FY 2021 RESULTS

CHRISTOPHE PERILLAT
CEO
TOTAL SALES

2021 vs 2020

<table>
<thead>
<tr>
<th>Segment</th>
<th>Reported</th>
<th>Like for like</th>
<th>Exchange rates</th>
<th>Scope</th>
</tr>
</thead>
<tbody>
<tr>
<td>OEM</td>
<td>+3%</td>
<td>+4%</td>
<td>-0.9%</td>
<td>-0.2%</td>
</tr>
<tr>
<td>Aftermarket</td>
<td>+18%</td>
<td>+22%</td>
<td>-2.7%</td>
<td>-0.5%</td>
</tr>
<tr>
<td>Miscellaneous</td>
<td>+19%</td>
<td>+20%</td>
<td>-1.4%</td>
<td>0.0%</td>
</tr>
<tr>
<td>Total sales</td>
<td>+5%</td>
<td>+6%</td>
<td>-1.1%</td>
<td>-0.2%</td>
</tr>
</tbody>
</table>
North America
19% of Valeo sales
+5% OEM Sales
0% Production*

South America
2% of Valeo sales
+17% OEM Sales
+16% Production*

Europe
(including Africa)
45% of Valeo sales
0% OEM Sales
-3% Production*

Asia
34% of Valeo sales
+8% OEM Sales
+8% Production*

China
16% of Valeo sales
+5% OEM Sales
+8% Production*

World
+4% OEM Sales
+4% Production*

*IHs as of February 14, 2022/CPCA estimates for China

-3pts Perf.

0pts Outperf.

+3pts Outperf.

+2pts exch. geographic mix

+4pts Outperf.
BUSINESS GROUPS

FY 2021

OEM sales
Like for like

2021 total sales
in €m

Total reported sales

Outperformance

Comfort & Driving Assistance
3,417
+6%
+2pts

Powertrain
4,651
+6%
0pts

Thermal
3,926
+6%
+1pt

Visibility
5,094
+1%
-4pts
GEOGRAPHIC POSITIONING

OEM sales by production region

% of OEM sales

FY 2020

59% in Asia & emerging countries

Western Europe 32%

17%

15%

9%

11%

FY 2021

62% in Asia & emerging countries

Western Europe 30%

17%

16%

8%

11%
CUSTOMER PORTFOLIO

% of OEM sales

FY 2020

German 30%
Asian 32%

FY 2021

German 30%
Asian 33%

FY 25, 2022
GROSS MARGIN BREAKDOWN

FY 2021

2020: 13.1%

- Volume: +0.9pts
- Input costs increase: -0.7pts
- Efficiency - productivity: +3.6pts
- Fixed costs: +0.2pts
- R&D Sales / Tooling: +0.5pts
- Perimeter & exchange rates: +0.0pts

2021: 17.6%
GROSS R&D EXPENDITURE

Gross R&D expenditure
In €m & as a % of sales

2020
1,660
10.1%
-20BPS

2021
1,704
9.9%
+3%

Capitalized development expenditure
In €m and as a % of sales

2020
598
3.6%

2021
586
3.4%

Down 20bps

Amortization and impairment of capitalized development expenditure
(net of subsidies)

