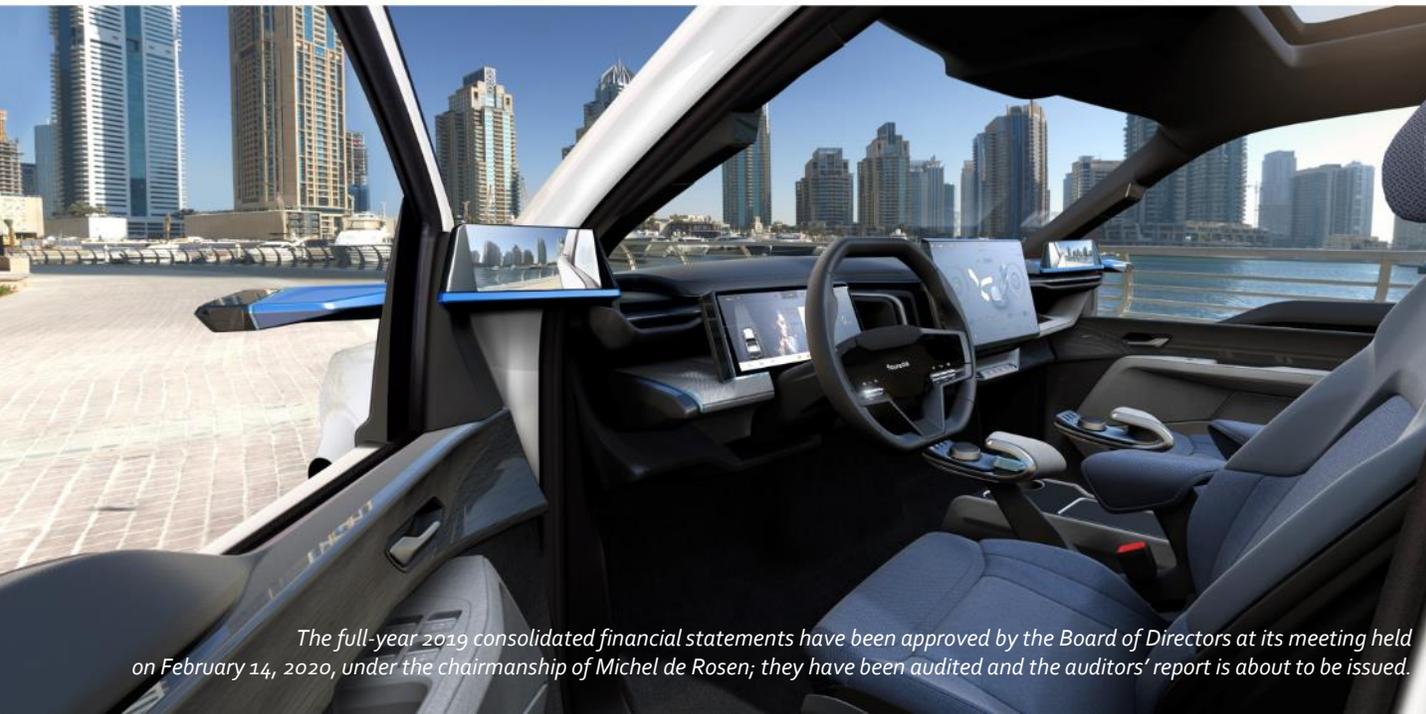


Non-deal roadshow post-FY 2019 results

*Strong and resilient
performance in 2019*

Record order intake

February-March, 2020



The full-year 2019 consolidated financial statements have been approved by the Board of Directors at its meeting held on February 14, 2020, under the chairmanship of Michel de Rosen; they have been audited and the auditors' report is about to be issued.

faurecia
inspiring mobility

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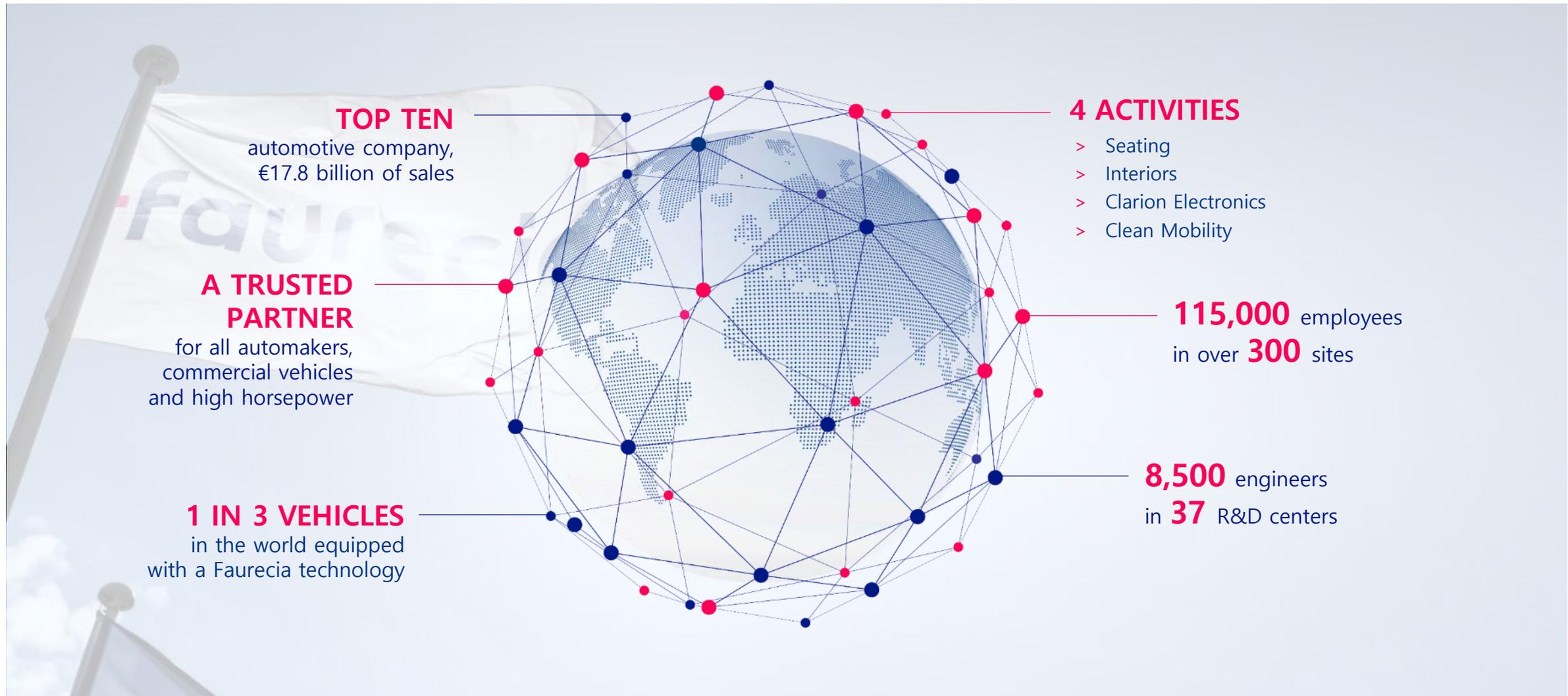
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ESG APPROACH

A leading automotive technology company



Four Business Groups to drive profitable growth

SEATING

39% of 2019 group sales

- > Advanced safety systems: frames, mechanisms and mechatronics
- > Innovative solutions for thermal and postural comfort



44,770
employees



76
sites



13
R&D centers

INTERIORS

30% of 2019 group sales

- > Instrument panels, door panels, center consoles, acoustic and soft trim, decoration and smart surfaces
- > Personalized cabin climate comfort and air quality



37,370
employees



78
sites



14
R&D centers

CLARION ELECTRONICS

5% of 2019 group sales

- > IVI, intuitive HMI and full digital audio systems
- > Connectivity and cloud-based services
- > Advanced driver assistance and automated parking solutions



7,330
employees



8
sites



3
R&D centers

CLEAN MOBILITY

26% of 2019 group sales

- > Lightweight and fuel economy technologies for hybrid vehicles
- > After-treatment solutions for Commercial vehicles and High Horsepower engines
- > Zero emission technologies



23,210
employees



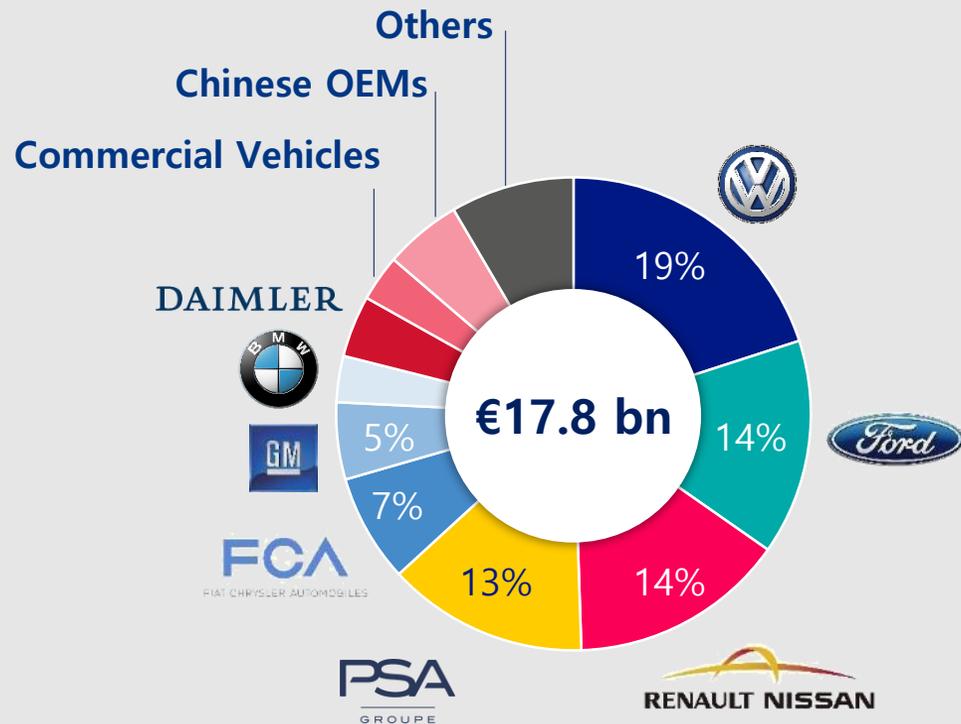
86
sites



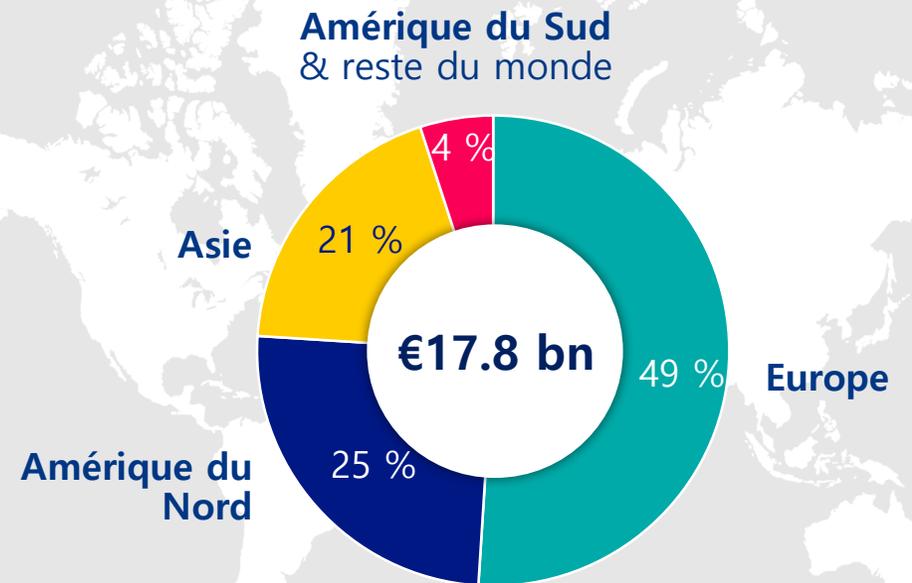
7
R&D centers

A well balanced customer and geographic portfolio

2019 SALES BY CUSTOMER



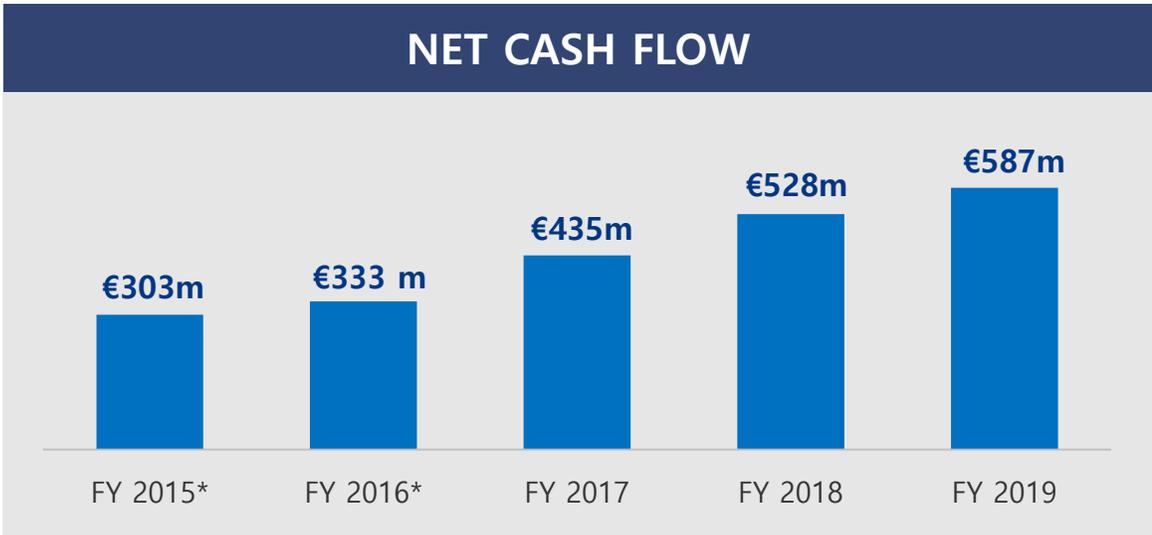
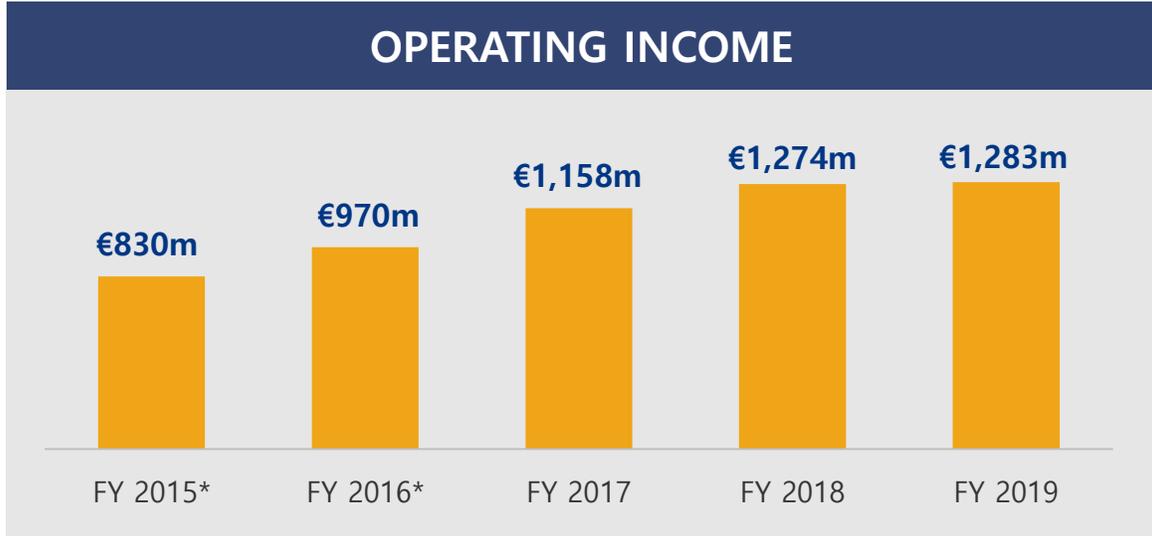
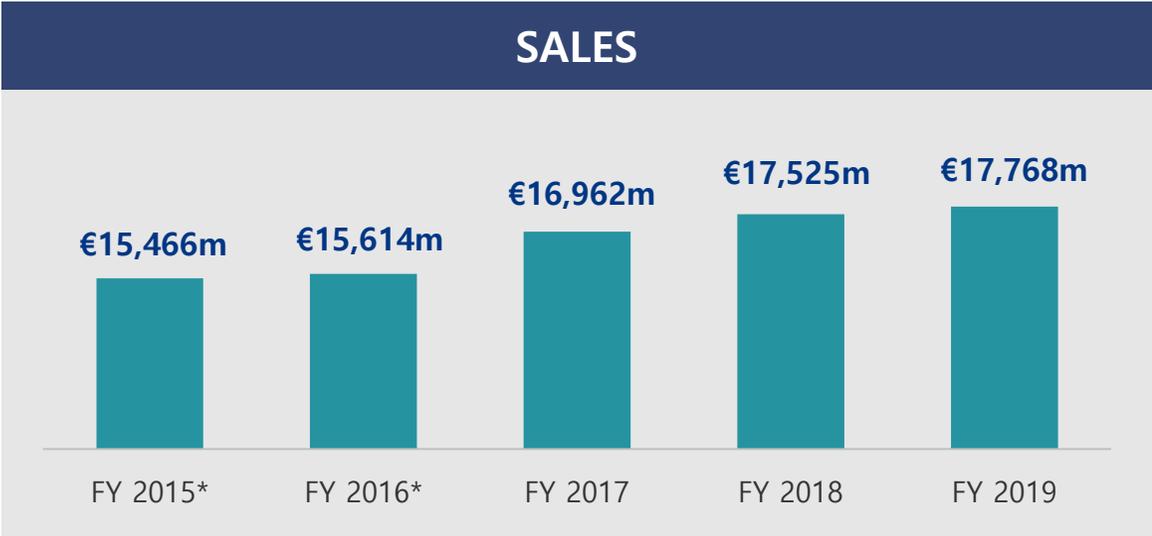
2019 SALES BY REGION



