

Capital Markets Day Faurecia Transformation

May 15, 2018



Agenda

1

2020 financial targets

2

Sustainable Mobility update

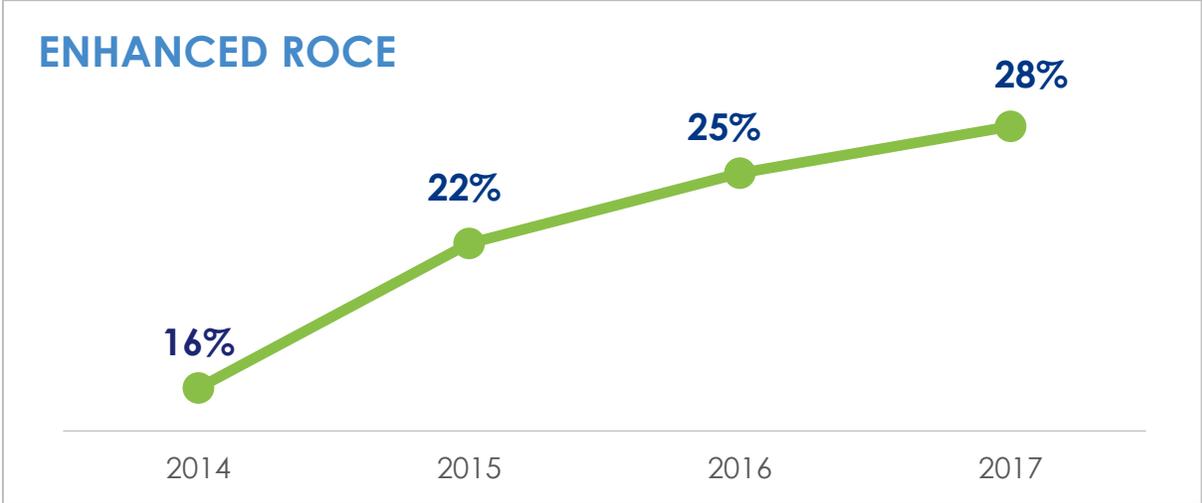
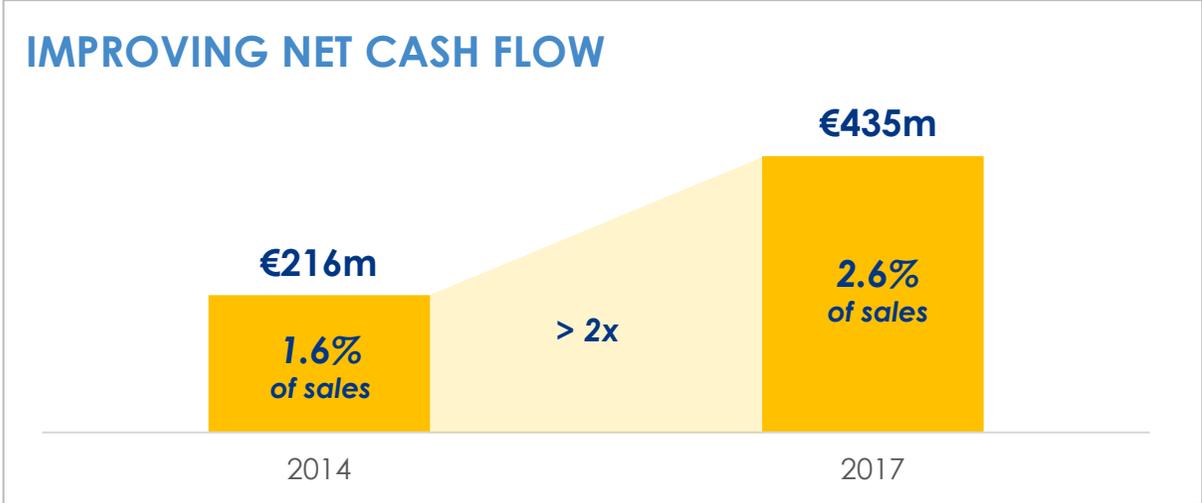
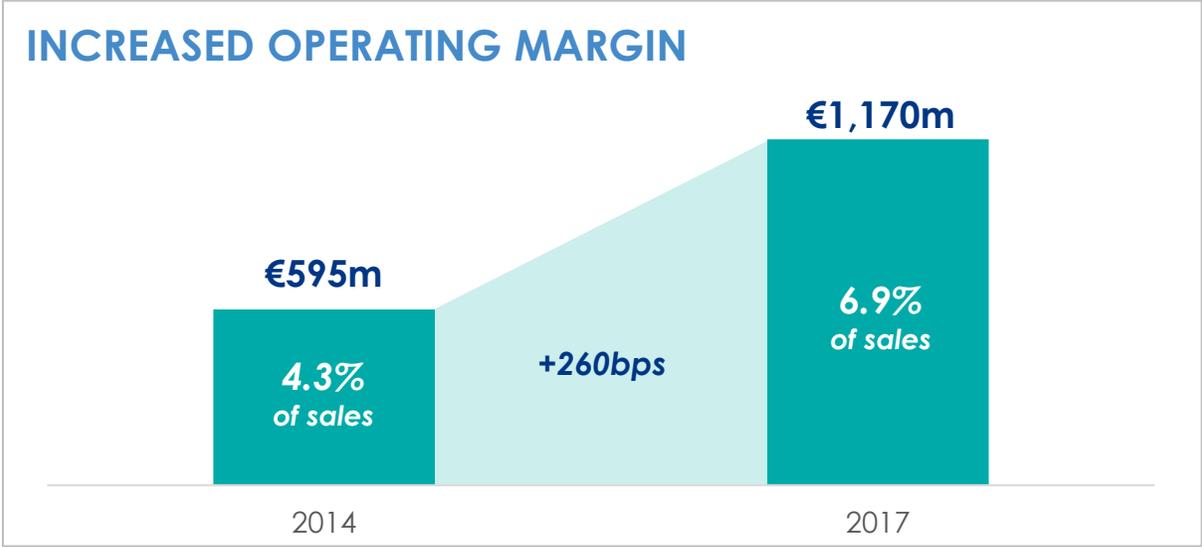
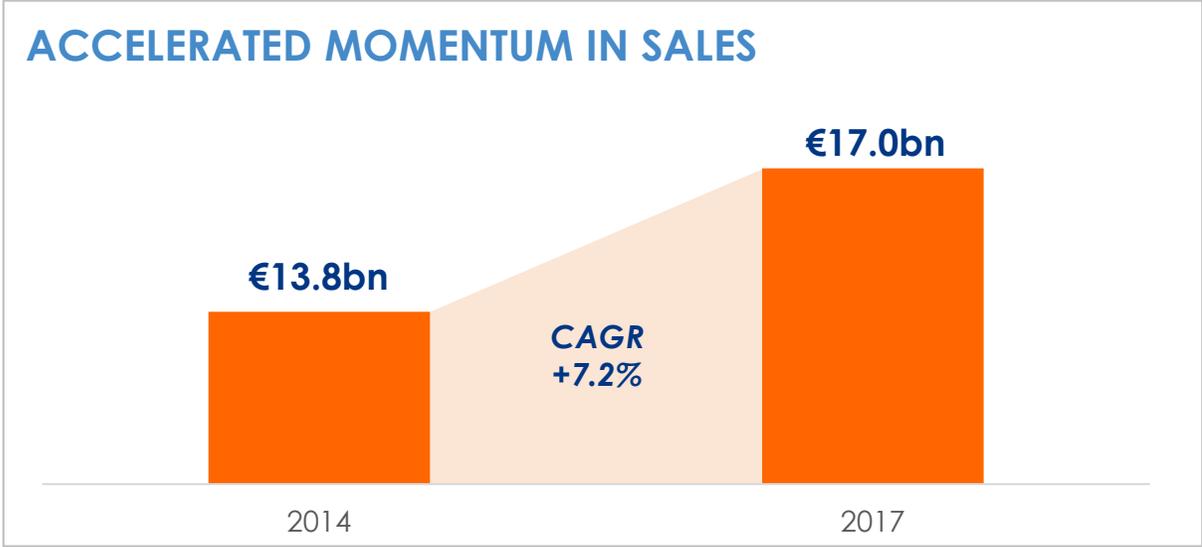
3

Smart Life on Board

4

2025 ambition

Between 2014 and 2017, Faurecia continuously increased value creation...



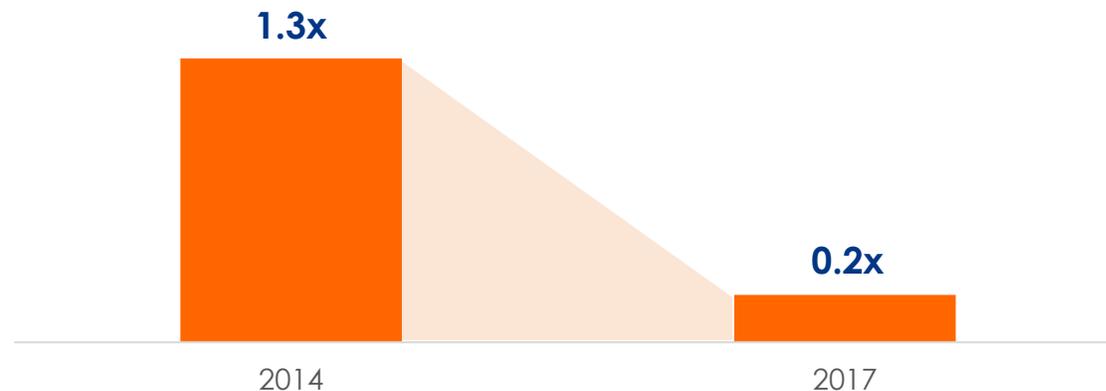
...and accelerated investment in innovation whilst strengthening financial flexibility

INVESTMENT IN INNOVATION (€m)

Objective: innovation spend > €200m

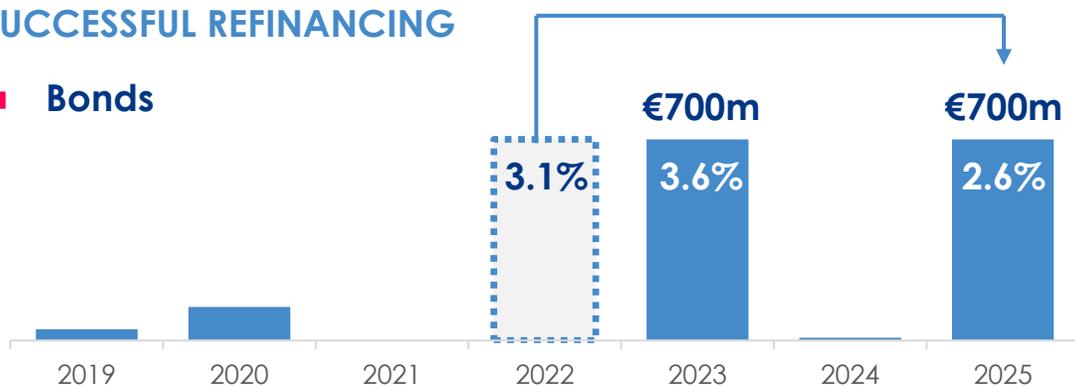


STRENGTHENED NET DEBT / EBITDA RATIO



SUCCESSFUL REFINANCING

■ Bonds



■ Undrawn €1.2bn bank syndicated line until June 2023

DRAMATIC IMPROVEMENT IN CREDIT RATING

Rating	2014	Currently	Notch Improvement
S&P	N/A	BB+	N/A
Fitch	BB-	BB+	+ 2
Moody's	B1	Ba1	+ 3

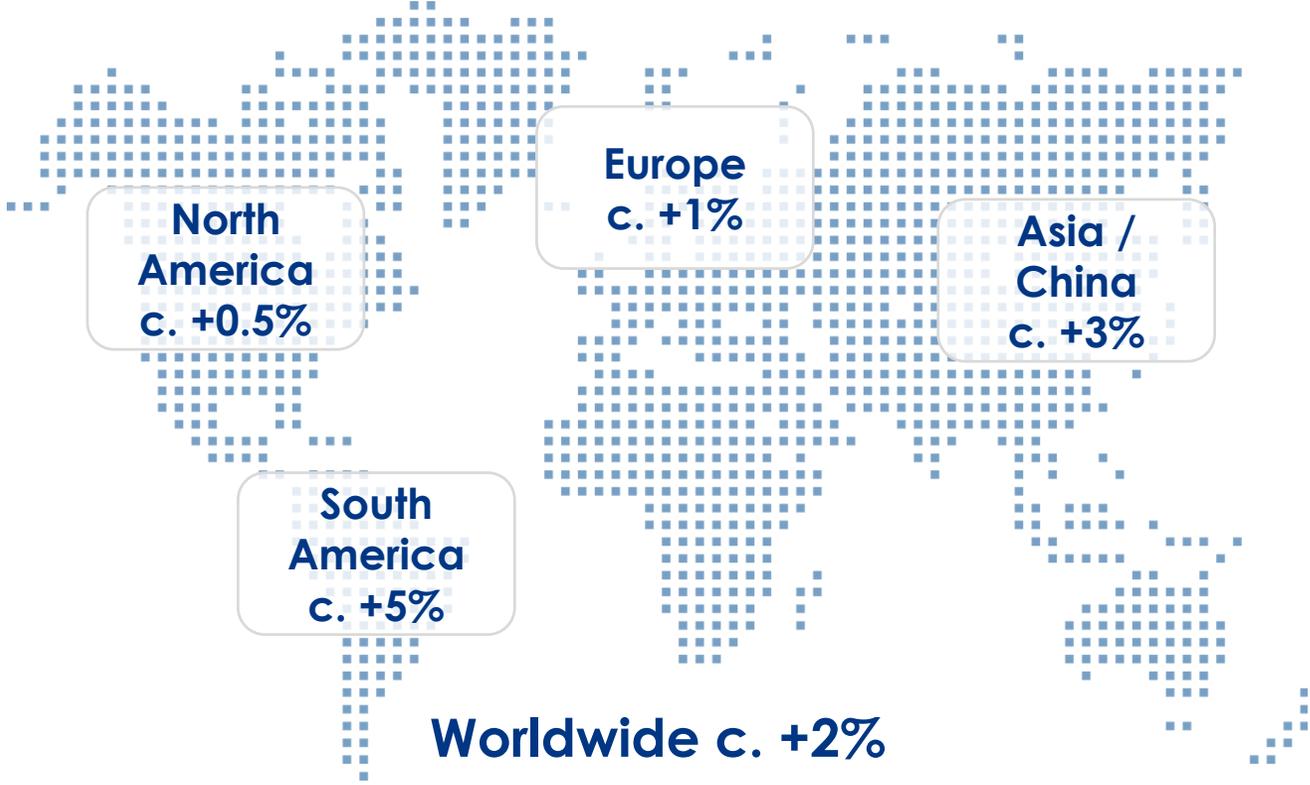
Towards investment grade from 2020

Market trends and assumptions

AUTOMOTIVE MEGATRENDS (CARE)



