New Perspectives

Patrick KOLLER, Chief Executive Officer
Agenda

1. New Perspectives
2. Business Groups Profitable Growth
3. ESG Strategy Highlights
4. Financial Ambition
5. Takeaways & Q&A Session
Agenda

1. New Perspectives
2. Business Groups Profitable Growth
3. ESG strategy highlights
4. Financial ambition
5. Takeaways & Q&A Session
Our strategy responds to the challenges of the automotive industry

➢ Societal pressure for climate change and sustainability

➢ Accelerating electrification through regulations and incentives
  ▶ Full electric vehicles (BEVs + FCEVs) could reach 30% in 2030
  ▶ Massive investment in hydrogen value chain

➢ Development of advanced driver assistance systems on the road to autonomous driving
  ▶ Stronger development of level 2/3 systems as move to full autonomous driving slowed

➢ Increased connectivity driven by consumer demand, OEM productivity and 5G availability
  ▶ In 2025, above 80% of vehicles connected to internet

➢ Affordability as a priority
We are focused on two fast-growing areas
Sustainable Mobility and Cockpit of the Future

Sustainable Mobility

Solutions for ultra-low & zero emissions

Addressable market

+9% pa in 2020-2030

€120bn in 2030

Cockpit of the Future

Solutions for personalized & connected experiences

Addressable market

+7% pa in 2020-2030
Our strategy is deployed through 14 product lines

Sustainable Mobility

Cockpit of the Future

ULTRA-LOW EMISSION SOLUTIONS  ZERO EMISSION HYDROGEN SOLUTIONS
COMMERCIAL VEHICLES & INDUSTRY  SUSTAINABLE & SMART MATERIALS
ADVANCED DRIVER ASSISTANCE SYSTEMS

SEAT STRUCTURE SYSTEMS  COMPLETE SEATS  COVERS AND COMFORT
CENTER CONSOLES  INSTRUMENT PANELS  DOOR PANELS
COCKPIT ELECTRONICS  DISPLAY TECHNOLOGIES  INTERIOR MODULES
Hydrogen enables an optimized decarbonated energy supply

By 2050, hydrogen could represent 20% of the world’s energy demand

- Low geopolitical risks due to few critical materials
- Increased state sovereignty driving national hydrogen strategies
- Massive funding

Hydrogen technology

- Best solution to store electric energy for renewables & peak levelling
- Versatile hydrogen production process
- Hydrogen best solution to transport renewable energies

Green hydrogen will be widely available in 2030 at an affordable cost

In Europe, 10Mt of clean hydrogen available at around €2/kg*

* Will bring hydrogen at the fueling station < €6/kg, competitive versus diesel

7  ●  Capital Markets Day – February 22nd, 2021
Hydrogen is gaining momentum around the world

- **228 announced projects** of which 25% are mobility projects

- **30 countries** have already announced a funded hydrogen strategy

- Europe has announced **USD221bn** funding by 2030

Clean hydrogen cost to fall by **60% by 2030**

- ~65GW of electrolyzer capacity
- ~50Bn gap to be bridged

Source: Hydrogen Council
Hydrogen mobility will accelerate rapidly

Step change in product performance and cost...

- Manage product cost decrease
  - Cost reduction by 2030 (> 2/3 from scale)
  - -80%

- Vehicle usage
  - Total cost of ownership by 2030
  - -75%

- Improve durability & energy density
  - To become benchmark & address all segments

- Recycling & IoT
  - Safety management and reuse of hydrogen tank throughout 20 year lifetime

... leading to significant adoption by 2030

- Up to 500,000 commercial vehicles
  - First segment to grow by 2025
  - Dual Electric Vehicle with increased driving range, long-term storage & optimized weight

- > 2 million passenger vehicles and light commercial vehicles
  - Acceleration from 2025: >500 fueling stations in Europe
  - First adopters: China, Japan, South Korea & Europe
Focused innovation with short time-to-market supported by strong ecosystem

▶ Advanced technologies boosted by innovation

▶ **€607m** innovation spend in last three years

▶ **€1.1bn** to be invested in sustainable technologies between 2021 and 2025

▶ **Digital Services Factory** with >100 data specialists for **AI solutions** and data-driven productivity

▶ **R&D efficiency program** to enable increased investment in innovation without increasing R&D costs

▶ Best-in-class ecosystem

- Early establishment of **strong ecosystem** to accelerate integration of competences and time-to-market

- Strategic and technology **partnerships**

- Investment in **16 start-ups**

1. Including 100% of Symbio
Continuous increase in order intake secures robust growth

Enriched content per vehicle in each Business Group

Strong growth with premium, electric and commercial vehicles

Strategic positioning in China will drive doubling of sales to reach €5bn in 2025

Sales ambition ≥ €24.5bn in 2025
Strong profitable growth & cash generation from 2021

AVERAGE ANNUAL OUTPERFORMANCE\(^1\) \(+500\text{bps}\)

- Sales
- Operating Margin (as a % of sales)
- Cash (as a % of sales)

<table>
<thead>
<tr>
<th>Year</th>
<th>Sales (€bn)</th>
<th>Operating Margin (%)</th>
<th>Cash (as a % of sales)</th>
</tr>
</thead>
<tbody>
<tr>
<td>2019</td>
<td>€17.8bn</td>
<td>7.2%</td>
<td>3.3%</td>
</tr>
<tr>
<td>2020</td>
<td>€14.7bn</td>
<td>8%</td>
<td>Close to 4.5%</td>
</tr>
<tr>
<td>2022e</td>
<td>≥€18.5bn</td>
<td>4%</td>
<td>8%</td>
</tr>
<tr>
<td>2025e</td>
<td>≥€24.5bn</td>
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</tr>
</tbody>
</table>

1. Based on Faurecia estimate of 2021-2025 worldwide automotive production

Building on leadership positions to increase market share

Innovation to enrich content per vehicle

Operational excellence
- Customer satisfaction
- Digital transformation
- Standardization/massification
Key drivers for a sustainable and ambitious future
2 priorities: CO₂ neutrality and gender diversity

▶ Strong Convictions and Values drive our sustainability initiatives and our inclusive culture
  ▶ Employee engagement index up 12 points in 2020 reaching 76%
  ▶ 33% female recruitment in 2020 vs. 26% in 2018

▶ Carbon Neutrality is a strategic initiative
  ▶ Ambition to be CO₂ neutral by 2030 for scopes 1, 2 and 3 (excl. use of sold products)
  ▶ Roadmap validated by SBTi

▶ New shareholding structure after spin-off will provide new opportunities
  ▶ Diversified shareholder base with increased free float and market visibility
  ▶ Increased independence of Board of Directors
  ▶ Participate in market consolidation while maintaining strict financial discipline
Faurecia Seating

Eelco SPOELDER
Executive Vice President, Seating Business Group
Seating is a recognized innovative leader with strong potential for future growth

**Frames & mechanisms**
Market leader

- Modular & scalable solutions for global platforms
- Leading innovation portfolio, anticipating future mobility use cases

**Complete seats**
Top 3

- Strong vertical integration
- Strong craftsmanship and excellence in perceived quality

**Covers & comfort**

- Full comfort solutions (massage, heating & venting)
- Sensor technologies for the Cockpit of the Future
- Potential for further integration

OVERALL 12% MARKET SHARE ON ATTRACTIVE AND STRUCTURED MARKET
Profitable growth drivers
Seating Business Group

1. **ENRICHING SEAT VALUE**
   - Personalized experiences
   - Modularity
   - Sustainable materials & recyclability

2. **COMPLETE PORTFOLIO OF SOLUTIONS ADDRESSING ALL VEHICLE SEGMENTS**
   - Optimum product mix
   - Outperforming market in all product lines
   - High-growth in premium vehicle segments