2020
730
4.4%

2021
594
3.1%

Down 130bps

IFRS impact
+110bps
### GROSS R&D EXPENDITURE

<table>
<thead>
<tr>
<th>H2 2020</th>
<th>H2 2021</th>
<th>▲</th>
<th>In million of euros and as a % of sales</th>
<th>FY 2020</th>
<th>FY 2021</th>
<th>▲</th>
</tr>
</thead>
<tbody>
<tr>
<td>(798)</td>
<td>(853)</td>
<td>▲7%</td>
<td>Gross Research and Development expenditure</td>
<td>(1,660)</td>
<td>(1,704)</td>
<td>▲3%</td>
</tr>
<tr>
<td>(8.5)%</td>
<td>(10.3)%</td>
<td>+180bps</td>
<td>As a % of sales</td>
<td>(10.1)%</td>
<td>(9.9)%</td>
<td>-20bps</td>
</tr>
<tr>
<td>(20)</td>
<td>6</td>
<td>▲97%</td>
<td>IFRS impact</td>
<td>(132)</td>
<td>52</td>
<td>na</td>
</tr>
<tr>
<td>51</td>
<td>93</td>
<td>▲82%</td>
<td>Subsidies and grants, and other income</td>
<td>97</td>
<td>142</td>
<td>+46%</td>
</tr>
<tr>
<td>(767)</td>
<td>(754)</td>
<td>▲2%</td>
<td>Research &amp; Development expenditure</td>
<td>(1,695)</td>
<td>(1,510)</td>
<td>▲11%</td>
</tr>
<tr>
<td>(8.2)%</td>
<td>(9.1)%</td>
<td>-90bps</td>
<td>As a % of sales</td>
<td>(10.3)%</td>
<td>(8.7)%</td>
<td>-160bps</td>
</tr>
<tr>
<td>(20)</td>
<td>6</td>
<td>▲97%</td>
<td>IFRS impact</td>
<td>(132)</td>
<td>52</td>
<td>na</td>
</tr>
<tr>
<td>1.5%</td>
<td>0.1%</td>
<td>-140bps</td>
<td>As a % of sales</td>
<td>(0.8)%</td>
<td>0.3%</td>
<td>na</td>
</tr>
<tr>
<td>279</td>
<td>295</td>
<td>▲6%</td>
<td>Capitalized development expenditure</td>
<td>598</td>
<td>586</td>
<td>-2%</td>
</tr>
<tr>
<td>3.0%</td>
<td>3.6%</td>
<td>▲60bps</td>
<td>As a % of sales</td>
<td>3.6%</td>
<td>3.4%</td>
<td>-20bps</td>
</tr>
<tr>
<td>(299)</td>
<td>(289)</td>
<td>▲3%</td>
<td>Amortization and impairment of capitalized development expenditure</td>
<td>(730)</td>
<td>(534)</td>
<td>-27%</td>
</tr>
<tr>
<td>(3.2)%</td>
<td>(3.5)%</td>
<td>-30bps</td>
<td>As a % of sales</td>
<td>(4.4)%</td>
<td>(3.1)%</td>
<td>-130bps</td>
</tr>
</tbody>
</table>
OPERATING MARGIN* BREAKDOWN