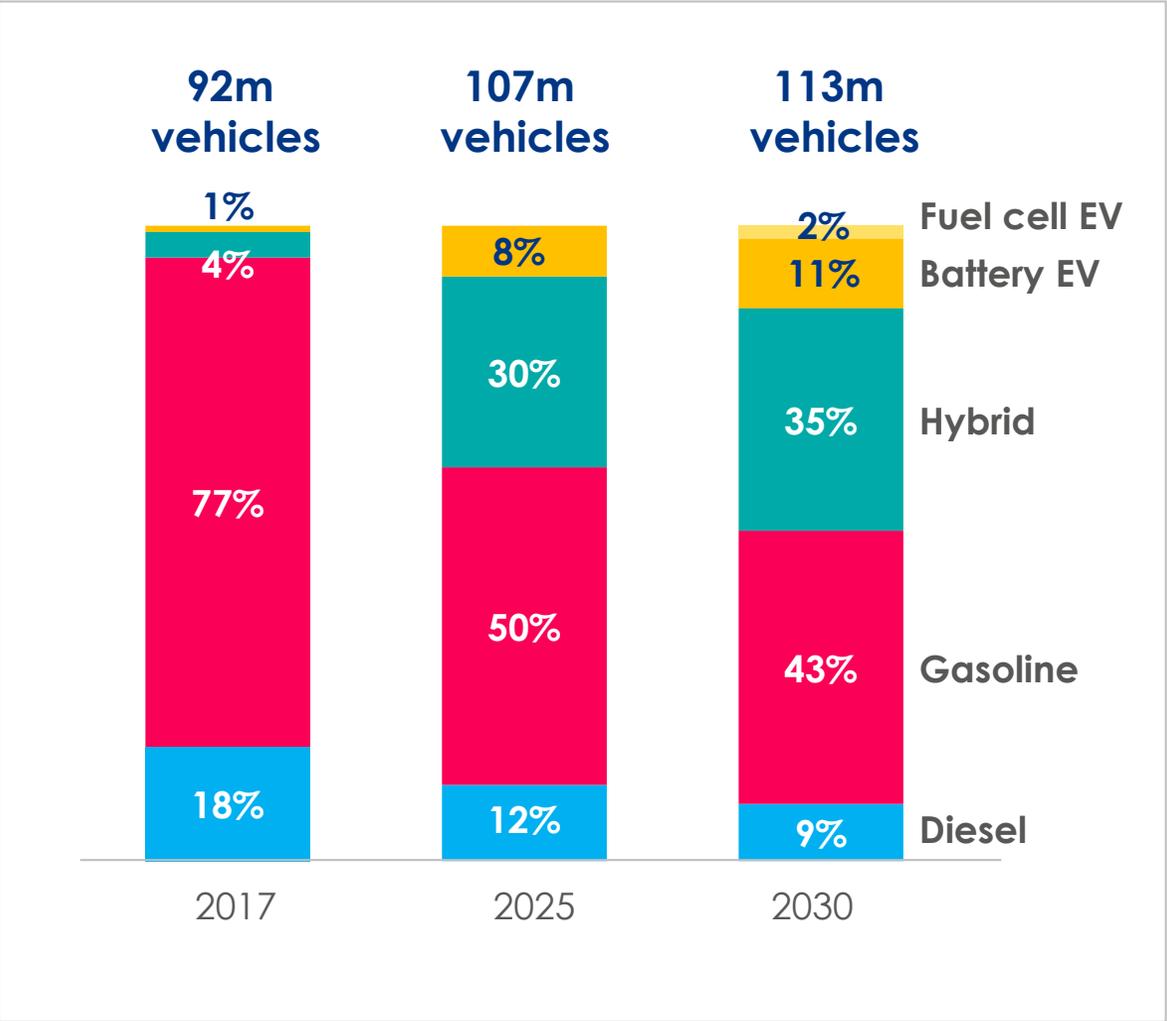
AUTOMOTIVE PRODUCTION GROWTH 2018-2025



Currency assumptions: USD/€ @ 1.22, CNY/€ @ 7.80 from 2018

Powertrain mix assumptions

Light vehicles



- Pure ICE powertrains drop from 95% in 2017 to 52% in 2030
- Diesel powertrain decline might accelerate further
- Fuel cell is the unique zero emissions alternative
- High regional variation in EV take up by 2025
 - US around 5%
 - China and Europe above 12%

Autonomous vehicle assumptions

AUTOMATION LEVELS

5

Full
automation

No more driver required

4

High
automation

Full autonomous drive
in specific environments

3

Conditional
automation

Driver has to take control
back from car at any time

2

Partial
automation

Limited autonomous drive
in very specific conditions

1

Driver
Assistance

Limited lateral
or longitudinal control

- Level 4 will be the most common automation level adopted by 2025 for autonomous vehicles
- Light vehicles are already "autonomous" for 3 out of 4 passengers
- Hardware will come first, ahead of software for which over-the-air updates are possible
- Assumption of autonomous (levels 3 & 4) vehicles:
 - 10% by 2025
 - 20% by 2030

Our 2020 financial targets confirm our strong potential for value creation

2020 FINANCIAL TARGETS



Sales target
> €20bn



Operating Margin
target
8% of sales

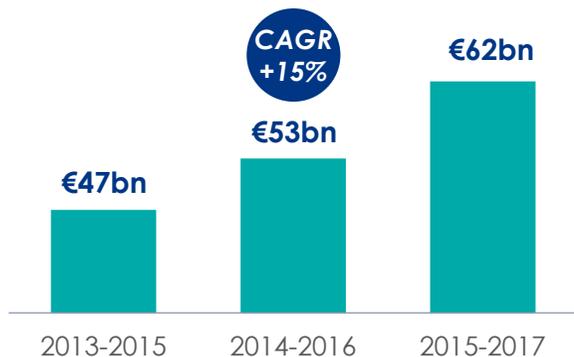


Net Cash Flow
target
4% of sales

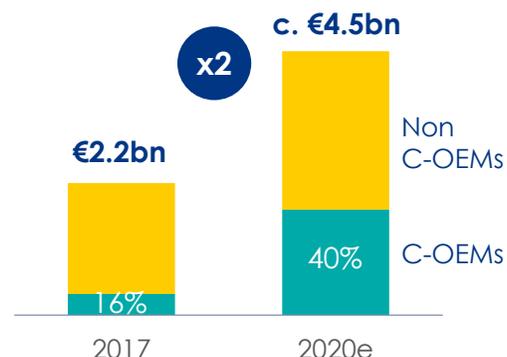
Sales growth to reach > €20bn is secured for 2020

2020
Sales target
> €20bn

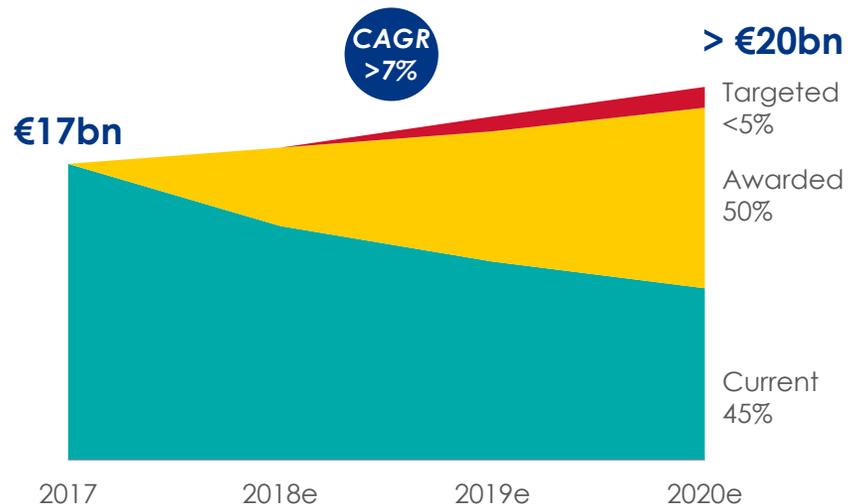
RECORD 2015-2017 ORDER INTAKE



SALES IN CHINA



> 95% of 2020 SALES SECURED



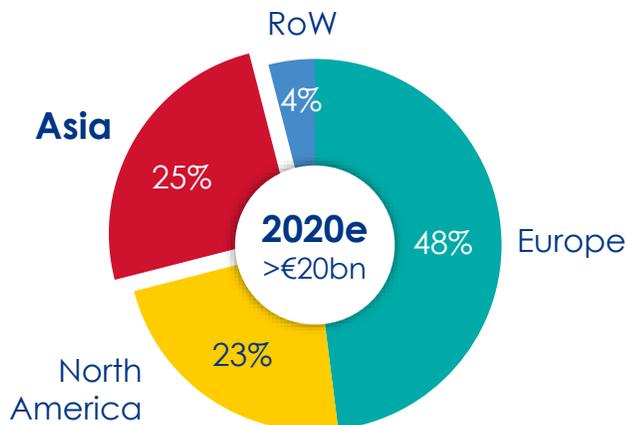
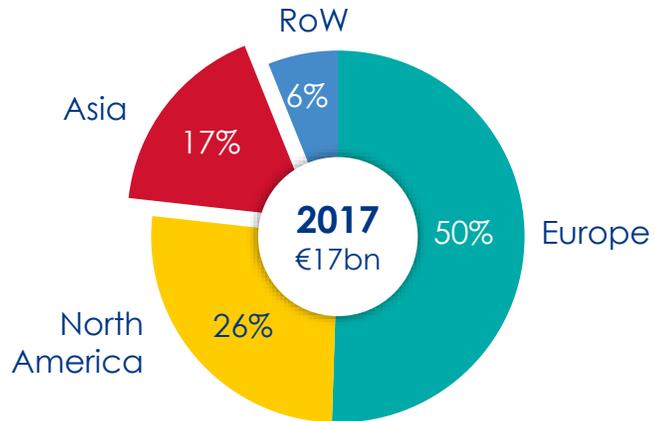
- Record 2015-2017 order intake and current order book secure growth at > 7% CAGR
- Commercial vehicles CAGR > 15% driven by regulation in China and India
- 15 new customers in 2017
- Sales in China to double
 - 70% CAGR with Chinese OEMs
 - Order intake represented €6.7bn in 2017

addressable market	2015	2017	2020
China global	32%	43%	> 60%
Chinese OEMs	25%	46%	66%

Profitable growth driven by geographic, product and customer mix

2020
OM target
8% of sales

SALES BY REGION Favorable regional mix



SALES BY CUSTOMER TYPE Favorable customer mix

Premium & SUVs (incl. EVs)



Chinese OEMs



New Value Spaces



- Strong growth in Asia drives margin improvement
- High technology content on SUV & premium (growth accelerates from 2020)
- Electronics and software integration
- Order intake for New Value Spaces represents €3.5bn in lifetime sales

"Global R&D Power" and "Blockchain for Program Management"

Improving engineering efficiency

2020
OM target
8% of sales

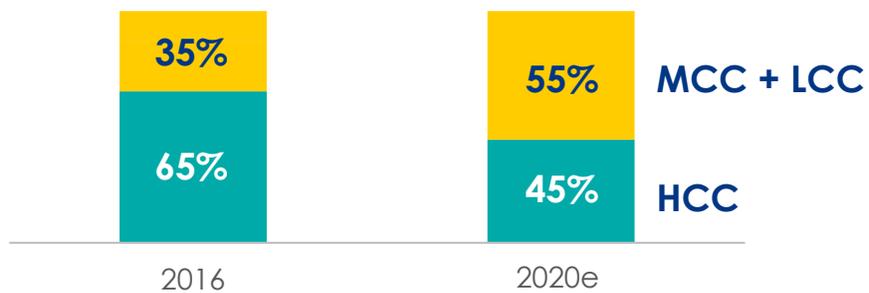
R&D HOURLY RATE ROADMAP



- 30% reduction in hourly rate through best-shoring
 - +1,200 engineers in India

2018-2020 cumulated savings of c. €100m
FY 2020 savings of c. €50m (vs. 2017)

GLOBAL BEST-SHORING MIX



- -20% hours/application through digital productivity
 - e-Kanban and automated design
 - Artificial Intelligence for design to cost
- Reduce development time from 36 months (OEM timing) to 20-22 months (Faurecia timing) using blockchain technology
 - Increase accountability and efficiency through work packages
 - Transparency and trust with customers and suppliers
- Savings not included/pilot phase started

"Operations Execution and Transformation"