3. **ACCELERATED GROWTH ESPECIALLY IN NORTH AMERICA AND CHINA**
   - Customer diversification
   - Fully localized competences and footprint
Strong differentiators to enrich seat value

**PERSONALIZATION**
Enhanced occupant experience through smart comfort and wellness systems

**MODULARITY**
Reconfigurable cockpit ensuring safety in all positions

**SEAT FOR THE PLANET**
Sustainable materials, recyclability and energy savings

Faurecia content per vehicle$^1$ to increase from €710 in 2020 to €820 in 2025

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$^1$ Complete seats

Capital Markets Day – February 22nd, 2021
Modular platforms for frames and mechanisms address all use cases

Our **innovative platforms** address mobility trends

**Safety enhancement**
- Smart actuators for **personalization**
- **Integrated** belt-to-seat frame
- Partnership with ZF

**Modularity**
- Configurable & scalable
- Advanced **mechatronics** solutions
- **Swiveling** module
- **Long-range** tracks

**Cost & weight performance**
- Lightweight solutions
- **Standardized** processes

**Growth through increase in platform content**

- 25% of vehicles worldwide equipped by Faurecia in 2022
- **Significant growth opportunity** for rear seats

Rear seat kinematics for new mobility modes
Innovative solutions to enhance occupant experience for Cockpit of the Future

Our innovative solutions for comfort and wellness...

Sensing
- Postural monitoring
- Fatigue and stress detection
- Occupant detection system

Wellness
- Smart headrest
- Thermal fit
- Pneumatic massage
- Audio enhancement

Mobility as a service
- Data collection
- Massage on demand
- Unlock functions

> 80% innovation projects lead to co-developments with OEMs

Targeting
> €300m additional accretive sales by 2025
Seat for the Planet
Differentiation through sustainable materials and lifecycle management

Cover materials
- Bio-sourced
- Recycled PET
- Bio-coated

Foams & plastics
- Natural fiber pad
- Compound material
- Recycled PET

Design for lifecycle
- Modular seat design
  - Easy disassembly
  - Lifetime extension
- Refurbishing/recyclability
- Potential for upgrading

Metal structures
- Less and green energy for manufacturing
- Weight reduction
- Coating technology

-30% CO₂ emissions by 2030
-15% weight per seat by 2030
Optimum product mix with strong market outperformance

Frames and mechanisms
Sales outperformance

- Frames and mechanisms
  - Sales outperformance
  - Operating margin above Seating average
  - Massified footprint and standardized processes

Complete seats
Sales outperformance

- Complete seats
  - Sales outperformance
  - Continued vertical integration
  - Process automation & digitalization

Average annual sales outperformance:

\[ \text{c. +600bps}^1 \]

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1. Vs. Faurecia estimate of 2021-2025 worldwide automotive production
Higher penetration in D and E premium segments with higher content per vehicle

2020-2025 CAGR

Market volume production  Faurecia JIT volume

+6%  +7%
C-segment

+6%  +12%
D-segment

+7%  +17%
E-segment

40% of 2020 order intake with plug-in hybrid and electric vehicles
Recent awards

Next Audi e-tron

Next Kadjar

Depending on the region, content per vehicle ranges from €400 for a C-segment vehicle to €2,400 for an E-segment vehicle
### Doubling sales in North America and China by 2025

**Market share gains in North America with improved profitability**
- **+1,100 bps market** outperformance 2020-2025
- **85% of sales** on SUVs and pick-ups
- Customer **diversification**
- **Optimized components** footprint in Mexico
- **Profitability** converging to Business Group average

**Market share gains in China through customer diversification**
- **+1,000 bps market** outperformance 2020-2025
- From **11 to 17 customers** in 2025
- Strong presence with **domestic OEMs** (25% of sales) supported by 8 joint ventures
- **21 plants** in 2020 for all technologies
Seating strong profitable growth & market outperformance

**Sales outperformance** and improved profitability

- **Enriching seat value**
- **Accelerated growth** especially in North America and China
- **Operational excellence**
  - Manufacturing excellence
  - Digitalization
  - Footprint optimization & massification
- **Optimum portfolio** of solutions for fast-growing segments

### Main drivers

<table>
<thead>
<tr>
<th>Year</th>
<th>Sales (€bn)</th>
<th>Operating Margin (%)</th>
</tr>
</thead>
<tbody>
<tr>
<td>2019</td>
<td>€7.0</td>
<td>6.5%</td>
</tr>
<tr>
<td>2020</td>
<td>€5.6</td>
<td>6.5%</td>
</tr>
<tr>
<td>2022e</td>
<td>€7.5</td>
<td>≥7.0%</td>
</tr>
<tr>
<td>2025e</td>
<td>≥9.5</td>
<td>≥7.5%</td>
</tr>
</tbody>
</table>

- €30bn Cumulated 3 year order intake (2018-2020)
- c. +600bps\(^1\) Outperformance vs. vehicle production in 2020-2025

\(^1\) Vs. Faurecia estimate of 2021-2025 worldwide automotive production
Seating key takeaways

→ Faurecia among **market leaders** in a growing and structured market
  * Global frame platforms & mechanisms (#1)
  * Complete seats (#3) with potential for market share gains

→ **Strong sales acceleration**, reaching **>€9.5bn in 2025**, +c. 600bps\(^1\) outperformance
  * Doubling sales in North America and China
  * €750m of innovative content in 2025 sales

→ **Operating margin improvement** from **6.5% in 2019** to **≥7% in 2022** and **≥7.5% in 2025**
  * Operational excellence and optimum product portfolio
  * Faster growth in frames and mechanisms with higher margin

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1. Vs. Faurecia estimate of 2021-2025 worldwide automotive production
Faurecia Interiors

Patrick POPP
Executive Vice President, Interiors Business Group
Interiors accelerated its transformation in 2020 through integration of SAS and increased focus on core product lines

Instrument panels
Market leader

- Preferred OEM partner for safety-critical design & manufacturing
- Growth driven by Cockpit of the Future and premium material trends
- Sustainable materials and processes key differentiators for Faurecia

Door panels
Market leader

- Design & manufacturing of multi-layer modules

Center consoles
#3

- Systems integration HMI, wireless charging, thermal, mechanisms & displays

SAS Interior Modules
Market co-leader

- Simplifying supply chain, packaging, assembly and logistics for OEMs
- Just-in-time systems integration of complete interior modules

Overall #1 with 14% market share
Profitable growth drivers
Interiors Business Group

1. TECHNOLOGY LEADERSHIP & OPERATIONAL EXCELLENCE
   - Complex process expertise
   - Footprint specialization, massification & digital
   - Leadership in sustainable and smart materials

2. INCREASED CONTENT PER VEHICLE
   - Smart interiors
   - New cockpit architecture & systems integration
   - Potential for further vertical integration

3. GROWTH IN HIGH-VALUE MARKETS AND SEGMENTS
   - Strong momentum with premium customers and EVs
   - Significant growth in North America
Increased competitiveness driven by process excellence

Specialization/Standardization
- Optimization of number of manufacturing processes from 80 in 2019 to <50 in 2025

Massification
- Average sales per plant from €90m in 2019 to >€120m in 2025

Digitalization
- Number of parts manufactured with a data-connected process: from 20% in 2019 to 100% in 2025

Potential to improve operating margin by 100bps (2022 vs. 2019)

All data exclude SAS Interior Modules
Interiors for the Planet
Market & technology leadership in sustainable materials

Creation of new product line to accelerate development of bio-sourced and recyclable materials providing significant weight, energy and CO₂ reduction

NAFl family

NFPP family

31 patents

Weight saving
Up to 50% immediately

CO₂ saving
CO₂ negative (-0.11g/kg)

>€1bn Sales in 2025
SAS: a leader in interior modules with strong expertise in diversity management and logistics services