Increasingly diverse customer base

MASS MARKET OEMS	PREMIUM OEMS	CHINESE OEMS	COMMERCIAL VEHICLES & HIGH HORSE POWER	NEW ENTRANTS

Continued improvement in performance over the past five years



* Restated for the disposal of the Automotive Exteriors business

** Subject to approval at the Annual Shareholders' Meeting to be held on May 29, 2020

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Faurecia's Investment Case (1/2)

- > **One of the leading worldwide automotive suppliers**
 - One of the top three global players in Seating, Interiors and Clean Mobility
 - A key partner for a broad and diversified base of OEMs around the globe

- > **Clear and focused strategy with medium-term ambitions well defined**
 - Fully aligned with the automotive industry megatrends
 - Focusing on two priorities: Cockpit of the Future and Sustainable Mobility
 - Mid-term 2022 financial targets presented at a Capital Markets Day in November 2019

- > **Solid track record of financial performance and guidance achievement**
 - Growth in sales, driven by sustained development of order intake
 - Improved profitability with demonstrated resilience in challenging environment
 - Strong and increased cash generation
 - All annual financial targets met since 2014

- > **Sustained and selective investment in innovation and development of new competences**
 - Developing solutions for an increasingly connected, versatile and predictive cockpit
 - Accelerating on cleaner/zero emission solutions and new market segments
 - Focus on short time-to-market innovation

Faurecia's Investment Case (2/2)

> **Sound financial structure and high flexibility**

- Strict financial discipline
- Secured debt financing at low cost with long maturity and high flexibility
- Cash allocation strategy focused on fair shareholder remuneration and bolt-on acquisitions

> **Strong governance and risk management**

- Two experienced governance bodies to drive strategy and execution
- Efficient and transversal risk management

> **Shared culture for sustainable development to create long-term value for all stakeholders**

- Six Convictions and six Values to guide the Group's actions and behaviors
- Six major transversal initiatives, including "Total Customer Satisfaction" as well as the launch of the Faurecia Foundation and a program to become Carbon neutral by 2030

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2019 Highlights

> **Strong and resilient performance in 2019**

- All financial targets achieved in a tough environment
- Strong cash generation
- Record order intake in 2019 resulting in €68bn over the last three years

> **Accelerated transformation for Cockpit of the Future and Sustainable Mobility**

- Creation of Faurecia Clarion Electronics
- Acquisition of the 50% remaining stake in SAS
- Creation of Symbio, a 50/50 JV with Michelin

> **Focus on Total Customer Satisfaction and Sustainable Development**

- Customer recognition through 48 awards and 221 launches on target
- Values and Convictions defined and transversal initiatives deployed with KPIs
- Launch of a program to become CO₂ neutral by 2030 and creation of Faurecia Foundation

All targets achieved in a challenging environment

- > 2019 financial targets maintained throughout the year despite worsening worldwide automotive production from an estimated -1% in February 2019 to a final figure of -5.8%* (miss of 4.3m vehicles, of which 1.6m in China)

SALES	PROFITABILITY	NET CASH FLOW
<p>FY 2019 sales at constant currencies should outperform worldwide automotive production between 150 and 350bps</p> <p><i>(excluding Clarion consolidation)</i></p>	<p>FY 2019 operating income should increase in value and operating margin should be at least 7% of sales</p> <p><i>(including Clarion consolidation as from April 1)</i></p>	<p>FY 2019 net cash flow should be at least €500m</p> <p><i>(including Clarion consolidation as from April 1)</i></p>
<p>€17,768m</p> <p>✓</p> <p>Outperformance of 280bps vs. worldwide automotive production</p>	<p>€1,283m (vs. €1,274m in 2018)</p> <p>✓</p> <p>7.2% of sales (7.4% excl. Clarion consolidation)</p>	<p>Strong cash generation of €587m</p> <p>✓</p> <p>(vs. €528m in 2018)</p>

Robust profitable growth roadmap for Faurecia Clarion Electronics

- > **Creation of our fourth Business Group with the successful integration of Clarion, Parrot and Coagent**
- > **Accelerated cost competitiveness program to generate at least €80m annual savings by end 2020**
 - Reduction of 14% of headcount at end 2019 (19% targeted at end 2020)
 - 4 plant closures, of which 3 in China
 - €22m savings generated in 2019
 - Clarion operating margin reached 3% of sales in 2019
- > **Strong order intake for FCE at €1.9bn in 2019**

Target to reach €2.5 billion of sales and 8% profitability in 2025

Record order intake securing future profitable growth

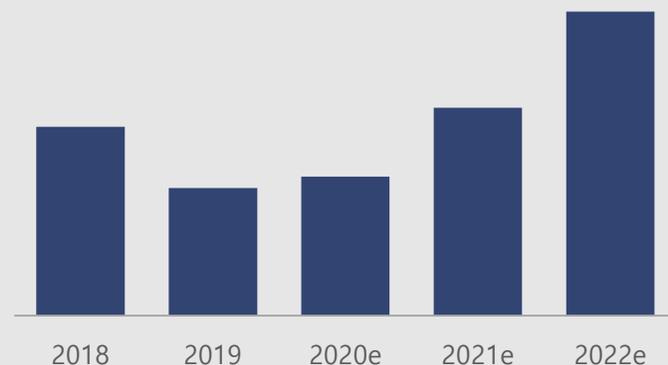
3-YEAR ROLLING ORDER INTAKE

(lifetime sales)

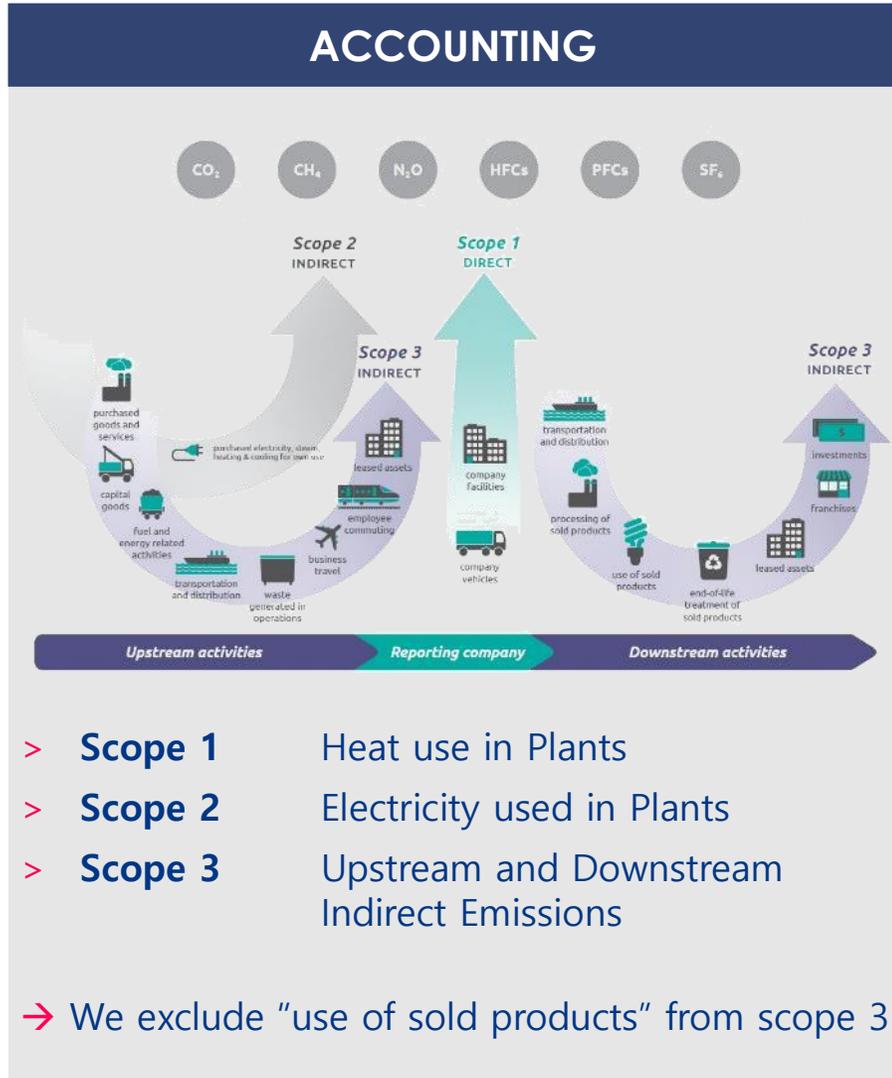


- > **Record order intake in 2019 resulting in €68bn over the last three years:**
 - Reflecting continuous market share gains
 - With high profitability
- > **New Value Spaces* represented 17% of 2019 order intake (vs. 12% in 2018) and included:**
 - Commercial Vehicles and HHP at €1.6bn
 - FCE at €1.9bn
 - Two orders for Fuel cell tanks and systems
- > **Secured order intake, including ramp-up of Seating new programs, will fuel acceleration in sales outperformance as from 2021**

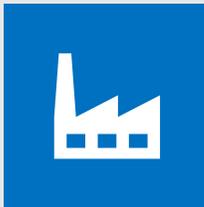
SEATING - SALES GROWTH PROFILE



Anticipating the next disruption and targeting CO₂ neutrality by 2030



ACTIONS



USE LESS



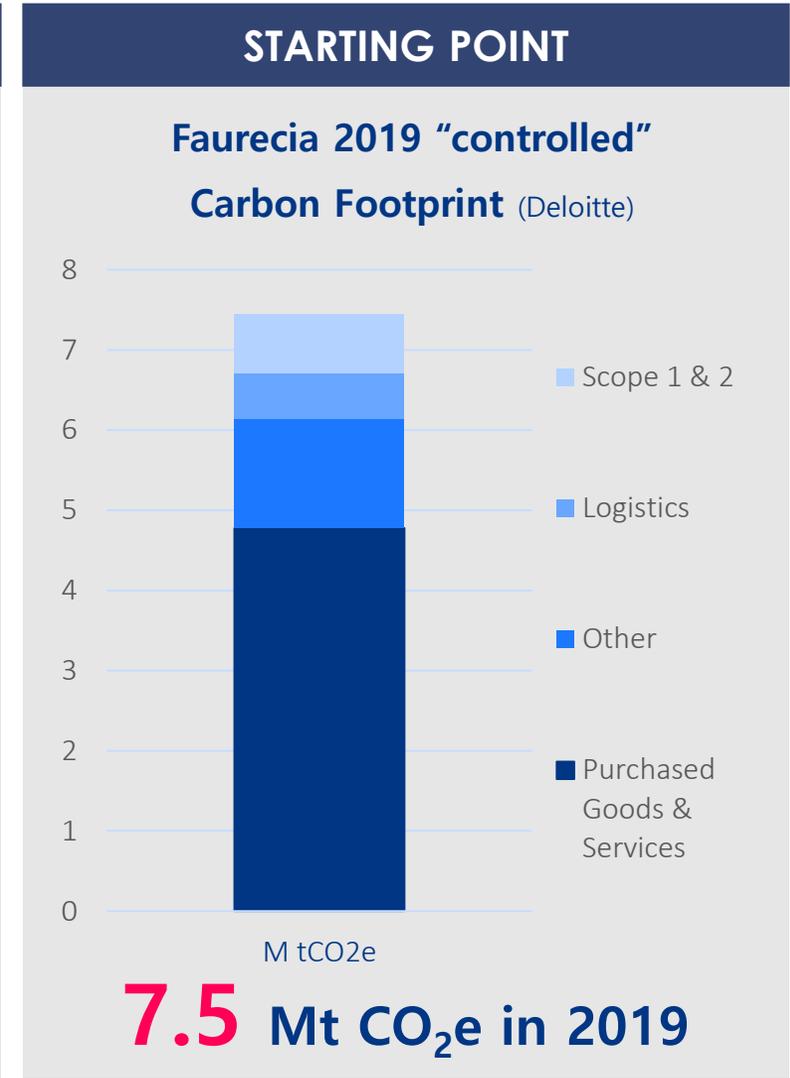
DESIGN FOR PLANET



BUY GREEN



MOVE LESS

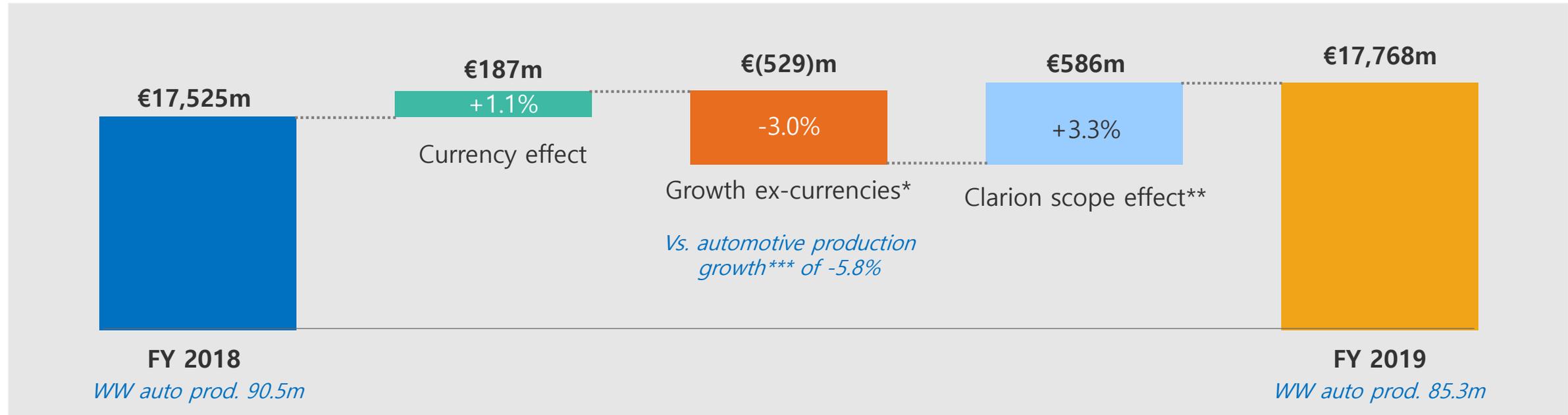


Faurecia is one of the four Tier-1 Suppliers already ranked A- by the CDP on climate

Strong financial performance and increased proposed dividend

<p>Sales €17,768m vs. €17,525m in 2018</p>	<p>Up 1.4% on a reported basis and down 3.0% at constant currencies and excl. Clarion scope effect Outperformance of 280bps, in line with guidance of between 150bps and 350bps</p>
<p>Operating income €1,283m vs. €1,274m in 2018</p>	<p>In line with guidance of increase in value year-on-year</p>
<p>Operating margin 7.2% of sales vs. 7.3% of sales in 2018</p>	<p>In line with guidance of at least 7% Excluding Clarion, operating margin stood at 7.4%</p>
<p>Net income €590m vs. €701m in 2018</p>	<p>Mainly impacted by:</p> <ul style="list-style-type: none"> • Higher restructuring costs for Clarion and to adapt to tough environment • One-offs due to Clarion acquisition and integration costs
<p>Net Cash Flow €587m vs. €528m in 2018</p>	<p>Well above guidance of at least €500m, including:</p> <ul style="list-style-type: none"> • A positive impact from the disposal of Clarion's HQ in Saitama • A negative impact from higher restructuring and lower factoring of receivables
<p>Net debt at year-end €2.5bn vs. €0.5bn at Dec. 31, 2018</p>	<p>Including acquisitions for €1.4bn and a negative impact of €0.9bn from IFRS16 adoption Net debt-to-EBITDA ratio at 1.05x at Dec. 31, 2019</p>
<p>Proposed dividend* €1.30 per share vs. €1.25 paid in 2019</p>	<p>Increase in dividend reflects confidence in future profitable growth prospects</p>

Sales outperformance of 300bps despite significant impact from Seating EoPs



> Solid outperformance throughout the year

> Seasonality with:

