

New Perspectives

Patrick KOLLER, Chief Executive Officer

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New Perspectives

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Business Groups Profitable Growth

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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

Addressable
market

€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

ULTRA-LOW EMISSION SOLUTIONS



ZERO EMISSION HYDROGEN SOLUTIONS



COMMERCIAL VEHICLES & INDUSTRY



SUSTAINABLE & SMART MATERIALS



ADVANCED DRIVER ASSISTANCE SYSTEMS



Cockpit of the Future

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



> Hydrogen energy

- ▶ 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**

DEMOGRAPHICS	ENERGY REQUIREMENTS	ELECTRICITY SHARE
--------------	---------------------	-------------------

7.7 billion
(2019)

17 TW
(2019)

16%
(2019)

9.8 billion
(2050)

30 TW
(2050)

30%
(2050)

> Hydrogen technology

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

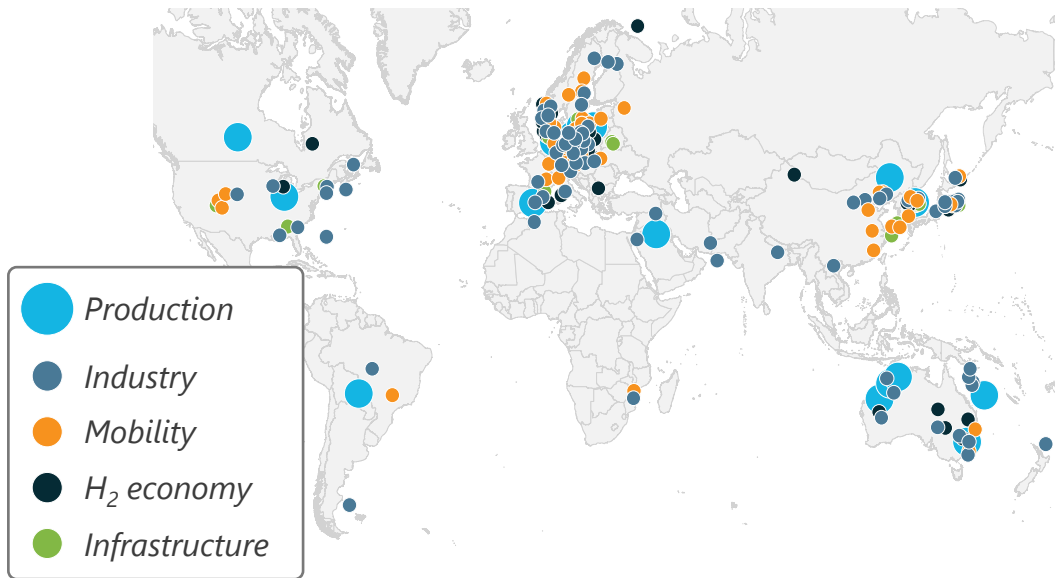
Green hydrogen will be widely available in 2030 at an affordable cost

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

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

Hydrogen is gaining momentum around the world

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

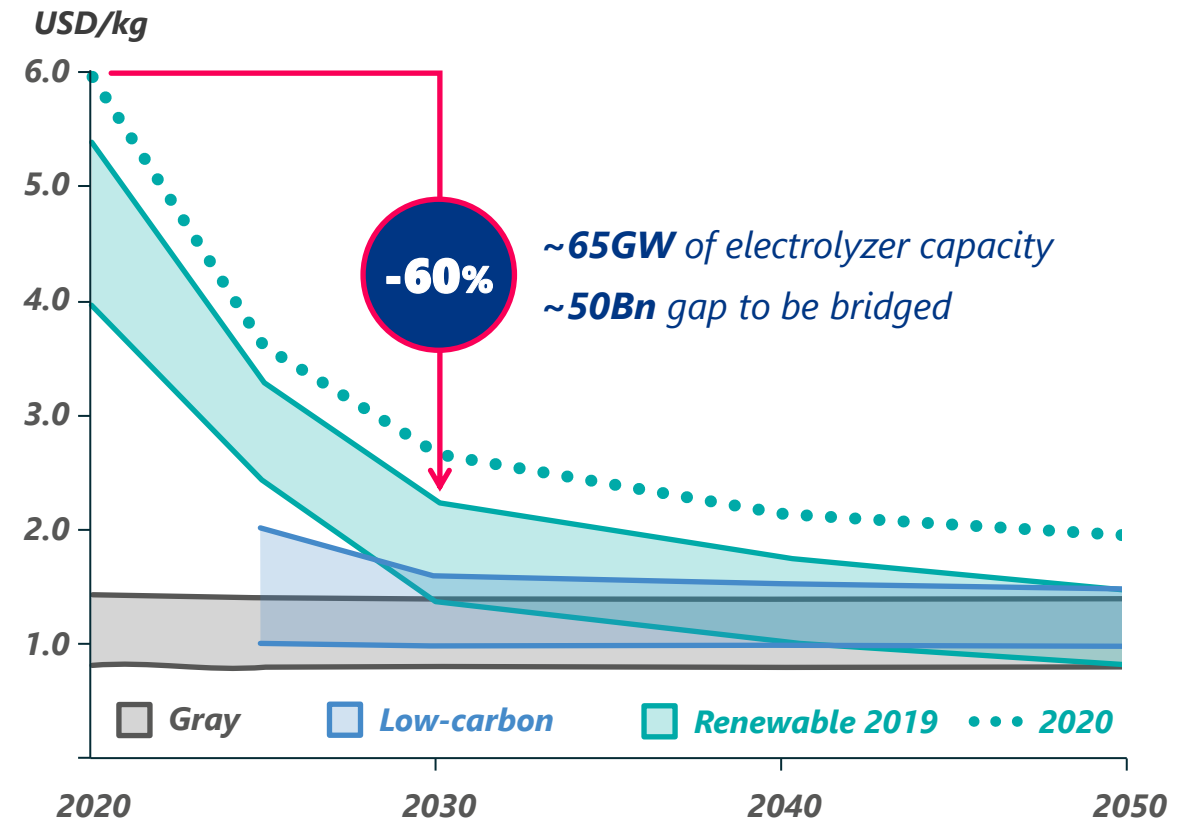


- **30 countries** have already announced a funded hydrogen strategy
- Europe has announced **USD221bn** funding by 2030

Source Hydrogen Council

8 • Capital Markets Day – February 22nd, 2021

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



Hydrogen mobility will accelerate rapidly

> Step change in product performance and cost...

Manage product cost decrease

-80%

Cost reduction by 2030
(> 2/3 from scale)

Improve durability & energy density

To become benchmark & address all segments

Vehicle usage

-75%

Total cost of ownership by 2030

Recycling & IoT



Compressed 700 bar

Liquid

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

1. Including 100% of Symbio

> Best-in-class ecosystem

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

- ▶ Strategic and technology **partnerships**

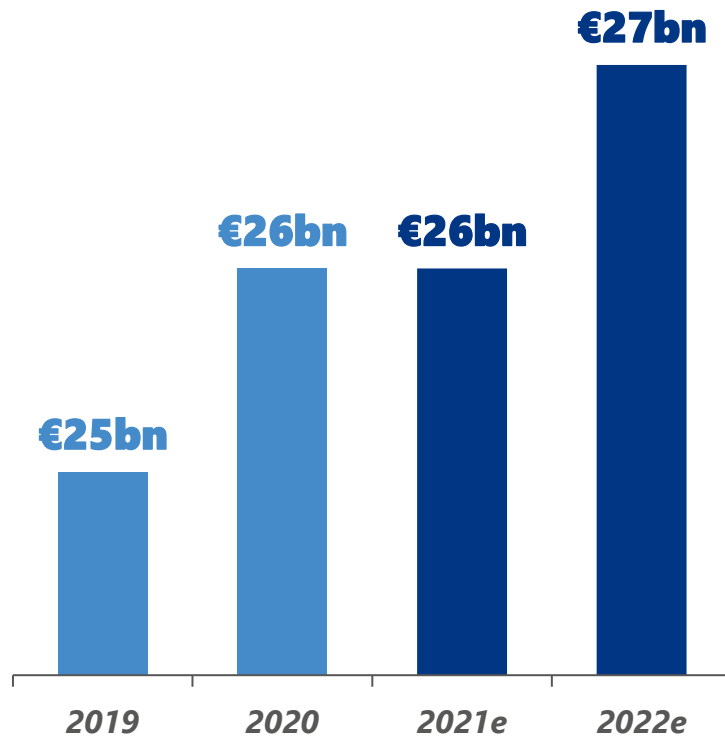


- ▶ Investment in **16 start-ups**



Continuous increase in order intake secures robust growth

ANNUAL ORDER INTAKE

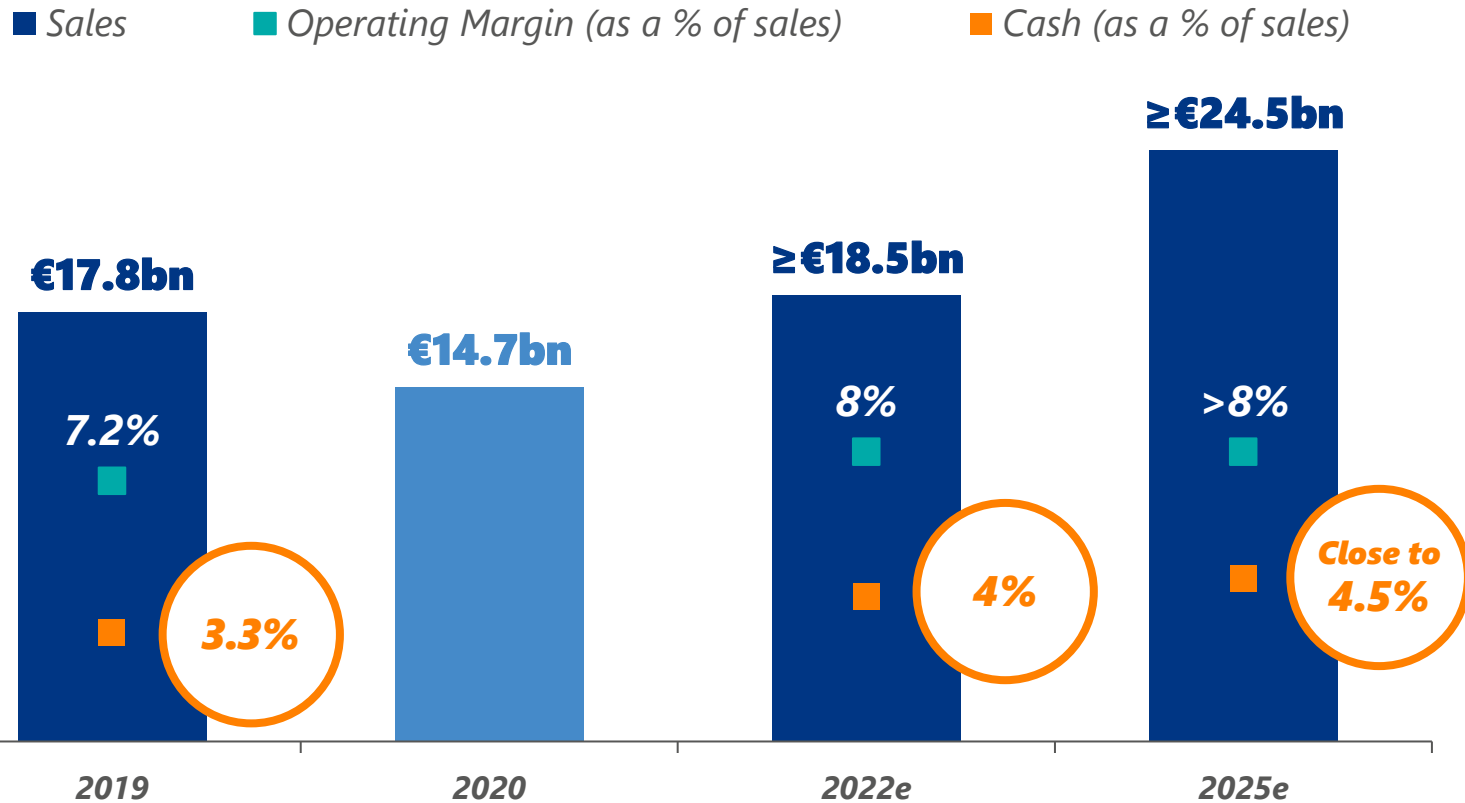


- Enriched **content per vehicle** in each Business Group
- Strong growth with **premium, electric** and **commercial** vehicles
- Strategic positioning in **China** will drive doubling of sales to reach **€5bn** in 2025

Sales ambition
≥ **€24.5bn**
in 2025

Strong profitable growth & cash generation from 2021

AVERAGE ANNUAL OUTPERFORMANCE¹ > +500bps



 **Building on leadership positions to increase market share**

 **Innovation to enrich content per vehicle**

 **Operational excellence**

- ▶ Customer satisfaction
- ▶ Digital transformation
- ▶ Standardization/massification

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

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



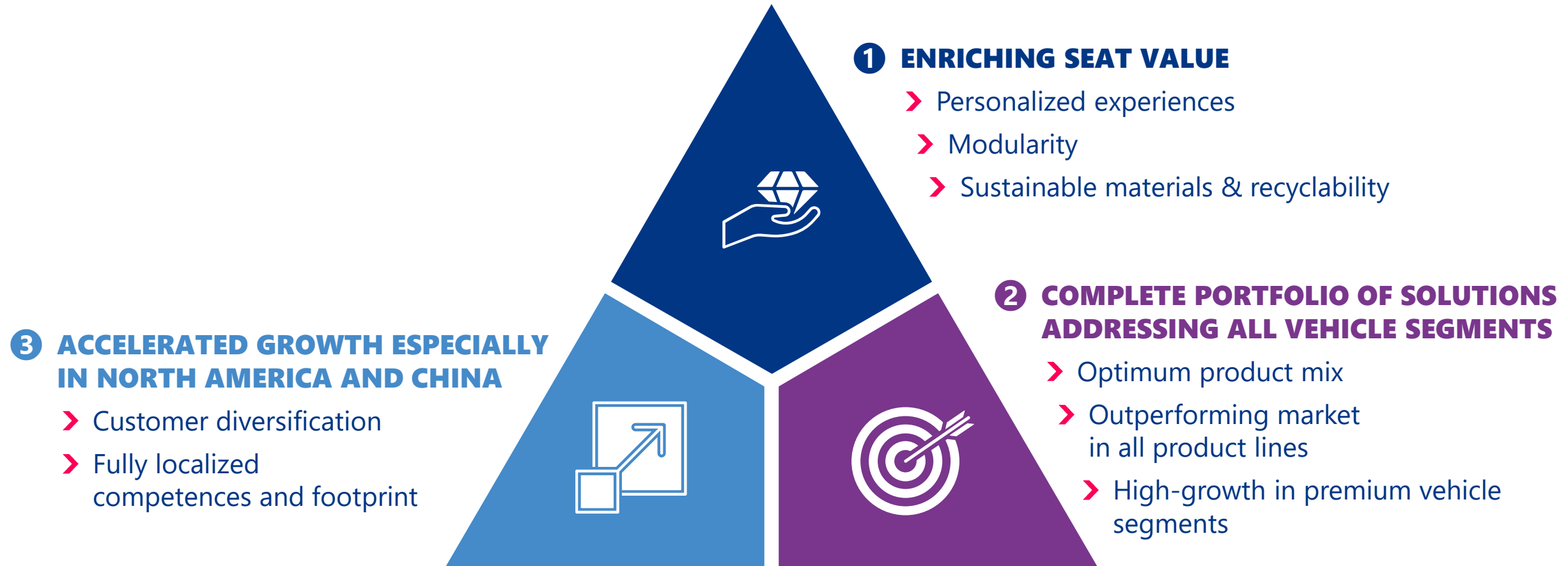
- ▶ **Full comfort solutions** (massage, heating & venting)
- ▶ **Sensor technologies** for the **Cockpit of the Future**
- ▶ **Potential** for further integration



OVERALL 12% MARKET SHARE
ON ATTRACTIVE AND STRUCTURED MARKET

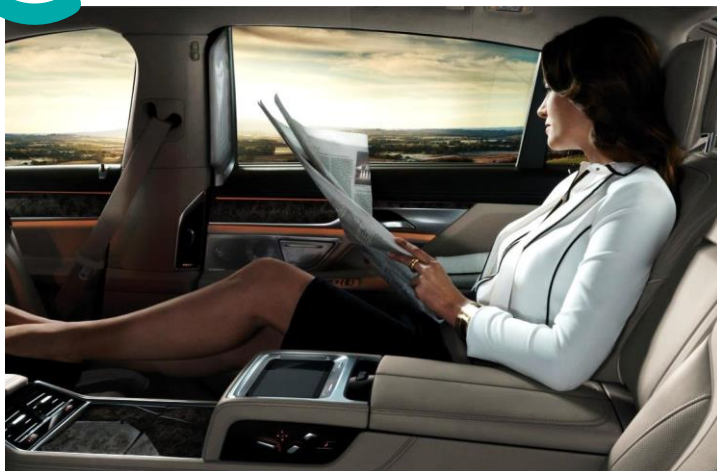
Profitable growth drivers

Seating Business Group



1 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 vehicle¹ to increase from €710 in 2020 to €820 in 2025

1. Complete seats

1 Modular platforms

for frames and mechanisms address all use cases

 75 PATENTS
IN 2020

➤ Our **innovative platforms** address mobility trends

Safety enhancement

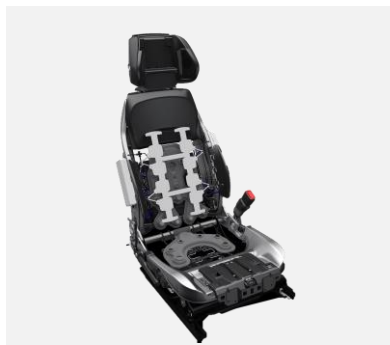
- ▶ Smart actuators for **personalization**
- ▶ **Integrated** belt-to-seat frame
- ▶ **Partnership** with ZF

