



Agenda

2020 Results **New Perspectives Governance & Compensation Questions & Answers Voting results**



Combined General Meeting of May 31, 2021

2020 Results

Michel Favre Chief Financial Officer





Faurecia emerges stronger from the 2020 Covid crisis

- **Agility and resilience** in the face of the Covid-19 crisis, with a strict, effective protocol in place: "Safer & Stronger Together"
- > A year of strong contrasts
 - ▶ H1 heavily impacted by the Covid-19 crisis, with a 34% decline in global auto production
 - A strong recovery in H2, in which Faurecia exceeded all of its objectives for the period
- > Rigorous management of liquidity
 - The available cash at the end of 2020 (€4.3bn) is higher than at the end of 2019 (€3.5bn)
- New record order intake of €26bn



The global "Safer & Stronger Together" protocol has proven its effectiveness

- > A protocol developed in two weeks
 - Rolled out at nearly **300 sites** worldwide
 - Recognised by the authorities as "best in class" and shared with our partners
 - Audited regularly to ensure proper implementation
 - Also favoured by our employees
- **Large-scale mask production** for the Group's needs
- > Numerous actions to support local communities









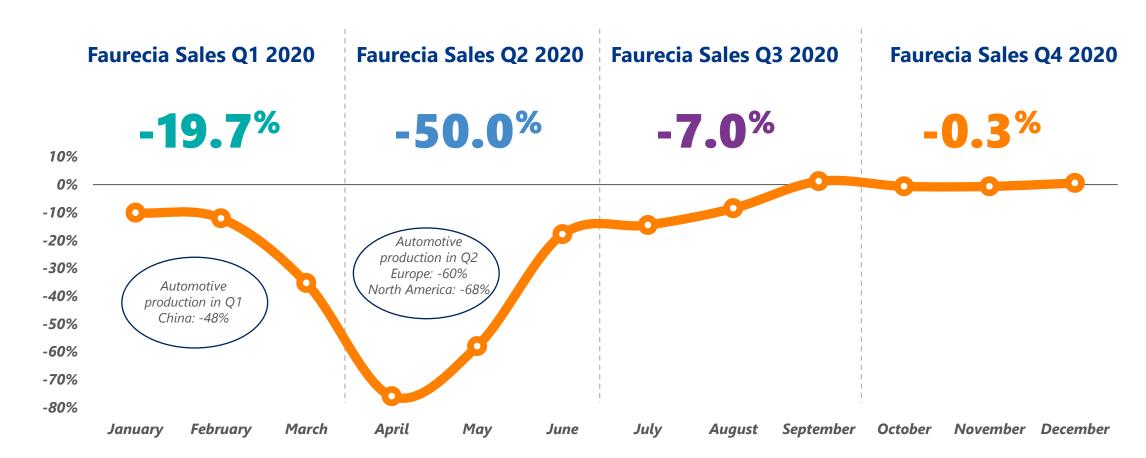






The low point in sales was reached in the 2nd quarter of 2020

- > In Q1, the major impact of the Covid-19 crisis was felt in Asia (c. 20% of Group sales)
- > In Q2, it was in Europe and North America (c. 75% of Group sales)



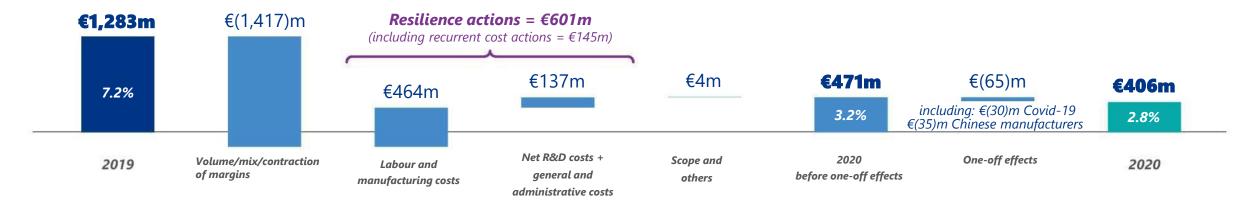


Strong resistance over the full year Strong recovery in operating margin in H2 at 6.1% of sales

> Sales



> Operating income



^{*} SAS for €574m (11 months) and Clarion for €167m (3 months)



Return to a positive net income of €54m in the 2nd half of the year

Despite a return to positive net income in H2, the €969m decline in net income for FY 2020 mainly reflected:

CONSOLIDATED NET INCOME, GROUP SHARE (in €m) **590** 346 244 -379 -433 H1 2019 H2 2019 H1 2020 H2 2020 2019 2020

1. The decrease in operating income commented on earlier

Operating income of €520m or 6.1% of sales in H2



Increased restructuring costs to cope with the crisis

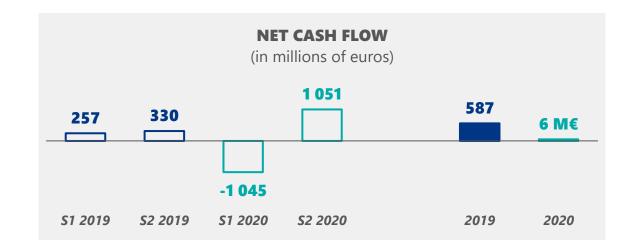
- Increase from H2 2019 and annual amount of €(286)m in 2020
- From 2021 onwards, they will be reduced to around €120m, returning to a normalised level of €80-100m from 2022

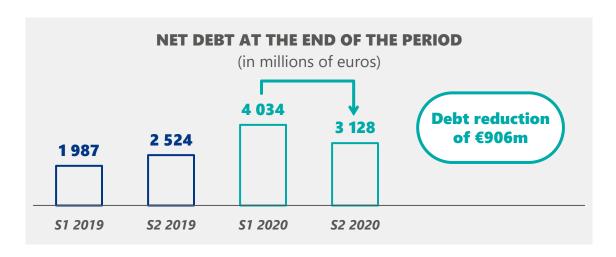
RESTRUCTURING COSTS (in €m)								
-71	-123	-89	-197	-194	-286			
S1 2019	S2 2019	S1 2020	S2 2020	2019	2020			



In H2, Faurecia more than offset the cash burn in H1 and reduced its debt by €906m compared to 30 June

- Net cash flow of €1.051bn in H2, higher than the cash burn of €1.045bn in H1
- No dividend paid out in 2020 due to the exceptional context of the Covid-19 crisis, versus a dividend of €1.25 per share paid out in 2019
- Net debt reduced by €906m in H2 (including a negative impact of €121m due to the adoption of IFRS 16)
- Net debt/EBITDA ratio reduced to 1.9x as at 31 December 2020
 - At 30 June, ratio was 2.3x
- Continued debt reduction in 2021
 - ► Target <1.5x as at 31 December 2021

