

**J.P. Morgan European Automotive
Conference - London, June 11, 2019**

Record performance in 2018

Resilience and continued transformation in 2019

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Group CFO



In 2018, Faurecia met all its financial targets and posted a strong performance

Sales



€17,525m

+7.0% at constant currencies

+810bps above worldwide automotive production

(Guidance was "At least +8% or at least 600bps above worldwide automotive production")

Operating margin



7.3% of sales

with operating income up 10% at €1,274m

(Guidance was "At least 7.2% of sales")

Net Cash Flow



Strong cash generation of €528m
(vs. €431m in 2017)

(Guidance was "Above €500m")

EPS

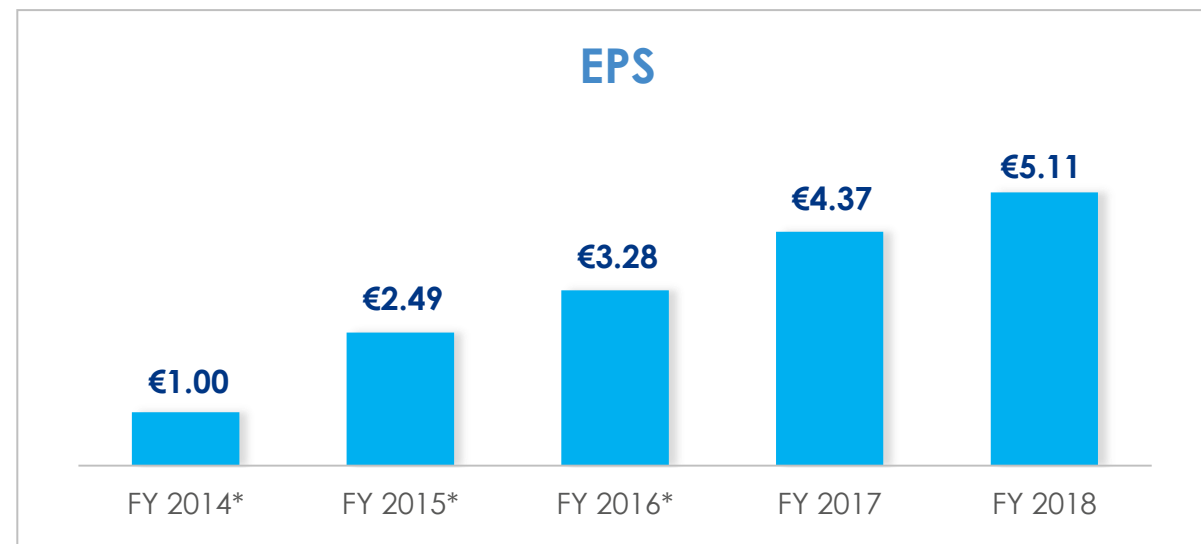
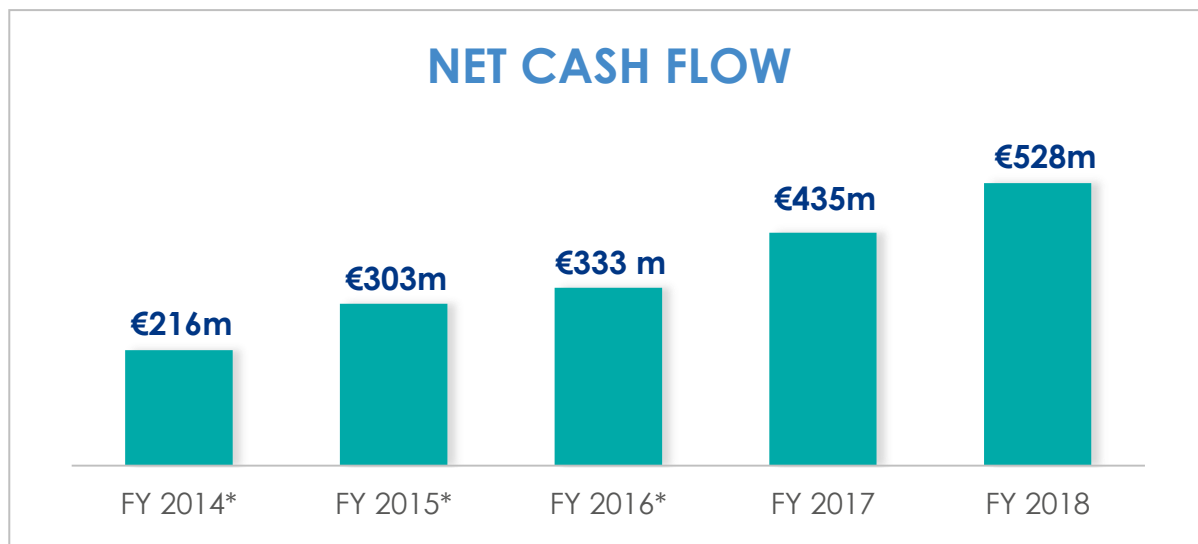
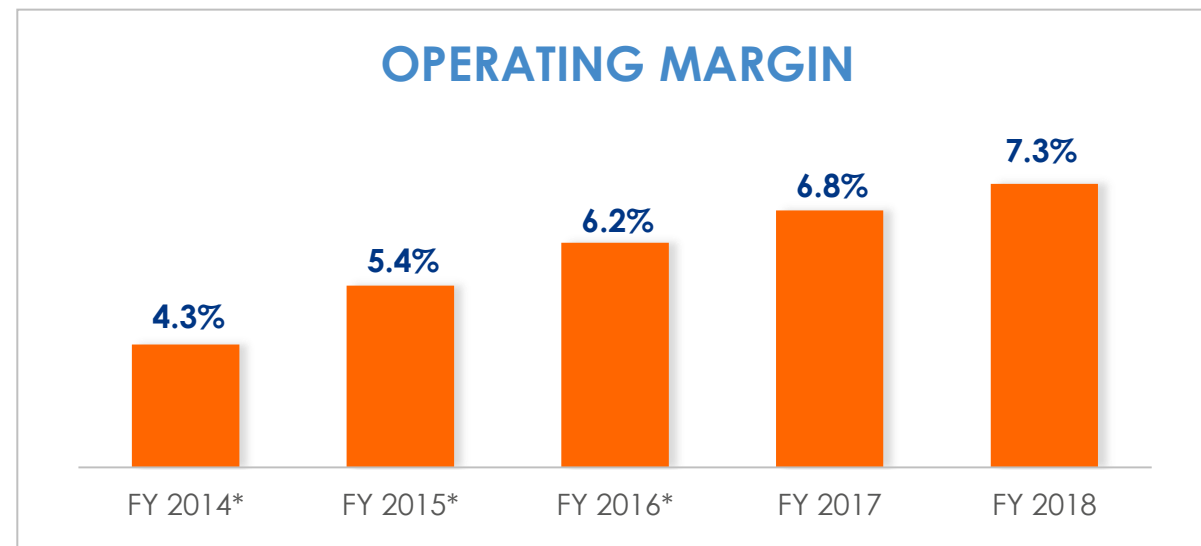
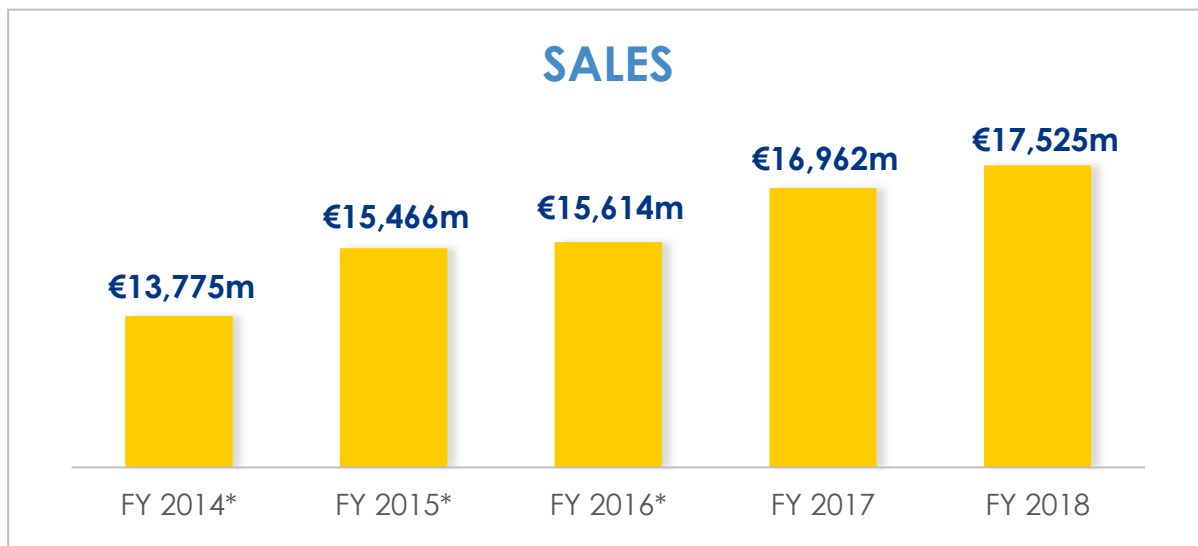


