CAPITAL MARKETS DAY

Transformation in action

Paris – November 26, 2019
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

Technological Disruptions:
- New energy sources
- Digitalization & data science
- Connected objects
- Human & bio-inspired science

Global Development Challenges:
- Environmental issues
- Growing urbanization
- Income disparities
- Rising Asia
- Connected
- Autonomous
- Ride-sharing
- Electrified

Evolving Structure of Society:
- Women empowerment
- Aging population
- Millennials aspirations
- Individualism & freedom

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Main impacts of key trends on Faurecia’s transformation strategy

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 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

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

<table>
<thead>
<tr>
<th><strong>SUSTAINABLE MOBILITY</strong></th>
<th><strong>COCKPIT OF THE FUTURE</strong></th>
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</thead>
<tbody>
<tr>
<td>PASSENGER VEHICLES</td>
<td>COMPLETE SEATS</td>
</tr>
<tr>
<td>DUAL POWER ELECTRIC VEHICLES</td>
<td>SEAT STRUCTURE SYSTEMS</td>
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<tr>
<td>FUEL CELL ELECTRIC VEHICLES</td>
<td>COVERS &amp; FOAM SOLUTIONS</td>
</tr>
<tr>
<td>COMMERCIAL VEHICLES &amp; HIGH HORSEPOWER</td>
<td>COMFORT &amp; WELLNESS SOLUTIONS</td>
</tr>
<tr>
<td>SMART MATERIALS</td>
<td>INTERIOR MODULES</td>
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<tr>
<td>ADAS</td>
<td>INSTRUMENT PANELS</td>
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<td>DOOR PANELS &amp; CENTER CONSOLES</td>
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<td></td>
<td>ACOUSTIC SYSTEMS</td>
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<td></td>
<td>COCKPIT DOMAIN CONTROLLER</td>
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<td>IMMERSIVE EXPERIENCES</td>
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<td>DISPLAY TECHNOLOGIES</td>
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<td></td>
<td>DECORATION &amp; INTERIOR LIGHTING</td>
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</tbody>
</table>
**Broader and more diversified customer portfolio**

<table>
<thead>
<tr>
<th>MASS MARKET OEMS</th>
<th>PREMIUM OEMS</th>
<th>CHINESE OEMS</th>
<th>CV &amp; HHP</th>
<th>NEW ENTRANTS</th>
</tr>
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<tbody>
<tr>
<td>PEUGEOT, DS</td>
<td>BMW, AUDI</td>
<td>FAW, Great Wall</td>
<td>JOHN DEERE, CAT</td>
<td>MOIA</td>
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<td>CITROEN</td>
<td>JAGUAR, LANDROVER</td>
<td>BAIC</td>
<td>JCB, DAF</td>
<td>BYTON</td>
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<td>NISSAN, SKODA</td>
<td>LINCOLN, CHEVROLET</td>
<td>SAIC</td>
<td>ISUZU, NAVISTAR</td>
<td>TRATON</td>
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<td>KIA, HYUNDAI</td>
<td>BENTLEY</td>
<td>DONGFENG</td>
<td>RENAULT, IVECO</td>
<td>KARMA</td>
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<tr>
<td>FCA, HONDA</td>
<td>CADILLAC</td>
<td>GAC MOTOR</td>
<td>VOLVO TRUCKS</td>
<td>BYTON</td>
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<tr>
<td>JEEP, KIA, KIA MOTORS</td>
<td>CHRYSLER</td>
<td>CHERRY</td>
<td>SBB CFF FFS</td>
<td>BYTON</td>
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<tr>
<td>SMART</td>
<td>MB, AMG</td>
<td>GREAT WALL</td>
<td>GUAG CARGO</td>
<td>SABY</td>
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<tr>
<td>RAM, DAIHATSU</td>
<td>SMART</td>
<td>YUCHAI</td>
<td>VOLVO</td>
<td>KARMA</td>
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<td>SUBARU</td>
<td>SMART</td>
<td>HINO</td>
<td>TRATON</td>
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<td>SUZUKI</td>
<td>SMART</td>
<td>DOOSAN</td>
<td>LUCID</td>
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Global approach to Total Customer Satisfaction

<table>
<thead>
<tr>
<th>PERFORMANCE</th>
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<th>PERCEPTION</th>
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<tbody>
<tr>
<td>Technological edge</td>
<td></td>
<td>Active listening to understand</td>
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<tr>
<td>Flawless launches</td>
<td></td>
<td>Relentless problem resolution &amp; program excellence</td>
</tr>
<tr>
<td>No surprises</td>
<td></td>
<td>Five-Star experience culture, demonstrating our customer commitments</td>
</tr>
<tr>
<td>Build in quality</td>
<td></td>
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<tr>
<td>Zero defects at source</td>
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<tr>
<td>100% on-time</td>
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<tr>
<td>End-to-end secured capacity</td>
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<tr>
<td>Commercial &amp; after sales</td>
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<tr>
<td>&quot;Faurecia Signature&quot;</td>
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**TOTAL CUSTOMER SATISFACTION: EVERYONE, EVERYWHERE, EVERYTIME**
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

* NVS = 100% FCE + Comfort & Wellness/Advanced safety for Seating + CV/HHP/Zero emission for Clean Mobility
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

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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."