- **Systems integration**
  - Cockpit component integration into single interior module

- **Complexity management**
  - Diversity management, high safety and quality standards from assembly to recycling

- **Just-in-time network**
  - Management of Just-in-time shipping synchronization

SAS Interior Modules generates €138 content per vehicle in 2020
Market-driven innovations to enrich content for the Cockpit of the Future

Airvent integration
- New architecture driving design freedom
- Airvents integrated into decorative trims or display frame

Radiant panel
- Thermal comfort with carbon film & multi-layer process
- Energy savings for improved electric vehicle autonomy
- Collaboration with Mahle

Interior lighting
- Lighting integrated into any surface material
- Dynamic lighting for HMI and driving assistance
- Collaboration with Hella

Deco-control Bar
- Solution for premium control bar on Instrument panel
- Leveraging standard manufacturing processes
2 Strong growth potential through increased content per vehicle with further growth after 2025 through function integration

<table>
<thead>
<tr>
<th>Instrument Panel</th>
<th>Door panel</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>AVERAGE FAURECIA CPV 2020</strong></td>
<td><strong>€140</strong></td>
</tr>
<tr>
<td>Interior lighting</td>
<td>➤ Dynamic lighting</td>
</tr>
<tr>
<td>Smart switches / Deco-control</td>
<td>➤ Deco-control bar</td>
</tr>
<tr>
<td>New functions / new lightweight architectures</td>
<td>➤ Lightweight Cross Car Beam</td>
</tr>
<tr>
<td></td>
<td>➤ Decovents</td>
</tr>
<tr>
<td>Electronics integration</td>
<td>➤ Display integration</td>
</tr>
<tr>
<td><strong>AVERAGE FAURECIA CPV 2025</strong></td>
<td><strong>€155</strong></td>
</tr>
</tbody>
</table>

1. Full carset
Strong momentum on fast-growing high-value segments

ATTRACTION PREMIUM MARKET

€5.5bn
Premium Interiors 2020 market
26% of global market

Premium: €680 CPV
EV: €455 CPV
vs. €350 Faurecia average¹

+30% pa
Electric vehicle production
2020-2025 CAGR

Strong growth in premium & electric vehicles

2020
€1.0bn SALES

2025e
€2.3bn

- Market share gain
- Opportunity for sustainable materials & lightweight solutions
- Integration and systems expertise for Cockpit of the Future
- Innovative design and new architectures
- Thermal solutions for increased battery range and comfort

Recent awards

1. Includes Instrument panels, door panels, center consoles and accessories
Strong growth in North America through customer diversification

**ATTRACTION PREMIUM MARKET**

- **€6bn**
  - Interiors market
  - 29% of global market

- **€570 CPV**
  - vs. €350 Faurecia average\(^1\)

- **+5% pa**
  - Vehicle production
  - 2020-2025 CAGR

**Strong growth**

<table>
<thead>
<tr>
<th>2020</th>
<th>2025e</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>€1.3bn</strong> SALES</td>
<td><strong>€2.2bn</strong></td>
</tr>
</tbody>
</table>

- Customer diversification with major customers in North America
- High-runners acquired in 2019
- Competitive Mexico footprint

**Recent awards**

- **CADILLAC LYRIQ**
- **GMC ACADIA**
- **VOLVO XC90**
- **AUDI Q5**
- **FORD F150**

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1. Includes Instrument panels, door panels, center consoles and accessories
Interiors profitable growth, outperforming the market

Sales outperformance and improved profitability

- Increasing content per vehicle and differentiation through function integration and sustainable materials
- Growth in high-value segments and markets
- Operations and process excellence driving competitiveness
- Refocused product portfolio

<table>
<thead>
<tr>
<th>Year</th>
<th>Sales (bn)</th>
<th>Operating Margin (%)</th>
</tr>
</thead>
<tbody>
<tr>
<td>2019</td>
<td>€5.4bn</td>
<td>5.5%</td>
</tr>
<tr>
<td>2020</td>
<td>€4.5bn</td>
<td>≥7.0%</td>
</tr>
<tr>
<td>2022e</td>
<td>€5.5bn</td>
<td>≥7.5%</td>
</tr>
<tr>
<td>2025e</td>
<td>€6.5bn</td>
<td></td>
</tr>
</tbody>
</table>

- €20bn cumulative 3-year order intake 2018-2020
- c. +400bps\(^1\) Outperformance vs. vehicle production in 2020-2025

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1. Vs. Faurecia estimate of 2021-2025 worldwide automotive production and excluding Acoustics & Soft Trim (AST) sales in 2020
Interiors key takeaways

➢ **Market leader** on instrument panels (#1), door panels (#1) and center consoles (#3) and interior module assembly

➢ **Accelerating growth** to reach **€6.5bn** in 2025, outperforming market by **c. +400bps**

  ▶ **Record order intake in 2020** of **€7.4bn**
  ▶ **Enriching content per vehicle** driven by automotive megatrends
  ▶ **Ideally-positioned** to seize growth on high-value vehicle segments leveraging Cockpit of the Future
  ▶ **Strong momentum** to increase market share in North America and China

➢ **Continuous performance improvement** through portfolio optimization and operational excellence (**≥7% OM in 2022, ≥7.5% in 2025**)

1. Vs. Faurecia estimate of 2021-2025 worldwide automotive production
Faurecia
Clarion Electronics

Jean-Paul MICHEL
Executive Vice President, Clarion Electronics Business Group

Keyvan KARGAR
Vice President, Sales & Programs, Clarion Electronics
Clarion Electronics integration is now completed

Roadmap for cost competitiveness on track

- €80m savings target achieved
  - -40% indirect labor
  - R&D efficiency improved by 63%
    Low-cost engineering footprint +10pts
  - Ongoing footprint massification in low-cost countries

- Bill of Material initiatives to deliver €150m cumulated savings over next 5 years

€2.5bn order intake in 2020 ahead of ambition

CLARION ELECTRONICS ORDER INTAKE (€bn)

<table>
<thead>
<tr>
<th>Year</th>
<th>CMD 2019</th>
<th>Actuals &amp; Target</th>
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</thead>
<tbody>
<tr>
<td>2019</td>
<td>1.9</td>
<td>1.9</td>
</tr>
<tr>
<td>2020</td>
<td>2.1</td>
<td>2.5</td>
</tr>
<tr>
<td>2021e</td>
<td>2.3</td>
<td>≥2.5</td>
</tr>
</tbody>
</table>

1.9 1.9 2.1 2.5 2.3 ≥2.5

2019 2020 2021e
Profitable growth drivers
Clarion Electronics Business Group

1. **IMPROVEMENT IN COST COMPETITIVENESS**
   - Headcount productivity
   - R&D competitiveness / offshoring
   - Footprint optimization
   - Bill of Materials

2. **INNOVATION DRIVEN THROUGH 3 PRODUCT LINES**
   - Cockpit Electronics
   - Display Technologies
   - Advanced Driver Assistance Systems
   - Expanding technology ecosystem
   - Key enabler of Cockpit of the Future

3. **GROWTH MOMENTUM**
   - Strong order intake confirms 2025 sales target of €2.5bn
   - Diversified customer portfolio, product and geographic mix
Focus on 3 product lines for customer experience, digital convenience and advanced safety

- In-Vehicle Infotainment/media dock
- HMI systems
- Remote Tuner
- Wireless Charger, Active Noise Control, Apps store
- Cockpit Monitoring Systems

- Display systems focused on large & multiple displays
- Cockpit integration
- Advanced image processing and energy efficiency

- Vision Systems
  - Surround View
  - E-Mirrors
- Parking Systems
  - Automated
  - Autonomous

Each product line composed of core products, high-growth/profitability products and emerging segments
Cockpit Electronics enhancing occupant experience