Modularity

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

Cost & weight performance

- ▶ **Lightweight** solutions
- ▶ **Standardized** processes



Front seat platforms covering all use cases



Rear seat kinematics for new mobility modes

Growth through increase
in platform content

➤ **25%** of vehicles
worldwide equipped by
Faurecia in 2022

➤ **Significant growth**
opportunity for rear seats

1 Innovative solutions

to enhance occupant experience for Cockpit of the Future



85 PATENTS
IN 2020

> 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



...increase content per vehicle

> **>80%**

innovation projects
lead to co-developments
with OEMs

> **Targeting**

>€300m

additional accretive sales
by 2025

1 Seat for the Planet

Differentiation through sustainable materials and lifecycle management

Cover materials

- ▶ Bio-sourced
- ▶ Recycled PET
- ▶ Bio-coated

Design for lifecycle

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

Foams & plastics

- ▶ Natural fiber pad
- ▶ Compound material
- ▶ Recycled PET

Metal structures

- ▶ Less and green energy for manufacturing
- ▶ Weight reduction
- ▶ Coating technology



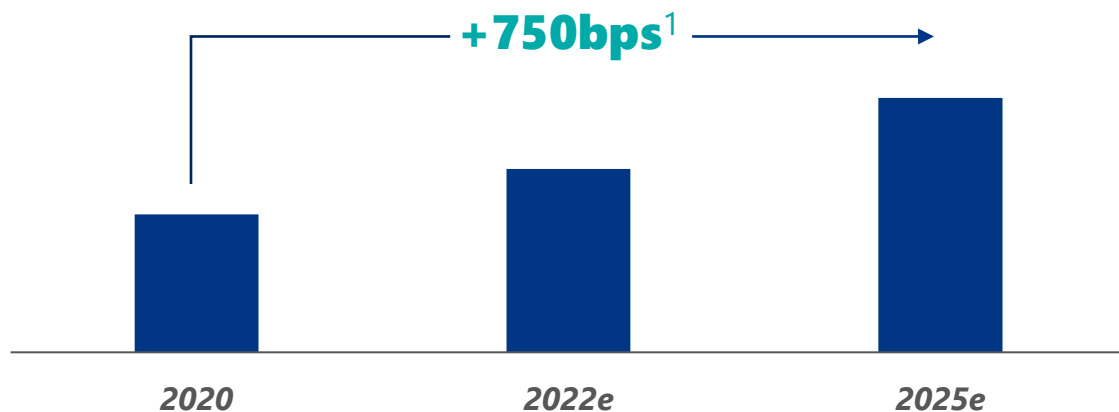
-30%
CO₂ emissions
by 2030

-15%
weight per seat
by 2030

② Optimum product mix with strong market outperformance

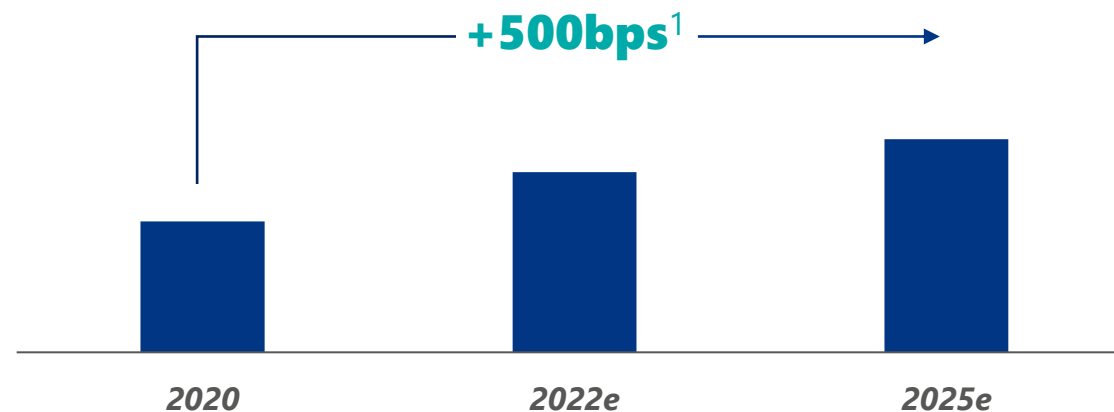
> Frames and mechanisms

Sales outperformance



> Complete seats

Sales outperformance



Operating margin above Seating average

Massified footprint and standardized processes

Continued vertical integration

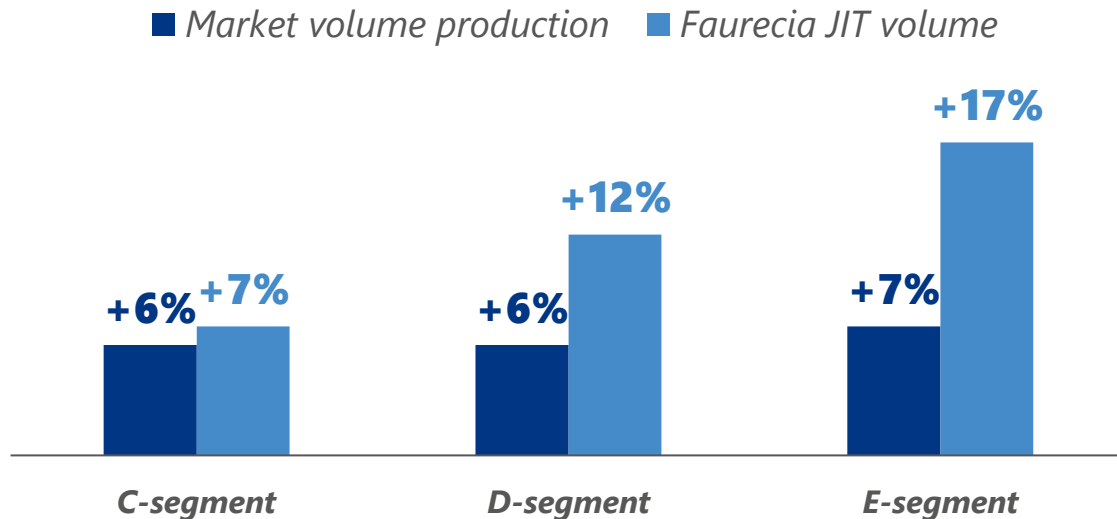
Process automation & digitalization

c. +600bps¹ average annual sales outperformance

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

② Outperforming the market on premium vehicle segments

➤ **Higher penetration in D and E premium segments with higher content per vehicle**
2020-2025 CAGR



Depending on the region, content per vehicle ranges from **€400** for a C-segment vehicle to **€2,400** for an E-segment vehicle

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

Next Audi e-tron



Next Kadjar



3 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

Jeep Grand Wagoneer



VW ID 4 & MVS2G platform



Ford Super Duty

> 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

Audi A7L



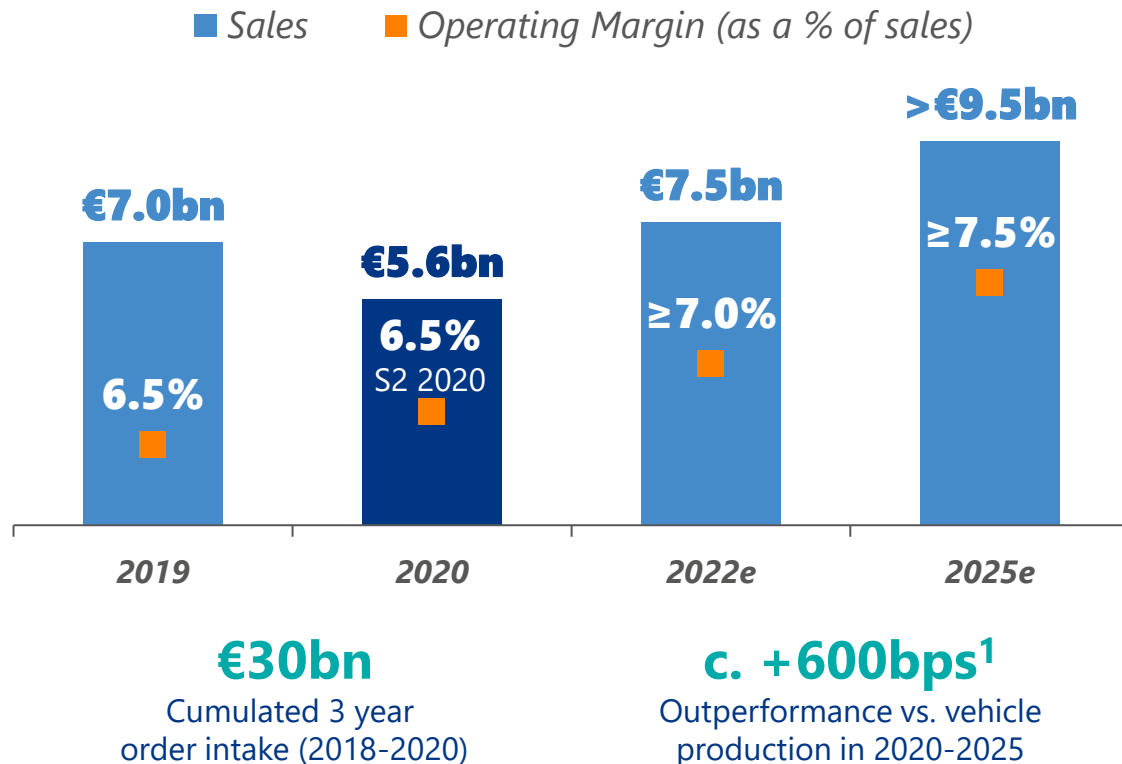
Li ONE



BYD HAN

Seating strong profitable growth & market outperformance

> Sales outperformance and improved profitability



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

> Main drivers

- ▶ **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

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. 600bps¹ 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

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

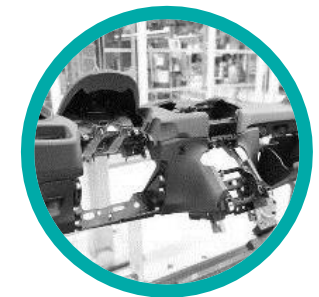
#3



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

SAS Interior Modules

Market co-leader

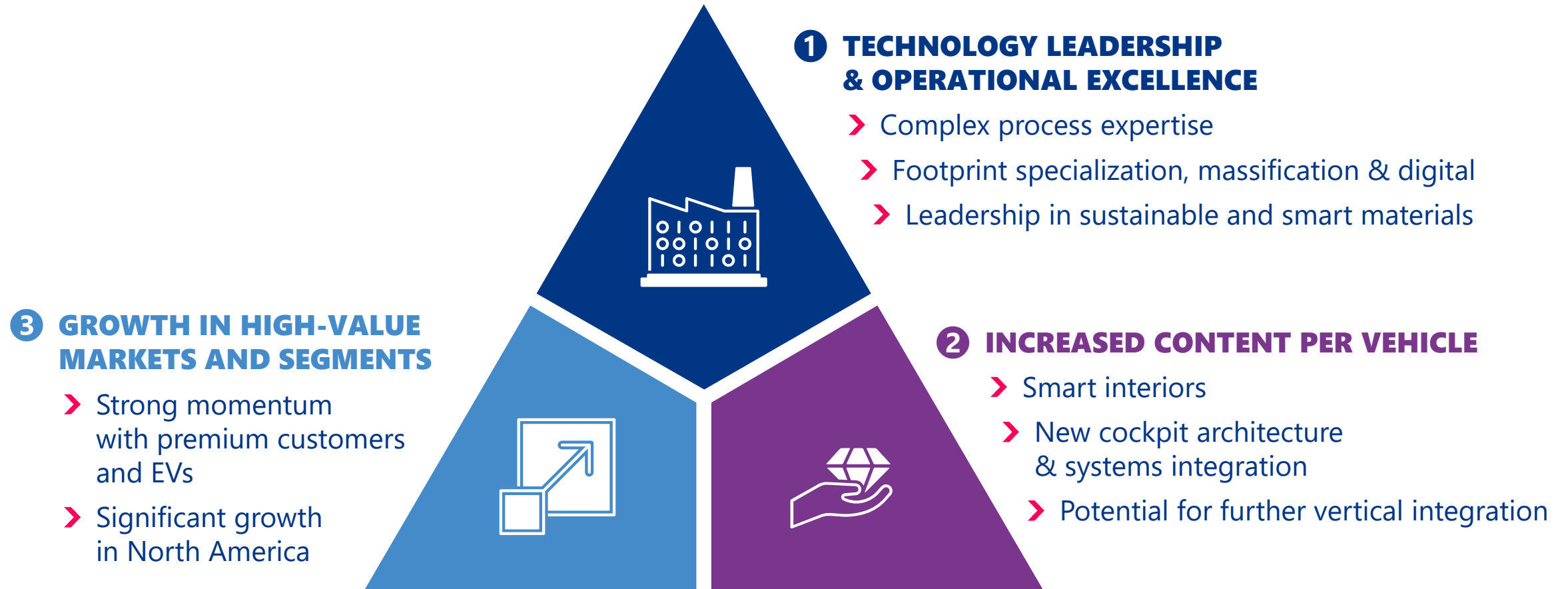


- ▶ **Simplifying** supply chain, packaging, assembly and logistics for OEMs
- ▶ **Just-in-time systems** integration of complete interior modules

Overall #1 with 14% market share

Profitable growth drivers

Interiors Business Group



1 Increased competitiveness driven by process excellence

Specialization/Standardization



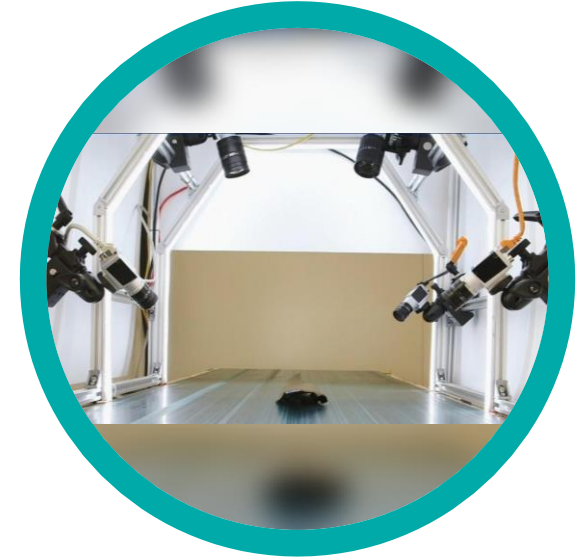
- ▶ Optimization of number of manufacturing processes **from 80 in 2019 to <50 in 2025**

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

1 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

NAFI family



NFPP family



31
patents



Weight saving

Up to **50%**
immediately



CO₂ saving

CO₂ negative
(-0.11g/kg)

>€1bn
Sales
in 2025

② 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

2 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

Instrument Panel

Door panel

AVERAGE FAURECIA CPV 2020	€140	€150 ¹
Interior lighting	▶ Dynamic lighting €10-30	▶ Surface lighting €30-60
Smart switches / Deco-control	▶ Deco-control bar €25-85	▶ Smart surfaces €30-60
New functions / new lightweight architectures	▶ Lightweight Cross Car Beam €40	▶ Radiant panels €30-60
	▶ Decovents €20-60	
Electronics integration	▶ Display integration €15-50	
AVERAGE FAURECIA CPV 2025	€155	€155 ¹

1. Full carset

3 Strong momentum on fast-growing high-value segments

ATTRACTIVE 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



- ▶ 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

MERCEDES S-CLASS



VW ID6



PORSCHE CAYENNE



RIVIAN VOLTA & RIVIAN TRUCK



1. Includes Instrument panels, door panels, center consoles and accessories

3 Strong growth in North America

through customer diversification

ATTRACTIVE PREMIUM MARKET

€6bn

Interiors market
29% of global market

€570 CPV

vs. €350 Faurecia average¹

+5% pa

Vehicle production
2020-2025 CAGR

Strong growth



- ▶ 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



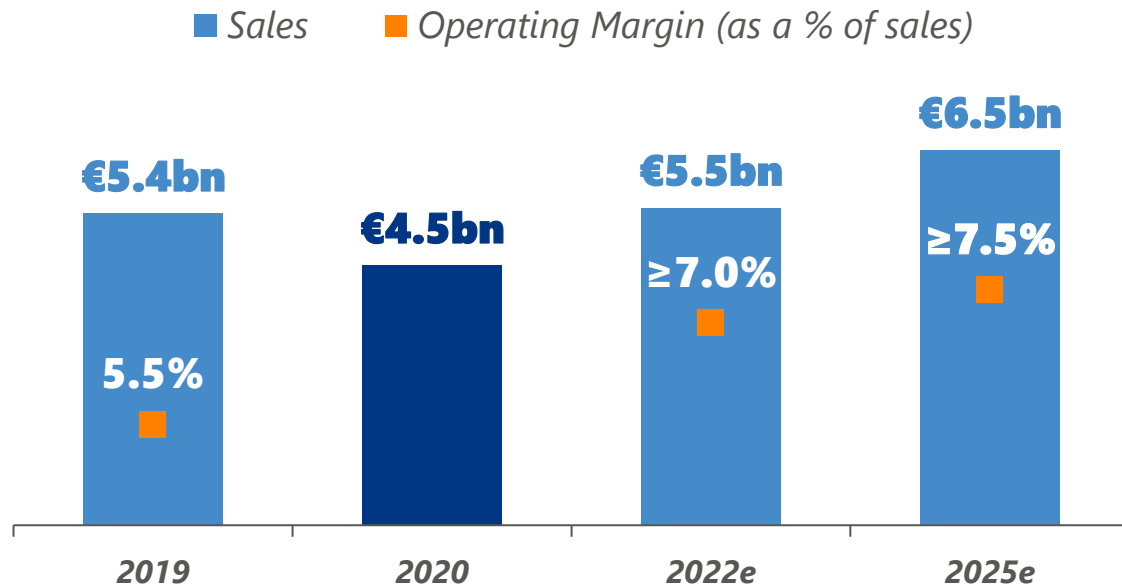
FORD F150



1. Includes Instrument panels, door panels, center consoles and accessories

Interiors profitable growth, outperforming the market

> Sales outperformance and improved profitability



€20bn
cumulated 3-year order
intake 2018-2020

c. +400bps¹
Outperformance vs. vehicle
production in 2020-2025

> Main drivers

- ▶ **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**

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**¹
 - ▶ **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

