RESULTS
2018

ROBERT CHARVIER
CHIEF FINANCIAL OFFICER
2018: an unusual year
2018: An unusual year

**1st Half**

Best financial performance ever

Sales up 3% at constant exchange rates

Operating margin** up 4% to €755m or 7.7% of sales

**2nd Half**

Automotive production decrease linked to WLTP norms implementation and Chinese market slowdown

Sales up 2% at constant exchange rates

Operating margin** down 38% to €448m equivalent to 4.8% of sales

**excluding JV & Associates**
2018 FINANCIAL HIGHLIGHTS

A growth potential confirmed

Total order intake of €24.2bn
1.5x Original Equipment Sales

Valeo Siemens eAutomotive order intake €4.4bn

CAGR*: 10%
since 2013

€10.5bn
Cumulated - end of 2018

A sustained sales growth

Total sales €19.3bn

+6% at CER**
+1% LFL***

OEM sales €16.7bn

+6% à CER**
+0% LFL***
+1.5%
Outperformance

Automotive production evolution: -1.5%

Aftermarket sales €2.0bn

+10% at CER**
+4% LFL***

* CAGR: Compound Annual Growth Rate
** Constant Exchange Rate
*** LFL: Like for like
### Total Order Intake of €28.6bn

€24.2bn excluding Valeo Siemens eAutomotive...  

...Confirming Valeo’s future capacity to outperform automotive production

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**Annual Order Intake***

<table>
<thead>
<tr>
<th>Year</th>
<th>Order Intake (bn)</th>
</tr>
</thead>
<tbody>
<tr>
<td>2005</td>
<td>7.1</td>
</tr>
<tr>
<td>2006</td>
<td>8.9</td>
</tr>
<tr>
<td>2007</td>
<td>9.4</td>
</tr>
<tr>
<td>2008</td>
<td>9.6</td>
</tr>
<tr>
<td>2009</td>
<td>8.8</td>
</tr>
<tr>
<td>2010</td>
<td>11.9</td>
</tr>
<tr>
<td>2011</td>
<td>14.1</td>
</tr>
<tr>
<td>2012</td>
<td>15.1</td>
</tr>
<tr>
<td>2013</td>
<td>14.8</td>
</tr>
<tr>
<td>2014</td>
<td>17.5</td>
</tr>
<tr>
<td>2015</td>
<td>20.1</td>
</tr>
<tr>
<td>2016</td>
<td>23.6</td>
</tr>
<tr>
<td>2017</td>
<td>27.6</td>
</tr>
<tr>
<td>2018</td>
<td>24.2</td>
</tr>
</tbody>
</table>

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**CAGR**

+10%

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*Order intake / OEM sales ratio

**Reference 2013 & 2018 (excluding Valeo Siemens eAutomotive)

***excluding Access Mechanisms between 2005 & 2013 & Valeo Siemens eAutomotive

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**Valeo Siemens eAutomotive**

Cumulated order intake at €10.5bn
1.5 POINTS OE SALES OUTPERFORMANCE LIKE FOR LIKE

North America
- 20% of Valeo sales
- OE sales (2) +6%
- Production*** +4%

Europe (1)
- 46% of Valeo sales
- OE sales (2) +0%
- Outperformance +1pt vs IHS (3)

South America
- 2% of Valeo sales
- OE sales (2) +15%

Asia (1) excl. China
- 19% of Valeo sales
- OE sales (2) +6%
- Outperformance +5pts vs IHS (3)

China
- 13% of Valeo sales
- OE sales (2) -8%
- Outperformance -3pts vs CPCA (3)

(1) Europe including Africa
(2) Asia including Middle East
(3) Valeo OE sales by destination
(4) IHS estimates released on January 16, 2019 – In China, China Passenger Car Association (CPCA) estimates
2018 SALES BY BUSINESS GROUP

At constant exchange rates

- Comfort & Driving assistance: +3%
- Powertrain: +20%*
- Thermal: +3%
- Visibility: 0%**

Total sales in €m

- Comfort & Driving assistance: 3,638
- Powertrain: 5,059
- Thermal: 4,996
- Visibility: 5,703