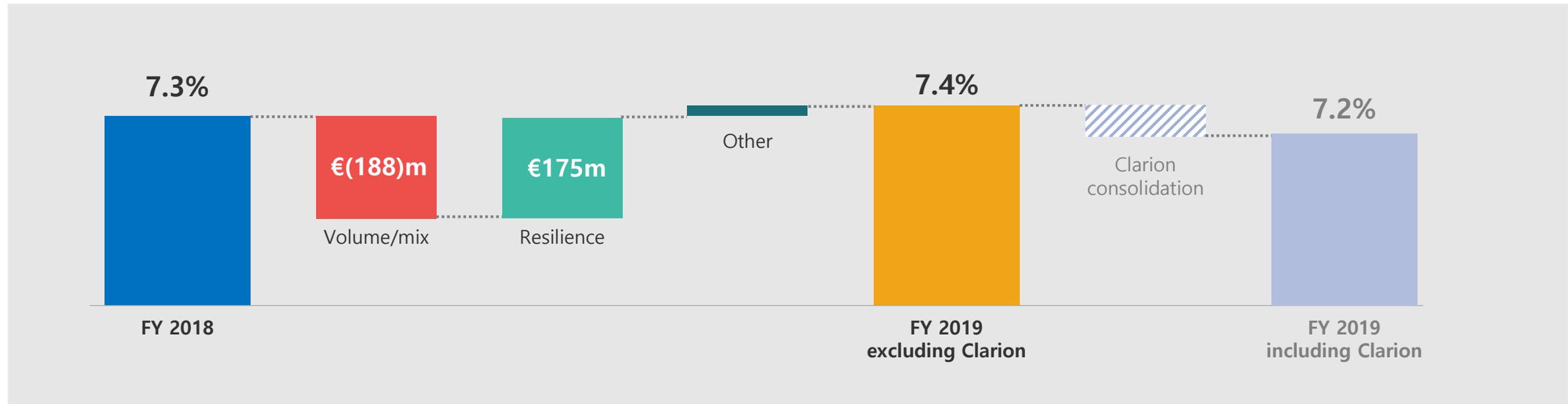
- H1 favored by bolt-ons
- H2 more negatively impacted by Seating EoPs + GM strike

	H1 2019	H2 2019	FY 2019
Worldwide automotive production***	-7.2%	-4.3%	-5.8%
Faurecia growth ex-currencies & excl. Clarion	-2.8%	-3.3%	-3.0%
<i>o/w</i>			
<i>Bolt-ons</i>	+1.8%	+0.3%	+1.1%
<i>Seating EoPs</i>	-2.4%	-3.4%	-2.9%
<i>GM strike</i>		-0.9%	-0.4%
Excluding the 3 impacts	-2.2%	+0.7%	-0.8%
Outperformance	440bps	100bps	280bps
Outperformance excl. the 3 impacts	500bps	500bps	500bps

* Including bolt-ons ** Only 9 months (April to December)

*** Source: IHS Markit forecast dated February 2020 (vehicles segment in line with CAAM for China)

Confirmed resilient performance thanks to strong action plans



> **The negative impact from volume/mix was broadly offset by cost savings generated by:**

- Our three global cost optimization programs
- Resilience actions put in place as early as H2 2018 for cost flexibilization

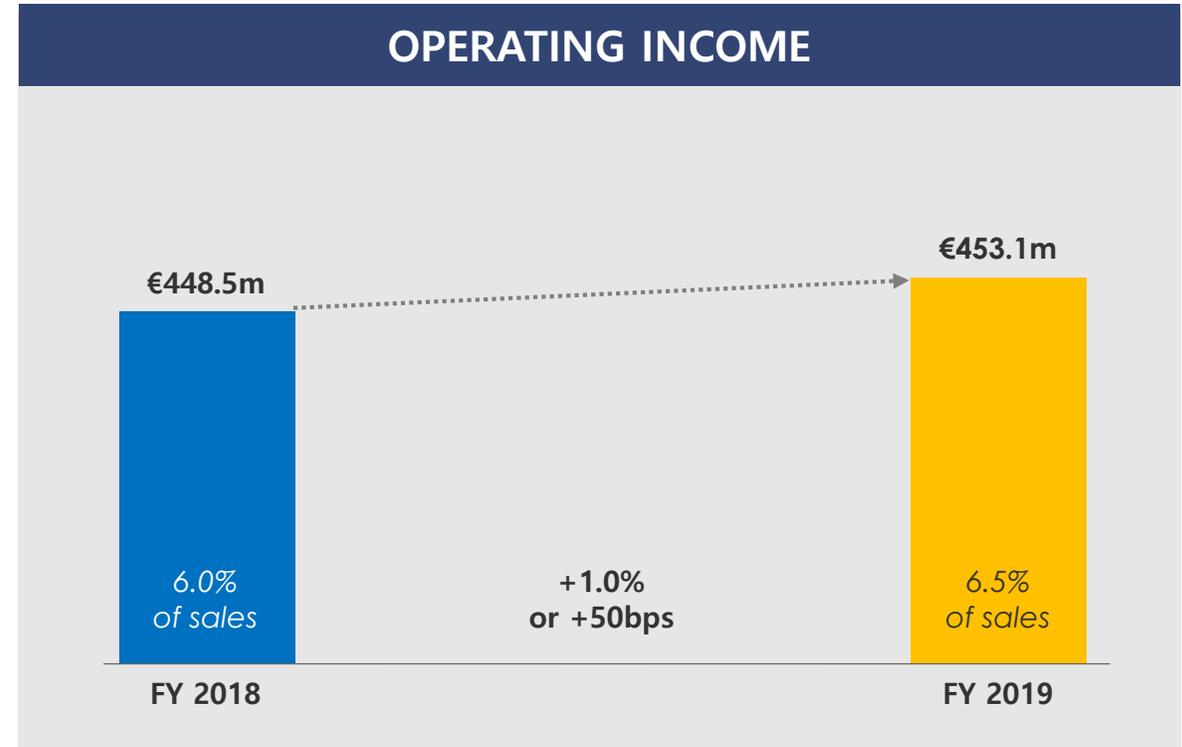
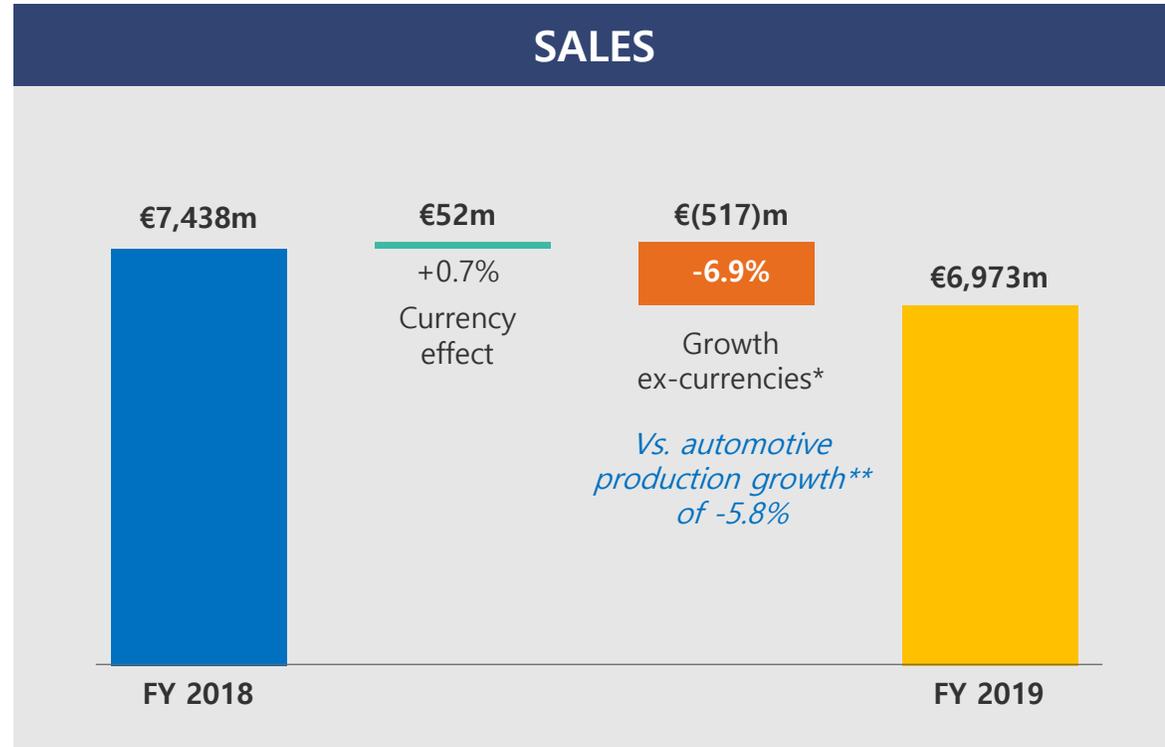
Successful resilience action plans

- > **Operational flexibility through direct and indirect headcount management**
 - Total headcount reduction of c. 6% year-on-year (at constant perimeter)
 - Additional flexibility through temporary headcount, still representing an estimated share of c.19% of total headcount (including FCE) at 2019 year-end
- > **Rationalization and optimization of industrial footprint**
 - 20 plants closed year-on-year, of which 4 for FCE + 11 non-industrial sites
- > **Tight management of manufacturing and SG&A fixed costs strengthened since July 2018**
 - Limited recruitment
 - Reduced use of sub-contractors
 - Strict control of travel, consultancies and other general expenses
- > **Continued benefits from the three global cost optimization programs**

Savings of €175m in 2019, representing over 5% of cost base

Seating 39% of Group sales

Improved profitability despite lower sales

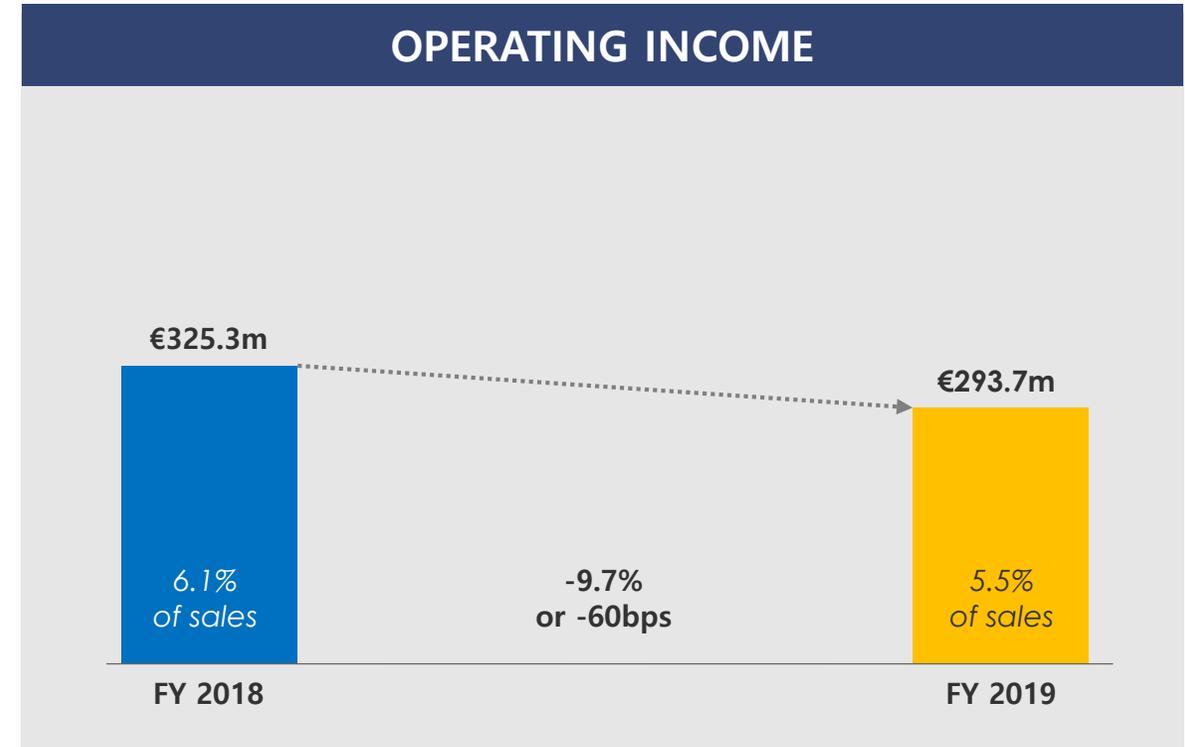
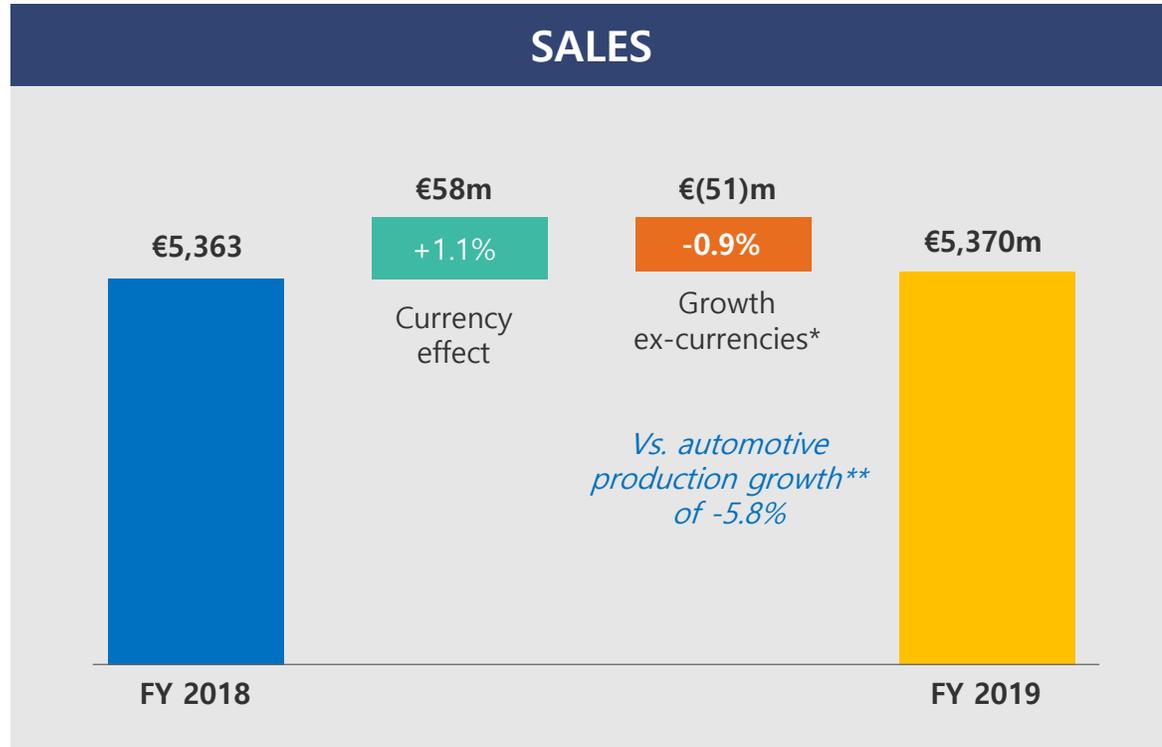


- > Sales down 6.3% on a reported basis and down 7.0% → underperformance of 110bps due to the temporary impact of EoPs for €(511)m or (6.8)%
 - Expected impact in 2020 of c. €(100)m in Q1 and c. €(40)m in Q2
 - Positive impact from SoPs to start gradually from Q4 2020 and accelerate in 2021
- > Ex-currencies, sales included €106m or +1.4% of sales from bolt-ons

- > Increase in operating margin mostly driven by improved execution and accretive mix effect (seat structures vs. complete seats)

Interiors 30% of Group sales

Strong sales outperformance of 490bps; profitability temporarily impacted by the Decoration activity