Increased industrial efficiency

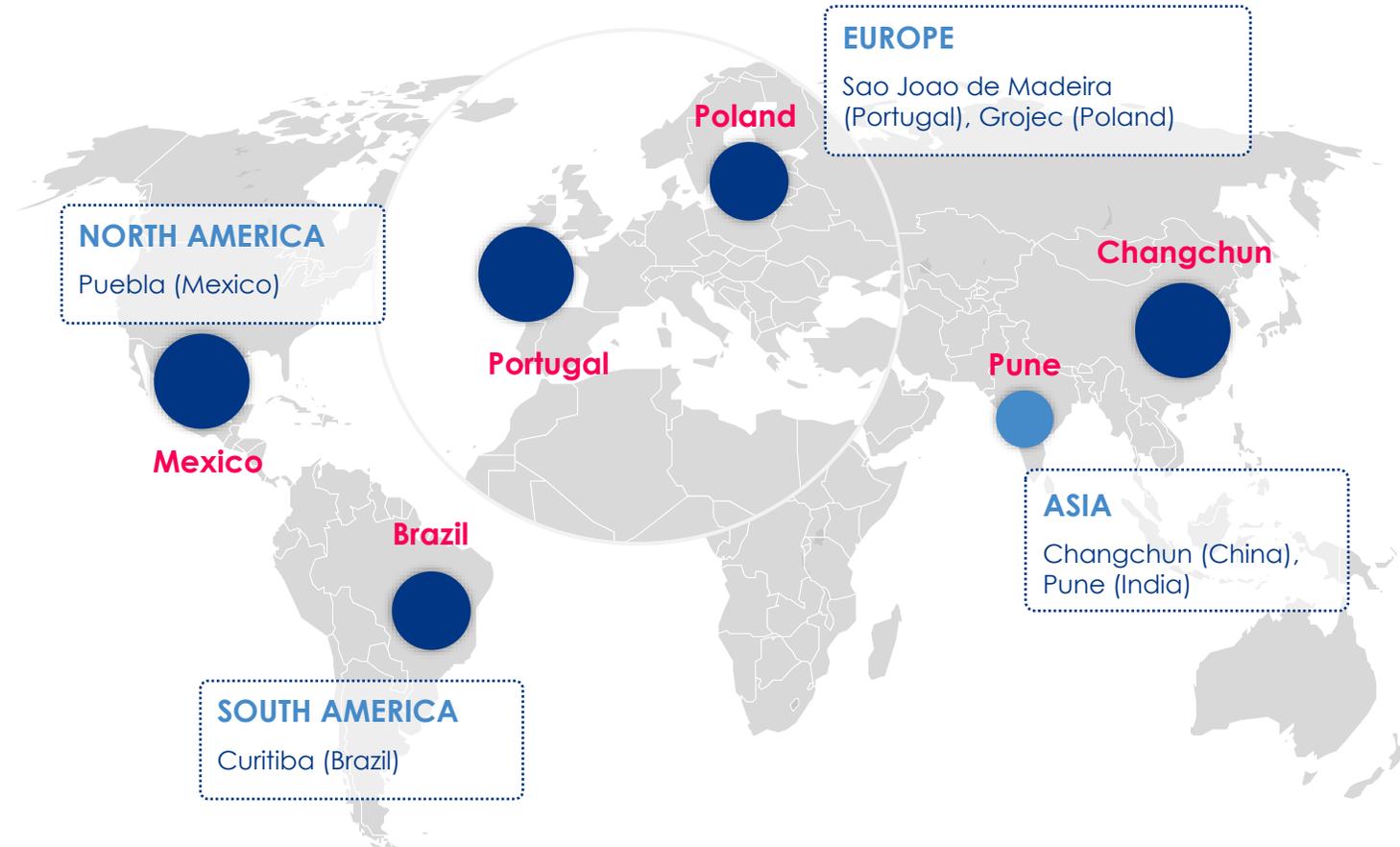
2020
OM target
8% of sales

- Plant ranking and program/plant risk assessment allow short and mid-term risk management to improve anticipation and reduce need for reactivity
- **Acceleration in digital transformation**
 - Tooling automation
 - Manufacturing and logistics
 - Quality control
 - Management processes
- **Process Control Towers to merge data analysis and process expertise** to further reduce variability and improve predictive maintenance

2018-2020 cumulated savings of c. €280m, o/w around 50% from robots and AGVs
FY 2020 savings of c. €150m (vs. 2017)

"Global Business Services" Leaner cost structure

2020
OM target
8% of sales

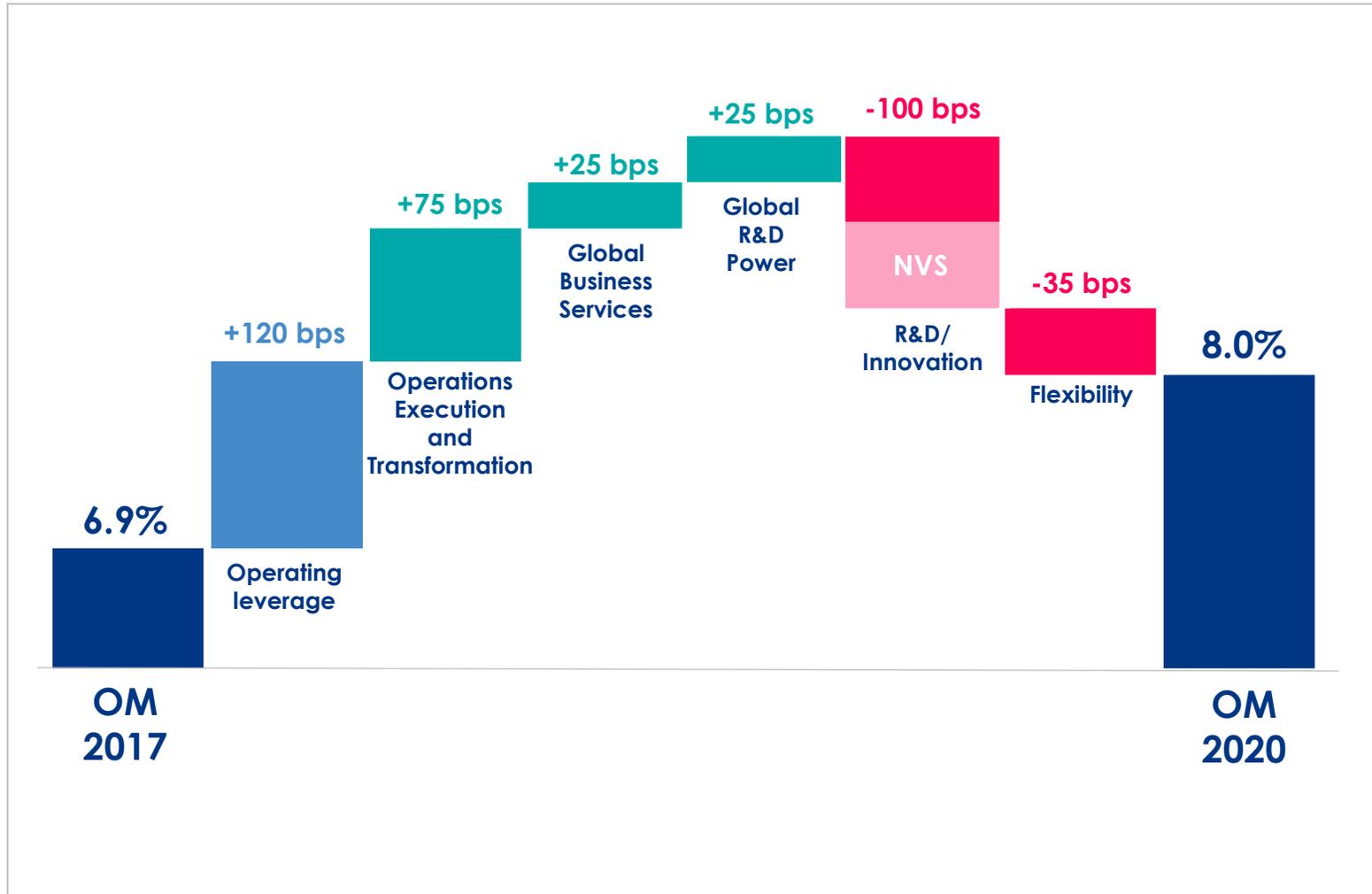


- **Covering 5 support functions: Finance, Purchasing Administration, Sales administration, HR and IT**
 - Centralization from 34 primarily HCC locations to 5 main regional operations centers in LCCs
 - India: Global Purchasing Support Platform launched in Pune
 - Leverage existing SAP with 100% implementation throughout the Group

2018-2020 cumulated savings of c. €120m
FY 2020 savings of c. €50m (vs. 2017)

We target an 8% operating margin in 2020, up 110bps vs. 2017, while accelerating R&D and innovation

2020
OM target
8% of sales

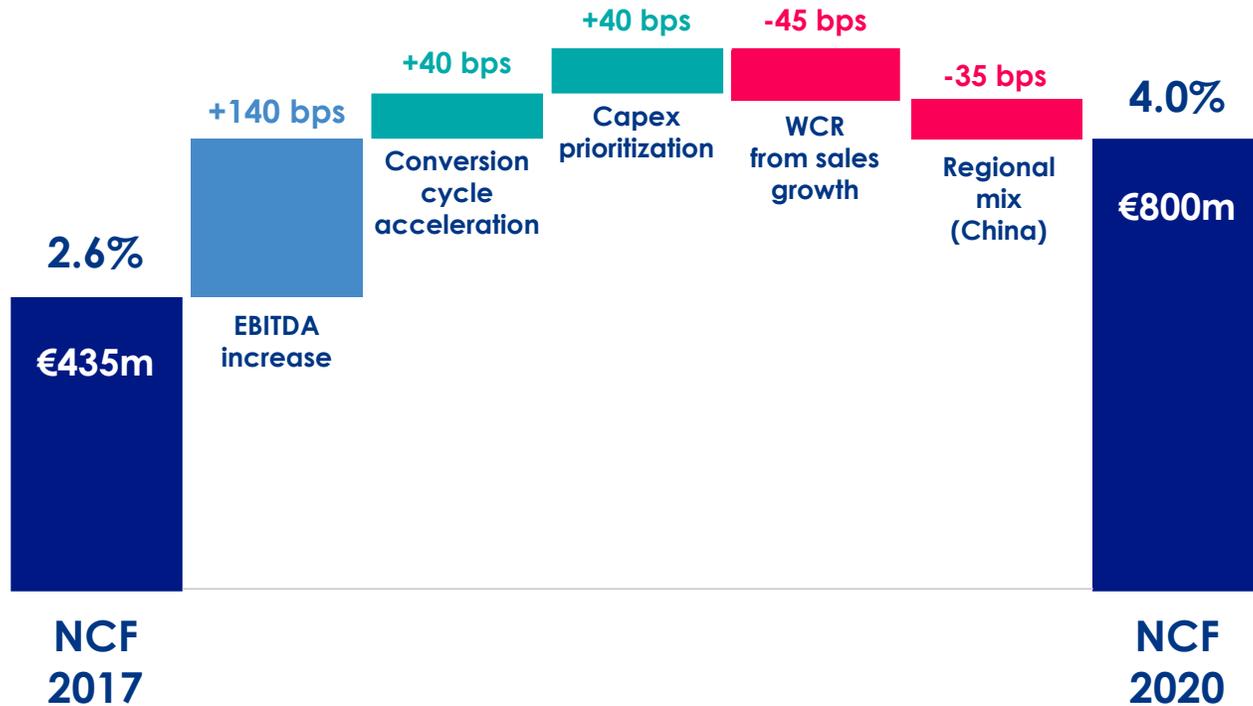


- Positive contribution from increased volumes (+23%) puts us above 8% OM
- Our Group transformation projects will finance our
 - Innovation in New Value Spaces
 - Digital productivities

We target to increase cash generation to 4% of sales

2020
Net Cash Flow
4% of sales

CONVERT2CASH INITIATIVE TO STRENGTHEN CASH CULTURE



■ Drive the cash conversion cycle

- At least 60% D&D paid at launch
- Tooling paid in full 3 months after launch
- Accelerate overdue collection (< 0.5% of sales)
- Inventory converging to benchmark (4.7% of sales)
- Increase volumes per supplier against improved payment terms

■ Order intake selectivity based on IRR \geq 15%

■ Review make-or-buy of cash-dilutive product lines and manufacturing processes

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

- **Between 2018 and 2020, Faurecia will generate c. €2bn of cumulated net cash flow**
- **Focus on bolt-on acquisitions in line with strategic priorities:**
 - New Value Spaces for Smart Life on Board and Sustainable Mobility
 - Increased presence in fast-growing Asian markets, mainly China
 - Strict financial criteria:
 - IRR \geq 15%
 - EPS and cash flow accretive within 24 months
- **Fair shareholder remuneration through increase in dividend along with increase in profits**
 - Return of excess cash to shareholders is a mid-term option

A de-risked profile and an increased resilience

DE-RISKED PROFILE

- **Robust balance-sheet**
 - Low net-debt-to-EBITDA ratio
- **Sound financing structure**
 - Limited exposure to bank credit
 - No debt repayment before June 2023
- **High flexibility through a €1.2bn bank syndicated line**
 - Fully undrawn
 - Maturing June 2021; in the process of being extended to June 2023 with further extension options
- **Continuous improvement in credit rating**
 - Targeting investment grade status by 2020

INCREASED RESILIENCE

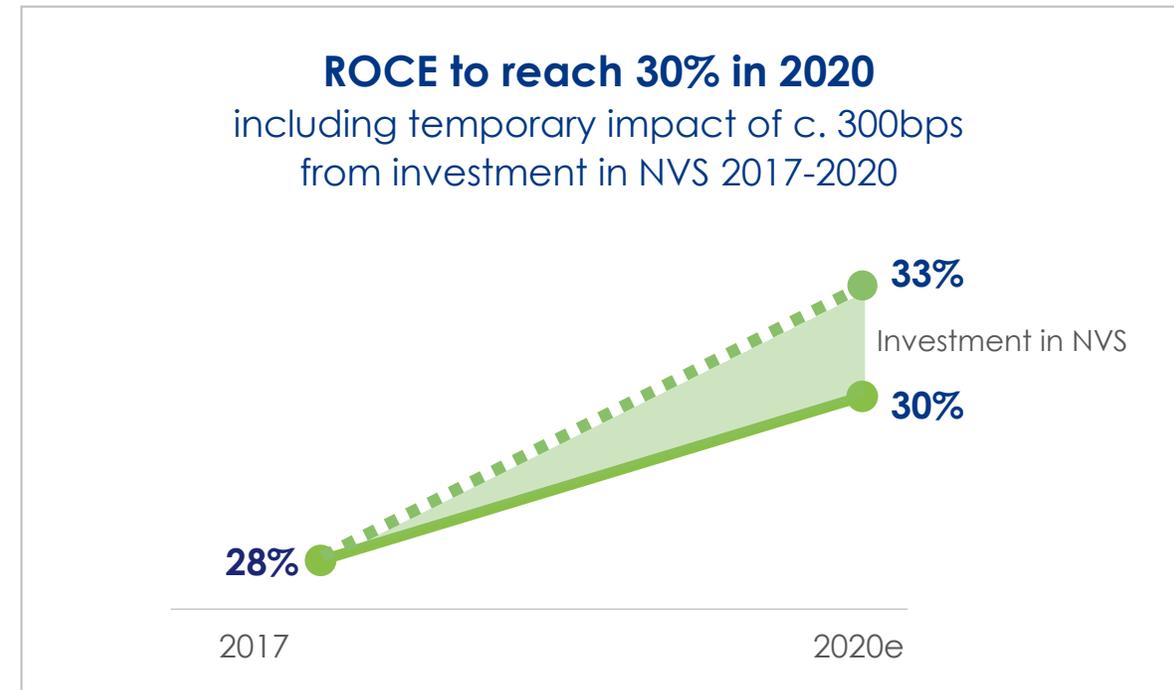
- **A more balanced geographic mix and customer portfolio**
- **Increased operational flexibility**
 - Higher share of temporary headcount (representing today > 20% of total headcount) and sub-contractors
- **Make-or-buy analysis**
- **Group efficiency initiatives**
- **Risk mitigation through annual stress tests**