 Reported

- Outperformance:
  - Comfort & Driving assistance: +4pts
  - Powertrain: +1pt
  - Thermal: +2pts
  - Visibility: -1pt

OE sales Like for like

- Comfort & Driving assistance: +3%
- Powertrain: 0%
- Thermal: +1%
- Visibility: -2%

* Including FTE automotive & Valeo-Kapec
** Including Ichikoh
**OPERATING MARGIN** of €1,203m or 6.3% of sales

<table>
<thead>
<tr>
<th></th>
<th>2017</th>
<th>2018</th>
<th>H1 2018</th>
<th>H2 2018</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Total sales (€m)</strong></td>
<td>18,484</td>
<td>19,124</td>
<td>9,863</td>
<td>9,261</td>
</tr>
<tr>
<td><strong>Operating margin</strong>*</td>
<td>1,448</td>
<td>1,203</td>
<td>755</td>
<td>448</td>
</tr>
<tr>
<td>As a % of sales</td>
<td>7.8%</td>
<td>6.3%</td>
<td>7.7%</td>
<td>4.8%</td>
</tr>
<tr>
<td>JV &amp; Associates</td>
<td>20</td>
<td>(111)**</td>
<td>(28)</td>
<td>(83)</td>
</tr>
<tr>
<td>As a % of sales</td>
<td>0.1%</td>
<td>(0.6)%</td>
<td>(0.3%)</td>
<td>(0.9%)</td>
</tr>
<tr>
<td><strong>Operating margin including JV &amp; Associates</strong></td>
<td>1,468</td>
<td>1,092</td>
<td>727</td>
<td>365</td>
</tr>
<tr>
<td>As a % of sales</td>
<td>7.9%</td>
<td>5.7%</td>
<td>7.4%</td>
<td>3.9%</td>
</tr>
</tbody>
</table>

**Of which:**
- Valeo Siemens eAutomotive = €-147M
- Chinese JVs = €33M

*Excluding joint ventures and associates*
# Net Income of €546M or 2.9% of Sales

<table>
<thead>
<tr>
<th></th>
<th>2017</th>
<th>2018</th>
<th>▲</th>
<th>H1 2018</th>
<th>H2 2018</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Income before taxes</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Income before taxes</td>
<td>1,280</td>
<td>945</td>
<td>-26%</td>
<td>659</td>
<td>286</td>
</tr>
<tr>
<td>Taxes</td>
<td>(324)</td>
<td>(303)</td>
<td></td>
<td>(154)</td>
<td>(149)</td>
</tr>
<tr>
<td>Effective tax rate</td>
<td>25.7%</td>
<td>28.7%</td>
<td>+300bps</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Non-controlling interests and others</td>
<td>(79)</td>
<td>(96)</td>
<td>+22%</td>
<td>(52)</td>
<td>(44)</td>
</tr>
<tr>
<td><strong>Net income</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Net income</td>
<td>877</td>
<td>546</td>
<td>-38%</td>
<td>453</td>
<td>93</td>
</tr>
<tr>
<td>As a% of sales</td>
<td>4.7%</td>
<td>2.9%</td>
<td>-180bps</td>
<td>4.6%</td>
<td>1.0%</td>
</tr>
</tbody>
</table>
## Free Cash Flow Generation of €161M

<table>
<thead>
<tr>
<th></th>
<th>2017</th>
<th>2018</th>
<th>H1 2018</th>
<th>H2 2018</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>EBITDA (m€)</strong></td>
<td>2,431</td>
<td>2,410</td>
<td>1,341</td>
<td>1,069</td>
</tr>
<tr>
<td>Change in operating working capital</td>
<td>23</td>
<td>87</td>
<td>(141)</td>
<td>228</td>
</tr>
<tr>
<td>Taxes &amp; Other operating items</td>
<td>(431)</td>
<td>(311)</td>
<td>(169)</td>
<td>(142)</td>
</tr>
<tr>
<td><em><em>Cash from operating activities</em> (m€)</em>*</td>
<td>2,023</td>
<td>2,186</td>
<td>1,031</td>
<td>1,155</td>
</tr>
<tr>
<td><em><em>Cash from operating activities</em> (m€)</em>*</td>
<td>(1,745)</td>
<td>(2,025)</td>
<td>(995)</td>
<td>(1,030)</td>
</tr>
<tr>
<td><em><em>Free cash flow</em> (m€)</em>*</td>
<td>278</td>
<td>161</td>
<td>36</td>
<td>125</td>
</tr>
<tr>
<td>Interest</td>
<td>(63)</td>
<td>(58)</td>
<td>(53)</td>
<td>(5)</td>
</tr>
<tr>
<td>Other financial items</td>
<td>(1,007)</td>
<td>(701)</td>
<td>(532)</td>
<td>(169)</td>
</tr>
<tr>
<td><strong>Net cash flow (m€)</strong></td>
<td>(792)</td>
<td>(598)</td>
<td>(549)</td>
<td>(49)</td>
</tr>
<tr>
<td><strong>Net debt (m€)</strong></td>
<td>1,842</td>
<td>2,248</td>
<td>2,291</td>
<td>2,248</td>
</tr>
</tbody>
</table>