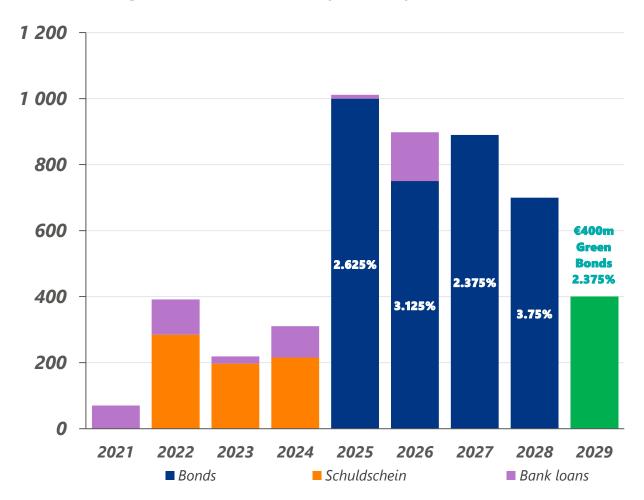






Strict liquidity management and improved financial flexibility with more available cash at the end of 2020 than at the end of 2019

Long-term cash resources by maturity as of 31 March 2021



- > Solid, improved financial flexibility
 - July 2020: issue of €1bn of new bonds
- > No major reimbursement until 2025
- Low average cost of long-term debt (>3%)
- **>** Available cash of €4.3bn at the end of 2020, higher than the €3.5bn at the end of 2019
 - **Including the undrawn €1.2bn syndicated credit facility**

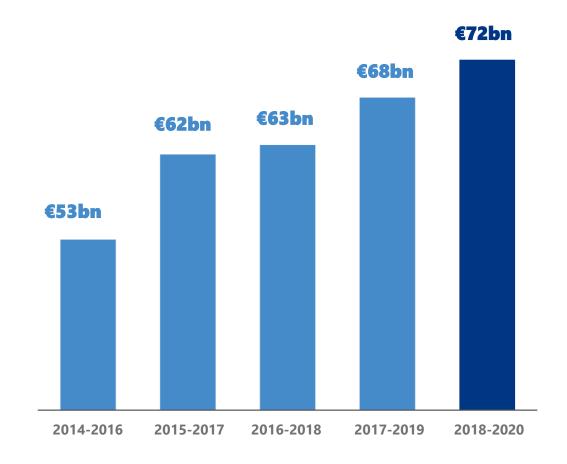
2021

- **>** January: €190m bond issue maturing in 2027 at 2.25%
- March: successful first senior green bond issue with €400 million maturing in 2029 at 2.375%
- May: extension of the syndicated credit facility line to €1,5bn (undrawn) now maturing in 2026



New record order intake in 2020

3 year rolling order intake (lifetime sales)



- > Effectiveness of the "Total Customer Satisfaction" programme
 - 40 customer awards
 - 4.2 stars for customer perception in 2020 versus 3.9 in 2019 (out of a maximum of 5)
- **Record order intake of €26bn in 2020**, resulting in **€72bn** cumulated 2018-2020
 - Continued gains in market share
 - High profitability of business awards
- > Strong performance by Clarion Electronics at €2.5bn, confirming turnaround roadmap
- **China** represents **20%** of total order intake
- > At the end of May 2021, order intake confirms the objective of reaching a minimum of €26bn in 2021



What to remember about 2020

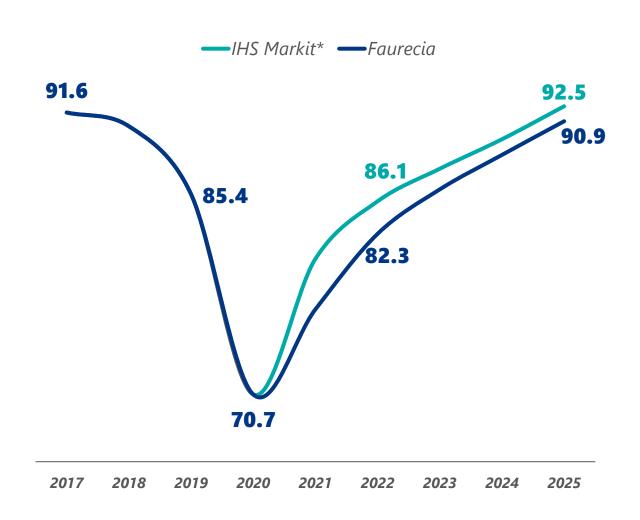


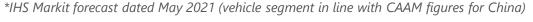
A strengthened, agile Group fully committed to transformation



2021 marks a gradual return of global automotive production to pre-crisis levels, despite remaining uncertainties

- Global automotive production is expected to gradually return to pre-Covid crisis levels
 - The 2019 level should be reached again between 2022 and 2023
 - A level of 90 million vehicles should be reached between 2024 and 2025
- > For 2021, Faurecia has based its guidance on an estimated global automotive production of 76.6 million
 - The latest IHS Markit* estimate is 79.5 million
- > Faurecia's 2021 estimate takes into account
 - The global shortage of electronic components, aggravated in the 2nd quarter by the fire in March at the Japanese plant of a major supplier to the automotive industry and bad weather in Texas
 - Macroeconomic uncertainties, particularly related to Covid-19 and its variants







Strong sales growth to €4.005bn in Q1 2021

- > Solid growth of +12.2% at constant exchange rates and scope of consolidation
 - Double-digit growth for Seating (+13.6%), Interiors (+11.7%), and Clean Mobility (+12.3%)
 - Clarion Electronics grew by +5.7% despite the shortage of electronic components
- > Strong over-performance in all regions
 - Particularly in China, where sales exceeded even those of Q1 2019 (pre-Covid): growth of +88.4% and over-performance by 480 basis points
- > Acceleration of over-performance from Q2 onwards, to reach an over-performance of at least 600 basis points for all of FY 2021
 - Turnaround in the geographical mix in Q2, after a particularly unfavourable impact in Q1
 - Contribution from the ramp-up of new programmes in the Seating business group
- > Acquisition of a majority stake in CLD in China to accelerate the zero-emission hydrogen strategy



Our 2021 guidance demonstrates strong operating leverage and cash generating ability

- > Guidance based on worldwide automotive production at **76.6 million vehicles*** (+8% vs 2020)
- > Strong operating leverage thanks to resilience actions lowering breakeven of operations
- > Back to solid net cash flow generation and focus on continuous deleveraging



≥ €16.5bn**

Strong outperformance > +600 bp



c. 7% of sales *Near to pre-Covid levels*



c. €500m

Net debt to EBITDA <1.5x at year-end



^{*} The estimated global auto production assumes no new large-scale lockdown that could disrupt production or retailing in any auto production region during the year

