

CAPITAL MARKETS DAY

Transformation in action



Paris – November 26, 2019

faurecia
inspiring mobility

Agenda

1

Faurecia transformation overview

2

Cockpit of the Future enabled by Faurecia Clarion Electronics

3

Accelerating transition to Clean Mobility Solutions

4

Growth and Resilience

5

Conclusion & Q&A

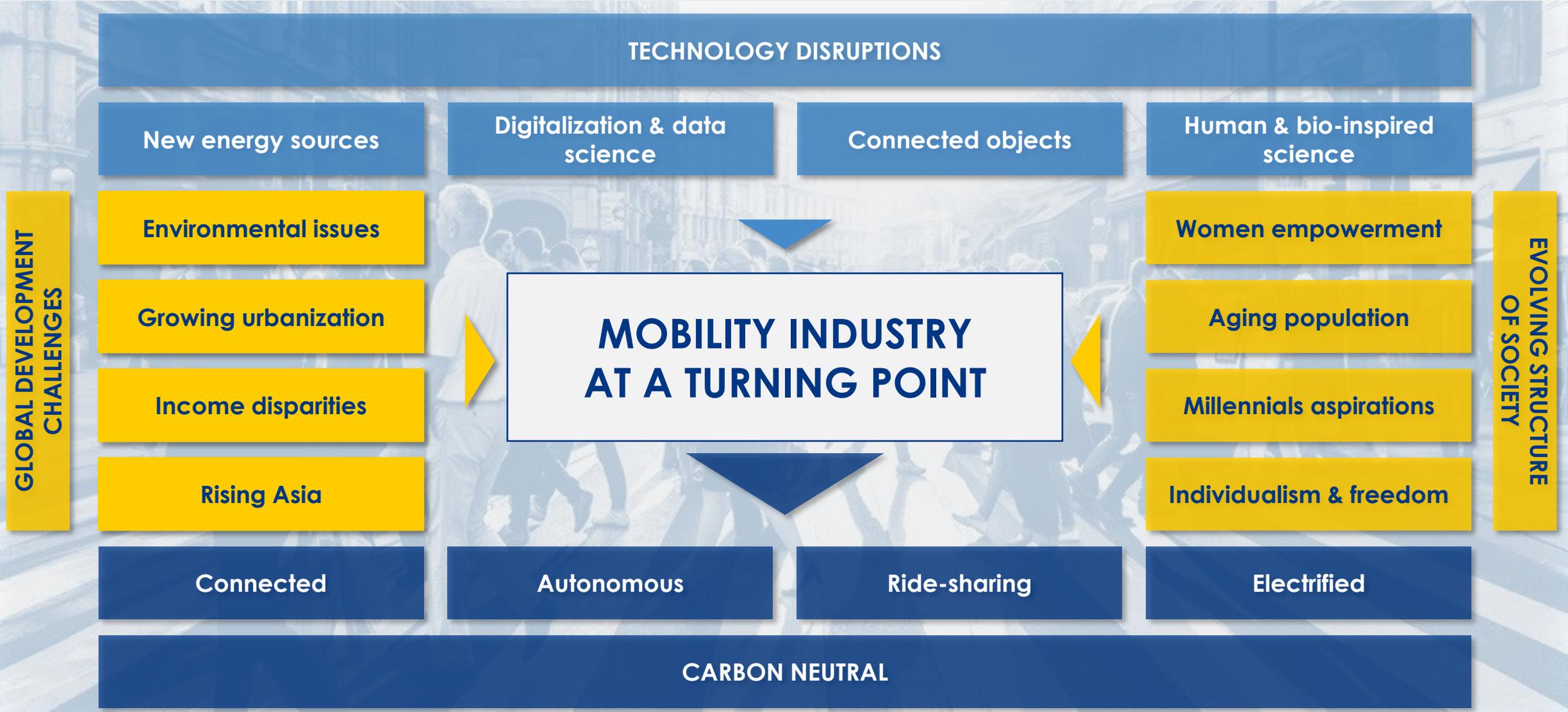


Transformation in action

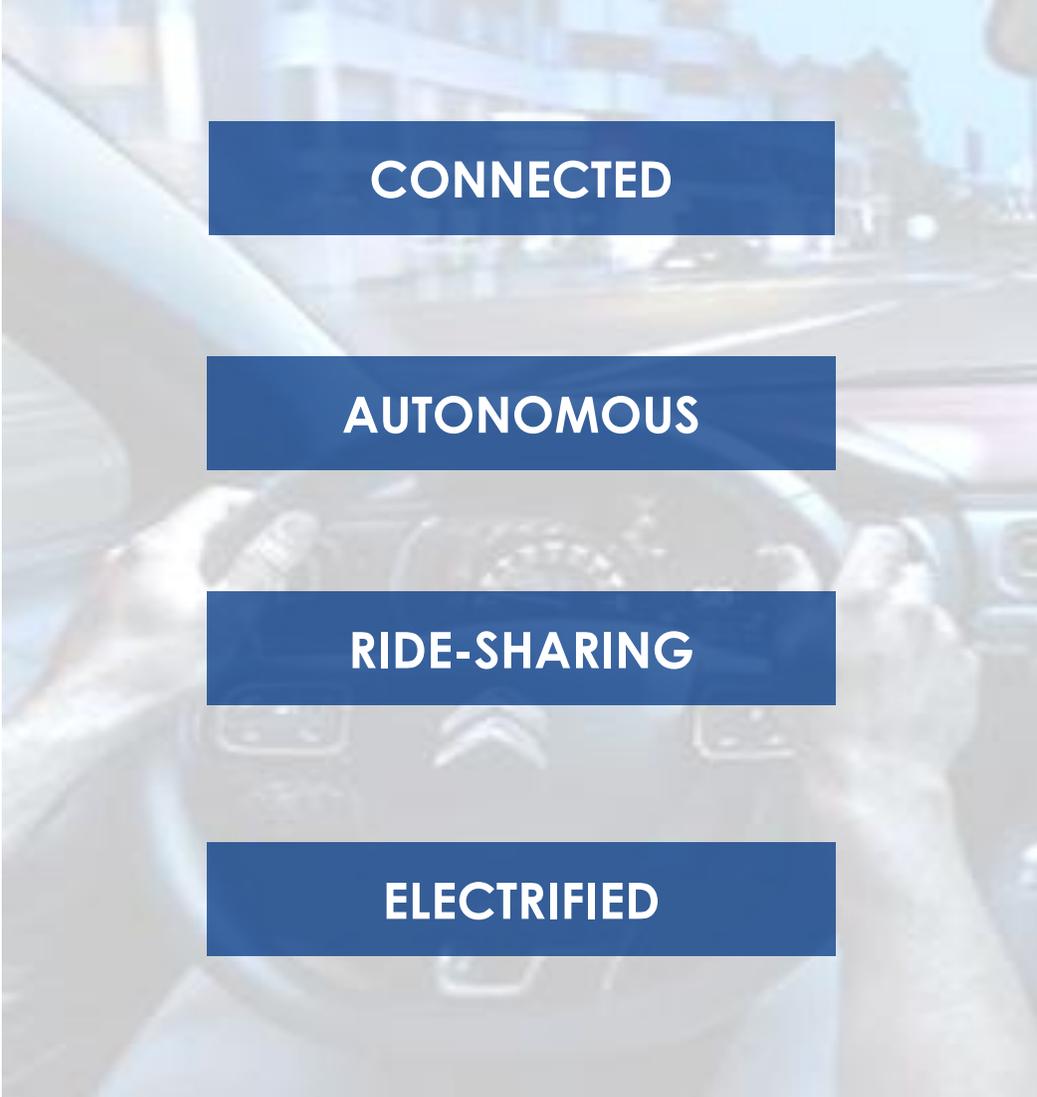
Patrick Koller
Chief Executive Officer



Mobility industry at the heart of major transformations



Main impacts of key trends on Faurecia's transformation strategy



CONNECTED

AUTONOMOUS

RIDE-SHARING

ELECTRIFIED

New products

- Accelerate development of innovation for powertrain electrification and invest in zero emission solutions
- Focus on short time-to-market technology bricks for the Cockpit of the Future adaptable to autonomous driving
- New functionalities through integrated electronics

New clients

- Rising Asian OEMs and influence of Chinese consumers
- Pure EV players
- Mobility operators, fleets and cities

New business models

- Increased role of personalized user experiences including direct access to consumer
- Upgradeability, retrofit and connected services
- Cybersecurity of connected products

Faurecia combining strategic transformation and operational excellence



**Transformation
& carbon
neutrality**

**Resilience
& execution**

Transformation strategy aligned with megatrends giving significant market opportunity

Sustainable Mobility

Solutions for fuel efficiency, air quality and zero emissions

Cockpit of the Future

Solutions for a connected, versatile and predictive cockpit

Addressable market
€46bn
in 2030

Addressable market
€73bn
in 2030

Accelerated investment in broad ecosystem and new competences



SINCE MAY 2018 INVESTOR DAY

SUSTAINABLE MOBILITY

- Partnership with **Michelin** for fuel cell systems

COCKPIT OF THE FUTURE

- Acquisitions of **Clarion**, **Creo Dynamics** and **Covatech**
- Project to acquire **SAS**
- Partnerships with **Microsoft**, **Aptoide**, **Devialet** and **Allwinner**

CYBERSECURITY

- Investment in **Guardknox** and technology platform in **Tel Aviv**

Expanded product line offer for Sustainable Mobility and Cockpit of the Future

SUSTAINABLE MOBILITY

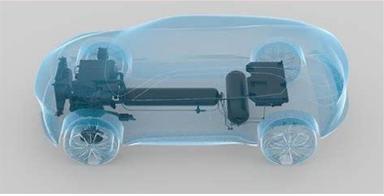
PASSENGER VEHICLES



DUAL POWER ELECTRIC VEHICLES



FUEL CELL ELECTRIC VEHICLES



COMMERCIAL VEHICLES & HIGH HORSEPOWER



SMART MATERIALS



ADAS



COCKPIT OF THE FUTURE

COMPLETE SEATS



SEAT STRUCTURE SYSTEMS



COVERS & FOAM SOLUTIONS



COMFORT & WELLNESS SOLUTIONS



INTERIOR MODULES



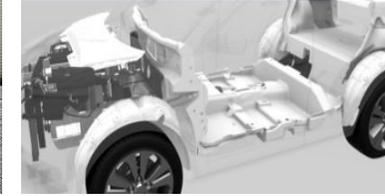
INSTRUMENT PANELS



DOOR PANELS & CENTER CONSOLES



ACOUSTIC SYSTEMS



COCKPIT DOMAIN CONTROLLER



IMMERSIVE EXPERIENCES



DISPLAY TECHNOLOGIES



DECORATION & INTERIOR LIGHTING



Broader and more diversified customer portfolio

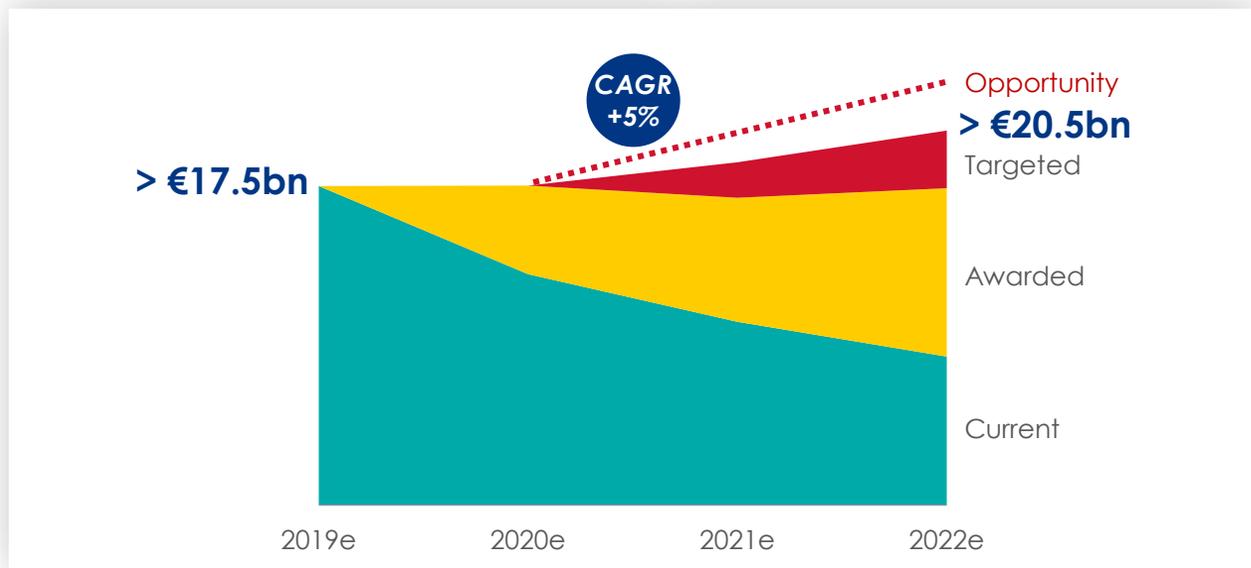
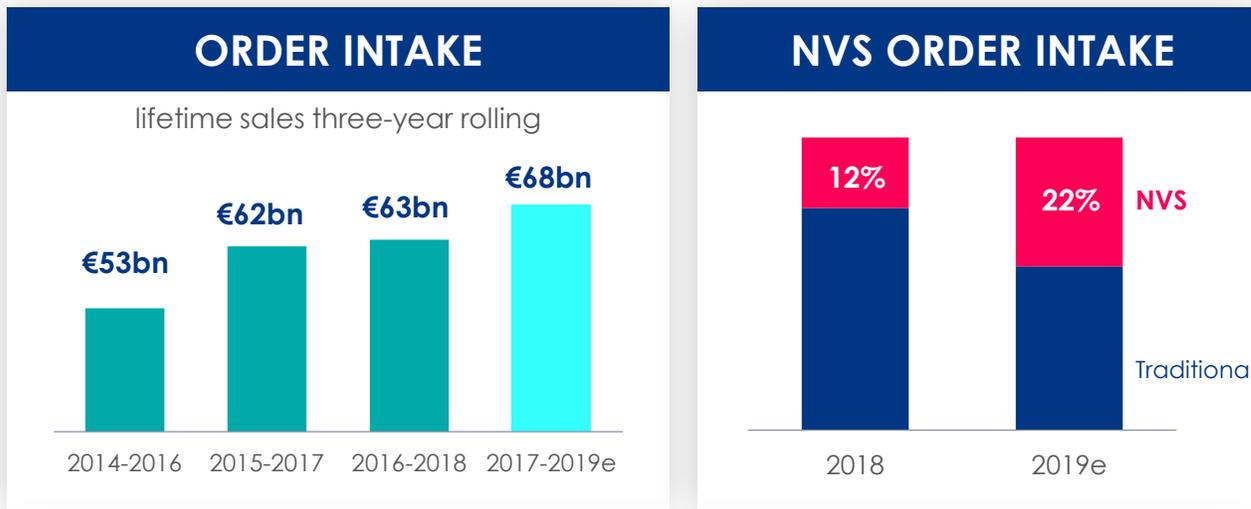
MASS MARKET OEMS	PREMIUM OEMS	CHINESE OEMS	CV & HHP	NEW ENTRANTS

Global approach to Total Customer Satisfaction



Record order intake leading to sales of > €20.5bn in 2022

Increasing share for New Value Spaces*



- Expected record 2017-2019 order intake reflecting continuous market share gains
- New Value Spaces order intake at 22% in 2019 vs. 12% in 2018
- Commercial Vehicles and HHP order intake at > €1.5bn
- 2 awards for fuel cell tanks and systems
- Strong acceleration in FCE order intake in 2019
- Strong profitability of order intake
- China expected to resume growth as from 2020 and remains at the core of Faurecia's strategy development

Delivering on financial targets despite headwinds through resilience initiatives and cost management

- All financial targets met in 2018 despite headwinds in H2
- 2019 targets confirmed despite market deterioration throughout the year: currently estimated at c. -6% versus c. -1% estimated in February

SALES

FY 2019 sales at constant currencies should outperform worldwide automotive production between 150 and 350bps

(excluding Clarion consolidation)

PROFITABILITY

FY 2019 operating income should increase in value and operating margin should be at least 7% of sales

(including Clarion consolidation as from April 1)

NET CASH FLOW

FY 2019 net cash flow should be at least €500m

(including Clarion consolidation as from April 1)

Currency assumptions: USD/€ @ 1.13 and CNY/€ @ 7.71, on average

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

Six transversal initiatives to respond to our Convictions and to anticipate the next disruption

	Environmental issues pose a serious challenge for humanity	Companies must have a positive impact on society	The world is in a state of permanent disruption	Power must have a counterbalance	Diversity is a strength	Short-term thinking jeopardizes future generations
Carbon Neutral by 2030						
Faurecia Foundation for mobility, education and environment						
Strategic innovation for Sustainable Mobility and Cockpit of the Future						
Inclusive Culture to attract, develop and retain diverse talents						
Total Customer Satisfaction for long term partnerships						
Learning Organization to anticipate future disruption						

Implications of PSA-FCA merger project

- **PSA has been an active and supportive shareholder for Faurecia over the years**
- **The combination of PSA and FCA would create the #1 customer for Faurecia, similar in size to VW Group, providing new opportunities for value through platforms, innovation and footprint**
- **Faurecia would benefit from an enhanced market profile, based on a larger free float, increased liquidity and higher visibility**
- **Faurecia continues to focus on deploying its strategy**

Record targets for sales, profitability and cash generation in 2022

- Targets will be achieved despite significantly lower than expected market volumes: 2022 volumes forecasted at a lower level than 2020 volumes estimated in May 2018
- Market assumptions: 2020 volume slightly negative vs. 2019 and c. +1% in 2021 and 2022

2022 FINANCIAL TARGETS

SALES
> €20.5bn

**OPERATING
MARGIN**
8% of sales

NET CASH FLOW
4% of sales

Takeaways

- **Faurecia strategy for the Cockpit of the Future and Sustainable Mobility is relevant and is being deployed at a sustained pace**
- **Maintaining a good balance between execution and transformation allows Faurecia to deliver its financial targets even in a difficult environment**
- **Faurecia is ready for the next chapter in its development**

Cockpit of the Future enabled by Faurecia Clarion Electronics

Mathieu Devillard
SVP Cockpit of the Future



Cockpit of the Future Vision



FAURECIA LEADING POSITION IN SEATING...