*excluding sale of trade receivables

at 12.6% of sales

+8%

+16%

Of which:

- €324m in dividends paid
- €118m in share buybacks
A SOLID BALANCE SHEET
WITH LEVERAGE RATIO AT 0.93X & GEARING RATIO AT 49%

**NET DEBT TO EBITDA**

- Dec 31, 2017: Leverage 0.76x
- Dec 31, 2018: Leverage 0.93x

**SHAREHOLDERS’ EQUITY AND NET DEBT**

- Dec 31, 2017: Net debt (€m) 1,842, Shareholders’ equity (€m) excluding non-controlling interests 4,388, Gearing 42%
- Dec 31, 2018: Net debt (€m) 2,248, Shareholders’ equity (€m) excluding non-controlling interests 4,571, Gearing 49%
A DEBT CONTROLLED AND OPTIMIZED

Average maturity: 4.6 years
A STABLE 2018 DIVIDEND PAYMENT AT 1.25€ PROPOSED (RESOLUTION #3)

DIVIDEND (€/SHARE)

<table>
<thead>
<tr>
<th>Year</th>
<th>EPS (€/share)</th>
<th>EPS (€/share) excl. non-recurring items</th>
<th>Payout ratio</th>
</tr>
</thead>
<tbody>
<tr>
<td>2010</td>
<td>1.62</td>
<td>1.62</td>
<td>25%</td>
</tr>
<tr>
<td>2011</td>
<td>1.89</td>
<td>1.89</td>
<td>25%</td>
</tr>
<tr>
<td>2012</td>
<td>1.68</td>
<td>1.85</td>
<td>30%</td>
</tr>
<tr>
<td>2013</td>
<td>1.90</td>
<td>2.17</td>
<td>30%</td>
</tr>
<tr>
<td>2014</td>
<td>2.41</td>
<td>2.54</td>
<td>30%</td>
</tr>
<tr>
<td>2015</td>
<td>3.11</td>
<td>3.52</td>
<td>32%</td>
</tr>
<tr>
<td>2016</td>
<td>3.91</td>
<td>3.98</td>
<td>32%</td>
</tr>
<tr>
<td>2017</td>
<td>3.69</td>
<td>4.33</td>
<td>34%</td>
</tr>
<tr>
<td>2018</td>
<td>2.30</td>
<td>2.52</td>
<td>54%</td>
</tr>
</tbody>
</table>

2018 DIVIDEND OF €1.25/SHARE LEADING TO A PAYOUT RATIO OF 54%
AN ACCELERATING OUTPERFORMANCE IN A DIFFICULT ENVIRONMENT
4 POINTS OE SALES OUTPERFORMANCE IN A DIFFICULT ENVIRONMENT

Q1 19

OE sales: €4,121
Aftermaket Sales: €501
Miscellaneous sales: €219
Total sales: €4,841
4 POINTS OE SALES OUTPERFORMANCE LIKE FOR LIKE

Q1 19

Like for like

(1) Europe including Africa; Asia including Middle East
(2) Valeo OE sales by destination
(3) IHS estimates released on April 16, 2019