^{**} Including a negative foreign currency effect of approximately €(500)m (main exchange rate assumptions for USD/EUR at 1.18 and CNY/EUR at 8.15 on average)

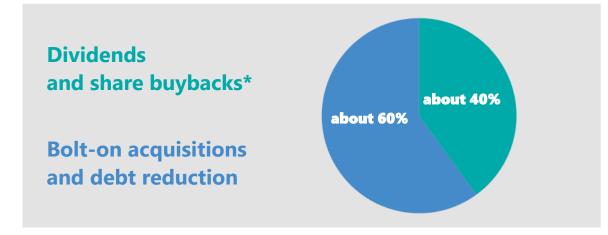
Resumption of dividend payments from 2021 and cash allocation policy confirmed

> Proposed €1 per share to be paid in June 2021



- **Dividend policy** intended to provide a fair return to shareholders
 - The return of dividend payments from 2021 at €1 per share* demonstrates Faurecia's confidence in its prospects
 - Objective of a continuous dividend increase as profits and cash generation increase

> A clearly-defined allocation strategy



- > Net cash flow allocation strategy confirmed
 - ▶ 40% for dividends and share buybacks*
 - ▶ 60% for debt reduction and/or bolt-on acquisitions

^{*} Share buybacks are mainly allocated to free share programmes, in order to avoid dilution for shareholders



^{*} Subject to approval by the Shareholders' General Meeting on 31 May 2021

Combined General Meeting of May 31, 2021

New Perspectives

Patrick Koller Chief Executive Officer





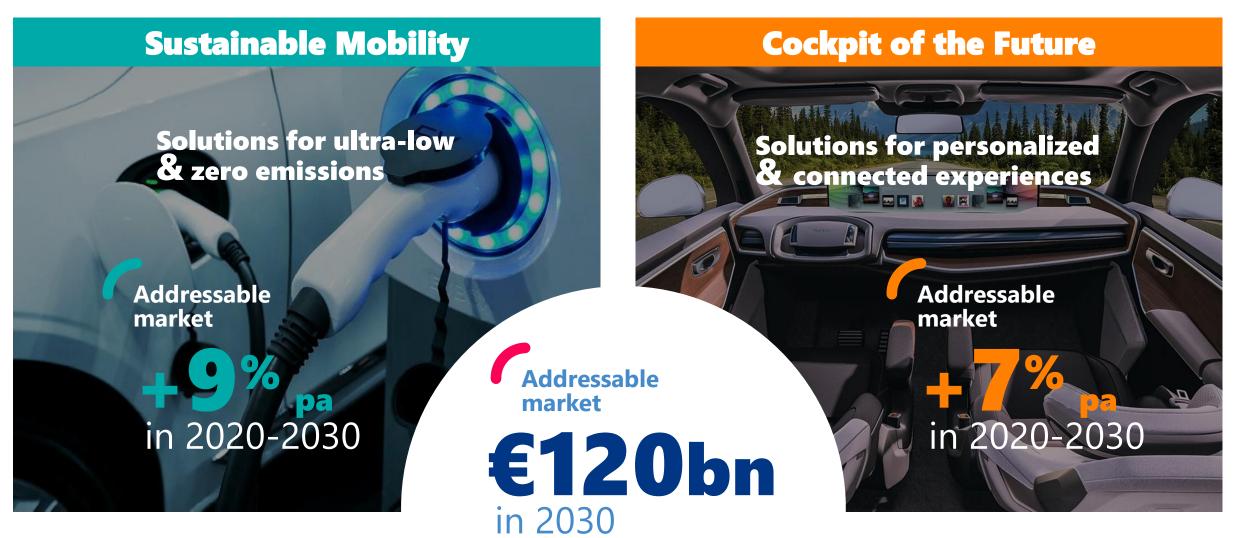
Four major issues impacting the automotive industry





We are focused on two fast-growing areas

Sustainable Mobility and Cockpit of the Future



Focused innovation with short time-to-market supported by strong ecosystem

- Advanced technologies boosted by innovation
 - ► **€607m** innovation spend in last three years
 - ► €1.1bn to be invested in sustainable technologies between 2021 and 2025
 - **Digital Services Factory** with > 100 data specialists for Al solutions and data-driven productivity
 - ▶ **R&D efficiency program** to enable increased investment in innovation without increasing R&D costs

BEST-IN-CLASS ECOSYSTEM

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

Strategic and technology partnerships

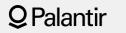














Investment in 16 start-ups









Global approach to Total Customer Satisfaction driven by operational excellence

PERFORMANCE

Technological edge

Flawless launches

Built in quality

100% on-time

Commercial & after sales



PERCEPTION

Active listening

Program excellence

Relentless problem resolution

Easy to collaborate with

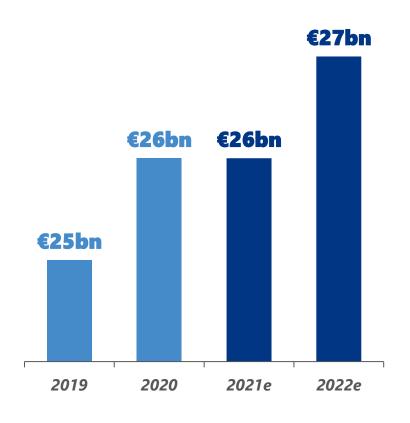
Total Customer Satisfaction: Everyone, Everywhere, Everytime

HR / ENGINEERING / PROGRAM MANAGEMENT / FINANCE / SALES / PLANTS / PURCHASING



Continued increase in order intake allows for predictable outperformance of future sales

ANNUAL ORDER INTAKE



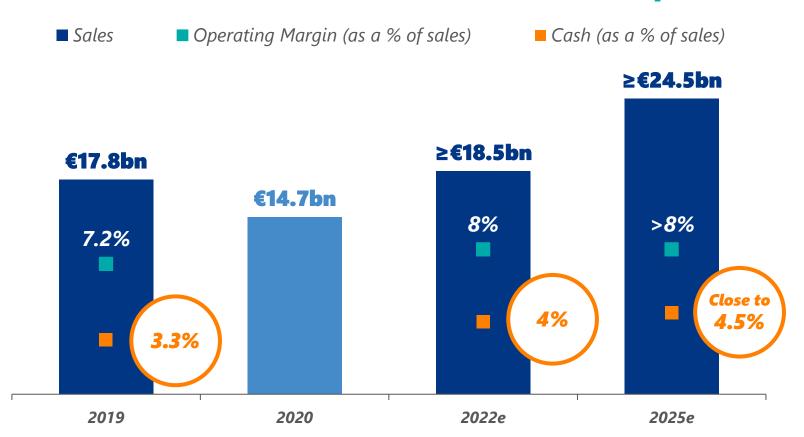
- > Enriched content per vehicle in each Business Group
- > Strong growth with **premium**, electric and commercial vehicles
- > Strategic positioning in **China** will drive doubling of sales to reach **€5bn** in 2025