... AND INTERIORS



·faurecia



COMPETENCES

- Advanced safety
- Perceived quality & seamless integration
- Comfort
- Acoustics & sound management
- Thermal management
- Ambient lighting
- Smart surfaces

CREATION OF FAURECIA CLARION ELECTRONICS





COMPETENCES

- Electronics & software
- Sensors & computer vision
- Artificial Intelligence & connected solutions
- Systems integration
- Display integration

PROJECT TO ACQUIRE SAS



COMPETENCES

- Full interior systems architecture
- Expanded systems integration offer for all interior modules
- Expanded network of just-in-time and just-in-sequence delivery

STRONG INNOVATION ECOSYSTEM

MAHLE

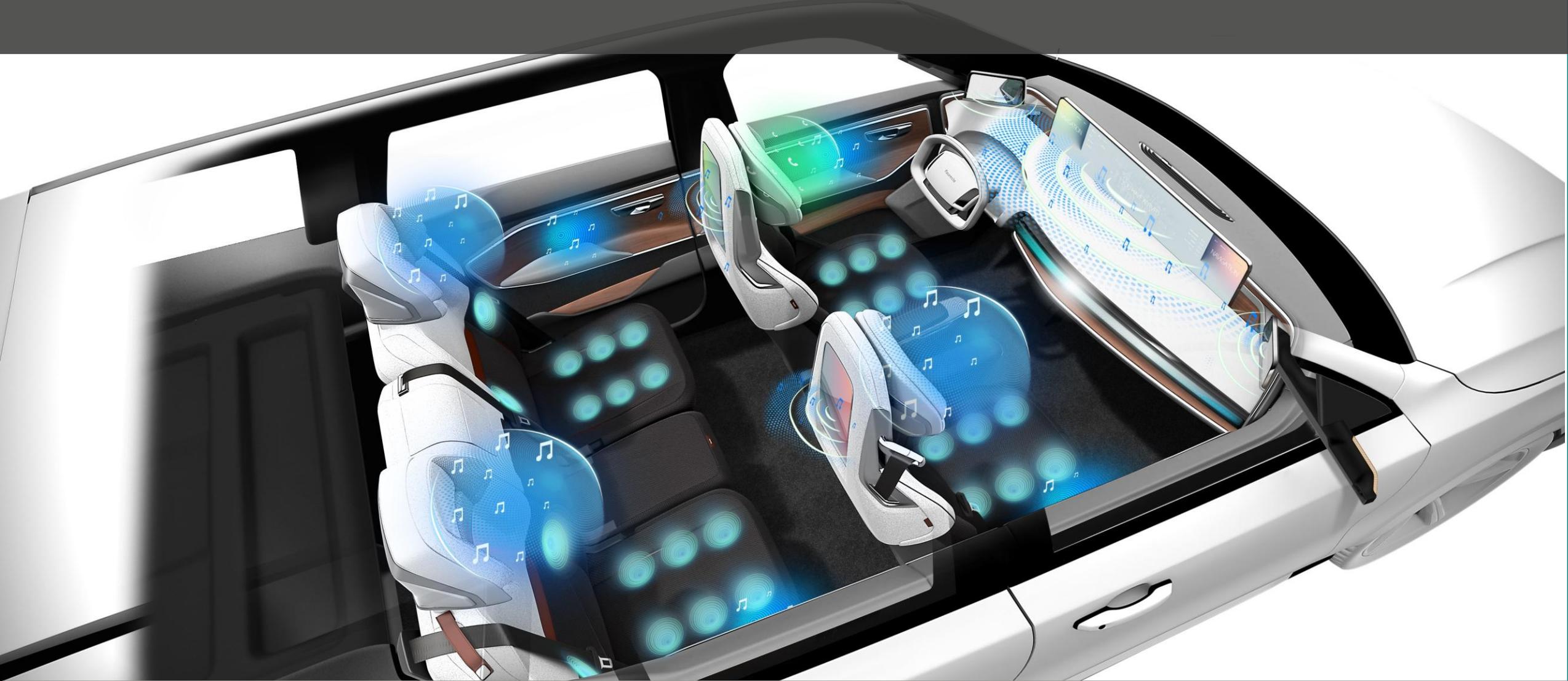


Microsoft

accenture



... TO ENABLE THE COCKPIT OF THE FUTURE VISION



Cockpit of the Future enabled by Faurecia Clarion Electronics

Jean-Paul Michel
Deputy EVP Faurecia Clarion Electronics
Frantz Lohier
CTO Faurecia Clarion Electronics



Faurecia Clarion Electronics integrates recent acquisitions of Clarion, Parrot, Coagent, Covatech and Creo Dynamics



1,600 engineers
7,100 employees
o/w **70%** in LCC



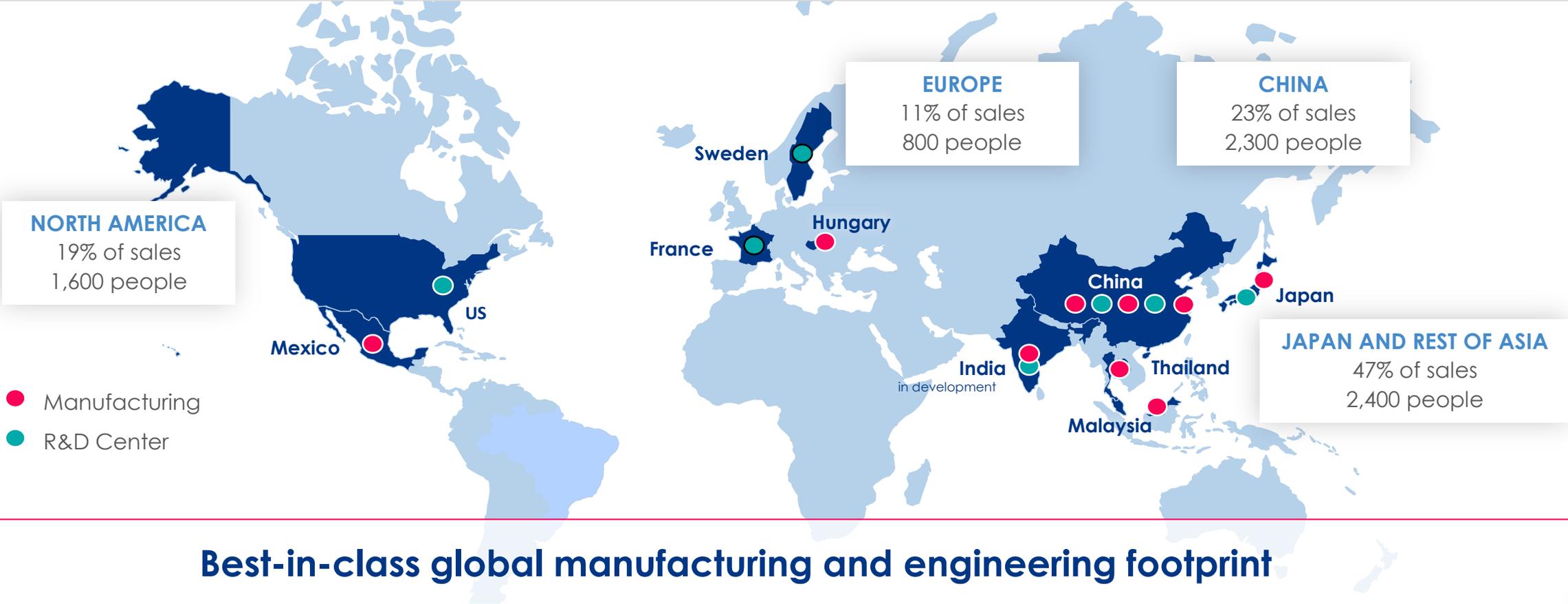
€1bn sales
(proforma* 2019e)



Over **10 years**
of experience with
Embedded **Android**



100m+ vehicles
equipped worldwide



Best-in-class global manufacturing and engineering footprint

*April to Dec. 2019 sales + additional estimated 3 months sales

Four product lines aligned with Cockpit of the Future and Sustainable Mobility

COCKPIT DOMAIN CONTROLLER



- In-Vehicle Infotainment
- Rear Seat Entertainment Systems
- Universal/Remote Tuner
- Apps Store

DISPLAY TECHNOLOGIES



- Small & Medium Displays
- Large & Multiple Display Modules

IMMERSIVE EXPERIENCES



- Sound Systems & Branded Audio
- Occupant Monitoring Systems
- Personalized Cockpit Experiences

ADAS



- e-Mirror & Surround View Systems
- Automated & Autonomous Parking Systems
- Advanced Driving Systems

No legacy business and key positioning on high-growth segments

Complementarity of integrated companies and ecosystem

	3 tier-one entities			+	2 tech-based acquisitions		+	ecosystem
	Parrot AUTOMOTIVE	Coagent	Clarion		CREO DYNAMICS	COVA		
COCKPIT DOMAIN CONTROLLER	Android OS Universal tuner	AliOS DuerOS Tencent	Linux OS					Guard KNOX, Aptoide, ALLWINNER
DISPLAY TECHNOLOGIES		Small & medium displays	Large & multiple displays			Optical Bonding		
IMMERSIVE EXPERIENCES	Voice recognition		Digital sound		Active Noise Cancellation			DEVIALET, Microsoft
ADAS			Sensor fusion & computer vision		Aerodynamics & acoustics			outsight

Two priorities

**Accelerate growth
in four product lines**

**Aggressive roadmap
for
cost competitiveness**

Cockpit Domain Controller (CDC)

Personalized infotainment for all occupants

Accelerate growth
in four product lines

In-Vehicle Infotainment

Rear-Seat Entertainment
Systems

Universal/Remote
Tuner

Apps Store



Cockpit Domain Controller (CDC)

Market Segments & Portfolio

Accelerate growth
in four product lines

PRODUCT
DESCRIPTION

IN-VEHICLE INFOTAINMENT (IVI)

- 3 primary segments:
 - Premium:** IVI & Cluster powered by single hardware managing several displays
 - Mid-range:** embedded navigation system
 - Entry range:** display audio for smartphone mirroring only

REAR-SEAT ENTERTAINMENT SYSTEMS

- Dedicated **infotainment ECU and displays for rear seats**

UNIVERSAL/ REMOTE TUNER

- Radio ECU** with universal support standard (FM, DAB, HD radio, etc.)
- Stand-alone product** for reduced system cost through cabling optimization

APPS STORE

- Base of **downloadable apps** allowing new revenue streams shared between OEMs, app creators and app store
- Payment infrastructure** for monetization of pay-as-you-go use cases

MARKET
TRENDS

- Increase in Android penetration** from 24% in 2019 to 42% in 2025
- HW/SW unbundling**, with entry of EMS players on build-to-print

- Mostly option market for **large & premium vehicles** segment
- Increasing computing capabilities** creating opportunities for **apps and games**

- Increase in penetration** from 3% in 2019 to 12% in 2025 driven by OEM's desire to:
 - **Simplify CDC evolutions** (tuning system more stable over time)
 - **Simplify antenna management**

- Increase in Android penetration** from 24% in 2019 to 42% in 2025
- 28% of vehicles equipped with apps store in 2025** (premium and mid-range IVI)

MARKET
SIZE 2025

€17,100m
+4%

€300m
+3%

€600m
+27%

€300m
+18%

CAGR
20-25

Cockpit Domain Controller (CDC)

Ambition and Unique Selling Proposition

Accelerate growth
in four product lines

AMBITION

IN-VEHICLE INFOTAINMENT (IVI)

Opportunistic

- Develop low-cost entry and mid-range segments and high-end for China

Segment profitability +
Technology advantage ++

REAR-SEAT ENTERTAINMENT SYSTEMS

Top 3

- Reach **20% market share** with major OEMs in this large vehicle/premium segment

Segment profitability ++
Technology advantage +++

UNIVERSAL/ REMOTE TUNER

Top 3

- Consolidate global leadership** (target 30% market share) thanks to next Gen ASIC

Segment profitability +++
Technology advantage +++

APPS STORE

Leader

- Become the leading automotive pure player** in apps Market (excluding Apple and Google) targeting OEMs adopting Android

Segment profitability +++
Technology advantage ++

USP

- Single processor** piloting **IVI and digital cluster**
- Short time to market**
- Global footprint** to address local players
- Cybersecurity** leadership

- Premium integration** and synergies with Seating
- Best performance and features** with apps market

- Unique proprietary ASIC** (Octopus)
- Software Defined Radio:** architecture expandable to new radio standards
- AI-assisted** radio navigation with SmartZap

- JV with **Aptoid**, 2nd largest app ecosystem on Android:
- Global availability with regional adaptability and custom app bundling by OEM
 - Cost efficient
 - Data privacy secured

2019-2025 CAGR
+16%

2025 SALES
> €1,000m

2025 MARKET SHARE
6%

Display Technologies

Highly customizable advanced display solutions

Accelerate growth
in four product lines

Small & Medium
Displays

Large & Multiple Display
Modules



Display Technologies

Market Segments & Portfolio

Accelerate growth
in four product lines

PRODUCT
DESCRIPTION

SMALL & MEDIUM DISPLAYS

- **Up to 12"3 display surface** mainly for central console
- **Scalable tactile interface** featuring HMI function (e.g. proximity, haptic feedback etc.)

LARGE & MULTIPLE DISPLAY MODULES

- **Combined display surface in excess of 12"3 and up to 49"**
- **Single or multiple** display configuration
- Up to **3D free-forming**

MARKET
TRENDS

- Penetration for interactive display from 30% in 2019 to 40% in 2025
- Expansion towards **multimodal configuration**
- Generalization of **hybrid/remote** & **redundant** HMI

- Primarily for **premium and high-end** vehicles
- **"X in 1"**: Large surface to be achieved with single display
- Generalization of **high perceived quality materials** (glass lens, optical bonding)

Optical bonding becoming mainstream at c. 50% application

MARKET
SIZE 2025

CAGR
20-25

€19,000m
+13%

€3,100m
+21%

Display Technologies

Ambition and Unique Selling Proposition

Accelerate growth
in four product lines

AMBITION

SMALL & MEDIUM DISPLAYS

Opportunistic

- Focus on integration capabilities and key-accounts

Segment profitability +
Technology advantage +

LARGE & MULTIPLE DISPLAY MODULES

Top 3

- Leader in large and 3D-Shaped display configurations (XL & "X in 1")

Segment profitability +++
Technology advantage +++

DIFFERENTIATING TECHNOLOGY & INTEGRATION EXPERTISE

Leadership position in optical bonding, investment in glass forming and advanced backlighting

Comprehensive integration and materials expertise with Interiors and Seating for structural, mechanical and safety constraints

Capacity to develop differentiated designs for brand specific visual experience/immersion

USP

- Enhanced features:** high dynamic range displays, invisible borders, shape on glass, transparent substrate

- First pillar-to-pillar XL Display in SOP**
- Enhanced features:** multi-radius XL cover lens, 3D shape bonding, multi-functional structural parts

2019-2025 CAGR
+34%

2025 SALES
€500m

2025 MARKET SHARE
>10%*

Immersive eXperiences (IXP)

Improved and individualized in-car experience

Accelerate growth
in four product lines

**Sound Systems
& Branded Audio**

**Occupant Monitoring
Systems**

**Personalized Cockpit
Experiences**

Immersive eXperiences (IXP)

Market Segments and Portfolio

Accelerate growth
in four product lines

PRODUCT
DESCRIPTION

SOUND SYSTEMS & BRANDED AUDIO

- **Active Noise Cancellation (ANC) for engine and road noise**
- Local ANC, IP & telephony for **smart headrests**
- **Exciters for sound surfaces**, replacing or supplementing traditional speakers
- **High-end bundled solutions** (transducers, dedicated ECU, sound IP & brand licenses)

MARKET
TRENDS

- ANC Penetration from **19% to 48% in 2025**
- **Sound zoning** to start on premium vehicles before 2025
- **FCE to pioneer exciters market from 2021, penetration** could reach **50%** by **2030**
- **High market growth in China** for bundled solutions

OCCUPANT MONITORING SYSTEMS

- **Camera-based** measure of driver drowsiness and distraction, recognition, gesture control
- **High-frequency radar** for child presence detection
- Other **sensors** (near infrared, biometrics...) for data fusion

- **Safety** regulations: e.g. Euro NCAP from 2022/2024, US in 2023
- **Advanced personalization** functionalities for high-end segments by 2025

PERSONALIZED COCKPIT EXPERIENCES

- **Sensor data fusion and artificial intelligence** for cockpit experiences including:
 - Thermal management
 - Comfort & well-being
 - Ambient lighting
 - Immersive entertainment
 - Advanced safety

- **Advanced functions** by 2025
- Consumer demand for **increased personalization**
- Combination of functions driving **individualized experiences enabled by AI**

MARKET
SIZE 2025
CAGR
20-25

€6,000m
+4%

€2,700m
+50%

**Business take-off
from 2025**

Immersive eXperiences (IXP)

Ambition and Unique Selling Proposition

Accelerate growth
in four product lines

AMBITION

SOUND SYSTEMS & BRANDED AUDIO

Niche

- Leader smart headrest and ANC algorithms
- First sound surface solution** available from 2021
- Develop a **portfolio of audio brands**

Segment profitability ++
Technology advantage ++

OCCUPANT MONITORING SYSTEMS

Leader

- Leader in camera-based occupant monitoring system**
- Interior radar** for child detection

Segment profitability +++
Technology advantage +++

PERSONALIZED COCKPIT EXPERIENCES

Leader

- Leader in **user experiences for Cockpit of the Future** with full systems integration

Segment profitability ++
Technology advantage +++

USP

- ANC expertise** for all cockpit configurations
- Interiors and Seating integration capability**
- First automotive grade **exciters with integrated speakers** (30-40% cost and space benefit)
- Devialet partnership** for premium audio brand

- Best-in-class low-cost recognition software**
- Compact, cost-competitive, fully integrated cameras**
- Cockpit sensor integration** based on Interiors and Seating experience
- Original **application software** for **child detection**

- Personalization algorithms** based on self-learning/AI
- Breakthrough comfort personalization** leveraging Interiors and Seating expertise

2019-2025 CAGR +28%	2025 SALES €330m	2025 MARKET SHARE >10%*
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* For sound systems (excl. branded audio – market size estimated at €5.3 bn) and occupant monitoring systems

Advanced Driver Assistance Systems (ADAS)

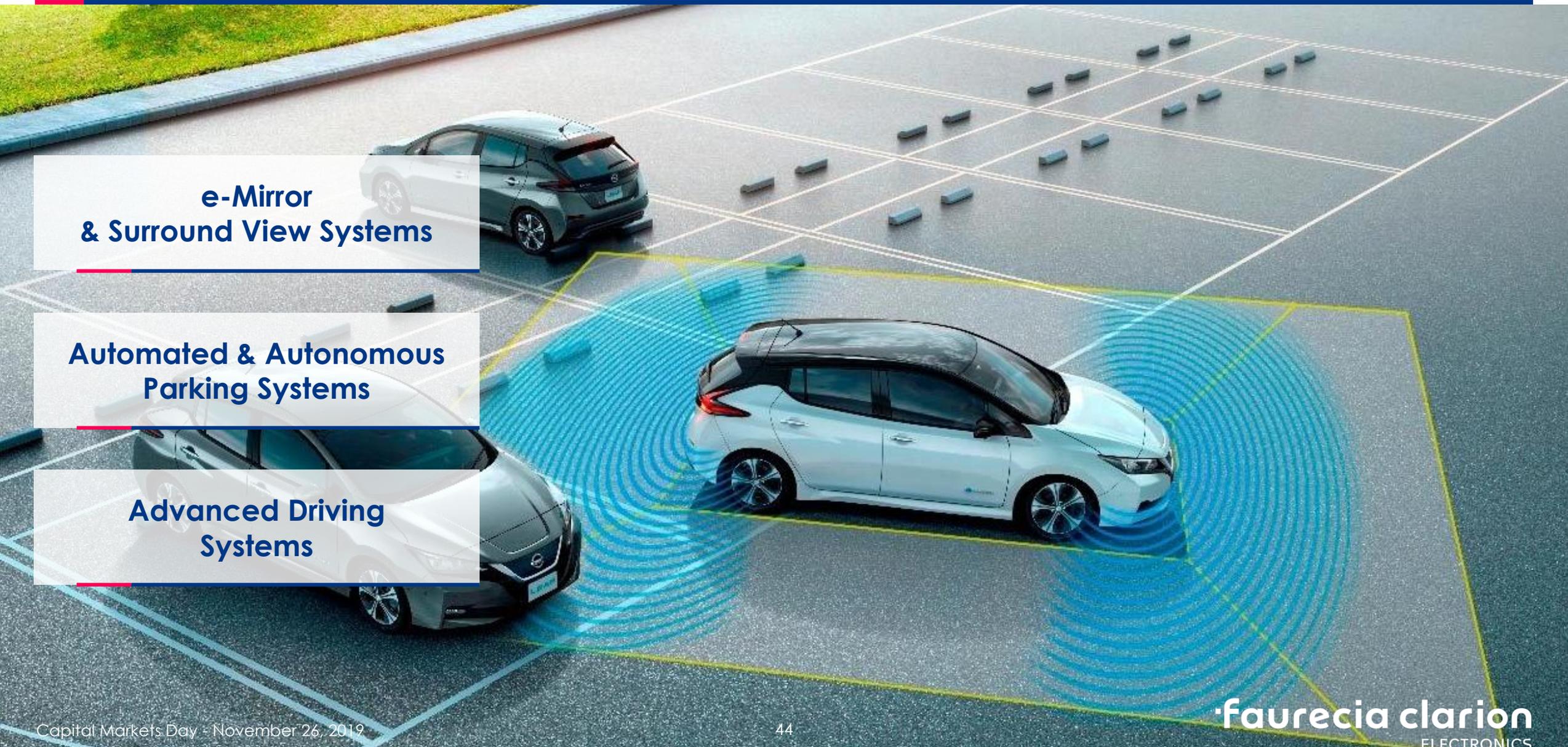
Enhanced safety & convenience

Accelerate growth
in four product lines

**e-Mirror
& Surround View Systems**

**Automated & Autonomous
Parking Systems**

**Advanced Driving
Systems**



Advanced Driver Assistance Systems (ADAS)

Market Segments and Portfolio

Accelerate growth
in four product lines

PRODUCT
DESCRIPTION

E-MIRROR & SURROUND VIEW SYSTEMS

- **e-Mirrors**
- **Surround view systems**, based on 4-6 cameras per vehicle
- **Rear view system**, based on 1 camera
- **Sensor cleaning systems** for cameras, radars, lidars

AUTOMATED & AUTONOMOUS PARKING SYSTEMS

- **Automated parking**: camera-based system enabling to park the car in all configurations
- **Autonomous pickup**: camera-based system enabling the car to **pick up the driver on a parking lot**

ADVANCED DRIVING SYSTEMS

- **High-performance ECU and advanced software unlocking safety & comfort L2+ functions**; notably:
 - Adaptive cruise control,
 - Automatic lane change,
 - Pedal misapplication mitigation
 - Blind spot detection

MARKET
TRENDS

- **e-Mirrors** driven by a **favorable evolution of regulation, CO₂ and fuel economy** (up to 3% for large commercial vehicles) ; take-off as from 2023
- **Cameras** to progressively switch **from analog to digital** with better image quality

- Autoparking **penetration** reaching **24% in 2025** with increasing development of camera-based solutions
- **Autonomous pickup** recently introduced
- **Expansion into luxury/premium segments** in the coming years

- **Increasing end customer appetite and regulatory push**

MARKET
SIZE 2025

CAGR
20-25

€2,000m
+3%

€1,500m
+66%

Ambition to be
defined in Q1 2020

Advanced Driver Assistance Systems (ADAS)