NORTH AMERICA
20% OF VALEO SALES (2)
OUTPERFORMANCE +7PTS VS IHS(3)
OE sales (2) +5%

EUROPE (1)
49% OF VALEO SALES (2)
OUTPERFORMANCE +2PTS VS IHS(3)
OE sales (2) -2%

SOUTH AMERICA
2% OF VALEO SALES (2)
OUTPERFORMANCE +4PTS VS IHS(3)
OE sales (2) -1%

ASIA (1)
29% OF VALEO SALES (2)
OUTPERFORMANCE 0PT VS IHS(3)
OE sales (2) -9%

WORLD
OUTPERFORMANCE +4PTS VS IHS(3)
OE sales (2) -3%
TOUS LES PÔLES D’ACTIVITÉ SURPERFORMENT LE MARCHÉ

Q1 19

Q1 total sales
In €m

Comfort & Driving assistance
1,266
+3pts

Powertrain
1,143
+4pts

Thermal
964
+7pts

Visibility
1,502
+3pts

Outperformance

Reported

OE sales

Like for like

Visibility
31%

31%

CDA
20%

4,8md€

Groupe
23%

% of Q1 19 sales

-5%

0%

-3%

-1%

+3%

-4%

-4%
OUTPERFORMANCE IMPROVEMENT THANKS TO NEW CONTRACTS START OF PRODUCTION

Like for like
In percentage points

<table>
<thead>
<tr>
<th></th>
<th>H1 2018</th>
<th>H2 2018</th>
<th>Q1 2019</th>
</tr>
</thead>
<tbody>
<tr>
<td>Sales</td>
<td>18</td>
<td>+2pts*</td>
<td>+4pts**</td>
</tr>
</tbody>
</table>

*IHS estimates – In China, China Passenger Car Association (CPCA) estimates **IHS estimates
A gradual increase of organic growth and market outperformance during the year +85% content per car for Valeo leading to +€800m additional sales in 2019
2019 GUIDANCE CONFIRMED

IN PARTICULAR, A GRADUAL INCREASE OF MARKET OUTPERFORMANCE DURING THE YEAR THANKS TO THE START OF PRODUCTION OF NEW CONTRACTS
ANNUAL SHAREHOLDERS MEETING

2019

JACQUES ASCHENBROICH
CHAIRMAN & CHIEF EXECUTIVE OFFICER
2018: An **UNUSUAL** YEAR

Automotive is undergoing **RADICAL CHANGE**

**STRONG FUNDAMENTALS**

A **CLEAR STRATEGY**

A **UNIQUE PRODUCT PORTFOLIO**

Valeo | SMART TECHNOLOGY FOR SMARTER CARS
AUTOMOTIVE IS UNDERGOING RADICAL CHANGE
AN AUTOMOTIVE MARKET WHICH HAS SHIFTED TO ASIA

OE PRODUCTION BY REGION*

2008

OE ORIGIN*

2018

* Source: IHS
MEGATRENDS ARE SHAKING UP MOBILITY

A **CLEANER** MOBILITY

A **SAFER** MOBILITY

A **MORE INCLUSIVE** & **MORE DIGITAL** MOBILITY
AUTOMOTIVE IS UNDERGOING A REVOLUTION...
...IN A MORE **COMPLEX**
GEOPOLITICAL & MACROECONOMIC ENVIRONMENT

- RAW MATERIAL PRICES VOLATILITY
- EXCHANGE RATE VOLATILITY
- TRADE WAR
- GEOPOLITICS & EXPORT CONTROLS
2018: an unusual year

Automotive is undergoing radical change

Strong fundamentals

A clear strategy

A unique product portfolio

Valeo
Smart technology for smarter cars
STRONG FUNDAMENTALS
INNOVATION AT THE HEART OF OUR DNA

~22,000* engineers
  of which
7,700* Software engineers
200 Artificial Intelligence specialists
1,150 Experts

21 research centers
38 development centers

* Including subcontractors

1ST PATENT FILER IN FRANCE
53% OF INNOVATIVE PRODUCTS IN OUR ORDER INTAKE
€2.1BN DEVELOPMENT EFFORT
INNOVATION FUELING FUTURE ORGANIC GROWTH