Increased agility throughout the cycle

Demonstrating our potential

Take-aways

- **2017 – 2018**
Clear strategy deployment focused on Sustainable Mobility and Smart Life on Board
Creation of FaureciaTech
- **2018 – 2020**
Accelerating profitable growth and cash generation whilst investing in our future
 - +€1 billion of sales per year on average
 - Net cash flow up 80% vs 2017
 - 2020 OM of c. 8.5% excluding NVS
- **De-risked profile and increased resilience throughout the cycle**



Sustainable Mobility Strategic update

Christophe Schmitt
Mathias Miedreich

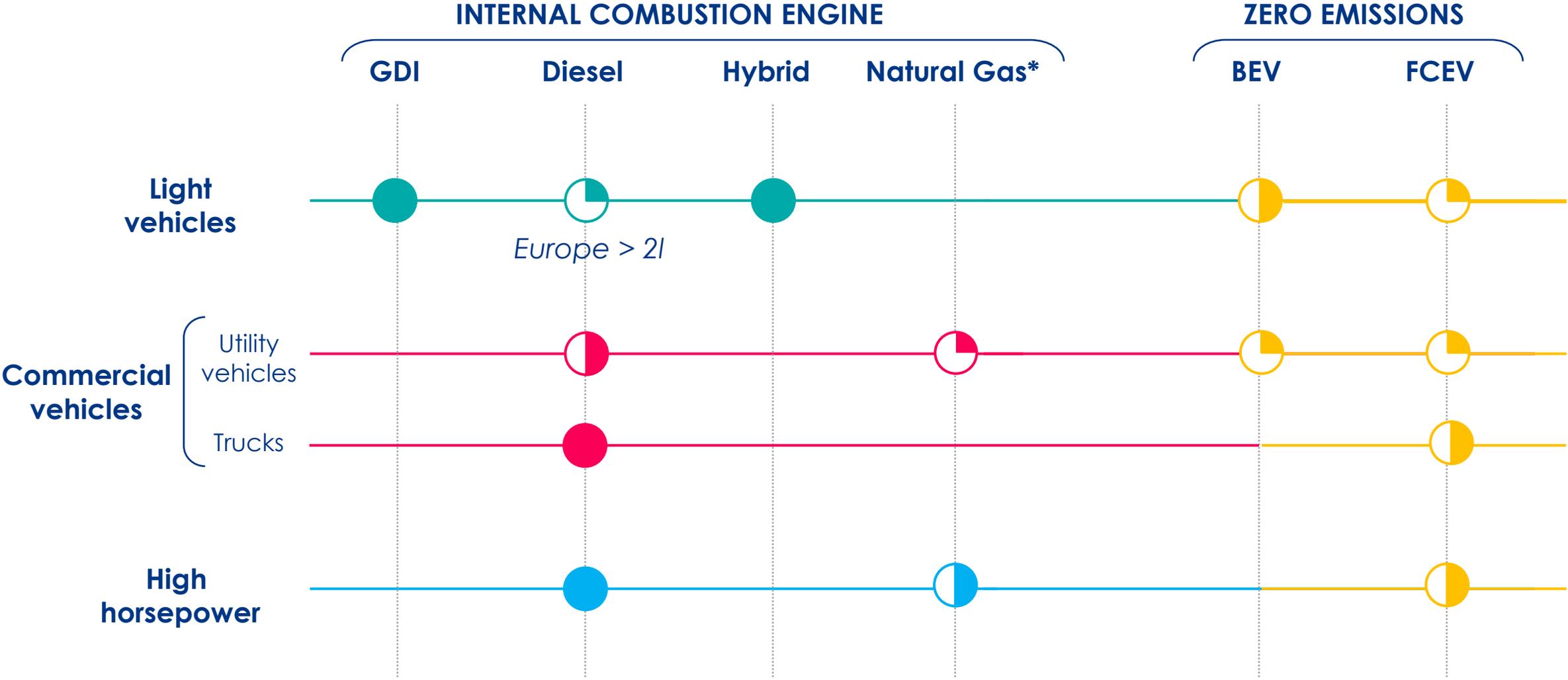


A world of opportunities

- **Stringent regulations and new ultra-green technology breakthroughs**
- **All markets getting emissionized including China and India Commercial Vehicles, High Horsepower engines, industrial applications**
- **Nearly 50% of the market will be electrified by 2030**
- **Smart Cities will drive new Sustainable Mobility requirements, in particular for accurate real time emissions data**

Addressable market increases €32bn by 2030

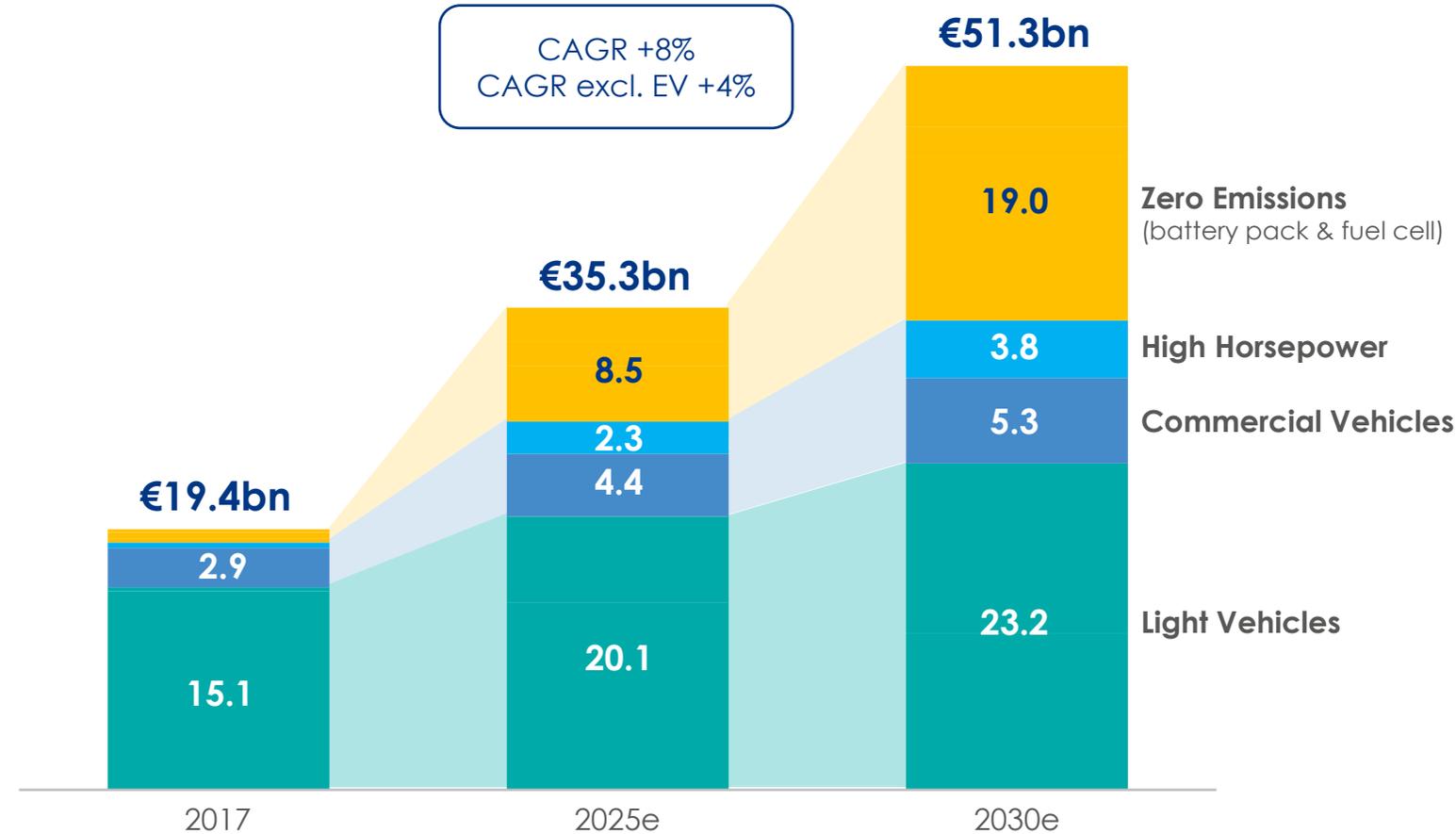
Relative importance of powertrains driven by regulations, use cases and cost



Addressable market growth +€32bn by 2030

50% of growth is generated by Zero Emission market

MARKET SIZE (€bn)

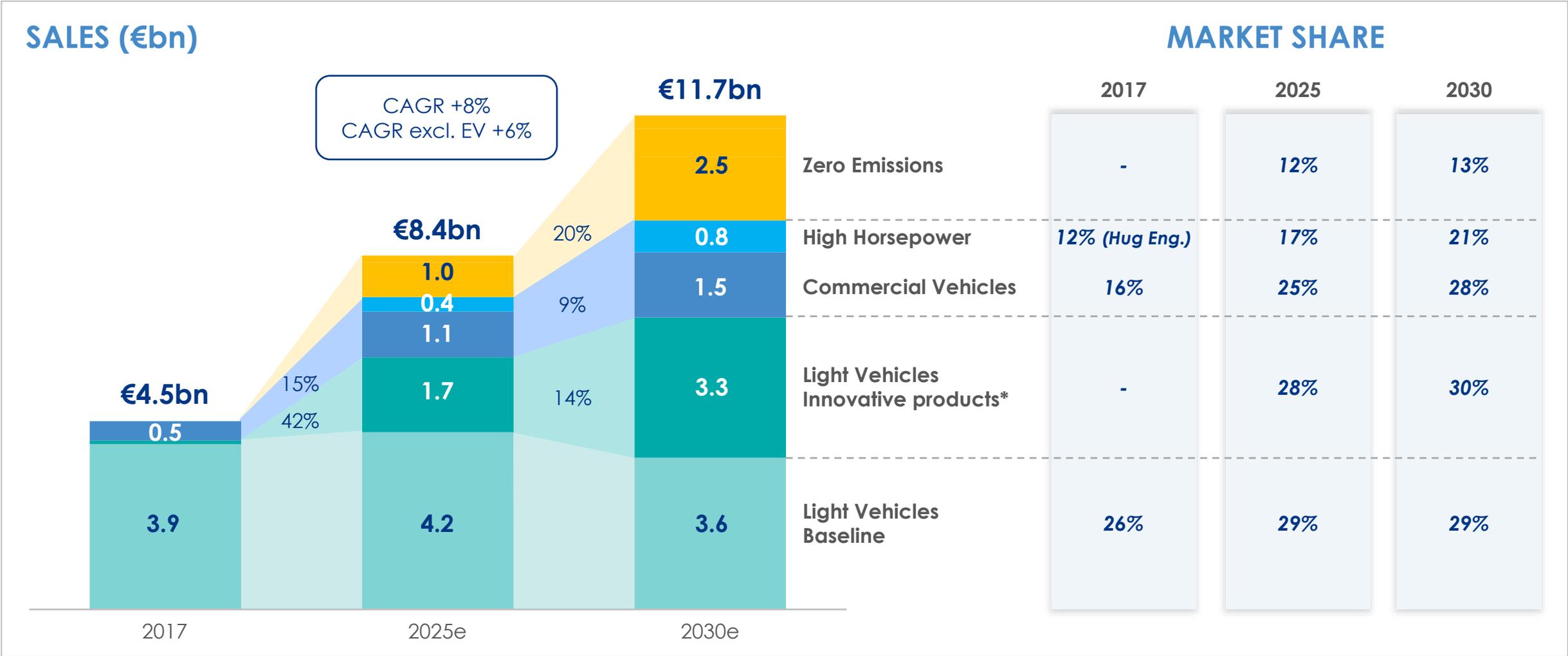


DRIVERS (€bn)

Driver	vs 2017 CMD
NEV regulations in China Additional content on battery pack and stack	+15
75% engines emissionized in 2030	-
Regulations in India, China Additional ultra-low NOx content	-
Powertrain mix and currency assumptions	-4
Total	+11