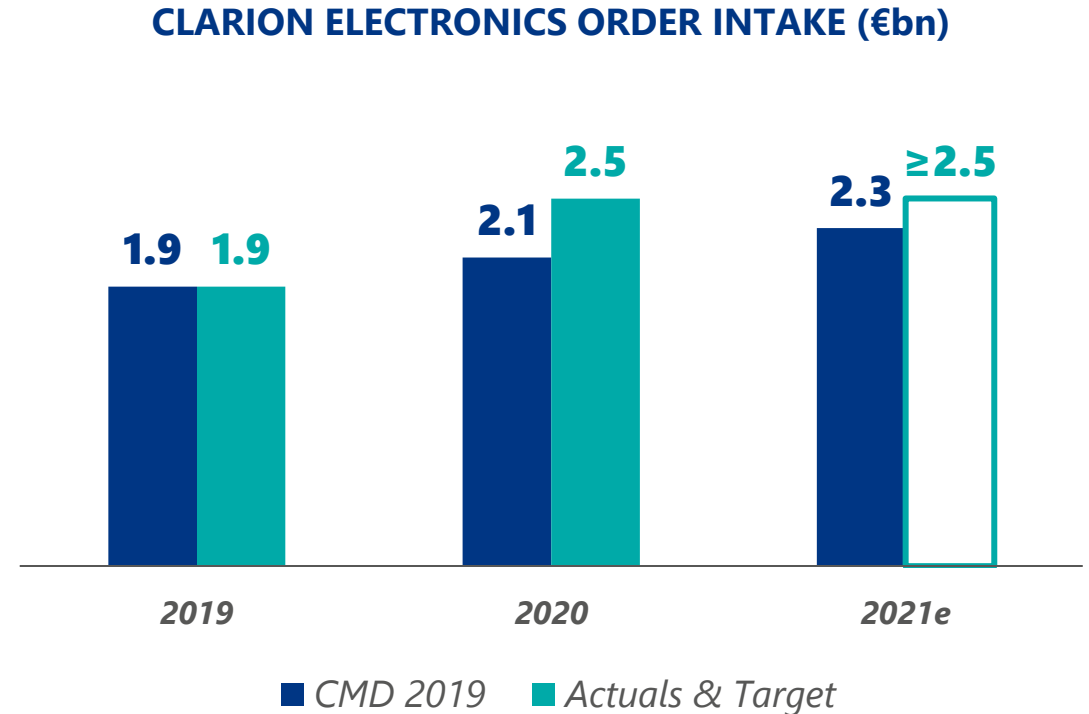
Vice President, Sales & Programs, Clarion Electronics

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



Profitable growth drivers

Clarion Electronics Business Group

3 GROWTH MOMENTUM

- > Strong order intake confirms 2025 sales target of €2.5bn
- > Diversified customer portfolio, product and geographic mix



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



2 Focus on 3 product lines

for customer experience, digital convenience and advanced safety

COCKPIT ELECTRONICS



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

DISPLAY TECHNOLOGIES



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

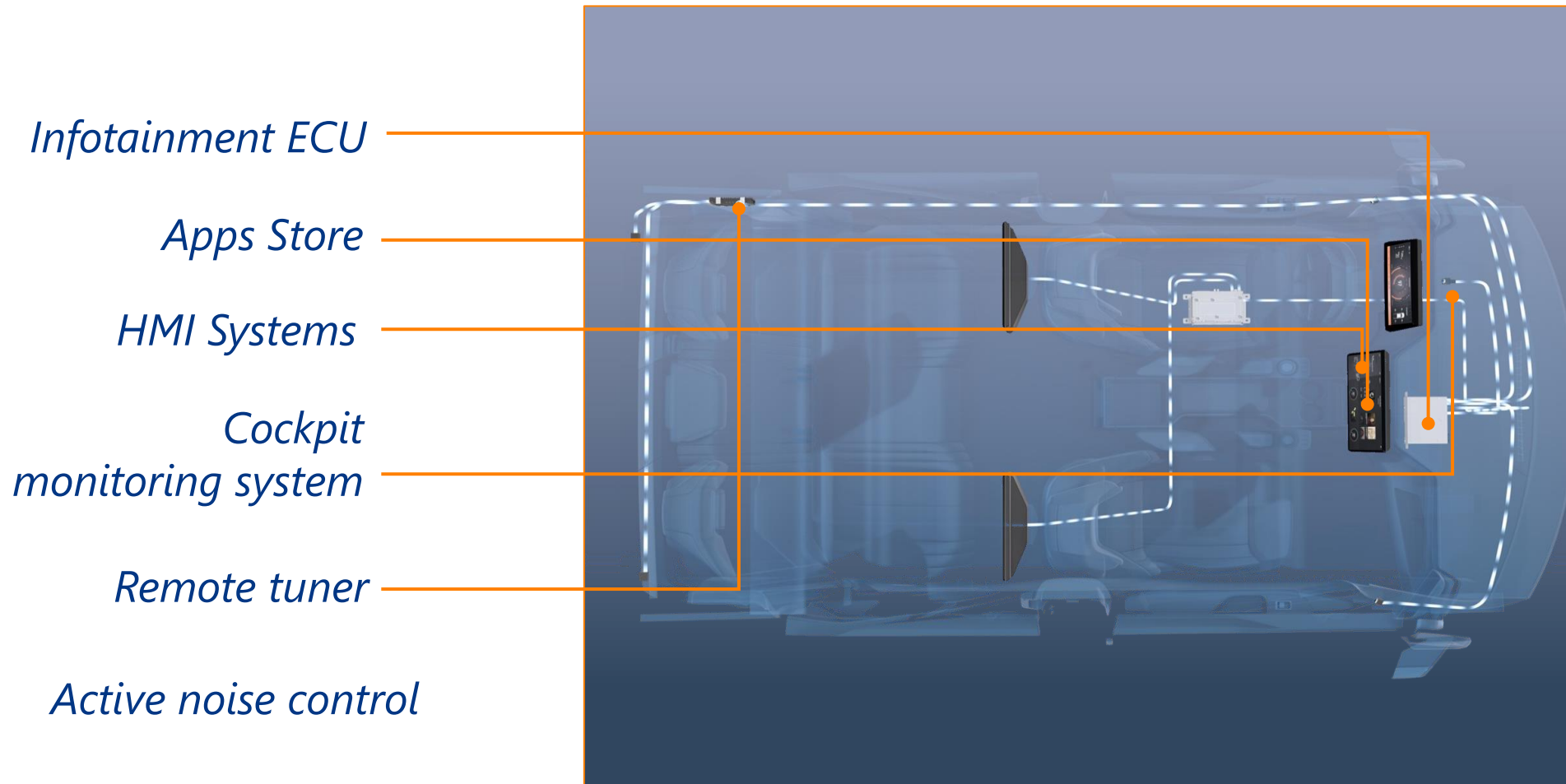
ADVANCED DRIVER ASSISTANCE SYSTEMS



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

Each product line composed of
core products, high-growth/profitability products and emerging segments

② Cockpit Electronics enhancing occupant experience



**ADDRESSABLE
MARKET**

€22bn

2025
Market Size

+9%

2020-2025
Market CAGR

2 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*



2 Cockpit Monitoring System

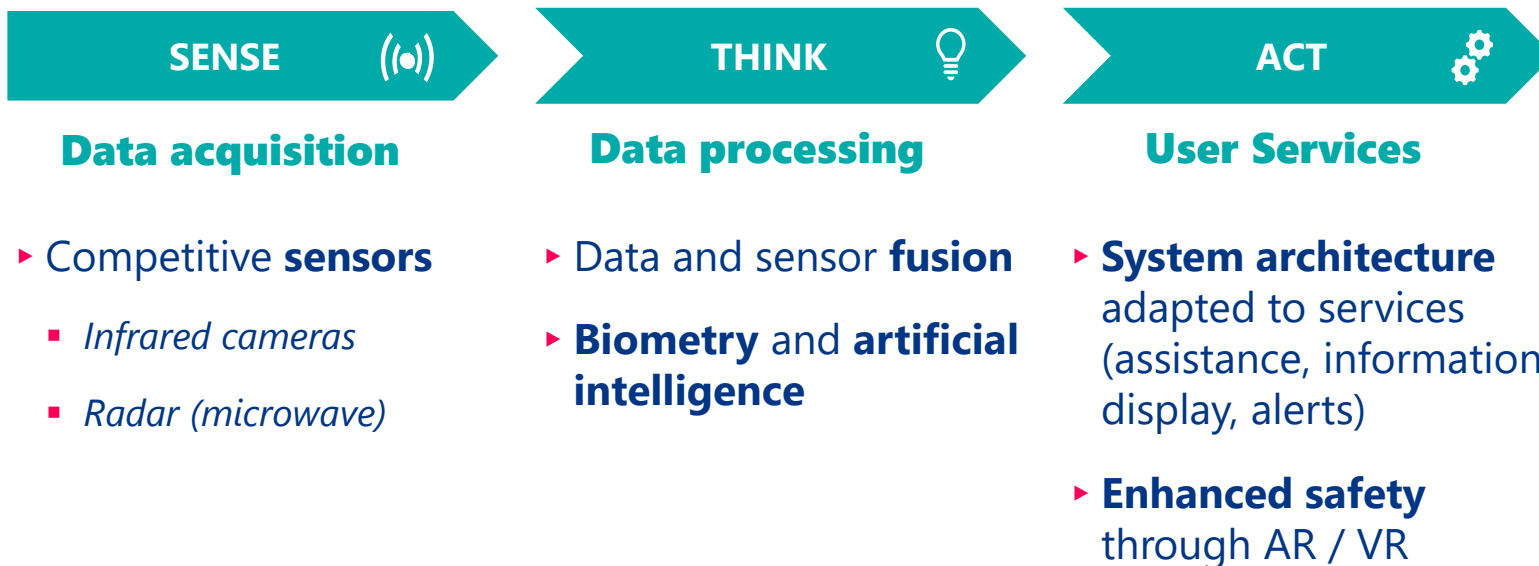
Cockpit Electronics emerging market segment leveraging Cockpit of the Future

Ambition



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

Faurecia key differentiators



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

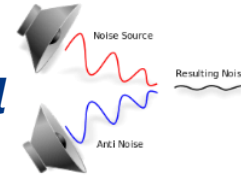
€750m

2025
Market Size

+27%

2020-2025
Market CAGR

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

€300m

2025
Market Size

+35%

2020-2025
Market CAGR

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**



€300m

2025
Market Size

+45%

2020-2025
Market CAGR

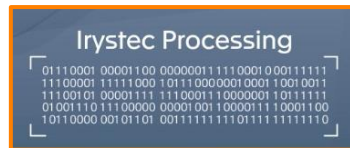
2 Display Technologies

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

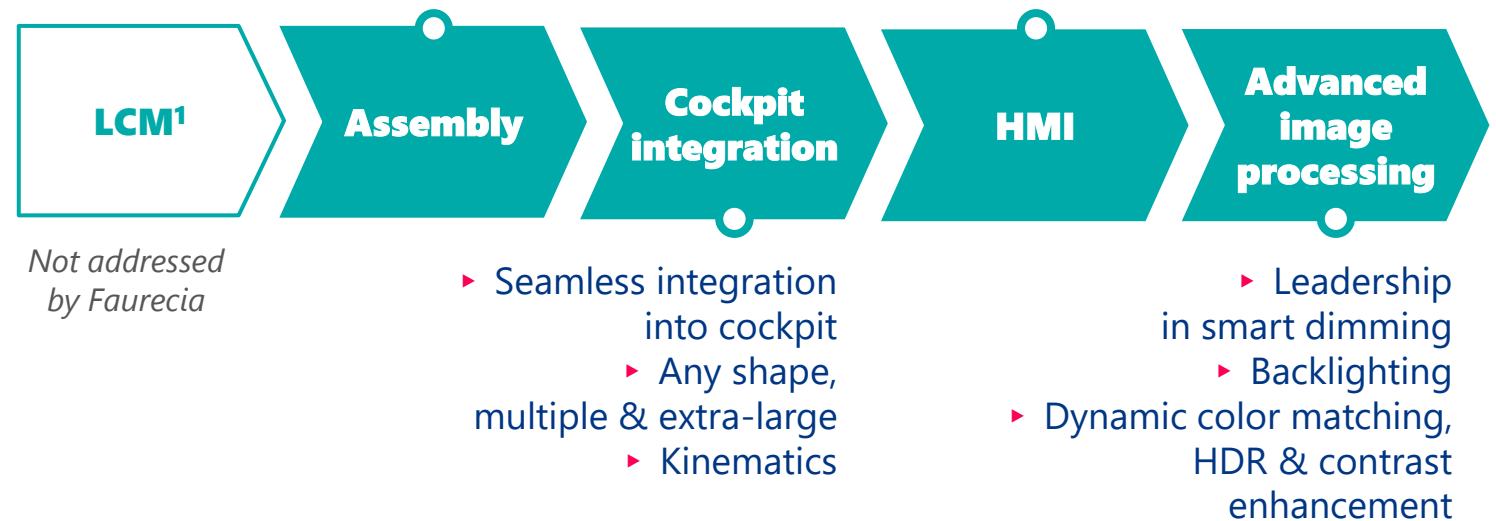


- Be among **Top 3** by 2025
- Maintain fast growth to reach **€800m** sales in Display Technologies by 2025

1. Liquid Crystal Display module

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



2 Display technologies

Differentiation boosted by technology ecosystem approach



A Faurecia company since 2019

Advanced material and optical bonding expertise



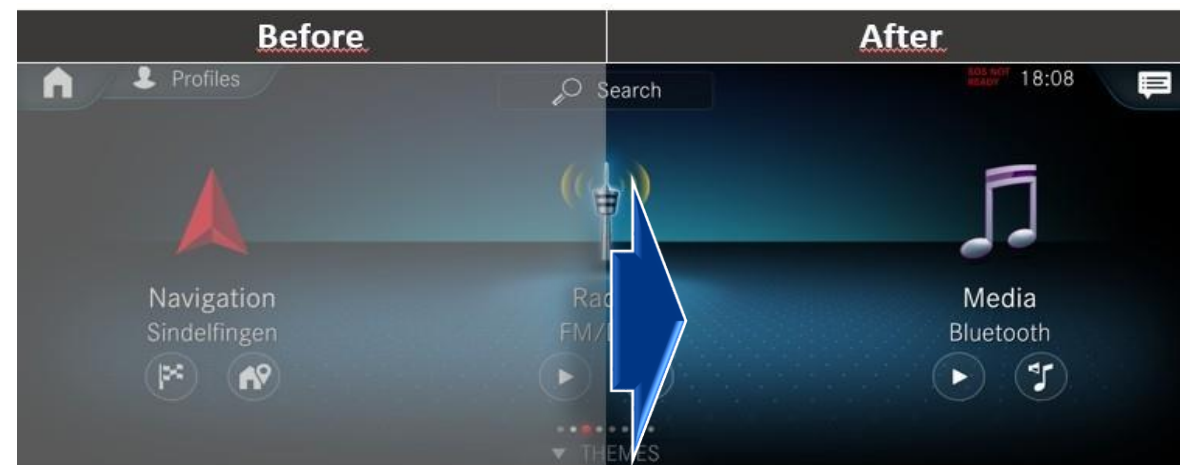
Optical bonding by injection

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

② Advanced Driver Assistance Systems (ADAS)

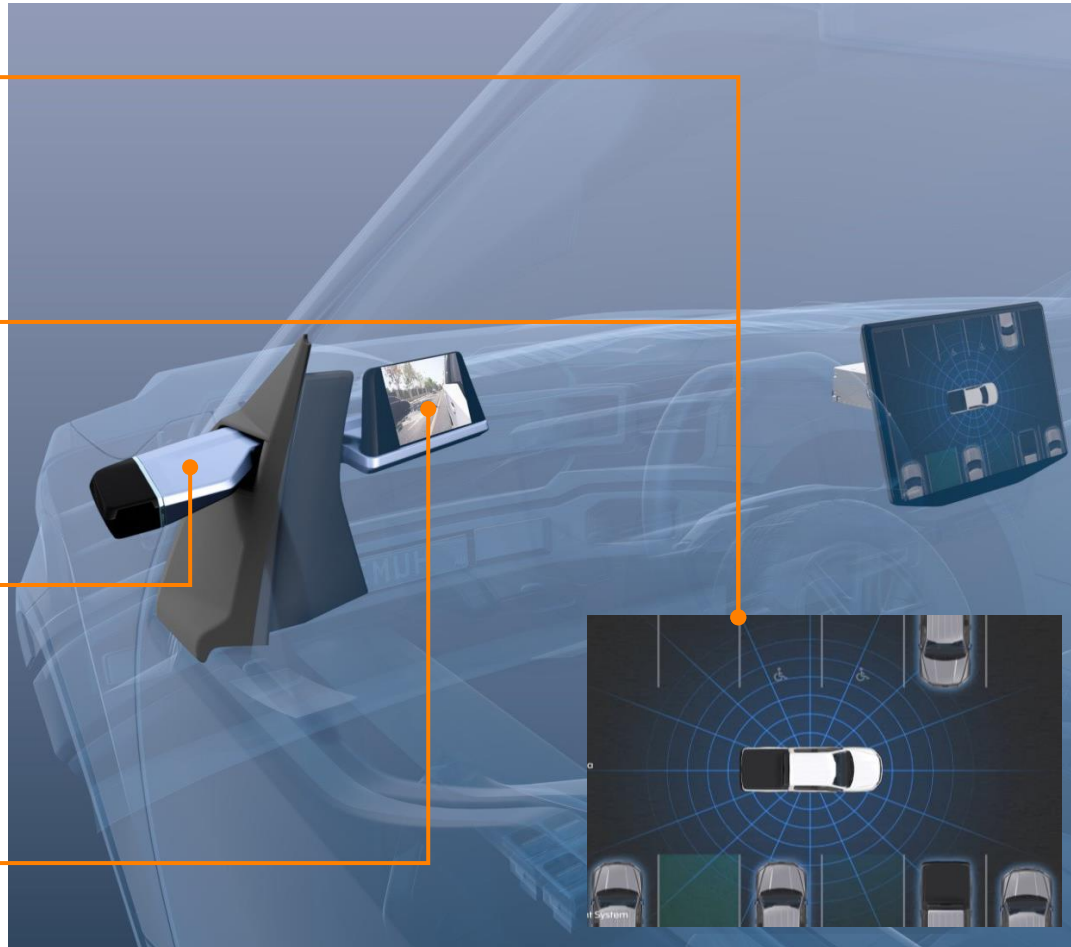
Safety & convenience

*Surround view
& autonomous parking ECU*

Algorithms and applications

*Sensors
Ultrasonic, cameras, etc.*

e-Mirrors



**ADDRESSABLE
MARKET**

€5bn

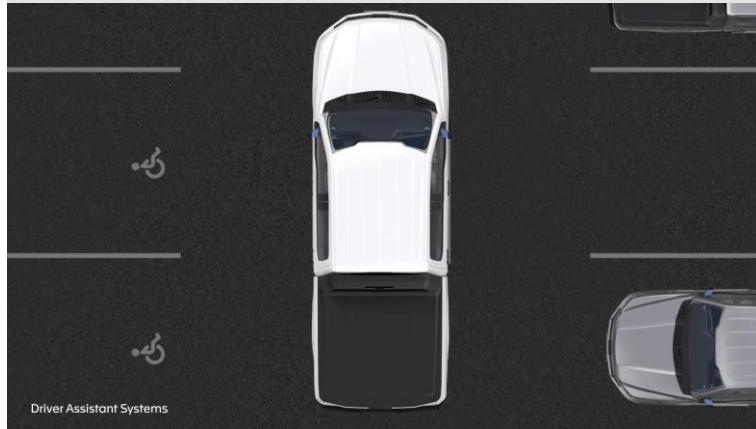
2025 addressable
low-speed ADAS
market

+20%

2020-2025
Market CAGR

② Maintain leadership in fusion-based parking systems

Ambition



- **Maintain leadership (30% market share today)** in fusion-based¹ parking systems
- **Offer higher automation levels** for premium from 2021