€5.11

with net income up 17% at €701m

(Guidance was "Above €5.00")

Continued improvement in performance over the past five years



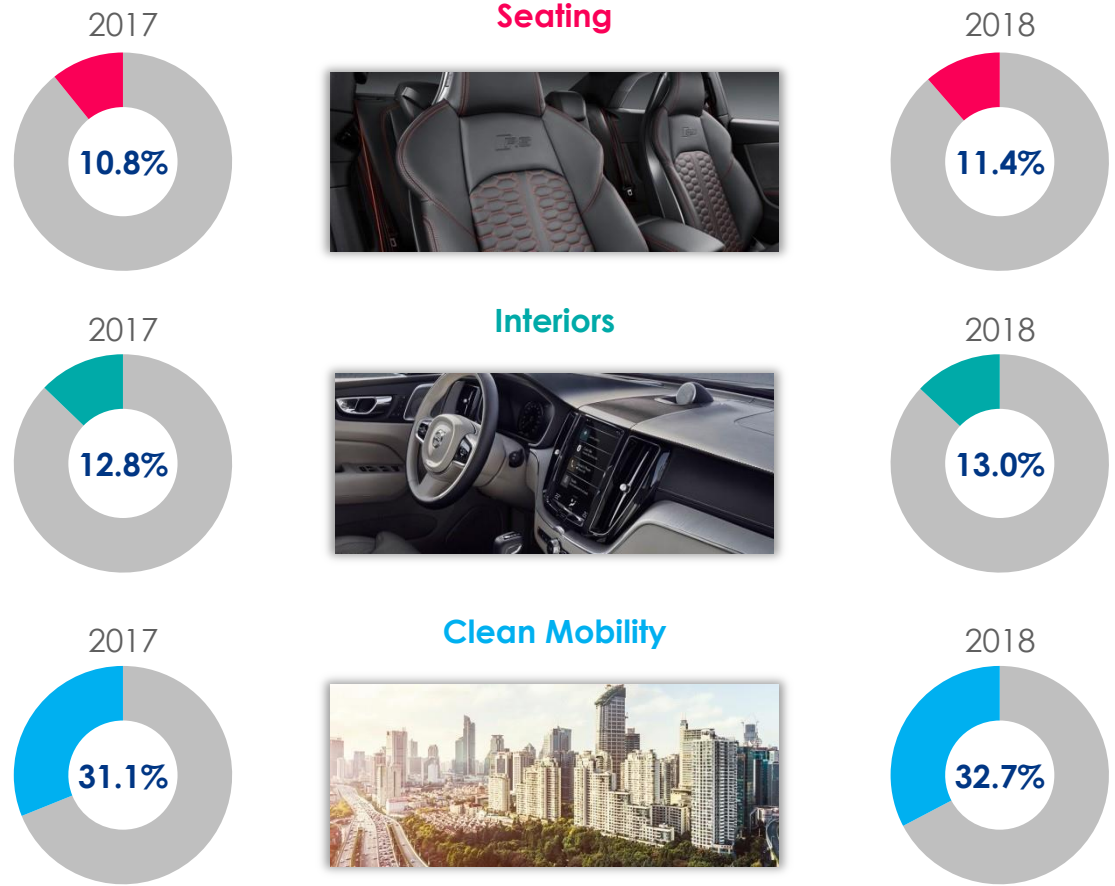
Order intake and market share growth demonstrate pertinence of strategy