As a % of sales

*Excl. JV & Associates
NB: Rounded figures

2020  |  2021
---|---
-2.3%  |  4.0%

Gross margin: +4.5pts | R&D expenses: +1.6pts | SG&A: +0.2pts

FY 2021
## INCOME STATEMENT

<table>
<thead>
<tr>
<th>H2 2020</th>
<th>H2 2021</th>
<th>▲</th>
<th>FY 2020</th>
<th>FY 2021</th>
<th>▲</th>
</tr>
</thead>
<tbody>
<tr>
<td>9,378</td>
<td>8,268</td>
<td>-12%</td>
<td>Total sales (€m)</td>
<td>16,436</td>
<td>17,262</td>
</tr>
<tr>
<td>1,648</td>
<td>1,454</td>
<td>-12%</td>
<td>Gross margin</td>
<td>2,155</td>
<td>3,040</td>
</tr>
<tr>
<td>17.6%</td>
<td>17.6%</td>
<td>0bps</td>
<td>As a % of sales</td>
<td>13.1%</td>
<td>17.6%</td>
</tr>
<tr>
<td>(767)</td>
<td>(754)</td>
<td>-2%</td>
<td>R&amp;D expenditure</td>
<td>(1,695)</td>
<td>(1,510)</td>
</tr>
<tr>
<td>(8.2)%</td>
<td>(9.1)%</td>
<td>-90bps</td>
<td>As a % of sales</td>
<td>(10.3)%</td>
<td>(8.7)%</td>
</tr>
<tr>
<td>(413)</td>
<td>(416)</td>
<td>-1%</td>
<td>SG&amp;A</td>
<td>(832)</td>
<td>(831)</td>
</tr>
<tr>
<td>(4.4)%</td>
<td>(5.0)%</td>
<td>-60bps</td>
<td>As a % of sales</td>
<td>(5.1)%</td>
<td>(4.8)%</td>
</tr>
<tr>
<td>468</td>
<td>284</td>
<td>-39%</td>
<td>Operating margin excl. JV &amp; associates</td>
<td>(372)</td>
<td>699</td>
</tr>
<tr>
<td>5.0%</td>
<td>3.4%</td>
<td>-160bps</td>
<td>As a % of sales</td>
<td>(2.3)%</td>
<td>4.0%</td>
</tr>
<tr>
<td>(112)</td>
<td>(124)</td>
<td>+11%</td>
<td>JV &amp; associates</td>
<td>(278)</td>
<td>(243)</td>
</tr>
<tr>
<td>(1.2)%</td>
<td>(1.5)%</td>
<td>-30bps</td>
<td>As a % of sales</td>
<td>(1.7)%</td>
<td>(1.4)%</td>
</tr>
<tr>
<td>356</td>
<td>160</td>
<td>-55%</td>
<td>Operating margin incl. JV &amp; associates</td>
<td>(650)</td>
<td>456</td>
</tr>
<tr>
<td>3.8%</td>
<td>1.9%</td>
<td>-190bps</td>
<td>As a % of sales</td>
<td>(4.0)%</td>
<td>2.6%</td>
</tr>
<tr>
<td>1,303</td>
<td>1,103</td>
<td>-15%</td>
<td>EBITDA</td>
<td>1,505</td>
<td>2,308</td>
</tr>
<tr>
<td>13.9%</td>
<td>13.4%</td>
<td>-50bps</td>
<td>As a % of sales</td>
<td>9.1%</td>
<td>13.4%</td>
</tr>
<tr>
<td>H2 2020</td>
<td>H2 2021</td>
<td>△</td>
<td>Total sales (€m)</td>
<td>FY 2020</td>
<td>FY 2021</td>
</tr>
<tr>
<td>---------</td>
<td>---------</td>
<td>---</td>
<td>-----------------</td>
<td>---------</td>
<td>---------</td>
</tr>
<tr>
<td>9,378</td>
<td>8,268</td>
<td>-12%</td>
<td></td>
<td>16,436</td>
<td>17,262</td>
</tr>
<tr>
<td>356</td>
<td>160</td>
<td>-55%</td>
<td>Operating margin incl. JV &amp; associates</td>
<td>(650)</td>
<td>456</td>
</tr>
<tr>
<td>3.8%</td>
<td>1.9%</td>
<td>-190bps</td>
<td>As a % of sales</td>
<td>(4.0)%</td>
<td>2.6%</td>
</tr>
<tr>
<td>(72)</td>
<td>(21)</td>
<td>-71%</td>
<td>Other income &amp; expenses</td>
<td>(207)</td>
<td>(50)</td>
</tr>
<tr>
<td>(0.8)%</td>
<td>(0.3)%</td>
<td>-50bps</td>
<td>As a % of sales</td>
<td>(1.3)%</td>
<td>(0.3)%</td>
</tr>
<tr>
<td>284</td>
<td>139</td>
<td>-51%</td>
<td>Operating income</td>
<td>(857)</td>
<td>406</td>
</tr>
<tr>
<td>3.0%</td>
<td>1.7%</td>
<td>-130bps</td>
<td>As a % of sales</td>
<td>(5.2)%</td>
<td>2.4%</td>
</tr>
<tr>
<td>(34)</td>
<td>(32)</td>
<td>-6%</td>
<td>Cost of net debt</td>
<td>(67)</td>
<td>(60)</td>
</tr>
<tr>
<td>8</td>
<td>90</td>
<td>8x</td>
<td>Other financial income &amp; expenses</td>
<td>(14)</td>
<td>96</td>
</tr>
<tr>
<td>258</td>
<td>197</td>
<td>-24%</td>
<td>Income before taxes</td>
<td>(938)</td>
<td>442</td>
</tr>
<tr>
<td>(108)</td>
<td>(83)</td>
<td>-23%</td>
<td>Income taxes</td>
<td>(132)</td>
<td>(197)</td>
</tr>
<tr>
<td>29.2%</td>
<td>25.9%</td>
<td>-330bps</td>
<td>Effective tax rate</td>
<td>20.0%</td>
<td>28.8%</td>
</tr>
<tr>
<td>(24)</td>
<td>(29)</td>
<td>+21%</td>
<td>Non-controlling interests and other</td>
<td>(19)</td>
<td>(70)</td>
</tr>
<tr>
<td>126</td>
<td>85</td>
<td>-33%</td>
<td>Net income</td>
<td>(1,089)</td>
<td>175</td>
</tr>
<tr>
<td>1.3%</td>
<td>1.0%</td>
<td>-30bps</td>
<td>As a % of sales</td>
<td>(6.6)%</td>
<td>1.0%</td>
</tr>
<tr>
<td>n.a.</td>
<td>n.a.</td>
<td>n.a.</td>
<td>EPS</td>
<td>(4.55)</td>
<td>0.73</td>
</tr>
<tr>
<td>n.a.</td>
<td>n.a.</td>
<td>n.a.</td>
<td>ROCE</td>
<td>(13)%</td>
<td>9%</td>
</tr>
<tr>
<td>n.a.</td>
<td>n.a.</td>
<td>n.a.</td>
<td>ROA</td>
<td>(12)%</td>
<td>5%</td>
</tr>
</tbody>
</table>
RECORDED CAPEX*