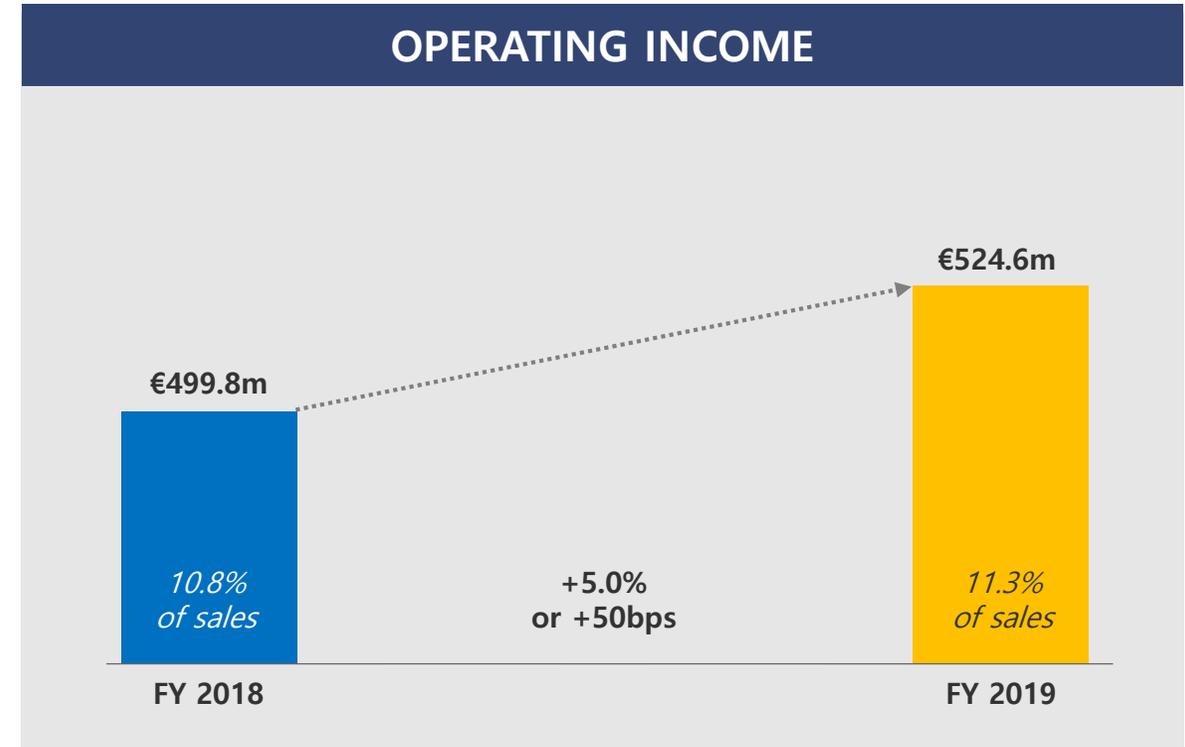
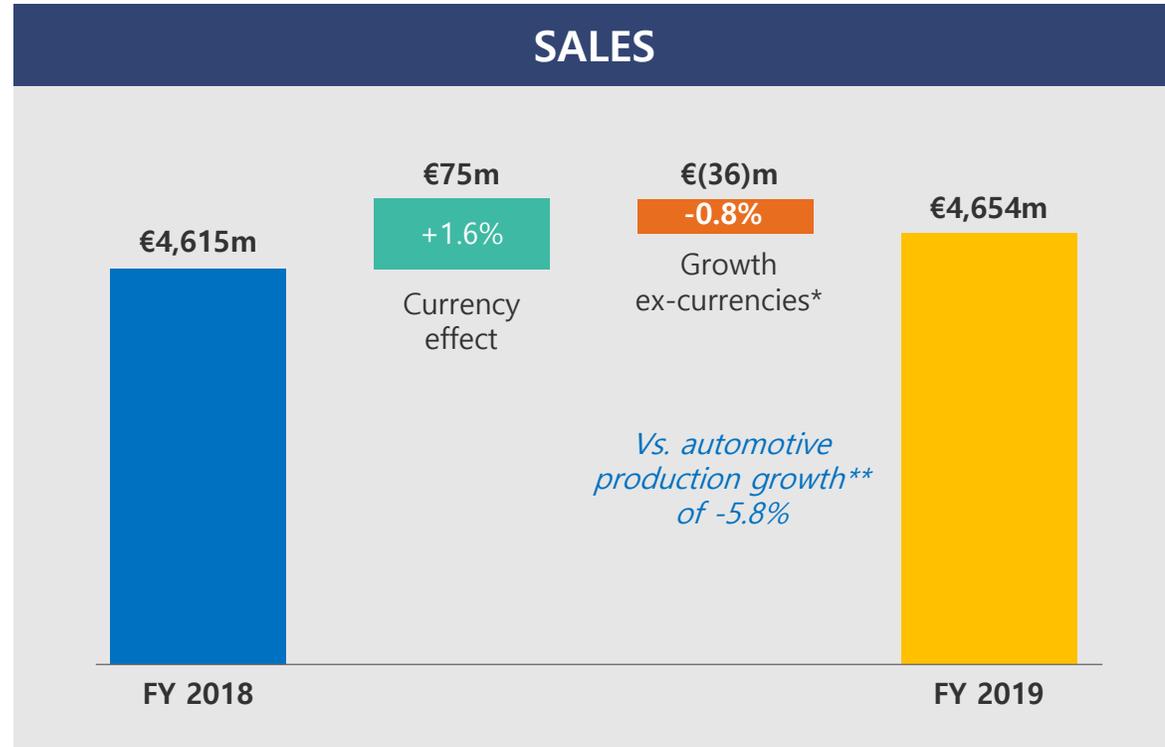


- > Sales broadly stable on a reported basis and down 0.9% ex-currencies → outperformance of 490bps
- > Sales growth with RNM in Europe, FCA and Tesla in North America, as well as Hyundai, Vinfast and Chinese OEMs in Asia did not offset challenging market conditions faced by other OEMs

- > Operating margin mostly impacted by losses in the Decoration activity in Europe for €37m (back to profit expected in H2 2020)

Clean Mobility 26% of Group sales

Strong sales outperformance of 500bps and improved profitability

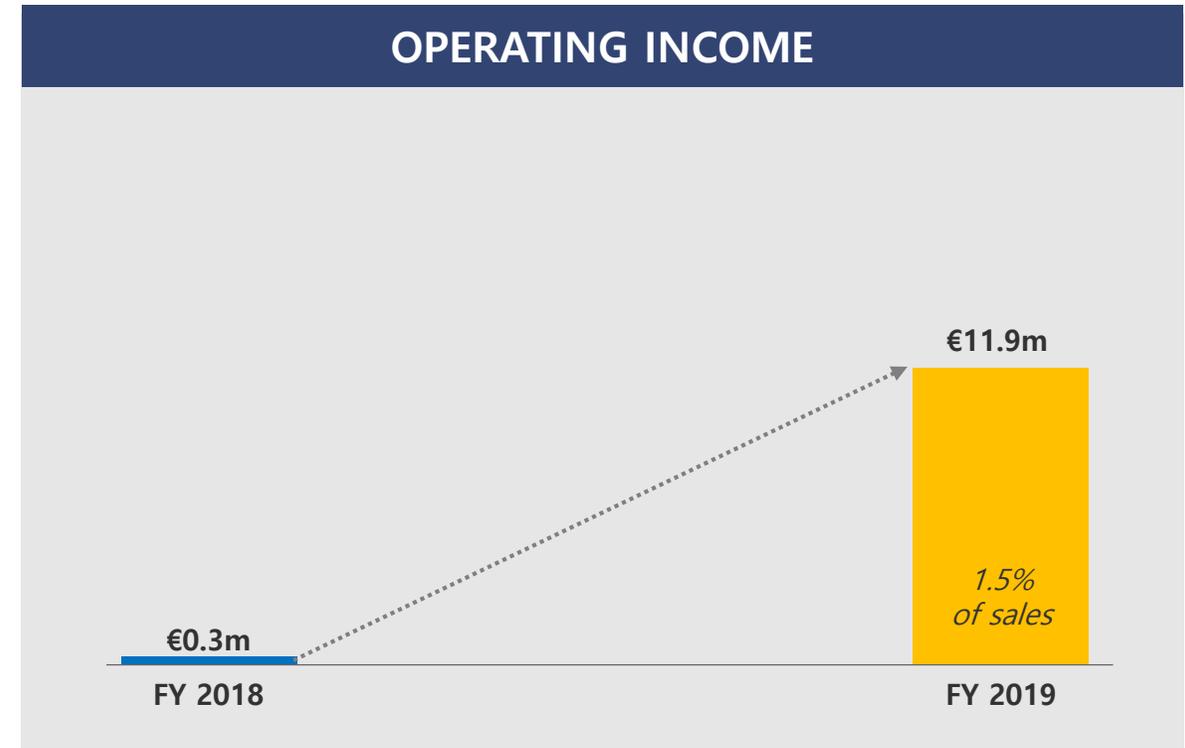
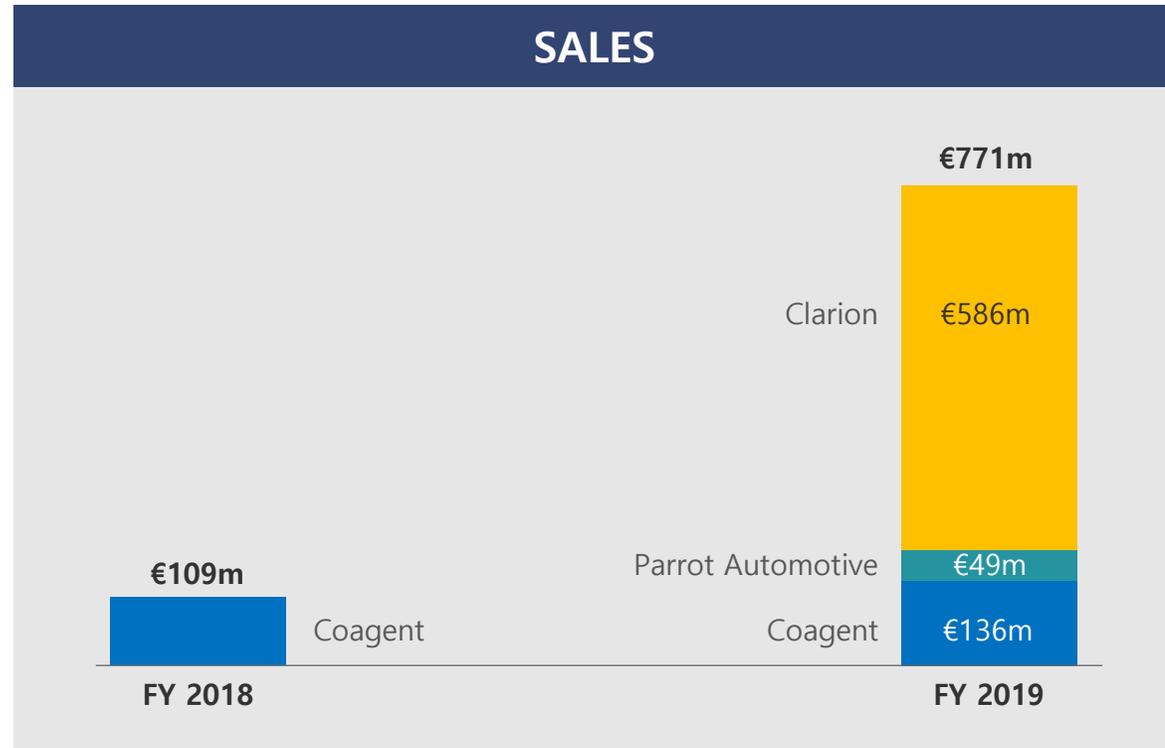


- > Sales up 0.8% on a reported basis and slightly down 0.8% ex-currencies → outperformance of 500bps
- > Outperformance in all regions, mainly driven by RNM, GM, Hyundai and Honda

- > Increase in operating margin mostly driven by North America, Europe and South America (tax recovery in Brazil)

Clarion Electronics 5% of Group sales

Successful integration of Clarion and improved profitability in H2 thanks to accelerated cost-cutting plans

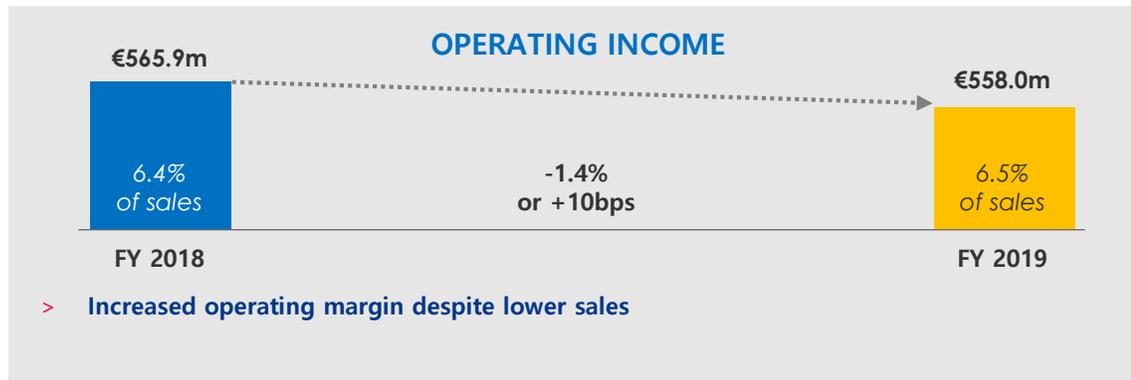
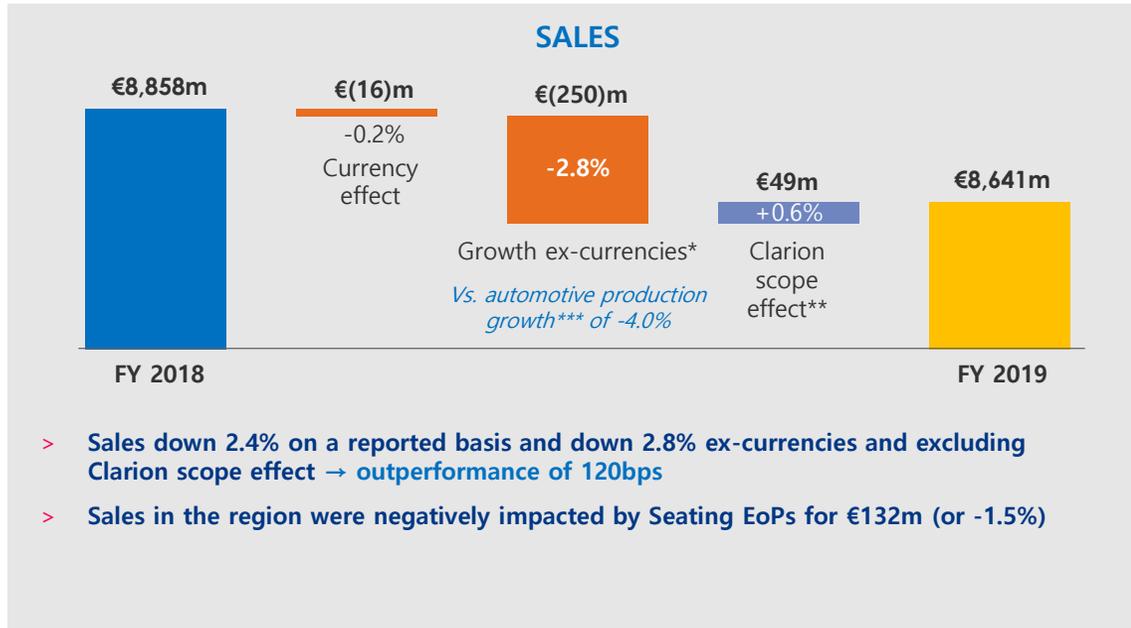


- > Sales included the first consolidation of Clarion (since April 1) and of Parrot Automotive (since January 1)
- > Coagent posted double-digit growth, driven by new launches

- > Significant improvement in H2, thanks to Clarion back to profit
- > 2019 included €(6)m from one-off integration costs (mainly SAP implementation); excluding this one-off, operating margin stood at 2.3%

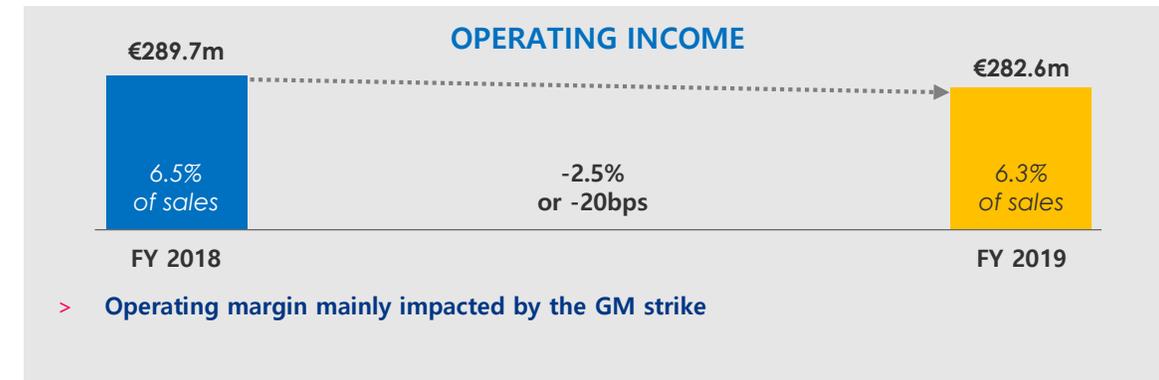
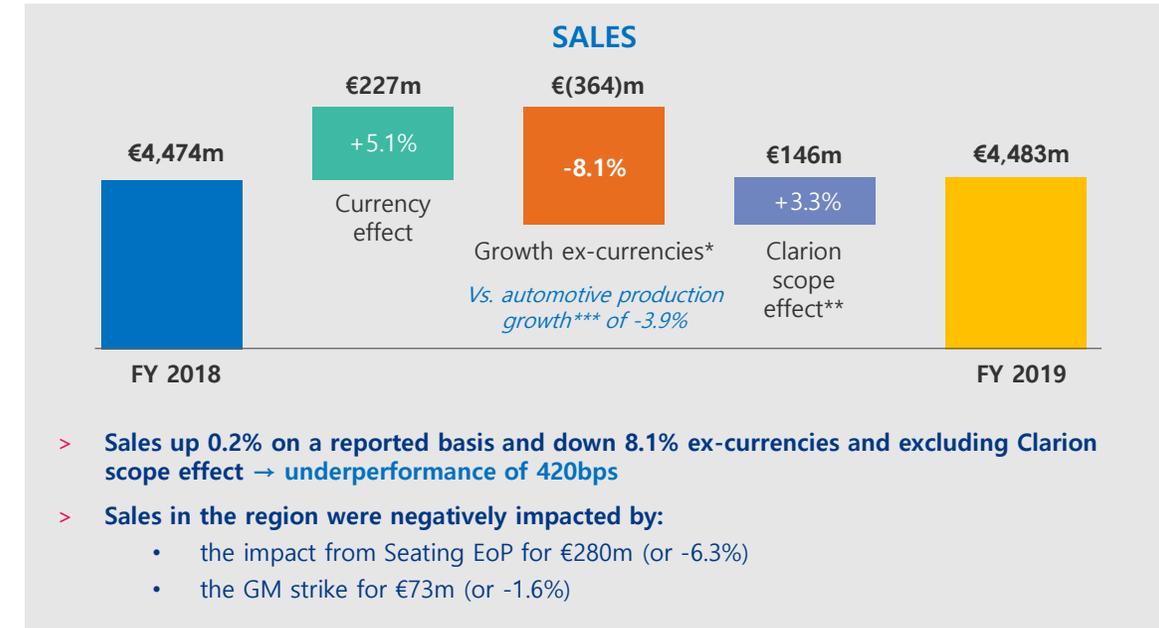
Europe 49% of Group sales