ORDER INTAKE

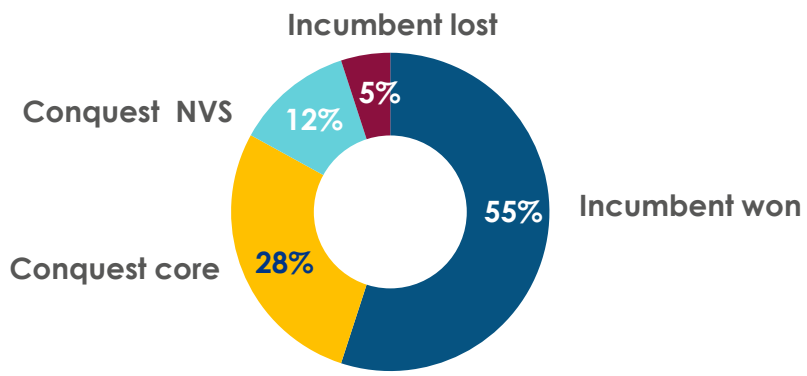
lifetime sales three-year rolling



MARKET SHARE GROWTH WILL CONTINUE



2018 SOURCING DECISIONS FUELING FUTURE GROWTH



Mobility industry is at a turning point

SHARED MOBILITY



Multiplication of mobility solutions

CONNECTED SERVICES



New business models and services

ADAS & AUTONOMOUS



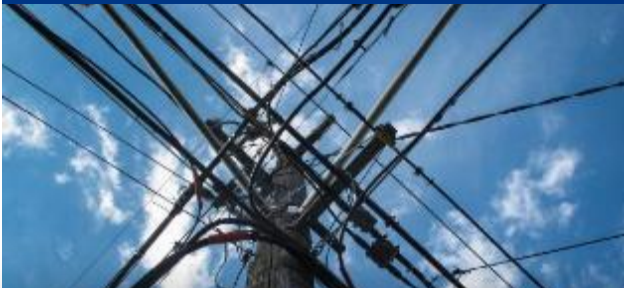
Complex technologies creating opportunities but raising concerns

FULL LIABILITY



Security, safety and trust concerns

ELECTRIFIED MOBILITY



Increased electrification

UPGRADE ON DEMAND



Over-the-air activation of new functionalities

ULTRA-PERSONALIZED



Increasing demand for personalization

Faurecia strategy is aligned with megatrends giving significant market opportunity



Sustainable Mobility

Solutions for fuel efficiency and air quality

Addressable market
€51bn
in 2030

Cockpit of the Future

Solutions for a connected, versatile and predictive cockpit

Addressable market
€81bn
in 2030

Clarion acquisition accelerates Cockpit of the Future strategy

IN-VEHICLE-INFOTAINMENT
INTUITIVE HMI SOLUTIONS
ADVANCED AUDIO SYSTEMS



DELIVERING COMFORT AND
CONVENIENCE TO ALL PASSENGERS

INTUITIVE HMI &IVI

- Intuitive and versatile touch-based HMI
- Clear and simple graphical user interface
- Next generation infotainment systems for multiple screen management