1. Ultrasonic and image sensor fusion

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**

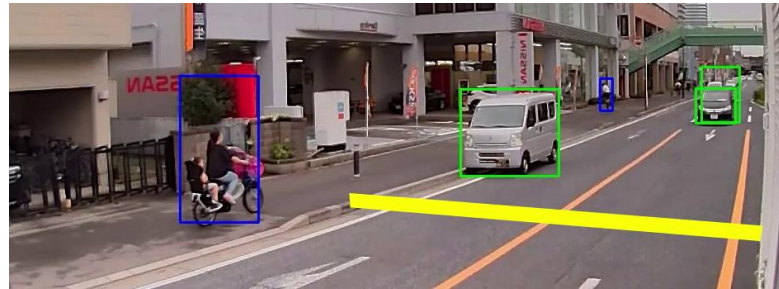
② Maintain leadership in vision systems and enter emerging e-Mirror segment

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

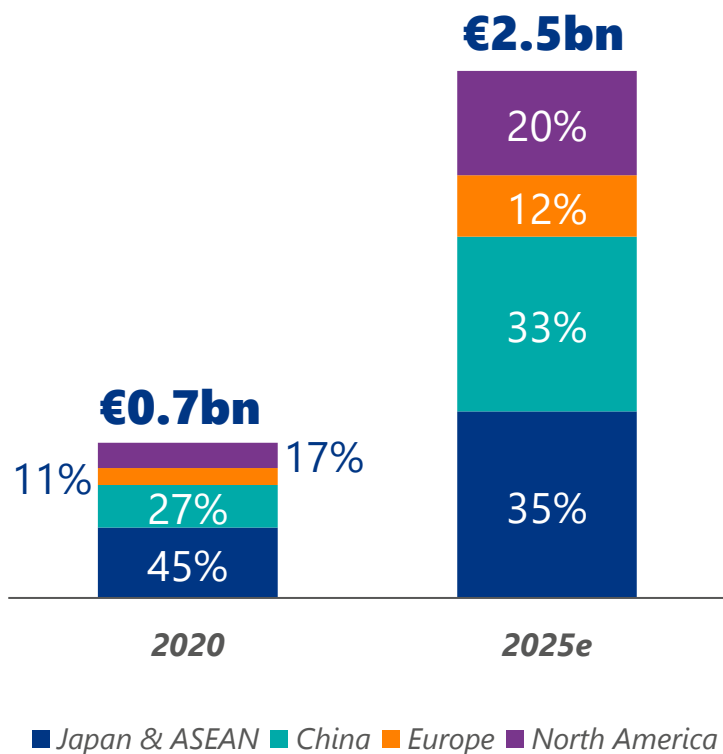


- **Optimized integration** in cluster leading to significant savings
- **Image enhancement**
 - ▶ Environment depth
 - ▶ 3D rendering
 - ▶ Advanced processing (fog, night, rain)

③ Acceleration across geographies and product lines

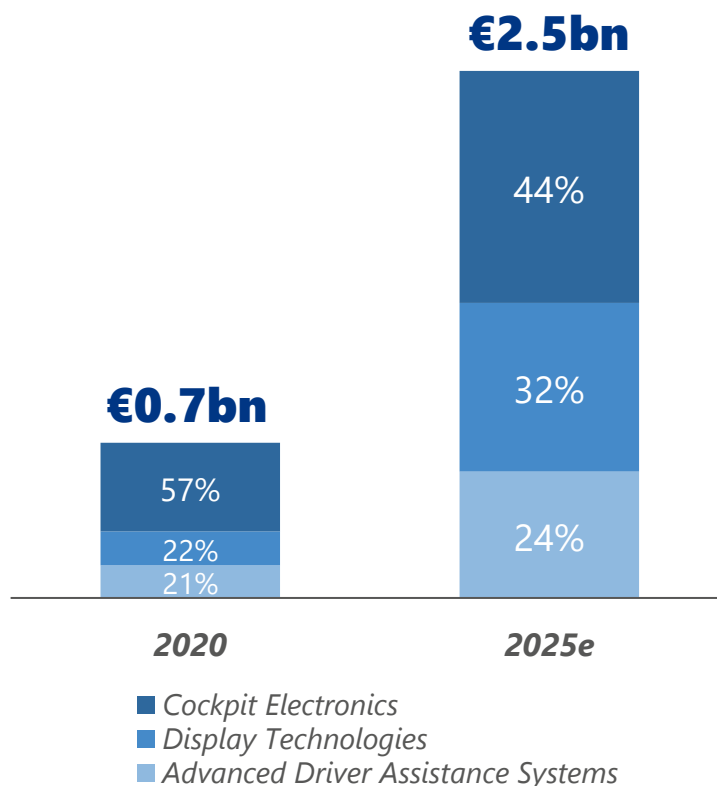
Rapid growth outside Japan

SALES PER GEOGRAPHY



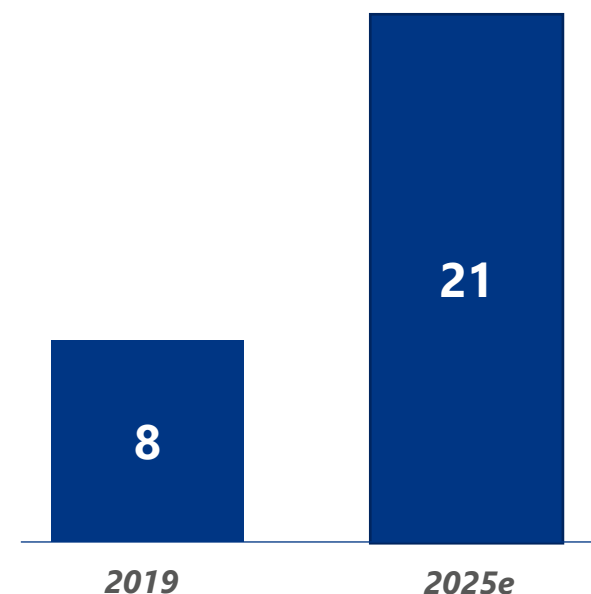
Balanced product mix

SALES PER PRODUCT LINE



Diversified customer base

MAJOR CUSTOMERS

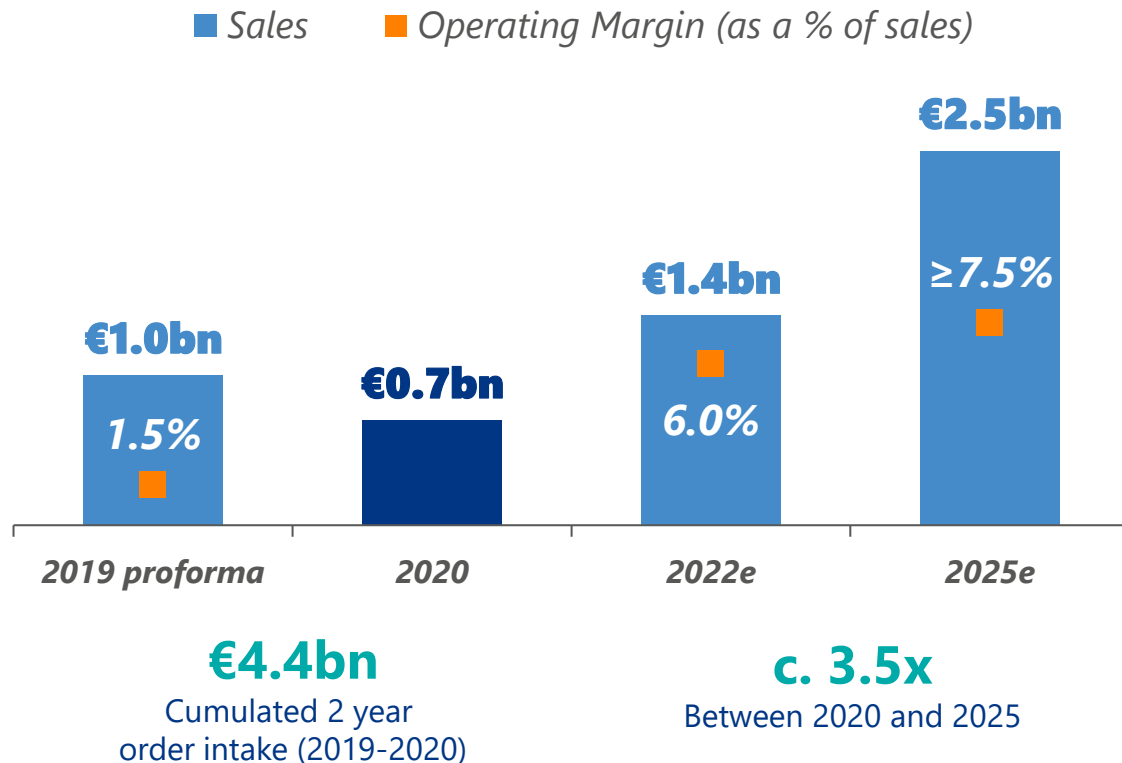


48% of 2020 order intake with new customers

Clarion Electronics turnaround on track & 2025 targets confirmed

> Sales to reach €2.5bn in 2025

Profitability close to Group average by 2025



> 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

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



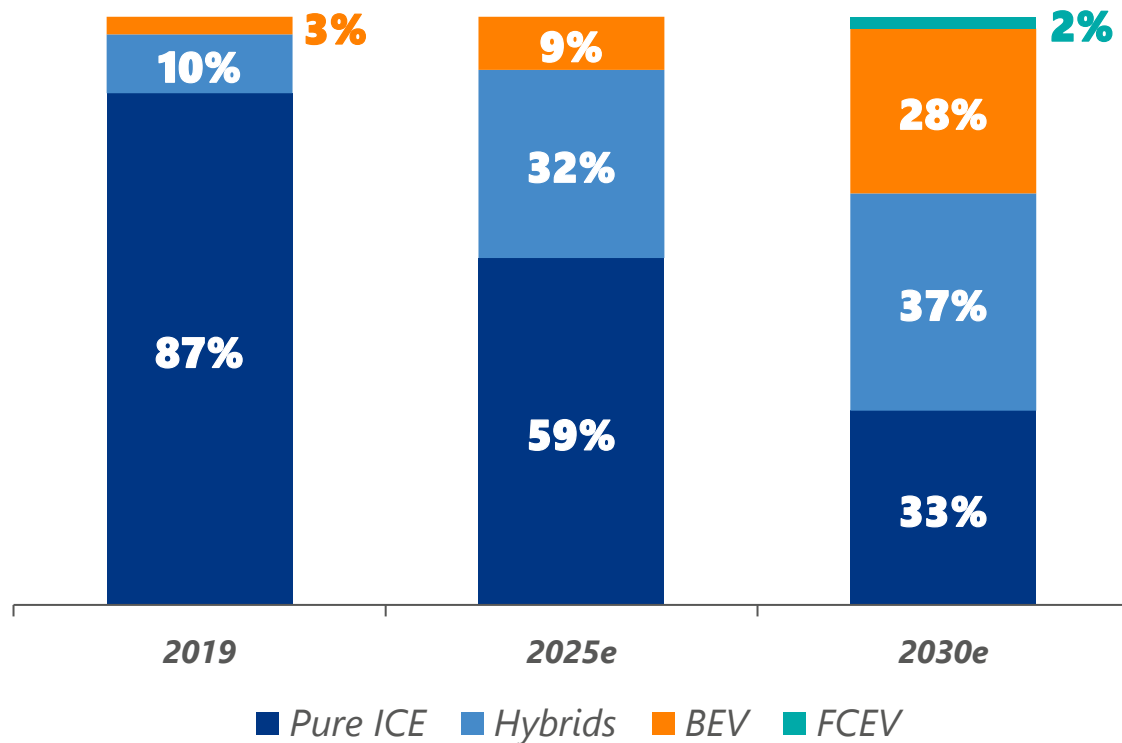
- ▶ **Become a leader** in:
 - Hydrogen storage systems and distribution services
 - Fuel cell stack systems and services through Symbio, a JV with Michelin

Accelerated momentum for powertrain electrification

drives assumption of 30% electric vehicles in 2030

GLOBAL POWERTRAIN MIX

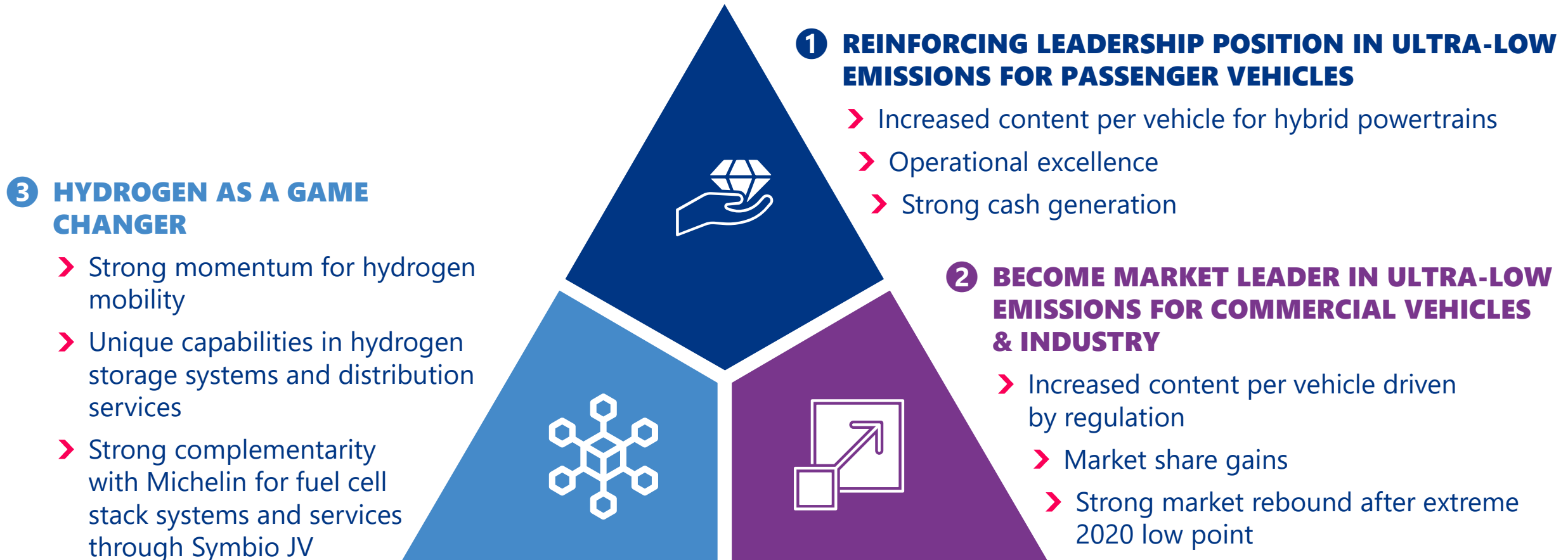
(Passenger & light commercial vehicles)