<table>
<thead>
<tr>
<th>WE ARE CONVINCED THAT</th>
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</thead>
<tbody>
<tr>
<td>Environmental issues pose a serious challenge for humanity</td>
</tr>
<tr>
<td>The world is in a state of permanent disruption</td>
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<tr>
<td>Diversity is a strength</td>
</tr>
<tr>
<td>Companies must have a positive impact on society</td>
</tr>
<tr>
<td>Power must have a counterbalance</td>
</tr>
<tr>
<td>Short-term thinking jeopardizes future generations</td>
</tr>
</tbody>
</table>

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<table>
<thead>
<tr>
<th>Six transversal initiatives to respond to our Convictions and to anticipate the next disruption</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Carbon Neutral by 2030</strong></td>
</tr>
<tr>
<td><strong>Faurecia Foundation</strong> for mobility, education and environment</td>
</tr>
<tr>
<td><strong>Strategic innovation for Sustainable Mobility and Cockpit of the Future</strong></td>
</tr>
<tr>
<td><strong>Inclusive Culture</strong> to attract, develop and retain diverse talents</td>
</tr>
<tr>
<td><strong>Total Customer Satisfaction</strong> for long term partnerships</td>
</tr>
<tr>
<td><strong>Learning Organization</strong> to anticipate future disruption</td>
</tr>
</tbody>
</table>
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
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

ZF

HELLA

Microsoft

accenture

Aptoide

Guard KNOX

DE VIALET
... 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**
- **70% in LCC**

**Integrates Recent Acquisitions**
- Clarion
- Parrot
- Coagent
- Covatech
- Creo Dynamics

**Locations**
- **NORTH AMERICA**
  - 19% of sales
  - 1,600 people
- **EUROPE**
  - 11% of sales
  - 800 people
- **CHINA**
  - 23% of sales
  - 2,300 people
- **JAPAN AND REST OF ASIA**
  - 47% of sales
  - 2,400 people

**Key Figures**
- **€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

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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

<table>
<thead>
<tr>
<th>3 tier-one entities</th>
<th>2 tech-based acquisitions</th>
<th>Ecosystem</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Parrot</strong></td>
<td><strong>Coagent</strong></td>
<td><strong>clarion</strong></td>
</tr>
<tr>
<td>COCKPIT AUTOMOTIVE</td>
<td>DISPLAY TECHNOLOGIES</td>
<td>IMMERSIVE EXPERIENCES</td>
</tr>
<tr>
<td>Android OS</td>
<td>AliOS</td>
<td>Linux OS</td>
</tr>
<tr>
<td>Universal tuner</td>
<td>Tencent</td>
<td>Large &amp; multiple displays</td>
</tr>
<tr>
<td>COCKPIT CONTROLLER</td>
<td>SENSOR FUSION &amp; COMPUTER VISION</td>
<td>Active Noise Cancellation</td>
</tr>
<tr>
<td>DISPLAY TECHNOLOGIES</td>
<td>Digital sound</td>
<td>Large &amp; multiple displays</td>
</tr>
<tr>
<td>IMMERSIVE EXPERIENCES</td>
<td>Voice recognition</td>
<td>Large &amp; multiple displays</td>
</tr>
<tr>
<td>Voice recognition</td>
<td>Sensor fusion</td>
<td>Large &amp; multiple displays</td>
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<tr>
<td>ADAS</td>
<td>Active Noise Cancellation</td>
<td>Large &amp; multiple displays</td>
</tr>
<tr>
<td>optical bonding</td>
<td>Aerodynamics</td>
<td>Aerodynamics &amp; acoustics</td>
</tr>
<tr>
<td>Small &amp; medium displays</td>
<td>Aerodynamics &amp; acoustics</td>
<td>Aerodynamics &amp; acoustics</td>
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<tr>
<td>Digital sound</td>
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Two priorities

- **Accelerate growth in four product lines**
- **Aggressive roadmap for cost competitiveness**
Cockpit Domain Controller (CDC)
Personalized infotainment for all occupants

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

Capital Markets Day - November 26, 2019
## Cockpit Domain Controller (CDC)
### Market Segments & Portfolio

<table>
<thead>
<tr>
<th>PRODUCT DESCRIPTION</th>
<th>MARKET TRENDS</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>IN-VEHICLE INFOTAINMENT (IVI)</strong></td>
<td><strong>Increase in Android penetration</strong> from 24% in 2019 to 42% in 2025</td>
</tr>
<tr>
<td>3 primary segments:</td>
<td>HW/SW unbundling, with entry of EMS players on build-to-print</td>
</tr>
<tr>
<td>Premium: IVI &amp; Cluster powered by single hardware managing several displays</td>
<td></td>
</tr>
<tr>
<td>Mid-range: embedded navigation system</td>
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<tr>
<td>Entry range: display audio for smartphone mirroring only</td>
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</tbody>
</table>

<table>
<thead>
<tr>
<th><strong>REAR-SEAT ENTERTAINMENT SYSTEMS</strong></th>
<th><strong>Increase in penetration</strong> from 3% in 2019 to 12% in 2025 driven by OEM’s desire to:</th>
</tr>
</thead>
<tbody>
<tr>
<td>Dedicated infotainment ECU and displays for rear seats</td>
<td>- Simplify CDC evolutions (tuning system more stable over time)</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th><strong>UNIVERSAL/REMOTE TUNER</strong></th>
<th><strong>Increase in Android penetration</strong> from 24% in 2019 to 42% in 2025</th>
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</thead>
<tbody>
<tr>
<td>Radio ECU with universal support standard (FM, DAB, HD radio, etc.)</td>
<td></td>
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<tr>
<td>Stand-alone product for reduced system cost through cabling optimization</td>
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</tbody>
</table>