Sales outperformance in a challenging environment and improved profitability



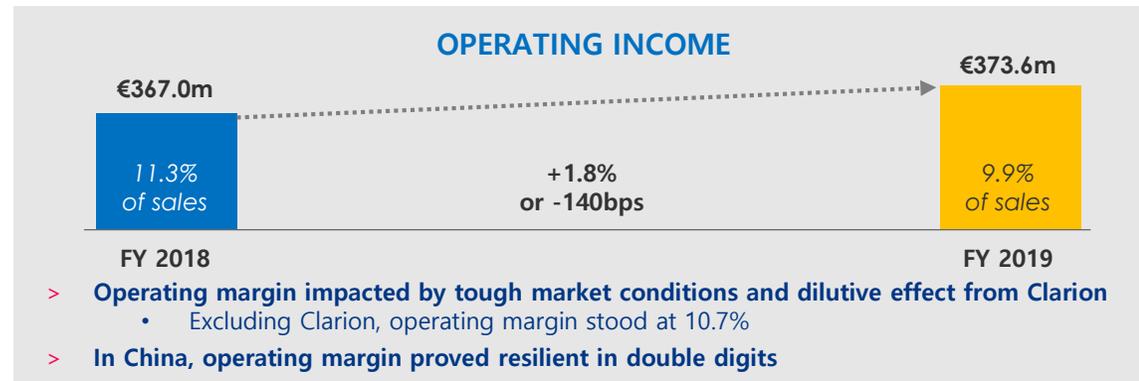
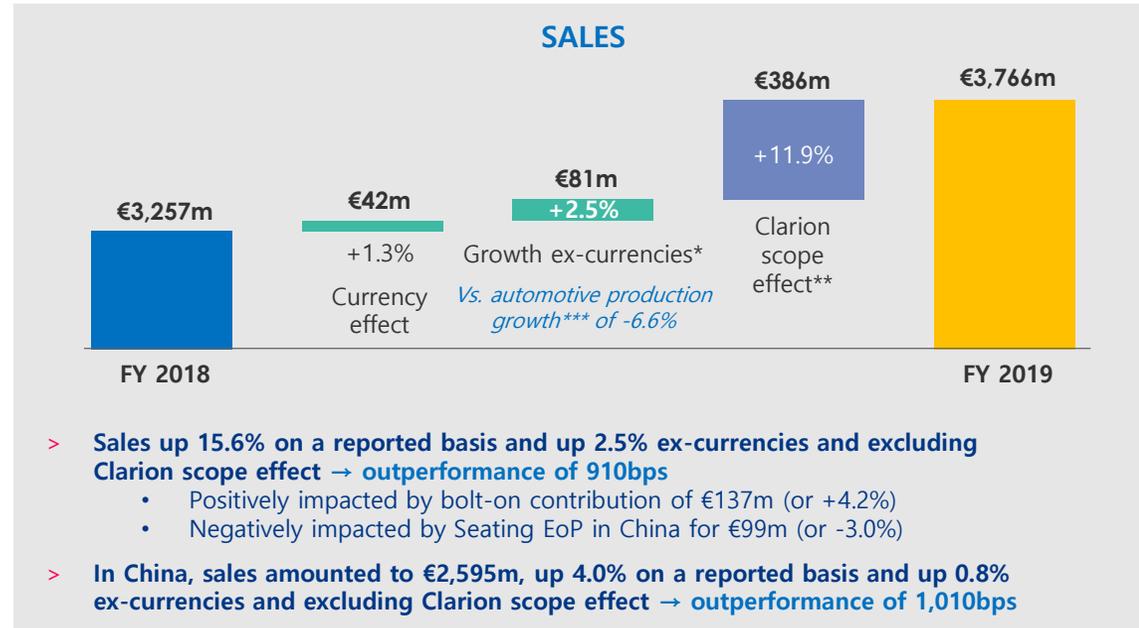
North America 25% of Group sales

Sales impacted by significant Seating EoP and resilient profitability



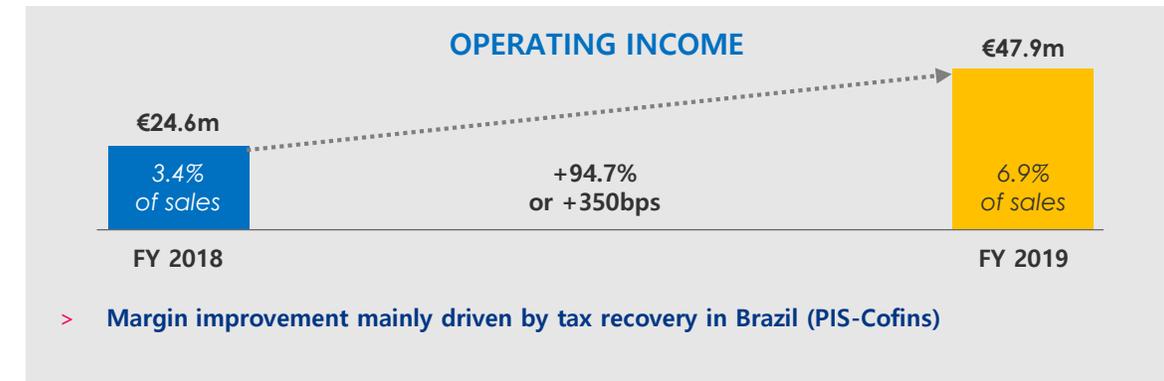
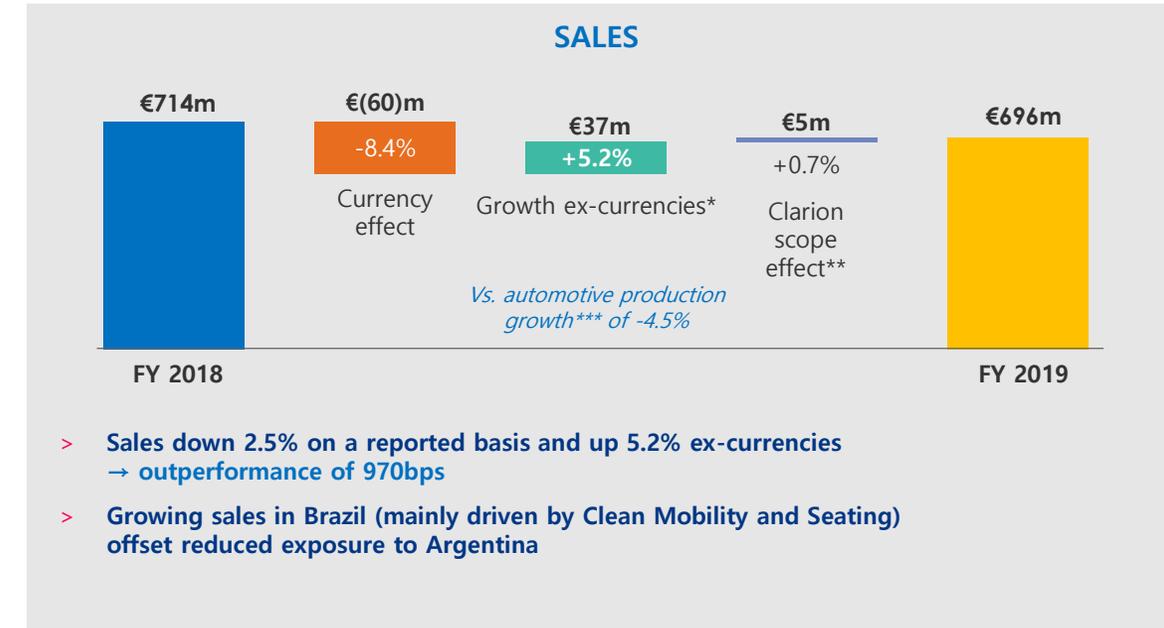
Asia 21% of Group sales

Sales outperformance of 910bps in a tough environment; resilient double-digit profitability in China



South America 4% of Group sales

Strong sales outperformance of 970bps and improved profitability driven by Brazil



Operating income up to €1,283m

Resilient operating margin and dilutive impact from Clarion

in €m	FY 2018	FY 2019	Change
Sales	17,525	17,768	+1.4%
<i>ex-currency growth*</i>			<i>-3.0%</i>
Cost of sales	(15,249)	(15,287)	+0.2%
<i>% of sales</i>	<i>(87.0%)</i>	<i>(86.0%)</i>	
Gross margin	2,276	2,482	+9.0%
<i>% of sales</i>	<i>13.0%</i>	<i>14.0%</i>	<i>+100bps</i>
R&D gross	(1,093)	(1,330)	
Capitalized development costs	794	910	
<i>as % of R&D gross</i>	<i>72.7%</i>	<i>68.4%</i>	
R&D costs, net	(299)	(420)	
<i>% of sales</i>	<i>(1.7%)</i>	<i>(2.4%)</i>	
Selling and administrative expenses	(703)	(779)	
<i>% of sales</i>	<i>(4.0%)</i>	<i>(4.4%)</i>	
Operating income (before amort. of acquired intangible assets)	1,274	1,283	+0.7%
<i>% of sales</i>	<i>7.3%</i>	<i>7.2%</i>	<i>-10bps</i>

- > **Gross margin improved by 100bps**, reflecting resilience actions
- > **Net R&D increased by 70bps**, reflecting increased innovation for €33m (CoF, Zero Emission, CVE&HHP) and FCE for €64m (Clarion and Parrot Automotive)
- > **Selling and administrative expenses increase** included €(107)m from FCE; excluding FCE, they were down 4.4%

- > **Resilient operating margin at 7.2% of sales**
 - Demonstrating solid operating leverage in a tough context
 - Including a dilutive impact from Clarion of 20bps

Net income impacted by higher restructuring and Clarion-related costs

in €m	FY 2018	FY 2019	Change
Operating income (before amort. of acquired intangible assets)	1,274	1,283	+0.7%
Amort. of intangible assets acquired in business combinations	(11)	(56)	
Operating income (after amort. of acquired intangible assets)	1,263	1,227	-2.9%
Restructuring	(101)	(194)	
Other non-recurring operating income and expense	(47)	(20)	
Net interest expense & Other financial income and expense	(164)	(219)	
Income before tax of fully consolidated companies	952	794	-16.6%
Income taxes	(190)	(167)	
<i>as % of pre-tax income</i>	<i>(20.0%)</i>	<i>(21.0%)</i>	
Net income of fully consolidated companies	762	627	-17.7%
Share of net income of associates	31	38	
Consolidated net income before minority interest	793	665	-16.2%
Minority interest	(93)	(75)	
Consolidated net income, Group share	701	590	-15.8%

- > **Amortization of intangible assets in 2019 mainly included €(50)m for FCE** (of which €33m for 9 months of Clarion)
- > **Restructuring expenses increase of €93m, of which:**
 - €(31)m to adapt to challenging environment
 - €(62)m related to FCE

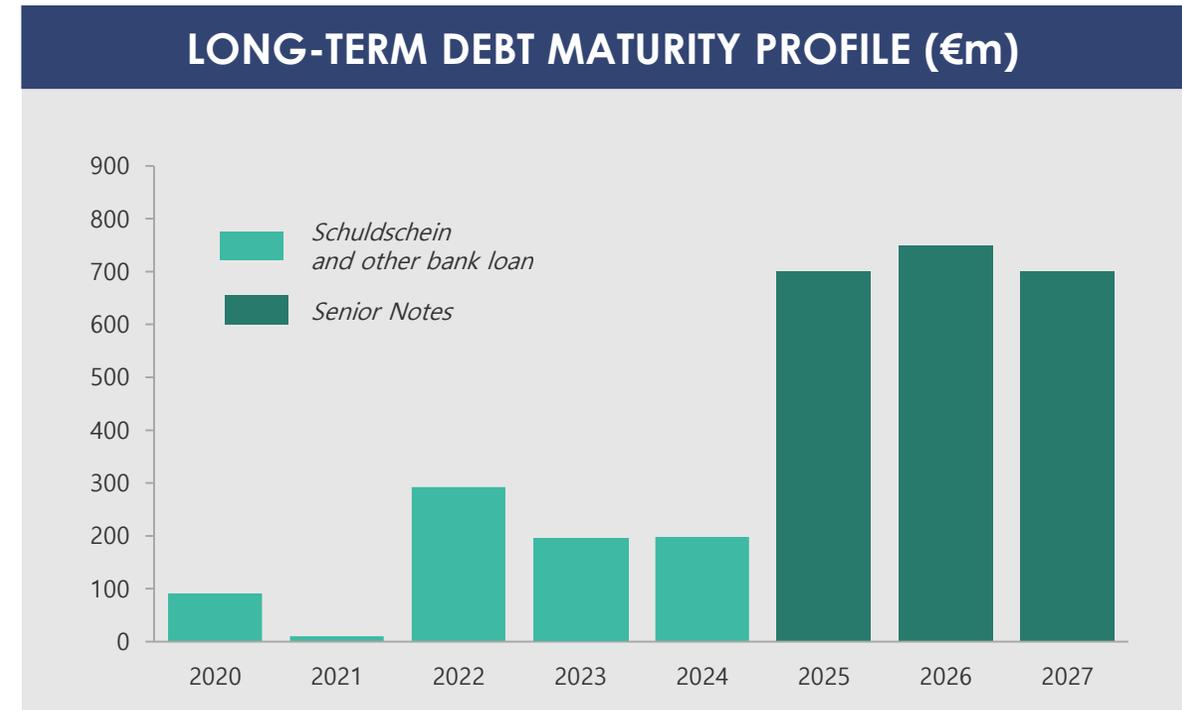
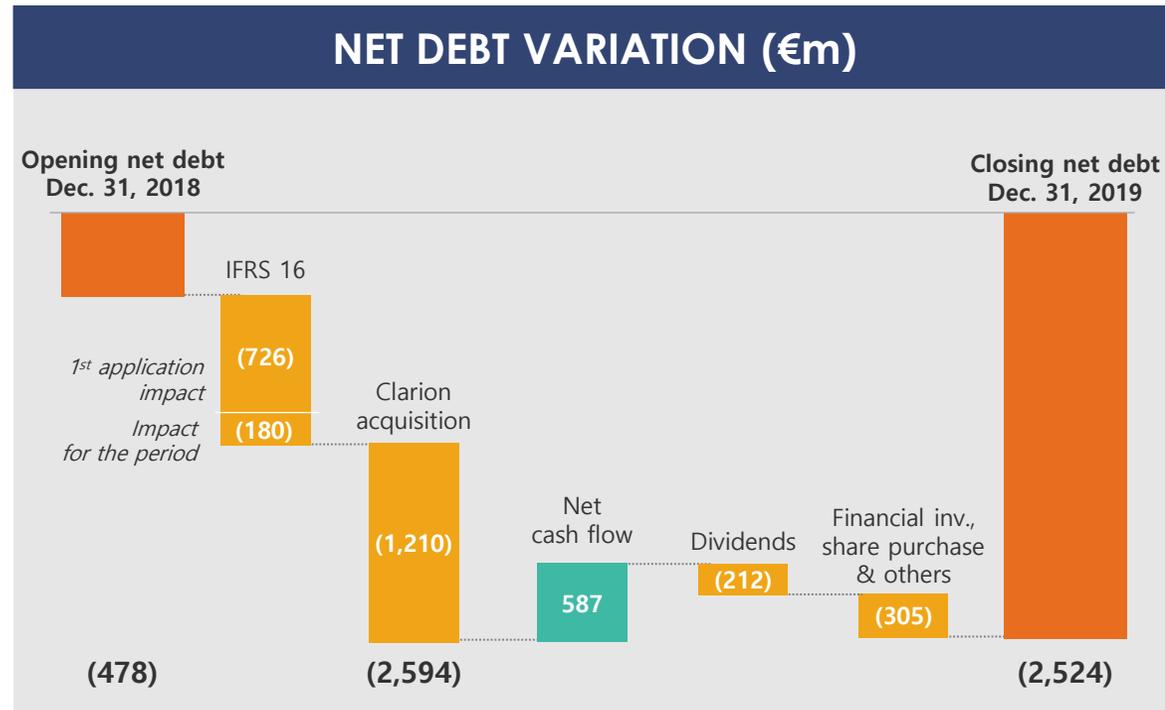
Restructuring expenses to be significantly reduced in 2020
- > **Other non-recurring operating income and expenses in 2019 included €(16)m of acquisition & integration costs related to Clarion**
- > **Net financial expenses 2019 included:**
 - Financing of Clarion for €(39)m (incl. hedging)
 - €(45)m related to IFRS16
- > **2019 tax rate of 21% benefited mainly from the recognition of deferred tax assets in Germany**
- > **Excluding Clarion, net income stood at €722m, up 3% year-on-year**