Strong profitable growth & cash generation from 2021

AVERAGE ANNUAL OUTPERFORMANCE¹ >+500bps



Building on leadership positions to increase market share

Innovation to enrich content per vehicle



- Customer satisfaction
- Digital transformation
- Standardization/massification



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

Back to strong profitable growth & cash generation from 2021

2021 GUIDANCE

Worldwide auto production est. @ c. 76.6m

> Sales ≥ **€16.5bn** incl. scope & currency effects of c. €(610)m

2022 TARGETS

Worldwide auto production est. @ c. 82.3m

> Sales **≥ €18.5bn** at 2021 constant scope & currencies

2025 AMBITION

Worldwide auto production est. @ c. 90.9m

> Sales ≥ **€24.5bn** at 2021 constant scope & currencies

2020-2025 sales CAGR c. +11% representing average annual outperformance > +500bps

- **>** Operating margin c. 7%
- Net Cash Flow of c. €500m incl. restructurings for c. €(180)m

- **> Operating margin** at **8%**
- > Net Cash Flow at 4% of sales representing c. €750m

- > Operating margin > 8%
- > Net Cash Flow close to 4.5% of sales representing c. €1.1bn

Cumulated 5-year Net Cash Flow > €4bn driving continuous deleveraging





Electrification







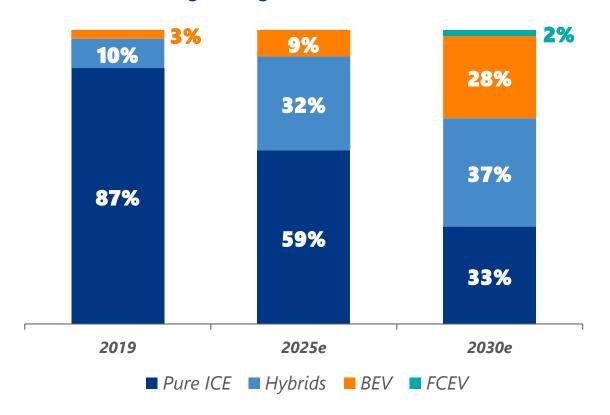


Accelerated momentum for powertrain electrification

drives assumption of 30% electric vehicles in 2030

GLOBAL POWERTRAIN MIX

(Passenger & light commercial vehicles)



- **Electrification acceleration** post-2025
- **2% fuel cell** in 2030
- > Faurecia CMD 2019 fast electrification scenario confirmed



Faurecia is a strategic partner to automakers in electrification



AN INTERNATIONAL CUSTOMER PORTFOLIO ...



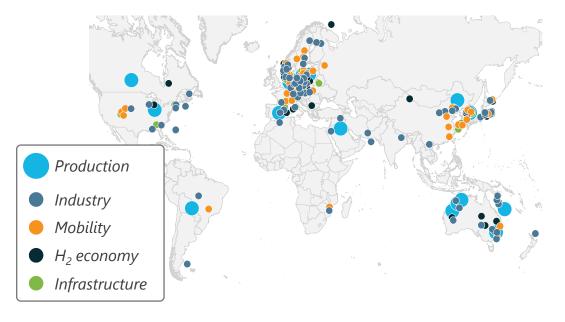
... and diversified, covering all market segments

Mass market, premium, electric pure player, commercial vehicles



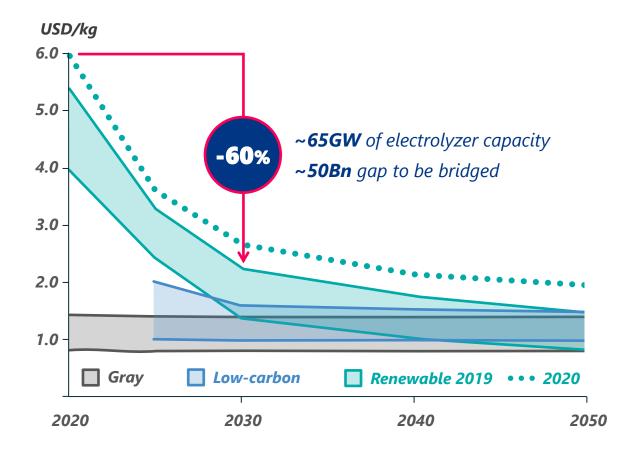
Hydrogen is gaining momentum around the world

> 228 announced projects of which 25% are mobility projects



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

> Clean hydrogen cost to fall by 60% by 2030



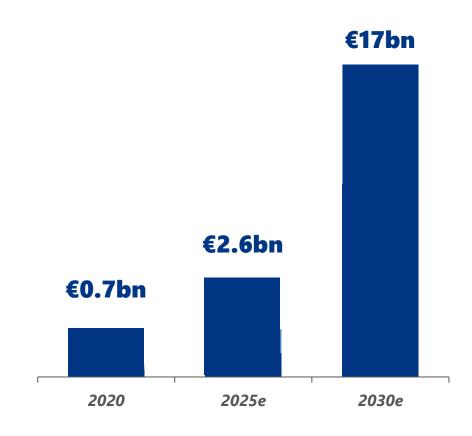


H2 availability and affordability drives €17bn market in 2030 with 2.5m passenger and commercial vehicles

> Fuel cell market drivers

	2030	2030 hydrogen -powered vehicles	Average 2030 value	
	vehicle production		Storage systems	Stacks
Passenger & light commercial vehicles	100m	2m	€2k	€4k
City buses & coaches	0.5m	50-100k	€6k	€10k
Medium-duty vehicles	1.0m	100-150k	€10k	€12k
Heavy-duty vehicles	2.4m	200-250k	€25k	€25k

> Fuel cell addressable market





Hydrogen mobility will accelerate rapidly

> Step change in product performance and cost...

