

Q3 2019 SALES

Confirmed FY2019 guidance

Project to acquire remaining 50% of SAS

October 17, 2019



Key messages

- Strong sales outperformance of 290bps for the first nine months
- Q3 sales slightly below worldwide automotive production, reflecting peak impact from Seating EoPs, lower bolt-on contribution and GM strike

| | Q1 actual | Q2 actual | Q3 actual |
|--|-----------|-----------|-----------|
| Worldwide automotive production* | -6.3% | -8.2% | -3.1% |
| Faurecia ex-currencies & excl. Clarion | -1.1% | -4.4% | -3.7% |
| <i>o/w</i> | | | |
| <i>Bolt-ons</i> | 2.4% | 1.3% | 0.3% |
| <i>Seating EoPs</i> | -2.2% | -2.6% | -4.5% |
| <i>GM strike</i> | 0.0% | 0.0% | -0.6% |
| Excluding the 3 impacts | -1.3% | -3.1% | 1.1% |
| Outperformance | 520bps | 380bps | -60bps |
| Outperformance excl. the 3 impacts | 500bps | 510bps | 420bps |

- Confirmed FY 2019 guidance, demonstrating increased resilience
- Maintaining the momentum of strategic transformation
 - Significant cost reduction plan announced early September for Clarion, accelerating integration process
 - Project to acquire remaining 50% stake of SAS to strengthen Faurecia's expertise in cockpit architecture and systems integration

Agenda

1

Q3 2019 Sales

2

Confirmed FY 2019 guidance

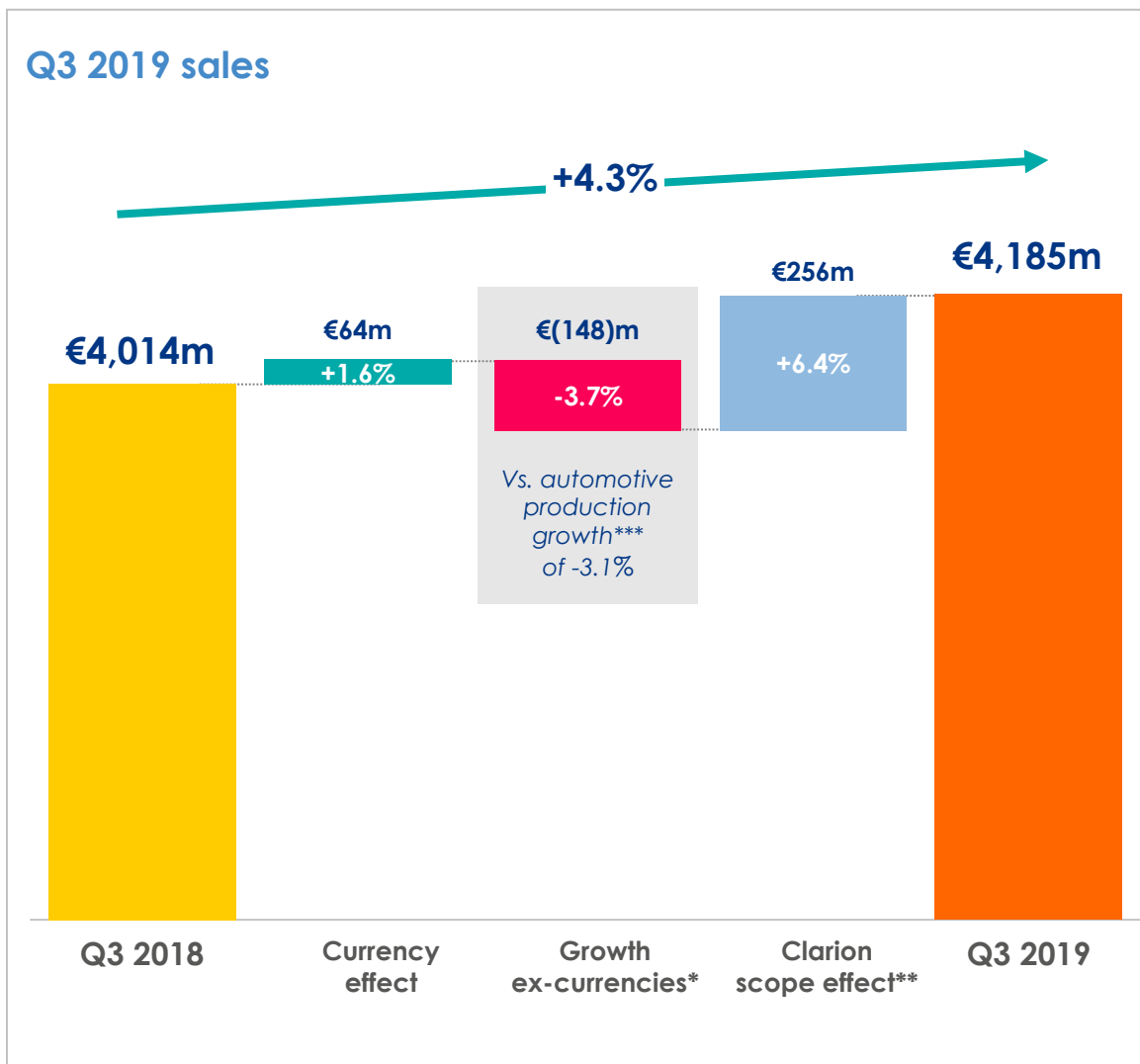
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Project to acquire remaining 50% stake of SAS