- > **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

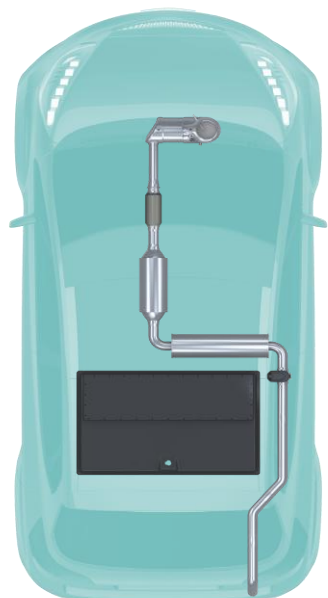


1 Content per vehicle boosted by

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

Low temperature increases complexity

Acoustic valve

Resonance free pipe

Electric heated catalyst systematic by 2030

Driving content per vehicle increase



1 Clean Mobility well positioned

on fast-growing passenger vehicle segments with higher content per vehicle

Pure ICE

Mild hybrid

Plug-in hybrid

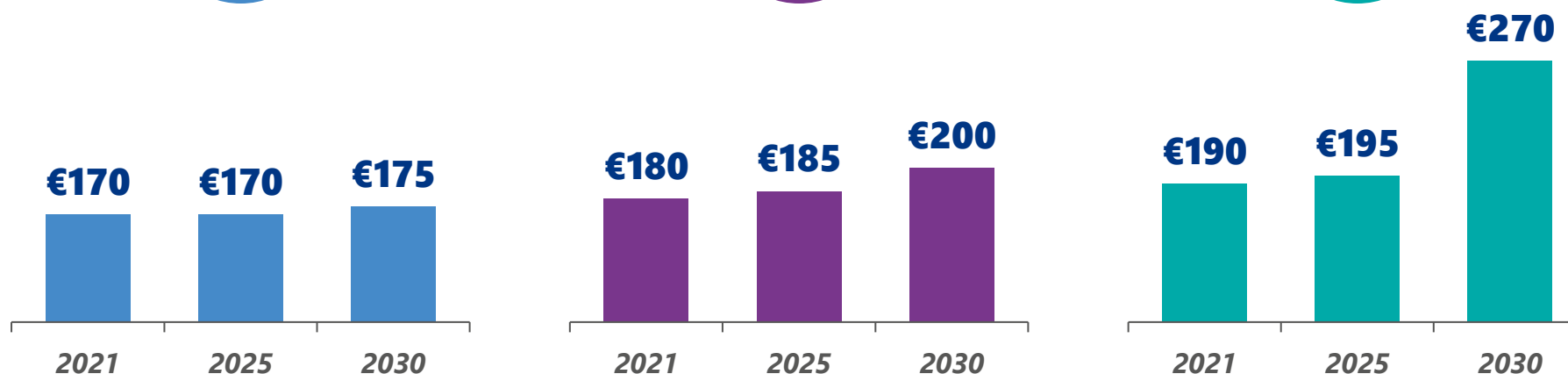
2020 market share



Market volume CAGR
2020-2030



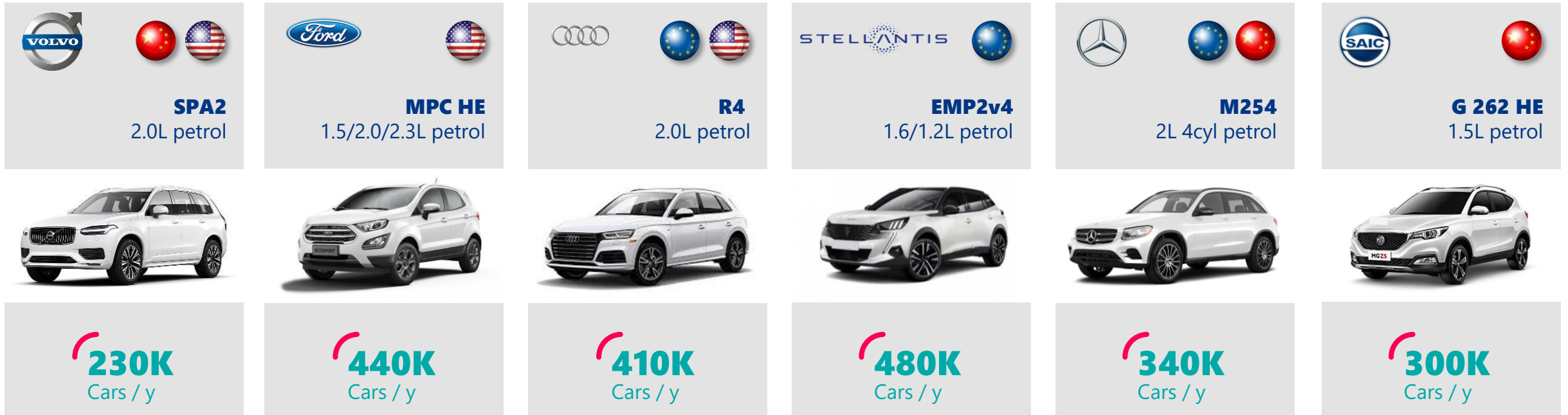
Content per vehicle



1 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

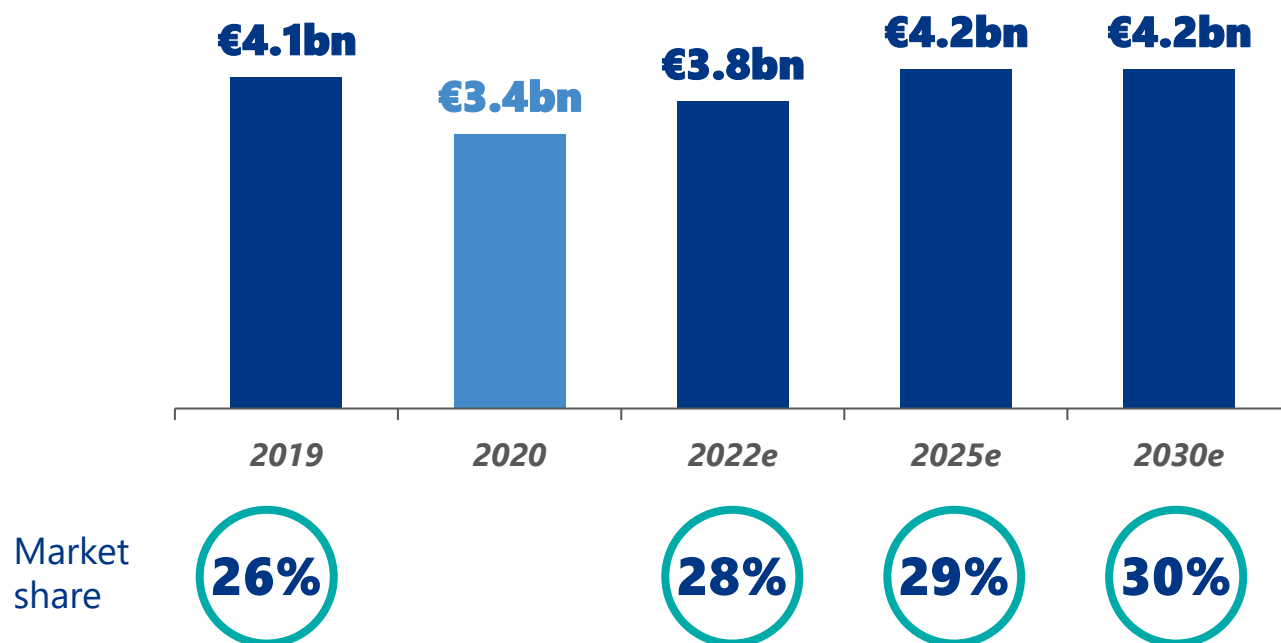
-60% CAPEX in 2025 vs. 2019

1 Sustained sales and profitability with strong cash generation

Ultra-low emissions for passenger vehicles

> Sustained sales

even with 30% electric vehicles in 2030

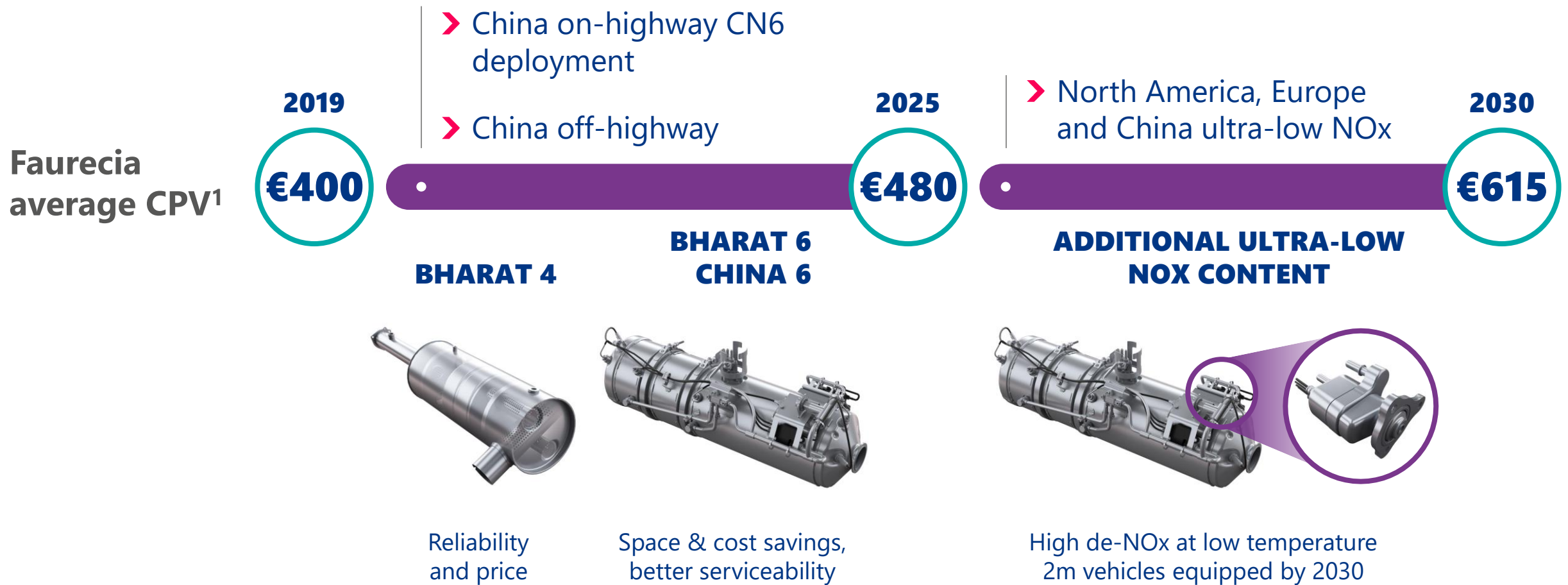


> Main drivers

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

2 Ultra-low emissions for commercial vehicles & industry

Content per vehicle to increase by 2030 driven by new regulations



1. CPV reflects mix across regions and commercial vehicle segments

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

Europe



- ▶ **#1** heavy-duty platform
- ▶ **#1** light-duty CV platform

India



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

China



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

> On-highway market share evolution ambition

evolution ambition

2020



2025e



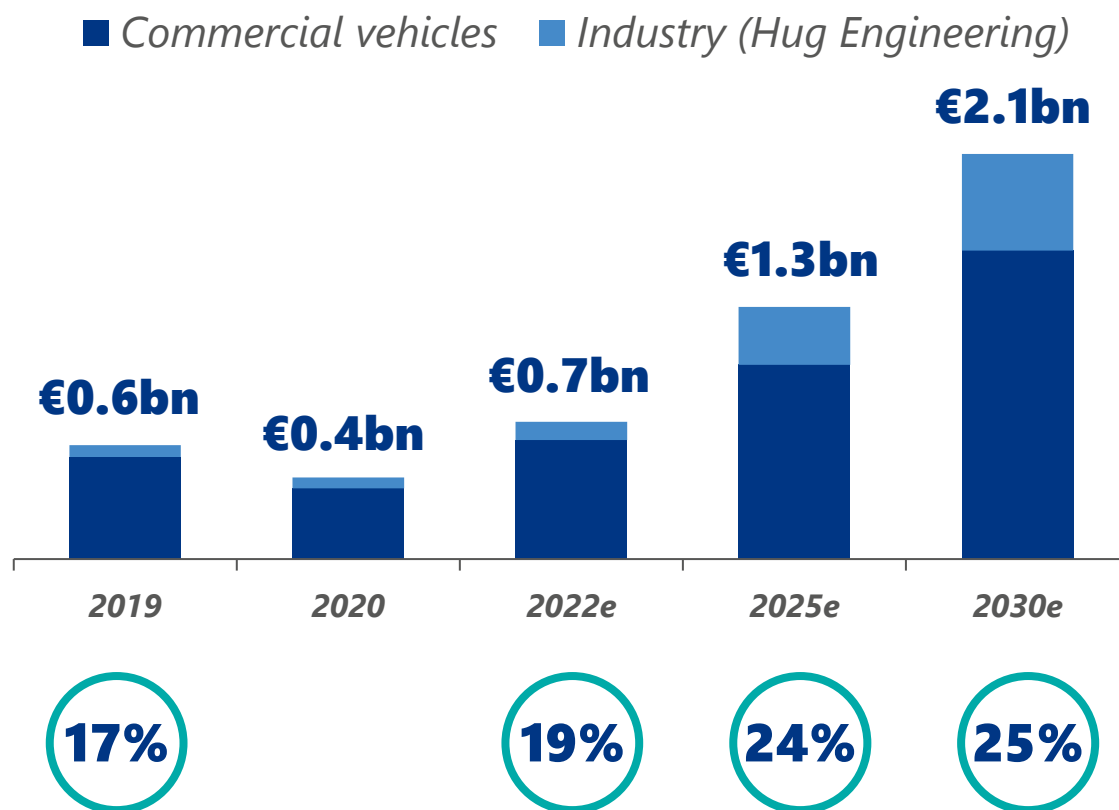
80%
of 2025 sales
awarded

② Profitable growth to become market leader

Ultra-low emissions for Commercial Vehicles & Industry

> **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**

Market share

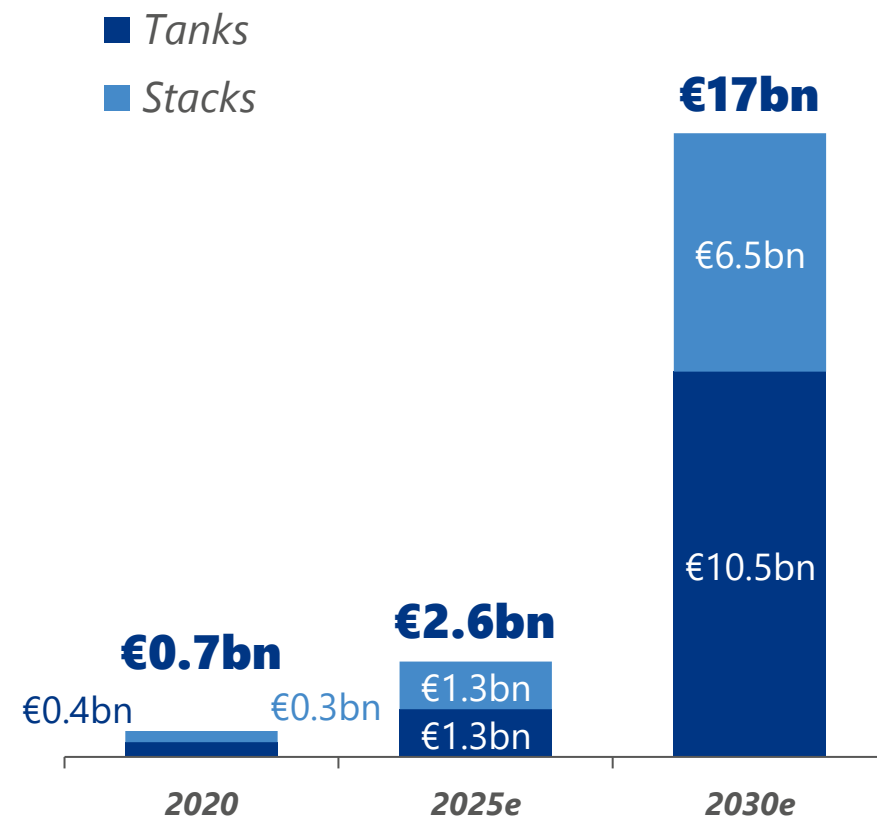
③ H2 availability and affordability drives €17bn market in 2030

with 2.5m passenger and commercial vehicles

> Fuel cell market drivers

	2030 vehicle production	2030 hydrogen-powered vehicles	Average 2030 value	
			Storage sytems	Stacks
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



3 High entry barriers

accelerate hydrogen market consolidation

> High barriers to entry...



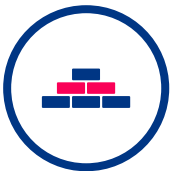
Complex technical know-how

Mastery of several fields of expertise in products and process



Scale effect mandatory

Return on investment requires significant volumes



Automotive requirements

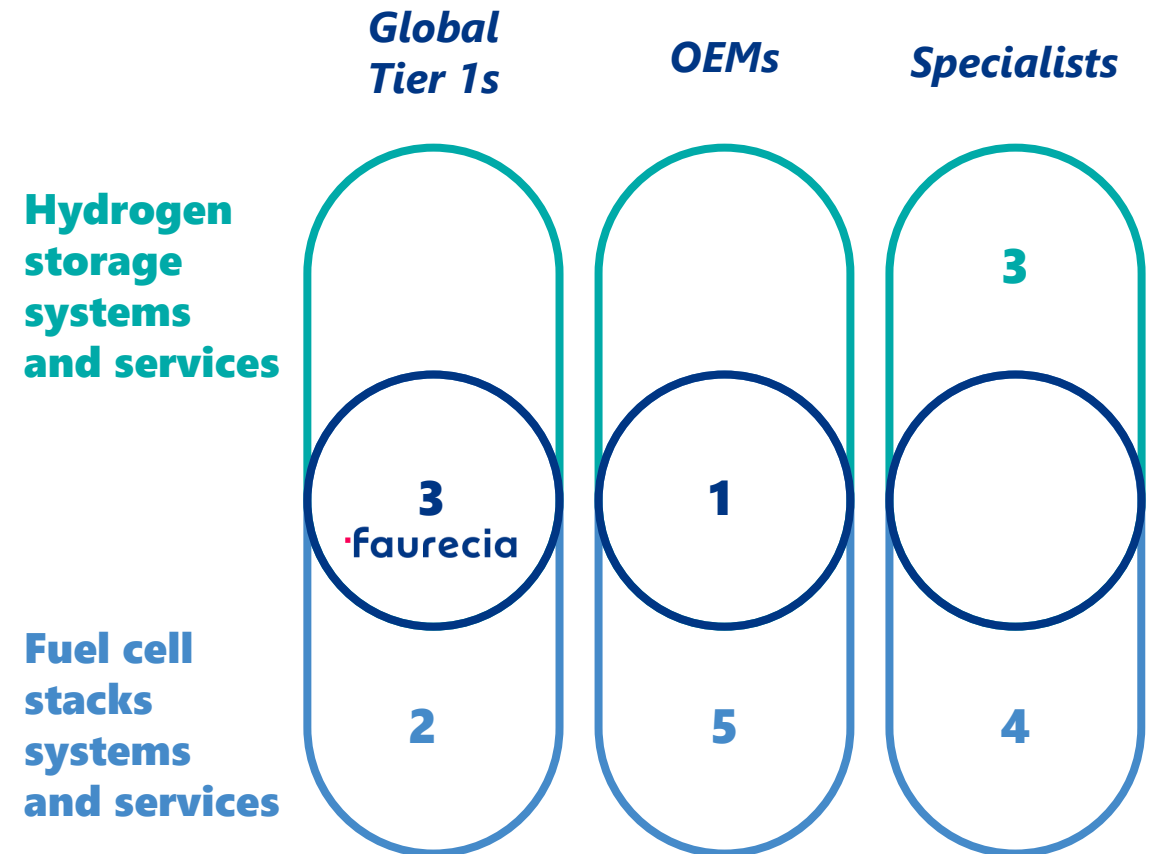
For sales, development and industrialization



Time-to-market

Solutions and systems need to be already in development

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



3 Faurecia and its joint venture Symbio

address 75% of the fuel cell value chain

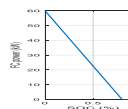


% of total value

Hydrogen Storage System (HSS)
40%

Fuel Cell Stack System
35%

Auxiliaries
25%



FUEL CELL TANK

VALVE

OTHER COMPONENTS

BIPOLAR PLATES

MEMBRANE ELECTRODE ASSEMBLY

ENDPLATE + OTHER COMPONENTS

INTERFACES AND CONTROLS LAWS

ELECTRIC & ELECTRONICS

COOLING, AIR COMPRESSOR, ...