In €m and as a % of sales

-11%

2020
880
IFRS 16 €80m

2021
780
IFRS 16 €199m

-€100m

* Excl. Capitalized R&D

FY 2021

IFRS 16
0.5%
2020

IFRS 16
1.2%
2021

90bps
5.4%

4.5%
## FREE CASH FLOW STATEMENT

<table>
<thead>
<tr>
<th></th>
<th>H2 2020</th>
<th>H2 2021</th>
<th>FY 2020</th>
<th>FY 2021</th>
</tr>
</thead>
<tbody>
<tr>
<td>EBITDA (€m)</td>
<td>1,303</td>
<td>1,103</td>
<td>1,505</td>
<td>2,308</td>
</tr>
<tr>
<td>Change in operating working capital</td>
<td>(840) (242)</td>
<td>(188) (32)</td>
<td>266 (62)</td>
<td>(460) (78)</td>
</tr>
<tr>
<td>of which increase in inventories</td>
<td>14 (153)</td>
<td>14 (24)</td>
<td>218 (86)</td>
<td>(370) (369)</td>
</tr>
<tr>
<td>Other operating items (incl. taxes)</td>
<td>(151) (82)</td>
<td>(151) (104)</td>
<td>(86) (86)</td>
<td>(369) (237)</td>
</tr>
<tr>
<td>of which: Taxes</td>
<td>(11) (70)</td>
<td>(11) (104)</td>
<td>(86) (86)</td>
<td>(369) (237)</td>
</tr>
<tr>
<td>Pensions</td>
<td>(44) (43)</td>
<td>(44) (44)</td>
<td>(86) (86)</td>
<td>(369) (237)</td>
</tr>
<tr>
<td>IFRS 16 leases</td>
<td></td>
<td></td>
<td>(86) (86)</td>
<td>(369) (237)</td>
</tr>
<tr>
<td>Cash from operating activities* (€m)</td>
<td>1,958</td>
<td>686</td>
<td>1,623</td>
<td>1,401</td>
</tr>
<tr>
<td>PP&amp;E CAPEX</td>
<td>(336)</td>
<td>(244)</td>
<td>(731)</td>
<td>(523)</td>
</tr>
<tr>
<td>Capitalized R&amp;D</td>
<td>(279)</td>
<td>(295)</td>
<td>(598)</td>
<td>(586)</td>
</tr>
<tr>
<td>Free cash flow* (€m)</td>
<td>1,343</td>
<td>147</td>
<td>294</td>
<td>292</td>
</tr>
<tr>
<td>Interest</td>
<td>(13)</td>
<td>(15)</td>
<td>(75)</td>
<td>(28)</td>
</tr>
<tr>
<td>Other financial items</td>
<td>(141)</td>
<td>(232)</td>
<td>(302)</td>
<td>(420)</td>
</tr>
<tr>
<td>Net cash flow (€)</td>
<td>1,189</td>
<td>(100)</td>
<td>(83)</td>
<td>(156)</td>
</tr>
<tr>
<td>Net debt (€m)</td>
<td>2,944</td>
<td>3,104</td>
<td>2,944</td>
<td>3,104</td>
</tr>
</tbody>
</table>

*Excl. sale of trade receivables
LEVERAGE RATIO OF 1.34x EBITDA

Net debt to EBITDA

<table>
<thead>
<tr>
<th></th>
<th>Net debt (€m)</th>
<th>12-month rolling EBITDA (€m)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Jun 30, 2020</td>
<td>4,037</td>
<td>1,480</td>
</tr>
<tr>
<td>Dec 31, 2020</td>
<td>2,944</td>
<td>1,505</td>
</tr>
<tr>
<td>Jun 30, 2021</td>
<td>3,147</td>
<td>2,508</td>
</tr>
<tr>
<td>Dec 31, 2021</td>
<td>3,104</td>
<td>2,308</td>
</tr>
</tbody>
</table>