Q3 2019

Sales slightly below worldwide automotive production

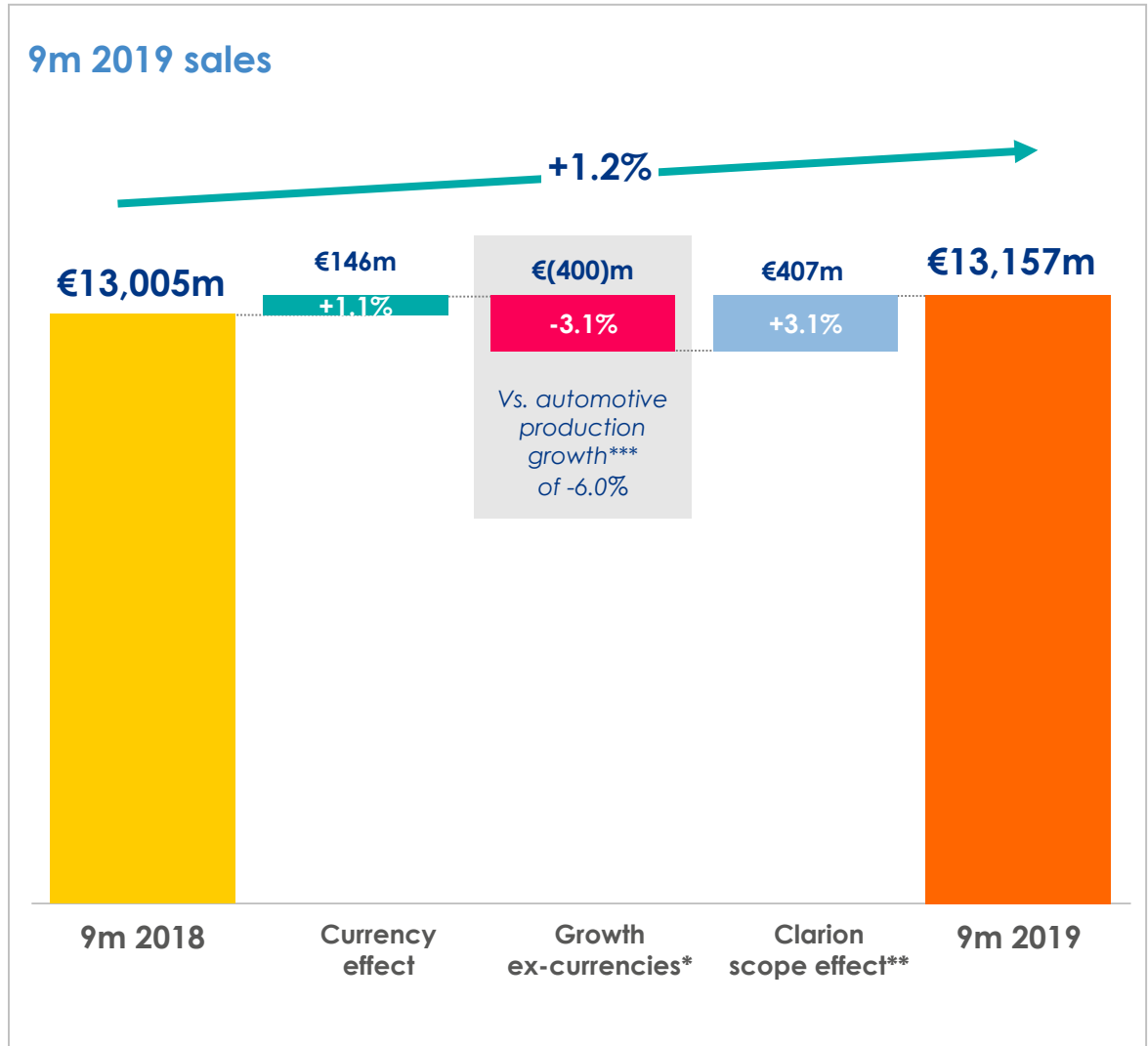
- **Worldwide automotive production was down 3.1%*** in Q3**
- **Faurecia's Q3 sales amounted to €4,185m, up 4.3% on a reported basis; they included:**
 - A scope effect of €256m due to the consolidation of Clarion
 - A limited bolt-on contribution of €14m, vs. a significant bolt-on contribution of €164m in H1
- **Ex-currency, Q3 sales were down 3.7%, impacted by:**
 - A peak effect of -4.5% or €179m due to the phasing of the already announced Seating EoPs; this effect will reduce as from Q4
 - An effect of -0.6% or €23m due to the GM strike in the US
- **Interiors and Clean Mobility outperformed worldwide automotive production, by respectively 160bps and 620bps**



9m 2019

Strong outperformance of 290bps

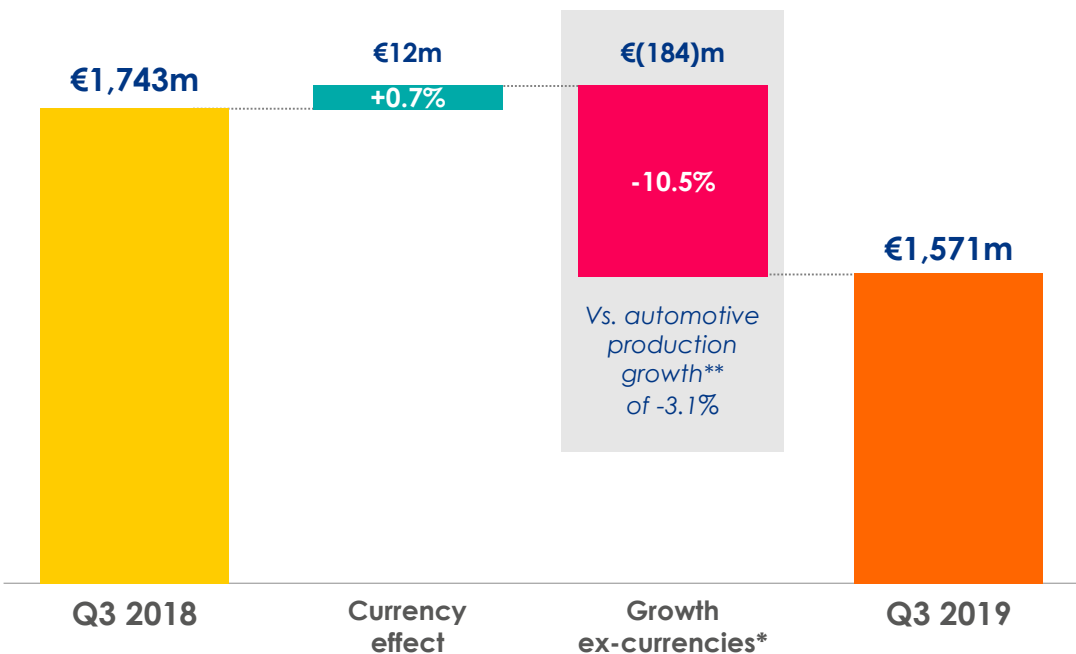
- Worldwide automotive production was down 6.0%*** in 9m, with China down 12.9%***
- Faurecia's 9m sales amounted to €13,157m, up 1.2% on a reported basis
 - Including a scope effect of €407m due to the consolidation of Clarion since April 1
- Ex-currency, 9m sales were down 3.1%, outperforming worldwide automotive production by 290bps
 - Including bolt-on contribution of €178m, mostly in H1
- **By Business Group:**
 - Interiors and Clean Mobility strongly outperformed, by respectively 380bps and 560bps
 - Seating slightly underperformed (-40bps), mostly due to the EoPs already mentioned in previous quarters
- **Outperformance since the beginning of the year is well within the range of 150bps to 350bps guided for FY 2019**