- Infotainment ECU
- Apps Store
- HMI Systems
- Cockpit monitoring system
- Remote tuner
- Active noise control

ADDRESSABLE MARKET

€22bn
2025
Market Size

+9%
2020-2025
Market CAGR
In-Vehicle-Infotainment
Our Cockpit Electronics core product

Ambition

Become the reference in terms of scalability and value/cost effectiveness

Faurecia key differentiators

➤ Scalable "ESSENTIAL" platform
  ▶ From >10 platforms to one single modular platform in 15 months
  ▶ Addressing 80% of the market
  ▶ Multi-OS compatible (Linux/Android)
  ▶ 40% product cost reduction vs. previous generation

+35% order intake in 2020

Best interface (HMI) of the market with MyTrenza
Cockpit Monitoring System
Cockpit Electronics emerging market segment leveraging Cockpit of the Future

Ambition

- **Top 3 player** providing wellness, comfort & safety
- **High growth market** with potential >€2.5bn in 2025

Faurecia key differentiators

**SENSE**

- Data acquisition
  - Competitive sensors
    - Infrared cameras
    - Radar (microwave)

**THINK**

- Data processing
  - Data and sensor fusion
  - Biometry and artificial intelligence

**ACT**

- User Services
  - System architecture adapted to services (assistance, information display, alerts)
  - Enhanced safety through AR / VR

Strong ecosystem of software, AI and safety partners
2 Our high growth & profitability segments
Cockpit Electronics

Remote Tuner

**Ambition**
- Market leader with >20% market share by 2025

**Differentiators**
- Best cost & size via “all-in-one” solution with embedded digital signal processor & central processing unit
- Single hardware design adapted for regions through software

Active Noise Control

**Ambition**
- Top 3 player for electrified vehicles with 20% market share by 2025

**Differentiators**
- Engine and road noise elimination key for electric and hybrid vehicles
- Creo’s strong expertise in acoustics & vibrations, smart structures and fluid dynamics

Apps Store

**Ambition**
- #1 automotive “pure player” by 2025

**Differentiators**
- App ecosystem with customized content for each region
- Seamless car service monetization enabling new revenue streams
- Data privacy secured

<table>
<thead>
<tr>
<th>Market Size</th>
<th>CAGR</th>
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<tbody>
<tr>
<td>€750m</td>
<td>+27%</td>
</tr>
<tr>
<td>2025</td>
<td>2020-2025</td>
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<tr>
<td>€300m</td>
<td>+35%</td>
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<tr>
<td>2025</td>
<td>2020-2025</td>
</tr>
<tr>
<td>€300m</td>
<td>+45%</td>
</tr>
<tr>
<td>2025</td>
<td>2020-2025</td>
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</table>
Display Technologies

Display systems
Focus on large and multiple displays

Cockpit integration

Advanced image processing & energy efficiency

ADDRESSABLE MARKET

€19bn
2025
Market Size
(of which €6bn large and multiple displays)

+12%
2020-2025
Market CAGR
2. Focus on large and multiple displays

Ambition

➢ Be among **Top 3** by 2025
➢ Maintain fast growth to reach **€800m** sales in Display Technologies by 2025

Our differentiating capabilities address 50% of display value

- Global platform screen kit
- Leadership in optical bonding
- Integrated features (ambient light sensor, image sensor)
- Immersive and customizable
- Modular

Not addressed by Faurecia

1. Liquid Crystal Display module

1. Liquid Crystal Display module

- Seamless integration into cockpit
  - Any shape, multiple & extra-large
  - Kinematics

- Leadership in smart dimming
  - Backlighting
  - Dynamic color matching, HDR & contrast enhancement
2 Display technologies
Differentiation boosted by technology ecosystem approach

A Faurecia company since 2019
Advanced material and optical bonding expertise

Optical bonding by injection
Scrap and cost reduction
Enhanced durability

A Faurecia company since April 2020
Advanced image processing
First SOP with Daimler in Aug 2020

30% more brightness
30% less screen energy consumption
Advanced Driver Assistance Systems (ADAS)
Safety & convenience

**Surround view & autonomous parking ECU**

**Algorithms and applications**

**Sensors**
Ultrasonic, cameras, etc.

**e-Mirrors**

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**ADDRESSABLE MARKET**

€5bn
2025 addressable low-speed ADAS market

+20%
2020-2025 Market CAGR
2 Maintain leadership in fusion-based parking systems

Ambition

- Maintain leadership (30% market share today) in fusion-based parking systems
- Offer higher automation levels for premium from 2021

Faurecia key differentiators

- Best-in-class parking performance
  - Camera-based sensor fusion
  - Integration of ultrasonic ECU
- Advanced parking use cases
  - Reverse assist
  - Memory park
  - Valet/remote park
  - Trailer park

TrenzADAS for best customer experience

Cost-competitive platform

Potential for ADAS low speed / high speed convergence through partnership

---

1. Ultrasonic and image sensor fusion

---

50  Capital Markets Day – February 22nd, 2021
Maintain leadership in vision systems and enter emerging e-Mirror segment

Ambition

- Maintain leadership (15% market share today) on surround view systems
- Strong growth potential expected in e-Mirror systems
  - >€1bn market in 2025

Faurecia differentiators for surround view and e-Mirror systems

- Proprietary design cameras (1 megapixel)
- Active safety
  - Object sensing improvement with AI (pedestrian, lines, vehicles)
- >5% CO₂ savings on commercial vehicles
- Optimized integration in cluster leading to significant savings
- Image enhancement
  - Environment depth
  - 3D rendering
  - Advanced processing (fog, night, rain)
3 Acceleration across geographies and product lines

Rapid growth outside Japan

**SALES PER GEOGRAPHY**

- **2020**
  - Japan & ASEAN: 11%
  - China: 27%
  - Europe: 45%
  - North America: 17%
  - Total: €0.7bn

- **2025e**
  - Japan & ASEAN: 20%
  - China: 12%
  - Europe: 33%
  - North America: 35%
  - Total: €2.5bn

**Balanced product mix**

**SALES PER PRODUCT LINE**

- **2020**
  - Cockpit Electronics: 57%
  - Display Technologies: 22%
  - Advanced Driver Assistance Systems: 21%
  - Total: €0.7bn

- **2025e**
  - Cockpit Electronics: 32%
  - Display Technologies: 24%
  - Advanced Driver Assistance Systems: 44%
  - Total: €2.5bn

**Diversified customer base**

**MAJOR CUSTOMERS**

- **2019**
  - 8

- **2025e**
  - 21

48% of 2020 order intake with new customers
**Clarion Electronics turnaround on track & 2025 targets confirmed**

- **Sales to reach €2.5bn in 2025**
  - Profitability close to Group average by 2025

  ![Sales and Operating Margin Chart](chart.png)

  - **2019 proforma**
    - €1.0bn, 1.5%
  - **2020**
    - €0.7bn, 6.0%
  - **2022e**
    - €1.4bn, ≥7.5%
  - **2025e**
    - €2.5bn

- **Main drivers**
  - **Cost competitiveness**
    - Headcount productivity
    - R&D competitiveness
    - Footprint optimization
    - Bill of Materials savings
  - **Innovation-driven acceleration**
    - in 3 strategic product lines
  - **Commercial acceleration**

- **Cumulated 2 year order intake (2019-2020)**
  - c. 3.5x

- **Between 2020 and 2025**
  - €4.4bn

---

*Capital Markets Day – February 22nd, 2021*
Clarion Electronics key takeaways

» Clarion Electronics integration completed in 18 months
  - >€80m savings in 2020
  - €2.5bn order intake in 2020 vs. €2.1bn targeted
  - Breakeven achieved in 2020 despite challenging environment

» Sales more than double between 2019 and 2025 to reach €2.5bn with profitability close to Group average at ≥7.5% in 2025
  - Balanced product line mix in 2025 and strong growth outside Japan
  - Confirm 2025 targets presented at 2019 CMD
Faurecia
Clean Mobility