ADVANCED AUDIO SYSTEMS

- Outstanding sound experience
- Smaller, lighter door speakerless systems
- Sound headrests

CONNECTIVITY SOLUTION
CLOUD SERVICES



CREATING A SEAMLESS WORLD
INSIDE AND OUTSIDE THE CAR

CONNECTIVITY SOLUTIONS

- V2X(vehicle-to-everything) communication
- TCU-integrated antenna module
- eCall emergency communication features

SERVICE PLATFORM

- A service platform for business operators to monitor drivers

ADVANCED DRIVER ASSISTANCE
LOW SPEED AUTONOMOUS DRIVING



DEVELOPING UNINTERRUPTED
SAFETY AND SECURITY

ADVANCED DRIVER ASSISTANCE

- Full HD megapixel cameras
- Night vision systems for outstanding visibility
- Four camera system for comprehensive view of car's surrounding environment.




AUTOMATED PARKING SOLUTIONS

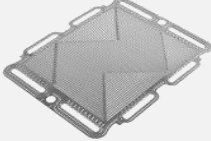


- Advanced autonomous parking technology allowing vehicle retrieval
- Track parking lot occupancy via cloud networks







JV project with Michelin, Symbio, will create a leader in fuel cell systems for Sustainable Mobility

Complete H2 System

Hydrogen Storage System (HSS)		
H2 tank	Valve	Other components
		
Faurecia developing tank sub-system		

Fuel Cell Stack		
Bipolar plates	MEA Membrane Electrode Assembly	Endplate + other components
		
Future JV with Michelin to develop fuel cell stack		

Others	
Supply unit	Electric & Electronics
	
	

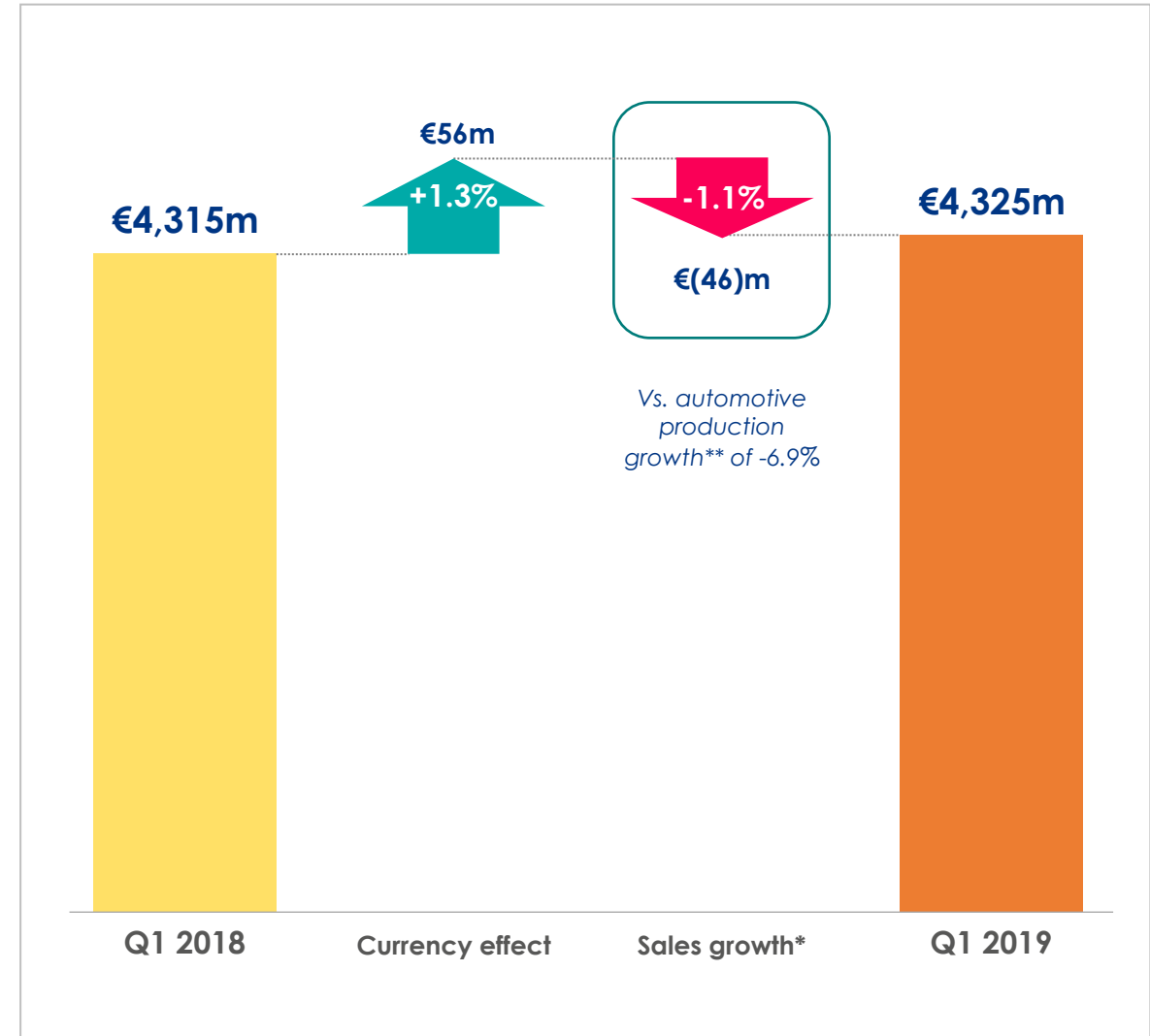
Ambition 2030: 25% market share with sales of €2bn to €3bn