Seating

Sales continued to be impacted by significant EoPs

Q3 2019 sales



- Sales of €1,571m, down 9.9% on a reported basis
 - Including a positive currency effect of +0.7%
 - No bolt-on contribution in Q3
- Sales ex-currencies dropped by 10.5%, impacted by:
 - A negative impact from EoPs for a combined effect of €179m or -10.3%
 - A negative impact from the GM strike in the USA for €8m or -0.5%
- Sales drop is broadly in line with the previous quarter:
 - Excluding the positive effect from bolt-on contribution that favored Q2
 - Reflecting a higher negative impact from EoPs in Q3
- Over 2 years, sales ex-currencies were broadly stable, outperforming worldwide automotive production by c. 600bps
 - Challenging base of comparison from Q3 2018 that posted sales ex-currencies growth of +10.3%

The VW Chattanooga (USA) Seating business, is not included in consolidated sales figures; as a minority business, it is accounted for by the equity method (sales for this business amounted to €40m in Q3 2019)

9 months 2019

- Sales amounted to €5,210m, down 5.7% on a reported basis, including:

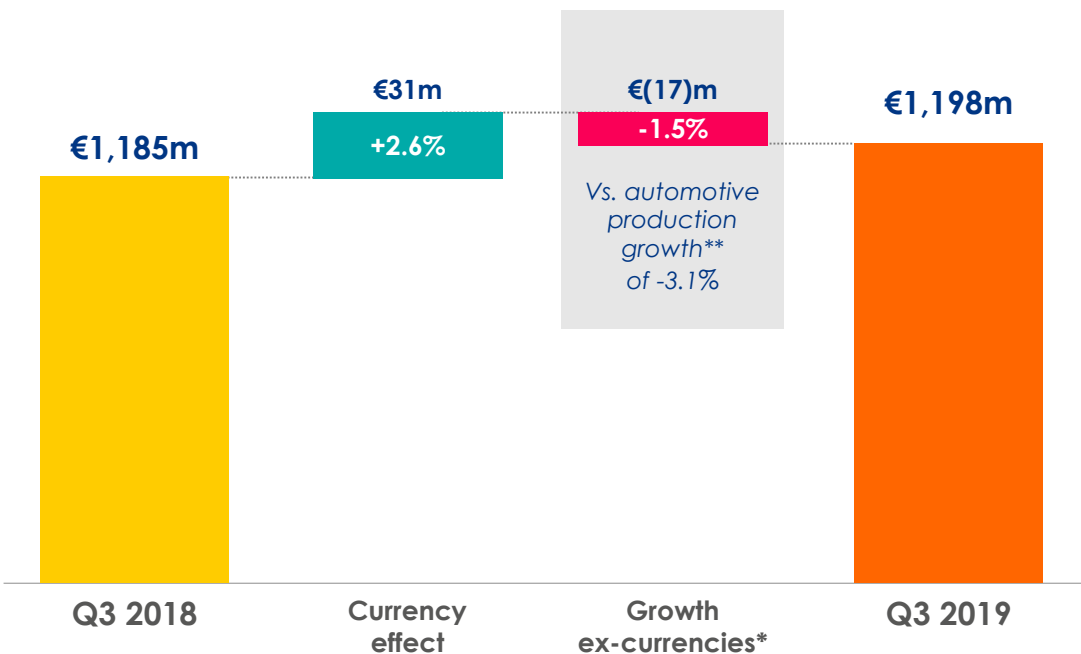
- A limited positive currency effect of €40m or +0.7%
- €106m (or +1.9%) from bolt-on contribution (BYD)

- Sales ex-currencies* dropped by 6.4% vs. automotive production growth of -6.0%
 - Including a negative impact from EoPs for a combined negative effect of €397m or -7.2%

Interiors

Continued outperformance in a challenging environment

Q3 2019 sales



- **Sales of 1,198m, up 1.1% on a reported basis**
 - Including a positive currency effect of +2.6% (mainly the USD and the TRY vs. the euro)
 - **Sales ex-currencies dropped by 1.5%, outperforming worldwide automotive production by 160bps**
 - **Growth with:**
 - VW and PSA in Europe,
 - FCA and Tesla in North America, and
 - Hyundai and Chinese OEMs in Asia
- did not offset challenging market conditions faced by other OEMs**

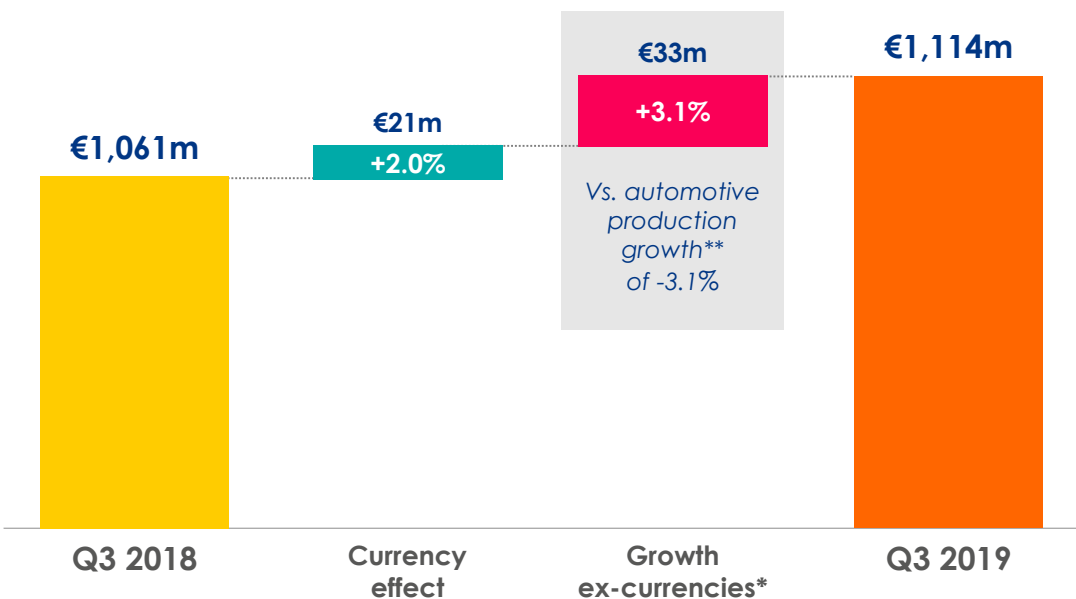
9 months 2019

- **Sales amounted to €3,939m, down 1.0% on a reported basis**
 - Including a positive currency effect of €45m or +1.1%
 - Including €21m (or +0.5%) from bolt-on contribution (Wuling)
- **Sales ex-currencies* dropped by 2.2% vs. automotive production growth of -6.0% → outperformance of 380bps**