Ambition and Unique Selling Proposition

Accelerate growth
in four product lines

AMBITION

E-MIRROR & SURROUND VIEW SYSTEMS

Top 3

- Be an innovator in the camera market
- Lead the e-mirror business, leveraging FCE and Interiors competences

Segment profitability ++
Technology advantage +++

AUTOMATED & AUTONOMOUS PARKING SYSTEMS

Top 3

- Be one of the leaders leveraging computer vision and sensor fusion technologies

Segment profitability ++
Technology advantage +++

ADVANCED DRIVING SYSTEMS

Ambition to be defined in Q1 2020

- Co-development with specific customers to start soon

USP

- **Camera: best image quality & cleaning** (e.g. definition, lenses selection), **integration** (e.g. small form factor, flexible connectivity) and **competitive pricing**
- **e-Mirror: early entry, track record** in Surround View, **integration** into cockpit
- **Performance and features ahead of competition:** 3D vision, Surround View for trailer solution

- **Performance and features ahead of competition:** geolocation, speed and accuracy, all parking types and vehicle direction

- **Computer vision and sensor fusion expertise** developed for Low-speed ADAS solutions (e.g. Surround View & Autoparking)
- **Faurecia AI capabilities for**
 - moving object/pedestrian detection
 - behavior prediction
 - vehicle control & multi-path planning

2019-2025 CAGR
+17%

2025 SALES
€420m

2025 MARKET SHARE
>10%*

FCE leverages a pioneer position in Surround View

Accelerate growth
in four product lines

LEADING PERFORMANCE IN AUTOPARKING

NISSAN TO INTRODUCE WORLD'S FIRST AROUND VIEW MONITOR NISSAN TOKYO (Oct. 12, 2007)

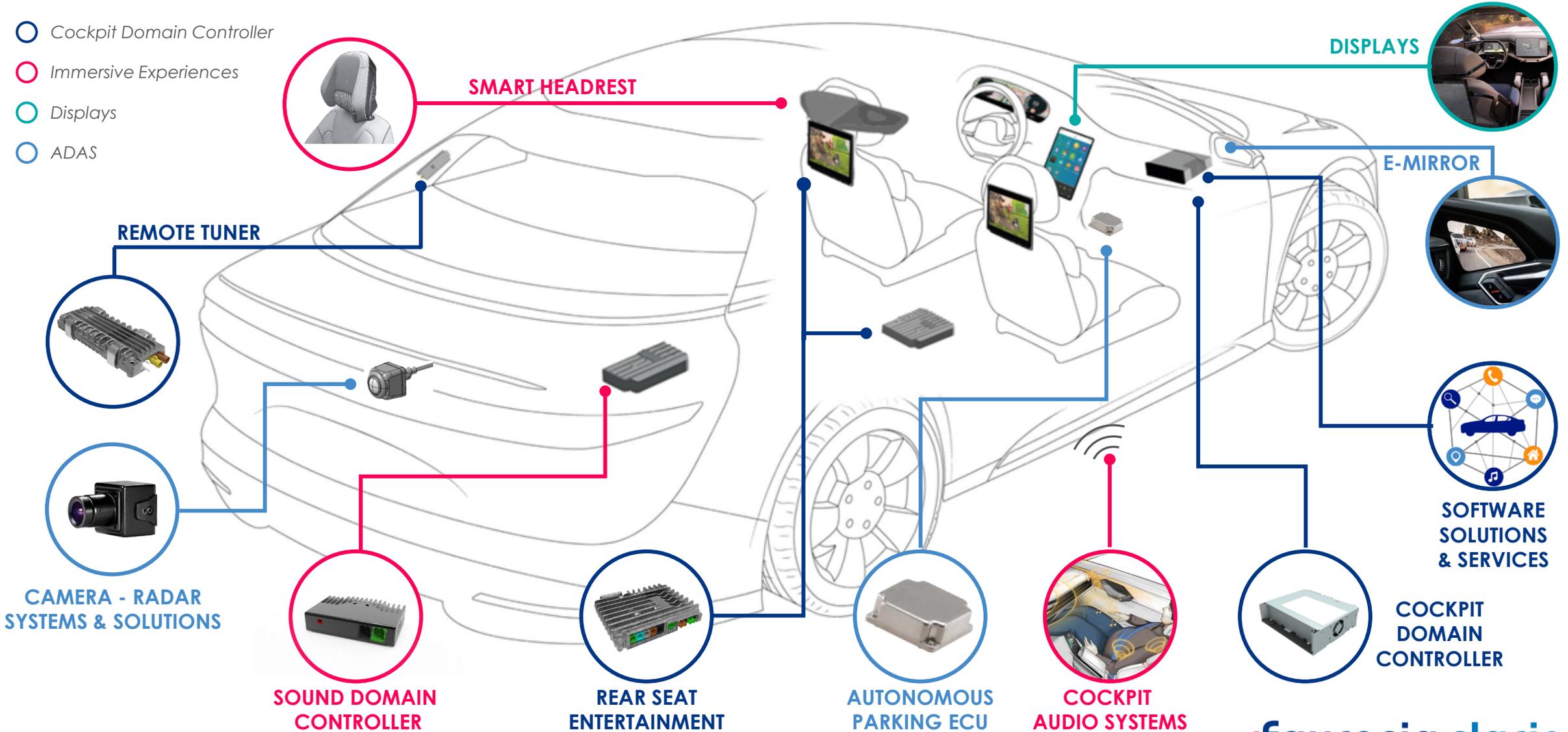
Nissan Motor Co., Ltd. will introduce the world's first Around View Monitor, which offers the driver a bird's eye view of the vehicle and its surroundings in real-time. In Japan, the Around View Monitor will debut in the new Elgrand, scheduled for introduction at the end of this month. The technology will also be offered to the U.S market on the all new Infiniti EX35 scheduled for launch this December. The Around View Monitor system synthesizes a bird's eye image of the vehicle and its surrounding from four ultrawide-angle (180-degree) high-resolution cameras mounted on the front, sides and rear of the vehicle. The Around View Monitor is particularly helpful when parking, enabling the driver to steer easily and precisely into a parking space...

	Vehicle 1	Vehicle 2	Vehicle 3	Vehicle 4	Nissan Leaf (FCE)
Detection success rate	20%	30%	30%	40%	75%
Manoeuvre success rate	10%	35%	66%	80%	80%
Detection x Manoeuvre success rate	2%	11%	20%	32%	60%
Parallel parking time	1 – 2 minutes		35 – 45 seconds		
Perpendicular parking time	> 3 minutes		60 – 90 seconds		
Driver intervention	Yes		No		

Techno-bricks enabling the Cockpit of the Future

Accelerate growth
in four product lines

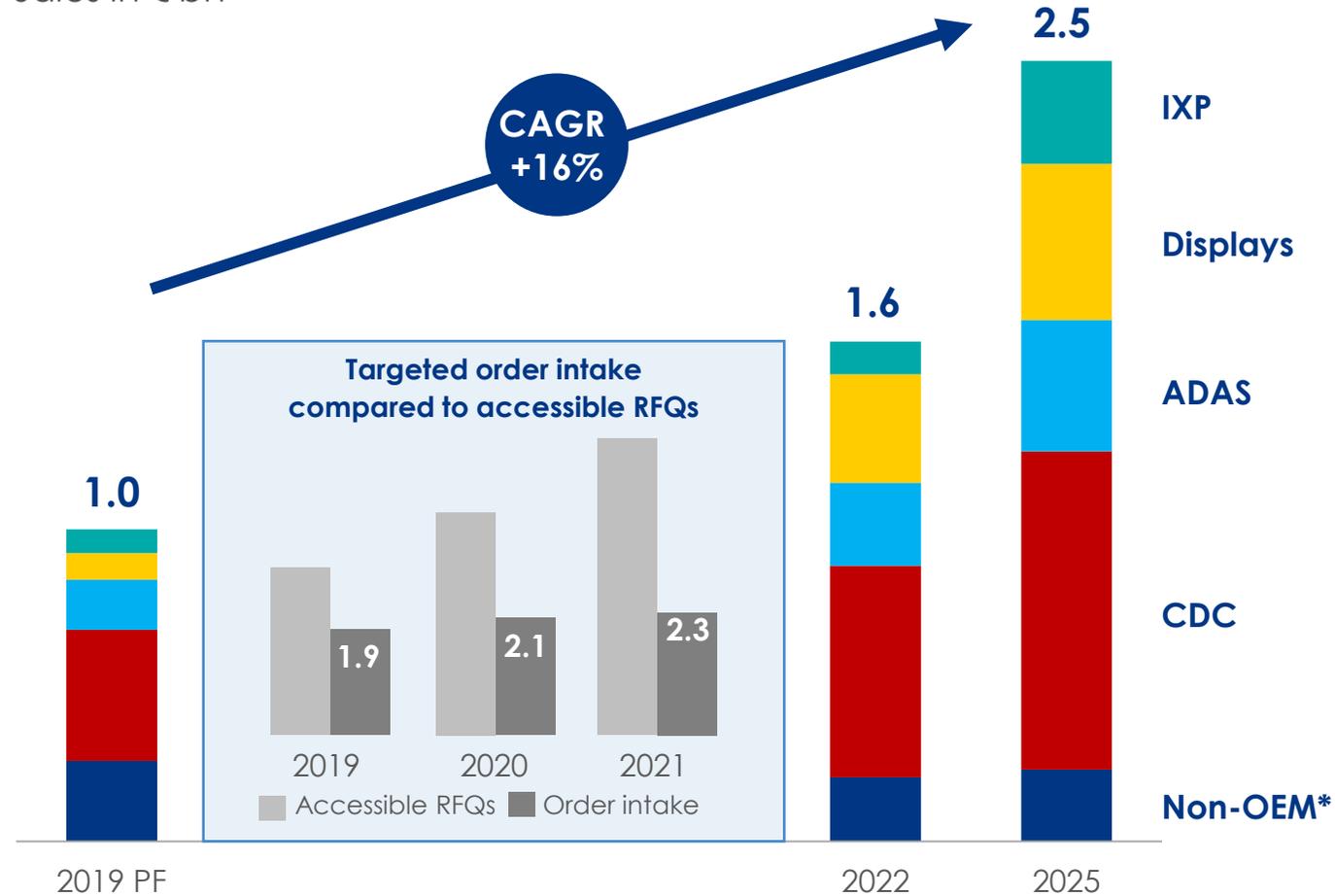
- Cockpit Domain Controller
- Immersive Experiences
- Displays
- ADAS



Strong growth in sales with selective management of order intake

Accelerate growth
in four product lines

Sales in € bn



*Non-OEM business represents audio and surround view business for buses, fleets, trucks and off-highway in Japan, and global EMS business

- Strong order intake in 2019 demonstrates FCE capacity to accelerate growth
- Targeted order intake in 2020 and 2021:
 - Very achievable given increase in accessible RFQs
 - Securing €1.6 bn of sales in 2022
- Selectivity in order intake to protect cash and manage R&D expenses

Expansion in customer portfolio and increased content per vehicle drive growth of addressable market

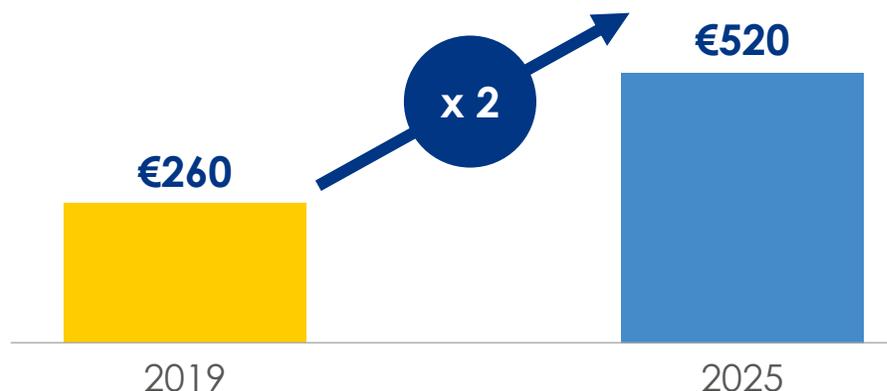
Accelerate growth
in four product lines

DIVERSIFICATION OF CUSTOMER PORTFOLIO



- Increased accessible market from 30m vehicles in 2019 to 75m vehicles in 2025 through enlarged customer portfolio, from primarily Japanese OEMs to all international OEMs

INCREASE IN CONTENT PER VEHICLE



- Faurecia content per vehicle increase mainly driven by expansion in fast-growing market segments such as large and multiple displays, e-mirrors, surround view and automated parking

Two priorities

**Accelerate growth
in four product lines**

**Aggressive roadmap
for
cost competitiveness**

4 AREAS WITH STRONG ACTION PLANS

Headcount reduction
and engineering
offshoring

Bill of Material (BoM)
@ benchmark
generating savings
of at least 20%

Optimized footprint
for operations

Streamlined &
accountable
organization,
effective shared
services and IT systems

RIGOROUS METHODOLOGY FOR STRUCTURAL IMPROVEMENT

IDENTIFICATION
OF COMPETITIVE
GAP

QUICK WINS

MID-TERM
PROFITABILITY
IMPROVEMENT

MINDSET
TRANSFORMATION

At least €80 million annual savings by end 2020

Headcount reduction and engineering offshoring targets to be achieved by mid 2020

Aggressive roadmap
for cost competitiveness

	April 2019	End 2019	End 2020	2020 vs. April 2019
Total headcount	8,220	7,100	6,700	-19%
MOI (excluding R&D)	3,360	2,500	2,240	-33%
Offshoring of R&D (% LCC)	45%	50%	60%	

1,120 headcount reduction (c. -14%) at end 2019

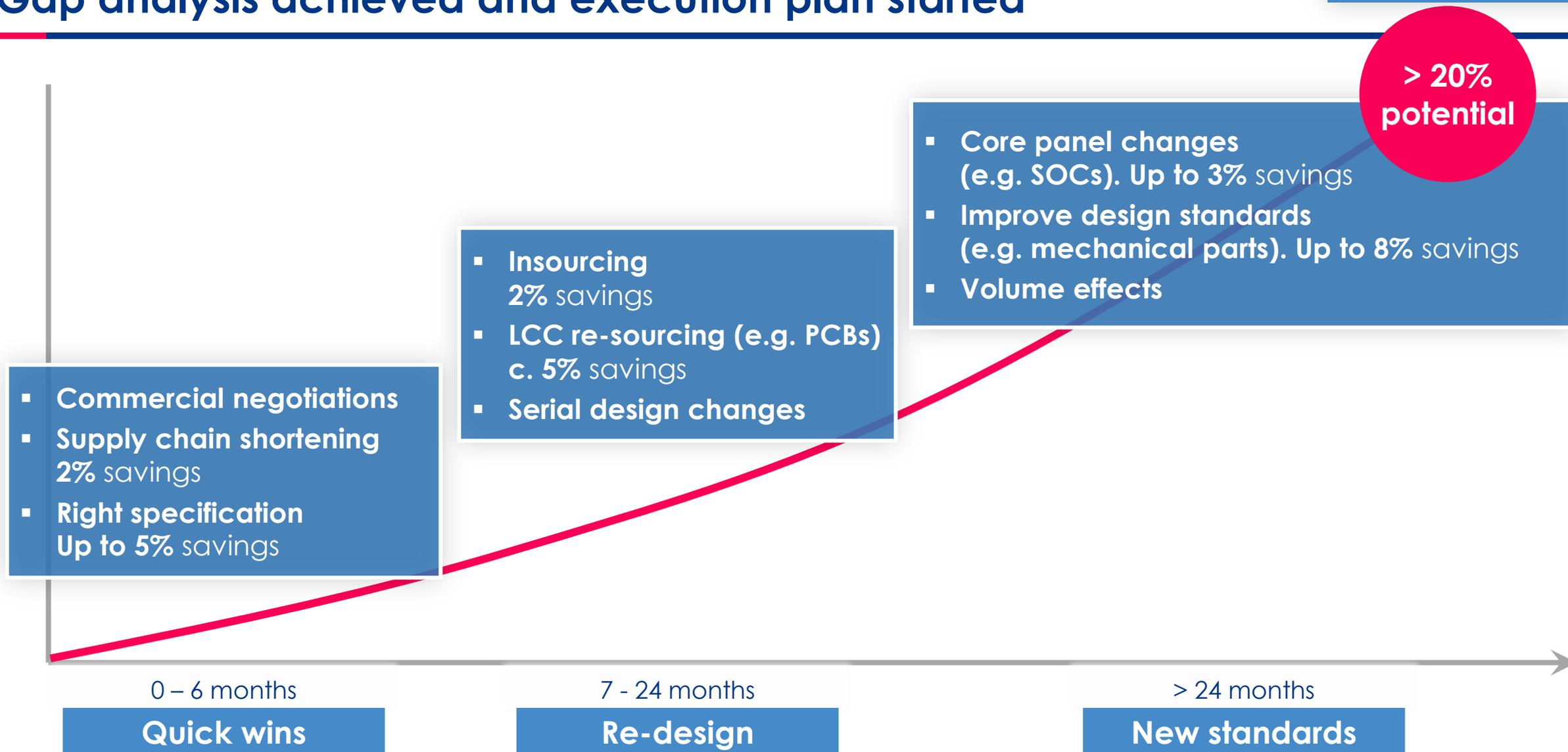
9 site closures including 2 plants in China

Total annual savings of €70m

BoM @ benchmark generating savings of at least 20%

Gap analysis achieved and execution plan started

Aggressive roadmap
for cost competitiveness



Optimized footprint for operations underway

Aggressive roadmap
for cost competitiveness

- **Fully leverage global footprint to produce close to customers and simplify the supply chain**

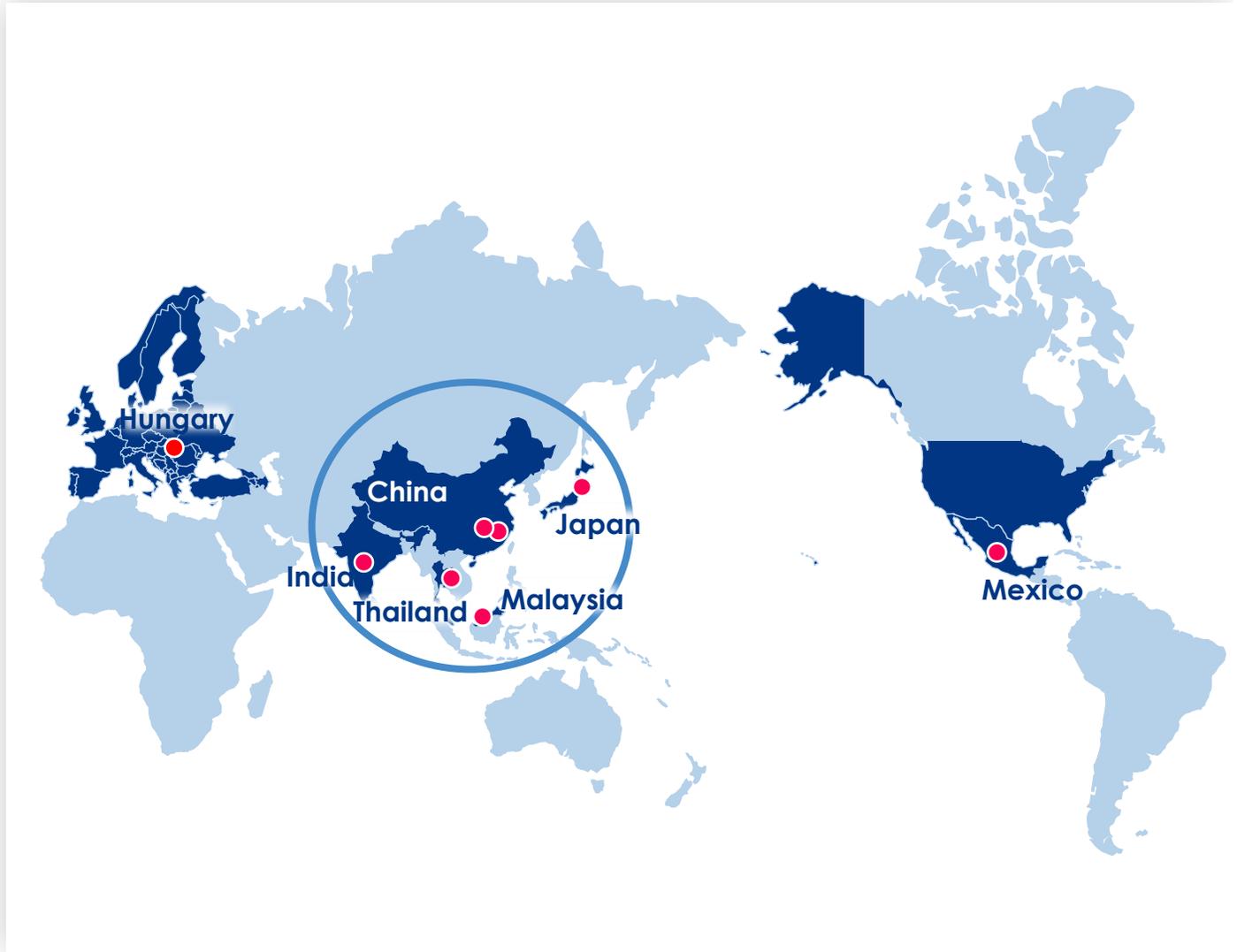
- Concentrate regional SMT lines in single LCC plant per region (20% cost saving, 50% safety stock reduction)