Mathias MIEDREICH
Executive Vice President, Clean Mobility Business Group

Yves ANDRES
Senior Vice President, Clean Mobility Europe Division
Clean Mobility focuses on leadership in 3 product lines to ensure profitable growth in the short, medium and long term

- **Ultra-low Emissions** for Passenger Vehicles
  - Consolidate #1 position and maintain high profitability

- **Ultra-low Emissions** for Commercial Vehicles and Industry
  - Reach #1 position with accretive margin

- **Zero Emissions** Hydrogen Solutions
  - Become a leader in:
    - Hydrogen storage systems and distribution services
    - Fuel cell stack systems and services through Symbio, a JV with Michelin
Accelerated momentum for powertrain electrification drives assumption of 30% electric vehicles in 2030

GLOBAL POWERTRAIN MIX
(Passenger & light commercial vehicles)

- **Electrification acceleration** post-2025 driven by regulations, TCO and infrastructure.
- **2% fuel cell** in 2030 represents 2 million passenger vehicles. Commercial vehicles will represent an additional 500,000 fuel cell vehicles.
- Faurecia CMD 2019 **fast electrification** scenario confirmed.
Profitable growth drivers
Clean Mobility Business Group

1. REINFORCING LEADERSHIP POSITION IN ULTRA-LOW EMISSIONS FOR PASSENGER VEHICLES
   - Increased content per vehicle for hybrid powertrains
   - Operational excellence
   - Strong cash generation

3. HYDROGEN AS A GAME CHANGER
   - Strong momentum for hydrogen mobility
   - Unique capabilities in hydrogen storage systems and distribution services
   - Strong complementarity with Michelin for fuel cell stack systems and services through Symbio JV

2. BECOME MARKET LEADER IN ULTRA-LOW EMISSIONS FOR COMMERCIAL VEHICLES & INDUSTRY
   - Increased content per vehicle driven by regulation
   - Market share gains
   - Strong market rebound after extreme 2020 low point
1. Content per vehicle boosted by depollution constraints, new regulations, acoustics and space

Illustration on PHEV

New architectures and constraints

- 85% depollution objectives vs. Euro 6d
- Seamless acoustic transition from electric powertrains to ICE
- 30% space available due to battery volume

Innovation required to meet objectives

Cleaner
Better acoustic performance
More compact

Driving content per vehicle increase

- Low temperature increases complexity
- Acoustic valve
- Resonance free pipe
- Electric heated catalyst systematic by 2030

<table>
<thead>
<tr>
<th>Year</th>
<th>2021</th>
<th>2025e</th>
<th>2030e</th>
</tr>
</thead>
<tbody>
<tr>
<td>Value</td>
<td>€190</td>
<td>€195</td>
<td>€270</td>
</tr>
</tbody>
</table>
Clean Mobility well positioned on fast-growing passenger vehicle segments with higher content per vehicle

2020 market share

Pure ICE

- 2020 market share: 25%

Mild hybrid

- 2020 market share: 26%

Plug-in hybrid

- 2020 market share: 36%

Market volume CAGR 2020-2030

Pure ICE

- CAGR 2020-2030: -3%

Mild hybrid

- CAGR 2020-2030: +25%

Plug-in hybrid

- CAGR 2020-2030: +19%

Content per vehicle

Pure ICE

- 2021: €170
- 2025: €170
- 2030: €175

Mild hybrid

- 2021: €180
- 2025: €185
- 2030: €200

Plug-in hybrid

- 2021: €190
- 2025: €195
- 2030: €270
Faurecia secures strong positions in engine platforms with long lifetime and hybrid configurations

Recent awards with start of production between 2021 and 2023

Engine platform lifetime further extended to up to 10 years with opportunities for technology evolution during lifetime.
1 Aggressive fixed cost reduction plan
to deliver €100m savings in 2022 as a first step

Digital Processes
- Artificial Intelligence Visual Inspection

Automation
- AGVs and robots

Standardization
- Standard Equipment (Welding-Cells)

Massification
- From 7 to 11 large plants (>€150m sales)

+25% sales/sqm in 2025 vs. 2019

-60% CAPEX in 2025 vs. 2019
Sustained sales and profitability with strong cash generation
Ultra-low emissions for passenger vehicles

Sustained sales
even with 30% electric vehicles in 2030

Main drivers

- Growing content for hybrid vehicles
- Strengthening leadership position
- Operational excellence
- Strong cash generation

Market share
- 26% in 2019
- 28% in 2020
- 29% in 2022e
- 30% in 2025e
- 30% in 2030e

Revenue (€bn)
- €4.1bn in 2019
- €3.4bn in 2020
- €3.8bn in 2022e
- €4.2bn in 2025e
- €4.2bn in 2030e
Ultra-low emissions for commercial vehicles & industry
Content per vehicle to increase by 2030 driven by new regulations

Faurecia average CPV¹

2019

2025

2030

<table>
<thead>
<tr>
<th>2019</th>
<th>2025</th>
<th>2030</th>
</tr>
</thead>
<tbody>
<tr>
<td>€400</td>
<td>€480</td>
<td>€615</td>
</tr>
</tbody>
</table>

1. CPV reflects mix across regions and commercial vehicle segments

China on-highway CN6 deployment
China off-highway

North America, Europe and China ultra-low NOx

Bharat 4

Bharat 6

China 6

Additional ultra-low NOx content

Reliability and price
Space & cost savings, better serviceability
High de-NOx at low temperature
2m vehicles equipped by 2030

Space & cost savings,
better serviceability

High de-NOx at low temperature
2m vehicles equipped by 2030
2 Major on-highway awards achieved in every region primarily conquest business

Recent on-highway awards with start of production between 2021 and 2023

- **North America**
  - #1 medium and heavy-duty platform
  - #1 light-duty CV platform

- **Europe**
  - #1 heavy-duty platform

- **India**
  - #1 medium and heavy-duty platform

- **China**
  - Platforms with top 3 medium/heavy-duty OEMs

On-highway market share evolution ambition

<table>
<thead>
<tr>
<th>Region</th>
<th>2020</th>
<th>2025e</th>
</tr>
</thead>
<tbody>
<tr>
<td>North America</td>
<td>19%</td>
<td>28%</td>
</tr>
<tr>
<td>Europe</td>
<td></td>
<td>80% of 2025 sales awarded</td>
</tr>
</tbody>
</table>
Sales to more than double to reach €1.3bn in 2025

Main drivers

- Content per vehicle
- Market share gains in Europe and China
- Volume rebound
H2 availability and affordability drives €17bn market in 2030 with 2.5m passenger and commercial vehicles

Fuel cell market drivers

<table>
<thead>
<tr>
<th>2030 vehicle production</th>
<th>2030 hydrogen-powered vehicles</th>
<th>Average 2030 value</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Stacks</td>
<td>Storage systems</td>
</tr>
</tbody>
</table>

Passenger & light commercial vehicles
- 100m
- 2m
- €2k
- €4k

City buses & coaches
- 0.5m
- 50-100k
- €6k
- €10k

Medium-duty vehicles
- 1.0m
- 100-150k
- €10k
- €12k

Heavy-duty vehicles
- 2.4m
- 200-250k
- €25k
- €25k

Fuel cell addressable market
- €0.7bn
- €2.6bn
- €17bn
- €6.5bn
- €10.5bn

2020 2025e 2030e
High entry barriers accelerate hydrogen market consolidation

High barriers to entry...