Clean Mobility

Strong outperformance in a challenging environment

Q3 2019 sales



- Sales of 1,114m, up 5.1% on a reported basis
 - Including a positive currency effect of +2.0% (mainly attributable to the USD vs. the euro partly offset by the ARS)
 - Sales ex-currencies grew by 3.1%, outperforming worldwide automotive production by 620bps
 - Outperformance in all regions:
 - Europe: +80bps
 - North America: +1,080bps
 - Asia: +90bps
 - South America: +580bps
- mainly driven by VW, Ford, GM and Hyundai**

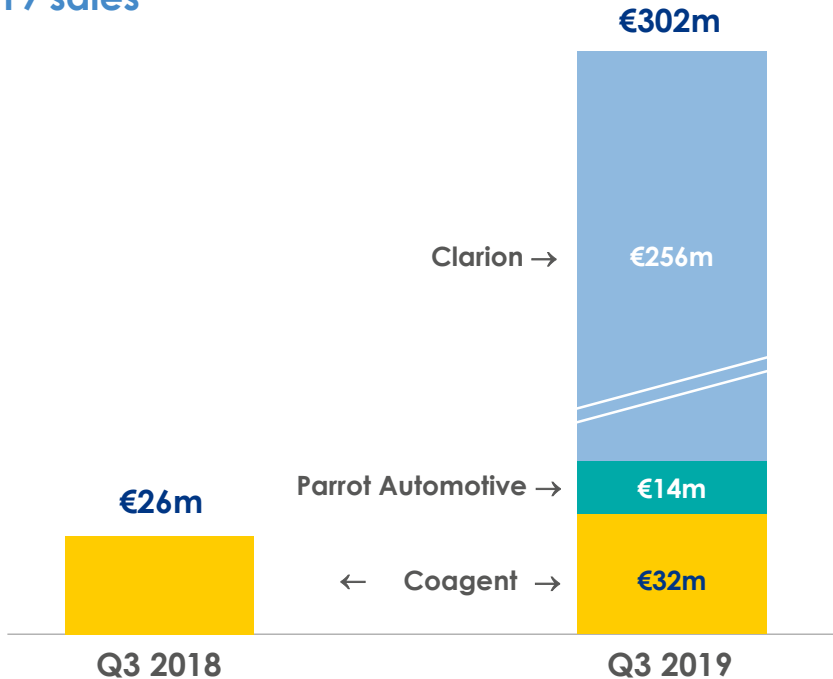
9 months 2019

- Sales amounted to €3,465m, up 1.3% on a reported basis
 - Including a positive currency effect of €60m or +1.7%
 - Including €14m (or +0.4%) from bolt-on contribution (Hug)
- Sales ex-currencies* were broadly stable (-0.4%) vs. automotive production growth of -6.0% → outperformance of 560bps

Faurecia Clarion Electronics

Solid growth at Coagent and integration of Clarion and Parrot Automotive

Q3 2019 sales



■ Sales of €302m, included:

- €32m for Coagent
- €14m for Parrot Automotive, consolidated as from Jan. 1, 2019
- €256m for Clarion (4 months in Q3 = June catch-up + July to September)

■ Solid growth at Coagent, driven by new launches

■ Clarion sales reflected:

- Lower sales to Nissan and Honda, as well as difficult market conditions in China
- Selectivity according to product line priorities

9 months 2019

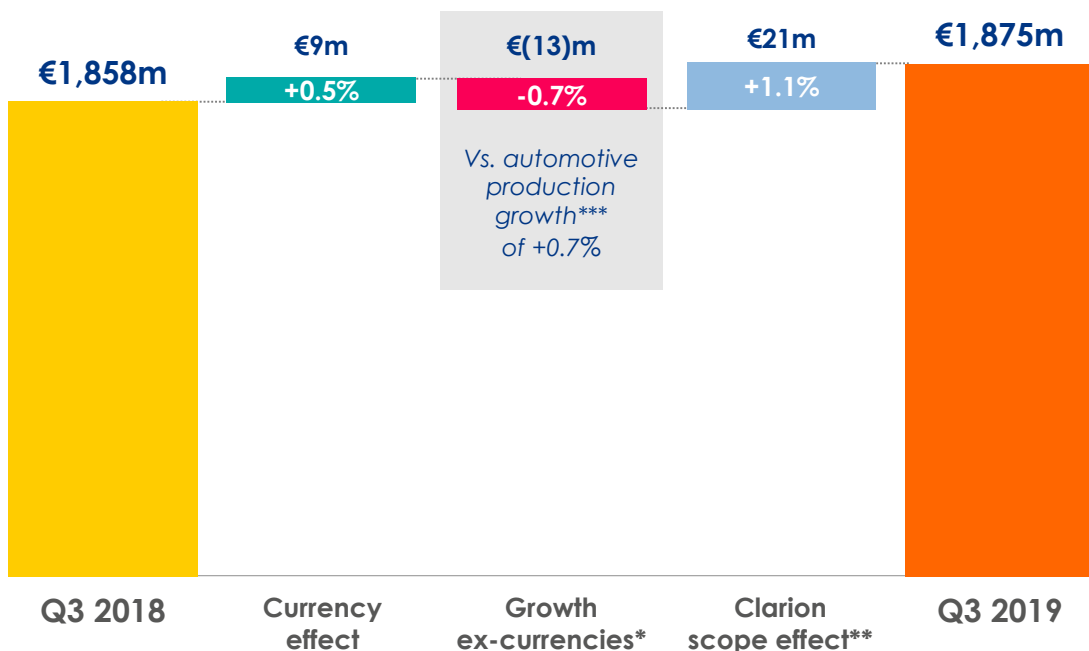
■ Sales amounted to €542m

- €98m for Coagent
- €37m for Parrot Automotive (consolidated as from Jan. 1, 2019)
- €407m for Clarion (consolidated as from April 1, 2019)

Europe

Resilient sales excluding the negative impact from Seating EoPs

Q3 2019 sales



- **Sales of €1,875m, up 0.9% on a reported basis, including:**
 - Limited positive currency effect of +0.5%
 - Limited bolt-on contribution (Parrot Automotive) of €12m (+0.6%)
 - Clarion scope effect of €21m (+1.1%)
- **Sales growth ex-currencies* dropped by 0.7%, penalized by:**
 - A negative impact from Seating EoPs for €30m (-1.6%)
- **Growth with PSA and VW as well as contribution from Parrot Automotive did not fully offset drop with other OEMs**