<table>
<thead>
<tr>
<th><strong>APPS STORE</strong></th>
<th><strong>Increase in Android penetration</strong> from 24% in 2019 to 42% in 2025</th>
</tr>
</thead>
<tbody>
<tr>
<td>Base of downloadable apps allowing new revenue streams shared between OEMs, app creators and app store</td>
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<tr>
<td>Payment infrastructure for monetization of pay-as-you-go use cases</td>
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<table>
<thead>
<tr>
<th>MARKET SIZE 2025</th>
<th><strong>€17,100m</strong> +4%</th>
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<tbody>
<tr>
<td><strong>IN-VEHICLE INFOTAINMENT (IVI)</strong></td>
<td><strong>€300m</strong> +3%</td>
</tr>
<tr>
<td><strong>REAR-SEAT ENTERTAINMENT SYSTEMS</strong></td>
<td><strong>€600m</strong> +27%</td>
</tr>
<tr>
<td><strong>UNIVERSAL/REMOTE TUNER</strong></td>
<td><strong>€300m</strong> +18%</td>
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## Cockpit Domain Controller (CDC)
### Ambition and Unique Selling Proposition

**AMBITION**

- **Top 3**
  - Reach 20% market share with major OEMs in this large vehicle/premium segment
  - Consolidate global leadership (target 30% market share) thanks to next Gen ASIC
  - Become the leading automotive pure player in apps Market (excluding Apple and Google) targeting OEMs adopting Android

- **Segment profitability + Technology advantage ++**
  - Segment profitability + Technology advantage ++
  - Segment profitability +++ Technology advantage +++
  - Segment profitability +++ Technology advantage ++

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

- **Top 3**
  - Premium integration and synergies with Seating
  - Best performance and features with apps market

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

- **Universal/Remote Tuner**
  - AI-assisted radio navigation with SmartZap

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

### Segment Profitability

<table>
<thead>
<tr>
<th>2019-2025 CAGR</th>
<th>2025 Sales</th>
<th>2025 Market Share</th>
</tr>
</thead>
<tbody>
<tr>
<td>+16%</td>
<td>&gt; €1,000m</td>
<td>6%</td>
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</table>

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Display Technologies
Highly customizable advanced display solutions

Small & Medium Displays

Large & Multiple Display Modules

Accelerate growth in four product lines
Display Technologies
Market Segments & Portfolio

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

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
- 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
- €19,000m +13%
- €3,100m +21%

MARKET TRENDS

Accelerate growth in four product lines

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MARKET SIZE 2025
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- €3,100m +21%

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# Display Technologies

## Ambition and Unique Selling Proposition

### SMALL & MEDIUM DISPLAYS

**Opportunist**

- Focus on integration capabilities and key-accounts

**Segment profitability +**

**Technology advantage +**

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

### LARGE & MULTIPLE DISPLAY MODULES

**Top 3**

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

**Segment profitability +++**

**Technology advantage +++**

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

### 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

---

**2019-2025 CAGR**

- +34%

**2025 SALES**

- €500m

**2025 MARKET SHARE**

- >10%*
Immersive eXPeriences (IXP)
Improved and individualized in-car experience

Sound Systems & Branded Audio

Occupant Monitoring Systems

Personalized Cockpit Experiences
# Immersive eXPeriences (IXP)

## Market Segments and Portfolio

### 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)

### 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

### 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 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

### Market Size 2025
- **Sound Systems & Branded Audio**: €6,000m (+4%)
- **Occupant Monitoring Systems**: €2,700m (+50%)
- **Business take-off from 2025**
## Immersive eXPeriences (IXP)

### Ambition and Unique Selling Proposition

<table>
<thead>
<tr>
<th>AMBITION</th>
<th>USP</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>SOUND SYSTEMS &amp; BRANDED AUDIO</strong></td>
<td><strong>Niche</strong></td>
</tr>
<tr>
<td>- Leader smart headrest and ANC algorithms</td>
<td></td>
</tr>
<tr>
<td>- First sound surface solution available from 2021</td>
<td></td>
</tr>
<tr>
<td>- Develop a portfolio of audio brands</td>
<td></td>
</tr>
<tr>
<td><strong>Segment profitability ++</strong></td>
<td><strong>Technology advantage ++</strong></td>
</tr>
<tr>
<td><strong>ANC expertise</strong> for all cockpit configurations</td>
<td></td>
</tr>
<tr>
<td><strong>Interiors and Seating integration capability</strong></td>
<td></td>
</tr>
<tr>
<td><strong>First automotive grade exciters with integrated speakers</strong> (30-40% cost and space benefit)</td>
<td></td>
</tr>
<tr>
<td><strong>Devialet partnership</strong> for premium audio brand</td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th><strong>OCCUPANT MONITORING SYSTEMS</strong></th>
<th><strong>Leader</strong></th>
</tr>
</thead>
<tbody>
<tr>
<td>- Leader in camera-based occupant monitoring system</td>
<td></td>
</tr>
<tr>
<td>- Interior radar for child detection</td>
<td></td>
</tr>
<tr>
<td><strong>Segment profitability +++</strong></td>
<td><strong>Technology advantage +++</strong></td>
</tr>
<tr>
<td><strong>Best-in-class low-cost recognition software</strong></td>
<td></td>
</tr>
<tr>
<td><strong>Compact, cost-competitive, fully integrated cameras</strong></td>
<td></td>
</tr>
<tr>
<td><strong>Cockpit sensor integration</strong> based on Interiors and Seating experience</td>
<td></td>
</tr>
<tr>
<td><strong>Original application software for child detection</strong></td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th><strong>PERSONALIZED COCKPIT EXPERIENCES</strong></th>
<th><strong>Leader</strong></th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Leader in user experiences for Cockpit of the Future with full systems integration</strong></td>
<td></td>
</tr>
<tr>
<td><strong>Segment profitability ++</strong></td>
<td><strong>Technology advantage +++</strong></td>
</tr>
<tr>
<td><strong>Personalization algorithms</strong> based on self-learning/AI</td>
<td></td>
</tr>
<tr>
<td><strong>Breakthrough comfort personalization leveraging Interiors and Seating expertise</strong></td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th><strong>2019-2025 CAGR</strong></th>
<th><strong>2025 SALES</strong></th>
<th><strong>2025 MARKET SHARE</strong></th>
</tr>
</thead>
<tbody>
<tr>
<td>+28%</td>
<td>€330m</td>
<td>&gt;10%*</td>
</tr>
</tbody>
</table>