- **Complex technical know-how**
  Mastery of several fields of expertise in products and process

- **Scale effect mandatory**
  Return on investment requires significant volumes

- **Automotive requirements**
  For sales, development and industrialization

- **Time-to-market**
  Solutions and systems need to be already in development

... lead to a market becoming structured around a few players

<table>
<thead>
<tr>
<th>Global Tier 1s</th>
<th>OEMs</th>
<th>Specialists</th>
</tr>
</thead>
<tbody>
<tr>
<td>3 Faurecia</td>
<td>1</td>
<td>3</td>
</tr>
</tbody>
</table>

- **Hydrogen storage systems and services**
- **Fuel cell stacks systems and services**

Global Tier 1s

- Faurecia

OEMs

- 2

Specialists

- 3

4
Faurecia and its joint venture Symbio address 75% of the fuel cell value chain

% of total value

- Hydrogen Storage System (HSS) 40%
- Fuel Cell Stack System 35%
- Auxiliaries 25%

Faurecia and its joint venture Symbio address 75% of the fuel cell value chain.

€150m per year invested in R&D including 100% of Symbio
Industrializing technical innovation in hydrogen storage systems and services

Product Range
Commercial vehicle systems

Key Features
- Full hydrogen storage delivery
- > 7% hydrogen weight efficiency
- Competitiveness through best-in-class carbon fiber cost and content
- Sensors, IOT, new materials & services
- Liquid hydrogen (under investigation)

EC79 Homologation
Pilot line and state-of-the-art test center since 2020
3 plants in 2021
In China, Korea and Europe
Michelin & Faurecia: unique complementary competences for fuel cell systems

- 2,000 engineers with unique expertise in fluid dynamics, catalysts, and system design
- #1 automotive buyer of stainless steel with advanced expertise in metal and assembly processes
- 20 years of advanced R&D on stacks and fuel cell systems
- 600 material engineers with chemistry expertise (e.g. IP on membranes)
- Innovative business models including price per kilometer
- Strong intimacy with fleet customers including off-highway & mining
- 4 million kilometers achieved by vehicles equipped
- Best-in-class power density @ 5KW/L
- Full range of stack powers
- System integration capabilities
- Strong intimacy with all major OEM powertrain teams
- Leadership on hydrogen storage systems
- 600 material engineers with chemistry expertise (e.g. IP on membranes)
Acceleration of customer activity
RFI/RFQ and pre-development paving the way for strong 2021 order intake

- **Passenger & light commercial vehicles**
  - Activity with 5 OEMs in Europe and North America
  - Initially 80k vehicles / year

- **Commercial vehicles**
  - Activity with 6 OEMs in Europe, North America and China
  - Potential 100k vehicles / year

- **Off-road & stationary**
  - Activity with 12 OEMs in Europe, North America and China
  - Initially 400 vehicles / year (fleets only, serial production volumes not yet known)

2022 sales already booked
Sales ambition: €500m by 2025 and >€3.5bn in 2030
Zero emission hydrogen solutions

Strong order intake target

With leading OEMs and balanced between light and heavy commercial vehicles

Comforting our sales ambition

<table>
<thead>
<tr>
<th>2022</th>
<th>2025</th>
<th>2030</th>
</tr>
</thead>
<tbody>
<tr>
<td>Total Sales</td>
<td>€50m</td>
<td>€500m</td>
</tr>
<tr>
<td>Tanks</td>
<td>€30m</td>
<td>€300m</td>
</tr>
<tr>
<td>Stacks (100% Symbio)</td>
<td>€20m</td>
<td>€200m</td>
</tr>
</tbody>
</table>

Targeting Business Group average profitability in 2030
Key takeaways
 Zero emission hydrogen solutions

- **Hydrogen mobility** is a **€17bn market of 2.5 million vehicles in 2030**

- Faurecia is uniquely positioned to become a *leader in hydrogen mobility across the value chain*
  - Automotive DNA with key R&D and industrialization capabilities
  - Strong sales and R&D complementarities with Michelin
  - Scale effect

- **Faurecia strong ambition to reach >€3.5bn sales in 2030 confirmed**
  - Several programs under development with major OEMs with start of production in 2021 or 2022
  - Several RFI / RFQ processes ongoing with target of €500m order intake in 2021
Sustained sales growth

Main drivers

Growing content per vehicle for passenger cars and commercial vehicles

Increased market share in all regions

Fixed cost reduction through operational excellence

H2 sales takeoff reaching Business Group average profitability by 2030

Clean Mobility profitable growth driven by 3 product lines in the short, medium and long term

Sales Operating Margin (as a % of sales)

- Zero emission
- Ultra-low emissions for commercial vehicles and industry
- Ultra-low emissions for passenger cars

€17bn Cumulated 3-year order intake 2018-2020

c. +350bps\(^1\) Overperformance vs. vehicle production in 2020-2025

1. Vs. Faurecia estimate of 2021-2025 worldwide automotive production
Clean Mobility key takeaways

➢ 3 product lines ensure profitable growth in the short, medium and long term

➢ Faurecia will reinforce its leadership in ultra-low emission technologies for passenger and commercial vehicles

▷ Cash generated by ultra-low emissions will fuel acceleration in hydrogen mobility

➢ Faurecia is uniquely positioned to become a leader in hydrogen mobility for both fuel cell stacks and hydrogen storage systems & distribution services

▷ Targeting €500m sales in 2025 and >€3.5bn sales in 2030
ESG Highlights

Nolwenn DELAUNAY
Executive Vice President, Group General Counsel

Rémi DAUDIN
Vice President, Sustainable Transformation
Agenda

1. **Sustainability roadmap**
   Nolwenn DELAUNAY

2. **Ambitious program for the planet**
   Rémi DAUDIN

3. **Independent governance and new shareholder base**
   Nolwenn DELAUNAY
Our strong Convictions are at the heart of our culture and drive our sustainability strategy.

- **Environmental issues pose a serious challenge for humanity**
- **Diversity is a strength**
- **Power must have a counterbalance**
- **The world is in a state of permanent disruption**
- **Companies must have a positive impact on society**
- **Short-term thinking jeopardizes future generations**

The world is in a state of permanent disruption. Diversity is a strength. Environmental issues pose a serious challenge for humanity. Power must have a counterbalance. Companies must have a positive impact on society. Short-term thinking jeopardizes future generations.
A clear sustainability roadmap

> **Respect for the planet**
> - CO₂ neutral in operations
  CO₂ neutral for scopes 1 & 2 by 2025
> - Eco-design in products
  CO₂ neutral for controlled emissions by 2030
> - Investment for sustainable technologies
  €1.1bn cumulated 2021-2025

> **Responsible business practices**
> - Business ethics
  100% of employees trained on the Code of Ethics
> - Responsible supply chain
  >90% of suppliers assessed by Ecovadis by 2025

> **Responsible employer**
> - Safety as 1st priority
  FR1t <1.2 by 2025
> - Diversity & inclusive culture
  30% of female Managers & Professionals (M&Ps) by 2025
> - Learning ambition
  25h/year/employee by 2025

STRONG CORPORATE GOVERNANCE
Fostering an inclusive culture for gender diversity

- Focus on female recruitment, training and development
  - 33% female recruitment in 2020 vs. 26% in 2018
- Training on inclusive culture for all managers
- Gender diversity included in top 300 managers long term incentive
- Commitment to equal pay
- Signatory of UN Women’s Empowerment principles

<table>
<thead>
<tr>
<th></th>
<th>2020</th>
<th>2025 TARGET</th>
</tr>
</thead>
<tbody>
<tr>
<td>% of female M&amp;Ps(^1)</td>
<td>25%</td>
<td>30%</td>
</tr>
<tr>
<td>% female in top 300 managers</td>
<td>16%</td>
<td>24%</td>
</tr>
</tbody>
</table>

In support of

**WOMEN’S EMPOWERMENT PRINCIPLES**

Established by UN Women and the UN Global Compact Office

\(^1\) Managers and professionals
Agenda

1. Sustainability roadmap
   Nolwenn DELAUNAY

2. Ambitious program for the planet
   Rémi DAUDIN

3. Independent governance and new shareholder base
   Nolwenn DELAUNAY
Our approach towards CO₂ neutrality

We embarked on 1 journey...