INNOVATION *
AS A % OF ORDER INTAKE

<table>
<thead>
<tr>
<th>Year</th>
<th>2008</th>
<th>2014</th>
<th>2015</th>
<th>2016</th>
<th>2017</th>
<th>2018</th>
</tr>
</thead>
<tbody>
<tr>
<td>%</td>
<td>30%</td>
<td>35%</td>
<td>37%</td>
<td>50%</td>
<td>50%</td>
<td>53%</td>
</tr>
</tbody>
</table>

*Products and technologies sold for less than 3 years

ORDER INTAKE 2018
IN €BN

- 28.6
- 4.4
- 24.2

1.7X**

**Order Intake/ annualized OE sales ratio
INNOVATION IS FUELING OUR ORGANIC GROWTH AND AN ENABLER TO CONQUER NEW TERRITORIES

ARTIFICIAL INTELLIGENCE BY VALEO

ROBOTAXIS

INTEGRATED MODEL

ORDER INTAKE

ORDER INTAKE

PRODUCTS SYNERGIES

€1bn

€1bn

€1bn
OUR GOAL: CUSTOMER SATISFACTION

ORDER INTAKE

= TRUST

= PERFORMANCE
OUR GOAL: CUSTOMER SATISFACTION

QUALITY: TOWARD “ZERO DEFECTS”

* PPM: defective parts per million of produced parts

22.0

2007

2.9

2018

x4 compared to 2007

CUSTOMER AWARDS RECEIVED IN 2018

101
VALEO FACTORY OF THE NEAR FUTURE: AUTOMATION AT THE HEART OF OUR PROCESSES

END OF 2018: 13,000 ROBOTS

ROBOT DENSITY 3x HIGHER THAN THE AUTOMOTIVE INDUSTRY AVERAGE
3 AXES OF DEVELOPMENT TO SUPPORT OUR HUMAN RESOURCES STRATEGY

- Attractivity
- Shareholding
- Diversity

Our Talents
ATTRACTIVITY: A MAJOR CHALLENGE TO RECRUIT OUR TALENTS

30,000
HIRED IN 2018

5TH YEAR RUNNING

24 COUNTRIES CERTIFIED “TOP EMPLOYERS” IN 5 DIFFERENT REGIONS: EUROPE, ASIA PACIFIC, NORTH AMERICA, SOUTH AMERICA & AFRICA
DIVERSITY: A MATTER OF BOTH PERFORMANCE AND TALENT LOYALTY

- GENDER EQUALITY
- COHESION BETWEEN GENERATIONAL DIVERSITY
- MULTICULTURAL MINDSET
- RECRUITMENT AND PROMOTION OF THE TALENTS OF WORKERS WITH DISABILITIES
PROMOTE EMPLOYEE SHAREHOLDING

45% OF OUR EMPLOYEES ARE VALEO SHAREHOLDERS

SHARE SUBSCRIPTION OFFERING RESERVED FOR EMPLOYEES “SHARES4U”

2.4% OF VALEO SHARE CAPITAL OWNED BY VALEO’S EMPLOYEES
CORPORATE SOCIAL RESPONSIBILITY (CSR): CONTRIBUTING TO LOCAL COMMUNITIES DEVELOPMENT

- **100%** of Valeo’s sites organize initiatives in favor of and alongside local communities.
- **75%** of plants run by a local director.
- **82%** of our sites are partnering with local academics.
2018: An unusual year

Automotive is undergoing radical change

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A unique product portfolio

Valeo: Smart technology for smarter cars
A CLEAR STRATEGY
MEGATRENDS ARE SHAKING UP MOBILITY

A **CLEANER MOBILITY**

A **SAFER MOBILITY**

A **MORE INCLUSIVE & MORE DIGITAL MOBILITY**
VALEO IS AT THE HEART OF THE 3 REVOLUTIONS OF THE AUTOMOTIVE INDUSTRY

VALEO: TECHNOLOGICAL PLATFORMS, WITH STRONG VALUE-ADDED AND HIGH GROWTH POTENTIAL
VALEO: TECHNOLOGICAL PLATFORMS, WITH STRONG VALUE-ADDED AND HIGH GROWTH POTENTIAL
INTEGRATED MODEL