- **Drive economies of scale through massification**

- Consolidate global component production (e.g. cameras) in single LCC plant (up to 30% VA reduction)

- **Productivity @ benchmark**

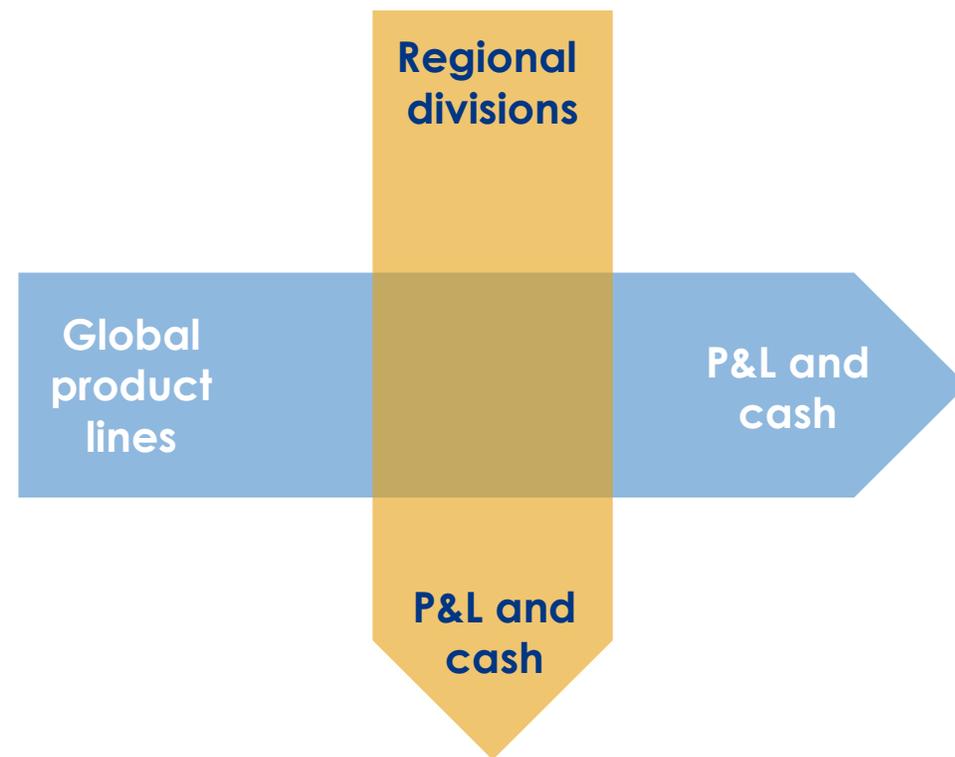
- **More than €10m annual savings expected**



Streamlined and accountable organization, effective shared services and IT systems

Aggressive roadmap for cost competitiveness

- **4 global product lines to lead the strategy definition**
 - Define global product roadmaps
 - Understand market trends and technology landscape
- **4 regional divisions to drive execution**
 - Provide focus on customer intimacy and order intake
 - Attract local talents
 - Manage operations close to customers
- **Global R&D for cost-efficient development**
- **Leverage Faurecia shared services and systems to provide efficient backbone**



Clear accountability and performance mindset

Robust roadmap for profitable growth through selective order intake, aggressive cost competitiveness and strong cash management

In €m	2019PF	2022	2025
Sales	1,000	1,600	2,500
<i>CAGR vs. 2019PF</i>		+17%	+16%
EBIT as % of sales	≥ 2%	≥ 6%	8%
Net cash flow	Neutral	Neutral	≥ 100 (4% of sales)

Takeaways

- **FCE is aligned with strategy for the Cockpit of the Future and Sustainable Mobility. The unique combination of FCE and CoF will drive strong profitable growth**
- **Sales growth driven by enlarged customer portfolio and increased content per vehicle**
 - 2019-2022: Resume growth in sales with managed selective order intake
 - 2022-2025: Profitable growth boosted by new fast-growing market segments and differentiating technology
- **Profitability secured through realistic volume growth and aggressive cost competitiveness plan (at least €80m annual savings by end 2020)**
- **Our two priorities enable FCE to reach €2.5 billion of sales and 8% profitability in 2025**

Accelerating transition to Clean Mobility Solutions

Mathias Miedreich
EVP Faurecia Clean Mobility



Market Context

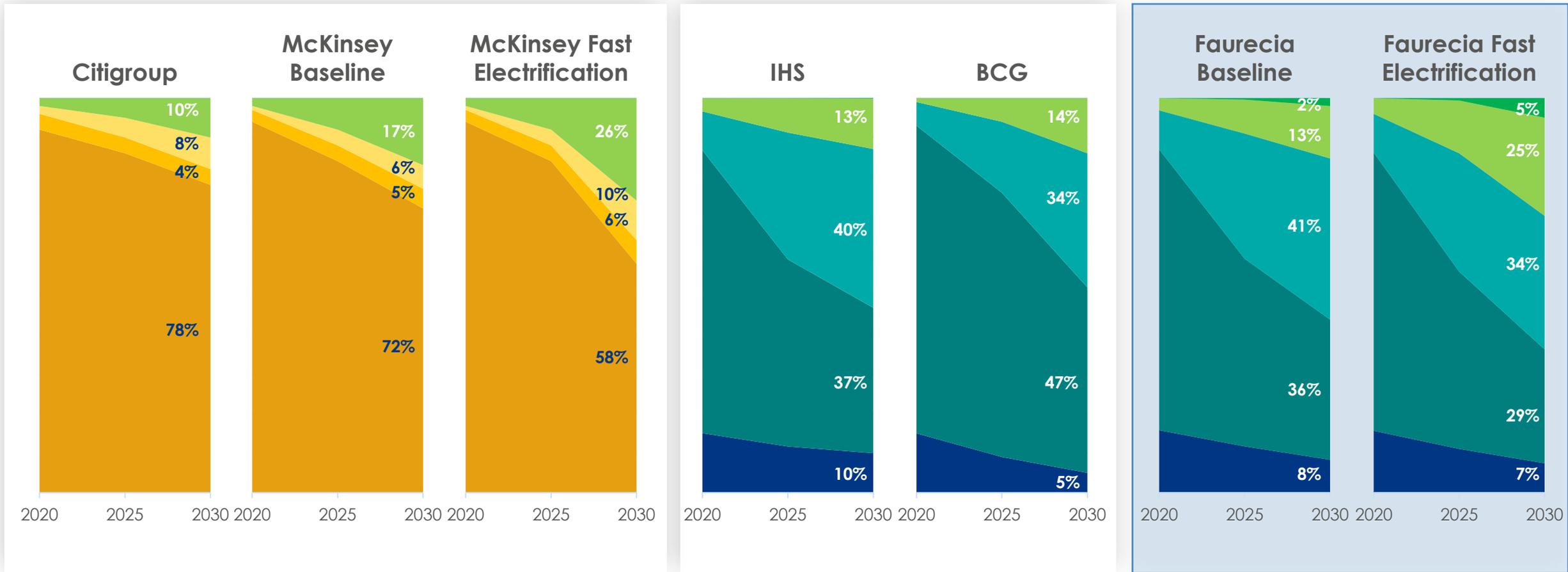
- **Electrification trend is confirmed** with **additional momentum** for hydrogen **fuel cell mobility**
- **Battery and fuel cell technologies** will **co-exist** and address different market segments
- **Internal combustion engines (ICE) remain** dominant for the foreseeable future
- **Faurecia content on ICE continues to grow** to achieve **ultra-low emissions** and outstanding **acoustic performance**

Addressable market size x 2.5 by 2030

Light Vehicle Powertrain Mix Scenarii

Rise of EV and resistance of ICE confirmed under all considered scenarii

LIGHT VEHICLES: GLOBAL POWERTRAIN MIX TO 2030



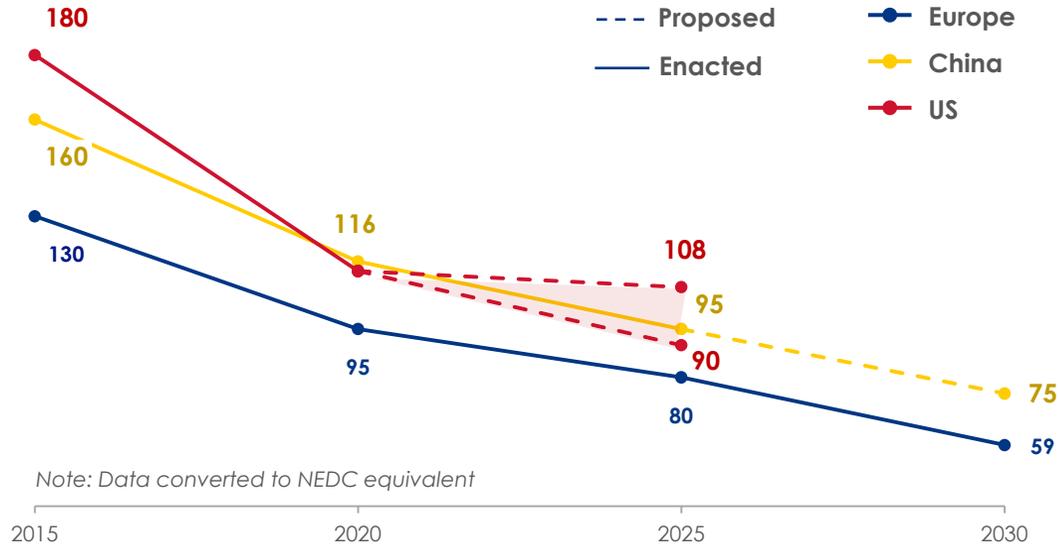
ICE & Mild Hybrid Full Hybrid Plug-in Hybrid EV

ICE diesel ICE gasoline ICE Hybrid Battery EV Fuel Cell EV

Light Vehicle Regulatory Drivers

Regulatory pressure (CO₂ and pollutants) forces the move to ultra-clean ICE and EV

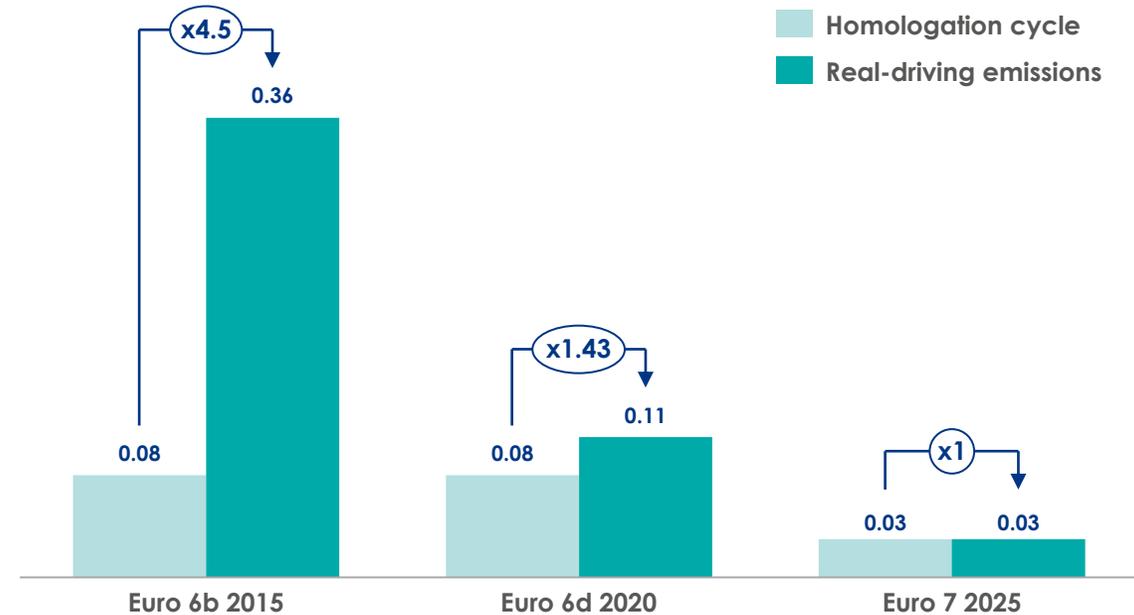
CO₂ EMISSIONS REGULATION (g/km)



**Commercial vehicle following similar trend in Europe:
-15% CO₂ in 2025 and -30% in 2030 vs. 2019**

Strong **CO₂ challenges** for **Europe & China**
Still unclear for North America

POLLUTANT EMISSIONS REGULATION (g/km)

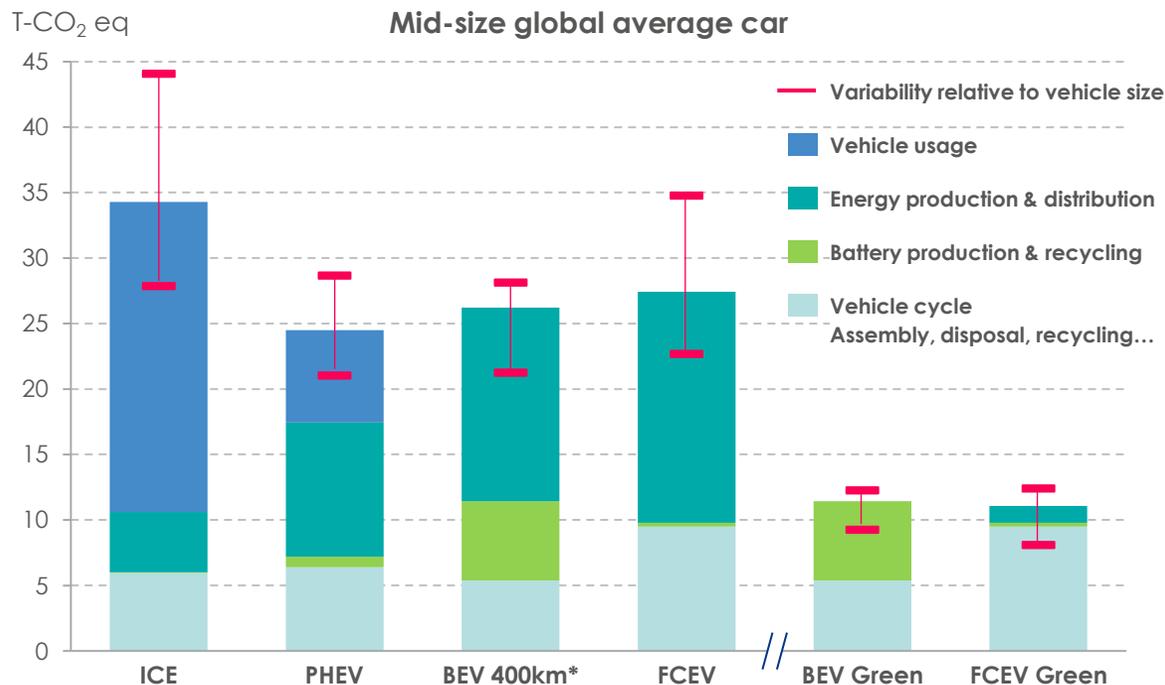


Euro-7 will complete the process of making **ICE virtually pollutant-free** even in city-driving conditions

CO₂ and Cost Drivers

FCEV competitive against BEV with improved range and fast refilling

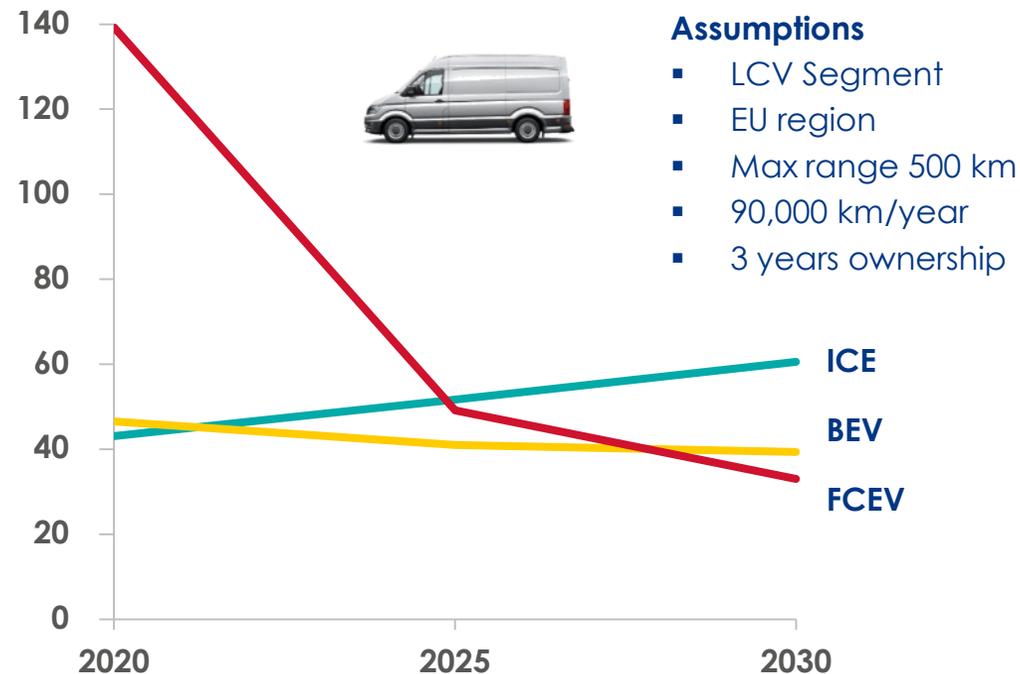
CRADLE-TO-GRAVE CO₂ FOOTPRINT



Source: IEA 2019 & Faurecia estimates for BEV & FCEV Green (Renewable Energy) / *Global energy mix

Hybrid best in class with global energy mix
FCEV at par with BEV with green energy mix

OPERATING AND POWERTRAIN COST (k€)

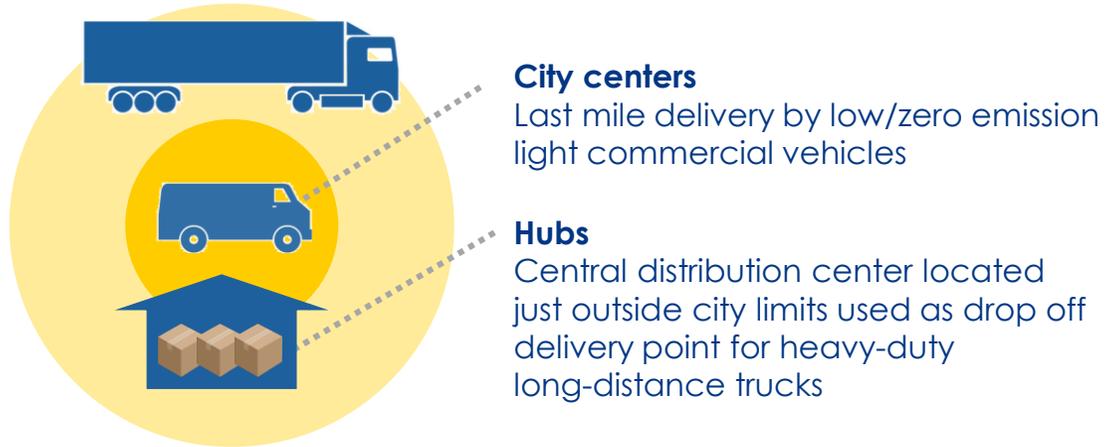


Post 2025, **FCEV TCO** on par with **BEV TCO**
 for Light-duty Vehicle

Commercial Vehicle Powertrain Mix Drivers

Regulation and new logistic models drive vehicle segments and powertrain mix

URBAN DISTRIBUTION MODEL



EMISSIONS REGULATION

	2016	2019	2022	2025
CHINA	CN IV	CN V	CN VI	CN VI D
INDIA	BS III	BS IV	BS VI	BS VI D
USA	EPA 10			CARB 24
EUROPE	EU VI	EU VI D		EU VII