* For sound systems (excl. branded audio – market size estimated at €5.3 bn) and occupant monitoring systems

---

**Capital Markets Day - November 26, 2019**
Advanced Driver Assistance Systems (ADAS)
Enhanced safety & convenience

- e-Mirror & Surround View Systems
- Automated & Autonomous Parking Systems
- Advanced Driving Systems
## Advanced Driver Assistance Systems (ADAS)

### Market Segments and Portfolio

<table>
<thead>
<tr>
<th>Segment</th>
<th>Description</th>
<th>Market Size 2025</th>
<th>CAGR 20-25</th>
<th>Trend Notes</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>E-Mirror &amp; Surround View Systems</strong></td>
<td>e-Mirrors, Surround view systems, Rear view system, Sensor cleaning systems</td>
<td>€2,000m</td>
<td>+3%</td>
<td>- 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.</td>
</tr>
<tr>
<td><strong>Automated &amp; Autonomous Parking Systems</strong></td>
<td>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.</td>
<td>€1,500m</td>
<td>+66%</td>
<td>- Autoparking penetration reaching 24% in 2025 with increasing development of camera-based solutions. - Expansion into luxury/premium segments in the coming years.</td>
</tr>
</tbody>
</table>

### 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.
- **Surround view systems**: based on 4-6 cameras per vehicle.
- **Rear view systems**: based on 1 camera.
- **Sensor cleaning systems**: for cameras, radars, lidars.
- **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.

### Ambition to be Defined in Q1 2020
- Accelerate growth in four product lines.
## Advanced Driver Assistance Systems (ADAS)

### Ambition and Unique Selling Proposition

<table>
<thead>
<tr>
<th>AMBITION</th>
<th>USP</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>E-MIRROR &amp; SURROUND VIEW SYSTEMS</strong></td>
<td><strong>AUTOMATED &amp; AUTONOMOUS PARKING SYSTEMS</strong></td>
</tr>
<tr>
<td>Top 3</td>
<td>Top 3</td>
</tr>
<tr>
<td>Be an innovator in the camera market</td>
<td>Be one of the leaders leveraging computer vision and sensor fusion technologies</td>
</tr>
</tbody>
</table>
| Lead the e-mirror business, leveraging FCE and Interiors competences | **Segment profitability ++**
Technology advantage +++ | Computer vision and sensor fusion expertise developed for Low-speed ADAS solutions (e.g. Surround View & Autoparking) |
| **Segment profitability ++**
Technology advantage +++ | Performance and features ahead of competition: geolocation, speed and accuracy, all parking types and vehicle direction | Faurecia AI capabilities for
- moving object/pedestrian detection
- behavior prediction
- vehicle control & multi-path planning |
| 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 | **2019-2025 CAGR**
+17% | **2025 SALES**
€420m | **2025 MARKET SHARE**
>10%* |
| Performance and features ahead of competition: 3D vision, Surround View for trailer solution | | |
| | | * For e-mirror & surround view systems and automated & autonomous parking systems |

---

Capital Markets Day - November 26, 2019
FCE leverages a pioneer position in Surround View

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...

NISSAN LEAF (FCE)
Detection success rate
Vehicle 1 20%
Vehicle 2 30%
Vehicle 3 30%
Vehicle 4 40%
Manoeuver success rate
Vehicle 1 10%
Vehicle 2 35%
Vehicle 3 66%
Vehicle 4 80%
Detection x Manoeuver success rate
Vehicle 1 2%
Vehicle 2 11%
Vehicle 3 20%
Vehicle 4 32%
Parallel parking time
Vehicle 1 1 – 2 minutes
Vehicle 2 35 – 45 seconds
Perpendicular parking time
Vehicle 1 > 3 minutes
Vehicle 2 60 – 90 seconds
Driver intervention
Vehicle 1 Yes
Vehicle 2 No
Techno-bricks enabling the Cockpit of the Future

- Cockpit Domain Controller
- Immersive Experiences
- Displays
- ADAS

Cockpit Domain Controller
Displays
Immersive Experiences
ADAS

Accelerate growth in four product lines
Strong growth in sales with selective management of order intake