9 months 2019

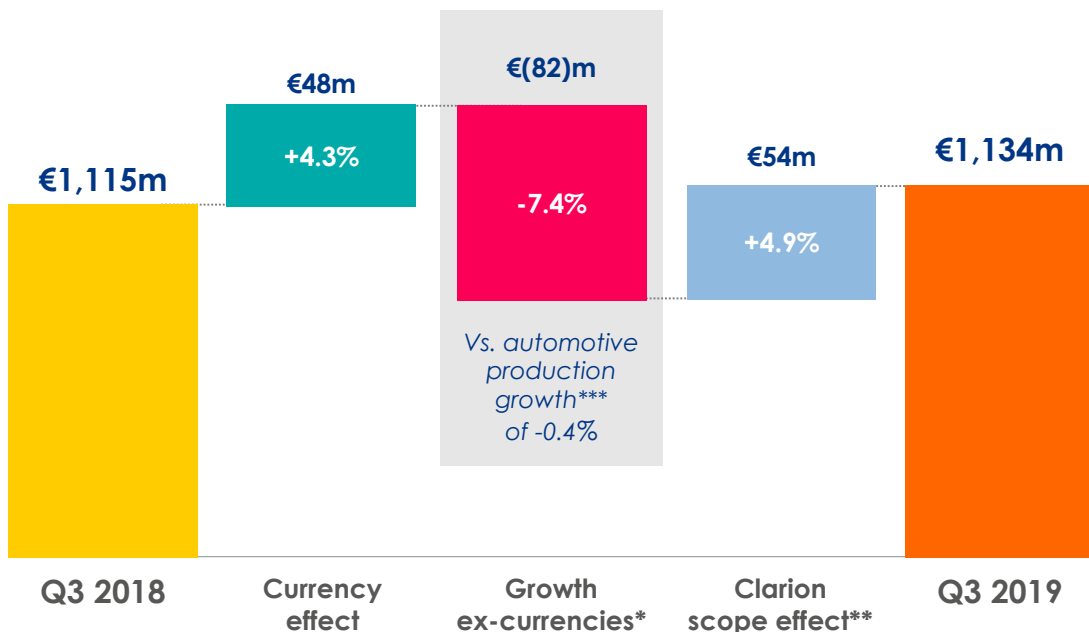
- **Reported sales amounted to €6,406m, down 2.8%, including:**
 - A limited negative currency effect of €22m (-0.3%)
 - €43m (+0.6%) from bolt-ons (Hug and Parrot)
 - €34m (+0.5%) from Clarion consolidation since April 1

- **Sales ex-currencies* dropped by 2.9% vs. automotive production growth of -3.8% → outperformance of 90bps**

North America

Continued impact from a significant EoP in Seating + GM strike impact

Q3 2019 sales



- **Sales of €1,134m, up 1.8% on a reported basis, including:**
 - Positive currency effect of +4.3% (mainly the USD vs. the euro)
 - Clarion scope effect of €54m (+4.9%)
- **Sales ex-currencies dropped by 7.4%, impacted by:**
 - A negative impact from Seating EoP for €91m or -8.2%
 - A negative impact from the GM strike in the USA (that started mid-September) for €23m or -2.1%
 - A negative customer mix effect
- **Solid outperformance of Clean Mobility, whose sales posted a double digit growth in the region**

9 months 2019

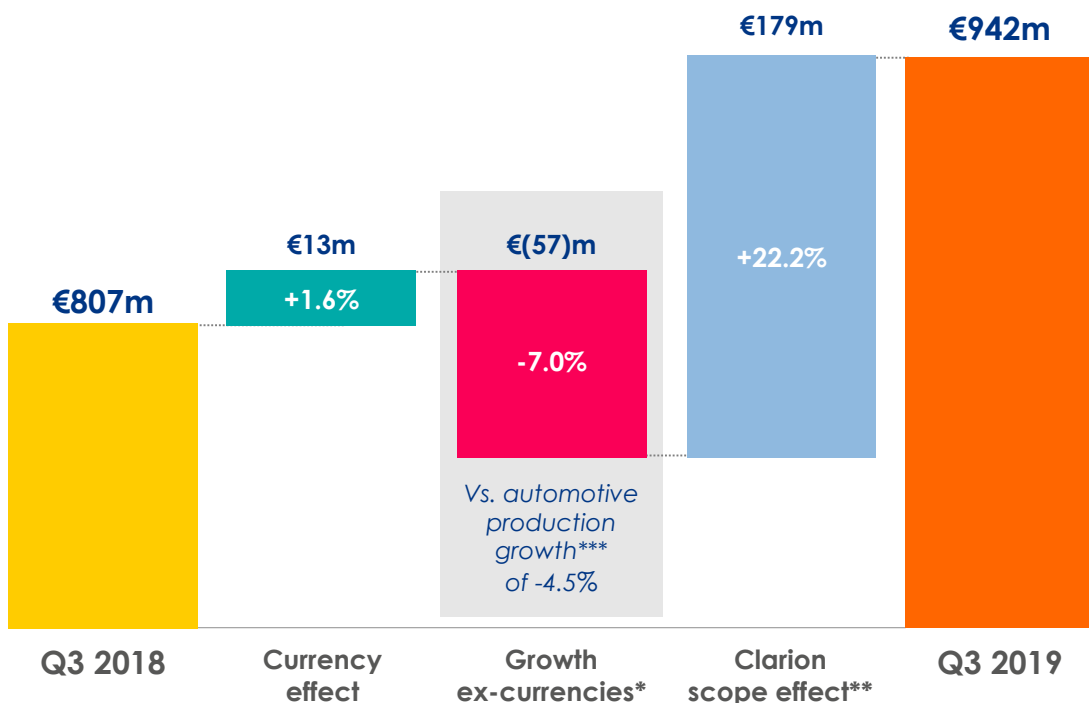
- **Reported sales amounted to €3,423m, up 2.3%, including:**
 - A positive currency effect of €198m (+5.9%)
 - €101m (+3.0%) from Clarion scope effect

- **Sales ex-currencies* dropped by 6.6% vs. automotive production growth of -2.2% → underperformance of 440bps, reflecting the negative impact from Seating EoP for €226m (-6.8%)**

Asia

Strong growth in reported sales driven by Clarion consolidation

Q3 2019 sales



- **Sales of €942m, up 16.8% on a reported basis, including:**

- Positive currency effect of +1.6% (mainly the CNY and the THB vs. the euro)
- Clarion scope effect of €179m (+22.2%)

- **Sales ex-currencies* dropped by 7.0%, impacted by:**

- A negative impact from Seating EoP in China for €58m (or -7.2% of last year's sales)
- A negative impact from BYD in China, whose sales dropped year-on-year by €25m (or -3.1% of last year's sales)

- **In China, sales amounted to €598m, down 4.9% on a reported basis**

- Sales ex-currencies dropped by 9.8% impacted by the €83m mentioned above (or -13.2% of last year's sales)
- Sales to Chinese OEMs reached €186m, representing 31% of the Group's sales in the country

9 months 2019

- **Reported sales amounted to €2,659m, up 13.1%, including:**

- A positive currency effect of €29m (+1.2%)
- €269m (+11.4%) from Clarion scope effect
- €135m (+5.7%) from bolt-on contribution (BYD and Wuling)

