTI in the global structure of compensation
- Stabilization of fixed compensation amount and variable compensation caps (short and long term) until 2022 included

## > Due to Covid-19 crisis, upon the CEO's proposal, amended compensation (fixed and long-term) postponed to 2021. The other proposed evolutions, including the additional undertakings requested, remain applicable as of 2020.

# Compensation of the Chief Executive Officer



# Compensation of the Board members

## 2019 COMPENSATION

**€614,870 out of an envelope of €700,000**

## ENVELOPE 2020 ONWARDS

**Proposal to set the envelope at €900,000**

**Reasons for increasing the envelope:**

Change in Board composition in the context of the Faurecia spin-off

Compensation of the ad hoc committee put in place in the context of the Faurecia spin-off

## COMPENSATION POLICY

**Stability of compensation practices**

**Preponderant variable portion based on meeting attendance**

**Chairman, CEO and Board members representing the controlling shareholder do not receive compensation**

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**VOTING RESULTS**

# Voting results for ordinary resolutions

	Title	For	Against	Abstention	Result
<b>Resolution n°1</b>	Approval of the statutory financial statements for the financial year 2019	99.82%	0.18%	0.02%	<b>Approved</b>
<b>Resolution n°2</b>	Approval of the consolidated financial statements for the financial year 2019	99.98%	0.02%	0.02%	<b>Approved</b>
<b>Resolution n°3</b>	Appropriation of income for the financial year 2019	99.99%	0.01%	0.00%	<b>Approved</b>
<b>Resolution n°4</b>	No new regulated agreements in 2019	99.99%	0.01%	0.08%	<b>Approved</b>
<b>Resolution n°5</b>	Amendment of a regulated undertaking Pension of the Chief Executive Officer	98.59%	1.41%	0.00%	<b>Approved</b>

# Voting results for ordinary resolutions

	Title	For	Against	Abstention	Result
<b>Resolution n°6</b>	Renewal of Michel de Rosen as Board member	85.76%	14.24%	0.08%	<b>Approved</b>
<b>Resolution n°7</b>	Renewal of Odile Desforges as Board member	99.38%	0.62%	0.00%	<b>Approved</b>
<b>Resolution n°8</b>	Renewal of Linda Hasenfratz as Board member	99.14%	0.86%	0.00%	<b>Approved</b>
<b>Resolution n°9</b>	Renewal of Olivia Larmaraud as Board member	96.94%	3.06%	0.00%	<b>Approved</b>

# Voting results for ordinary resolutions

	Title	For	Against	Abstention	Result
<b>Resolution n°10</b>	Compensation envelope for Board members	99.99%	0.01%	0.00%	<b>Approved</b>
<b>Resolution n°11</b>	Compensation of executive and non executive officers (art. L. 225-37-3, I C.com)	99.14%	0.86%	0.00%	<b>Approved</b>
<b>Resolution n°12</b>	<i>Ex-post</i> on the Chairman of the Board of Directors' compensation for 2019	99.99%	0.01%	0.00%	<b>Approved</b>
<b>Resolution n°13</b>	<i>Ex post</i> on the Chief Executive Officer's compensation for 2019	96.47%	3.53%	0.00%	<b>Approved</b>

# Voting results for ordinary resolutions

	Title	For	Against	Abstention	Result
<b>Resolution n°14</b>	Compensation policy for Board members	99.99%	0.01%	0.00%	<b>Approved</b>
<b>Resolution n°15</b>	Compensation policy for the Chairman of the Board of Directors	99.99%	0.01%	0.00%	<b>Approved</b>
<b>Resolution n°16</b>	Compensation policy for the Chief Executive Officer	96.69%	3.31%	0.00%	<b>Approved</b>

# Voting results for ordinary resolutions

	Title	For	Against	Abstention	Result
<b>Resolution n°17</b>	Shares buyback	97.42%	2.58%	0.00%	<b>Approved</b>
<b>Resolution n°32</b>	Powers for formalities	99.99%	0.01%	0.00%	<b>Approved</b>

# Voting results for extraordinary resolutions

	Title	For	Against	Abstention	Result
<b>Resolution n°18</b>	Issuance of securities with PSR and capital increase by capitalization of profits, reserves and/or premiums	99.26%	0.74%	0.00%	<b>Approved</b>
<b>Resolution n°19</b>	Issuance of securities with removal of PSR through a public offering and compensation for securities tendered during a public exchange offer	98.18%	1.82%	0.00%	<b>Approved</b>
<b>Resolution n°20</b>	Issuance of securities with removal of PSR through a private placement	97.93%	2.07%	0.00%	<b>Approved</b>
<b>Resolution n°21</b>	Increase of the number of securities to be issued under resolutions 18, 19 and 20 in the event of excess demand	96.92%	3.08%	0.00%	<b>Approved</b>
<b>Resolution n°22</b>	Issuance of securities for the purpose of compensating contributions in kind with no PSR	99.46%	0.54%	0.00%	<b>Approved</b>

# Voting results for extraordinary resolutions

	Title	For	Against	Abstention	Result
<b>Resolution n°23</b>	Allocation of performance shares	95.13%	4.87%	0.00%	<b>Approved</b>
<b>Resolution n°24</b>	Issuance of securities to the benefit of employees, with removal of PSR	98.48%	1.52%	0.00%	<b>Approved</b>
<b>Resolution n°25</b>	Capital reduction by cancellation of shares	99.04%	0.96%	0.00%	<b>Approved</b>

# Voting results for extraordinary resolutions

	Title	For	Against	Abstention	Result
<b>Resolution n°26</b>	Ensuring compliance of the bylaws with Pacte law	99.71%	0.29%	0.00%	<b>Approved</b>
<b>Resolution n°27</b>	Amendment of the bylaws Age limit for the Chairman of the Board of Directors	99.14%	0.86%	0.00%	<b>Approved</b>
<b>Resolution n°28</b>	Amendment of the bylaws Making decisions via written consultations	99.92%	0.08%	0.00%	<b>Approved</b>
<b>Resolution n°29</b>	Amendment of the bylaws Thresholds crossing	78.57%	21.43%	0.00%	<b>Approved</b>

# Voting results for extraordinary resolutions

	Title	For	Against	Abstention	Result
<b>Resolution n°30</b>	Removal of the section related to bearer shares identification as this option is now provided by law	99.90%	0.10%	0.00%	<b>Approved</b>
<b>Resolution n°31</b>	Change in textual references in the event of change of codification	82.08%	17.92%	0.00%	<b>Approved</b>

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