- 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

Sales in € bn

<table>
<thead>
<tr>
<th>Year</th>
<th>Accessible RFQs</th>
<th>Order intake</th>
</tr>
</thead>
<tbody>
<tr>
<td>2019</td>
<td>1.9</td>
<td>2.3</td>
</tr>
<tr>
<td>2020</td>
<td>2.1</td>
<td></td>
</tr>
<tr>
<td>2021</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

CAGR +16%
Expansion in customer portfolio and increased content per vehicle drive growth of addressable market

- 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

- 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

DIVERSIFICATION OF CUSTOMER PORTFOLIO

- 2019PF sales: €1bn (72% J-OEM, 15% I-OEM, 13% C-OEM)
- 2025 sales: €2.5bn (45% J-OEM, 37% I-OEM, 18% C-OEM)

INCREASE IN CONTENT PER VEHICLE

- 2019: €260
- 2025: €520 (x 2)

Capital Markets Day - November 26, 2019
Two priorities

Accelerate growth in four product lines

Aggressive roadmap for cost competitiveness
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

<table>
<thead>
<tr>
<th></th>
<th>April 2019</th>
<th>End 2019</th>
<th>End 2020</th>
<th>2020 vs. April 2019</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Total headcount</strong></td>
<td>8,220</td>
<td>7,100</td>
<td>6,700</td>
<td>-19%</td>
</tr>
<tr>
<td><strong>MOI (excluding R&amp;D)</strong></td>
<td>3,360</td>
<td>2,500</td>
<td>2,240</td>
<td>-33%</td>
</tr>
<tr>
<td><strong>Offshoring of R&amp;D (% LCC)</strong></td>
<td>45%</td>
<td>50%</td>
<td>60%</td>
<td></td>
</tr>
</tbody>
</table>

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

- Commercial negotiations
- Supply chain shortening 2% savings
- Right specification Up to 5% savings

Quick wins

- Insourcing 2% savings
- LCC re-sourcing (e.g. PCBs) c. 5% savings
- Serial design changes

7 - 24 months
Re-design

- Core panel changes (e.g. SOCs). Up to 3% savings
- Improve design standards (e.g. mechanical parts). Up to 8% savings
- Volume effects

> 24 months
New standards

Aggressive roadmap for cost competitiveness

> 20% potential

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Optimized footprint for operations underway

- 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

- **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

<table>
<thead>
<tr>
<th>In €m</th>
<th>2019PF</th>
<th>2022</th>
<th>2025</th>
</tr>
</thead>
<tbody>
<tr>
<td>Sales</td>
<td>1,000</td>
<td>1,600</td>
<td>2,500</td>
</tr>
<tr>
<td><strong>CAGR vs. 2019PF</strong></td>
<td>+17%</td>
<td></td>
<td>+16%</td>
</tr>
<tr>
<td><strong>EBIT as % of sales</strong></td>
<td>≥ 2%</td>
<td>≥ 6%</td>
<td>8%</td>
</tr>
<tr>
<td><strong>Net cash flow</strong></td>
<td>Neutral</td>
<td>Neutral</td>
<td>≥ 100 (4% of sales)</td>
</tr>
</tbody>
</table>
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 Scenario
Rise of EV and resistance of ICE confirmed under all considered scenarii

Light Vehicles: Global Powertrain Mix to 2030

Citigroup
McKinsey Baseline
McKinsey Fast Electrification

IHS
BCG

Faurecia Baseline
Faurecia Fast Electrification

ICE & Mild Hybrid
Full Hybrid
Plug-in Hybrid
EV

ICE diesel
ICE gasoline
ICE Hybrid
Battery EV
Fuel Cell EV

Capital Markets Day - November 26, 2019
Light Vehicle Regulatory Drivers
Regulatory pressure (CO₂ and pollutants) forces the move to ultra-clean ICE and EV

**CO₂ EMISSIONS REGULATION (g/km)**

![CO₂ Emissions Chart]

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

**POLLUTANT EMISSIONS REGULATION (g/km)**

![Pollutant Emissions Chart]

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

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

Capital Markets Day - November 26, 2019
CO₂ and Cost Drivers
FCEV competitive against BEV with improved range and fast refilling

**CO₂ and Cost Drivers**
FCEV competitive against BEV with improved range and fast refilling

**CRADLE-TO-GRAVE CO₂ FOOTPRINT**

**OPERATING AND POWERTRAIN COST (k€)**

**Assumptions**
- LCV Segment
- EU region
- Max range 500 km
- 90,000 km/year
- 3 years ownership

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

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

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

**Capital Markets Day - November 26, 2019**
Commercial Vehicle Powertrain Mix Drivers

Regulation and new logistic models drive vehicle segments and powertrain mix

**URBAN DISTRIBUTION MODEL**

- **City centers**
  Last mile delivery by low/zero emission light commercial vehicles

- **Hubs**
  Central distribution center located just outside city limits used as drop off delivery point for heavy-duty long-distance trucks

**EMISSIONS REGULATION**

<table>
<thead>
<tr>
<th></th>
<th>2016</th>
<th>2019</th>
<th>2022</th>
<th>2025</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>CHINA</strong></td>
<td>CN IV</td>
<td>CN V</td>
<td>CN VI</td>
<td>CN VI D</td>
</tr>
<tr>
<td><strong>INDIA</strong></td>
<td>BS III</td>
<td>BS IV</td>
<td>BS VI</td>
<td>BS VI D</td>
</tr>
<tr>
<td><strong>USA</strong></td>
<td>EPA 10</td>
<td></td>
<td>CARB 24</td>
<td></td>
</tr>
<tr>
<td><strong>EUROPE</strong></td>
<td>EU VI</td>
<td>EU VI D</td>
<td></td>
<td>EU VII</td>
</tr>
</tbody>
</table>

