Q1 2021 SALES

JACQUES ASCHENBROICH
CHAIRMAN & CEO

SMART TECHNOLOGY FOR SMARTER MOBILITY
# Q1 2021 SALES

## TABLE OF CONTENTS

<table>
<thead>
<tr>
<th>Section</th>
<th>Page</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>01</strong> KEY HIGHLIGHTS</td>
<td>03</td>
</tr>
<tr>
<td><strong>02</strong> CARBON NEUTRALITY PLAN</td>
<td>05</td>
</tr>
<tr>
<td><strong>03</strong> Q1 SALES</td>
<td>07</td>
</tr>
<tr>
<td><strong>04</strong> OUTPERFORMANCE BY REGION</td>
<td>09</td>
</tr>
<tr>
<td><strong>05</strong> OUTPERFORMANCE BY SEGMENT</td>
<td>15</td>
</tr>
<tr>
<td><strong>06</strong> 2021 OUTLOOK</td>
<td>20</td>
</tr>
<tr>
<td><strong>07</strong> BACKUP SLIDES</td>
<td>23</td>
</tr>
</tbody>
</table>
Q1 2021 HIGHLIGHTS (1/2)

- Sales of €4,667m, up 8% LFL vs 2020
- OEM sales up 7% LFL vs 2020 in line with the market excluding region mix
- Strong outperformance in all regions vs 2019

<table>
<thead>
<tr>
<th>Region</th>
<th>Outperformance*</th>
</tr>
</thead>
<tbody>
<tr>
<td>Europe</td>
<td>+12pts</td>
</tr>
<tr>
<td>Asia</td>
<td>+12pts</td>
</tr>
<tr>
<td>of which China</td>
<td>+26pts</td>
</tr>
<tr>
<td>North America</td>
<td>+12pts</td>
</tr>
<tr>
<td>South America</td>
<td>+26pts</td>
</tr>
</tbody>
</table>

- 14pts World outperformance vs 2019 excluding region mix
- Strong outperformance in all Business Groups vs 2019 mainly driven by ADAS and electrification

<table>
<thead>
<tr>
<th>Business Group</th>
<th>Outperformance*</th>
</tr>
</thead>
<tbody>
<tr>
<td>Comfort &amp; Driving Assistance</td>
<td>+21pts</td>
</tr>
<tr>
<td>Powertrain</td>
<td>+15pts</td>
</tr>
<tr>
<td>Thermal</td>
<td>+7pts</td>
</tr>
<tr>
<td>Visibility</td>
<td>+11pts</td>
</tr>
</tbody>
</table>

*IHS estimates April 16 2021 and CPCA for China
**Excluding region mix
Q1 2021 HIGHLIGHTS (2/2)

➢ Valeo Siemens eAutomotive: in line with our expectations
  • Sales +93%

➢ Strong outperformance* at Valeo Group level expected in Q2 vs 2020 and 2019

➢ FY 2021 guidance confirmed

*IHS estimates April 16 2021 and CPCA for China
VALEO’S WORLDWIDE COMMITMENT IN LINE WITH EUROPEAN GREEN DEAL AMBITION

Annualized CO2 emissions reduction objectives integrated into the variable compensation of the Group’s 1,500 key managers and performance shares granted to senior management
OUR GROWTH ENGINE: CO₂ EMISSIONS REDUCTION

OUR LEADING ESG PERFORMANCE RECOGNIZED BY OUR INCLUSION IN SUSTAINABILITY INDEXES SUCH AS THE NEW “CAC40 ESG”

* excl. tire companies
TOTAL SALES OF €4,667M
SALES IN LINE WITH 2019 ON A LIKE-FOR-LIKE BASIS DESPITE 12% DROP IN PRODUCTION