... with 2 key milestones...

▶ By 2025 CO₂ neutral in operations
▶ By 2030 CO₂ neutral for controlled emissions¹

... across 3 streams

▶ Operations
▶ Eco-design
▶ Compensation (in value chain)

With a focus on high reputational credibility

¹ excluding use phase emissions

TCFD CDP

faurecia
CO₂ neutral in operations by 2025

Partnership with Schneider Electric for speed and technology

All 2020 figures have been audited by Mazars.

Roadmap validated
Eco-design for reducing emissions in products in all Business Groups

**SCOPE 3**

Eliminate >4 Mt CO₂

<table>
<thead>
<tr>
<th>Year</th>
<th>2019</th>
<th>2030</th>
<th>2050</th>
</tr>
</thead>
<tbody>
<tr>
<td>9.5</td>
<td>12</td>
<td>5.1</td>
<td></td>
</tr>
</tbody>
</table>

-2.4%/y

Use less

Lightweight

Architecture & modularity

Use better

Green manufacturing

Recycled content

Bio-sourced materials

All 2020 figures have been audited by Mazars.

All 2020 figures have been audited by Mazars.

Roadmap validated.
Value chain governance to achieve ambition
Driving the change to make the transformation happen

**Suppliers**
- **Sustainability** score suppliers
- **Calculate CO₂** through “costing” tool
- **Advise** on generic action plan for CO₂ reduction

**In-house**
- **Anticipate** Internal “shadow” price of CO₂
- **Engage managers** KPIs
- **Innovate** Product Life Cycle Assessment

**OEMs**
- **Early plans on**
  - Prototypes
  - Raw Material
  - Innovation
  - Circular economy (recycling, repairing, refurbishing)
Avoiding CO\(_2\) emissions through innovation & circular economy

**Energy savings**
Display consumption, exhaust heat recovery...

30% CO\(_2\) avoided

**Extended life**
Electronic repair lab...

50% CO\(_2\) avoided

>26 Mt CO\(_2\) avoided\(^1\)

**Zero emissions technologies**
Fuel Cell & H2 Storage

100% CO\(_2\) avoided

---

\(^1\) Life Cycle Assessment, Symbio accounted for 100%
## Commitments for the planet

<table>
<thead>
<tr>
<th>COMMITMENTS</th>
<th>KPI</th>
<th>2019</th>
<th>2025</th>
<th>2030</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Environment-friendly in operations</strong></td>
<td>CO\textsubscript{2} emissions scopes 1&amp;2: Mt CO\textsubscript{2}eq</td>
<td>0.92</td>
<td>~0</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Energy intensity: MWh/€ million of sales</td>
<td>117</td>
<td>-20%</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Waste intensity: Tons/€ million of sales</td>
<td>15</td>
<td>&gt;-10%</td>
<td></td>
</tr>
<tr>
<td><strong>Eco-design for products</strong></td>
<td>CO\textsubscript{2} emissions Scope 3: Mt CO\textsubscript{2} equivalent</td>
<td>8.6</td>
<td></td>
<td>-46%</td>
</tr>
<tr>
<td></td>
<td>Recycled content in new products: in %</td>
<td>30%</td>
<td>40%</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Simplified Life Cycle Assessments</td>
<td>~5%</td>
<td>100%</td>
<td></td>
</tr>
<tr>
<td></td>
<td>(% of innovation projects)</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Investment for sustainable technologies</strong></td>
<td>Cumulated investment 2021-2025</td>
<td></td>
<td></td>
<td>€1.1bn</td>
</tr>
</tbody>
</table>
Agenda

1. Sustainability roadmap
   Nolwenn DELAUNAY

2. Ambitious program for the planet
   Rémi DAUDIN

3. Independent governance and new shareholder base
   Nolwenn DELAUNAY
Increased independence and strong commitment of Board of Directors

Changes in the Board composition enhancing its independence

- Departure of three Board Members representing PSA
- Appointment of Jean-Bernard Levy as new independent Board Member and Chairman of the Governance, Nominations and Sustainability Committee

A diverse, international, multidisciplinary Board of Directors

- 13 Board Members, including 2 representing employees and 5 women (45.5%*)
- 6 nationalities
- Bringing 10 key competence fields to Faurecia

82%* independent Board Members (versus 61.5%* in 2019)

27 meetings of the Board and its Committees in 2020 with increased rhythm during crisis +1 meeting with independent Board members only

* Excluding Board members representing employees
Increased free float and diversified shareholder base

At spin-off, free float will increase to **85%** (from 53% at December 31st, 2019)

FAURECIA SHAREHOLDING STRUCTURE
AT CLOSURE OF FCA-PSA MERGER

- STELLANTIS: **39.3%**
- Other: **1.2%**
- Free Float: **59.5%**
- Distributed: **38.5%**
- Retained*: **0.8%**

FAURECIA SHAREHOLDING STRUCTURE
AT SPIN-OFF

- STELLANTIS
- Other: **13.3%**
- Free Float: **85.0%**

Under lock-up for 6 months:
- Exor: **5.5%**
- Maillot 1/Peugeot: **3.2%**
- BPI: **2.4%**
- Dongfeng: **2.2%**

* Dedicated to GM subscription bonds
Launch of an employee shareholding plan post spin-off

- An **opportunity** to engage employees in Faurecia’s future development

- **Non-dilutive plan** through share buyback program of **max. 2% of share capital** will give total employee shareholding of up to **2.6%**

- **15 countries** (around 90% of employees)

<table>
<thead>
<tr>
<th>Reservation period¹</th>
<th>Price fixing</th>
<th>Cancellation Period</th>
<th>Share Delivery</th>
</tr>
</thead>
<tbody>
<tr>
<td>from May 7 to 21, 2021</td>
<td>June 22, 2021</td>
<td>from June 23 to 25</td>
<td>July 28, 2021</td>
</tr>
</tbody>
</table>

1. Provisional calendar
Financial Ambition

Michel FAVRE, Chief Financial Officer
Faurecia’s assumptions are slightly more **conservative** than IHS Markit

- **82.3m LVs in 2022** (vs. IHS Markit @ 85.0m)
- **90.9m LVs in 2025** (vs. IHS Markit @ 92.0m)

**Recovery >15%** over the two-year period 2020-2022

- China ≥ pre-Covid volumes by 2021
- North America ≥ pre-Covid volumes by 2022

**2025 volume back to 2017 level,** i.e. above 90m vehicles

**Source:** IHS Markit forecast dated February 2021 (vehicles segment in line with CAAM for China)
Sales 2022 target and 2025 ambition by Business Group

- **Strong growth for Seating**
  - Strong average outperformance > +600bps over the period 2020-2025

- **Growth of Interiors** boosted by SAS
  - SAS almost **doubling sales** between 2020 and 2025

- **Sustained growth of Clean Mobility**
  - **Commercial vehicles tripling sales** between 2020 and 2025
  - Hydrogen sales to reach **€500m** in 2025

- **Turnaround of Clarion Electronics**
  - **Doubling sales** between 2020 and 2022 and confirmed target of **€2.5bn** in 2025

2022 and 2025 figures are at 2021 constant scope and constant currencies (1.18 for USD/€ and 8.15 for CNY/€)

2019 | Seating: €17.8bn | Interiors: €14.7bn | Clean Mobility | Clarion Electronics
---|---|---|---|---
2020 | Seating: €17.8bn | Interiors: €14.7bn | Clean Mobility | Clarion Electronics
2022e | Seating: €18.5bn | Interiors: €14.7bn | Clean Mobility | Clarion Electronics
2025e | Seating: €18.5bn | Interiors: €18.5bn | Clean Mobility | Clarion Electronics
Sales 2022 target and 2025 ambition by region

