Inspiring Mobility
Paris Motor Show, Oct. 3rd

Patrick Koller, Chief Executive Officer
20 years history of acquisitions and globalization to become a global leader

Faurecia « launched » at Paris Auto Show in 1998

- Merger of Bertrand Faure and Ecia to create Faurecia
- First development in US through acquisition of AP Automotive
- Acquisition of Sommer Allibert
- € 3.5bn, 30,000 employees, 100 sites

1999

 Acquisition of Sommer Allibert

2000

 Launch of growth strategy in Korea and China

2001

 Merger of Bertrand Faure and Ecia to create Faurecia

2004

 Acquisition of Sommers Allibert

2009

 Acquisition of Emcon Technologies

2012

 Acquisition of Saline

2014

 New Trajectory Smart life on Board Sustainable Mobility

2017

 € 17bn, 110,000 employees, 300 sites

Rapid growth in China and development of joint ventures with Chinese OEMs to reach over € 2bn sales in 2017

Faurecia #7 supplier worldwide

"Faurecia « launched » at Paris Auto Show in 1998"
Faurecia strategy aligned with megatrends

Sustainable Mobility
Solutions for fuel efficiency and air quality

Smart Life on Board
Solutions for a connected, versatile and predictive cockpit

Addressable market
€51 bn in 2030

Addressable market
€81 bn in 2030
FaureciaTech a technology driven and accountable organization

DIGITAL SERVICES FACTORY & SOFTWARE COMPANY

STRATEGIC & TECHNOLOGY PARTNERSHIPS
SMART LIFE ON BOARD
- Cockpit Electronics
- Cockpit System Integration
- Cockpit Technologies
- Comfort & Wellness Solutions

TECHNOLOGY PLATFORMS
- Silicon Valley
- Toronto
- Tel Aviv
- Shenzhen

ACADEMICS
SUSTAINABLE MOBILITY
- Ultra-low emissions
- Zero Emissions
- CVE and HHP Solutions

START-UPS
The interior becomes the new differentiator

CONSUMER IS THE PRIMARY DECISION MAKER

VERSATILE

CONNECTED

PREDICTIVE
User experience drives development of New Value Spaces

- Advanced Safety
- Enhanced Health and Wellness
- Personalized Climate Comfort & Air Quality
- Immersive Sound Experience
- Intuitive HMI Solutions
- Smart Surfaces and Smart Actuation
- UX and Systems Architecture
- Cockpit Intelligence Platform
Example of Faurecia’s triple win strategy: Immersive Sound Experience

- Innovative sound surface activation technologies, advanced software algorithms and smart headrest supported by our ecosystem

- A unique immersive sound experience

- Reduced weight (-60%) and cost for the OEM through elimination of all loudspeakers

- Additional content for Faurecia seamlessly integrated into interior and seating products
Faurecia leading the cockpit revolution

- Full perimeter of interior and key associated competences already in house
- User-centric approach
- Technology brick identification
- Innovation ecosystem to accelerate time to market
- Multiple complex systems integration
- Artificial intelligence for predictive cockpit
Relative importance of powertrain driven by regulation, use cases and cost

- Stringent regulations and new technology breakthroughs
- All markets getting emissionized including China and India Commercial Vehicles, High Horsepower engines & Industry
- Nearly 50% of the market will be electrified by 2030
- Smart Cities will drive new mobility requirements
Faurecia offer gives strategic freedom from powertrain mix

**Passenger vehicles**

- Hybrid electrification solutions
  - Exhaust Heat Recovery System
  - Low Pressure Exhaust Gas Recirculation
  - Electric heated catalyst
  - Compact & lightweight system

- Zero Emissions
  - Fuel cell tank and stack
  - Battery housing module

**Commercial Vehicles and High Horsepower**

- Ultra Clean Diesel
  - ASDS™
  - Next generation deNOx

- Zero Emissions
  - Fuel cell tank and stack
  - Battery housing module
Battery Electric Vehicle and Fuel Cell Electric Vehicle are complementary solutions

<table>
<thead>
<tr>
<th>Energy storage</th>
<th>FUEL CELL ELECTRIC VEHICLES</th>
<th>BATTERY ELECTRIC VEHICLES</th>
</tr>
</thead>
<tbody>
<tr>
<td>500 Km range</td>
<td>€ 7,500 5kg H₂ tank</td>
<td>€ 10,200 100 kWh Li-ion battery</td>
</tr>
<tr>
<td>300 Km range</td>
<td>€ 6,900 3kg H₂ tank</td>
<td>€ 5,400 40 kWh Li-ion battery</td>
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</tbody>
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- Practicality should be taken into consideration
  - Charging time on BEV: from 45mn to 2 hours
  - Filling time for FCEV: 3 minutes

- Range cost is the strong differentiating point
  - €1,200 to 2,200 (depending on the range of the vehicle) for extra 100 km on BEV
  - €300 for extra 100 km on FCEV

- Fuel Cell Electric Vehicles are cheaper for ranges over 350 km and better when filling time is critical

- Green hydrogen can be produced from renewable energy sources using electrolysis
An Advanced Fuel Cell Systems with the best-in-class ecosystem

High-performance fuel cell stack
Best-in-class power density (vol. & weight)

Valve & H1 Management
Best-in-class System volume

Lightweight hydrogen storage system
Better reliability
25% lighter
Faurecia leading the clean mobility revolution

- Zero emissions is a great growth opportunity
- Commercial Vehicles & High Horsepower will further boost sales
- Strong innovation for fuel economy and CO₂ emissions reduction
- Supporting fleets, industries and cities solve their air quality issues
- Developed ecosystem for leadership in fuel cell systems
- Strategic freedom versus powertrain mix