Reported vs 2019

<table>
<thead>
<tr>
<th>Category</th>
<th>2019</th>
<th>2021</th>
<th>Change</th>
</tr>
</thead>
<tbody>
<tr>
<td>OEM</td>
<td>3,937</td>
<td>3,879</td>
<td>-1%</td>
</tr>
<tr>
<td>Aftermarket</td>
<td>508</td>
<td>514</td>
<td>+1%</td>
</tr>
<tr>
<td>Miscellaneous</td>
<td>222</td>
<td>222</td>
<td>0%</td>
</tr>
<tr>
<td>Total sales</td>
<td>4,667</td>
<td>4,615</td>
<td>-1%</td>
</tr>
</tbody>
</table>

Exchange rates:
- OEM: -2.7%
- Aftermarket: -5.0%
- Miscellaneous: -2.0%

Scope:
- OEM: 0.2%
- Aftermarket: 0.0%
- Miscellaneous: 0.0%
- Total sales: 0.2%
TOTAL SALES OF €4,667M

UP 8% ON A LIKE-FOR-LIKE BASIS VS 2020
MAINLY DRIVEN BY CHINA

- OEM: +4% (+7%)
  - Exchange rates: -3.3%
  - Scope: 0.0%

- Aftermarket: +4% (+8%)
  - Exchange rates: -4.6%
  - Scope: 0.0%

- Miscellaneous: +11% (+15%)
  - Exchange rates: -3.7%
  - Scope: 0.0%

- Total sales: +4% (+8%)
  - Exchange rates: -3.5%
  - Scope: 0.0%

Reported

Like for like

€m

3,937
508
222
4,667

VS 2020
STRONG OUTPERFORMANCE IN ALL REGIONS

Outperformance based on IHS estimates – China Passenger Car Association (CPCA) estimates for China (1) Europe including Africa, Asia including Middle East

North America
Outperf. +12pts

Europe (1)
Outperf. +12pts

China
Outperf. +26pts

South America
Outperf. +26pts

Asia (1)
Outperf. +12pts
STRONG OUTPERFORMANCE IN ALL REGIONS

**North America**
- Outperf. +12pts
- 19% of Valeo sales
- OEM sales (like for like) -3%
- Production -15%

**South America**
- Outperf. +26pts
- 2% of Valeo sales
- OEM sales (like for like) +12%
- Production -14%

**Europe**
- Outperf. +12pts
- 48% of Valeo sales
- OEM sales (like for like) -7%
- Production -19%

**China**
- Outperf. +26pts
- 13% of Valeo sales
- OEM sales (like for like) +21%
- Production -5%

**Asia**
- Outperf. +12pts
- 31% of Valeo sales
- OEM sales (like for like) +5%
- Production -7%

**World**
- Outperformance +10pts
- Outperf. excl. region mix +14pts
- OEM sales (like for like) -2%
- Production -12%

Outperformance based on IHS estimates – China Passenger Car Association (CPCA) estimates for China

(1) Europe including Africa, Asia including Middle East
(2) Valeo OEM sales by destination
Outperformance based on IHS estimates – China Passenger Car Association (CPCA) estimates for China

(1) Asia including Middle East
OEM SALES IN LINE WITH THE MARKET EXCLUDING REGION MIX
HIGH COMPARISON BASIS
AS A REMINDER, OUTPERFORMANCE WAS OF 16PTS IN Q1 2020

Outperformance based on IHS estimates – China Passenger Car Association (CPCA) estimates for China
(1) Europe including Africa, Asia including Middle East
OEM SALES IN LINE WITH THE MARKET EXCLUDING REGION MIX
HIGH COMPARISON BASIS
AS A REMINDER, OUTPERFORMANCE WAS OF 16PTS IN Q1 2020

North America
19% of Valeo sales (2)
OEM sales (like for like) -1%
Production -4%
Outperf. +3pts

South America
2 % of Valeo sales (2)
OEM sales (like for like) +6%
Production +4%
Outperf. +2pts

Europe (1)
48% of Valeo sales (2)
OEM sales (like for like) +1%
Production -1%
Outperf. +2pts

Asia (1)
31% of Valeo sales (2)
OEM sales (like for like) +24%
Production +30%
Outperf. -6pts