Manage product cost decrease



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

Improve durability & energy density

To become benchmark & address all segments

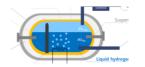
Vehicle usage



Total cost of ownership by 2030

Recycling & IoT





Compressed 700 bar

Liquid

Safety management and reuse of hydrogen tank throughout 20-year lifetime

... leading to significant adoption by 2030







- Up to **500,000** commercial vehicles
 - First seament to grow by 2025
 - Dual Electric Vehicle with increased driving range, long-term storage & optimized weight





- > 2 million passenger vehicles and light commercial vehicles
 - Acceleration from 2025: >500 fueling stations in Europe
 - First adopters: China, Japan, South Korea & Europe



Sales ambition: €500m by 2025 and >€3.5bn in 2030 Zero emission hydrogen solutions

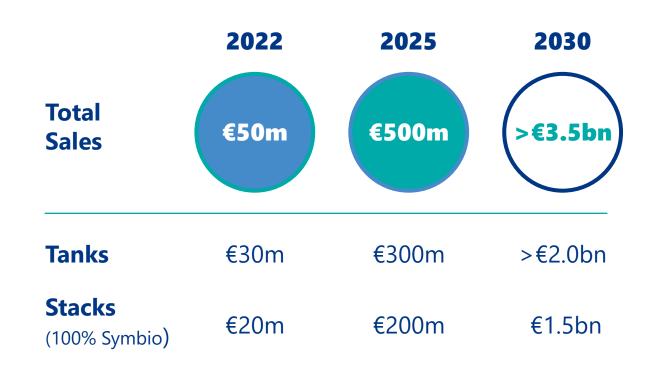
Strong order intake target

2021 TARGETED ORDER INTAKE¹



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

Comforting our sales ambition



Targeting Business Group average profitability in 2030



Accelerating customer orders Recognised technological and industrial leadership

> Over €250 million lifetime sales to date from 5 major manufacturers











Fleets of light commercial vehicles, buses and heavy-duty vehicles









> Industrial roll-out in an acceleration phase



- **■** Production site for storage systems
- **Production site for fuel cell systems**
- Under validation







Electronic architecture









Faurecia Clarion Electronics Cornerstone of our Cockpit of the Future strategy

1 Innovation across 3 product lines

COCKPIT ELECTRONICS



DISPLAY TECHNOLOGIES

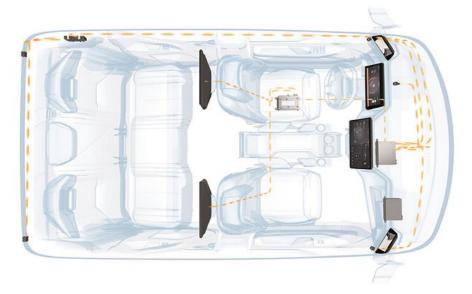


ADVANCED DRIVER
ASSISTANCE SYSTEMS



- 2 A unique technology ecosystem
- **3** Continually improved competitiveness

A UNIQUE OFFER FOCUSED ON USER EXPERIENCE, DIGITAL CONTINUITY AND ADVANCED SAFETY

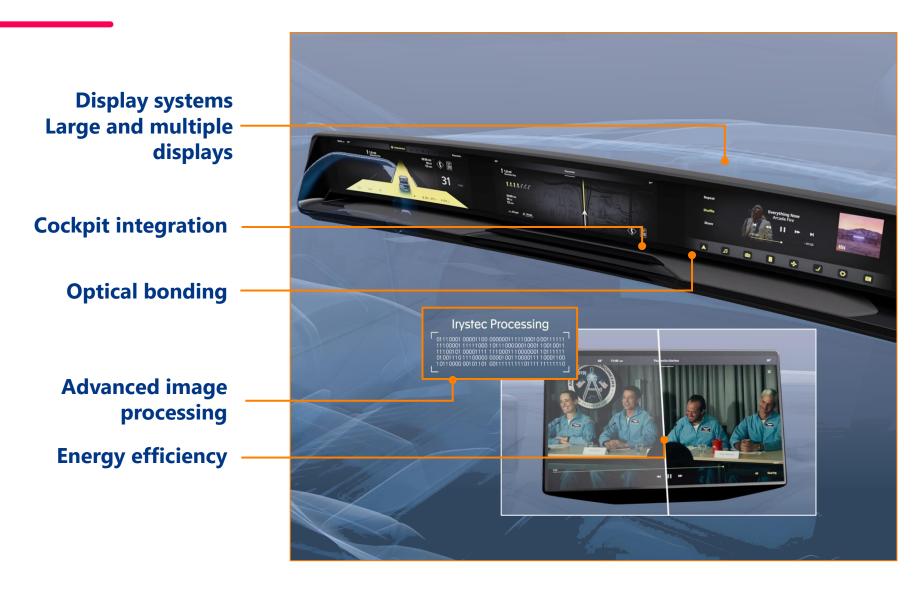


Sustained growth dynamic

- Significant order intake confirms 2025 sales objective of €2.5bn
- A diverse and highly international portfolio of customers and product lines



A complete and unique offer in display technologies



ADDRESSABLE MARKET

€6bn

2025 market size Large & multiple displays

+12%

2020-2025 Market CAGR

AMBITION

Top 3 by 2025

€800m

of sales by 2025



An example of our technology expertise FAW Hongqi E-HS9, the Chinese luxury car

- > Pillar-to-pillar multi display integration
- > A curved 1.4m wide screen
- **Optical bonding** by injection on front and rear screens
- **Touchscreen areas** on front and rear screens
- **> Privacy management** on driver and passenger screens
- > Integration of screens in back of front row seats
- > U-shaped 3D **curved glass** for rear entertainment system









The circular economy









Interiors for the Planet

Market & technology leadership in sustainable materials

Creation of new product line to accelerate development of bio-sourced and recyclable materials providing significant weight, energy and CO₂ reduction















Seat for the Planet

Differentiation through sustainable materials and lifecycle management

by 2030

Cover materials Bio-sourced Recycled PET ► Bio-coated Foams & plastics Natural fiber pad Compound material Recycled PET -30% -15% weight per seat CO₂ emissions