VISIBILITY SYSTEMS BUSINESS GROUP

THERMAL SYSTEMS BUSINESS GROUP

POWERTRAIN SYSTEMS BUSINESS GROUP

COMFORT & DRIVING ASSISTANCE SYSTEMS BUSINESS GROUP

PRODUCT SYNERGIES
2018: An unusual year

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Smart technology for smarter cars
A UNIQUE PRODUCT PORTFOLIO
VALEO IS AT THE HEART OF THE 3 REVOLUTIONS OF THE AUTOMOTIVE INDUSTRY

VALEO: TECHNOLOGICAL PLATFORMS, WITH STRONG VALUE-ADDED AND HIGH GROWTH POTENTIAL
ELECTRIFICATION: UNPRECEDENTED GROWTH

- **CITIES ARE THE NEW REGULATORS**
- **AN AMBITIOUS REGULATION**
- **NEV POLICY**
- **95GR OF CO₂ PER KILOMETER IN 2021**
- **A SOCIETAL ASPIRATION BECOMING AFFORDABLE**
MIX UNCERTAINTIES, NEVERTHELESS DIESEL CONTINUES TO SLOW DOWN AND ELECTRIFICATION TO ACCELERATE

% OF DIESEL TAKE RATE IN EUROPE

- 2015: 52%
- 2016: 50%
- 2017: 45%
- 2018: 37%
- 04 YTD 2019: 33%

NUMBER OF ELECTRIC VEHICLES SOLD WORLDWIDE ANNUALLY

CAGR 2015-E2019: +65%/YEAR

- 2015: 0.5
- 2016: 0.8
- 2017: 1.3
- 2018: 2.1
- EST 2019: 3.5

WORLDWIDE ELECTRIC VEHICLES TAKE RATE

- 2015: 0.1%
- 2016: 1.9%
ELECTRIFICATION
HIGH GROWTH MARKETS

MEDIUM POWER ELECTRIFICATION
12V & 48V

CAGR 2018-2030: +33%/YR

HIGH POWER ELECTRIFICATION

CAGR 2018-2030: +20%/YR

TRADITIONAL ENGINES

CAGR 2018-2030: -9%/YR

2030
VALEO: LEADER IN 48V HYBRIDIZATION & ELECTRIFICATION SOLUTIONS
STRONG VALUE-ADDED INNOVATION PROVIDER

MEDIUM POWER SOLUTIONS
(12V & 48V)

x2

VALEO CONTENT PER VEHICLE EVOLUTION

POWERTRAIN SYSTEMS BUSINESS GROUP

THERMAL SYSTEMS BUSINESS GROUP
VALEO: LEADER IN HIGH VOLTAGE ELECTRIFICATION SOLUTIONS
STRONG VALUE-ADDED INNOVATIONS PROVIDER

HIGH POWER SOLUTIONS (>60V)

VALEO CONTENT
PER VEHICLE EVOLUTION

x7

VALEO SIEMENS
eaAutomotive
VALEO IS AT THE HEART OF THE 3 REVOLUTIONS OF THE AUTOMOTIVE INDUSTRY

VALEO : TECHNOLOGICAL PLATFORMS, WITH STRONG VALUE-ADDED AND HIGH GROWTH POTENTIAL
ROBOTAXIS AND ADAS:
TWO SEPARATE MARKETS
TWO HIGH GROWTH POTENTIALS
BUT THE SAME TECHNOLOGICAL PLATFORMS

ROBOTAXIS LEVELS 4-5

PERSONAL CAR LEVELS 2-3-4

IT’S ALREADY A REALITY

GLOBAL FOR SAFER CARS
NCAP
VALEO: THE BROADEST SENSORS PORTFOLIO IN THE AUTOMOTIVE INDUSTRY

1990 - 2017: >1Bn ADAS SENSORS DELIVERED
2018 - 2023: >1Bn ADAS SENSORS WILL BE DELIVERED
SENSORS ARE THE FOUNDATION OF AUTONOMOUS DRIVING