**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**

<table>
<thead>
<tr>
<th>Year</th>
<th>ICE diesel</th>
<th>Other ICE (including hybrid)</th>
<th>Battery EV</th>
<th>Fuel Cell EV</th>
</tr>
</thead>
<tbody>
<tr>
<td>2020</td>
<td>76%</td>
<td>22%</td>
<td>10%</td>
<td>10%</td>
</tr>
<tr>
<td>2025</td>
<td>13%</td>
<td>10%</td>
<td>10%</td>
<td>10%</td>
</tr>
<tr>
<td>2030</td>
<td>10%</td>
<td>9%</td>
<td>7%</td>
<td>5%</td>
</tr>
</tbody>
</table>

**2030 FAURECIA ELECTRIFICATION SCENARIOS**

<table>
<thead>
<tr>
<th>Vehicle Type</th>
<th>Weight in the Mix</th>
<th>Electrification %</th>
<th>Dominant Technology</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>LIGHT-DUTY VEHICLES</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>22%</td>
<td>11-16%</td>
<td></td>
</tr>
<tr>
<td><strong>SMALL MEDIUM-DUTY VEHICLES</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>11%</td>
<td>7-10%</td>
<td></td>
</tr>
<tr>
<td><strong>CITY BUSES &amp; COACHES</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>20%</td>
<td>32-38%</td>
<td></td>
</tr>
<tr>
<td><strong>MEDIUM-DUTY VEHICLES</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>15%</td>
<td>1-5%</td>
<td></td>
</tr>
<tr>
<td><strong>HEAVY-DUTY VEHICLES</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>32%</td>
<td>5-10%</td>
<td></td>
</tr>
</tbody>
</table>

Faurecia baseline aggressive electrification
Faurecia is addressing all major segments in ICE and EV

<table>
<thead>
<tr>
<th>ICE</th>
<th>LIGHT VEHICLE</th>
<th>COMMERCIAL VEHICLE</th>
<th>HIGH HORSEPOWER</th>
</tr>
</thead>
<tbody>
<tr>
<td>EV</td>
<td>1</td>
<td>2</td>
<td>3</td>
</tr>
<tr>
<td></td>
<td>4</td>
<td>5</td>
<td>Under review</td>
</tr>
</tbody>
</table>
### 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**
  - ELECTRIC HEATED CATALYST (EHC)
    - -70% NOx &
    - -75% Hydrocarbon vs Euro6d
  - EHC WITH PRE-HEATING FUNCTION
    - Near Zero Emission vehicle
  - COMBO EGR/EHRS*
    - > 3% CO₂ saving for gasoline vehicles

<table>
<thead>
<tr>
<th>Faurecia content per vehicle</th>
<th>€85</th>
<th>SOP 2023</th>
</tr>
</thead>
<tbody>
<tr>
<td>€100</td>
<td></td>
<td>SOP 2025</td>
</tr>
<tr>
<td>€80</td>
<td></td>
<td>In production</td>
</tr>
</tbody>
</table>

#### SUPER QUIET
- **No compromise on noise**
  - ADVANCED ARCHITECTURE
    - -3dB and compactness under city driving
  - ELECTRIC VALVE
    - Compactness and adaptive sound
  - RESONANCE FREE PIPE (RFP)
    - Compactness and quiet driving

<table>
<thead>
<tr>
<th>Faurecia content per vehicle</th>
<th>€15</th>
<th>SOP 2023</th>
</tr>
</thead>
<tbody>
<tr>
<td>€30</td>
<td></td>
<td>In production</td>
</tr>
<tr>
<td>€15</td>
<td></td>
<td>In production</td>
</tr>
</tbody>
</table>

- **Average content per ICE vehicle to increase 20% by 2030**
- **2018/2019 order book for ICE innovation > €1.5bn**

### Capital Markets Day - November 26, 2019

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* Exhaust Gas Recirculation (EGR)/Exhaust Heat Recovery System (EHRS)
ICE Solutions for Commercial Vehicles
On track to increase market share from 17% to 25% in 2025

**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

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

<table>
<thead>
<tr>
<th></th>
<th>BHARAT IV 2018</th>
<th>BHARAT VI / CHINA VI 2020</th>
<th>ADDITIONAL ULTRA-LOW NOX CONTENT 2025+</th>
<th>CNG TANK</th>
<th>Faurecia average content per ICE commercial vehicle increasing by &gt;30% (+€155) with upside potential from CNG</th>
</tr>
</thead>
<tbody>
<tr>
<td>Faurecia content per vehicle</td>
<td>€150</td>
<td>€350</td>
<td>&gt; €600</td>
<td>&gt; €1,000</td>
<td>2020: €460 2030: €615</td>
</tr>
<tr>
<td>Faurecia competitive advantage</td>
<td>Reliability and price</td>
<td>Space &amp; cost savings, better serviceability</td>
<td>High de-NOx at low temperature</td>
<td></td>
<td>Capital Markets Day - November 26, 2019 68</td>
</tr>
</tbody>
</table>
ICE Solutions For High Horsepower Market
Positive regulation dynamic, paving the road for mid and long-term growth