by 2030

Design for lifecycle

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

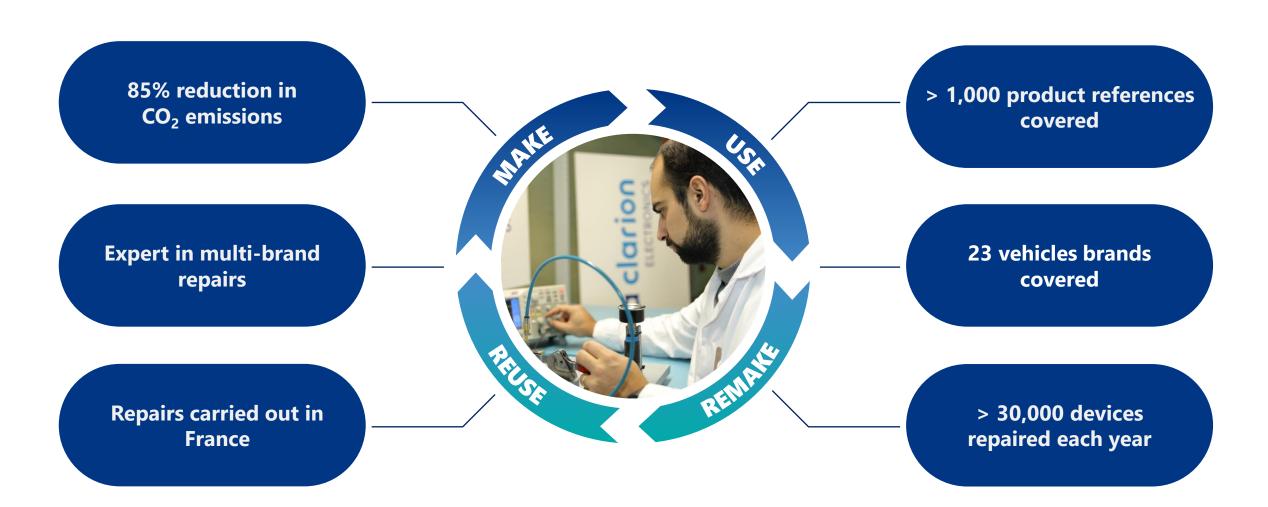
Metal structures

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



Reparlab.com from Faurecia Clarion Electronics

Spearheading on-board electronics repair in Europe















Environment Social Governance



A clear sustainability roadmap



o planet • business ŏ people Perform in a **Contribute to Care for planet** responsible way Society **Environmental** footprint **Business ethics Learning organization** in operations **Circular Economy** Safety at work **Diversity & inclusion** for products **Investments for** Responsible **Local actions** sustainable **Supply Chain** technologies Integrated in Corporate Governance



Our approach towards CO₂ neutrality





1 journey...





... with 2 key milestones...

- **> By 2025** CO₂ neutral in operations
- **By 2030** CO₂ neutral for controlled emissions¹



... across 3 streams

- > Operations
- > Eco-design
- > Compensation (in value chain)

With a focus on high reputational credibility







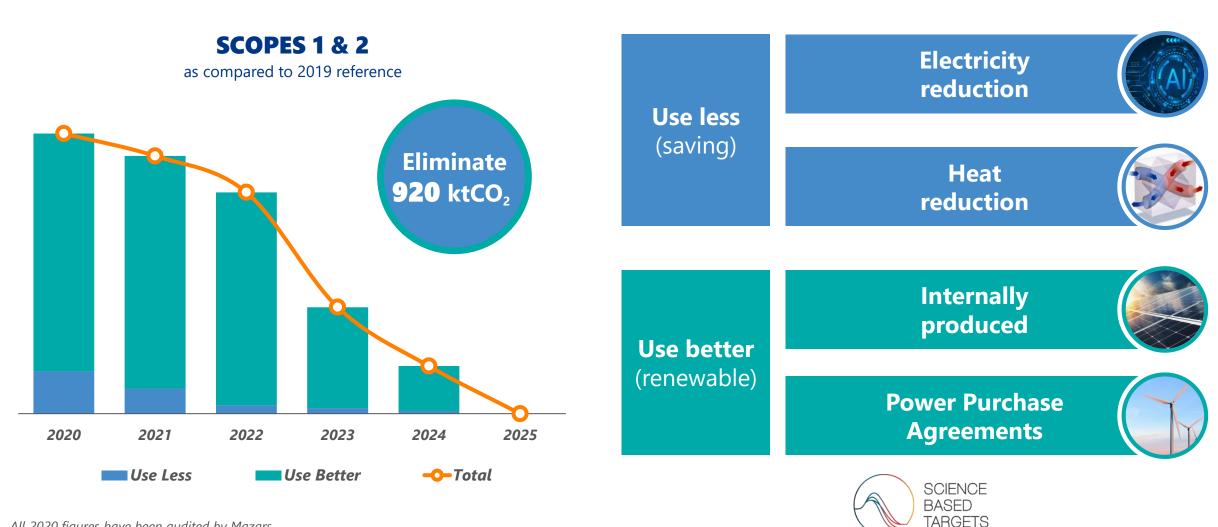




CO₂ neutral in operations by 2025



Partnership with Schneider Electric for speed and technology

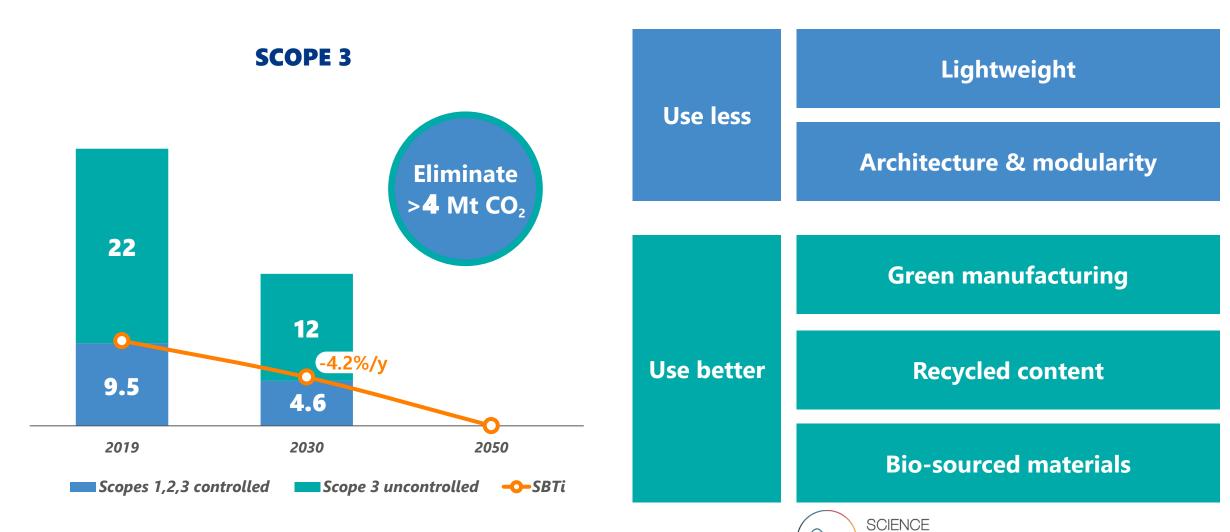


All 2020 figures have been audited by Mazars.



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





All 2020 figures have been audited by Mazars.