€150m per year invested in R&D

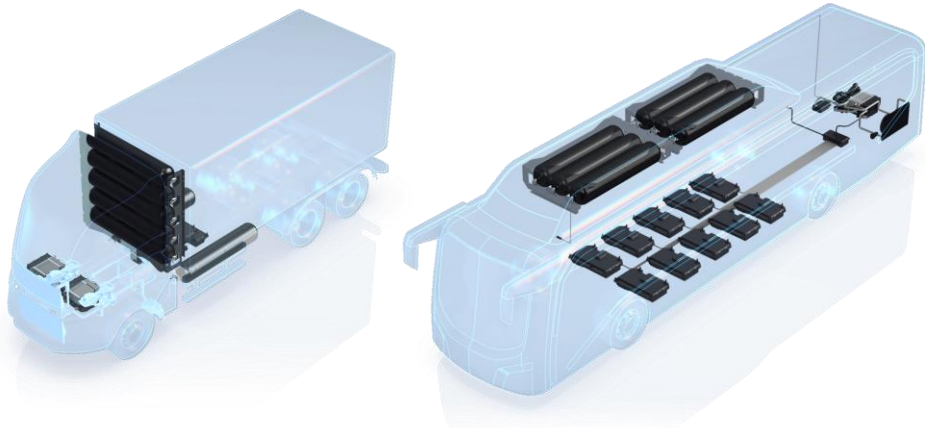
including 100% of Symbio

3 Industrializing technical innovation

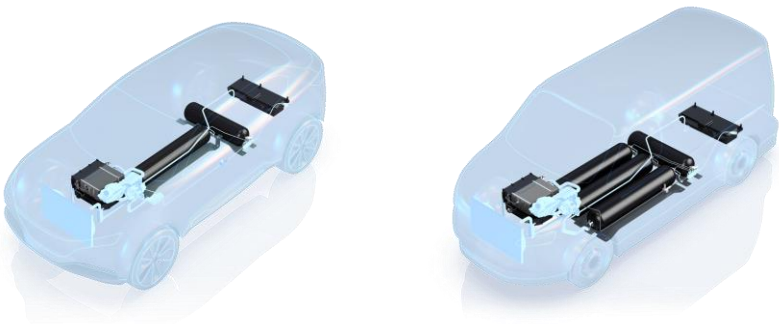
in hydrogen storage systems and services

> Product Range

Commercial vehicle systems



Passenger 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

3 Michelin & Faurecia:

unique complementary competences for fuel cell systems

faurecia



Technology and know-how

- ▶ 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

Customer intimacy and business models

- ▶ Strong intimacy with all major OEM powertrain teams
- ▶ Leadership on hydrogen storage systems



- **4 million kilometers achieved** by vehicles equipped
- Best-in-class **power density @ 5KW/L**
- Full range of **stack powers**
- **System integration capabilities**

- ▶ 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

3 Acceleration of customer activity

RFI/RFQ and pre-development paving the way for strong 2021 order intake



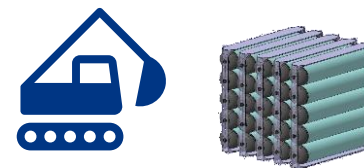
Passenger & light commercial vehicles

- > 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



3 Sales ambition: €500m by 2025 and >€3.5bn in 2030

Zero emission hydrogen solutions

> Strong order intake target

2021 TARGETED
ORDER INTAKE¹



With **leading OEMs**
and **balanced** between
light and heavy commercial vehicles

> Comforting our sales ambition

	2022	2025	2030
Total Sales	€50m	€500m	>€3.5bn
Tanks	€30m	€300m	>€2.0bn
Stacks (100% Symbio)	€20m	€200m	€1.5bn

Targeting Business Group
average profitability in 2030

1. Including 100% of Symbio

3 Key takeaways

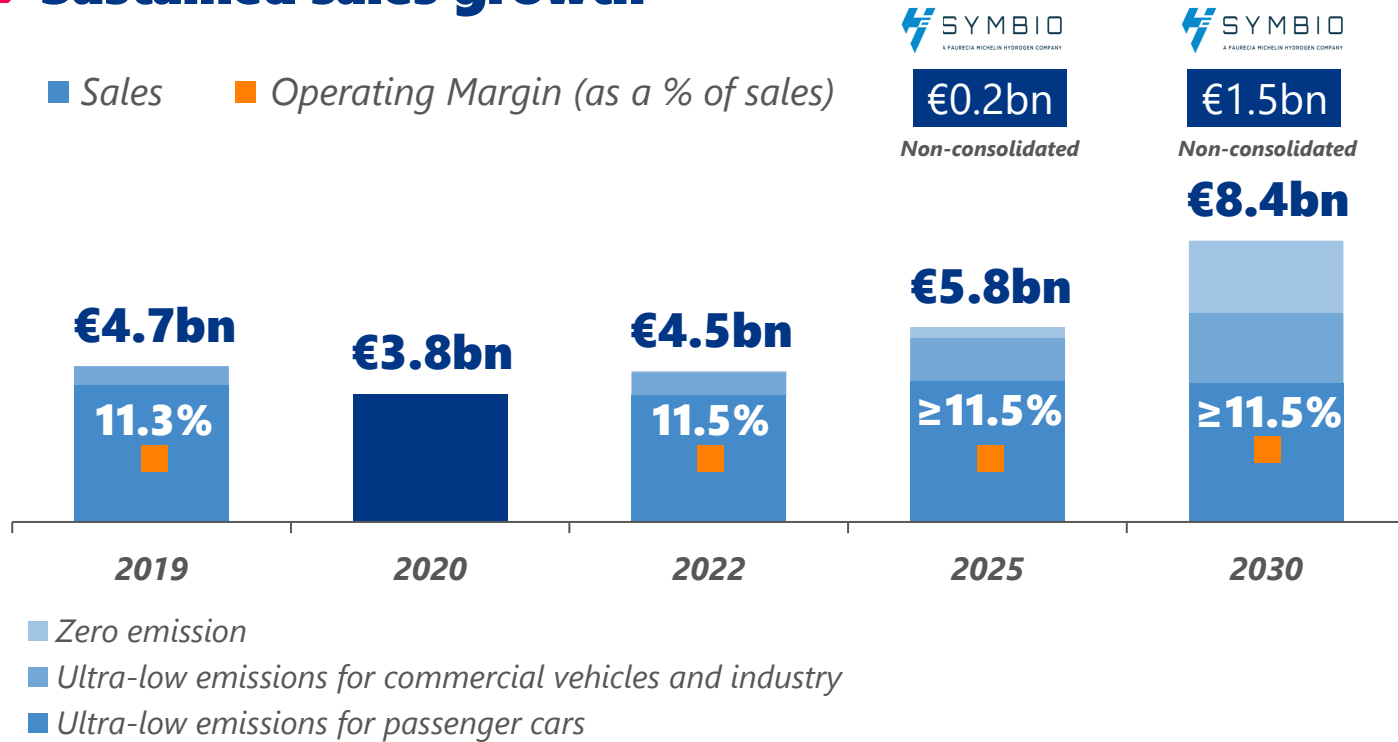
Zero emission hydrogen solutions

- **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

Clean Mobility profitable growth driven by 3 product lines

in the short, medium and long term

> Sustained sales growth



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

c. +350bps¹
Overperformance vs. vehicle
production in 2020-2025

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

> 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 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

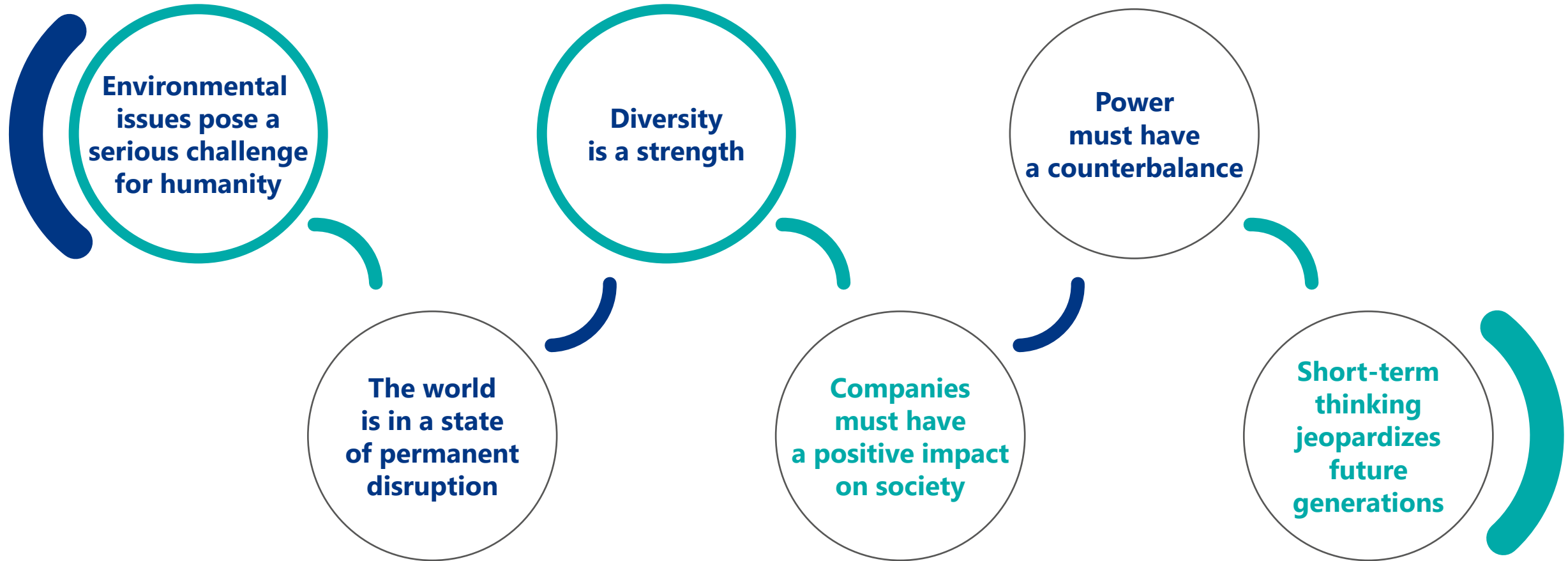
3

Independent governance and new shareholder base

Nolwenn DELAUNAY

Our strong Convictions are at the heart

of our culture and drive our sustainability strategy



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



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**

	2020	2025 TARGET
% of female M&Ps¹	25%	30%
% female in top 300 managers	16%	24%

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



CO₂ neutral in operations by 2025

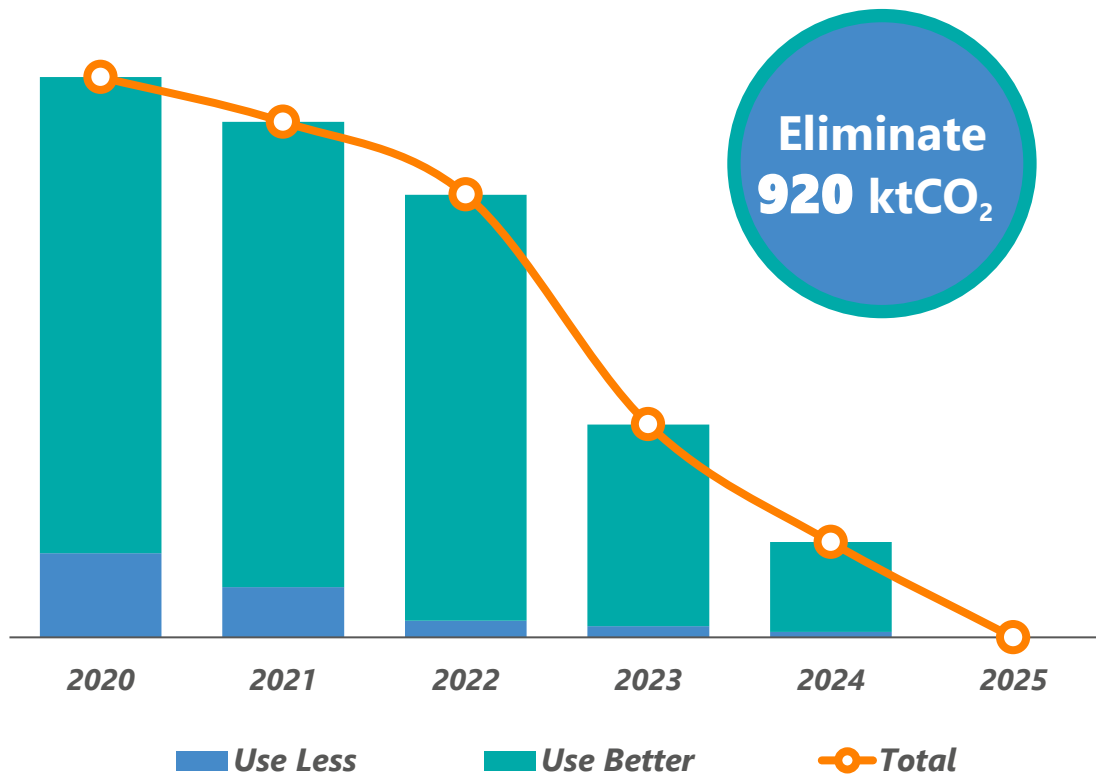
Partnership with Schneider Electric for speed and technology



Roadmap validated

SCOPES 1 & 2

as compared to 2019 reference



Use less
(saving)

Electricity
reduction



Heat
reduction



Use better
(renewable)

Internally
produced



Power Purchase
Agreements



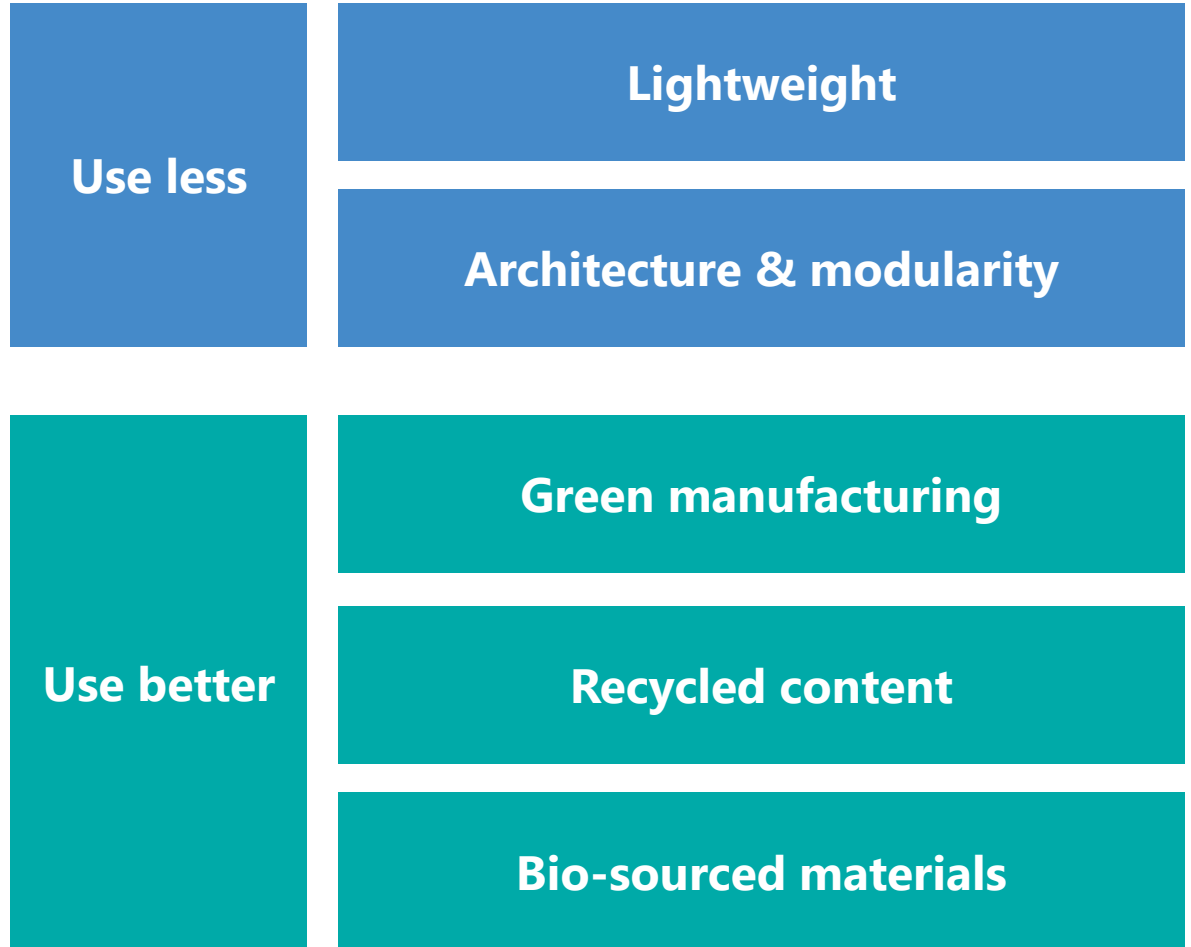
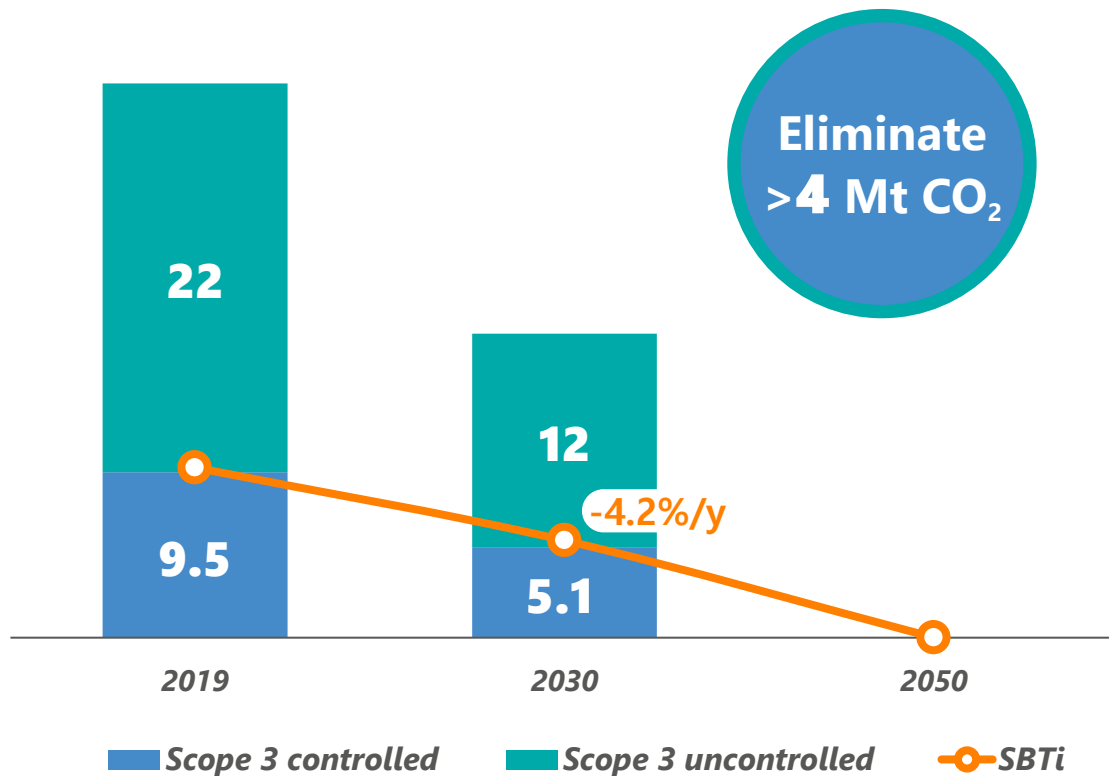
All 2020 figures have been audited by Mazars.