Net cash flow up 11%, to €587m

in €m	FY 2018	FY 2019	Change
Operating income	1,274	1,283	+0.7%
Depreciation and amortization, of which:	867	1,121	
. Amortization of R&D intangible assets	399	438	
. Other depreciation and amortization	468	683	
EBITDA	2,141	2,404	+12.3%
Capex	(673)	(685)	
Capitalized R&D	(593)	(681)	
Change in WCR	80	166	
Change in factoring	(61)	(57)	
Restructuring	(93)	(166)	
Financial expenses	(108)	(197)	
Taxes	(261)	(296)	
Other (operational)	97	99	
Net cash flow	528	587	+11.2%
Dividends paid (incl. mino.)	(211)	(212)	
Share purchase	(48)	(29)	
Net financial investment & Other	(296)	(1,486)	
IFRS16 impact		(906)	
Change in net debt	(26)	(2,046)	

- > **EBITDA up €263m or +12.3%**, mostly due to the application of IFRS16 as of January 1, 2019
- > **Strict control of capex**, broadly stable year-on-year
- > **Capitalized R&D** increase mainly reflected FCE
- > **Change in WCR** reflected further deployment of reverse factoring
- > **Net factoring reduction of €(57)m**
- > **Restructuring** included closure of 20 plants in 2019
- > **Financial expenses** reflected IFRS16 impact, Clarion acquisition and one-offs due to refinancing operations
- > **Other (operational)** included the sale of Clarion's HQ in Saitama for €110m (no P&L impact)
- > **Net financial investments** mainly included the acquisition of Clarion, the investment in Symbio and the stake increase in Coagent from 50.1% to 100%

Strong financial discipline and secured financing

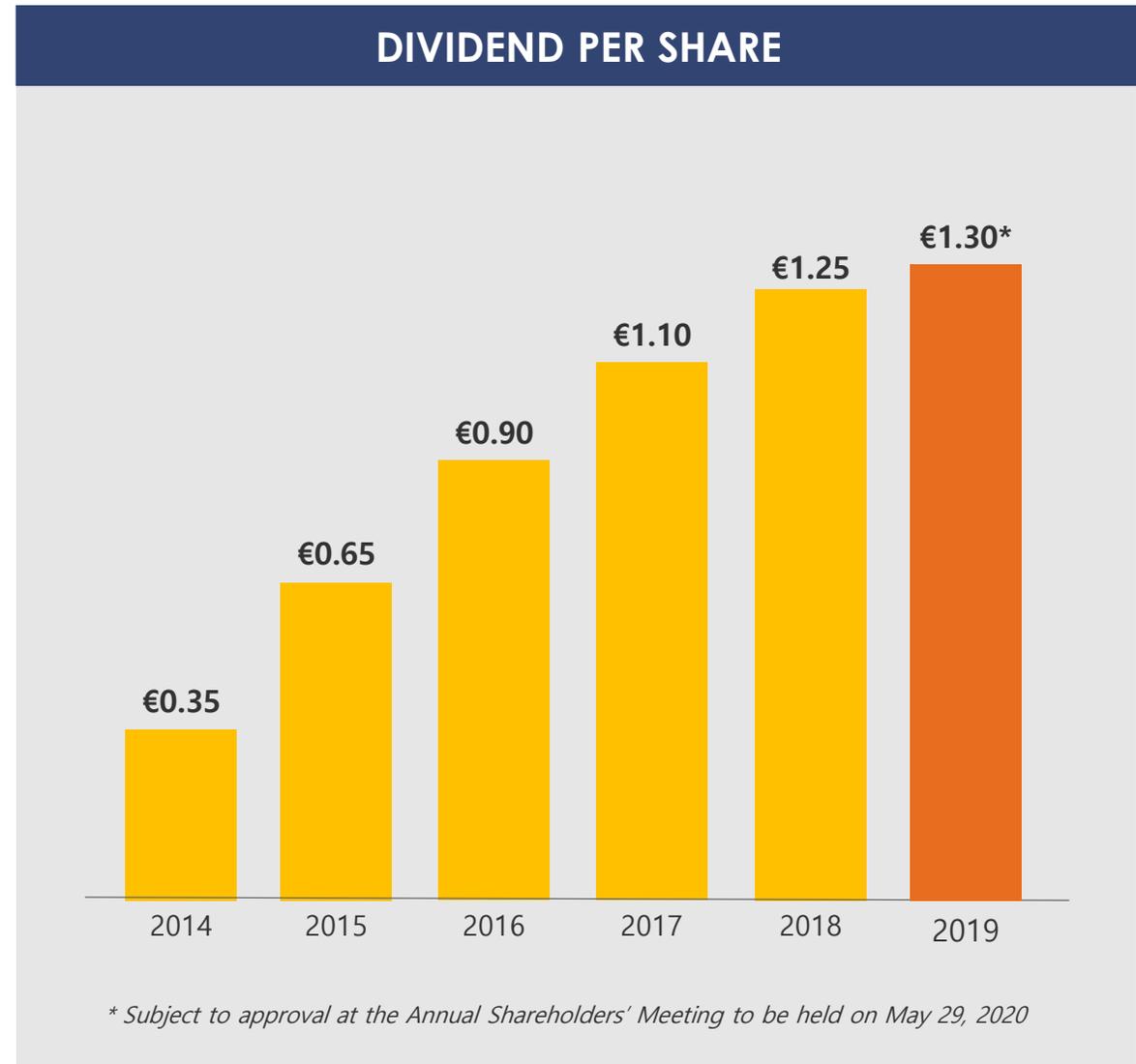


- > **Net debt-to-EBITDA ratio at 1.05x (incl. IFRS16 impact)**
 - Policy to maintain ratio below 1x
 - 2022 estimated at 0.7x
- > **Strong financial flexibility through €1.2bn undrawn credit facility**
 - Maturity in June 2024
- > **BB+/Ba1 rating (outlook Stable) affirmed by all 3 rating agencies**

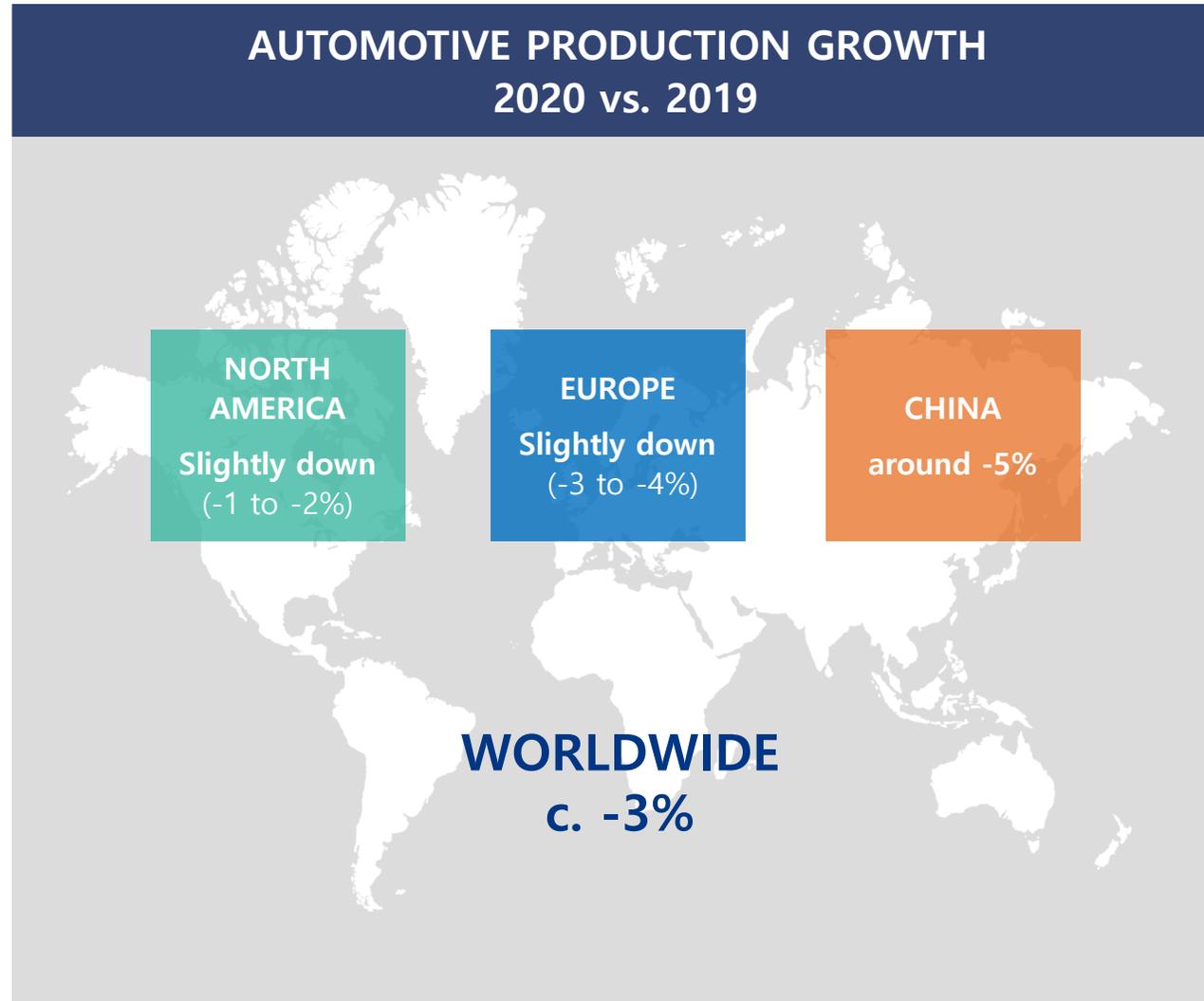
- > **Successful financing of recent acquisitions:**
 - Clarion financing achieved @ 2.6% average cost
 - SAS financing achieved through €250 million additional Senior Notes due 2026, issued at a yield of 2.4%
- > **Successful pricing of €700m bonds due 2027 @ 2.375% and anticipated repayment of €700m 3.625% bonds due 2023**
- > **Average cost of LT debt < 2.5%**

Increase in proposed dividend to €1.30 per share

- > Faurecia will propose to shareholders a dividend of €1.30 per share
- > It will be payable in cash early June 2020, subject to approval at the Annual Shareholders' Meeting to be held on May 29, 2020
- > This increase in dividend reflects:
 - The Group's confidence in its profitable growth and enhanced cash flow roadmap
 - Its commitment to shareholder value



2020 market assumptions in an environment with low visibility



- > **Europe, impacted by:**
 - New CO₂ rules
 - Economic challenges (Brexit, weakening macro in countries such as Italy and Spain)
 - Contraction in Russia
- > **North America, impacted by:**
 - Volatility risk in a Presidential election year
 - Slowdown of commercial vehicles
- > **China, impacted by:**
 - Short-term disruption due to Covid-19
 - Low visibility on domestic demand and final outcome of trade talks with the US
- > **Strong seasonality, with Q1 2020 being the weakest quarter of the year and expected to post a drop in double digits, mostly impacted by Asia and Europe**

Update on China situation

> Faurecia in China

- €2.6bn of sales in 2019
- 58 plants (o/w 4 in Wuhan and 2 in XiangYang in Hubei province) and 19,700 people at Dec. 31, 2019

> Health and safety of our people and families is Nr. 1 priority

- No employee infected to date
- Start-up of production and offices respecting all health and safety measures

> Progressive start up of production after the prolonged New Year shutdown: 52 plants, representing 81% of normalized activity, restarted by February 17

> Very limited impact on Faurecia's supply chain:

- Natural hedge between imports and exports
- Exports represent c. 7% of China sales
- To date, exports have resumed without supply chain issues

> Management process in place to permanently evaluate impact as situation evolves

FY 2020 guidance

- > With the assumption of worldwide automotive production down c. 3% in 2020 vs. 2019, our FY 2020 guidance* is as follows:

**SOLID GROWTH
IN REPORTED SALES**

including:

Scope effect of c. 500bps
(3 months for Clarion + 11 months for SAS)

Outperformance of 100 to 200bps
vs. worldwide automotive production**

**IMPROVEMENT
IN PROFITABILITY**

**Operating margin
> 7.2%**

**STRONG
CASH GENERATION**

**Net cash flow
> €500m**

*(including negative contribution from FCE;
FCE contribution back to ≥ 0 as from 2022)*

This guidance does not include the risk of a possible impact of Covid-19 on the global supply chain

Update on PSA/FCA merger process

- > **On December 18th, 2019, PSA and FCA signed an agreement to merge**
- > **PSA confirmed it will distribute to its shareholders its 46% stake in Faurecia before completion of the deal, which is expected to take place 12 to 15 months after the signature of the agreement**
- > **Faurecia's considerations about the merger:**
 - The combination of PSA and FCA would create the #1 customer for Faurecia, similar in size to VW Group, and provide new business opportunities through platforms, innovation and footprint
 - Faurecia would benefit from an enhanced market profile, based on a larger free float, increased liquidity and higher visibility
 - Faurecia continues to focus on deploying its strategy

Key takeaways

- > **2019 confirmed the Group's resilience and agility, with all financial targets achieved, and secured future profitable growth through record order intake**
- > **Despite tough environment, the Group continued its transformation with the creation of a fourth Business Group, Faurecia Clarion Electronics, and acquisitions/partnerships that contribute to enhance its Cockpit of the Future and Sustainable Mobility strategy**
- > **FY 2020 guidance of continued improvement in profitability and strong cash generation puts Faurecia on track to achieve its mid-term targets as presented at its last Capital Markets Day**
- > **Faurecia is committed to value creation for all stakeholders and make a positive contribution to society including CO₂ neutrality target by 2030**

Agenda

1

FAURECIA AT A GLANCE

2

INVESTMENT CASE

3

FY 2019 RESULTS

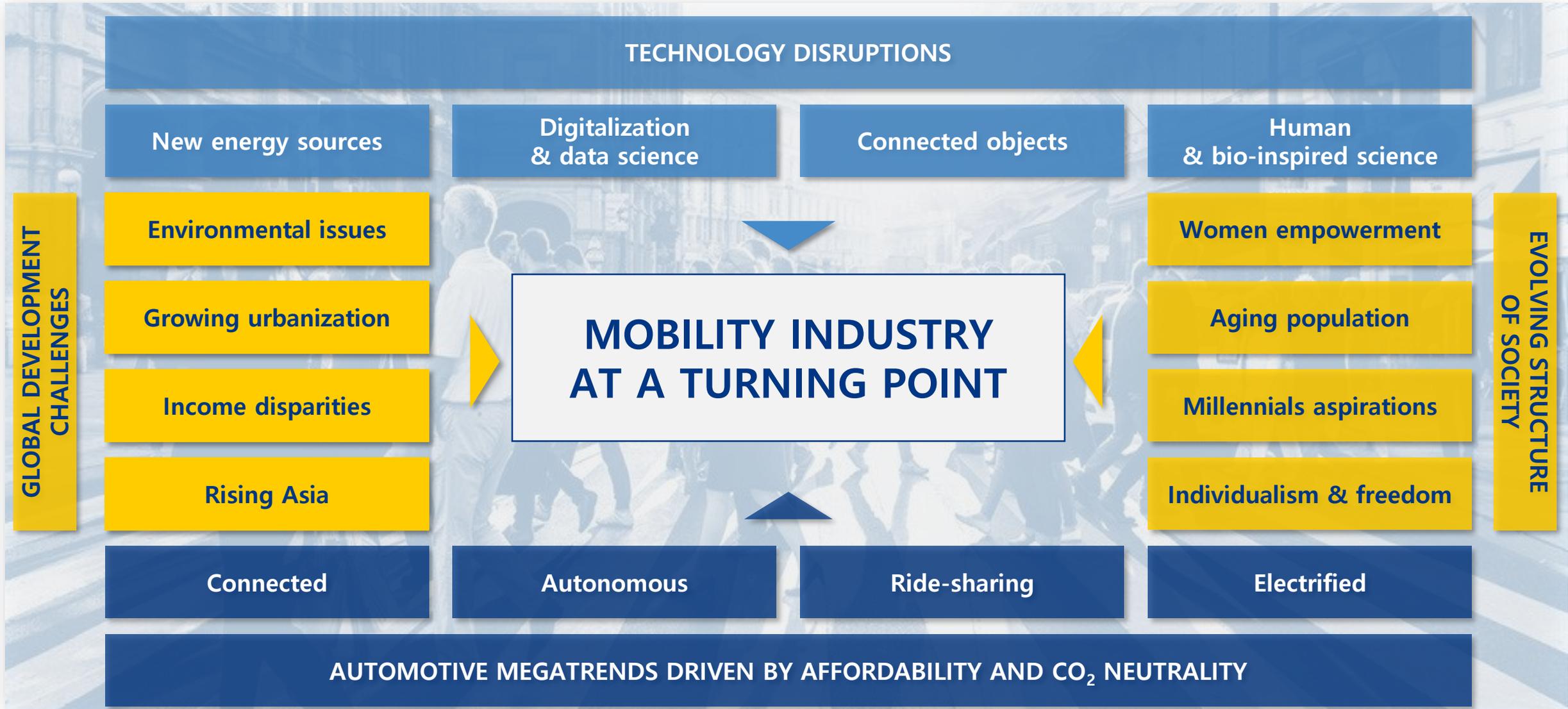
4

STRATEGY AND 2022 FINANCIAL TARGETS

5

ESG APPROACH

Mobility industry at the heart of major transformations



Transformation strategy aligned with megatrends giving significant market opportunity

Sustainable Mobility

Solutions for fuel efficiency, air quality and zero emissions

Cockpit of the Future

Solutions for a connected, versatile and predictive cockpit

Addressable market €46bn in 2030

Addressable market €73bn in 2030

Sustained investment in innovation and development of a broad ecosystem

	Sustainable Mobility	Cockpit of the Future	Group
Acquisitions	 	     	
Partnerships	 	     	  
Start-ups	  	      	