China
13% of Valeo sales (2)
OEM sales (like for like) +76%
Production +86%
Outperf. -10pts

World
Outperformance -6pts

OEM sales in line with the market excl. region mix
OEM sales (like for like) +7%
Production +13%

Outperformance based on IHS estimates – China Passenger Car Association (CPCA) estimates for China
(1) Europe including Africa, Asia including Middle East
(2) Valeo OEM sales by destination

As a reminder, outperformance was of 16pts in Q1 2020 vs 2020
## OUTPERFORMANCE IN ALL BUSINESS GROUPS

<table>
<thead>
<tr>
<th>Business Group</th>
<th>Outperformance*</th>
</tr>
</thead>
<tbody>
<tr>
<td>Comfort &amp; Driving Assistance</td>
<td>+21pts</td>
</tr>
<tr>
<td>Powertrain</td>
<td>+15pts</td>
</tr>
<tr>
<td>Thermal</td>
<td>+7pts</td>
</tr>
<tr>
<td>Visibility</td>
<td>+11pts</td>
</tr>
</tbody>
</table>

*IHS estimates April 16 2021/CPCA estimates for China
Excluding region mix*
OUTPERFORMANCE IN ALL BUSINESS GROUPS

**Comfort & Driving Assistance**

Outperformance excl. region mix **+21pts**  
Outperformance **+17pts**

Growth mainly driven by:
➢ ADAS consolidating #1 position

**Visibility**

Outperformance excl. region mix **+11pts**  
Outperformance **+7pts**

Growth mainly driven by lighting in:
➢ North America with pick-up trucks for American OEMs  
➢ Japan & South-East Asia through Ichikoh  
➢ China
### MAJOR DRIVER ASSISTANCE SOP’S RECENT GROWTH DRIVERS (2020-2021)

<table>
<thead>
<tr>
<th>ADAS</th>
<th>Honda</th>
<th>Mercedes-Benz</th>
<th>WEY</th>
<th>Ford</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Fit &amp; Legend</strong></td>
<td>L2 function w/ only FCAM (Fit)</td>
<td>Lidar SCALA 2</td>
<td>Driver Monitoring System with emotion recognition</td>
<td><strong>F-150</strong></td>
</tr>
<tr>
<td></td>
<td>L3 function w/ Lidar, FCAM and ECU’s (Legend)</td>
<td>Lidar cleaning</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>Rear lamp with helix design</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th><strong>LIGHTING</strong></th>
<th>Audi</th>
<th>Volkswagen</th>
<th>Cadillac</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>A3</strong></td>
<td>Headlamp with Matrix beam</td>
<td>Pixel lighting headlamp</td>
<td>Matrix beam headlight</td>
</tr>
<tr>
<td></td>
<td>Pixelated Daytime Running Lights</td>
<td>Crossline signature grille</td>
<td>360 View Camera System</td>
</tr>
<tr>
<td><strong>Golf</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
OUTPERFORMANCE IN ALL BUSINESS GROUPS

**Powertrain**

Outperformance excl. region mix **+15pts**

Outperformance +16pts

Growth mainly driven by:
➢ Acceleration in 48V
➢ Growth in transmission systems boosted by CPV increase in automated gearbox and hybrid vehicles

**Thermal**

Outperformance excl. region mix **+7pts**

Outperformance +4pts

Growth mainly driven by:
➢ Thermal solutions for electric vehicles (battery thermal management, HVAC for BEV,...) starting to impact growth
➢ China
MAJOR BEV, PHEV & 48V SOP’S RECENT GROWTH DRIVERS (2020-2021)

Volkswagen

ID.3 & ID.4
- Inverter
- Battery Coolers
- AC unit with HV electric heater
- Battery Chiller

Mercedes-Benz

EQS
- eDrive System

Hyundai - KIA

Tucson, Sportage
- IBSG 48V

Li Auto

One
- Battery cooler
- Heat pump systems
- Electrical compressor
- Comfort controller