Faurecia sales growth +€4bn to 2025

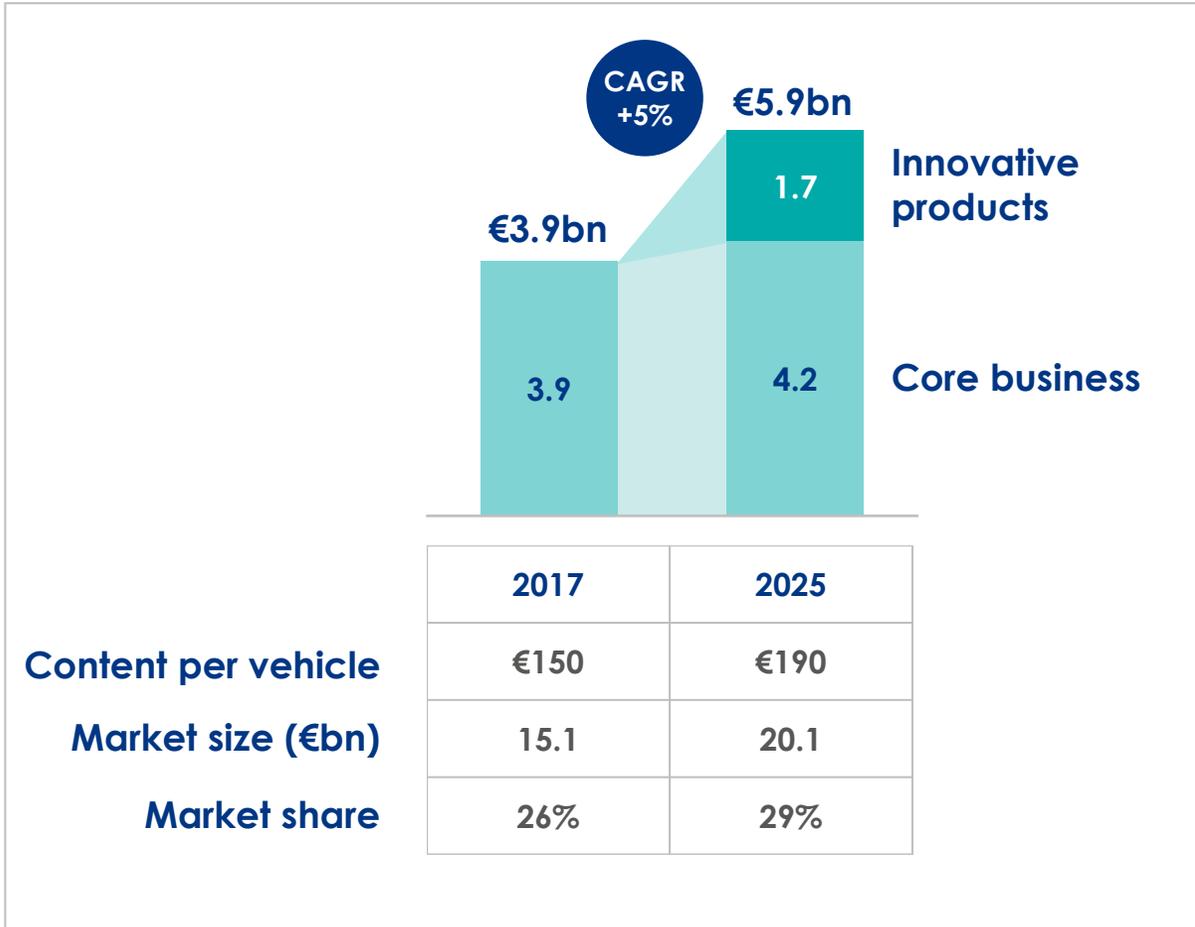
Driven by Light Vehicles Innovation and Zero Emissions



Light vehicles

Capturing market share through best-in-class technology to meet regulations

BUSINESS OBJECTIVES TO 2025



KEY INNOVATIVE PRODUCTS

Exhaust Heat Recovery System (EHRS) generation 3



-2% CO₂ for hybrid vehicles
Compact design & cost competitive

Target
SOP 2020

Low Pressure Exhaust Gas Recirculation (LP-EGR)



-3% CO₂ for gasoline vehicles
Optimized integration

Target
SOP 2021

Electric heated catalyst (EHC)



-5% CO₂ for hybrid vehicles
combining all three technologies
for ultra-clean city driving
Unique competitive solution

Target
SOP 2023

Compact & lightweight system



Up to 30% weight and volume
reduction
Optimized systems architecture
and integration

Started

Commercial vehicles

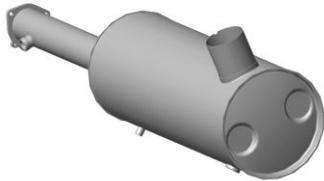
Faurecia growing market share through innovations & partnerships

COMMERCIAL VEHICLES PRODUCT ROADMAP: INDIA/CHINA

HIGHLIGHTS SINCE 2017

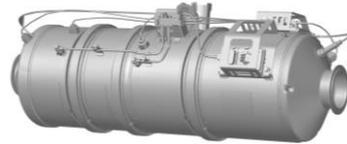
BHARAT IV

2017



BHARAT VI / CHINA VI

2020



ADDITIONAL ULTRA- LOW NOx CONTENT

2025



Faurecia content
per vehicle

€120 to 180

€300 to 400

> €600

**Faurecia
technology
advantage**

Track record,
reliability
and price

Patented Compact
Mixer enabling
space & cost savings

ASDST[™]: 90% de-NOx
at low temperature
with no CO₂ impact,
vs market at 70%

REGULATIONS

- **China, India** emissionized from 2020 (50% global market)
- **Ultra-Low NOx** expected 2025 US/Europe

ORGANIZATION & PARTNERSHIPS

- Global strategic relationship with **Cummins** extended, including China, India
- Joint ventures in China: **Dongfeng & major engine makers**

BUSINESS ACHIEVEMENTS

- SOP for global Single Module platform
- Sales growth: +20% year on year

FAURECIA MARKET SHARE

- 2017: 16%
- 2025 target: 25%

High Horsepower – Hug Engineering

Leveraging Commercial Vehicles business model and technologies

HIGH HORSEPOWER GROWTH PLAN

HIGHLIGHTS SINCE 2017

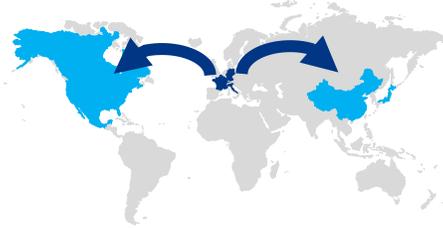
HUG ENGINEERING

2017



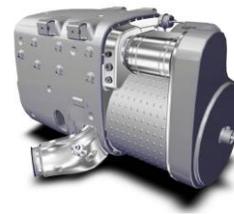
GLOBAL EXPANSION / NEW CUSTOMERS

2020



SCALE UP FAURECIA TECHNOLOGY

2025



Faurecia sales
evolution

€60m

€100m

€400m

**Faurecia
technology
advantage**

Leader
in High Horsepower
market

Global footprint
Small series
manufacturing
OEM businesses

Energy recovery,
next generation de-NOx
Connected Services
and Service parts

ACQUISITION OF HUG ENGINEERING

- Market leader
- Drive globalization and market consolidation with perfect timing
- Vertical integration

BUSINESS ACHIEVEMENTS

- First organic OEM business award

FAURECIA MARKET SHARE

- 2017: 12% (Hug engineering)
- 2025 target: 17%
- 2030 target: 21%

Zero Emissions – Battery pack systems

Targeting average content > €600 per battery electric vehicle

BATTERY INTEGRATION PRODUCT ROADMAP

HOUSING COVER

2017



€40 to 60

Composite technology

Best in class thickness and weight:
-8% vs market reference

Competitive cost for small series
manufacturing: -5% vs market

BATTERY HOUSING INTEGRATING THERMAL MANAGEMENT

2020



€200 to 300

Additional function integration:
shock absorption/crash resistance/
thermal management

Weight reduction -5% to -10%
Cost savings c~5-15%

FULL HOUSING AND BATTERY MODULE

2025



> €600

Best in class packaging:
pack size -33mm on Z-axis
Lower center of gravity
for more cockpit space
Assembly cost savings

Faurecia content
per vehicle

Faurecia
technology
advantage

Zero Emissions – Fuel Cell Systems

Targeting up to €6,000 content per Fuel Cell Electric Vehicle

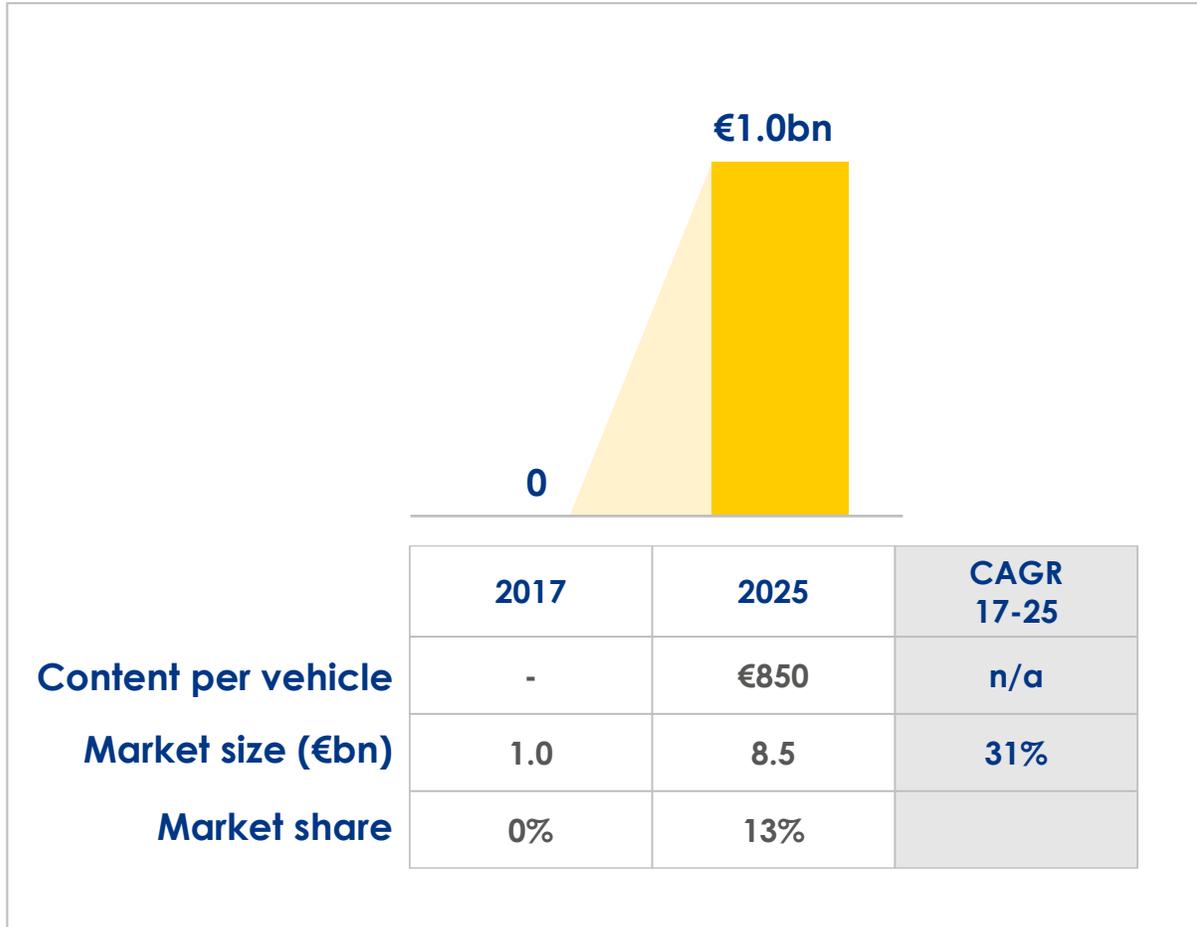
FUEL CELL TARGETED PRODUCT RANGE

	H ₂ TANKS 2019	VALVE & H ₂ MANAGEMENT 2020	FUEL CELL STACK SYSTEM 2023
Faurecia content per vehicle	100KW system 2 tanks €2,100 35KW range extender 1 tank €1,200	€650 €350	€3,300 €1,700
Faurecia technology advantage	> 7% Weight ratio* vs current market leader at 5.7% Better reliability due to anti-collapse features 25% lighter	Best-in-class compactness/ system volume -66% vs market leader From 700 bar to 10 bar in one stage	Best-in-class power density by volume: 4.2 kW/l vs today's best: 3.1kW/l by weight: 2.8 kW/kg vs today's best: 2.0 kW/kg

Zero Emissions

Enable zero emission take-off through breakthrough performance-to-cost

BUSINESS OBJECTIVES TO 2025



HIGHLIGHTS SINCE 2017

REGULATIONS

- NEV regulations in China
- Low emission zones in major cities

ORGANIZATION & PARTNERSHIPS

- Creation of Zero Emission division
- Key breakthrough **battery pack patents** filed in S2 2018
- **Co-development** and **homologations** launched with Stelia (H₂ tank) AdVenta (valve) and CEA (stack)
- Reinforcement of system know-how underway

BUSINESS ACHIEVEMENTS

- First **RFQs** : full composite battery housing
- **Two battery covers awarded** by Chinese OEMs
- First **contract** for H₂ tank with European OEM for a fleet of light commercial vehicles (SOP 2021)

Robust and profitable growth going forward confirmed

Confirms targets presented at 2017 Capital Markets Day

In €m	2017	2020	2025	2030	CAGR 2017 - 2025
Sales	4,493	5,240	8,400	11,700	> 8%
<i>o/w Light Vehicles</i>	<i>4,010</i>	<i>4,200</i>	<i>5,900</i>	<i>6,900</i>	<i>5%</i>
<i>o/w New Value Spaces</i>	<i>483</i>	<i>1,040</i>	<i>2,500</i>	<i>4,800</i>	<i>> 22%</i>
Operating income	460	620	> 1,000	> 1,700	> 10%
<i>Operating margin in %</i>	<i>10.2%</i>	<i>11.8%</i>	<i>> 12%</i>	<i>15%</i>	<i>-</i>

NEW VALUE SPACES
2018-2025 cumulated

Innovation
€350m - €400m

Capex
€600m - €650m

Patents filed
1,100 to 1,300

Sustainable Mobility

Take-aways



Vision

- Be the leading clean mobility company with benchmark technology and profitability
- Leadership in fuel cell systems
- Strategic freedom vs. powertrain mix



Strategic Drivers

- Zero emissions is a great opportunity to enhance top line growth
- Commercial Vehicles & High Horsepower will further boost sales and profitability
- Supporting fleets, industries and cities solve their air quality issues will contribute to profitable growth