Leverage 2.73x

Leverage 1.96x

Leverage 1.25x

Leverage 1.34x

Covenant of 3.5x

Shareholders’ equity and net debt

<table>
<thead>
<tr>
<th></th>
<th>Net debt (€m)</th>
<th>Shareholders’ equity (€m) excluding non-controlling interests</th>
</tr>
</thead>
<tbody>
<tr>
<td>Jun 30, 2020</td>
<td>4,037</td>
<td>3,272</td>
</tr>
<tr>
<td>Dec 31, 2020</td>
<td>2,944</td>
<td>3,243</td>
</tr>
<tr>
<td>Jun 30, 2021</td>
<td>3,147</td>
<td>3,365</td>
</tr>
<tr>
<td>Dec 31, 2021</td>
<td>3,104</td>
<td>3,695</td>
</tr>
</tbody>
</table>

Gearing 123%

Gearing 91%

Gearing 94%

Gearing 84%

LT  Outlook  ST
Moody’s  Baa3  Stable  Prime-3
S&P  BB+  Stable  B
## CASH & DEBT PROFILE

<table>
<thead>
<tr>
<th>Duration (Y)</th>
<th>Maturity</th>
<th>Outstanding amount</th>
<th>Coupon</th>
</tr>
</thead>
<tbody>
<tr>
<td>EMTN</td>
<td>0.7</td>
<td>Sept. 2022</td>
<td>€600m</td>
</tr>
<tr>
<td>EMTN</td>
<td>1</td>
<td>Jan. 2023</td>
<td>€500m</td>
</tr>
<tr>
<td>Schuldschein loan</td>
<td>1.3</td>
<td>Apr. 2023</td>
<td>€336m 6M Euribor (floor) + 0.95% - 0.95%</td>
</tr>
<tr>
<td>EMTN</td>
<td>2.1</td>
<td>Jan. 2024</td>
<td>€700m</td>
</tr>
<tr>
<td>Schuldschein loan</td>
<td>3.3</td>
<td>Apr. 2025</td>
<td>€212m 6M Euribor (floor) + 1.15% - 1.291%</td>
</tr>
<tr>
<td>EMTN</td>
<td>3.5</td>
<td>June 2025</td>
<td>€600m</td>
</tr>
<tr>
<td>EMTN</td>
<td>4.2</td>
<td>Mar. 2026</td>
<td>€600m</td>
</tr>
<tr>
<td>EMTN (SLB)</td>
<td>6.6</td>
<td>August 2028</td>
<td>€700m</td>
</tr>
<tr>
<td>EIB loan</td>
<td>5</td>
<td>Repayment from 2024 until June 2029</td>
<td>€300m</td>
</tr>
</tbody>
</table>

Average maturity: 3.1 years
ORDER INTAKE

Order intake & book to bill

€18.9bn
Book to bill
1.4x

€1.1bn
+

€21.0bn
Book to bill
1.5x

2020

2021

Percentage of innovative products in 2021

55%

45%

Innovative products

*Products and technologies sold by less than 3 years excl. Valeo Siemens eAutomotive
BOOK TO BILL AT 1.5 TIMES OEM SALES

**OEM sales of €14.4bn**

- North America: €2.7bn (19%)
- Europe: €6.4bn (43%)
- Asia excl. China: €5.1bn (36%)
- China: 36%

**Order intake/ OEM sales ratio**

- Asia: 1.3x
- of which China: 1.4x
- Europe: 1.6x
- North America: 1.5x
- South America: 0.7x
- Group: 1.5x

**Order intake of €21bn**

- Asia: 31% (€6.5bn)
- North America: 20% (€4.1bn)
- Asia excl. China: 49%
- Europe: 43%
- China: 49%
- Europe excl. China: 49%
- North America excl. China: 20%

% of 2021 OEM sales*

% of 2021 order intake*

*OEM sales and order intake by destination incl. joint ventures but excl. Valeo Siemens eAutomotive
DIVIDEND OF €0.35 PER SHARE UP 17%

TO BE PROPOSED AT THE NEXT AGM
GUIDANCE 2022

In 2022, Valeo will focus its efforts on integrating Valeo Siemens eAutomotive, implementing its efficiency program and managing the impacts of inflation.