HIGH HORSEPOWER REGULATIONS HIGHLIGHTS

NORTH AMERICA
- EPA Tier4 (2017)
- Local Regulations (CARB, NESHAP...)
- IMO III for Sea Going vessels (2016, extended to smaller boat in 2021)
- EPA Tier4 for Inland Going vessels (2017)

CHINA & ASIA PACIFIC
- Local Regulations (at country or city level, increased pressure)
  - India CPCB (2021)
  - China National DECA Yangtze delta (2022)

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

Capital Markets Day - November 26, 2019

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

HIGH HORSEPOWER GROWTH PLAN

HUG ENGINEERING DOCKING POINT 2018

- Leader in High Horsepower European market
- Project based manufacturing

GLOBAL EXPANSION NEW CUSTOMERS 2025

- Global footprint with takeoff Asia/America
- Small series manufacturing with OEMs

LEVERAGE FAURECIA TECHNO & OEM ACCESS 2030

- OEM certified solutions
  - €800m
  - €600m + €200m ZE

HUG ENGINEERING A SUCCESSFUL INTEGRATION

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

Faurecia sales evolution

- % of engines with an exhaust aftertreatment

- Faurecia competitive advantage

Capital Markets Day - November 26, 2019
Faurecia captures up to €15/kWh on a battery electric or dual power vehicle

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

**BEV Architecture**

**Dual-Power Architecture**

- Share control unit

Faurecia content per vehicle

- **PHEV** €200
- **BEV / Dual Power** €350-800
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
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

<table>
<thead>
<tr>
<th>Fuel-Cell Vehicle Market</th>
<th>Unique Selling Points</th>
<th>Key Achievements</th>
</tr>
</thead>
<tbody>
<tr>
<td>Millions of vehicles</td>
<td>Hydrogen Storage Systems</td>
<td>Homologation</td>
</tr>
<tr>
<td>Commercial Vehicles</td>
<td>Increased autonomy (more H2 at iso weight)</td>
<td>350 &amp; 700 bar H2 EC79 homologated tank</td>
</tr>
<tr>
<td>Light Vehicles</td>
<td>Reduced cost (-20% Carbon Fiber)</td>
<td>BUSINESS AWARDS</td>
</tr>
<tr>
<td></td>
<td>Reliability (anti collapse system)</td>
<td>- One LCV - SOP 01/21</td>
</tr>
<tr>
<td>2025 Faurecia content per vehicle</td>
<td>Stack System €30k</td>
<td>- One CV - SOP 07/21</td>
</tr>
<tr>
<td>2030</td>
<td>Stack System €10k</td>
<td>- High-horsepower applications under development</td>
</tr>
</tbody>
</table>

**Stack System**
- Best-in-class power density
- Compactness
- System integration capability

**2025 Faurecia content per vehicle**

<table>
<thead>
<tr>
<th>2025</th>
<th>2030</th>
</tr>
</thead>
<tbody>
<tr>
<td>Commercial Vehicles</td>
<td>€40k</td>
</tr>
<tr>
<td>Light Vehicles</td>
<td>€4k</td>
</tr>
</tbody>
</table>

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

Capital Markets Day - November 26, 2019
Addressable Market Size under Faurecia baseline scenario

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

FCM MARKET

In €bn

<table>
<thead>
<tr>
<th>Year</th>
<th>Battery Solutions</th>
<th>Fuel Cell Systems</th>
<th>ICE</th>
<th>EV</th>
</tr>
</thead>
<tbody>
<tr>
<td>2020</td>
<td>3.5</td>
<td>0.7</td>
<td>14.5</td>
<td>20.4</td>
</tr>
<tr>
<td>2025</td>
<td>5.2</td>
<td>2.5</td>
<td>16.7</td>
<td>28.8</td>
</tr>
<tr>
<td>2030</td>
<td>6.1</td>
<td>3.8</td>
<td>18.3</td>
<td>46.6</td>
</tr>
</tbody>
</table>

CAGR 20-30

- Battery Solutions: +13%
- Fuel Cell Systems: +101%
- High Horsepower: +18%
- Commercial Vehicles: +6%
- Light Vehicles: +2.5%

ICE

ICE remains a large value pool, EV drives growth after 2025.
### Faurecia market share is increasing in all markets including fast-growing EV segments (baseline scenario)

#### ICE

<table>
<thead>
<tr>
<th>Year</th>
<th>Market CAGR</th>
<th>Sales in €bn</th>
</tr>
</thead>
<tbody>
<tr>
<td>2020</td>
<td>+2.4%</td>
<td>14.5</td>
</tr>
<tr>
<td>2030</td>
<td>+2.4%</td>
<td>18.3</td>
</tr>
</tbody>
</table>

#### EV

<table>
<thead>
<tr>
<th>Year</th>
<th>Market CAGR</th>
<th>Sales in €bn</th>
</tr>
</thead>
<tbody>
<tr>
<td>2020</td>
<td>+23%</td>
<td>1.4</td>
</tr>
<tr>
<td>2030</td>
<td>+23%</td>
<td>10.9</td>
</tr>
</tbody>
</table>