〜20%

ADAS market share

＞€4bn

Order intake in front cameras

unique supplier

of automotive grade 3D lidar in production
WORLDWIDE LEADERSHIP IN LASER SCANNER

Valeo SCALA

- UNIQUE SUPPLIER OF AUTOMOTIVE GRADE 3D LIDAR IN PRODUCTION
- 100,000 SCALAS DELIVERED
- 4 CUSTOMERS
- ~€500M ORDER INTAKE
SCALA®: ONE TECHNOLOGICAL PLATFORM TO ADDRESS NEW CUSTOMERS & NEW MARKETS

VALEO SCALA® GENERATION 1
VALEO SCALA® GENERATION 2
VALEO SCALA® GENERATION 3
CAMERAS: A SUCCESS STORY

2007
CONNAUGHT ELECTRONICS ACQUISITION

€37M Sales
4,000 cameras delivered

2018
WORLDWIDE LEADER

>30% market share
>12 million cameras delivered

2024
WORLDWIDE LEADER

>30% market share
2x sales versus 2018
>25 million cameras delivered
Embedded artificial intelligence
New applications

Valeo XtraVue Trailer
valeo.ai
CAMERAS: FROM PERSONAL CARS TO ROBOTAXIS

UP TO

20 MEGAPIXELS

A HIGH DEFINITION WHICH MEETS THE REQUIREMENTS OF ROBOTAXIS
CAMERAS: SYNERGIES WITH OTHER VALEO ACTIVITIES

SENSOR CLEANING SYSTEMS

INTEGRATED, ASSEMBLED AND COOLED WITHIN VALEO AUTONOMY PACK
TECHNOLOGICAL PLATFORMS TO ADDRESS NEW CUSTOMERS & NEW MARKETS
ROBOTAXIS

€1 BN ORDER INTAKE
CAMERAS: SYNERGIES WITHIN THE INTERIOR OF THE CABIN
INTERIOR MONITORING SYSTEMS & DRIVER MONITORING SYSTEMS

DRIVEN BY REGULATION

ACCELERATED THROUGH TECHNOLOGICAL PARTNERSHIPS
CAMERAS: SYNERGIES WITHIN THE INTERIOR OF THE CABIN

VALEO INTERIOR COCOON EXAMPLE

A UNIQUE COCOON WITHOUT POLLUTION INTELLIGENT & PERSONALIZED

AUTOMATED INTERIOR LIGHTING

HUMAN-MACHINE INTERFACE

AUTOMATED INTERIOR LIGHTING

VISIBILITY SYSTEMS BUSINESS GROUP

THERMAL SYSTEMS BUSINESS GROUP

COMFORT & DRIVING ASSISTANCE SYSTEMS BUSINESS GROUP
Key strategic partner
FRONT CAMERAS: A NEW SUCCESS STORY

- 4 CUSTOMERS
- EMBEDDED ARTIFICIAL INTELLIGENCE
- EXTENDED PARTNERSHIPS
- ADAPTIVE CRUISE CONTROL SOFTWARE DEVELOPMENT
- €4BN ORDER INTAKE
AUTOMOTIVE MARKET IS UNDERGOING A DEEP (R)EVOLUTION

VALEO, A WORLDWIDE LEADER THANKS TO OUR INTENSE R&D EFFORT TO DEVELOP OUR TECHNOLOGICAL PLATFORMS

IN A MORE COMPLEX MACRO ECONOMICAL ENVIRONMENT
WE ADAPT OUR COST STRUCTURE AND OUR INVESTMENT PLANS

H2 2018

COST REDUCTION PLAN:
€100 M

COST REDUCTION PLAN
€100 M VS 2017

2019

COST REDUCTION PLAN
€100 M

INVESTMENT REDUCTION PLAN
>€100 M
VALEO STRONGLY OUTPERFORMED ITS JAPANESE PEERS BUT UNDERPERFORMED ITS US & EU PEERS

TOTAL SHAREHOLDER RETURN - REBASED 100 AS OF 2009 MARCH 21TH

Source: S&P Capital IQ,

Note: Total shareholder return taking into account stock splits, cash dividends, spin-offs, and rights offerings. Assuming no withholding tax on reinvested cash dividends.
WE MUST FIND THE RIGHT BALANCE TO FINANCE OUR LONG TERM STRATEGY
2018: An unusual year

Automotive is undergoing radical change

Strong fundamentals

A clear strategy

A unique product portfolio

Valeo
Smart technology for smarter cars