Based on IHS annual automotive production estimates (released in February 2022), reduced by 1.5%, corresponding to around 82.9 million vehicles (with slight growth in the first half of 2022 and growth of more than 10% in the second half), Valeo has set the following objectives:

<table>
<thead>
<tr>
<th></th>
<th>2022*</th>
</tr>
</thead>
<tbody>
<tr>
<td>Sales (in €bn)</td>
<td>19.2 - 20.0</td>
</tr>
<tr>
<td>EBITDA (As a % of sales)</td>
<td>11.8% - 12.3%</td>
</tr>
<tr>
<td>Operating margin (As a % of sales)</td>
<td>3.2% - 3.7%</td>
</tr>
<tr>
<td>Free cash flow (in €m)</td>
<td>~320</td>
</tr>
</tbody>
</table>

* Based on the integration of Valeo Siemens eAutomotive after July 2022 following the acquisition by Valeo of the 50% stake held by Siemens in the joint venture. The transaction is subject to authorization from the relevant antitrust authorities and the relevant employee representative bodies will be informed and consulted. The impacts of applying IAS 37 revised and IFRS 3 in connection with the accounting for the Valeo Siemens eAutomotive acquisition will be presented at a later date.

These objectives do not take into account the potentially unfavorable impacts of recent developments in the Russia-Ukraine crisis on the economic and financial environment, such as a decline in production volumes or an increase in energy or raw material prices to above those seen in early 2022.
STRONG ESG PRACTICES IN AUTOMOTIVE INDUSTRY WITH AMBITIOUS TARGETS

- **Carbon neutrality on the 3 scopes by 2050**
  - Scopes 1, 2 & 3 upstream

- **Intermediate CO2eq reduction target of -45% by 2030**
  - vs 2019 baseline

- **Including Scope 3 downstream, the end-use of our products 50% net reduction target by 2030**

- **Employee safety as #1 priority with Accident Frequency Rate < 1.7 by 2025**

- **Promote diversity**
  - Share of women in new hires of 35%
  - Increase % plants run by local manager to 80% by 2025

- **Encourage talent development & well-being at work**

- **Integration of suppliers in sustainability approach**
  - Target of 82% of total purchases subject to sustainability assessment by 2025

- **Separation of roles of Chairman and CEO roles in January 2022**

- **Board independence**
  - with 83% of directors independent

- **Board diversity**
  - with 50% of Board members women

- **Top management compensation includes CSR criteria**
  - ...also sustainability criteria included in variable compensation of 1,500 managers since 2021

- **Ethics & business practices**
  - Compliance Officer reports directly to CEO (best practice)
  - Speak-up culture

---

(1) Scopes 1, 2 & 3 upstream
(2) vs 2019 baseline
(3) NET 2030 Valeo target :SBTi absolute value + additional 2030 CO2 reduction yearly realised vs 2019 baseline thanks to Valeo electrification portfolio
(4) in accordance with Article L.225-27-1, II of French law
(5) in accordance with the recommendation in Article 9.3 of the AFEP-MEDEF Code
BACKUP SLIDES
TOTAL SALES OF €8,268M

<table>
<thead>
<tr>
<th>Segment</th>
<th>Reported</th>
<th>Like for like</th>
<th>Exchange rates</th>
<th>Scope</th>
</tr>
</thead>
<tbody>
<tr>
<td>OEM</td>
<td>-17%</td>
<td>-18%</td>
<td>+1.3%</td>
<td>-0.3%</td>
</tr>
<tr>
<td>Aftermarket</td>
<td>+12%</td>
<td>+14%</td>
<td>-0.6%</td>
<td>-0.8%</td>
</tr>
<tr>
<td>Miscellaneous</td>
<td>+17%</td>
<td>+17%</td>
<td>0.0%</td>
<td>0.0%</td>
</tr>
<tr>
<td>Total sales</td>
<td>-12%</td>
<td>-13%</td>
<td>+1.1%</td>
<td>-0.3%</td>
</tr>
</tbody>
</table>

€m

6,639
1,038
591
8,268
**OEM SALES PENALIZED BY PRODUCTION DISRUPTIONS**

- **North America**
  - 19% of Valeo sales
  - -20% OEM Sales
  - -21% Production*

- **South America**
  - 2% of Valeo sales
  - -13% OEM Sales
  - -9% Production*

- **Europe (including Africa)**
  - 42% of Valeo sales
  - -24% OEM Sales
  - -27% Production*

- **Asia**
  - 37% of Valeo sales
  - -7% OEM Sales
  - -7% Production*

- **World**
  - -18% OEM Sales
  - -14% Production*

- **China**
  - 19% of Valeo sales
  - -8% OEM Sales
  - -5% Production*

---

*IHS as of February 14, 2022/CPCA estimates for China
TOTAL SALES OF €4,304M

- OEM
  - Reported: -18%
  - Like for like: -19%
  - Exchange rates: +1.7%
  - Scope: -0.3%