Stellantis

208, 2008, Corsa
- Battery coolers
- Heat pump system
- Electrical compressor

Stellantis

DS7 Crossback, 3008, Grandland
- eMotor & inverter

Renault

Clio, Megane, Capture
- Dual Inverter
- On-Board Charger
- Dedicated hybrid transmission

Volvo

XC40
- eMotor

---

MAJOR BEV, PHEV & 48V SOP’S RECENT GROWTH DRIVERS (2020-2021)
06 2021 OUTLOOK CONFIRMED
2021 OUTLOOK CONFIRMED

Our base scenario for the top end of our 2021 guidance range is 10% growth in global automotive production.

In this context, the Group confirms the following objectives for 2021:

- continued outperformance
- improved financial performance despite additional costs, estimated at around 80 million euros, related to supply disruptions and the increase in certain raw material prices:

<table>
<thead>
<tr>
<th></th>
<th>2021</th>
<th>2020</th>
</tr>
</thead>
<tbody>
<tr>
<td>Sales (in €bn)*</td>
<td>17.6 - 18.2</td>
<td>16.2</td>
</tr>
<tr>
<td>OEM Sales (in €bn)*</td>
<td>14.9 - 15.5</td>
<td>13.6</td>
</tr>
<tr>
<td>EBITDA (in €m)**</td>
<td>2,250 - 2,450</td>
<td>1,505</td>
</tr>
<tr>
<td>As a % of sales</td>
<td>12.8% - 13.4%</td>
<td>9.2%</td>
</tr>
<tr>
<td>Free cash flow (in €m)**</td>
<td>330 - 550</td>
<td>294</td>
</tr>
</tbody>
</table>

*Excl. Top Column Modules  **Incl. Top Column Modules

- acceleration in growth for the Valeo Siemens eAutomotive joint venture and a reduction in its negative contribution to “Share in net earnings of equity-accounted companies”.

*Excl. Top Column Modules  **Incl. Top Column Modules
07 BACKUP SLIDES
OUTPERFORMANCE IN ALL ASIAN COUNTRIES

India
4% of Asian sales
OEM sales (like for like) +13%
Production -3%
Outperf. +16pts

South Korea
25% of Asian sales
OEM sales (like for like) -1%
Production -5%
Outperf. +4pts

Japan
24% of Asian sales
OEM sales (like for like) -9%
Production -11%
Outperf. +2pts

China
42% of Asian sales
OEM sales (like for like) +21%
Production -5%
Outperf. +26pts

Outperformance based on IHS estimates – China Passenger Car Association (CPCA) estimates for China
(1) Asia including Middle East
(2) Valeo OEM sales by destination

Outperformance +12pts
OEM sales (like for like) +5%
Production -7%
IN ASIA, PERFORMANCE OF -6PTS
HIGH COMPARISON BASIS IN CHINA

Outperformance -6pts

OEM sales (like for like) +24%
Production +30%

China
42% of Asian sales
Outperf. -10pts

OEM sales (like for like) +76%
Production +86%

Japan
24% of Asian sales
Perf. 0pts

OEM sales (like for like) -4%
Production -4%

South Korea
25% of Asian sales
Outperf. -5pts

OEM sales (like for like) +7%
Production +12%

India
4% of Asian sales
Outperf. +11pts

OEM sales (like for like) +34%
Production +23%

Outperformance based on IHS estimates – China Passenger Car Association (CPCA) estimates for China
(1) Asia including Middle East
(2) Valeo OEM sales by destination
## OUTPERFORMANCE IN ALL BUSINESS GROUPS

<table>
<thead>
<tr>
<th>Business Group</th>
<th>vs 2019</th>
<th>vs 2020</th>
</tr>
</thead>
<tbody>
<tr>
<td>Comfort &amp; Driving Assistance</td>
<td>+21pts</td>
<td>-4pts</td>
</tr>
<tr>
<td>Powertrain</td>
<td>+15pts</td>
<td>+5pts</td>
</tr>
<tr>
<td>Thermal</td>
<td>+7pts</td>
<td>-4pts</td>
</tr>
<tr>
<td>Visibility</td>
<td>+11pts</td>
<td>-2pts</td>
</tr>
</tbody>
</table>