IMPLICATIONS

LIGHT-DUTY VEHICLES



Growth due to increased **importance of last-mile**

SMALL MEDIUM-DUTY VEHICLES



Cannibalized by LDV in cities and heavier vehicles outside of cities

CITY BUSES



Growth due to **urbanization trend** and aging population

MEDIUM-DUTY VEHICLES



Steady demand in relation to **population growth and density**

HEAVY-DUTY VEHICLES

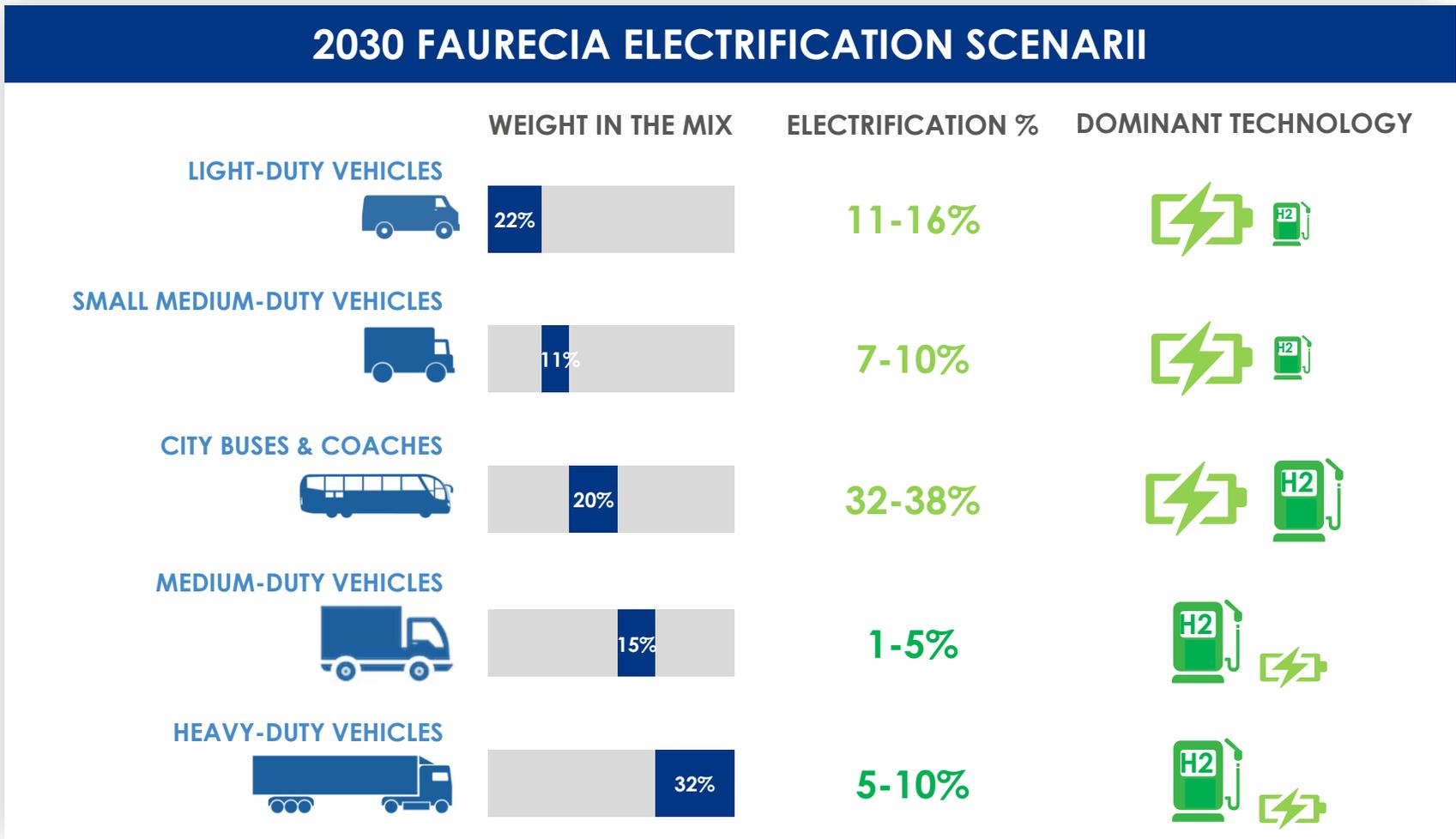
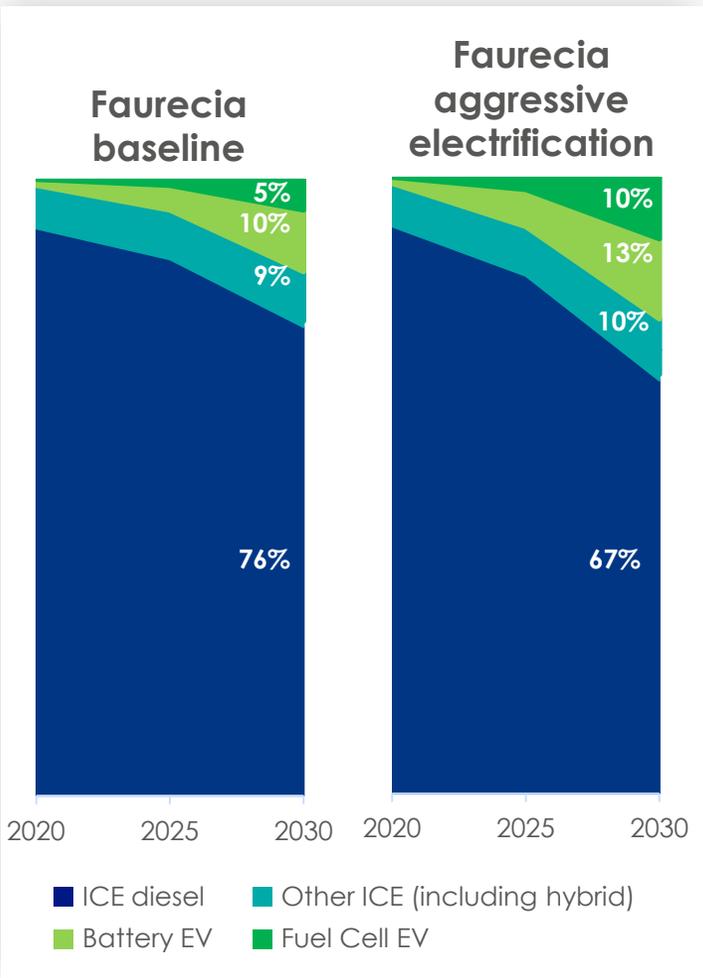


Strong demand for long-distance

Commercial Vehicle (CV) Powertrain Mix Scenarios

Strong resistance of Diesel; Fuel Cell as the prime path for heavy trucks electrification

COMMERCIAL VEHICLES: GLOBAL POWERTRAIN MIX TO 2030



Faurecia is addressing all major segments in ICE and EV



LIGHT VEHICLE



COMMERCIAL VEHICLE



HIGH HORSEPOWER

ICE

1

2

3

EV

4

5

Under review

1 ICE Solutions for Light Vehicles

Content per vehicle grows by 20% as ICE closes the gap with EV

SUPER CLEAN

Low to no PM, NOx & HC

Faurecia content per vehicle



ELECTRIC HEATED CATALYST (EHC)

-70% NOx &
-75% Hydrocarbon vs Euro6d

€85

SOP 2023



EHC WITH PRE-HEATING FUNCTION

Near Zero Emission vehicle

>€100

SOP 2025



COMBO EGR/EHRS*

> 3% CO₂ saving
for gasoline vehicles

€80

In production

SUPER QUIET

No compromise on noise

Faurecia content per vehicle



ADVANCED ARCHITECTURE

-3dB and compactness
under city driving

€15

SOP 2023



ELECTRIC VALVE

Compactness
and adaptive sound

€30

In production



RESONANCE FREE PIPE (RFP)

Compactness
and quiet driving

€15

In production

■ Average content per ICE vehicle to increase 20% by 2030

■ 2018/2019 order book for ICE innovation > €1.5bn

2020

€170

2030

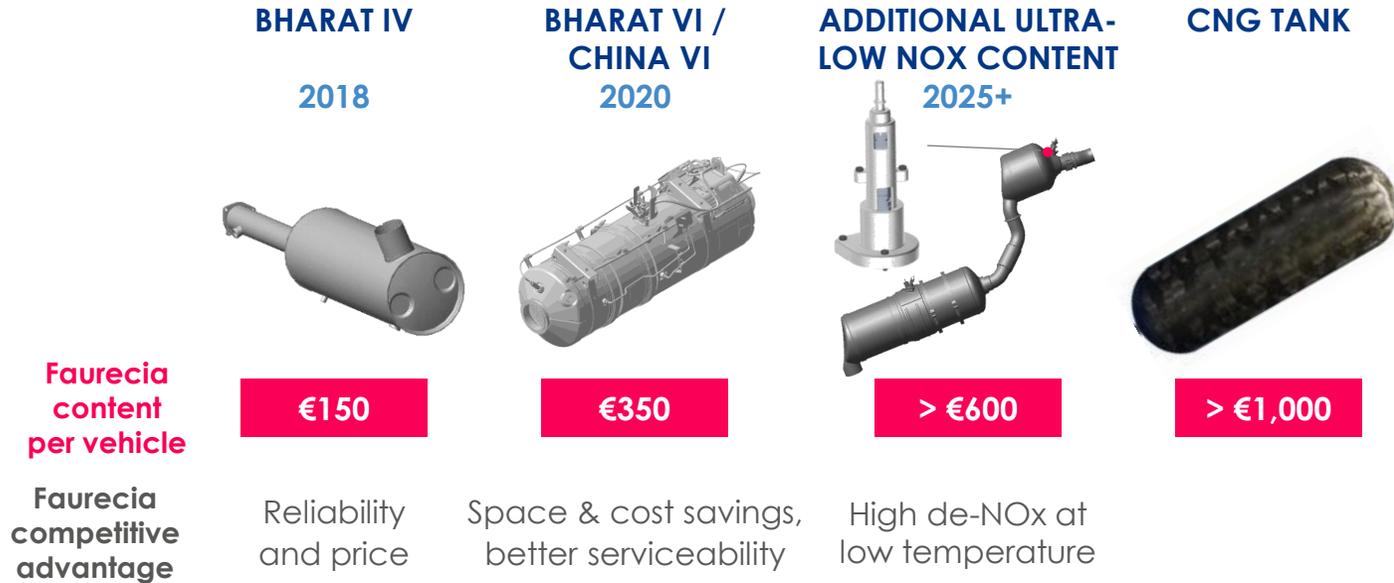
€205



ICE Solutions for Commercial Vehicles

On track to increase market share from 17% to 25% in 2025

CONTENT PER VEHICLE TREND: ASIA AND ULTRA-LOW NOX AS KEY DRIVERS & CNG AS OPPORTUNITY



■ **2018/2019:** high acquisition and market share gain with **order book** at **€2.4bn including:**

- **North America:** #1 medium and heavy-duty platform
- **Europe:** #1 heavy-duty platform with TRATON
- **China:** platforms with top 3 medium/heavy-duty OEMs
- **Japan:** platforms with Komatsu and the leading Japanese truck OEM
- **India:** #1 medium and heavy-duty platform

■ Faurecia average **content per ICE commercial vehicle increasing by >30%** (+€155) with upside potential from CNG

2020

€460



2030

€615



ICE Solutions For High Horsepower Market

Positive regulation dynamic, paving the road for mid and long-term growth

HIGH HORSEPOWER REGULATIONS HIGHLIGHTS

NORTH AMERICA



Stationary

- EPA Tier4 (2017)
- Local Regulations (CARB, NESHAP...)



Marine

- IMO III for Sea Going vessels (2016, extended to smaller boat in 2021)
- EPA Tier4 for Inland Going vessels (2017)

EUROPE



Stationary

- Local Regulations (ie. BImSchV in Germany – 2019, upgrade in 2025)
- Stage V (2021)



Marine

- IMO III for Sea Going vessels (2021)
- Stage V for Inland Going vessels (2021)

CHINA & ASIA PACIFIC



Stationary

- Local Regulations (at country or city level, increased pressure)
- India CPCB (2021)



Marine

- China National DECA Yangtze delta (2022)

Global emissionization rate increasing from 10% in 2019 to 60% in 2030

ICE Solutions For High Horsepower Market

Leverage CV OEM access to grow from 14% to 22% market share by 2030

HIGHLIGHTS

1. Shift from fragmented end customer base to **OEM certified solutions**

€3.8bn

45% Project solutions

55% OEM solutions

2030 MARKET

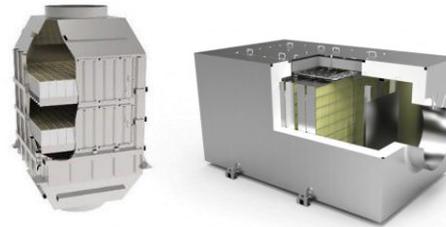
2. Post 2020 **stringent regulations** in Marine & Stationary

HUG ENGINEERING A SUCCESSFUL INTEGRATION

- Technology & brand value confirmed by the market
- IMO III framework agreement closed with Top 3 Engine OEM in HHP

HIGH HORSEPOWER GROWTH PLAN

**HUG ENGINEERING
DOCKING POINT
2018**



% of engines with an exhaust aftertreatment

10%

Faurecia sales evolution

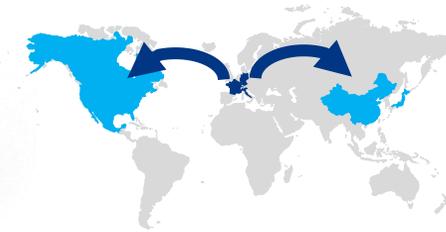
€60m

Faurecia competitive advantage

Leader in High Horsepower European market

Project based manufacturing

**GLOBAL EXPANSION
NEW CUSTOMERS
2025**



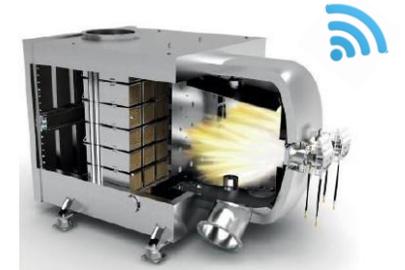
>35%

€400m

Global footprint with takeoff Asia/America

Small series manufacturing with OEMs

**LEVERAGE FAURECIA TECHNO & OEM ACCESS
2030**



60%

€800m

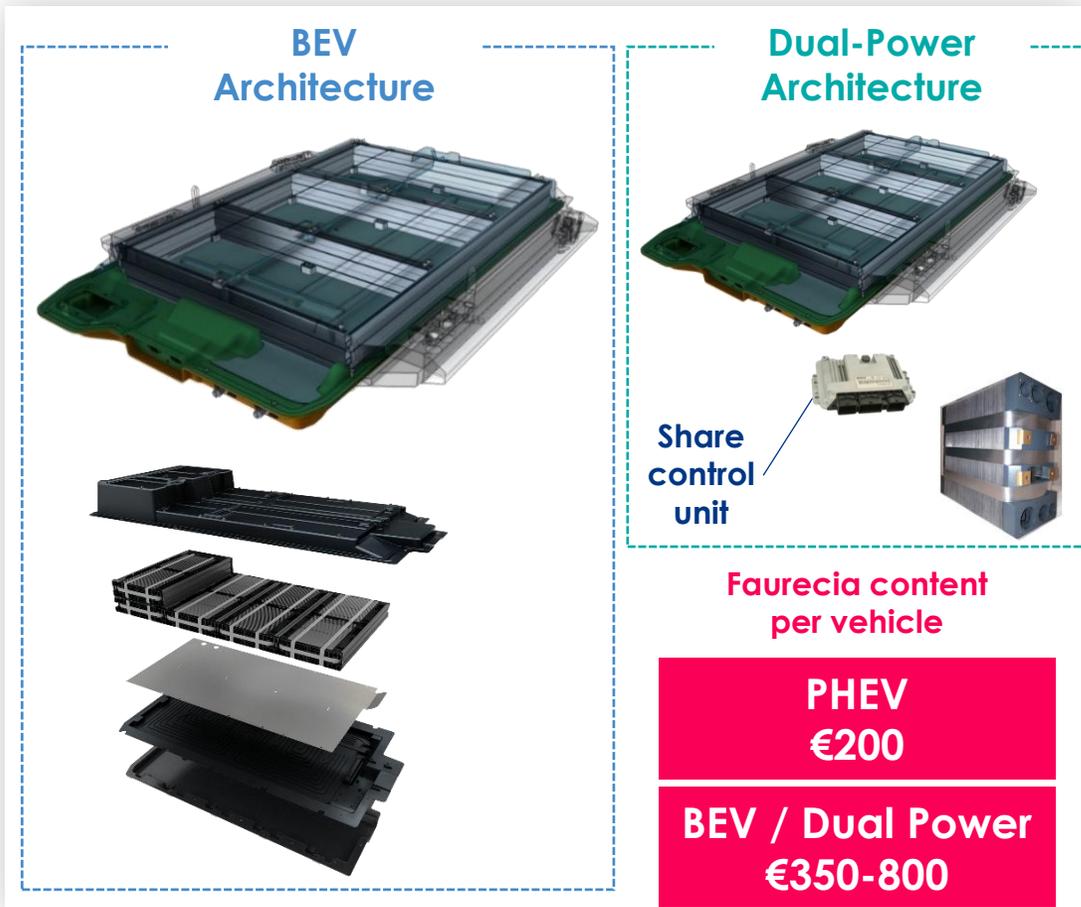
+€200m ZE

OEM certified solutions

Best in class de-NOx technology with digital services / predictive maintenance

EV Solutions For Light Vehicles: Battery Housing and Dual Power

Faurecia technology addresses pain points of BEV and dual power FCEV/BEV



■ Unique selling points:

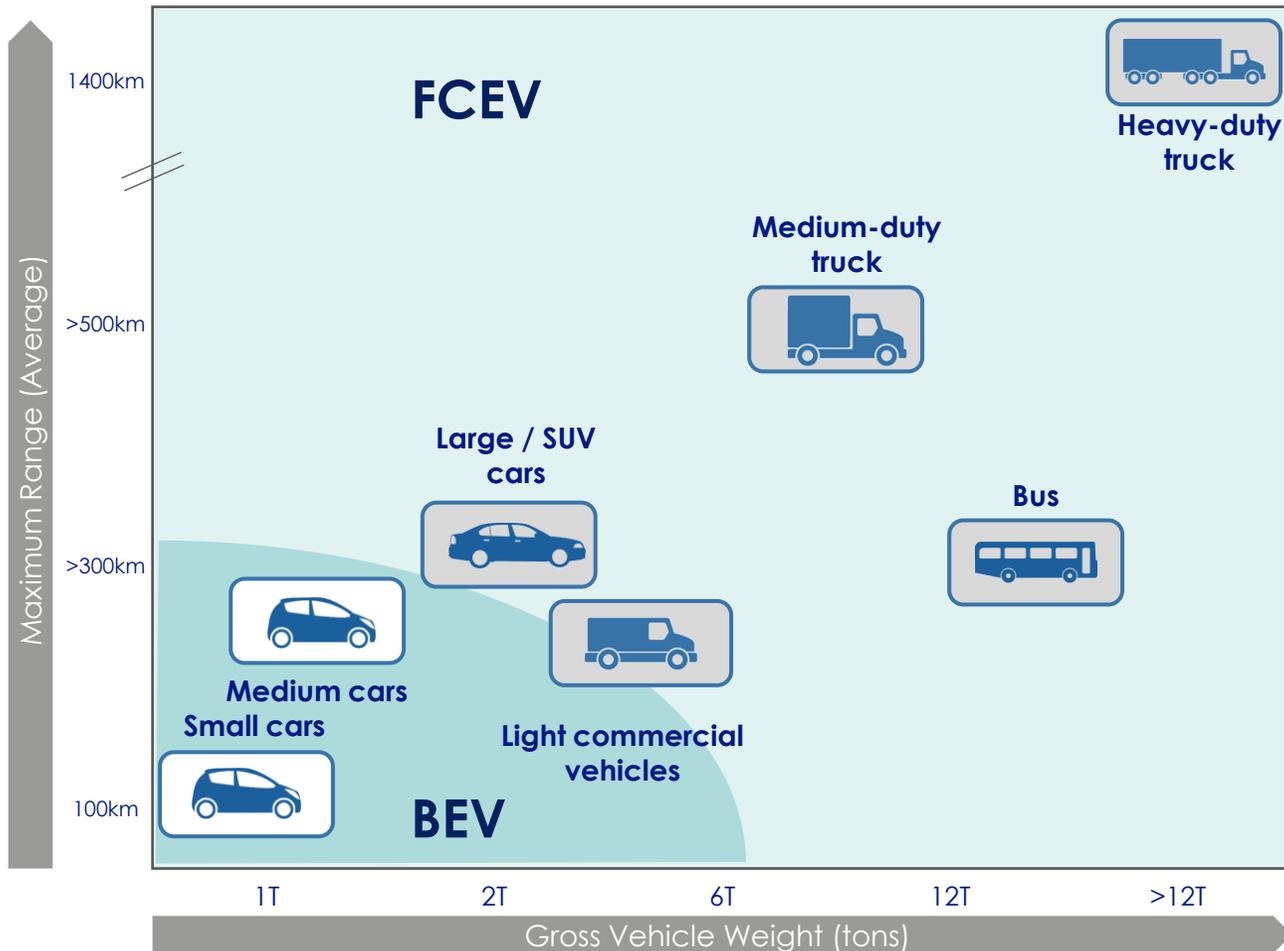
- **Increased cost effectiveness:** compact and light solution easy to assemble and integrate including with fuel cell system (dual power model)
 - **Increased safety:** 100% fire containment + crash performance
 - **Increased battery performance:** superior thermal management
- **OEMs recognize the value of Faurecia's global footprint and status as a major global tier 1 supplier**
 - 4 LV program awards: with EV OEMs in North America and China, and premium German OEM. SOPs: 2021