Ambition 2030

Sales

- €11.7bn
- > 8% CAGR 2017-2030

Profitability

- > €1.7bn operating income
- 15% of sales

Smart Life on Board



Agenda

1

New Value Spaces

Patrick Koller

2

Demonstrator Tour

David Degrange

3

Value Creation

Jean-Michel Renaudie/Eelco Spoelder

Agenda

1

New Value Spaces

Patrick Koller

2

Demonstrator Tour

David Degrange

3

Value Creation

Jean-Michel Renaudie/Eelco Spoelder

Four megatrends (CARE) transform automotive interiors paradigm

C ONNECTED



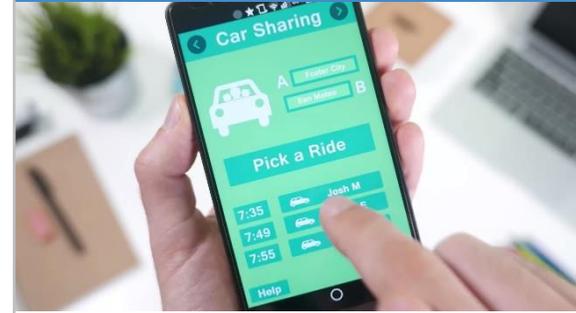
Seamless continuity
between home
and vehicle

A UTONOMOUS



Multiple use cases
for non-driving
scenarii

R IDE-SHARING



Specific interiors
individualized
and adaptable

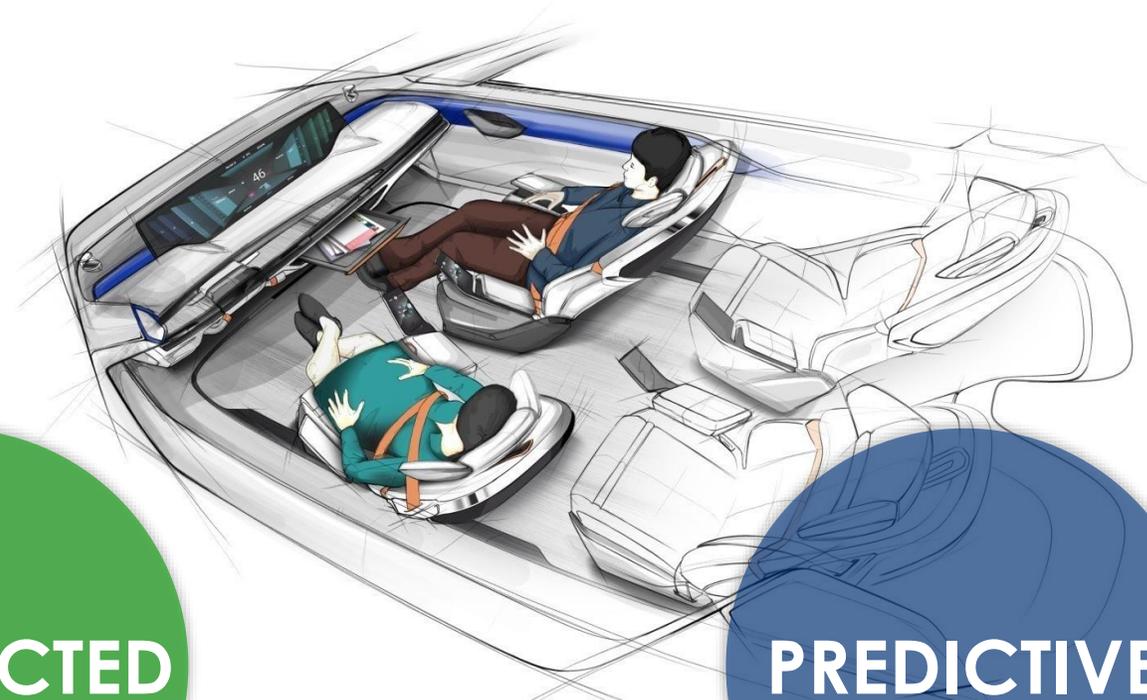
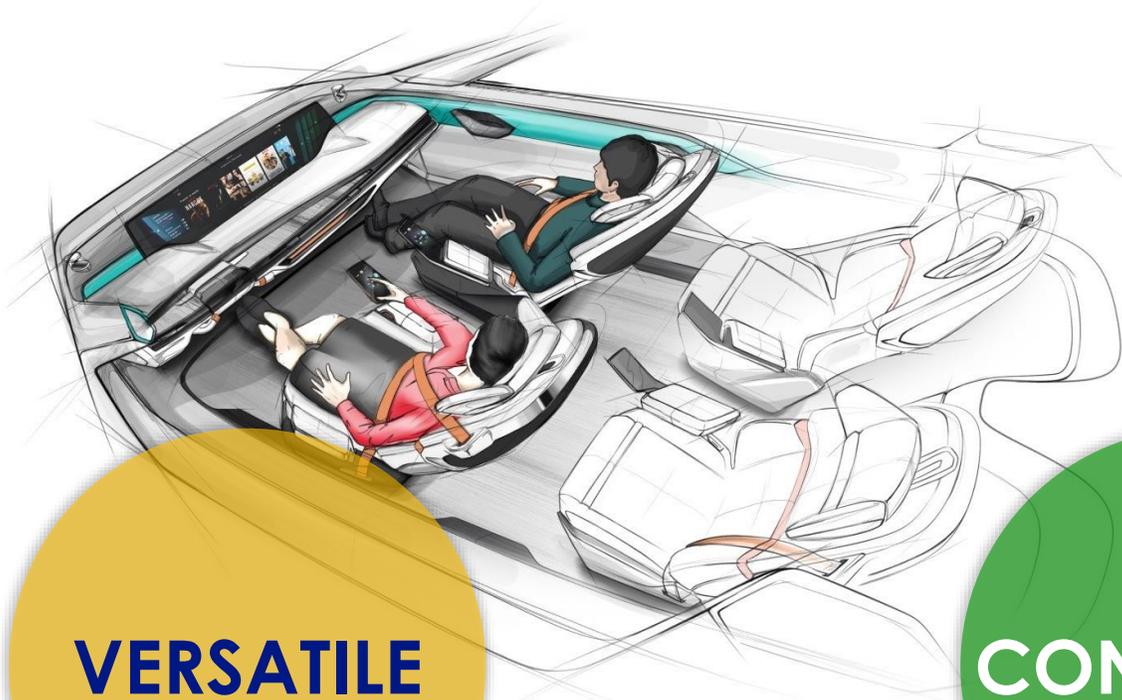
E LECTRIFIED



More freedom
in interior
architecture

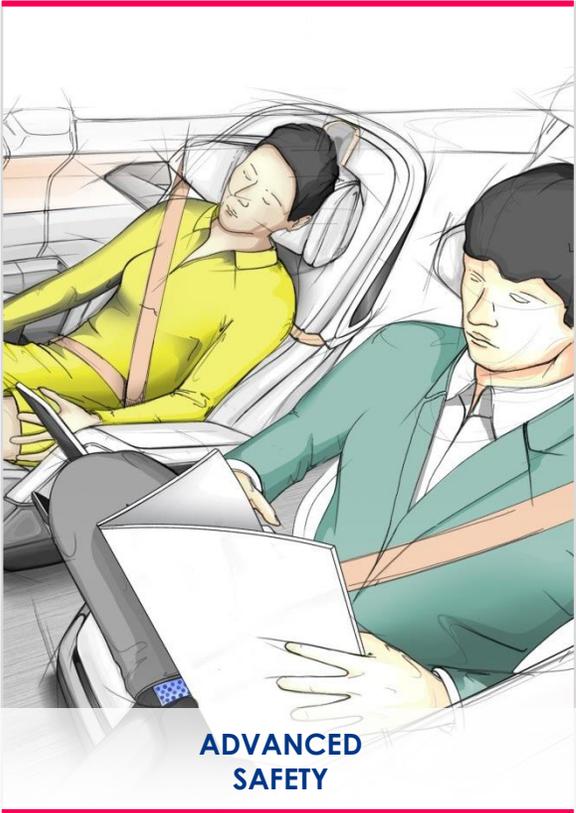
Consumer is the primary decision maker

The interior becomes the new differentiator

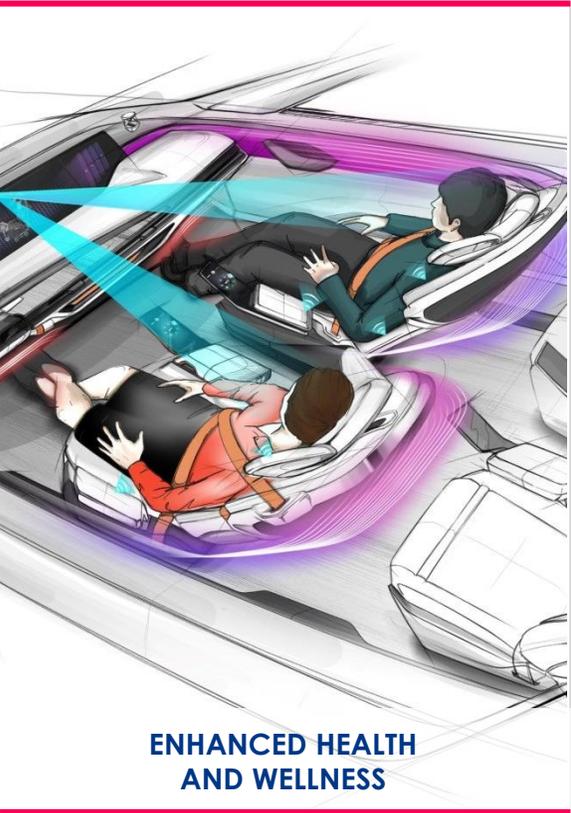


User experience drives development of New Value Spaces

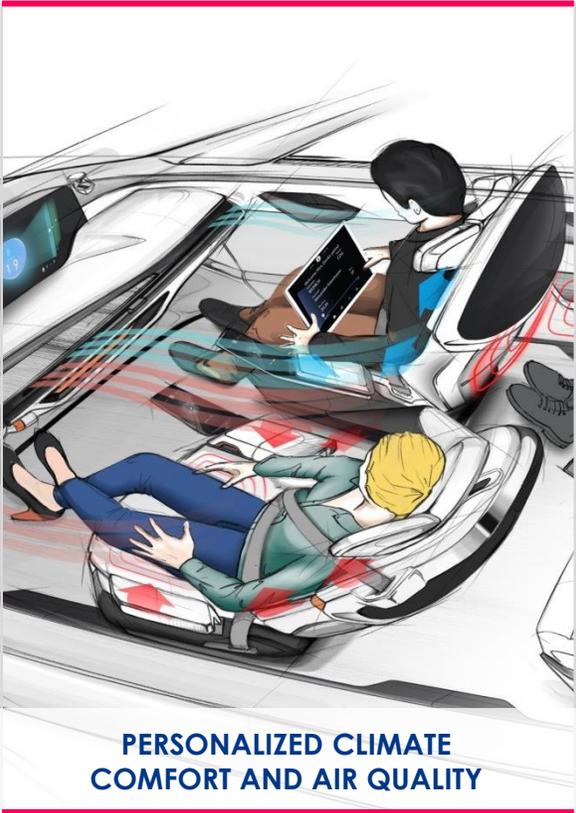
"You have an individual safety cocoon in all positions"



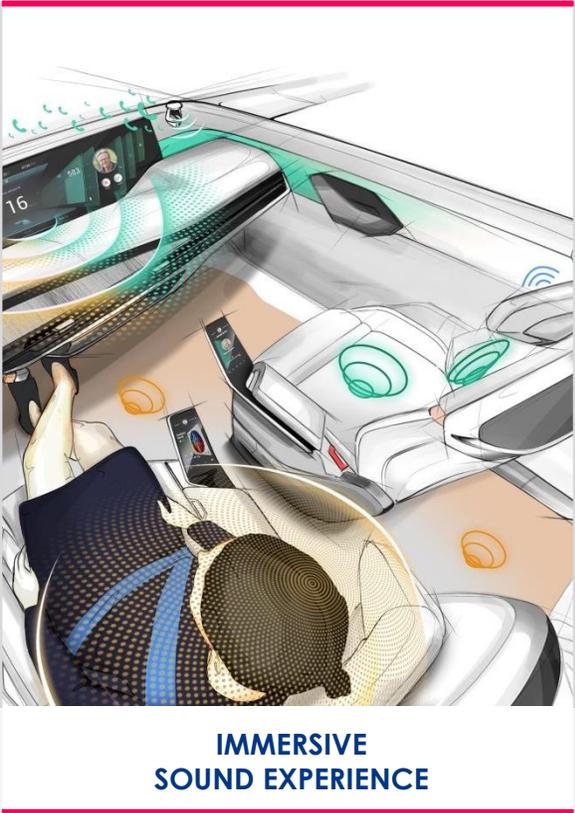
"You feel better at the end of your journey. You collect pertinent data for your predictive health care"



"You always feel the perfect temperature and air quality"



"You have a personal sound bubble with no interference"