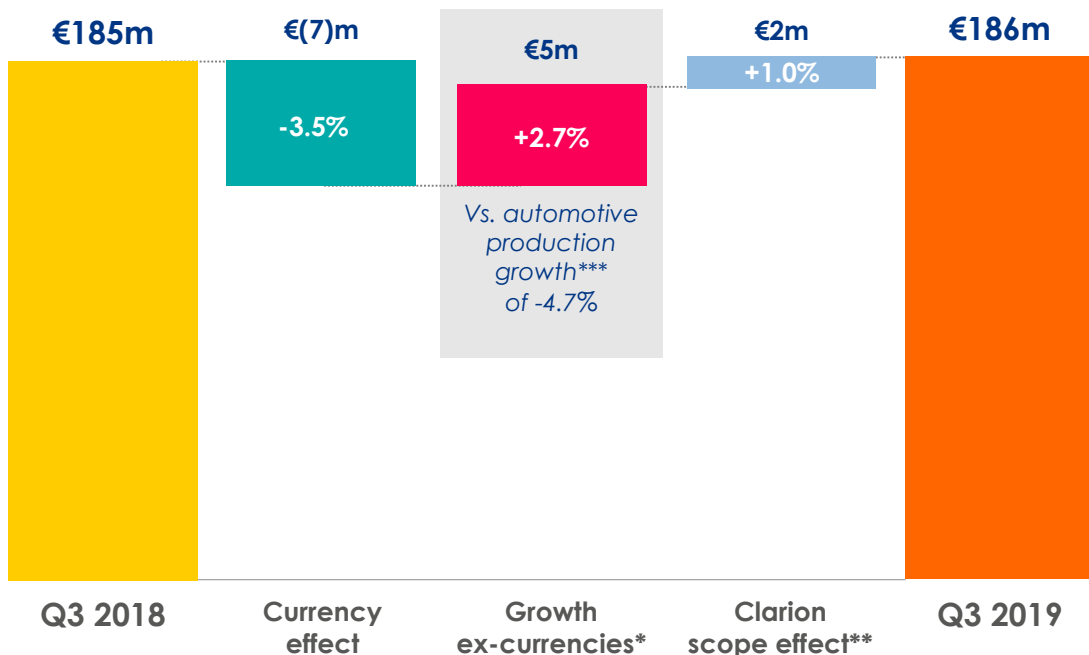
- **Sales ex-currencies* were slightly up (+0.5%) vs. automotive production growth of -7.3% → outperformance of 780bps**

- China was down 2.5% vs. automotive production growth of -12.9% → outperformance of 1,040bps

South America

Sales growth in all Business Groups

Q3 2019 sales



- Sales of €186m, broadly stable on a reported basis, including:
 - A negative currency effect of -3.5% (mainly the ARS vs. the euro partly offset by the BRL)
- Sales growth ex-currencies grew by 2.7%, outperforming regional automotive production by 740bps
- Outperformance in all Business Groups

9 months 2019

- Reported sales amounted to €530m, down 3.3%, including:
 - A negative currency effect of €52m (-9.5%)
 - A limited Clarion scope effect of €3m (+0.5%)

- Sales ex-currencies grew by 5.7% vs. automotive production growth of -3.5% → outperformance of 920bps

Agenda

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Q3 2019 Sales

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Project to acquire remaining 50% stake of SAS

Confirmed FY 2019 guidance, demonstrating increased resilience

- With the revised assumption of worldwide automotive production, now expected to be down by close to 6% in 2019 vs. 2018, we confirm our full-year 2019 targets*:

SALES

FY 2019 sales at constant currencies should outperform worldwide automotive production between 150 and 350bps

(excluding Clarion consolidation)

PROFITABILITY

FY 2019 operating income should increase in value and operating margin should be at least 7% of sales

(including Clarion consolidation as from April 1)

NET CASH FLOW

FY 2019 net cash flow should be at least €500m

(including Clarion consolidation as from April 1)

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Project to acquire remaining 50% stake of SAS

Project to acquire remaining 50% stake of SAS will strengthen Faurecia's expertise in cockpit architecture and systems integration

■ SAS: the Cockpit and Module Experts

- JV 50/50 between Faurecia and Continental
- Active for more than 20 years
- Leader in complex cockpit module assembly
- Flexible business model and strong operational expertise in systems integration and complexity management



■ Strategic rationale

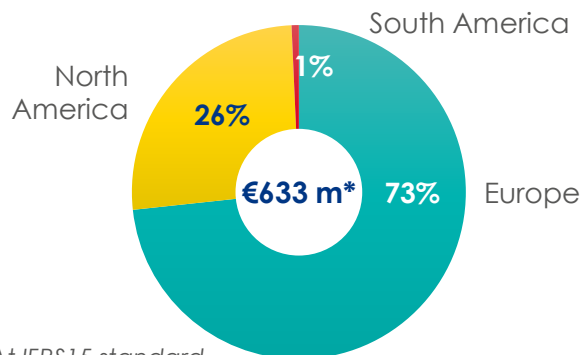
- Expand Faurecia's systems integration offer to all interior modules and integration of new solutions such as displays, electronics, sensors and thermal management
- Strengthen Faurecia's JIT network
- Fully aligned with Faurecia's strategy to become a strong leader in cockpit systems integration
- Strong synergies through manufacturing engineering, logistics and footprint optimization as well as in purchasing and SG&A