Faurecia captures up to €15/kWh on a battery electric or dual power vehicle

EV Solutions For Light and Commercial Vehicles: Fuel Cell

Fuel cell attractiveness is confirmed for larger vehicles with long range

FCEV VS. BEV: CO-EXISTENCE DRIVEN BY USE-CASE



- **Fuel cell more suitable for SUV, LCV, CV**
 - **Superior TCO** potential versus BEV
 - Increased **convenience**: longer range, short refueling time
 - China announced 1m FCEV by 2030

- **Major players take position in fuel cell market**
 - HYUNDAI to develop and commercialize FC Electric powertrains
 - CNH/IVECO to produce trucks in EU in partnership with Nikola
 - BOSCH licensed Powercell technology
 - CUMMINS acquired Hydrogenics

EV Solutions For Light and Commercial Vehicles: Fuel Cell

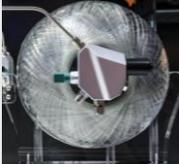
Faurecia with Symbio addresses the full fuel cell system

1. TANK sub-system

2. STACK sub-system

Complete H2 Fuel Cell System

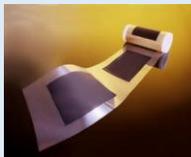
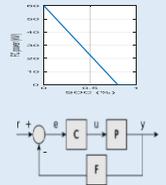
Hydrogen Storage System (HSS)

H2 tank	Valve	Other components
		

% of Total Value: **40 %**

faurecia

Fuel Cell Stack system

Fuel Cell Stack system				Auxiliaries	
Bipolar plates	MEA Membrane Electrode Assembly	Endplate + other components	Interfaces and controls laws	Electric & Electronics	Supply unit
					

% of Total Value: **35 %** (Fuel Cell Stack system) and **25 %** (Auxiliaries)

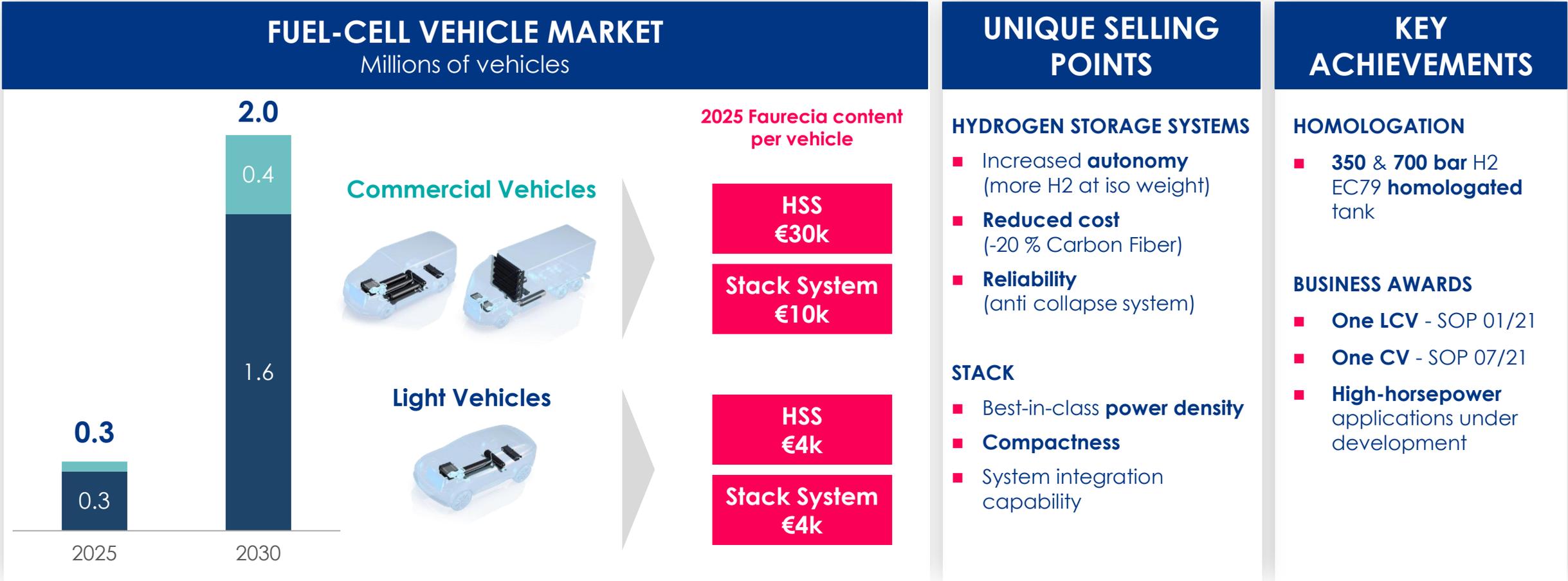
SYMBIO
A FAURECIA MICHELIN HYDROGEN COMPANY

Faurecia and its new JV with Michelin will support OEMs from component to system development and vehicle integration



EV Solutions For Light and Commercial Vehicles: Fuel Cell

Increasing content per vehicle and value confirmed by business awards

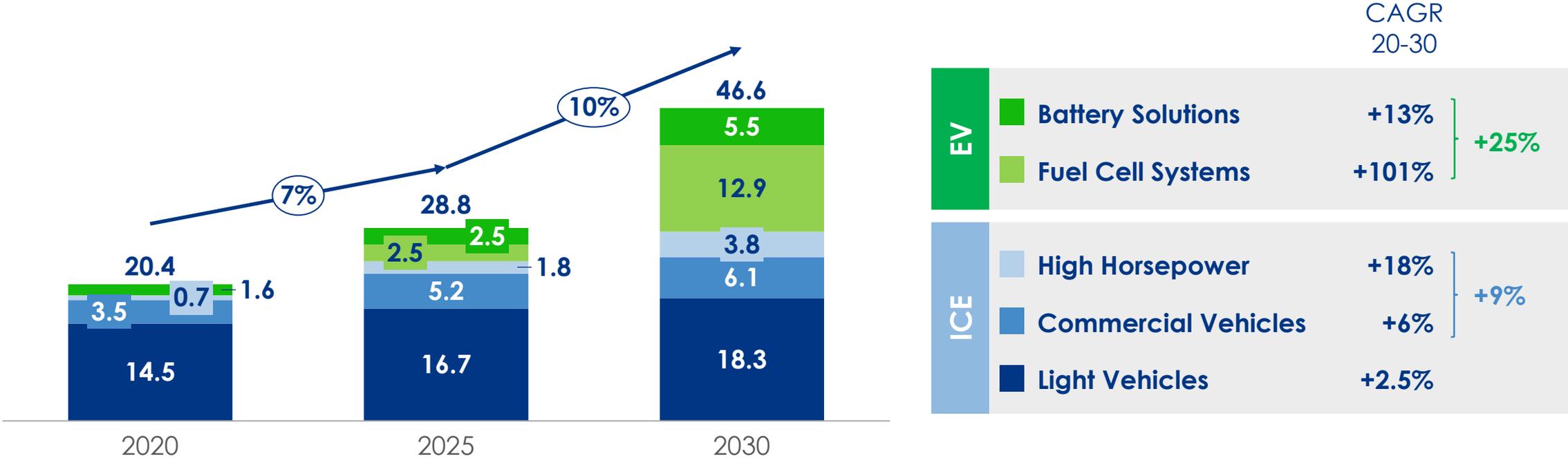


Faurecia CPV for fuel cell vehicle in 2025 is up to €40k in CV and €8k in LV

Addressable Market Size under Faurecia baseline scenario

ICE remains a large value pool, EV drives growth after 2025

FCM MARKET In €bn



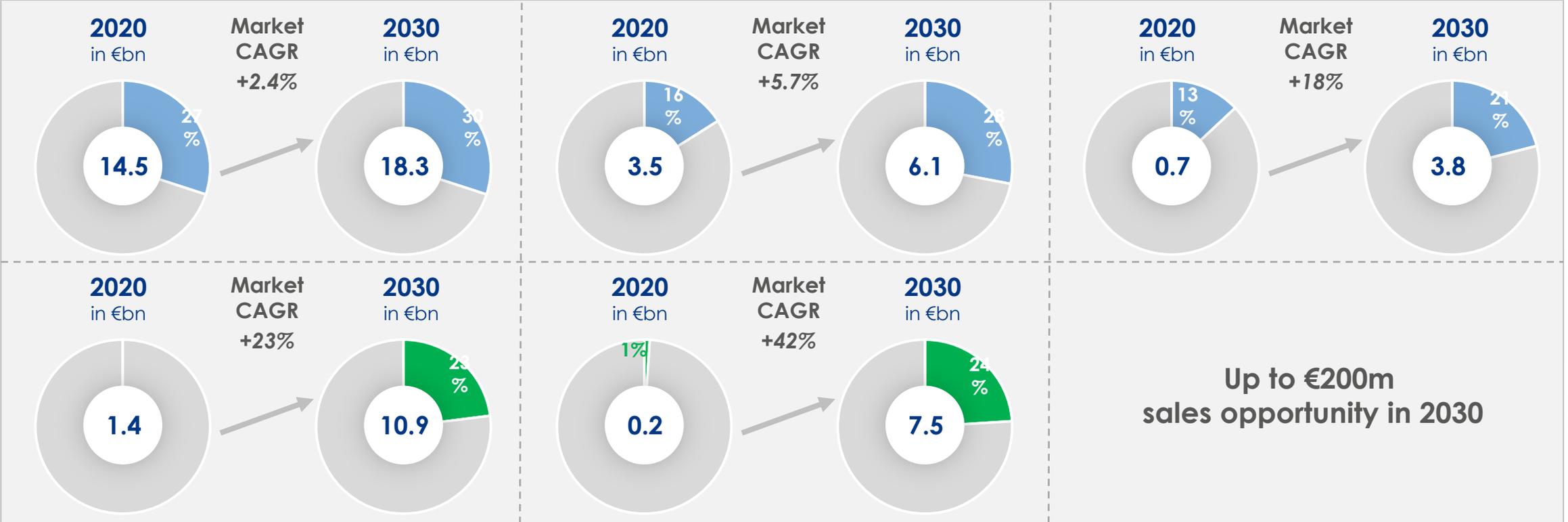
Faurecia market share is increasing in all markets including fast-growing EV segments (baseline scenario)

LIGHT VEHICLE 

COMMERCIAL VEHICLE 

HIGH HORSEPOWER 

ICE



- Total market is growing from €20bn in 2020 to €46bn in 2030 (+9% CAGR)
- Total Faurecia sales are growing from €4.7bn in 2020 to €12.1bn in 2030 (+10% CAGR)

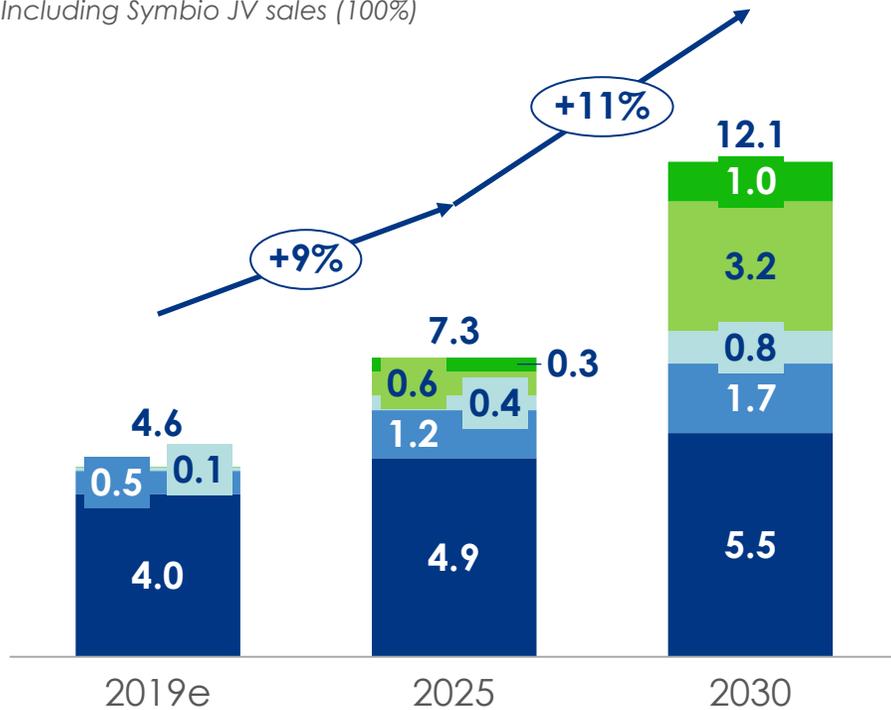
Faurecia Sales and Market Share

Faurecia growth outperforms the market (baseline scenario)

FAURECIA SALES

In €bn

Including Symbio JV sales (100%)



		CAGR 20-30		Market Share 20-30
EV	Battery Solutions	+64%	72%	N/A 17%
	Fuel Cell Systems	+75%		N/A 25%
ICE	High Horsepower	+25%	14%	18% 24%
	Commercial Vehicles	+11%		16% 28%
	Light Vehicles	+3%		27% 30%

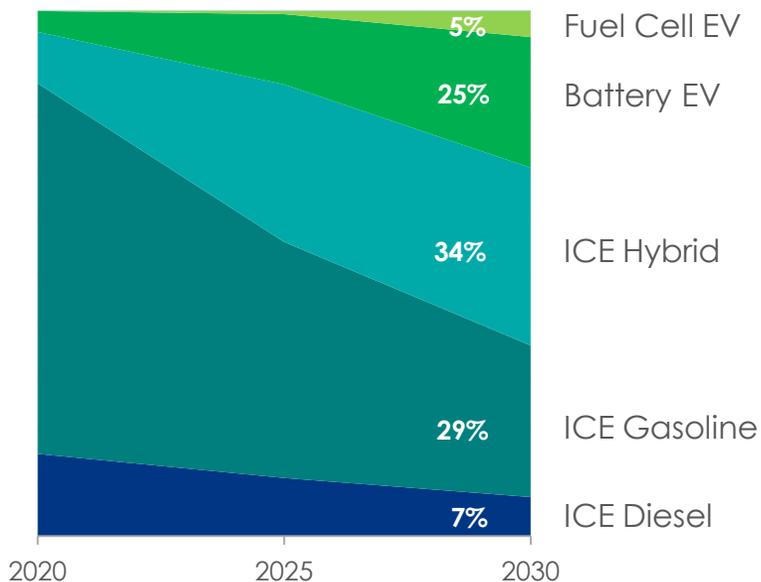
■ Faurecia Clean Mobility sales x 2.6 by 2030

■ 2019 achievements (business awards, technical milestones) confirm topline ambition

Faurecia sales under fast electrification scenario

Aggressive electrification increases Faurecia rate of growth

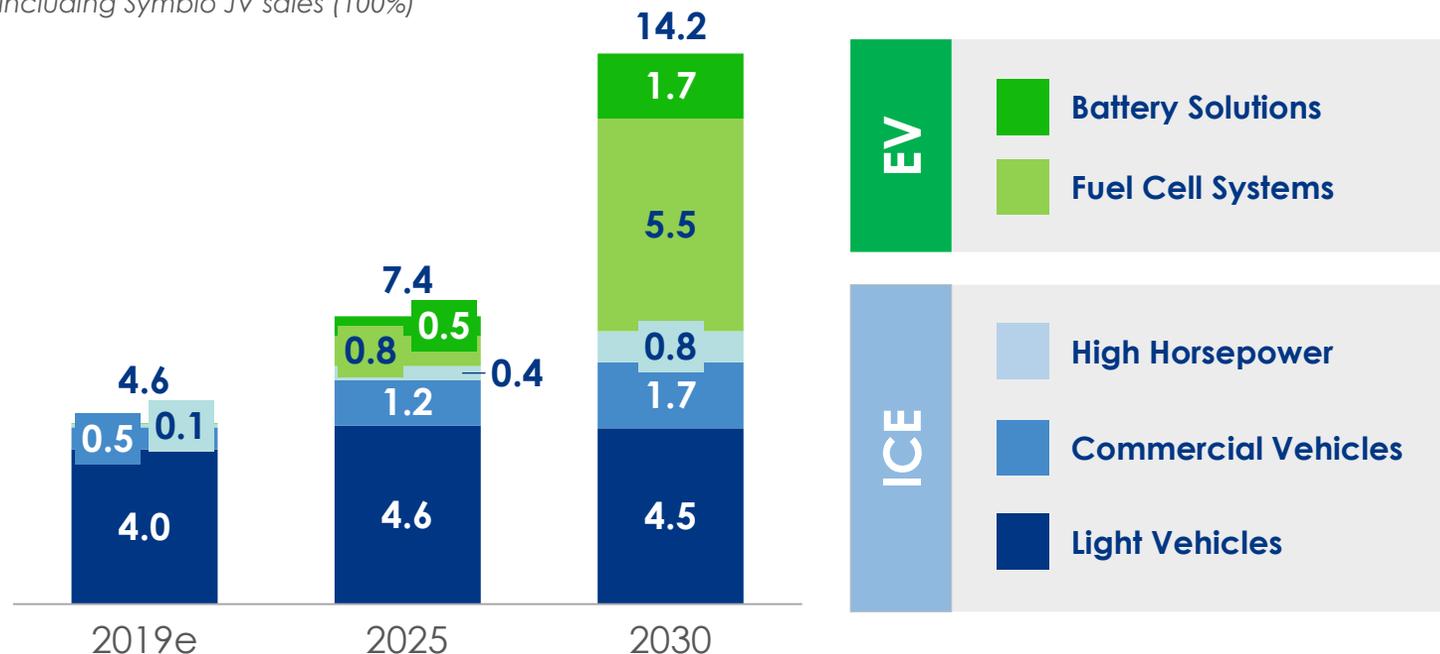
FAURECIA FAST LV ELECTRIFICATION



FAURECIA SALES

In €bn

Including Symbio JV sales (100%)



Faurecia high content per EV means that faster electrification is an opportunity

Faurecia Clean Mobility Financial Performance

Benchmark performance confirmed despite investment in EV solutions

In €m	2019e	2022	2025
Sales	4,600	5,200	7,300
<i>Of which Light Vehicles</i>	4,000	4,200	5,500
<i>Of which Commercial Vehicles</i>	540	850	1,400
<i>Of which HHP</i>	60	150	400
EBIT as % of sales	c. 11%	≥ 12%	> 13%

Takeaways

- **Electrification is accelerating in all segments driven by regulation and public pressure**
- **Increased ICE content per vehicle fully offsets any loss of ICE passenger vehicle volumes under the fast electrification scenario (30% EV in 2030)**
- **Market share gains and technology enable a doubling of revenues for CV/HHP ICE solutions by 2025**
- **Our differentiating EV power solutions, especially our fuel cell full system offer, will secure our future profitable growth**

Electrification is a significant opportunity for Faurecia

Growth and Resilience

Michel Favre
Chief Financial Officer



Since our previous CMD in May 2018, environment has deteriorated

- **Significant drop in current estimates for worldwide automotive production vs. May 2018 estimates**

- **2019: -10.7 million vehicles**

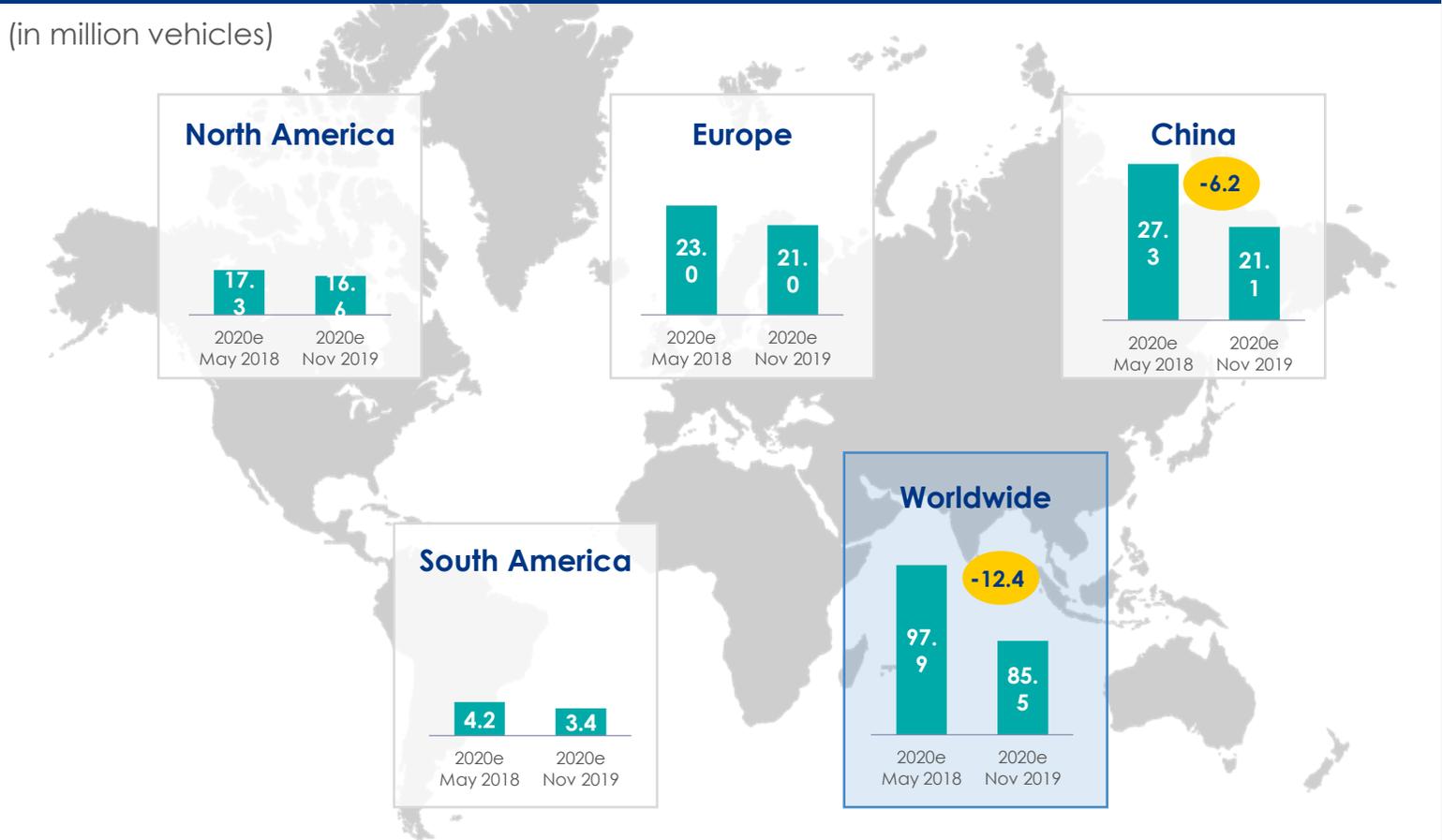
- **2020: -12.4 million vehicles i.e. volume drop > 10%**