User experience drives development of New Value Spaces

*"The car adapts to you,
you control it
as you wish"*



**INTUITIVE HMI
SOLUTIONS**

*"Seamless and perfect
integration
of technologies"*



**SMART SURFACES
AND SMART ACTUATION**

*"Full cockpit architecture
for a personalized
experience"*



**UX AND SYSTEMS
ARCHITECTURE**

*"Software systems
for predictive
multi-functional experience"*

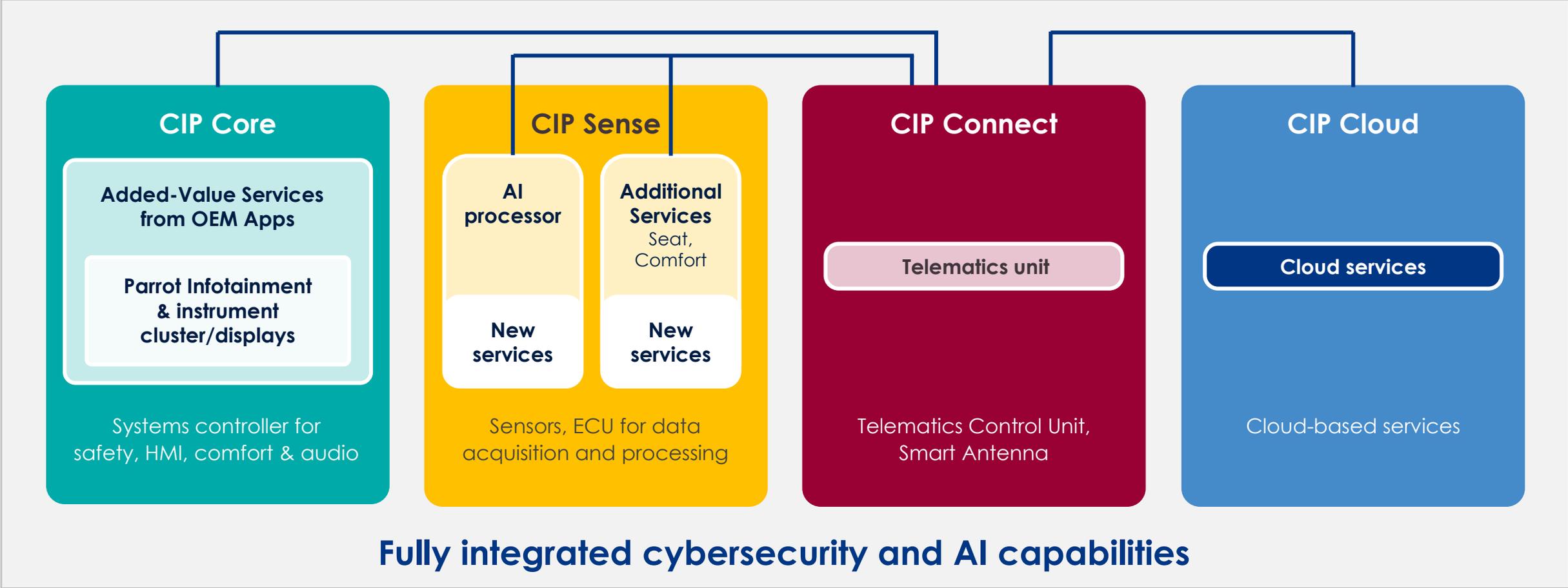


**COCKPIT INTELLIGENCE
PLATFORM**

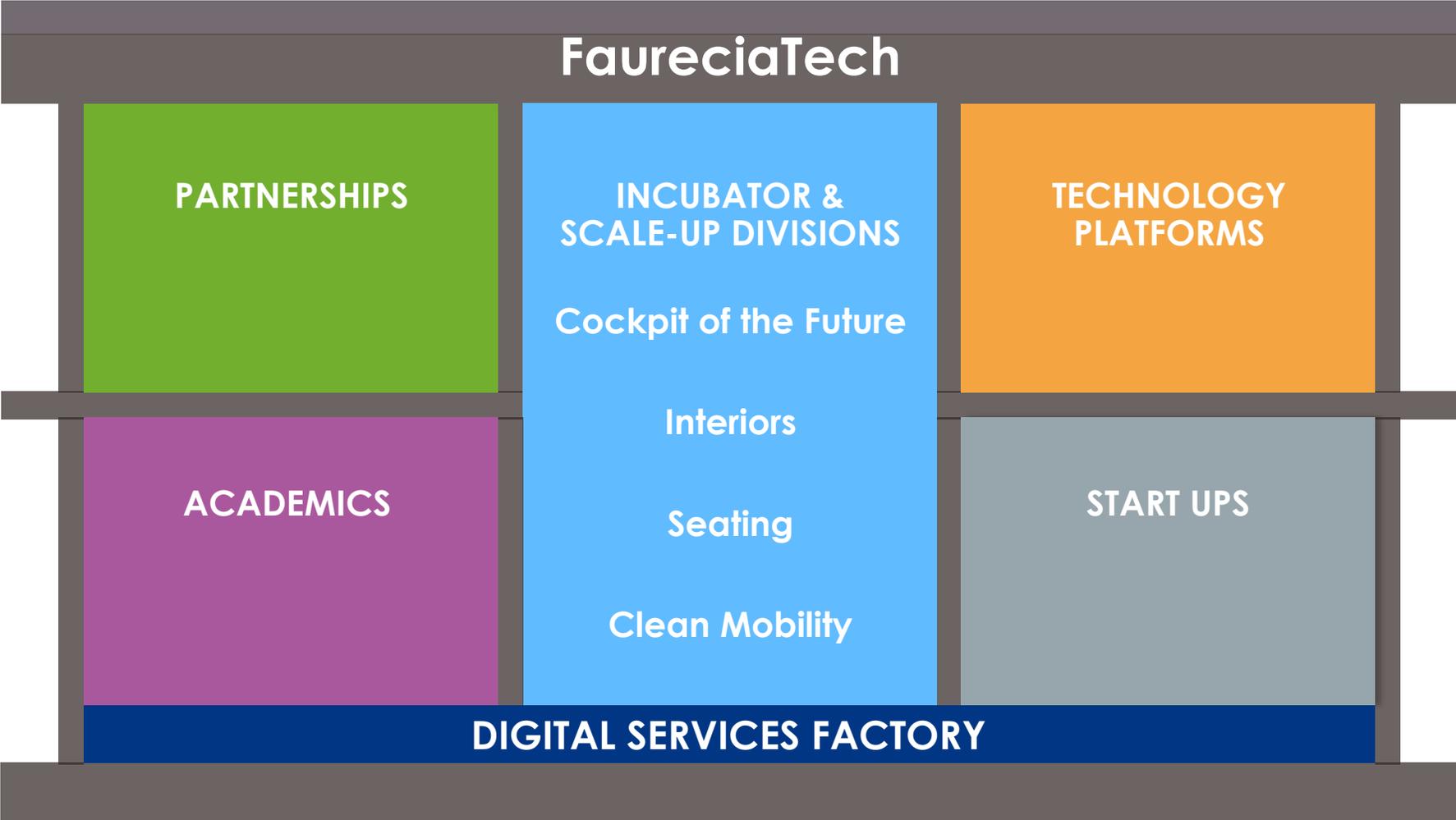
Ambition to become leader in Cockpit Intelligence Platform (CIP)

Hardware, software, AI and services

- System-agnostic open and modular platform
- Faurecia unique position with Parrot, Accenture and our full interior scope



A technology organisation to accelerate innovation and transformation



Acquisitions and partnerships to accelerate innovation and transformation

ACQUISITIONS



SYSTEMS PARTNERSHIPS

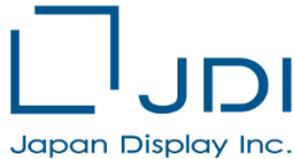


MAHLE

accenture

TECHNOLOGY PARTNERSHIPS

CORNING



START UP INVESTMENTS

HOANA™

»TACTOTEK
SMART MOLDED STRUCTURES

alsentis

CANATU

POWERSPHYR

Faurecia has unique set of key competences to develop New Value Spaces

CORE COMPETENCES

- **Systems integration**
- **Systems architecture**
- **Comfort**
- **Ergonomics, HMI and cognitive expertise**
- **Safety**
- **Perceived quality**
- **Acoustics and sound management**
- **Thermal management**
- **Mechatronics and plasronics**

COMPETENCES BEING RAPIDLY ACCELERATED

- **Software & electronics, data analytics, artificial intelligence and deep learning**
 - 650 engineers today to be doubled by 2020
- **Interior lighting**
 - Ongoing partnership discussions

With its ecosystem, Faurecia is the unique player with a full presence over all New Value Spaces

CORE BUSINESS		NEW VALUE SPACES									
		Cockpit Intelligence Platform (CIP)	Immersive Sound Experience	Smart Surfaces			Personalized Climate Comfort & Air Quality	Advanced Safety	Enhanced Health & Wellness		
				Display & HUD	Decoration	Interior Lighting					
Faurecia presence	Interiors	faurecia	faurecia	faurecia	faurecia	faurecia	faurecia	faurecia	faurecia		
	Seating	faurecia	faurecia	Parrot AUTOMOTIVE Coagent accenture	Parrot AUTOMOTIVE Coagent JDI Japan Display Inc.	faurecia Ongoing Partnership discussions	MAHLE	ZF	accenture		
Main traditional competitors	Interiors	Yanfeng IAC Grupo Antolin	Adient Lear Magna	Harman Continental Bosch	Harman Bose Alpine	Visteon Continental LG Samsung	Novem Huaxiang	Hella Valeo	Gentherm Valeo Denso	Adient-Autoliv	Lear

Strategy to significantly increase our addressable market through the creation of a "triple win" offer

SYSTEMS INTEGRATION



TECHNOBRICKS



CORE BUSINESS MODULES



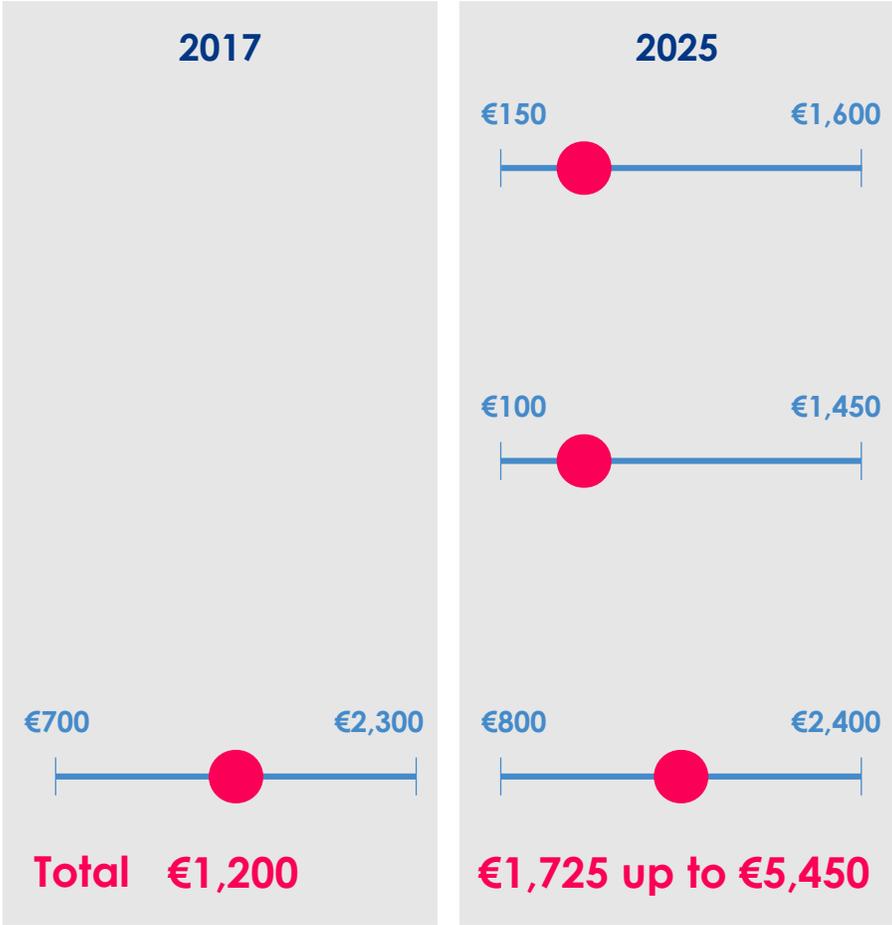
Win-win consumer and OEM

Unique UX replacing multiple ECUs and reducing obsolescence (Cockpit Intelligence Platform)

Creating improved user experience replacing current expensive systems (e.g. sound system)

Integrating functions into core product (e.g. safety in seat)

Content per vehicle



Agenda

1

New Value Spaces

Patrick Koller

2

Demonstrator Tour

David Degrange

3

Value Creation

Jean-Michel Renaudie/Eelco Spoelder

Faurecia Tour

A complete system solution offer to meet customer demand

DEMONSTRATOR 1

Smart surfaces
Smart actuation



DEMONSTRATOR 2

Intuitive HMI solutions



DEMONSTRATOR 3

Personalized climate comfort
& air quality



DEMONSTRATOR 4

Enhanced health & wellness
Intuitive HMI solutions



DEMONSTRATOR 5

Advanced safety
Smart actuation



DEMONSTRATOR 6

Voice activated
Cockpit of the Future
Cockpit Intelligence Platform



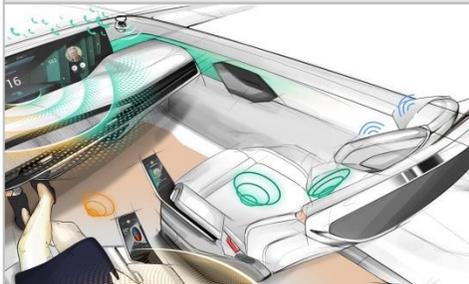
DEMONSTRATOR 7

Enhanced health & wellness
Cockpit Intelligence Platform



DEMONSTRATOR 8

Immersive sound experience



DEMONSTRATOR 9

Cockpit Intelligence Platform



DEMONSTRATOR 10

Systems integration
& user experience



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Penetration of new functionalities is accelerating by 2025

Some examples

SUV/ CUV/ Premium



New EV Customers

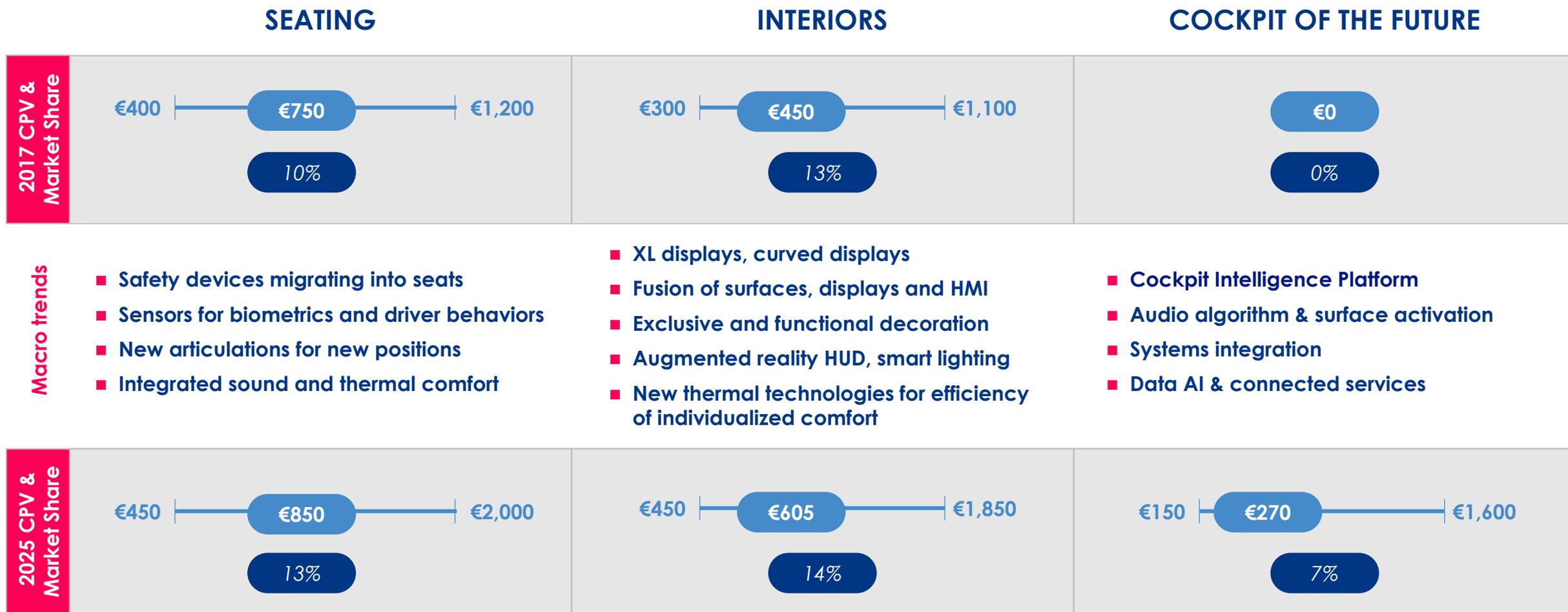


Function	Penetration	
	2017	2025
XL-display	20-30%	40-60%
HMI Smart Control Unit	n.a.	10-30%
Advanced Comfort	7%	15-20%
Complex Rear Seats	6%	20-30%
Cockpit Intelligence Platform	5%	20-30%