- Aftermarket
  - +9%
  - +10%
  - Exchange rates: -0.2%
  - Scope: -1%

- Miscellaneous
  - +4%
  - +5%
  - Exchange rates: -1.5%
  - Scope: +0.2%

- Total sales
  - -14%
  - -15%
  - Exchange rates: +1.3%
  - Scope: -0.3%
OEM SALES PENALIZED BY PRODUCTION DISRUPTIONS

Q4 2021 vs 2020

North America
19% of Valeo sales

-18% OEM Sales
-14% Production*

Europe (including Africa)
41% of Valeo sales

-26% OEM Sales
-23% Production*

South America
2% of Valeo sales

-18% OEM Sales
-8% Production*

Asia
38% of Valeo sales

-10% OEM Sales
-3% Production*

World

-19% OEM Sales
-10% Production*

China
20% of Valeo sales

-6% OEM Sales
+1% Production*

*IHS as of February 14, 2022/CPCA estimates for China
The Group decided to withdraw from the TCM Segment.

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

<table>
<thead>
<tr>
<th></th>
<th>2021</th>
<th>TCM*</th>
<th>2021 excl. TCM</th>
</tr>
</thead>
<tbody>
<tr>
<td>Sales</td>
<td>(In €m)</td>
<td>17,262</td>
<td>199</td>
</tr>
<tr>
<td>Gross margin</td>
<td>(In €m)</td>
<td>3,040</td>
<td>10</td>
</tr>
<tr>
<td>(As a % of sales)</td>
<td></td>
<td>17.6%</td>
<td>5.0%</td>
</tr>
<tr>
<td>R&amp;D expenditure</td>
<td>(In €m)</td>
<td>(1,510)</td>
<td>(18)</td>
</tr>
<tr>
<td>(As a % of sales)</td>
<td></td>
<td>(8.7)%</td>
<td>(9.0)%</td>
</tr>
<tr>
<td>Selling &amp; administrative expenses</td>
<td>(In €m)</td>
<td>(831)</td>
<td>(11)</td>
</tr>
<tr>
<td>(As a % of sales)</td>
<td></td>
<td>(4.8)%</td>
<td>(5.5)%</td>
</tr>
<tr>
<td>Operating margin excl. share in net earnings (losses) of equity-accounted companies</td>
<td>(In €m)</td>
<td>699</td>
<td>(19)</td>
</tr>
<tr>
<td>(As a % of sales)</td>
<td></td>
<td>4.0%</td>
<td>(9.5)%</td>
</tr>
</tbody>
</table>

*Including intercompany transactions
## SEGMENT INFORMATION

### 2021

<table>
<thead>
<tr>
<th>(£m)</th>
<th>Comfort &amp; Driving Assistance Systems*</th>
<th>Powertrain Systems</th>
<th>Thermal Systems</th>
<th>Visibility Systems</th>
<th>Other</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>Sales:</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>● segment (excluding Group)</td>
<td>3,396</td>
<td>4,528</td>
<td>3,869</td>
<td>5,038</td>
<td>263</td>
<td>17,093</td>
</tr>
<tr>
<td>● intersegment (Group)</td>
<td>21</td>
<td>123</td>
<td>57</td>
<td>56</td>
<td>(89)</td>
<td>169</td>
</tr>
<tr>
<td>EBITDA</td>
<td>587</td>
<td>566</td>
<td>428</td>
<td>675</td>
<td>52</td>
<td>2,308</td>
</tr>
<tr>
<td>Research &amp; Development expenditure, net</td>
<td>(554)</td>
<td>(299)</td>
<td>(253)</td>
<td>(359)</td>
<td>(45)</td>
<td>(1,510)</td>
</tr>
<tr>
<td>Investments in property, plant &amp; equipment &amp; intangible assets</td>
<td>494</td>
<td>306</td>
<td>264</td>
<td>406</td>
<td>95</td>
<td>1,565</td>
</tr>
<tr>
<td>Segment assets</td>
<td>2,848</td>
<td>3,310</td>
<td>2,671</td>
<td>2,862</td>
<td>290</td>
<td>11,986</td>
</tr>
</tbody>
</table>