- China: -6.2 million vehicles i.e. volume drop > 20%

AUTOMOTIVE PRODUCTION VOLUME ESTIMATES FOR 2020

(source: IHS Markit)

(in million vehicles)



In this environment, our performance is resilient

- In 2018, despite headwinds as from H2, we met all our financial targets and achieved record results
- For 2019, we confirm all our financial targets announced in February, despite deterioration of worldwide automotive production :
 - In February, volume expected to drop by c. -1% year-on-year
 - Now expected to drop by c. -6% year-on-year

SALES

FY 2019 sales at constant currencies should outperform worldwide automotive production between 150 and 350bps

(excluding Clarion consolidation)

PROFITABILITY

FY 2019 operating income should increase in value and operating margin should be at least 7% of sales

(including Clarion consolidation as from April 1)

NET CASH FLOW

FY 2019 net cash flow should be at least €500m

(including Clarion consolidation as from April 1)

Currency assumptions: USD/€ @ 1.13 and CNY/€ @ 7.71, on average

Our resilience is based on 3 pillars

GLOBAL INITIATIVES

- Total Customer Satisfaction
- Three Global cost optimization programs launched in 2018:
 - “Operations Execution and Digital Transformation” for increasing industrial efficiency
 - “Global Business Services” for a leaner cost structure
 - “Global R&D Power” for improving engineering efficiency
- Convert to Cash

**Enhanced efficiency
& leaner cost structure**

STRUCTURAL ACTIONS & COST FLEXIBILIZATION

- Rationalization/Optimization of industrial footprint
- Tight management of direct and indirect headcount
- Use of temporary staff
- SG&A cost-cutting measures

**Increased agility
& resilience**

GOVERNANCE & MANAGEMENT FOCUS

- Monthly Operations Reviews with Business Groups
- Annual stress case scenarios with specific actions plans
- Sponsorship of an Executive Committee member for each key country/sub-region
- Monthly Risk Management Reviews for plants and programs

**High anticipation
& responsiveness**

Our three global cost optimization programs are on track (1/3)

OPERATIONS EXECUTION & TRANSFORMATION

PROGRAM OBJECTIVES

presented in May 2018

- Plant ranking and program/plant risk assessment and management
- Acceleration in digital transformation
- Implementation of Process Control Towers
- 2018-2020 cumulated savings of c. €280m and FY 2020 savings of c. €150m vs. 2017

PROGRESS TO DATE

- Risk management has almost eliminated program launch and manufacturing risks
- +1,100 robots & AGVs deployed in 2018 and 2019
- Deployment of standard digital tools for optimized material flow, manufacturing automation and process variability control

NEXT STEPS

- Integration of FCE and SAS
- Accelerated deployment of AI (Process variability reduction & automatic quality inspection)
- 2020-2022 cumulated savings of c. €175m in digital transformation (before additional savings from FCE and SAS under review)

Our three global cost optimization programs are on track (2/3)

GLOBAL BUSINESS SERVICES

PROGRAM OBJECTIVES

presented in May 2018

- From 34 locations to 5 main regional operations centers in low-cost countries
- 100% SAP implementation at Group level
- 2018-2020 cumulated savings of c. €120m and FY 2020 savings of c. €50m vs. 2017

PROGRESS TO DATE

- Migration to 5 centers achieved + Pune (India) innovation center
- Significant headcount reduction on track (down 20% vs. end 2017) and important gains in flexibility
- New integration opportunities: central procurement for indirect purchasing, digital reporting and controlling support platform

NEXT STEPS

- Integration of FCE and SAS
- Acceleration in digitalization and automation of processes
- 2020-2022 cumulated savings of c. €20m (before additional savings from FCE and SAS under review)

Our three global cost optimization programs are on track (3/3)

GLOBAL R&D POWER

PROGRAM OBJECTIVES

presented in May 2018

- Targeting €50 R&D hourly rate in 2020 (vs. €70 in 2016)
- Best shoring with more than 1,200 engineers in India in 2020
- 2018-2020 cumulated savings of c. €100m and FY 2020 savings of c. €50m vs. 2017

PROGRESS TO DATE

- 2020 R&D hourly rate target already reached for two Business Groups
- c. 2,000 engineers in India
- Savings to finance innovation

NEXT STEPS

- Integration of FCE and SAS
- Deployment of a common tool for Product Lifecycle Management (Enovia)
- Development cycle time and program management reduced to an average of 20 months
- 2020-2022 cumulated savings of c. €60m (before additional savings from FCE and SAS under review)

Our Convert2Cash (C2C) program is delivering on targets

PROGRAM OBJECTIVES

presented in May 2018

- Accelerate overdue collection (< 0.5% of sales)
- Inventories converging to benchmark (down 1 day every year)
- Increase volume per supplier against improved payment terms
- Secure D&D/Tooling financing
- Capex optimized by 10% by 2020 (standardization, utilization & re-use)

Target to increase NCF as % of sales by c. 150bps between 2017 and 2020

PROGRESS TO DATE

- Overdues down 25% vs. end 2017
- Inventories adjusted to volume drop
- Reverse factoring in place in all regions
- Capex down 7% mainly thanks to equipment re-use

2019 NCF target > €500m

(> 2.8% of sales)

2019 NCF > 2018 NCF

despite higher restructuring and higher financing costs thanks to better cash conversion cycle

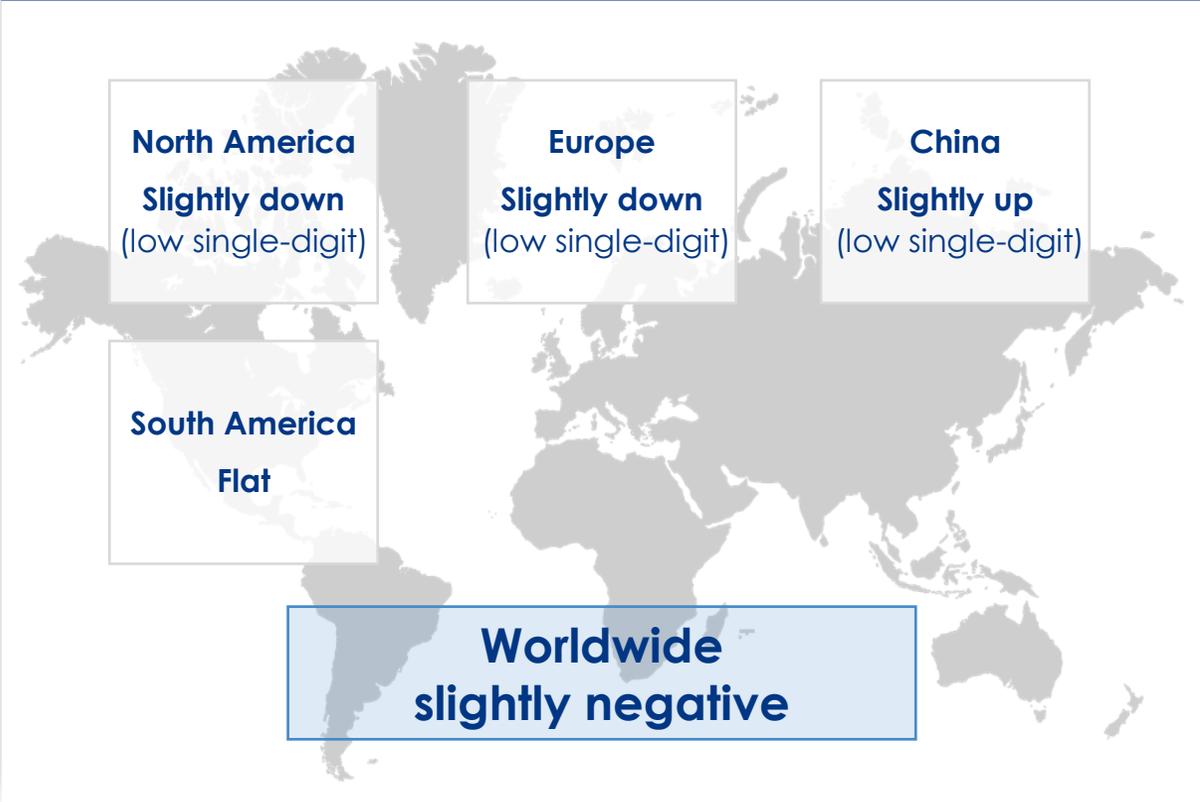
NEXT STEPS

- Integration of FCE and SAS
- Just Needed Inventory (JNI) processes and Material Planning (MPTS) centralization to reduce inventories to 8 days by 2022
- Targeting > 50% D&D/Tooling paid at SOP
- Systematic Make-or-Buy review to get a 15% reduction in Capex by 2022