BASED

TARGETS

A responsible employer with a strong, diverse, and inclusive culture



Strong Values & Convictions

drive our **sustainable** initiatives and our **inclusive culture**



Employee commitment index:

76%

up by **12 points in 2020**



Women recruited in 2020:

33%

compared to **26 in 2018**



Non-European Managers and professionals:

34%



Training Hours:

19.2

per **employee** per **year**

Strong ambitions for 2025



Women managers and professionals:

30%



Training Hours:

25

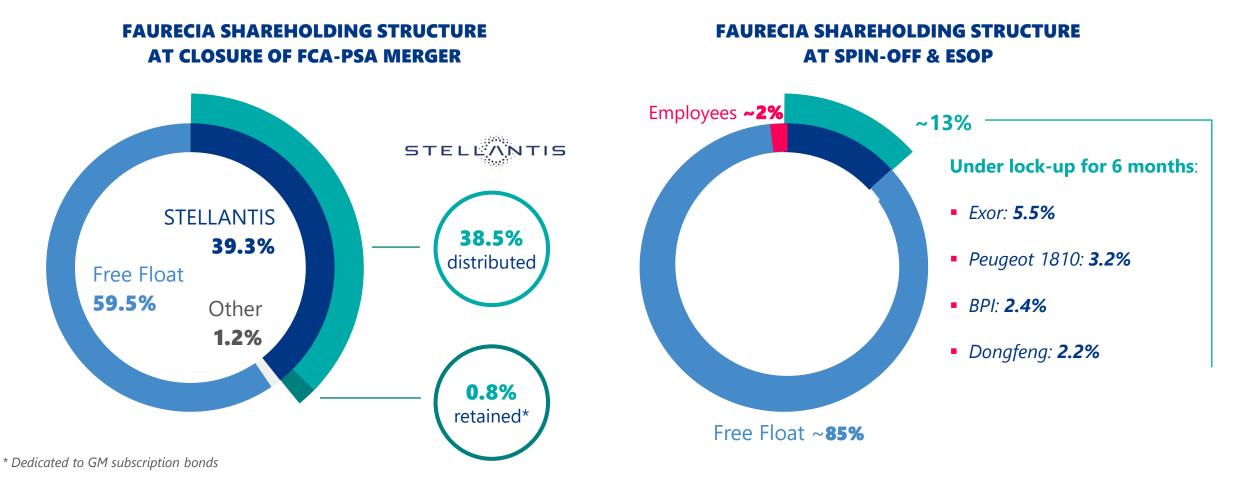
per **employee** per **year**



The planned distribution of the majority shareholder was successful



> At spin-off, free float will increase to 85% (versus 46% a year earlier)



[·]faurecia

Launch of an employee shareholding plan post spin-off Open to around 90% of employees



- > An **opportunity** to engage employees in Faurecia's future development
- > Non-dilutive plan through share buyback program of max. 2% of share capital will give total employee shareholding of up to 2.6%



- **> 15 countries** (around 90% of employees)
- > Excellent interim results
 - Participation rate over 22% (benchmark at 16 %)
 - ► Top 5 : France, China, India, Germany & Japan

Reservation period Oversubscribed offer	Price fixing	Cancellation Period	Share Delivery
from May 7 to 21, 2021	June 22, 2021	from June 23 to 25	July 28, 2021



Key takeaways

- > Strategy focused on the Cockpit of the Future and Sustainable Mobility confirms its potential for strong sustainable profitable growth
 - All 2022 targets confirmed
 - More than +500 bps average annual sales outperformance 2020-2025 to reach close to €25bn sales in 2025
 - Cumulated net cash flow >€4 billion by 2025
- ➤ Unique position in zero emissions hydrogen solutions will allow Faurecia to become a leader in hydrogen mobility with sales¹ of €500m in 2025 and >€3.5bn in 2030
- > Strong Convictions and Values drive Faurecia's sustainability initiatives and in particular its ambition to be CO₂ neutral by 2030
- > Upcoming change in Faurecia's shareholding structure will offer **new opportunities for** value creation



Governance Compensation

Michel de Rosen Chairman of the Board of Directors





New Board composition



Patrick KOLLER Chief Executive Officer



Daniel BERNARDINO **Board Member representing** employees



Robert PEUGEOT Chairman of the Board of **Directors of Peugeot Invest**



Emmanuel PIOCHE Board Member representing employees



Jean-Bernard LÉVY

Executive Officer of FDF

Chairman and Chief

Michel de ROSEN Chairman of the Board of Directors



Odile DESFORGES Linda HASENFRATZ **Board Member** Chief Executive Officer of Linamar Corporation



Yan MEI Senior Partner, Chair of China of Brunswick group



Penelope HERSCHER • Member/Chairwoman of Board of Directors



Denis MERCIER Deputy Chief Executive Officer of Fives group

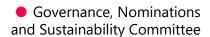


INDEPENDENTS

Valérie LANDON Chief Executive Officer France and Belgium of Credit Suisse



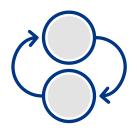
Peter MERTENS **Board Member**







Board of Directors evolution towards increased independence



Changes in the Board composition enhancing its independence

- Departure of the three Board Members representing PSA
- Cooptation of Jean-Bernard Levy as independent Board Member and Chairman of the Governance. **Nominations** Sustainability and Committee



A diverse, international, multidisciplinary Board of Directors

- ▶ 13 Board Members, including representing employees and **5** women (46%*)
- 7 nationalities
- Bringing key competences to Faurecia

82%* independent **Board Members** (versus 61.5%* in 2019)

meetings of the Board and its Committees in 2020 with increased rhythm during crisis +1 meeting with independent Board members only



^{*} Excluding Board Members representing employees

A multidisciplinary and complementary Board of Directors



Experience in Faurecia's core businesses



Experience in an industrial company



Data based technologies /digital



Automotive technologies



Risk management



Specific knowledge of a geographic market



International experience

Banking/Finance







Governance/ Management of large companies



Energy/Electrification



Leadership & crisis management

12 key differentiating skills

Identified by the Board to support and accelerate the Group's development

Articulated around the following areas: technologies, products, knowledge of some regions &

CSR issues



A Board of Directors actively supported by its three permanent specialized committees

AUDIT COMMITTEE



Odile **DESFORGES***

MEETINGS

CHAIR

ATTENDANCE RATE

MEMBERS

100%

Valérie LANDON* **Robert PEUGEOT Emmanuel PIOCHE****

GOVERNANCE, NOMINATIONS AND SUSTAINABILITY COMMITTEE



Jean-Bernard LÉVY*

95%

Penelope HERSCHER* Denis MERCIER* Michel de ROSEN*

COMPENSATION COMMITTEE



Linda **HASENFRATZ***

100%

Daniel BERNARDINO Peter MERTENS***

^{*} Independent / ** Board member representing employees

Board composition: ratification of cooptation, renewals and appointment

RATIFICATION OF THE COOPTATION OF JEAN-BERNARD LÉVY AS BOARD MEMBER



Independent **Board Member**

Chair of the Governance, Nominations and Sustainability Committee

RENEWAL OF PENELOPE HERSCHER AS BOARD MEMBER



Independent **Board Member**

Member of the Governance. Nominations and Sustainability Committee

RENEWAL OF PATRICK KOLLER AS BOARD MEMBER



Board Member

Chief Executive Officer

RENEWAL OF VALÉRIE LANDON AS BOARD MEMBER



Independent **Board Member**

Member of the Audit Committee

APPOINTMENT OF PEUGEOT 1810 AS BOARD MEMBER, WITH ROBERT **PEUGEOT AS PERMANENT REPRESENTATIVE**



Permanent representative

Member of the Audit Committee



Chairman of the Board compensation

2020 compensation

€296,228

In the context of the Covid-19 crisis, the monthly payments of the fixed compensation were reduced by 20% over Q2 2020