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



Roadmap validated

SCOPE 3



All 2020 figures have been audited by Mazars.

Value chain governance to achieve ambition

Driving the change to make the transformation happen

Suppliers

In-house

OEMs



> **Sustainability**
score suppliers



> **Calculate CO₂**
through "costing" tool



> **Advise**
on generic action plan
for CO₂ reduction



> **Anticipate**
Internal "shadow" price
of CO₂



> **Engage managers**
KPIs



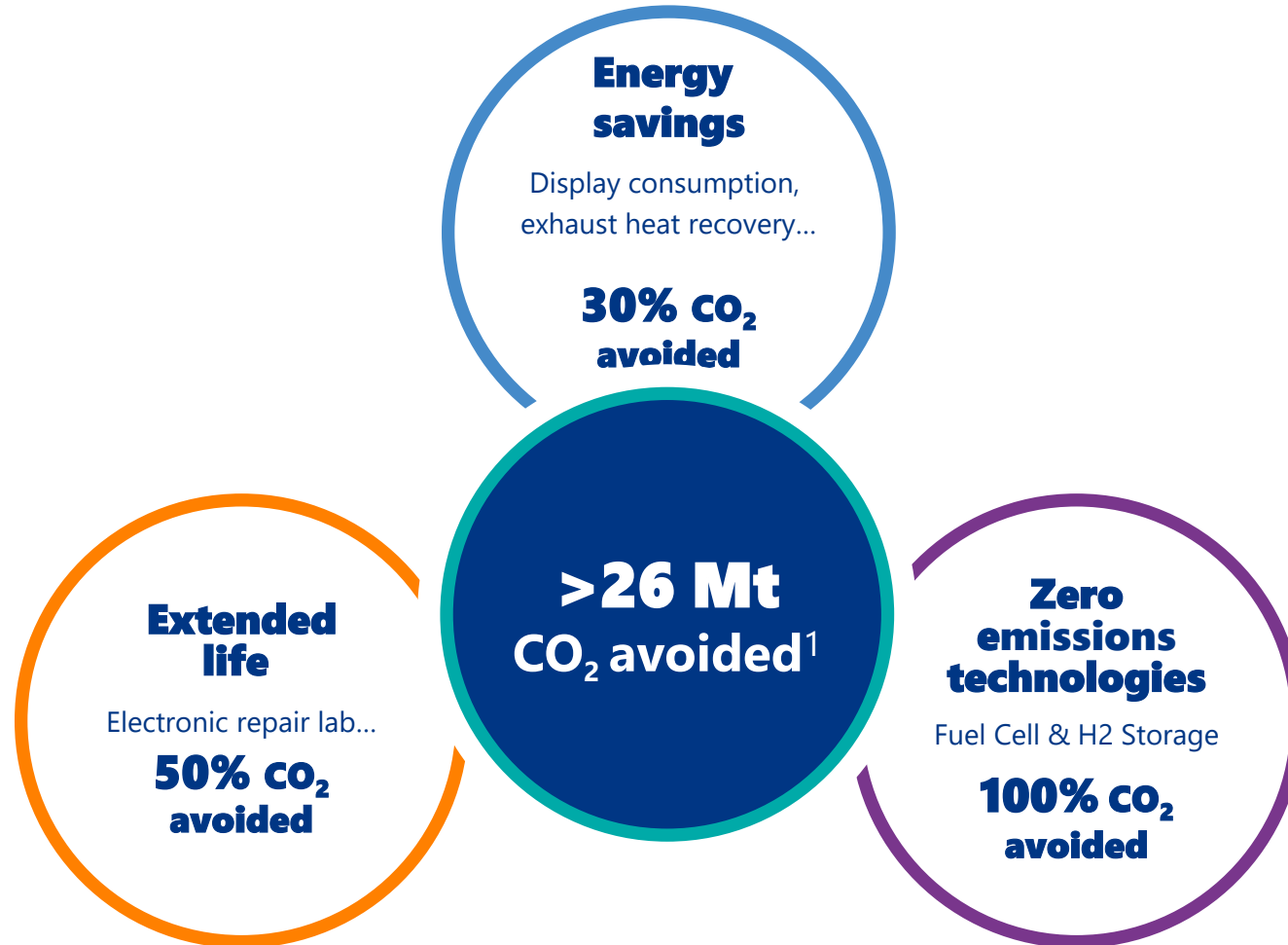
> **Innovate**
Product Life Cycle
Assessment



> **Early plans on**

- ▶ Prototypes
- ▶ Raw Material
- ▶ Innovation
- ▶ Circular economy (recycling, repairing, refurbishing)

Avoiding CO₂ emissions through innovation & circular economy



1. Life Cycle Assessment, Symbio accounted for 100%

Commitments for the planet

COMMITMENTS	KPI	2019	2025	2030
Environment-friendly in operations	CO ₂ emissions scopes 1&2: <i>Mt CO₂eq</i>	0.92	~0	
	Energy intensity: <i>MWh/€ million of sales</i>	117	-20%	
	Waste intensity: <i>Tons/€ million of sales</i>	15	> -10%	
Eco-design for products	CO ₂ emissions Scope 3: <i>Mt CO₂ equivalent</i>	8.6		-46%
	Recycled content in new products: <i>in %</i>	30%	40%	
	Simplified Life Cycle Assessments (% of innovation projects)	~5%	100%	
Investment for sustainable technologies	Cumulated investment 2021-2025		€1.1bn	

Agenda

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Sustainability roadmap

Nolwenn DELAUNAY

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Ambitious program for the planet

Rémi DAUDIN

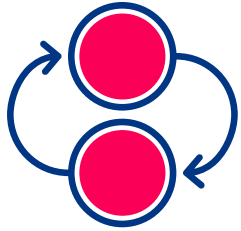
3

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

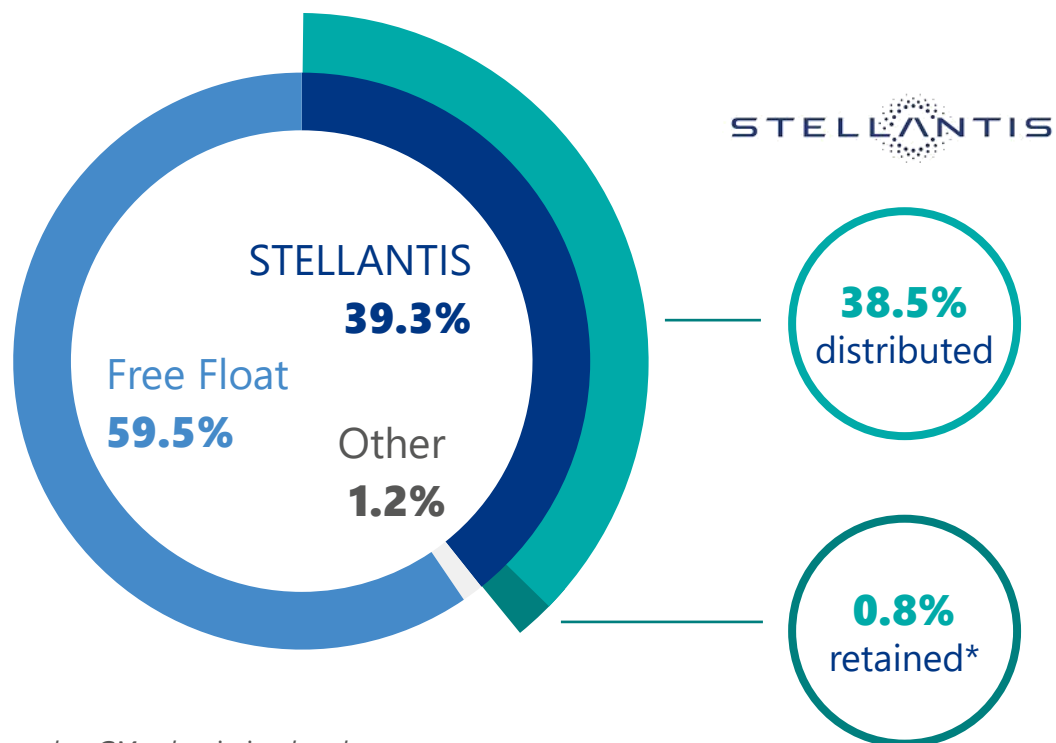
in 2020 with increased rhythm during crisis
+1 meeting with independent Board members only

* Excluding Board members representing employees

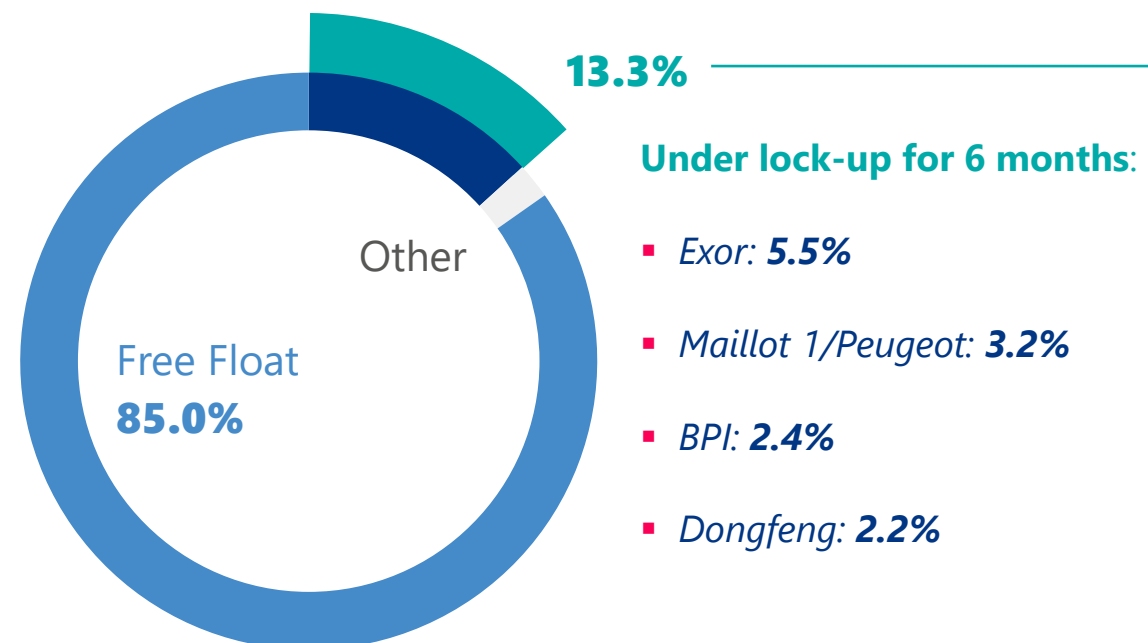
Increased free float and diversified shareholder base

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

**FAURECIA SHAREHOLDING STRUCTURE
AT CLOSURE OF FCA-PSA MERGER**



**FAURECIA SHAREHOLDING STRUCTURE
AT SPIN-OFF**



* 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)

faur'ESO
Faurecia Employee Share Ownership

Reservation period¹
from May 7 to 21, 2021

Price fixing
June 22, 2021

Cancellation Period
from June 23 to 25

Share Delivery
July 28, 2021

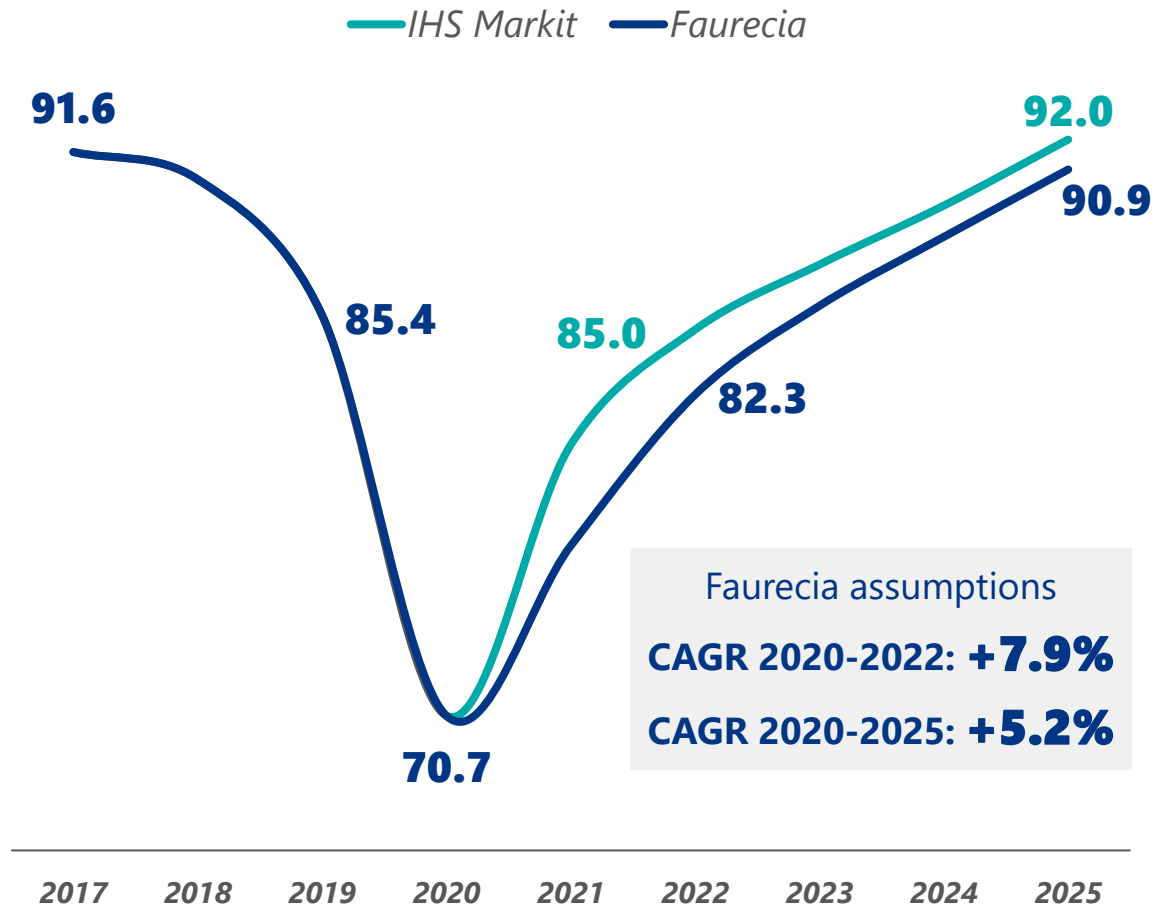
1. Provisional calendar

Financial Ambition

Michel FAVRE, Chief Financial Officer

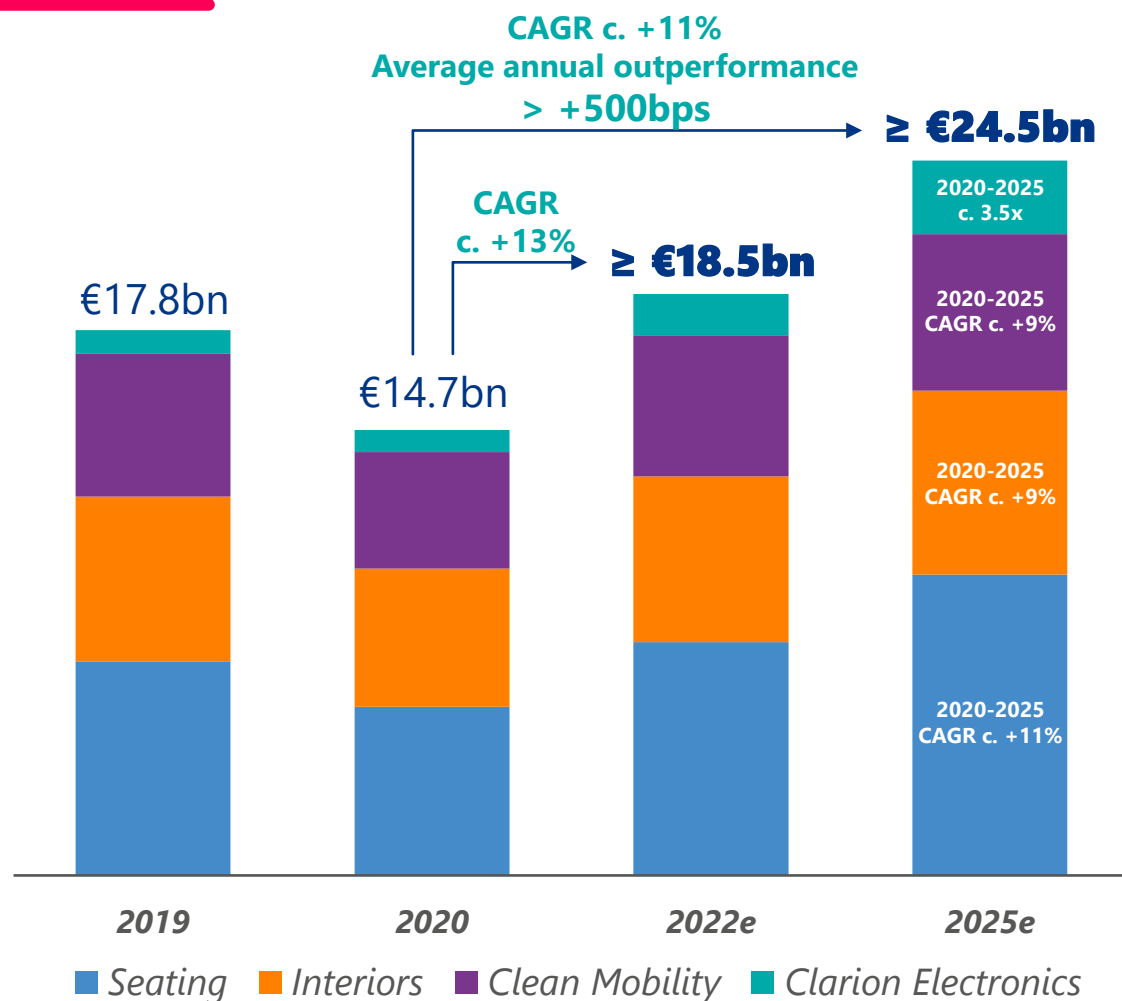
Underlying worldwide automotive production assumptions