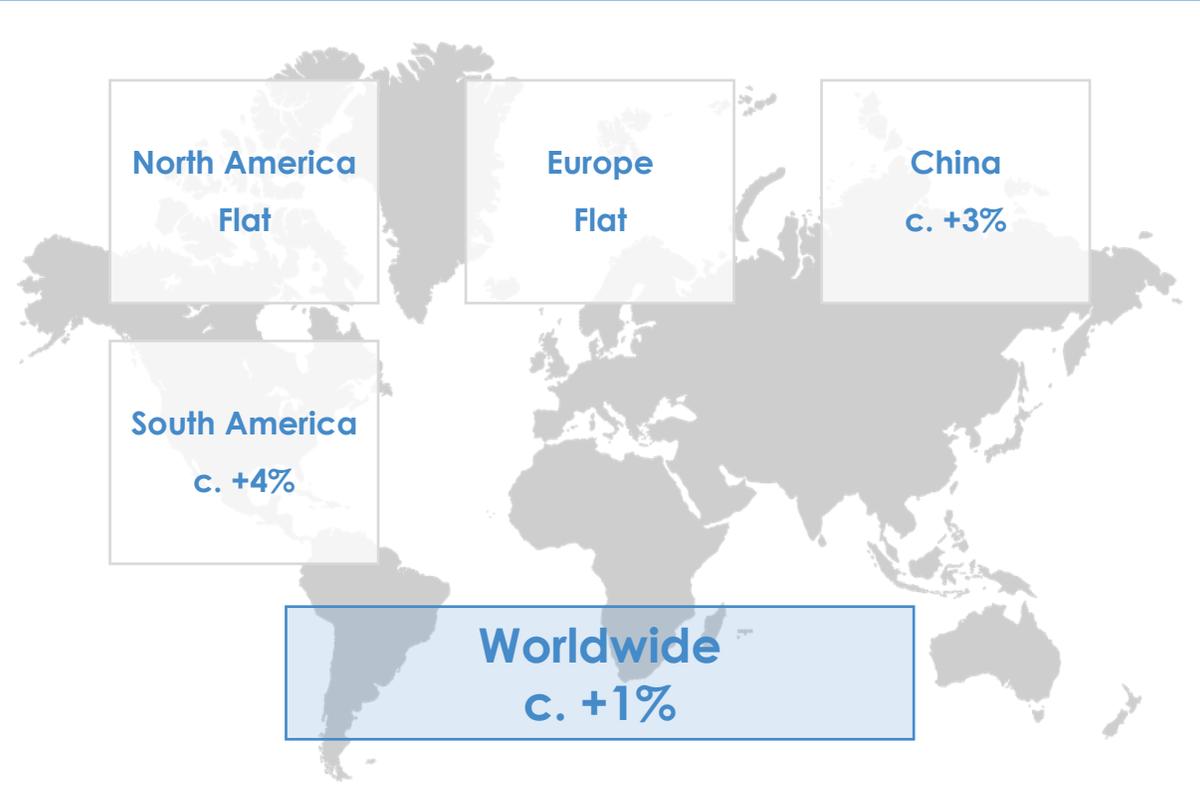
2022 NCF target of 4% of sales

Faurecia's medium-term market assumptions

AUTOMOTIVE PRODUCTION GROWTH 2020 vs. 2019

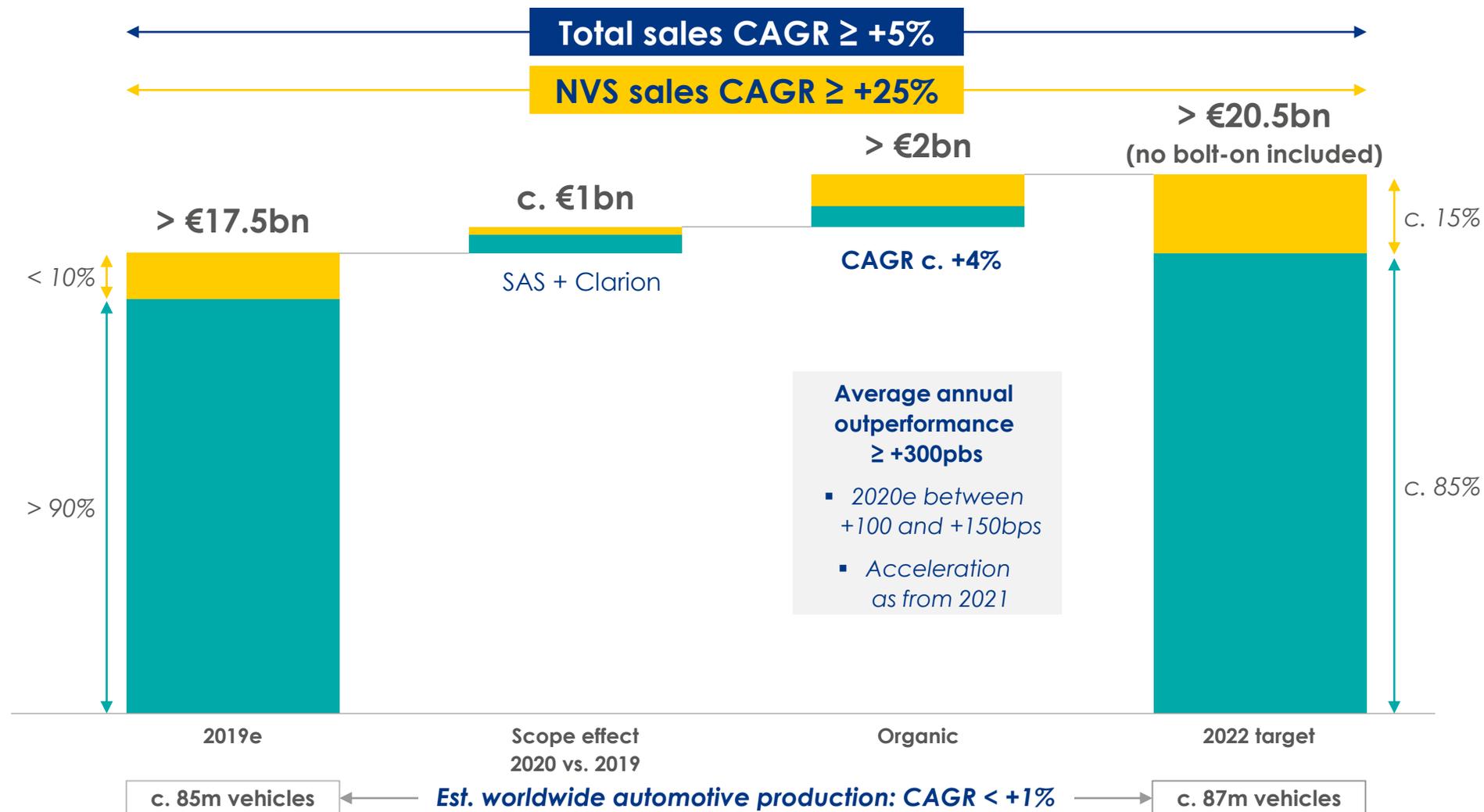


AUTOMOTIVE PRODUCTION GROWTH 2020-2022 CAGR

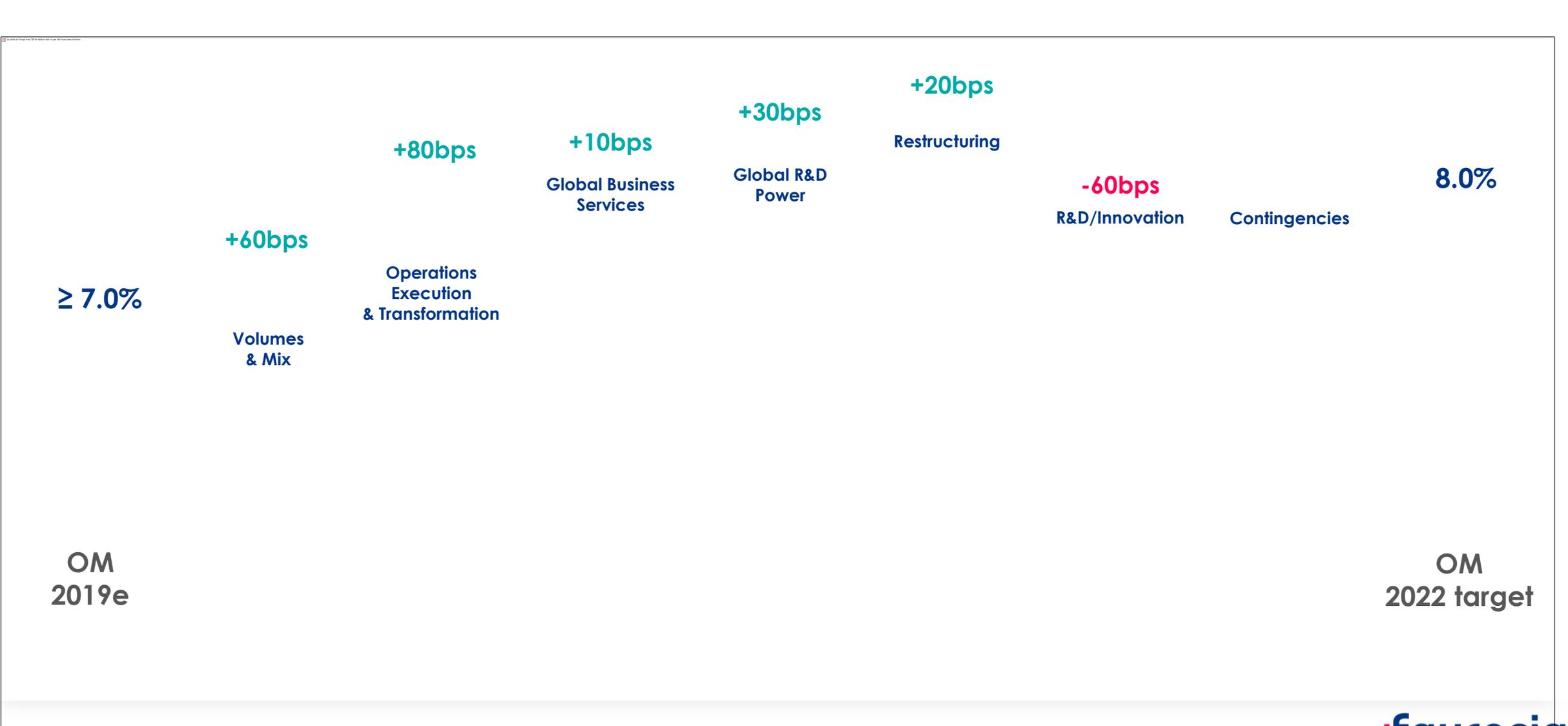


Worldwide automotive production now expected at c. 87 million vehicles in 2022

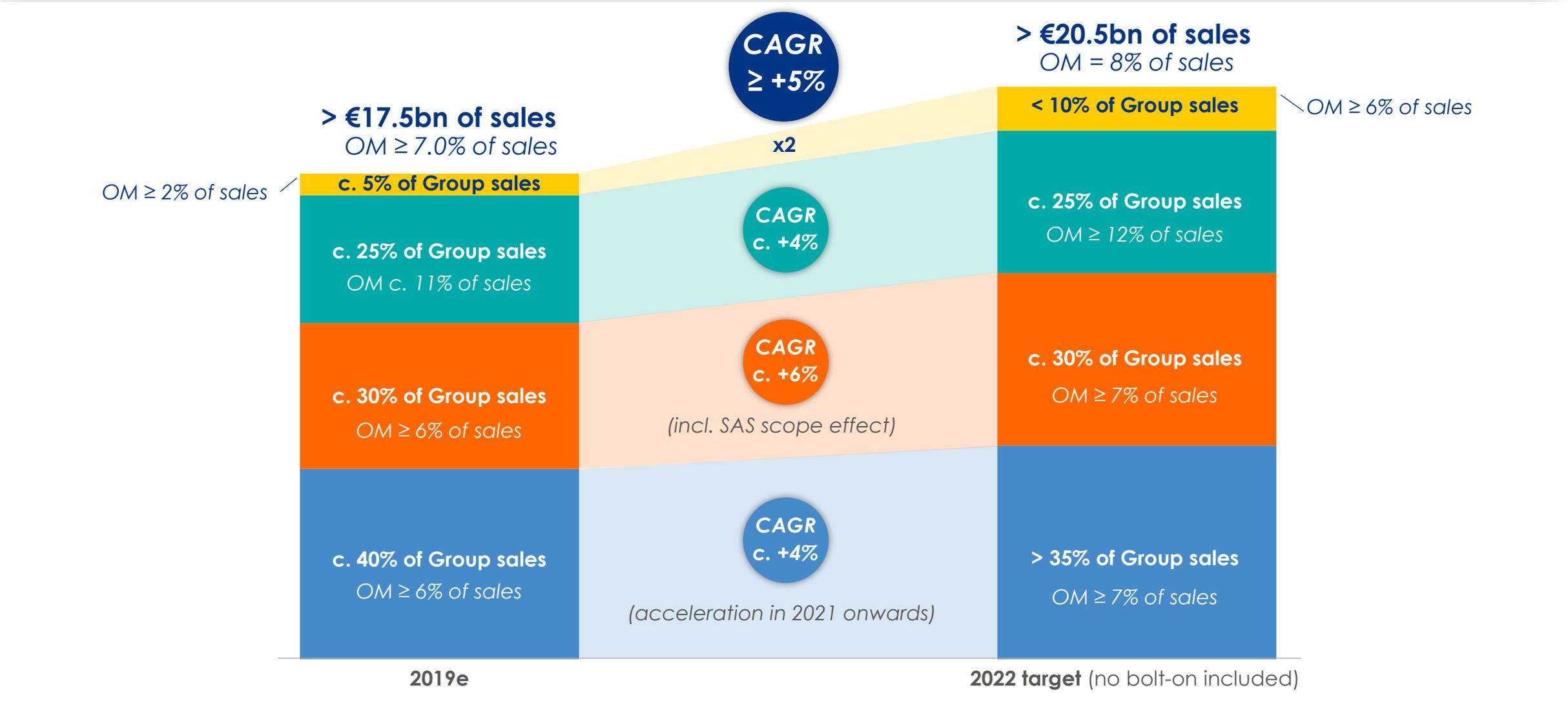
Based on these medium-term market assumptions, we target to achieve more than €20.5bn of sales in 2022



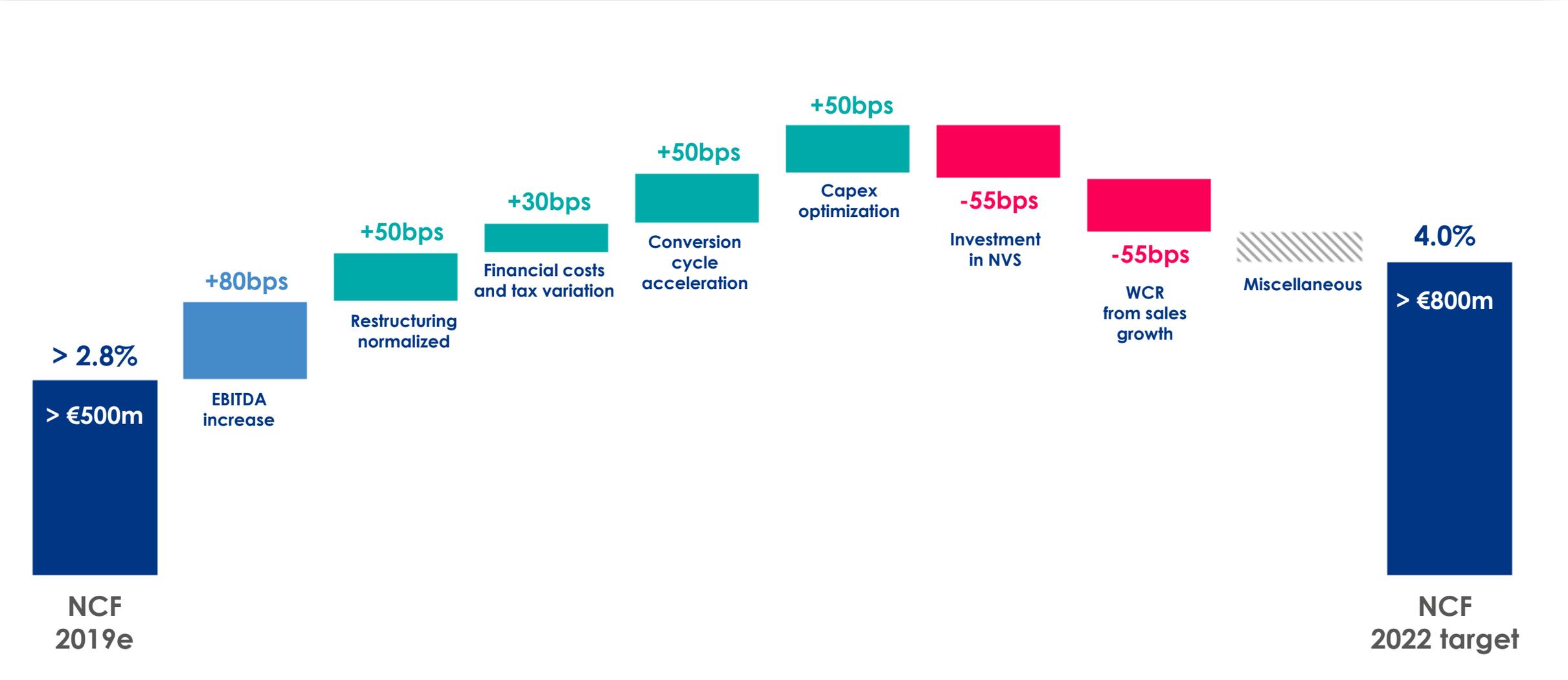
We target 8% operating margin with sales > €20.5bn in 2022



Sales growth and improved operating margin in all Business Groups



We target Net Cash Flow of 4% of sales in 2022



Secured financing and sound financial structure

■ Constant optimization of debt cost and maturity

- 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 2.39%
- 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%
- No significant LT debt repayment before June 2025

■ Strong flexibility through €1.2bn undrawn credit facility (maturity in June 2024)

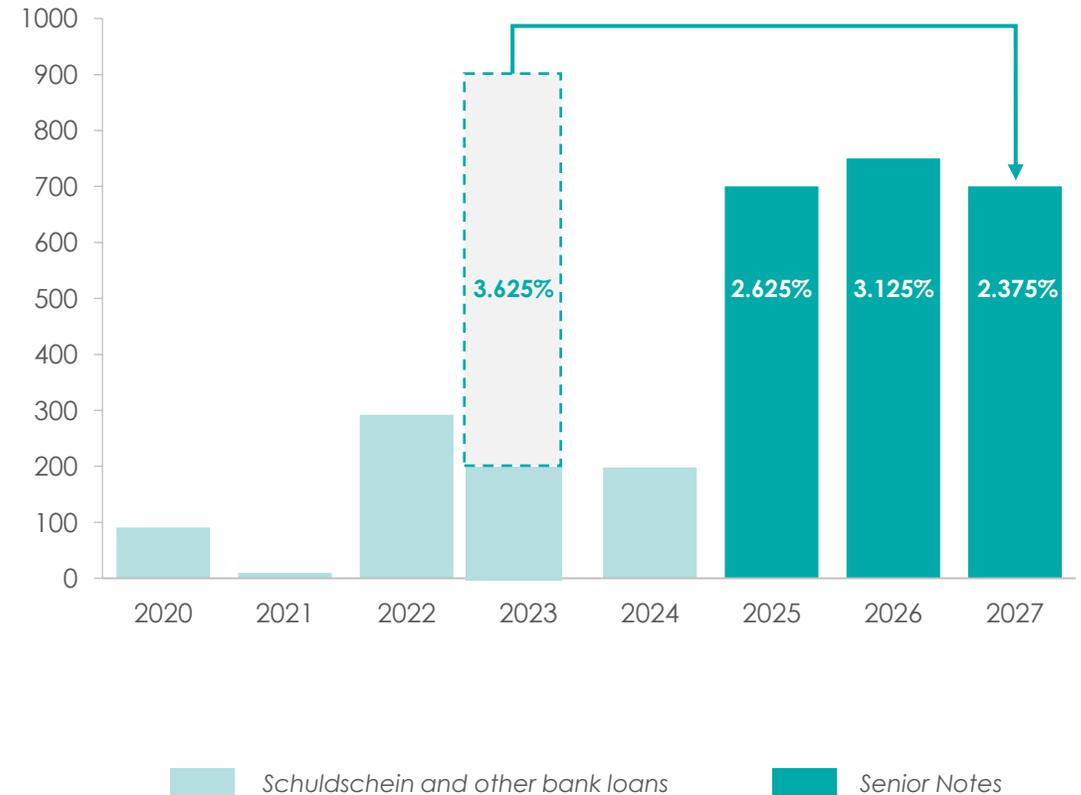
■ Net-debt-to-EBITDA ratio (incl. IFRS16 impact of 0.3x)

- 2019 estimated at between 1x and 1.1x
- 2022 estimated at 0.7x
- Policy to maintain ratio below 1x

■ Credit rating

- Continuous improvement since 2014
- Targeting investment grade status

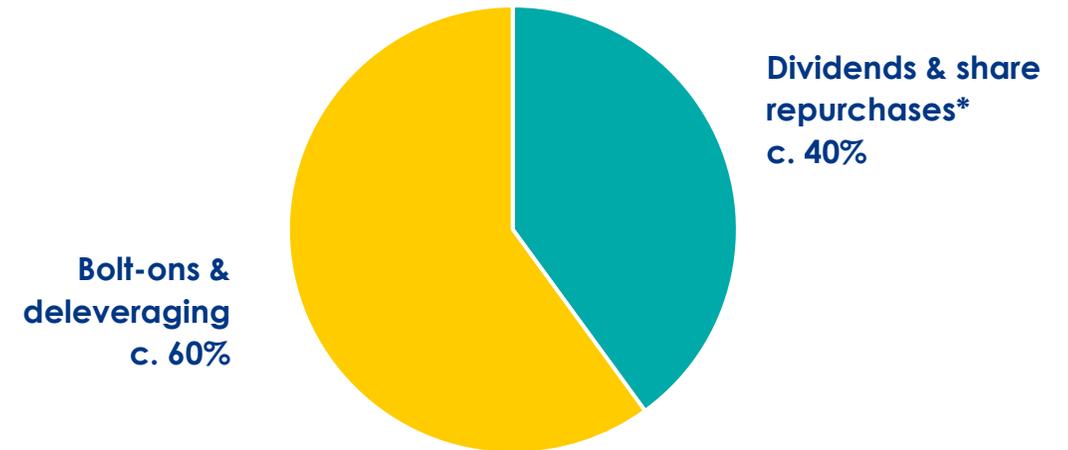
LONG-TERM DEBT MATURITY PROFILE (€m)



Cash allocation strategy remains focused on bolt-on acquisitions and fair shareholder remuneration

- **Self-financed bolt-on strategy**
 - In line with strategic priority of accelerating NVS and increasing presence in Asian markets
 - Consistent with net debt reduction policy
- **Dividend policy**
 - Fair shareholder remuneration through increase in dividend along with increase in profits and cash generation

NET CASH FLOW ALLOCATION STRATEGY

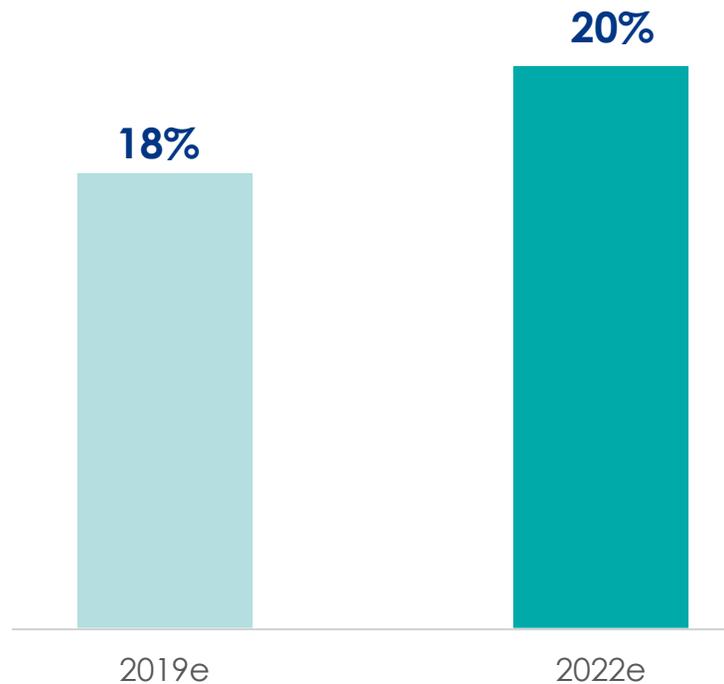


** Share repurchases are mainly allocated to performance share plans (no dilution for shareholders)*

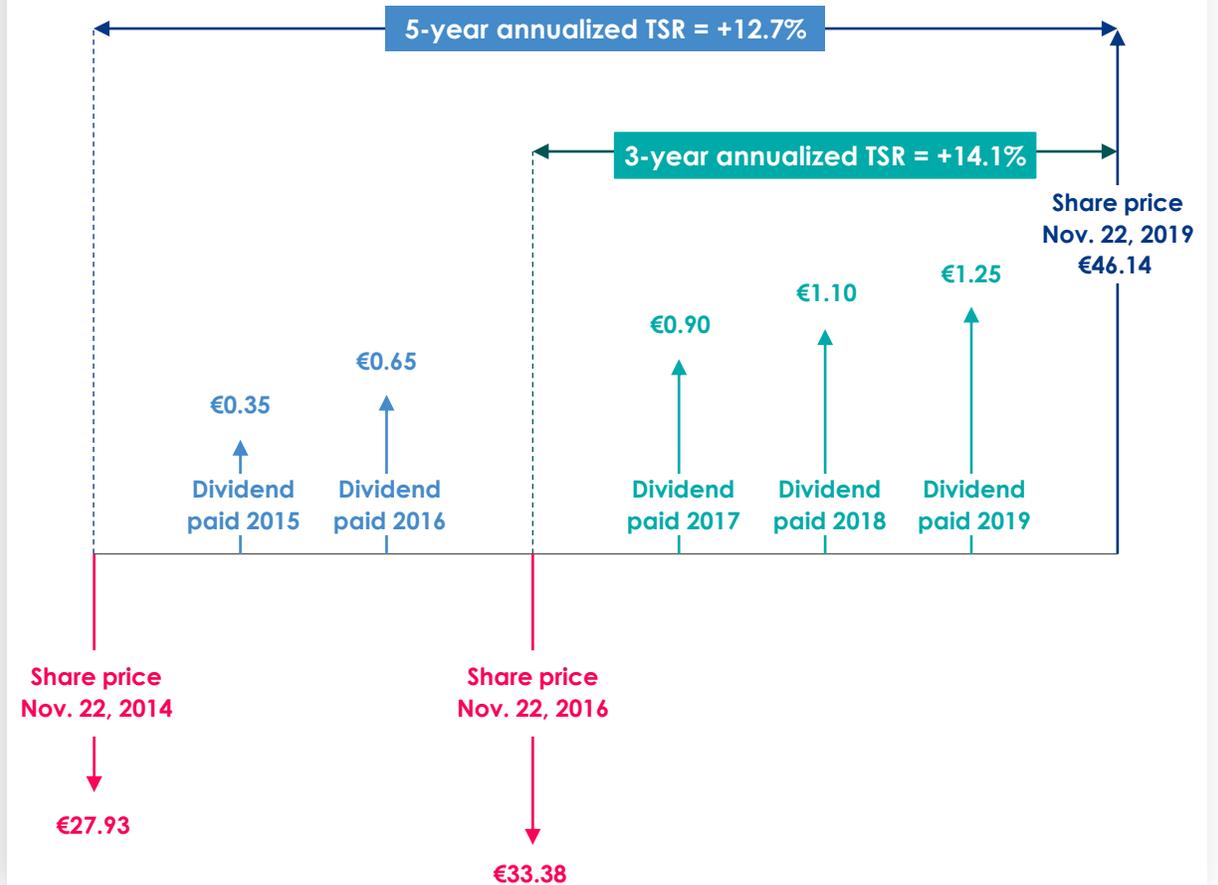
Strong ROCE and TSR for shareholder value creation

PRE-TAX ROCE @ 20% in 2022

(including IFRS 16 impact)



TOTAL SHAREHOLDER RETURN > 10%



We target historic records for sales, profitability and cash generation in 2022

- We pursue our roadmap to generate profitable growth and create value for all stakeholders
- Targets will be achieved despite significantly lower market volumes: 2022 volume forecast at a lower level than 2020 volume estimated in May 2018

2022 FINANCIAL TARGETS

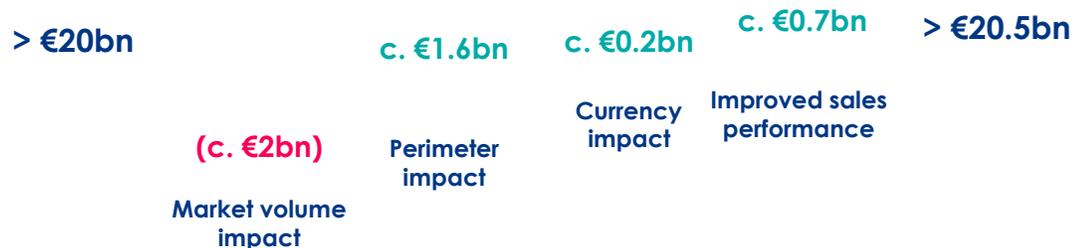
SALES
> €20.5bn

**OPERATING
MARGIN**
8% of sales

NET CASH FLOW
4% of sales

Strong sales and operating margin targets in tougher market conditions reflect robustness and resilience of our business model

SALES



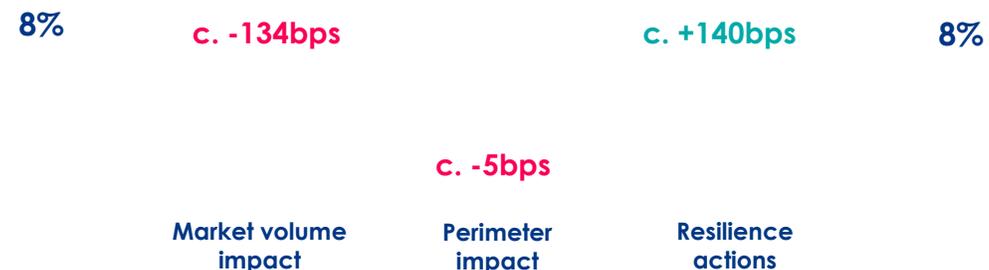
2020 target
May 2018 CMD

with est. volumes
of c. 97m vehicles

2022 target
Nov. 2019 CMD

with est. volumes
of c. 87m vehicles

OPERATING MARGIN



2020 target
May 2018 CMD

with est. volumes
of c. 97m vehicles

2022 target
Nov. 2019 CMD

with est. volumes
of c. 87m vehicles

Takeaways

- **Proven resilience in challenging times**
- **Record sales, profitability and cash generation targeted in 2022 supported by robust action plans**
- **Pursuing our track record of improved performance year after year, with focus on cash generation for continued investment in transformation and strong shareholder return**

Conclusion

Patrick Koller
Chief Executive Officer



Faurecia combining strategic transformation and operational excellence



**Transformation
& carbon
neutrality**

**Resilience
& execution**

Takeaways

- **Transformation strategy deployment accelerated by recent acquisitions and partnerships**
 - Investment in Fuel Cell Electric Vehicles to accelerate Zero Emissions strategy
 - Faurecia Clarion Electronics has a robust roadmap for profitable growth and is a strong enabler for the Cockpit of the Future
- **Track record of continuous improvement in performance, focusing on cash generation for continued investment in transformation and strong shareholder return**
- **Anticipating the next disruption through implementing an action plan for carbon neutrality**
- **An engaged management team to lead Faurecia in the next chapter of its development**

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