> Sustainable Mobility

- Partnership with **Michelin** for fuel cell systems
- Acquisition of **Ullit** for high-pressure tanks

> Cockpit of the Future

- Acquisitions of **Clarion**, **Creo Dynamics** and **Covatech**
- Acquisition of the remaining stake in **SAS**
- Partnerships with **Microsoft**, **Aptoide**, **Devialet** and **Allwinner**

> Cybersecurity

- Investment in **Guardknox** and technology platform in Tel Aviv

> Innovation

- **€584m** over the last three years (€235m in 2019)

> Patents

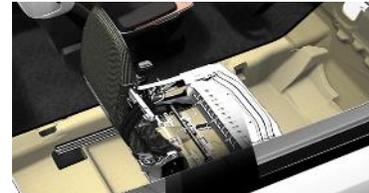
- **608 first patents**, of which 476 for Seating, Interiors and Clean Mobility (vs. 403 in 2018) + 132 for FCE

Faurecia now offers an extended range of product lines for Sustainable Mobility and Cockpit of the Future

SUSTAINABLE MOBILITY

COCKPIT OF THE FUTURE

<p>PASSENGER VEHICLES</p> 	<p>DUAL POWER ELECTRIC VEHICLES</p> 
<p>FUEL CELL ELECTRIC VEHICLES</p> 	<p>COMMERCIAL VEHICLES & HIGH HORSEPOWER</p> 
<p>SMART MATERIALS</p> 	<p>ADAS</p> 

<p>COMPLETE SEATS</p> 	<p>SEAT STRUCTURE SYSTEMS</p> 	<p>COVERS & FOAM SOLUTIONS</p> 	<p>COMFORT & WELLNESS SOLUTIONS</p> 
<p>INTERIOR MODULES</p> 	<p>INSTRUMENT PANELS</p> 	<p>DOOR PANELS & CENTER CONSOLES</p> 	<p>ACOUSTIC SYSTEMS</p> 
<p>COCKPIT DOMAIN CONTROLLER</p> 	<p>IMMERSIVE EXPERIENCES</p> 	<p>DISPLAY TECHNOLOGIES</p> 	<p>DECORATION & INTERIOR LIGHTING</p> 

Total Customer Satisfaction improvement in performance and perception



PERFORMANCE



PERCEPTION

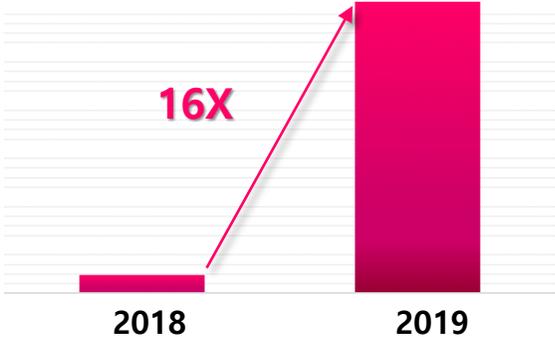
Quality



Delivery

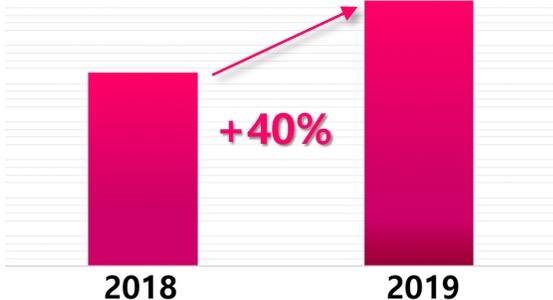


App Feedbacks



Listen

% of Positive Feedbacks



Improve

TOTAL CUSTOMER SATISFACTION: EVERYONE, EVERYWHERE, EVERYTIME

HR

Engineering

Program Management

Purchasing / Suppliers

Finance

Sales

Plants

Our resilience is based on 3 pillars

GLOBAL INITIATIVES

- > **Total Customer Satisfaction**
- > **Three Global cost optimization programs launched in 2018:**
 - **“Operations Execution and Digital Transformation”** for increasing industrial efficiency
 - **“Global Business Services”** for a leaner cost structure
 - **“Global R&D Power”** for improving engineering efficiency
- > **Convert to Cash**

**Enhanced efficiency
& leaner cost structure**

STRUCTURAL ACTIONS & COST FLEXIBILIZATION

- > **Rationalization/Optimization of industrial footprint**
- > **Tight management of direct and indirect headcount**
- > **Use of temporary staff**
- > **SG&A cost-cutting measures**

**Increased agility
& resilience**

GOVERNANCE & MANAGEMENT FOCUS

- > **Monthly Operations Reviews with Business Groups**
- > **Annual stress case scenarios with specific actions plans**
- > **Sponsorship of an Executive Committee member for each key country/sub-region**
- > **Monthly Risk Management Reviews for plants and programs**

**High anticipation
& responsiveness**

Our Convert2Cash (C2C) program is delivering on targets

PROGRAM OBJECTIVES

presented in May 2018

- > Accelerate overdue collection (< 0.5% of sales)
- > Inventories converging to benchmark (down 1 day every year)
- > Increase volume per supplier against improved payment terms
- > Secure D&D/Tooling financing
- > Capex optimized by 10% by 2020 (standardization, utilization & re-use)

PROGRESS TO DATE

- > Overdues down 25% vs. end 2017
- > Inventories adjusted to volume drop
- > Reverse factoring in place in all regions
- > Capex down 7% mainly thanks to equipment re-use

NEXT STEPS

- > Integration of FCE and SAS
- > Just Needed Inventory (JNI) processes and Material Planning (MPTS) centralization to reduce inventories to 8 days by 2022
- > Targeting > 50% D&D/Tooling paid at SOP
- > Systematic Make-or-Buy review to get a 15% reduction in Capex by 2022

2022 NCF target of 4% of sales

Cash allocation strategy remains focused on bolt-on acquisitions and fair shareholder remuneration

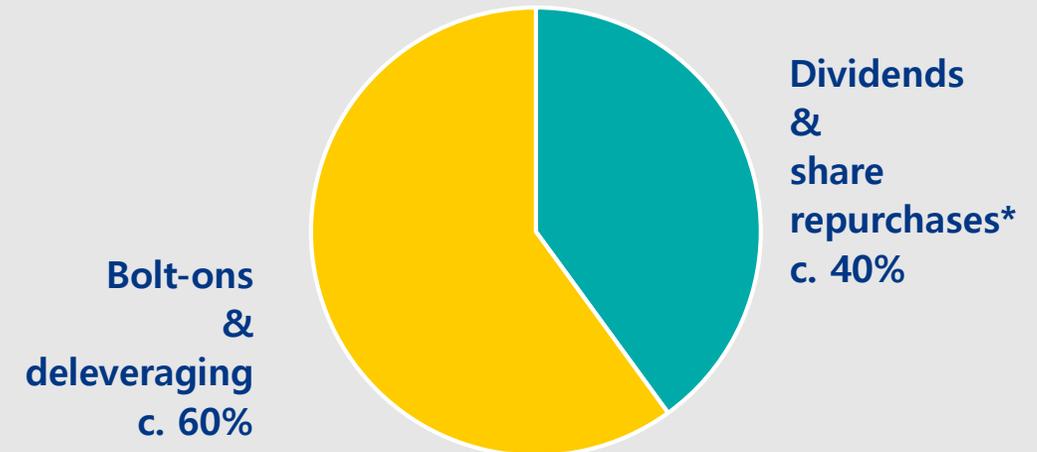
> Self-financed bolt-on strategy

- In line with strategic priority of accelerating NVS and increasing presence in Asian markets
- Consistent with net debt reduction policy

> Dividend policy

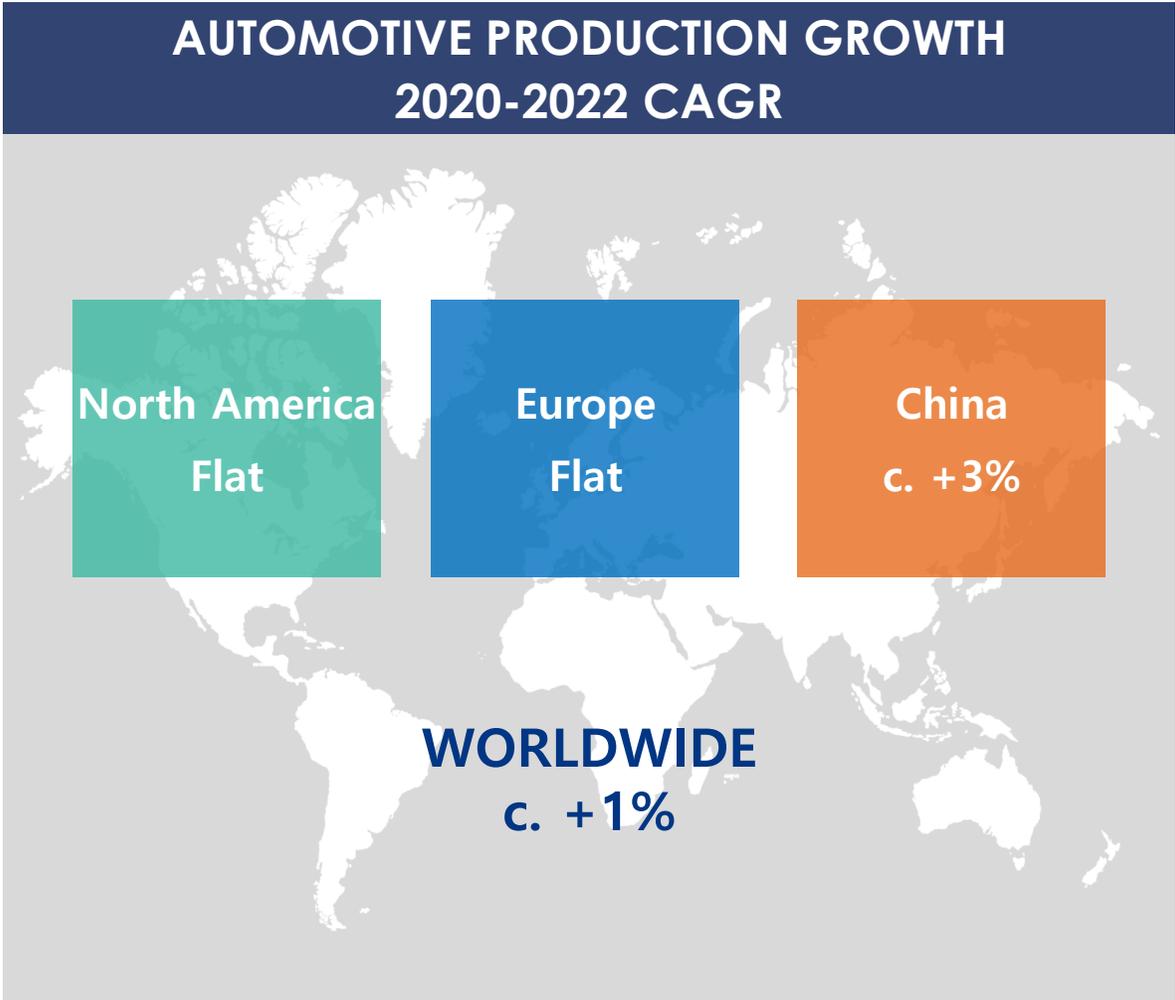
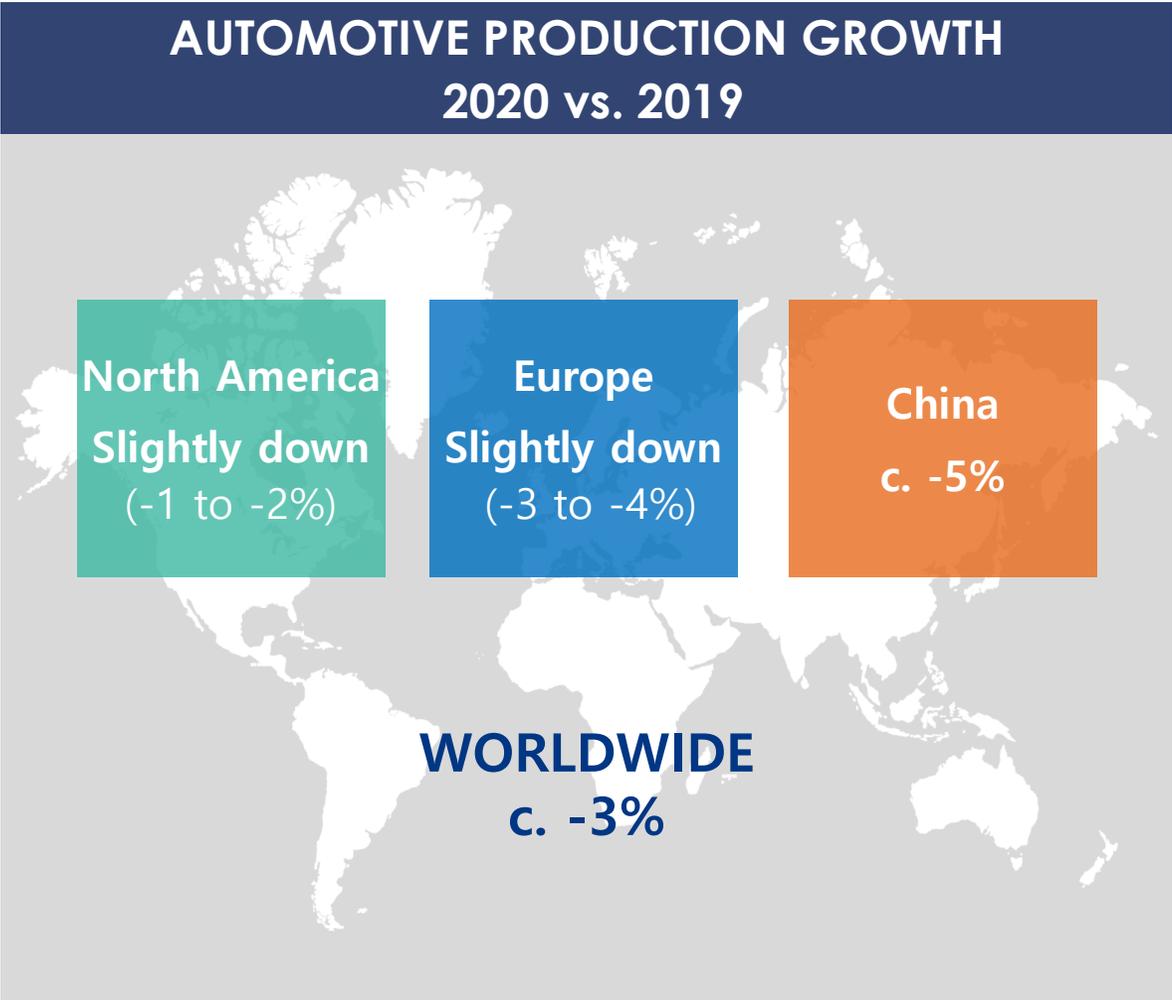
- Fair shareholder remuneration through increase in dividend along with increase in profits and cash generation

NET CASH FLOW ALLOCATION STRATEGY

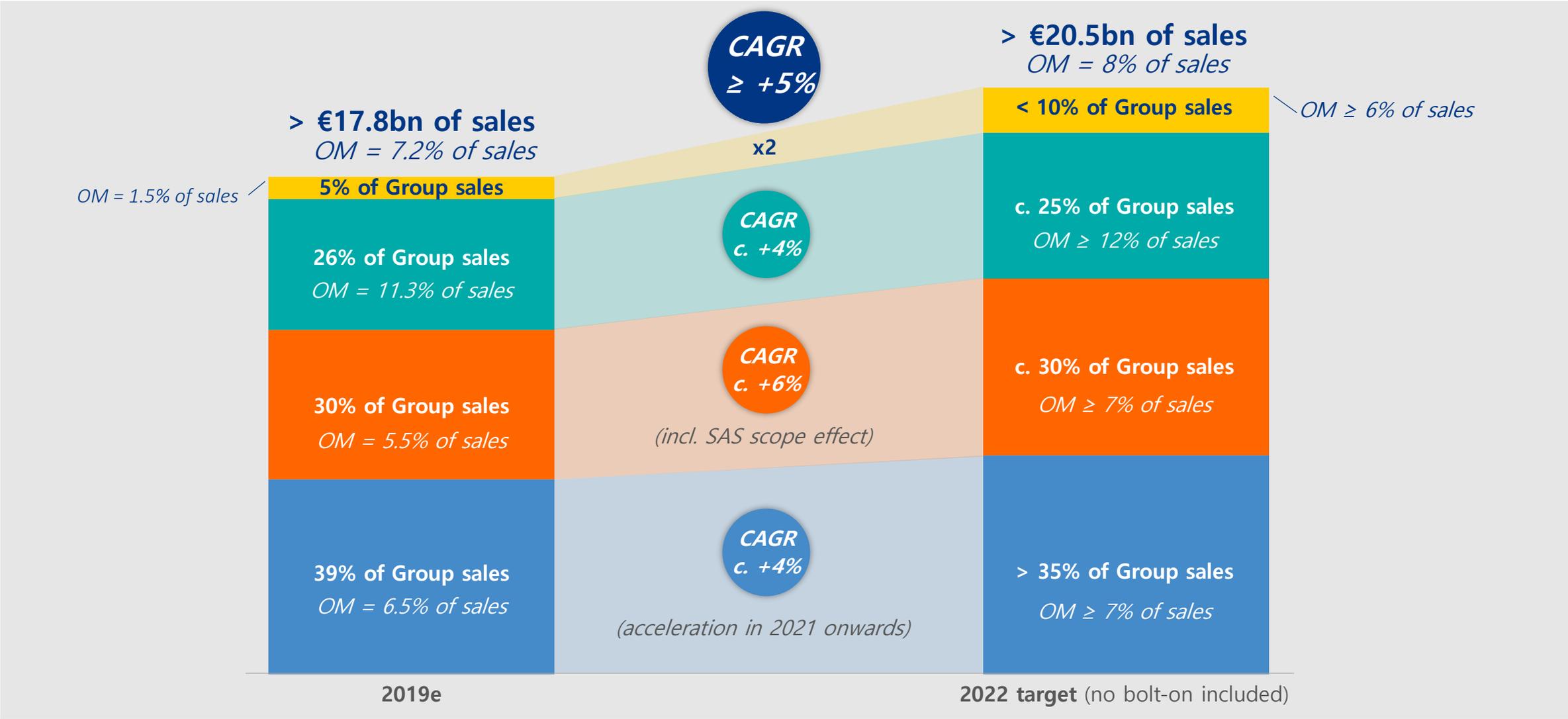


** Share repurchases are mainly allocated to performance share plans (no dilution for shareholders)*

Faurecia's market assumptions with low visibility for 2020



Sales growth and improved operating margin in all Business Groups



FY 2020 guidance puts us on track to achieve our mid-term targets

- > Faurecia is committed to generate profitable growth and create value for all stakeholders
- > Our mid-term financial targets presented at our Capital Markets Day on November 26, 2019 are as follows:

2022 FINANCIAL TARGETS

SALES
> €20.5bn

**OPERATING
MARGIN**
8% of sales

**NET
CASH FLOW**
4% of sales

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ESG APPROACH

Strong Convictions are the basis of our CSR approach

"As a company, we believe that acting responsibly is key to ensure the sustainable development of our ecosystem for the future generations.