### 2020

<table>
<thead>
<tr>
<th>(£m)</th>
<th>Comfort &amp; Driving Assistance Systems*</th>
<th>Powertrain Systems</th>
<th>Thermal Systems</th>
<th>Visibility Systems</th>
<th>Other</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>Sales:</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>● segment (excluding Group)</td>
<td>3,204</td>
<td>4,223</td>
<td>3,650</td>
<td>4,957</td>
<td>402</td>
<td>16,436</td>
</tr>
<tr>
<td>● intersegment (Group)</td>
<td>24</td>
<td>147</td>
<td>53</td>
<td>67</td>
<td>(291)</td>
<td>0</td>
</tr>
<tr>
<td>EBITDA</td>
<td>412</td>
<td>409</td>
<td>247</td>
<td>435</td>
<td>(2)</td>
<td>1,505</td>
</tr>
<tr>
<td>Research &amp; Development expenditure, net</td>
<td>(676)</td>
<td>(287)</td>
<td>(275)</td>
<td>(422)</td>
<td>(355)</td>
<td>(1,695)</td>
</tr>
<tr>
<td>Investments in property, plant &amp; equipment &amp; intangible assets</td>
<td>389</td>
<td>344</td>
<td>362</td>
<td>424</td>
<td>39</td>
<td>1,558</td>
</tr>
<tr>
<td>Segment assets</td>
<td>2,548</td>
<td>3,317</td>
<td>2,586</td>
<td>2,830</td>
<td>181</td>
<td>11,462</td>
</tr>
</tbody>
</table>

*excl. TCM
GLOSSARY

- **Order intake** corresponds to business awarded by automakers during the period to Valeo, and to joint ventures and associates based on Valeo’s share in net equity, (except Valeo Siemens eAutomotive, for which 100% of orders are taken into account), less any cancellations, based on Valeo’s best reasonable estimates in terms of volumes, selling prices and project lifespans. Unaudited indicator.

- **Like for like (or LFL)**: the currency impact is calculated by multiplying sales for the current period by the exchange rate for the previous period. The Group structure impact is calculated by (i) eliminating, for the current period, sales of companies acquired during the period, (ii) adding to the previous period full-year sales of companies acquired in the previous period, and (iii) eliminating, for the current period and for the comparable period, sales of companies sold during the current or comparable period.

- **Operating margin including share in net earnings of equity-accounted companies** corresponds to operating income before other income and expenses.

- **ROCE**, or return on capital employed, corresponds to operating margin (including share in net earnings of equity-accounted companies) divided by capital employed (including investments in equity-accounted companies), excluding goodwill.

- **ROA**, or return on assets, corresponds to operating income divided by capital employed (including investments in equity-accounted companies), including goodwill.

- **EBITDA** corresponds to (i) operating margin before depreciation, amortization and impairment losses (included in the operating margin) and the impact of government subsidies and grants on non-current assets, and (ii) net dividends from equity-accounted companies.

- **Free cash flow** corresponds to net cash from operating activities (excluding changes in non-recurring sales of receivables and payments for the principal portion of lease liabilities) after taking into account acquisitions and disposals of property, plant and equipment and intangible assets.

- **Net cash flow** corresponds to free cash flow less (i) cash flows in respect of investing activities, relating to acquisitions and disposals of investments and to changes in certain items shown in non-current financial assets, (ii) cash flows in respect of financing activities, relating to dividends paid, treasury share purchases and sales, interest paid and received, and acquisitions of equity interests without a change in control, and (iii) changes in non-recurring sales of receivables.

- **Net debt** comprises all long-term debt, liabilities associated with put options granted to holders of non-controlling interests, short-term debt and bank overdrafts, less loans and other long-term financial assets, cash and cash equivalents and the fair value of derivative instruments hedging the foreign currency and interest rate risks associated with these items.
CONTACTS

INVESTOR RELATIONS

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F-75017 Paris
France

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

Share Data

- Bloomberg Ticker: FR FP
- Reuters Ticker: VLOF.PA
- ISIN Number: FR 0013176526
- Shares outstanding as of December 31, 2021: 242,574,781

ADR Data

- Ticker/trading symbol: VLEEY
- CUSIP Number: 919134304
- Exchange: OTC
- Ratio (ADR: ord): 1:2
- Depositary Bank: J.P. Morgan
- Contact at J.P. Morgan – ADR: Jim Reeves
- Broker relationship desk: +1 212-622-2710
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. It is also exposed to environmental and industrial risks, risks associated with the Covid-19 epidemic, including risks related to the Group’s supply of electronic components and the rise in raw material prices, 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.