SAS

Company profile

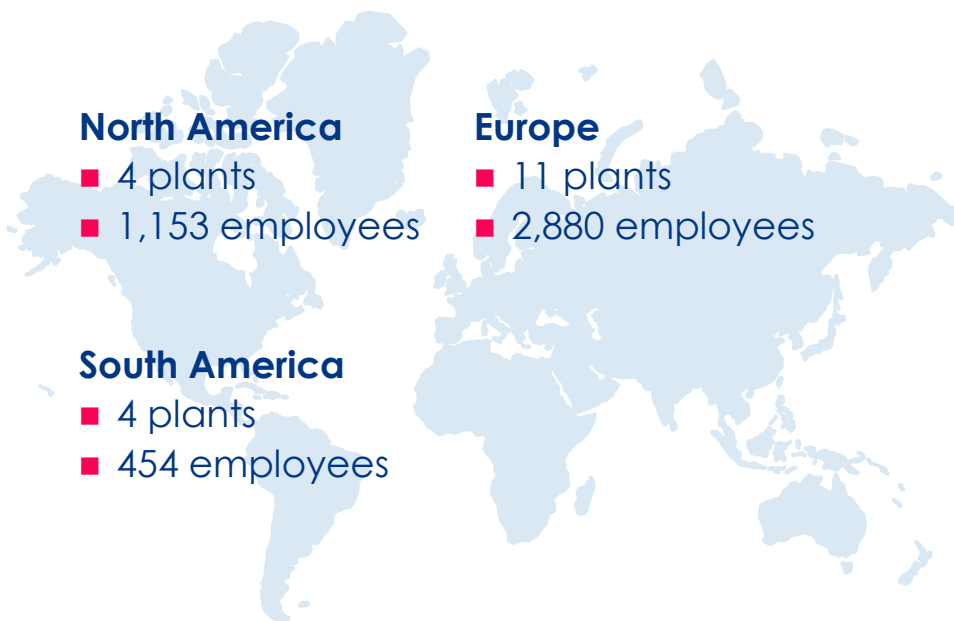
SALES BY REGION

2018



* At IFRS15 standard

19 PLANTS WORLDWIDE



South America

- 4 plants
- 454 employees

- 32 assembly lines
- 5.6 million modules assembled
- 45 programs in production

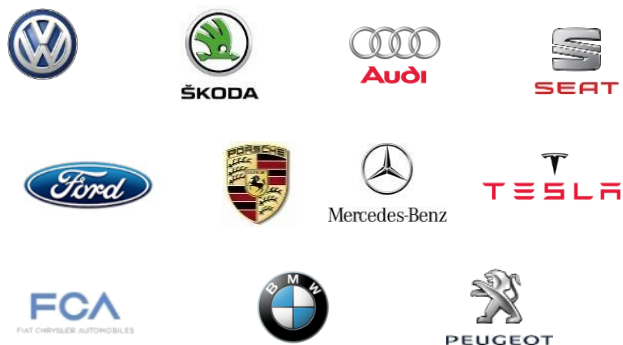
KEY FACTS

Headquarter: Karlsruhe, Germany

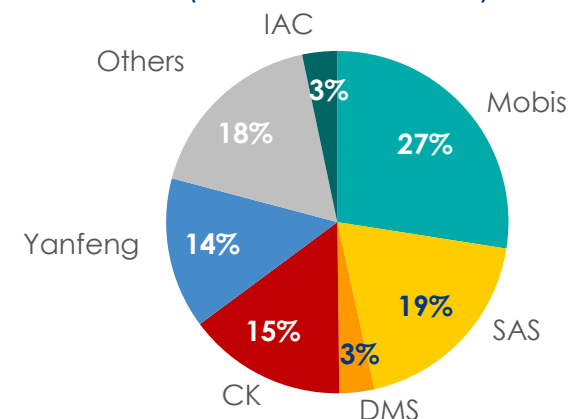
4,487 employees worldwide

- 3,662 MoD
- 825 Mol
- 95 engineers

CUSTOMERS



Estimated market shares on Cockpit module (accessible market)



A strategic and immediately accretive acquisition

- **SAS has been accounted for by the equity method in Faurecia's consolidated statements:**
 - In 2018, the share of net income from associates (50%) amounted to €23.5m
- **SAS sales (IFRS15) should be around €700m in 2019 (vs. €633m in 2018) and should exceed €1bn by 2024, representing a CAGR of c. 9%**
- **Immediate accretion on Operating Margin, Net Income and ROCE**
- **Price for the 50% remaining shares: €225m (excluding cash)**
- **Calendar:**
 - MoU signed on October 14
 - Employee consultations and regulatory approvals underway
 - Closing expected in early 2020
- **It will be consolidated into the Interiors Business Group**

Q3 2019 SALES
Appendices



Q3 2019 sales by Business Group

| Sales (in €m) | Reported | Currency effect | | Growth ex-currencies* | | Clarion scope effect** | | Reported | |
|---|--------------|-----------------|-------------|-----------------------|--------------|------------------------|-------------|--------------|-------------|
| | Q3 2018 | value | % | value | % | value | % | Q3 2019 | % |
| Seating <i>of which bolt-ons</i> | 1,743 | 12 | 0.7% | -184 | -10.5% | | | 1,571 | -9.9% |
| | | 0 | 0.0% | | | | | | |
| Interiors <i>of which bolt-ons</i> | 1,185 | 31 | 2.6% | -17 | -1.5% | | | 1,198 | 1.1% |
| | | 0 | 0.0% | | | | | | |
| Clean Mobility <i>of which bolt-ons</i> | 1,061 | 21 | 2.0% | 33 | 3.1% | | | 1,114 | 5.1% |
| | | 0 | 0.0% | | | | | | |
| Faurecia Clarion Electronics <i>of which bolt-ons</i> | 26 | 1 | 2.0% | 20 | | 256 | | 302 | |
| | | | | 14 | | | | | |
| Group <i>of which bolt-ons</i> | 4,014 | 64 | 1.6% | -148 | -3.7% | 256 | 6.4% | 4,185 | 4.3% |
| | | | | 14 | 0.3% | | | | |

* Consistent with previous quarters, growth ex-currencies included bolt-ons (detailed in Appendix)

** In Q3 2019, four months of Clarion sales were consolidated (June catch-up + July to September)

Q3 2019 sales by region

| Sales (in €m) | Reported Q3 2018 | Currency effect | | Growth ex-currencies* | | Clarion scope effect** | | Reported | |
|--------------------------|---------------------|-----------------|-------------|-----------------------|--------------|------------------------|-------------|--------------|-------------|
| | | value | % | value | % | value | % | Q3 2018 | % |
| Europe | 1,858 | 9 | 0.5% | -13 | -0.7% | 21 | 1.1% | 1,875 | 0.9% |
| <i>of which bolt-ons</i> | | | | 12 | 0.6% | | | | |
| North America | 1,115 | 48 | 4.3% | -82 | -7.4% | 54 | 4.9% | 1,134 | 1.8% |
| Asia | 807 | 13 | 1.6% | -57 | -7.0% | 179 | 22.2% | 942 | 16.8% |
| <i>of which China</i> | 629 | 9 | 1.4% | -61 | -9.8% | 22 | 3.5% | 598 | -4.9% |
| <i>of which bolt-ons</i> | | | | 2 | 0.3% | | | | |
| South America | 185 | -7 | -3.5% | 5 | 2.7% | 2 | 1.0% | 186 | 0.2% |
| RoW | 49 | 0 | 0.8% | -2 | -3.8% | | | 47 | -3.0% |
| Group | 4,014 | 64 | 1.6% | -148 | -3.7% | 256 | 6.4% | 4,185 | 4.3% |
| <i>of which bolt-ons</i> | | | | 14 | 0.3% | | | | |

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** In Q3 2019, four months of Clarion sales were consolidated (June catch-up + July to September)