By acting responsibly, we create long-term value for all our stakeholders and ensure the sustainability of our business and the planet.

This is the reason why we have defined our Convictions"

WE ARE CONVINCED THAT

Environmental issues pose a serious challenge for humanity

The world is in a state of permanent disruption

Diversity is a strength

Companies must have a positive impact on society

Power must have a counterbalance

Short-term thinking jeopardizes future generations

Six transversal initiatives to respond to our Convictions and to anticipate the next disruption

	Environmental issues pose a serious challenge for humanity	Companies must have a positive impact on society	The world is in a state of permanent disruption	Power must have a counterbalance	Diversity is a strength	Short-term thinking jeopardizes future generations
CO₂ Neutrality by 2030	Green	Green	Green	Green	White	Green
Faurecia Foundation for mobility education and environment	Blue	Blue	White	White	Blue	Blue
Strategic innovation for Sustainable Mobility and Cockpit of the Future	Blue	White	Blue	White	White	Blue
Inclusive Culture to attract, develop and retain diverse talents	White	White	White	Blue	Blue	White
Total Customer Satisfaction for long term partnerships	White	White	White	Blue	White	Blue
Learning Organization to anticipate future disruption	White	White	Blue	White	Blue	Blue

Faurecia CSR Roadmap 2019-2022 for PLANET

PLANET



CO₂
NEUTRAL
BY 2030

KEY INDICATOR	CONTENT	TARGET 2022 RESULTS 2019
GHG emissions	CO ₂ tons equivalent/ Million euros of sales scope 1 & 2	-20% by 2022 (42 in 2019, vs 41 in 2018)
Energy efficiency	MWh per Million euros of sales	-10% by 2022 (117,5 in 2019 vs 116 in 2018)
EcoDesign in products	Develop the methodology and assess the Group portfolio	100% of the new innovation projects and 80% of the products portfolio screened by the EcoDesign methodology by 2022
Waste treatment	Tons wastes per Million euros of sales	-5% by 2022 (14,66 in 2019 vs 14,07 in 2018)

Faurecia CSR Roadmap 2019-2022 for BUSINESS

BUSINESS



**STRATEGIC
INNOVATION
&
STAKEHOLDER
SATISFACTION**

KEY INDICATOR	CONTENT	TARGET 2022 RESULTS 2019
Patents	Number of new patents filled	500 / year (610 in 2019 incl 134 for FCE)
Plant risk assessment and mitigation	Number of plant at risks, (based on internal risk assessment) / % of number of plants	5% in 2022 (5,8% in 2019, 15 sites at risk over 259 sites)
Customers satisfaction	Index based on the Total Customer Satisfaction	Ranking 4/5 stars in 2022 (4/5 in 2019)
Suppliers satisfaction	Index based on the Supplier Survey	2,95 in 2022 (2,88 in 2019)

Faurecia CSR Roadmap 2019-2022 for PEOPLE

PEOPLE



**INCLUSIVE AND
DIVERSITY CULTURE
&
EMPLOYABILITY
&
SOCIETY
INVOLVEMENT**

KEY INDICATOR	CONTENT	TARGET 2022 RESULTS 2019
Diversity & inclusion	% women managers in M&Ps	31% in 2022 (24,4% in 2019)
	% women managers in top leaders	21% in 2022 (15% in 2019)
	% non European in top leaders	39% in 2022 (34% in 2019)
Employees satisfaction	Engagement Index based on the Employee Survey	67 pts in 2022 (64 pts in 2019)
Safety at work	Fr1t, number of accidents per million hours worked without day lost	-30% by 2022 (2,05 in 2019 -13%)
Employability	Number of training hours per employee	24h/ employee/year (21.6 h in 2019)
Societal engagement	Foundation at group level to develop projects on education, mobility and environment	10 projects in 2022
	Local communities involvement from sites	>1200 projects/year (1000 projects in 2019)

Two governance bodies driving strategy and execution

Board of Directors



- > Decides the strategy
- > Oversees the implementation

Executive Committee



- > Proposes the strategy
- > Pilots the execution

A diverse, multidisciplinary and committed Board of Directors



EXPERIENCE & EXPERTISE

- > Automotive technologies
- > Industry
- > Banking, Finance and Risk Management
- > Artificial intelligence & digital technologies
- > Governance & CSR
- > Geographic markets
- > Automotive industry
- > Leadership and crisis management
- > Digital and technologies

6
nationalities

46%
female*

61.5%
independent*

2
employee
representatives

6
meetings**

96.55%
attendance
rate

* Excluding employee
representatives

** + 1 meeting dedicated to Faurecia spin-off
(without members affiliated with PSA)
+ 1 meeting with independent members

Main activities of the Board of Directors in 2019

STRATEGY	FINANCES	COMPENSATION AND HUMAN RESOURCES	GOVERNANCE
<p>Annual review of the Group's strategy</p> <p>Regular update on strategic projects</p> <p>Clarion's integration</p> <p>Updates on regional markets</p> <p>Proposed distribution of Faurecia shares by PSA</p>	<p>Examination and approval of the accounts</p> <p>Setting the dividend</p> <p>Bond issue</p> <p>Review of the provisional accounts</p>	<p>Determination of the remuneration of the Corporate Officers (including say on pay)</p> <p>Review and decision on performance share plans</p> <p>Review of succession plans</p>	<p>Review of draft resolutions and convening of the AGM</p> <p>Change of Committees allocation of work</p> <p>Recruitment of new board members</p> <p>RISK & CSR</p> <p>Review of the main risks and CSR approach</p>

Three committees in support of the Board

AUDIT COMMITTEE

Chair



Odile
Desforges

Meetings

5

Attendance rate

100%

Members

Valérie Landon
Olivia Larmaraud
Emmanuel Pioche

GOVERNANCE AND NOMINATIONS COMMITTEE



Michel
de Rosen

5

95%

Penelope Herscher
Denis Mercier
Philippe de Rovira

COMPENSATION COMMITTEE



Linda
Hasenfratz

5

90%

Daniel Bernardino
Peter Mertens
Robert Peugeot

An active and dedicated Executive Committee



6 business and region
EVPs

7 support functions
EVPs

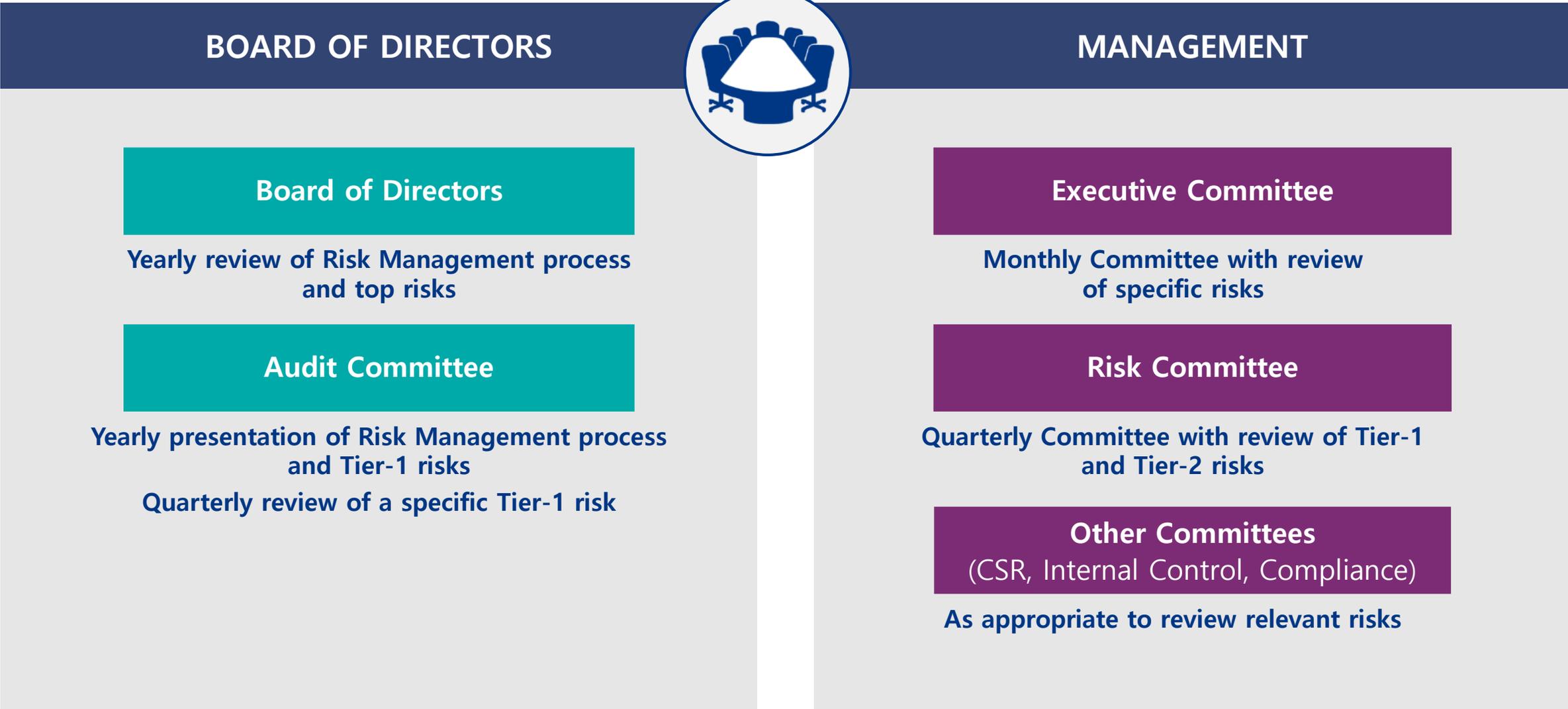
50%
non-French

14%
female

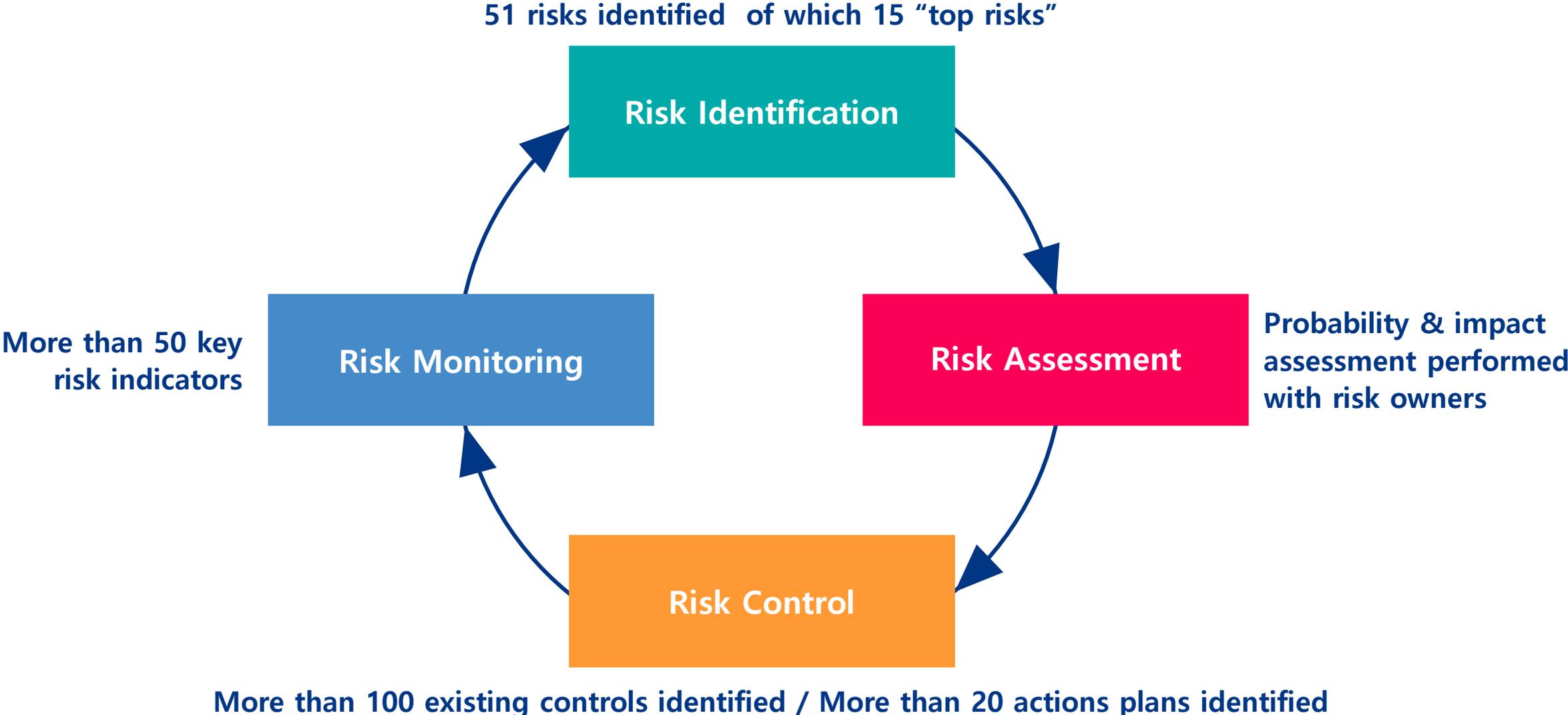
53 years
average age

10 years
average group
seniority

Faurecia Risk governance model



Faurecia Risk Management program



·faurecia
inspiring mobility

Financial calendar

> **April 20, 2020**

Q1 2020 sales announcement

> **May, 29, 2020**

Annual Shareholders' Meeting

> **July 27, 2020**

H1 2020 results announcement

> **October 23, 2020**

Q3 2020 sales announcement

Contact & share data

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Share Data

Bloomberg Ticker: EO:FP

Reuters Ticker: EPED.PA

Datastream: F:BERT

ISIN Code: FR0000121147

Bonds ISIN Codes

2025 bonds: XS1785467751

2026 bonds: XS1963830002

2027 bonds: XS2081474046

Disclaimer

Important information concerning forward looking statements

This presentation contains certain forward-looking statements concerning Faurecia. Such forward-looking statements represent trends or objectives and cannot be construed as constituting forecasts regarding the future Faurecia's results or any other performance indicator. In some cases, you can identify these forward-looking statements by forward-looking words, such as "estimate," "expect," "anticipate," "project," "plan," "intend," "objective", "believe," "forecast," "foresee," "likely," "may," "should," "goal," "target," "might," "would," "will", "could," "predict," "continue," "convinced," and "confident," the negative or plural of these words and other comparable terminology. Forward looking statements in this document include, but are not limited to, financial projections and estimates and their underlying assumptions, expectations and statements regarding Faurecia's operation of its business, and the future operation, direction and success of Faurecia's business.

Although Faurecia believes its expectations are based on reasonable assumptions, investors are cautioned that these forward-looking statements are subject to numerous various risks, whether known or unknown, and uncertainties and other factors, which may be beyond the control of Faurecia and which could cause actual results to differ materially from those anticipated in these forward-looking statements. For a detailed description of these risks and uncertainties and other factors, please refer to public filings made with the Autorité des Marchés Financiers ("AMF"), press releases, presentations and, in particular, to those described in the section 2."Risk Factor" section of Faurecia's 2018 Registration Document filed with the AMF on 26 April 2019 under number D.19-0415 (a version of which is available on www.faurecia.com).

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inspiring mobility