#### HIGH HORSEPOWER

<table>
<thead>
<tr>
<th>Year</th>
<th>Market CAGR</th>
<th>Sales in €bn</th>
</tr>
</thead>
<tbody>
<tr>
<td>2020</td>
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<td>0.7</td>
</tr>
<tr>
<td>2030</td>
<td>+18%</td>
<td>3.8</td>
</tr>
</tbody>
</table>

- **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)

Up to €200m sales opportunity in 2030
Faurecia Sales and Market Share

Faurecia growth outperforms the market (baseline scenario)

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 high content per EV means that faster electrification is an opportunity
Faurecia Clean Mobility Financial Performance
Benchmark performance confirmed despite investment in EV solutions

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

### 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

### 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

---

**Enhanced efficiency & leaner cost structure**

**Increased agility & resilience**

**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**

<table>
<thead>
<tr>
<th>PROGRAM OBJECTIVES</th>
<th>PROGRESS TO DATE</th>
<th>NEXT STEPS</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>presented in May 2018</strong></td>
<td><strong>2020 R&amp;D hourly rate target already reached for two Business Groups</strong></td>
<td><strong>Integration of FCE and SAS</strong></td>
</tr>
<tr>
<td>■ Targeting €50 R&amp;D hourly rate in 2020 (vs. €70 in 2016)</td>
<td>■ 2018-2020 cumulated savings of c. €100m and FY 2020 savings of c. €50m vs. 2017</td>
<td>■ Development cycle time and program management reduced to an average of 20 months</td>
</tr>
<tr>
<td>■ Best shoring with more than 1,200 engineers in India in 2020</td>
<td>■ c. 2,000 engineers in India</td>
<td>■ 2020-2022 cumulated savings of c. €60m (before additional savings from FCE and SAS under review)</td>
</tr>
<tr>
<td>■ 2018-2020 cumulated savings of c. €100m and FY 2020 savings of c. €50m vs. 2017</td>
<td>■ Savings to finance innovation</td>
<td></td>
</tr>
</tbody>
</table>

Capital Markets Day - November 26, 2019
Our Convert2Cash (C2C) program is delivering on targets.

**PROGRAM OBJECTIVES**

- 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)

**PRESENTED IN MAY 2018**

**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

**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

**TARGET ANSI**

- 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

**2022 NCF TARGET**

- 2022 NCF target of 4% of sales

**CAPITAL MARKETS DAY - NOVEMBER 26, 2019**
Faurecia's medium-term market assumptions

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.

**Total sales CAGR ≥ +5%**

**NVS sales CAGR ≥ +25%**

- > €17.5bn
- c. €1bn (SAS + Clarion)
- c. 85% (Scope effect 2020 vs. 2019)
- c. 15% (organic growth)

- > €2bn (no bolt-on included)
- > €20.5bn (2022 target)
- c. 85m vehicles (est. worldwide automotive production: CAGR < +1%)
- c. 87m vehicles

**Average annual outperformance ≥ +300bps**
- 2020e between +100 and +150bps
- Acceleration as from 2021
We target 8% operating margin with sales > €20.5bn in 2022

- 8% operating margin
- Sales > €20.5bn in 2022

Operations Execution & Transformation
- ≥ 7.0%
- Volumes & Mix

Global Business Services
- +80bps

Global R&D Power
- +30bps

Restructuring
- +20bps

R&D/Innovation
- -60bps

Contingencies
- +10bps
- +80bps
- +10bps

OM 2019e

OM 2022 target

Capital Markets Day - November 26, 2019
Sales growth and improved operating margin in all Business Groups

- Sales growth and improved operating margin in all Business Groups.
We target Net Cash Flow (NCF) 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
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](image)

**NET CASH FLOW ALLOCATION STRATEGY**

- **Dividends & share repurchases** c. 40%
- **Bolt-ons & deleveraging** c. 60%

* 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)

- 2019e: 18%
- 2022e: 20%

**TOTAL SHAREHOLDER RETURN > 10%**

- 5-year annualized TSR = +12.7%
- 3-year annualized TSR = +14.1%

- Share price Nov. 22, 2014: €27.93
- Share price Nov. 22, 2016: €33.38
- Share price Nov. 22, 2019: €46.14

- Dividend paid 2015: €0.35
- Dividend paid 2016: €0.65
- Dividend paid 2017: €0.90
- Dividend paid 2018: €1.10
- Dividend paid 2019: €1.25

Capital Markets Day - November 26, 2019
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

<table>
<thead>
<tr>
<th></th>
<th>2020 target</th>
<th>2022 target</th>
</tr>
</thead>
<tbody>
<tr>
<td>May 2018 CMD</td>
<td>May 2018 CMD</td>
<td>Nov. 2019 CMD</td>
</tr>
<tr>
<td>with est. volumes of c. 97m vehicles</td>
<td>with est. volumes of c. 87m vehicles</td>
<td>with est. volumes of c. 97m vehicles</td>
</tr>
</tbody>
</table>

### OPERATING MARGIN

<table>
<thead>
<tr>
<th></th>
<th>2020 target</th>
<th>2022 target</th>
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</tr>
</tbody>
</table>

- **Market volume impact**
  - > €20bn
  - c. €1.6bn
  - (c. €2bn)
  - c. €0.2bn
  - c. €0.7bn
  - > €20.5bn

- **Perimeter impact**
  - Currency impact
  - Improved sales performance

- **Improved sales performance**
  - 8%
  - c. -134bps
  - c. +140bps

- **Resilience actions**
  - c. -5bps
  - 8%
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

Capital Markets Day - November 26, 2019
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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