- 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**

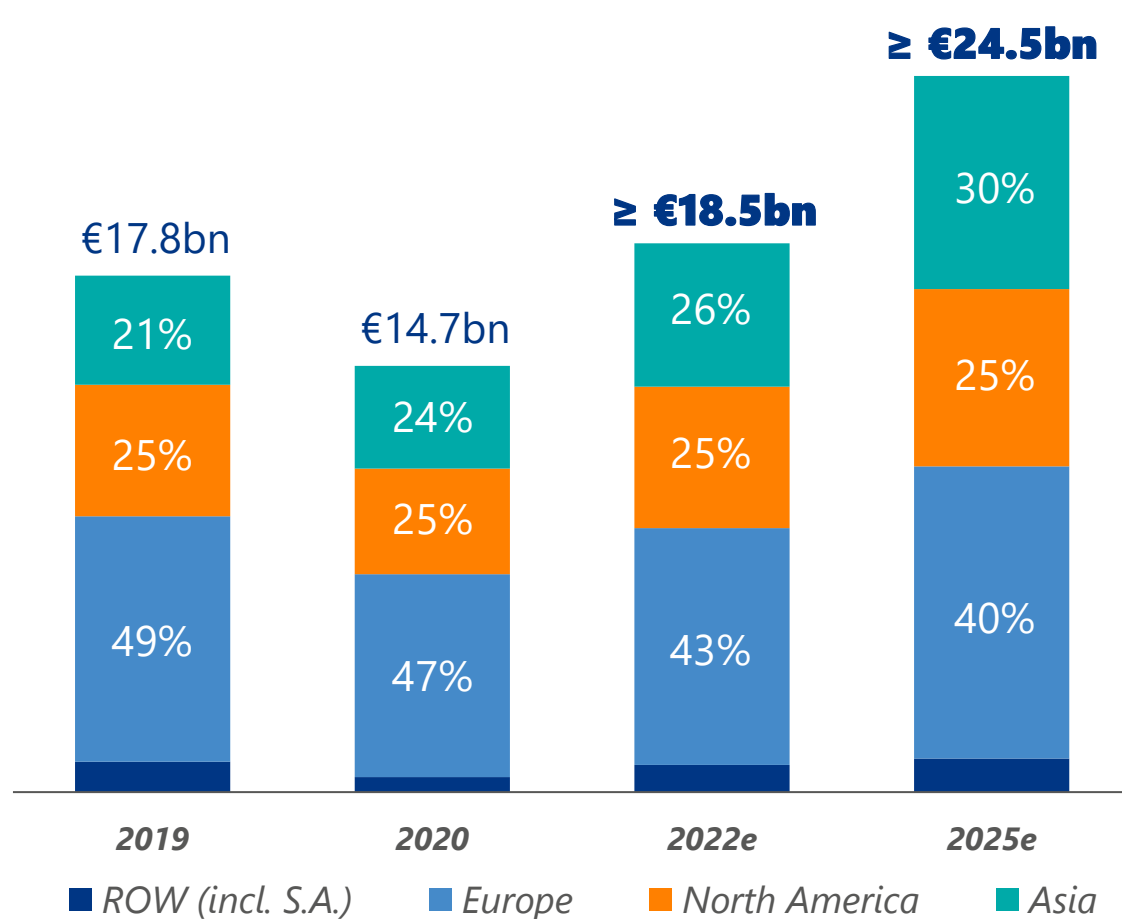
- ▶ **Commercial vehicles tripling sales** between 2020 and 2025
- ▶ Hydrogen sales to reach **€500m** in 2025

> 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/€)

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

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:

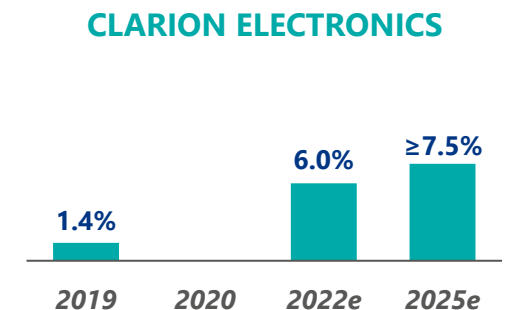
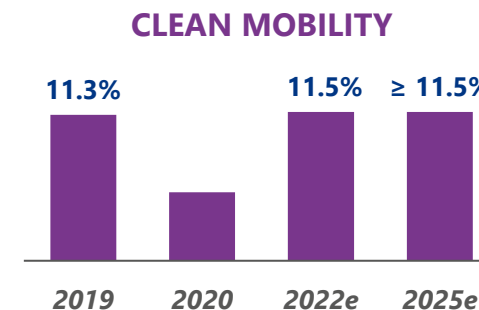
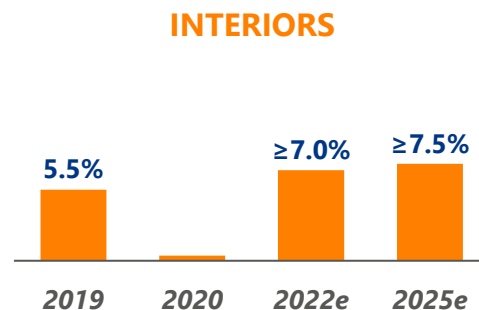
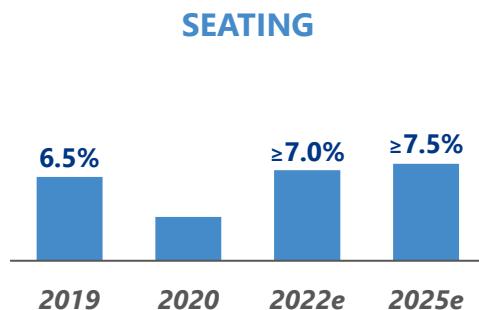
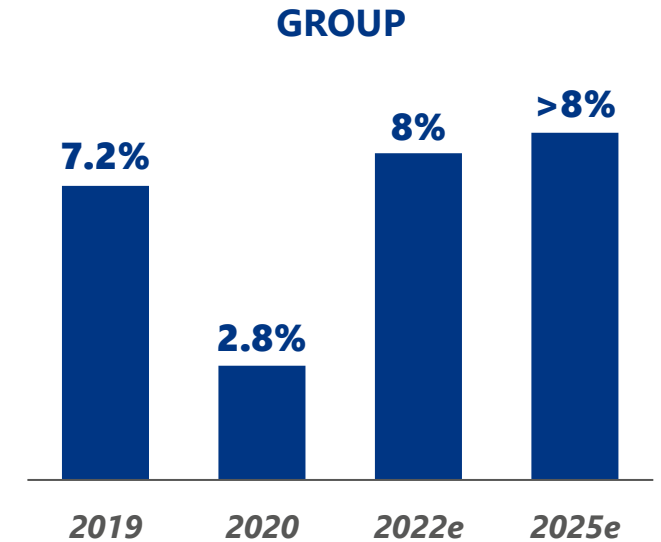
- ▶ Market recovery
- ▶ Outperformance (Annual order intake \geq €25bn as from 2019 + CPV increase)
- ▶ Increased profitability of new business

> 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)

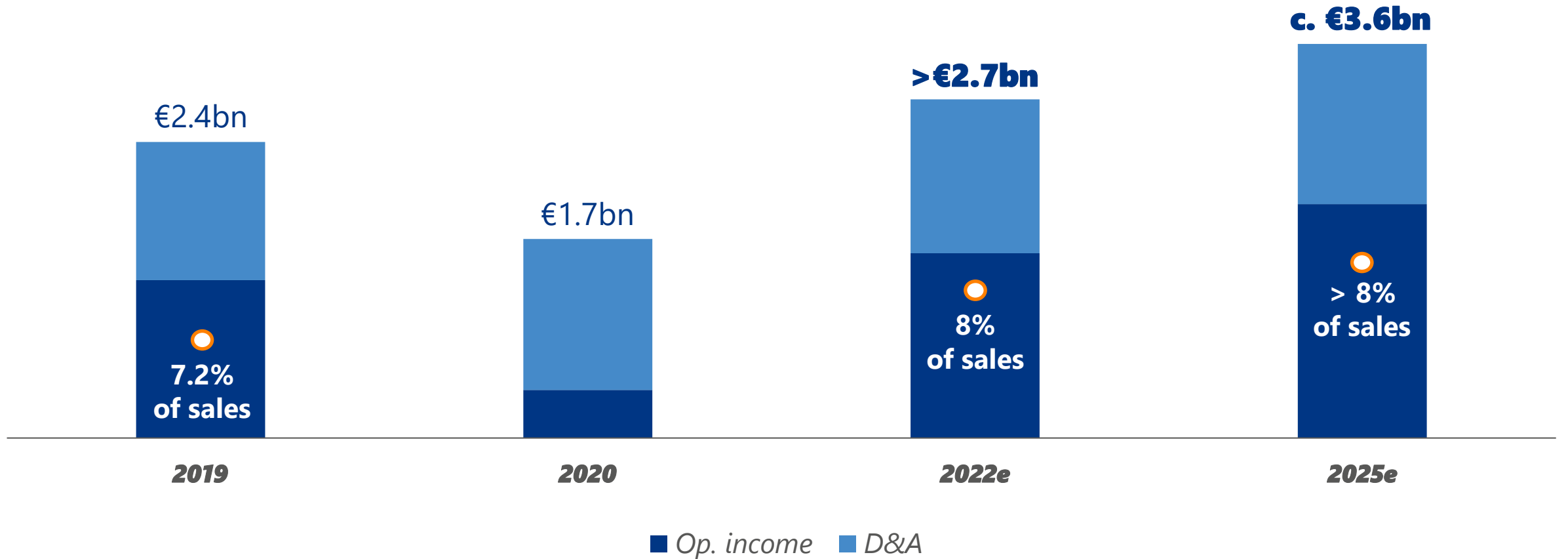
> Continued **restructuring efforts** beyond 2022

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



Profitability 2022 target and 2025 ambition

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

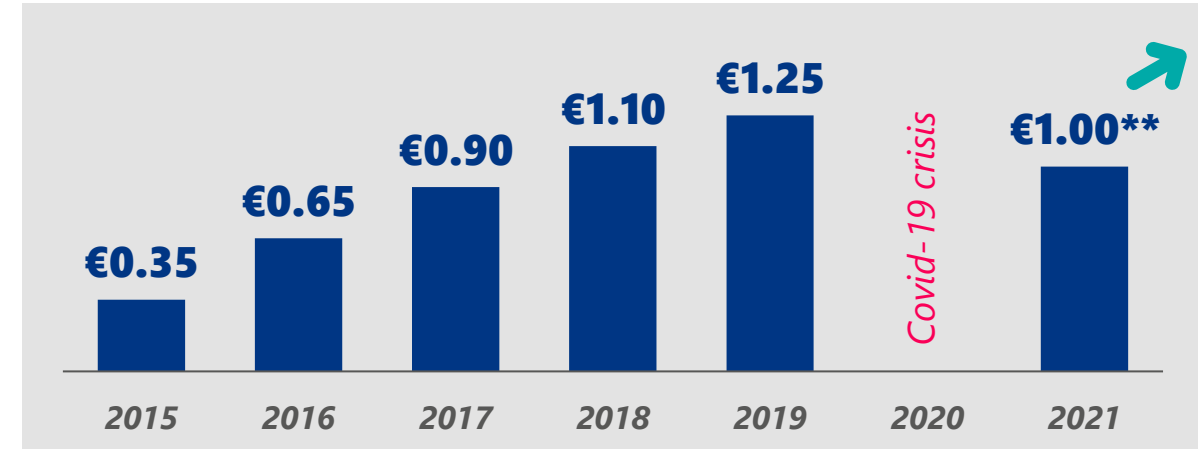
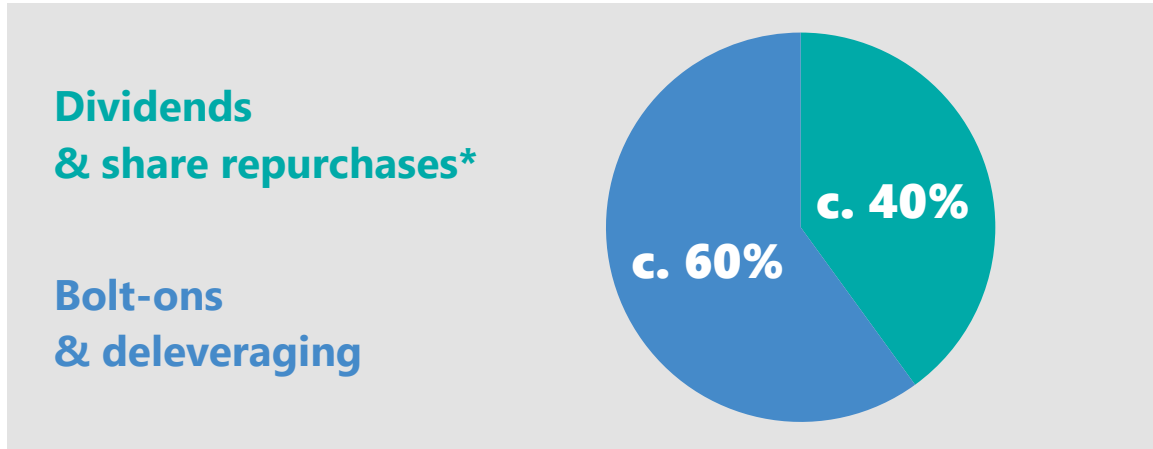


Transforming profitable growth into strong cash generation

- **Selectivity in Capex $\leq 3.5\%$** 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

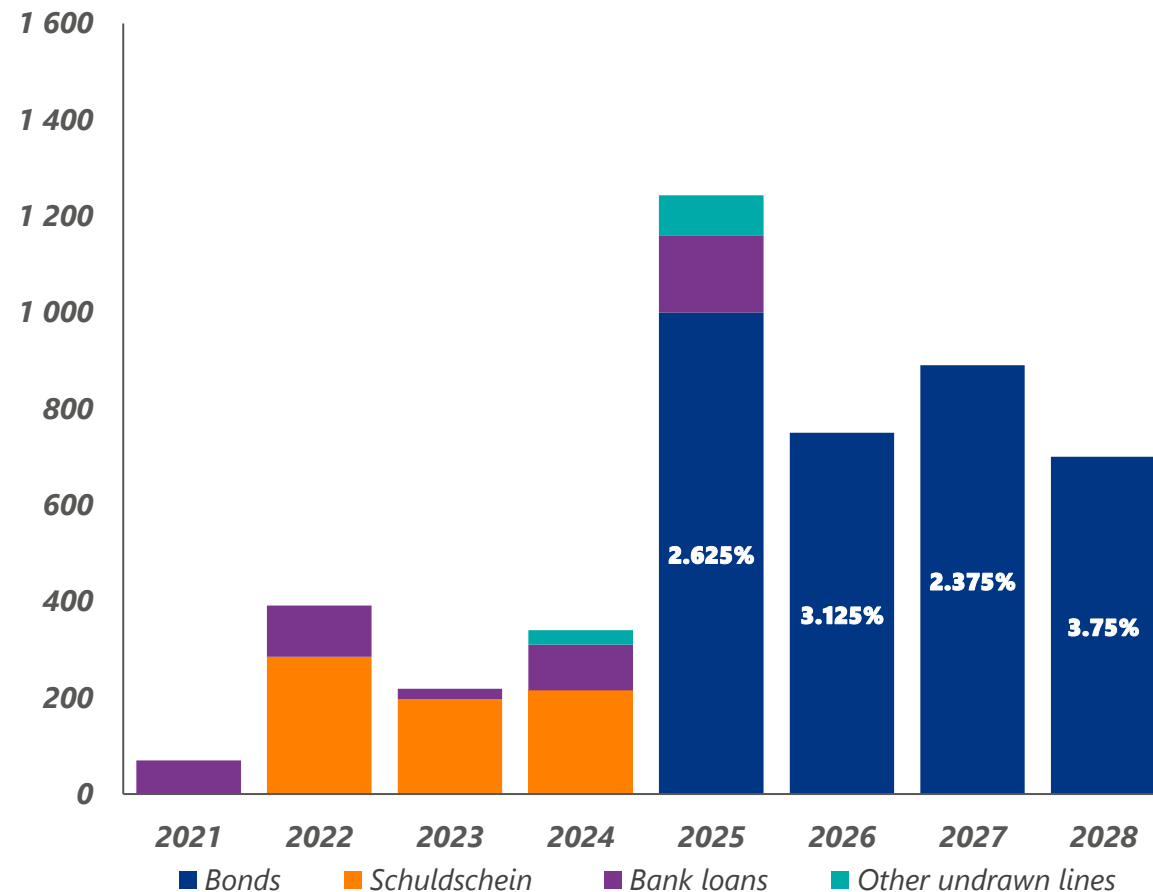
➤ Sound financial structure & continuous deleveraging

- ▶ **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

Long-term liquidity resources by maturity at Dec 31, 2020
(proforma €190m tap issue of January 2021)



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 sales¹ 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 **CO₂ neutral by 2030**
- Upcoming change in Faurecia's shareholding structure will offer **new opportunities for value creation**

1. Including Symbio at 100%

·faurecia
inspiring mobility