In 2019, Q1 sales proved resilient with significant outperformance

- **Resilient sales of €4,325m, up 0.2% on a reported basis:**
 - Currencies had a positive impact of 1.3%
 - Down 1.1% at constant currencies ⇒ **Outperformance of 580bps**

- **Sales outperformed automotive production in Europe, Asia and South America*:**
 - **Europe:** **-1.9%** vs. IHS@ -4.9% → **+300bps**
 - **Asia:** **+5.1%** vs. IHS@ -8.0% → **+1,310bps**
 - **South America:** **+4.2%** vs. IHS@ -4.7% → **+890bps**
- **North America, as expected, was impacted by the end of production of a significant Seating program:**
 - **-2.9%** vs. IHS@ -2.5% → **-40bps**

- **All Business Groups outperformed worldwide automotive production*:**
 - **Seating:** **+700bps**
 - **Interiors:** **+140bps**
 - **Clean Mobility:** **+820bps**



Strengthening our resilience initiatives

TRANSFORMATION INITIATIVES

- **Global R&D Power**
 - Around 2,000 engineers in India at the end of 2019 vs. 1,510 at the end of 2018
- **Global Business Services**
 - 5 regional hubs in 2018 and increased function coverage in 2019
- **Digital Transformation**
 - 555 additional smart robots and AGVs in 2018
800 additional in 2019

Sub-total: c. €70m

ADDITIONAL INITIATIVES

- **Operational flexibility**
 - Temporary headcount representing more than 20% of total headcount
 - Reduced use of sub-contractors
- **Acceleration of restructuring with short pay-back (< 2 years)**

Sub-total: c. €50m

2019 P&L impact of c. €120m

FY 2019 guidance confirmed

- **We confirm our full-year 2019 guidance, as announced on February 18, 2019, despite downward revision of worldwide automotive production:**
 - Our February guidance was based on Faurecia's assumption that worldwide automotive production should be down 1% in 2019 vs. 2018
 - Our latest assumption* is that worldwide automotive production should be down 3% in 2019 vs. 2018
- **Faurecia's full-year 2019 financial targets** are:**

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)

·faurecia
inspiring mobility