Strong double-digit sales growth in Asia and North America
- **Asia**: 2020-2025 CAGR of c. 15%
- **North America**: 2020-2025 CAGR > 10%

High single-digit sales growth in Europe
- 2020-2025 CAGR of c. 8%

Positive geographic sales mix evolution
- **Asia**: 30% of Group sales in 2025 vs. 21% in 2019
- **Europe**: 40% of Group sales in 2025 vs. 49% in 2019

<table>
<thead>
<tr>
<th></th>
<th>2019</th>
<th>2020</th>
<th>2022e</th>
<th>2025e</th>
</tr>
</thead>
<tbody>
<tr>
<td>ROW (incl. S.A.)</td>
<td>€17.8bn</td>
<td>€14.7bn</td>
<td>≥ €18.5bn</td>
<td>≥ €24.5bn</td>
</tr>
<tr>
<td>Europe</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Asia</td>
<td>21%</td>
<td>24%</td>
<td>26%</td>
<td>30%</td>
</tr>
<tr>
<td>North America</td>
<td>25%</td>
<td>25%</td>
<td>25%</td>
<td>25%</td>
</tr>
<tr>
<td>Europe</td>
<td>49%</td>
<td>47%</td>
<td>43%</td>
<td>40%</td>
</tr>
<tr>
<td>Asia</td>
<td>25%</td>
<td>25%</td>
<td>26%</td>
<td>30%</td>
</tr>
</tbody>
</table>

2022 and 2025 figures are at 2021 constant scope and constant currencies (1.18 for USD/€ and 8.15 for CNY/€)
Drivers for operating margin improvement

**Volume growth** driven by:
- Market recovery
- Outperformance (Annual order intake ≥ €25bn as from 2019 + CPV increase)
- Increased profitability of new business

**Significant reduction of cost structure** to reach an operating margin of **8%** in 2022
- Accelerated cost reduction in 2020 with €145m recurring fixed cost savings
- Additional recurring fixed cost savings to secure above €200m by 2022 (vs. 2019)

**Continued restructuring efforts** beyond 2022
- Back to a normalized level of €80-100m as from 2022 (after €286m in 2020 and c. €120m in 2021)

<table>
<thead>
<tr>
<th></th>
<th>2019</th>
<th>2020</th>
<th>2022e</th>
<th>2025e</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>GROUP</strong></td>
<td>7.2%</td>
<td>2.8%</td>
<td>8%</td>
<td>&gt;8%</td>
</tr>
<tr>
<td><strong>SEATING</strong></td>
<td>6.5%</td>
<td></td>
<td>≥7.0%</td>
<td>≥7.5%</td>
</tr>
<tr>
<td><strong>INTERIORS</strong></td>
<td>5.5%</td>
<td></td>
<td>≥7.0%</td>
<td>≥7.5%</td>
</tr>
<tr>
<td><strong>CLEAN MOBILITY</strong></td>
<td>11.3%</td>
<td>11.5%</td>
<td>≥11.5%</td>
<td></td>
</tr>
<tr>
<td><strong>CLARION ELECTRONICS</strong></td>
<td>1.4%</td>
<td>6.0%</td>
<td>≥7.5%</td>
<td></td>
</tr>
</tbody>
</table>
Profitability 2022 target and 2025 ambition

EBITDA of c. €3.6bn in 2025 exceeding 14.5% of sales

- 2019: €2.4bn (7.2% of sales)
- 2020: €1.7bn
- 2022e: >€2.7bn (8% of sales)
- 2025e: >€3.6bn (>8% of sales)

Op. income  D&A
Transforming profitable growth into strong cash generation

- **Selectivity in Capex** ≤ 3.5% of sales as from 2021

- **Strict rules for R&D capitalization**
  - Only *development costs* specifically sold to customers are capitalized
  - *Capitalized amounts* are amortized as costs of sales along related revenue recognition (≤ 5 years)

- **Improvement in WCR** driven by:
  - Continuous *reduction in inventories* (targeting one day less in 2021 and 2022 to reach benchmark level)
  - Accelerating *collection of D&D and tooling* (targeting > 50% paid at SOP)

- **Factoring of receivables contribution** stabilized at **c. €1bn** at every year-end

- **Cash effect of restructuring** capped at **c. €100m** as from 2022 (c. €180m in 2021)

**Net Cash Flow at 4% of sales in 2022 (c. €750m) and close to 4.5% in 2025 (c. €1.1bn)**

**Cumulated 5-year Net Cash Flow (2021-2025) > €4bn**
A clear cash allocation strategy

Confirmed net cash flow allocation strategy

- 40% to dividends and share repurchases*
- 60% to deleveraging and/or bolt-on acquisitions

Dividend policy for a fair shareholder remuneration

- Return to paying a dividend as soon as 2021 (€1 per share**) reflects Faurecia’s confidence in profitable growth prospects
- Targeting continuous increase in dividend as profit and cash generation increase

* Mainly allocated to performance share plans, to avoid dilution for shareholders  ** Subject to approval at the Annual Shareholders’ Meeting to be held on May 31, 2021
Financial policy and ongoing deleveraging

▶ Financial policy focused on:
  ▶ Limiting exposure to bank credit (bonds = 73% of LT gross debt*)
  ▶ Constantly optimizing debt cost and maturity
    ▪ Average cost of LT gross debt* < 2.7%
    ▪ No significant debt repayment before 2025
    ▪ High flexibility restored since peak of Covid-crisis
  ▶ 100% undrawn credit facility of €1.2bn (maturity June 2024)
  ▶ Additional flexibility through €0.3bn of bank overdrafts

▶ Sound financial structure & continuous deleveraging
  ▶ Net-debt-to-EBITDA ratio < 1.5x at end 2021
  ▶ Net-debt-to-EBITDA ratio around 1x as from end 2022

▶ Targeting improved credit rating by rating agencies

* Excluding IFRS16 debt
Back to strong profitable growth & cash generation from 2021

**2021 GUIDANCE**
Worldwide auto production est. @ c. 76.6m

- Sales ≥ €16.5bn incl. scope & currency effects of c. €(610)m

**2022 TARGETS**
Worldwide auto production est. @ c. 82.3m

- Sales ≥ €18.5bn at 2021 constant scope & currencies

**2025 AMBITION**
Worldwide auto production est. @ c. 90.9m

- Sales ≥ €24.5bn at 2021 constant scope & currencies

2020-2025 sales CAGR c. +11% representing average annual outperformance > +500bps

- Operating margin c. 7%
- Net Cash Flow of c. €500m incl. restructurings for c. €(180)m

- Operating margin at 8%
- Net Cash Flow at 4% of sales representing c. €750m

- Operating margin > 8%
- Net Cash Flow close to 4.5% of sales representing c. €1.1bn

Cumulated 5-year Net Cash Flow > €4bn driving continuous deleveraging
Takeaways and Q&A
Key Takeaways

- Strategy focused on the **Cockpit of the Future** and **Sustainable Mobility** confirms its potential for **strong sustainable profitable growth**
  - All 2022 targets confirmed
  - More than **+500 bps** average annual sales outperformance 2020-2025 to reach **close to €25bn sales in 2025**
  - Cumulated net cash flow **>€4 billion by 2025**

- Unique position in **zero emissions hydrogen solutions** will allow Faurecia to become a leader in hydrogen mobility with sales\(^1\) of **€500m in 2025** and **>€3.5bn in 2030**

- Strong Convictions and Values drive Faurecia’s sustainability initiatives and in particular its ambition to be **CO\(_2\) neutral by 2030**

- Upcoming change in Faurecia’s shareholding structure will offer **new opportunities for value creation**

1. Including Symbio at 100%