Function	Penetration	
	2017	2025
XL-display	< 10%	> 90%
HMI Smart Control Unit	n.a.	> 50%
Advanced Comfort	n.a.	40-50%
Sound Surfaces	n.a.	30-50%
Cockpit Intelligence Platform	20%	60-80%

Ambition is to achieve leadership on the New Value Spaces thanks to our unique ability to offer system-optimization

GROWTH OF CONTENT PER VEHICLE (CPV) AND MARKET SHARE ON FAURECIA'S ADDRESSABLE MARKETS



Faurecia unique positioning matches with customer archetypes

NEW ENTRANTS

Disruptive trendsetters
and fast time to market

Favorable business model
but uncertain volumes



Full design of multiple systems /
full cockpit

Focus on functionality
and user experience

PREMIUM OEMS

Technology leaders

High content per vehicle

Sustainable business



System approach

Focus on brand image
and perceived quality

TRADITIONAL OEMS

High volume/mass production

Mainstream technology deployment

Brand differentiation



Specific innovation/technology
bricks for mass production

Data solution /connected
end-consumers

A customized approach building on our global customer intimacy to respect brand identity

Business already awarded and important interest across the board

- More than €1.5bn of lifetime sales already awarded for New Value Spaces
- 13 co-developments with 10 customers
- Over 30 RFQs from all types of customers
- Interest from many other customers but selective approach to ensure we remain focused on concrete business development

ALL CUSTOMERS, ALL VALUE SPACES

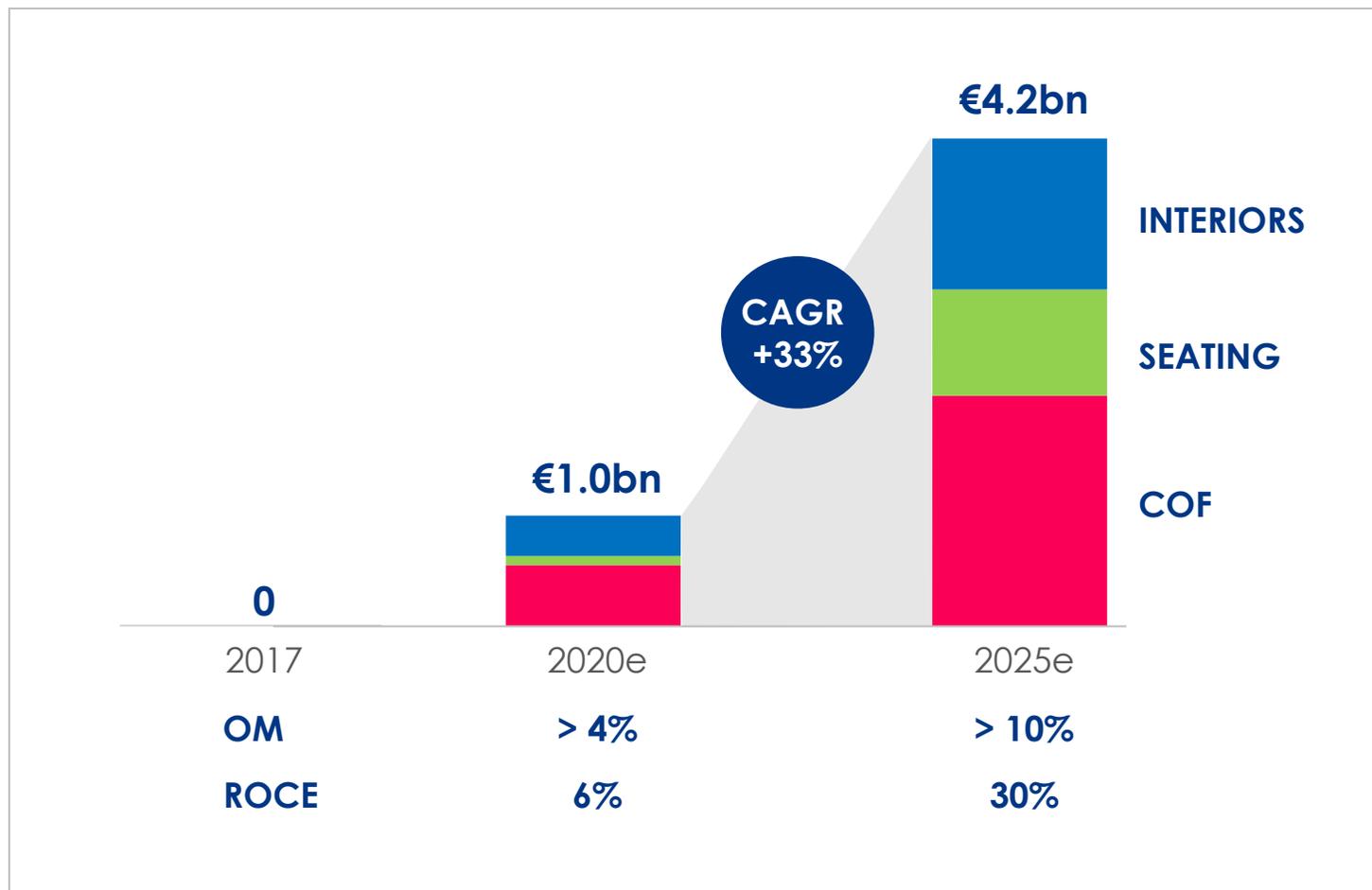
Large displays, smart surfaces, lighting, wellness, health monitoring, thermal comfort, safety, HMI solutions, connectivity, infotainment, Cockpit Intelligence Platform....



A significant Smart Life on Board growth ambition

Average growth: 33% per year from 2020

SMART LIFE ON BOARD NEW VALUE SPACES SALES



■ Growth largely independent of autonomous driving deployment

■ 2018-2025 cumulated:

- Innovation €650m - €700m
- Capex €350m - €400m
- Patents filed 3,500 to 4,000

Until CoF exceeds €1bn of sales, it will be consolidated within Interiors

Smart Life on Board

Take-aways

- **First-mover advantage through our core Seating and Interiors businesses, key competences, global presence, momentum in China and established partnerships & ecosystem**
- **BtoCtoB solution provider meeting consumer expectations**
- **Growth already starting and strong customer interest**
- **Systems integration positioning gives further potential to increase content per vehicle**
- **Low capital intensive business**

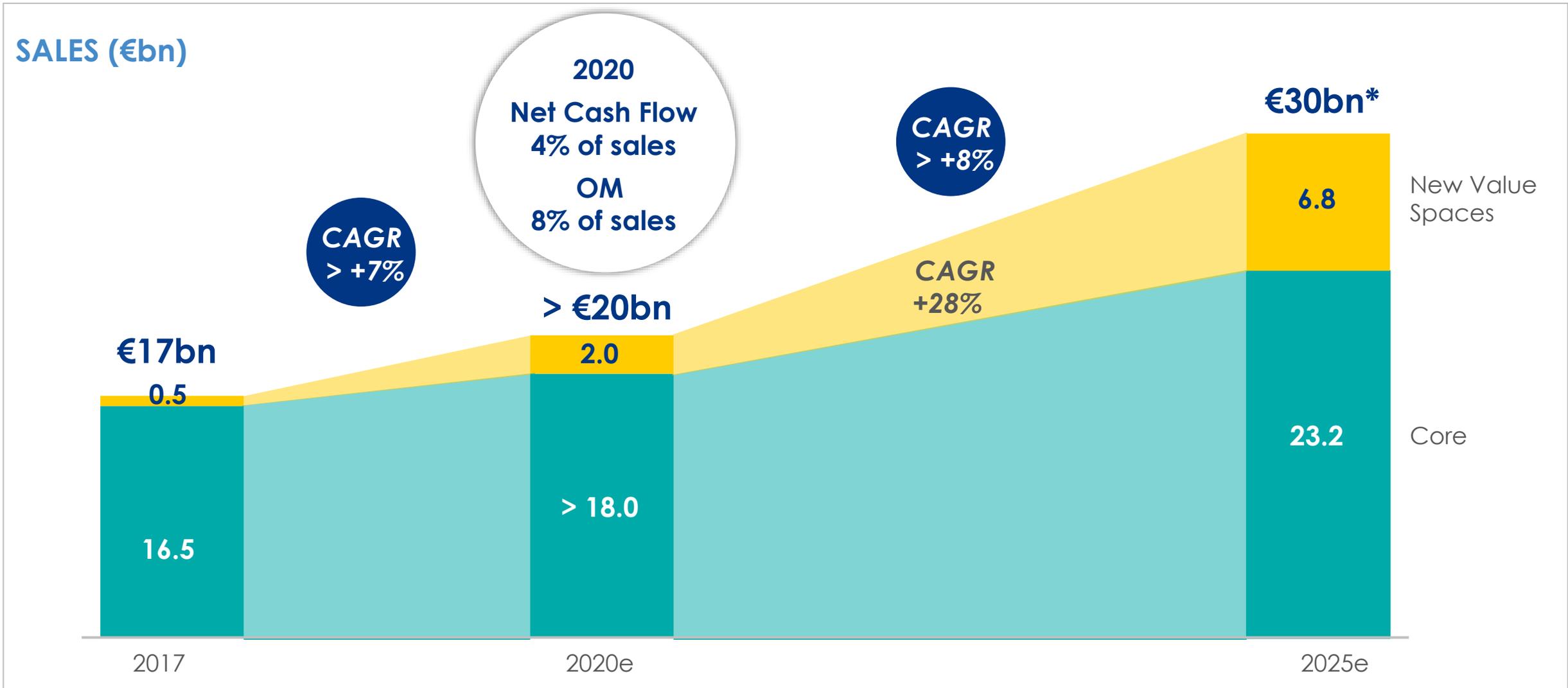
2025 Ambition

Patrick Koller



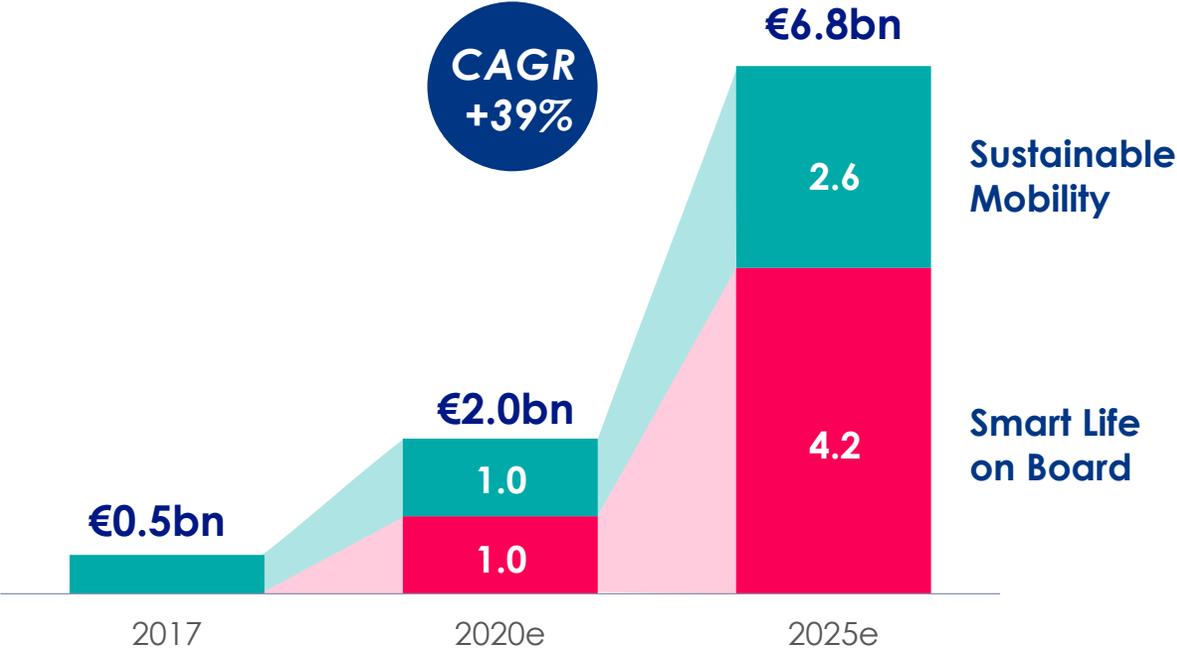
Ambition to reach €30bn of sales in 2025

Secured growth for 2020 and conservative assumptions for New Value Spaces



New Value Spaces take off in 2020 to reach almost €7bn in 2025

SALES IN NEW VALUE SPACES (€bn)



OM	8.2%	7%	> 10%
ROCE	13%	> 10%	30%

TAKE-AWAYS

- Strategy perfectly aligned with automotive megatrends
- Unique competitive position
- Consumer oriented business model (BtoCtoB solution provider)
- Attractive to best talents

·faurecia
inspiring mobility