9m 2019 sales by Business Group

| Sales (in €m) | Reported | Currency effect | | Growth ex-currencies* | | Clarion scope effect | | Reported | |
|---|---------------|-----------------|-------------|-----------------------|--------------|----------------------|-------------|---------------|-------------|
| | 9m 2018 | value | % | value | % | value | % | 9m 2019 | % |
| Seating <i>of which bolt-ons</i> | 5,524 | 40 | 0.7% | -354 | -6.4% | | | 5,210 | -5.7% |
| | | | | 106 | 1.9% | | | | |
| Interiors <i>of which bolt-ons</i> | 3,981 | 45 | 1.1% | -86 | -2.2% | | | 3,939 | -1.0% |
| | | | | 21 | 0.5% | | | | |
| Clean Mobility <i>of which bolt-ons</i> | 3,421 | 60 | 1.7% | -15 | -0.4% | | | 3,465 | 1.3% |
| | | | | 14 | 0.4% | | | | |
| Faurecia Clarion Electronics <i>of which bolt-ons</i> | 80 | 1 | 1.5% | 54 | | 407 | | 542 | |
| | | | | 37 | | | | | |
| Group <i>of which bolt-ons</i> | 13,005 | 146 | 1.1% | -400 | -3.1% | 407 | 3.1% | 13,157 | 1.2% |
| | | | | 178 | 1.4% | | | | |

* Consistent with previous quarters, growth ex-currencies included bolt-ons (detailed in Appendix)

9m 2019 sales by region

| Sales (in €m) | Reported 9m 2018 | Currency effect | | Growth ex-currencies* | | Clarion scope effect | | Reported | |
|--------------------------|---------------------|-----------------|-------------|-----------------------|--------------|----------------------|-------------|---------------|-------------|
| | | value | % | value | % | value | % | 9m 2018 | % |
| Europe | 6,588 | -22 | -0.3% | -194 | -2.9% | 34 | 0.5% | 6,406 | -2.8% |
| <i>of which bolt-ons</i> | | | | 43 | 0.6% | | | | |
| North America | 3,347 | 198 | 5.9% | -222 | -6.6% | 101 | 3.0% | 3,423 | 2.3% |
| Asia | 2,350 | 29 | 1.2% | 11 | 0.5% | 269 | 11.4% | 2,659 | 13.1% |
| <i>of which China</i> | 1,798 | 15 | 0.9% | -44 | -2.5% | 37 | 2.1% | 1,806 | 0.4% |
| <i>of which bolt-ons</i> | | | | 135 | 5.7% | | | | |
| South America | 549 | -52 | -9.5% | 31 | 5.7% | 3 | 0.5% | 530 | -3.3% |
| RoW | 172 | -7 | -3.9% | -26 | -15.4% | | | 139 | -19.3% |
| Group | 13,005 | 146 | 1.1% | -400 | -3.1% | 407 | 3.1% | 13,157 | 1.2% |
| <i>of which bolt-ons</i> | | | | 178 | 1.4% | | | | |

* Consistent with previous quarters, growth ex-currencies included bolt-ons (detailed in Appendix)

Q3 & 9m 2019 bolt-on contribution to sales

| Sales (in €m) | Business Group | Region | Conso as from | Q1 2019 | Q2 2019 | H1 2019 | Q3 2019 | 9M 2019 |
|---|---------------------|-------------|---------------|--------------|--------------|--------------|--------------|---------------|
| Hug Engineering | Clean Mobility | Europe | Q2 2018 | 14 | 0 | 14 | 0 | 14 |
| JV with Wuling | Interiors | Asia | Q2 2018 | 21 | 0 | 21 | 0 | 21 |
| BYD | Seating | Asia | Q3 2018 | 59 | 48 | 106 | 0 | 106 |
| Parrot Automotive | Clarion Electronics | Europe/Asia | Q1 2019 | 12 | 12 | 23 | 14 | 37 |
| TOTAL | | | | 105 | 60 | 164 | 14 | 178 |
| Total Group sales 2018 | | | | 4,315 | 4,677 | 8,991 | 4,014 | 13,005 |
| % of 2019 ex-currency sales growth due to bolt-on contribution | | | | 2.4% | 1.3% | 1.8% | 0.3% | 1.4% |

2018 sales by quarter with Coagent presented separately from Interiors

| Sales (in €m) | Q1 2018 | Q2 2018 | Q3 2018 | Q4 2018 | FY 2018 |
|--|--------------|--------------|--------------|--------------|---------------|
| Seating | 1,817 | 1,964 | 1,743 | 1,914 | 7,438 |
| Interiors (restated for Coagent) | 1,358 | 1,438 | 1,185 | 1,382 | 5,363 |
| Clean Mobility | 1,106 | 1,254 | 1,061 | 1,194 | 4,615 |
| Coagent (to be incl. into Faurecia Clarion Electronics) | 34 | 20 | 26 | 30 | 109 |
| Group | 4,315 | 4,677 | 4,014 | 4,520 | 17,525 |

Calendar

November 26, 2019

Capital Markets Day in Paris (Pavillon d'Armenonville)

December 5, 2019

Goldman Sachs Global Automobile Conference (London)

January 2020

Presence at the Consumer Electronics Show (Las Vegas)

February 17, 2020

FY 2019 results announcement (before market hours)

Contact & share data

Investor Relations

Marc MAILLET

Tel: +33 1 72 36 75 70

E-mail: marc.maillet@faurecia.com

Anne-Sophie JUGEAN

Tel: +33 1 72 36 71 31

E-mail: annesophie.jugean@faurecia.com

23-27, avenue des Champs Pierreux

92000 Nanterre (France)

Web site: www.faurecia.com

Share Data

Bloomberg Ticker: EO:FP

Reuters Ticker: EPED.PA

Datastream: F:BERT

ISIN Code: FR0000121147

Bonds ISIN Codes

2023 bonds: XS1384278203

2025 bonds: XS1785467751

2026 bonds: XS1963830002

Safe Harbor Statement

This report contains statements that are not historical facts but rather forward-looking statements. The words "will," "may," "designed to," "outlook," "believes," "should," "anticipates," "plans," "expects," "intends," "estimates" and similar expressions identify these forward-looking statements. All such statements are based upon our current expectations and various assumptions, and apply only as of the date of this report.

Our expectations and beliefs are expressed in good faith and we believe there is a reasonable basis for them.

However, there can be no assurance that forward-looking statements will materialize or prove to be correct. Because such statements involve risks and uncertainties such as automotive vehicle production levels, mix and schedules, financial distress of key customers, energy prices, raw material prices, the strength of the European or other economies, currency exchange rates, cancellation of or changes to commercial contracts, liquidity, the ability to execute on restructuring actions according to anticipated timelines and costs, the outcome could differ materially from those set out in the statements.

Except for our ongoing obligation to disclose information under law, we undertake no obligation to update publicity any forward-looking statements whether as a result of new information or future events.

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