2021 compensation policy

Stable

(only fixed compensation, benefits in kind and social protection)

Benchmark

Simple



Board Members compensation

2020 compensation

€703,000 out of an envelope of €900,000

2021 compensation policy

Stable

Preponderant variable portion based on meeting attendance

The Chairman and the CEO do not receive compensation for their position as Board Member



CEO Compensation for 2020

Annual fixed compensation

€1,000,000 as of July 2020

In the context of the Covid-19 crisis:

- Compensation increase postponed to 2021
- Reduction of 20% over O2 2020

2020 fixed compensation paid:

€855,000

Short-term annual variable compensation

0-180% of the annual fixed compensation

Quantifiable criteria

(operating income and net cash flow) From 0% to 150% of the annual fixed compensation:

€0 for 2020

Qualitative criteria

(strategy execution incl. CSR) From 0% to 30% of the annual fixed compensation:

€270,000 for 2020

Long-term variable compensation

250% of the annual fixed compensation (perf. Shares)

In the context of the Covid-19 crisis. cap increase postponed to 2021.

Cap for 2020: **180%**

- Status of two last plans:
 - **Plan 10** (awarded in 2018): conditions not achieved due to crisis
 - **Plan 11** (awarded in 2019): adjustment of internal conditions numerical targets in line with the 2022 Ambitions

Other components

- Severance indemnity (24 months)
- 12-month non-compete covenant in case of resignation, with a 6-month indemnity
- 6-month prior notice in case of resignation
- 12-month non-solicitation/ non-poaching covenant
- Pension plans
- Benefits in kind and social protection

Short-term Long-term



CEO Compensation Policy for 2021

Annual fixed compensation

Determined by using European Benchmark

€ 1.000.000

Short-term annual variable compensation

0-180% of the annual fixed compensation

Quantifiable criteria

From 0% to 150% of the annual fixed compensation

> Operating income (40%) + Net cash flow (60%)

Qualitative criteria

From 0% to 30% of the annual fixed compensation

Generally 2 to 4 criteria covering strategic, business development and managerial objectives as well as those in line with the Group's values and its CSR convictions

Long-term variable compensation

0-250% of the annual fixed compensation

Performance shares subject to presence and performance conditions

- Internal condition related to after-tax net income (60%)
- Internal condition related to gender diversity (10%)
- External condition related to growth in net EPS vs benchmark (30%)

Other components

- **One-off equity plan (ESPI)**
- Severance indemnity (24 months)
- 12-month non-compete covenant in case of resignation, with a 6-month indemnity
- 6-month prior notice in case of resignation
- 12-month non-solicitation/ non-poaching covenant
- Pension plans
- Benefits in kind and social protection

Long-term

Short-term



Audit's Report











Voting results

Nolwenn Delaunay Group General Counsel & Board Secretary





	Title	For	Against	Abstention	Result
Resolution n°1	Approval of the statutory financial statements for the financial year 2020	99.44%	0.56%	0.07%	Approved
Resolution n°2	Approval of the consolidated financial statements for the financial year 2020	99.97%	0.03%	0.07%	Approved
Resolution n°3	Appropriation of income for the financial year 2020 and setting of the dividend	99.38%	0.62%	< 0.01%	Approved
Resolution n°4	No new regulated agreements in 2020	> 99.99%	< 0.01%	< 0.01%	Approved



	Title	For	Against	Abstention	Result
Resolution n°5	Ratification of the cooptation of Jean-Bernard Lévy as Board member	97.01%	2.99%	0.01%	Approved
Resolution n°6	Renewal of Patrick Koller as Board member	99.76%	0.24%	0.02%	Approved
Resolution n°7	Renewal of Penelope Herscher as Board member	94.60%	5.40%	0.02%	Approved
Resolution n°8	Renewal of Valérie Landon as Board member	99.32%	0.68%	0.02%	Approved
Resolution n°9	Appointment of Peugeot 1810 as Board member (with Robert Peugeot as permanent representative)	65.72%	34.28%	0.03%	Approved



	Title	For	Against	Abstention	Result
Resolution n°10	Compensation of executive and non-executive officers (art. L. 22-10-9 C.com)	97.65%	2.35%	< 0.01%	Approved
Resolution n°11	Ex-post on the Chairman of the Board of Directors' compensation for 2020	99.98%	0.02%	0.02%	Approved
Resolution n°12	Ex-post on the Chief Executive Officer's compensation for 2020	91.47%	8.53%	0.04%	Approved



	Title	For	Against	Abstention	Result
Resolution n°13	Compensation policy for Board members	99.95%	0.05%	0.02%	Approved
Resolution n°14	Compensation policy for the Chairman of the Board of Directors	99.98%	0.02%	0.02%	Approved
Resolution n°15	Compensation policy for the Chief Executive Officer	77.05%	22.95%	0.02%	Approved



	Title	For	Against	Abstention	Result
Resolution n°16	Shares buyback	97.42%	2.58%	0.02%	Approved
Resolution n°28	Powers for formalities	> 99.99%	< 0.01%	< 0.01%	Approved



	Title	For	Against	Abstention	Result
Resolution n°17	Issuance of securities with PSR and capital increase by capitalization of profits, reserves and/or premiums	97.56%	2.44%	< 0.01%	Approved
Resolution n°18	Issuance of securities with removal of PSR through a public offering and compensation for securities tendered during a public exchange offer	94.19%	5.81%	< 0.01%	Approved
Resolution n°19	Issuance of securities with removal of PSR through a private placement	90.74%	9.26%	< 0.01%	Approved
Resolution n°20	Increase of the number of securities to be issued under resolutions 17, 18 and 19 in the event of excess demand	89.05%	10.95%	< 0.01%	Approved
Resolution n°21	Issuance of securities for the purpose of compensating contributions in kind with no PSR	98.02%	1.98%	< 0.01%	Approved



	Title	For	Against	Abstention	Result
Resolution n°22	Allocation of performance shares	92.11%	7.89%	2.54%	Approved
Resolution n°23	Issuance of securities to the benefit of employees, with removal of PSR	94.62%	5.38%	< 0.01%	Approved
Resolution n°24	Issuance of securities to the benefit of a category of persons, with removal of PSR	95.76%	4.24%	< 0.01%	Approved
Resolution n°25	Cancellation of shares	99.66%	0.34%	< 0.01%	Approved



	Title	For	Against	Abstention	Result
Resolution n°26	Amendment of the bylaws Simplification of notification of threshold crossing declaration	97.56%	2.44%	< 0.01%	Approved
Resolution n°27	Amendment of the bylaws Compliance with law (Board members compensation and related parties agreements)	99.16%	0.84%	< 0.01%	Approved