* IHS estimates April 16 2021/CPCA estimates for China
  Excluding region mix
GEOGRAPHIC POSITIONING

OEM sales by production region

% of OEM sales

Q1 19

- Western Europe: 32%
- US: 18%
- Mexico: 11%
- SA: 9%
- China: 11%
- Asia: 11%
- Eastern Europe: 11%

56% in Asia & emerging countries

Q1 21

- Western Europe: 33%
- US: 16%
- Mexico: 14%
- SA: 11%
- China: 7%
- Asia: 11%

60% in Asia & emerging countries

VS 2019
CUSTOMER PORTFOLIO

% of OEM sales

Q1 19

German 30%

Asian 32%

Q1 21

German 31%

Asian 32%

VS 2019

German
Asian
American
French
Others
The Group decided to withdraw from the TCM segment.

The table below reconciles reported consolidated data with data excluding the TCM business.

<table>
<thead>
<tr>
<th></th>
<th>Q1 2021</th>
<th>TCM*</th>
<th>Q1 2021 excluding TCM</th>
</tr>
</thead>
<tbody>
<tr>
<td>Sales (in €m)</td>
<td>4,667</td>
<td>54</td>
<td>4,613</td>
</tr>
<tr>
<td>Original equipment sales (in €m)</td>
<td>3,937</td>
<td>51</td>
<td>3,886</td>
</tr>
</tbody>
</table>

* Including intercompany transactions.
INVESTOR RELATIONS

VALEO
43, rue Bayen
F-75848 Paris Cedex 17
France

Thierry Lacorre
E-mail: valeo.corporateaccess.mailbox@valeo.com
Website: www.valeo.com
SHARE INFORMATION

Share Data
• Bloomberg Ticker
• Reuters Ticker
• ISIN Number
• Shares outstanding as of December 31, 2020

ADR Data
• Ticker/trading symbol
• CUSIP Number
• Exchange
• Ratio (ADR: ord)
• Depositary Bank
• Contact at J.P. Morgan – ADR
• Broker relationship desk
SAFE HARBOUR STATEMENT

Statements contained in this document, which are not historical fact, constitute “forward-looking statements”. These statements include projections and estimates and their underlying assumptions, statements regarding projects, objectives, intentions and expectations with respect to future financial results, events, operations, services, product development and potential, and statements regarding future performance. Even though Valeo’s Management feels that the forward-looking statements are reasonable as at the date of this document, investors are put on notice that the forward-looking statements are subject to numerous factors, risks and uncertainties that are difficult to predict and generally beyond Valeo’s control, which could cause actual results and events to differ materially from those expressed or projected in the forward-looking statements. Such factors include, among others, the Company’s ability to generate cost savings or manufacturing efficiencies to offset or exceed contractually or competitively required price reductions. The risks and uncertainties to which Valeo is exposed mainly comprise the risks resulting from the investigations currently being carried out by the antitrust authorities as identified in the Universal Registration Document, risks which relate to being a supplier in the automotive industry and to the development of new products and risks due to certain global and regional economic conditions. Also included are environmental and industrial risks, risks associated with the Covid-19 epidemic, as well as risks and uncertainties described or identified in the public documents submitted by Valeo to the French financial markets authority (Autorité des marchés financiers – AMF), including those set out in the “Risk Factors” section of the 2020 Universal Registration Document registered with the AMF on April 6, 2021 (under number D.21-0260).

The Company assumes no responsibility for any analyses issued by analysts and any other information prepared by third parties which may be used in this document. Valeo does not intend or assume any obligation to review or to confirm the estimates issued by analysts or to update any forward-looking statements to reflect events or circumstances which occur subsequent to the date of this document.