



Corporate Presentation

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2016

A thin, blue, horizontal swoosh that starts under the year "2016" and extends to the right edge of the slide.

Valeo in the automotive value chain

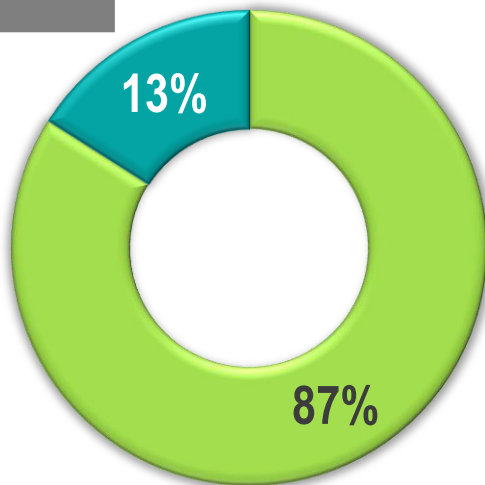


***Source CLEPA**

A well-balanced customer base

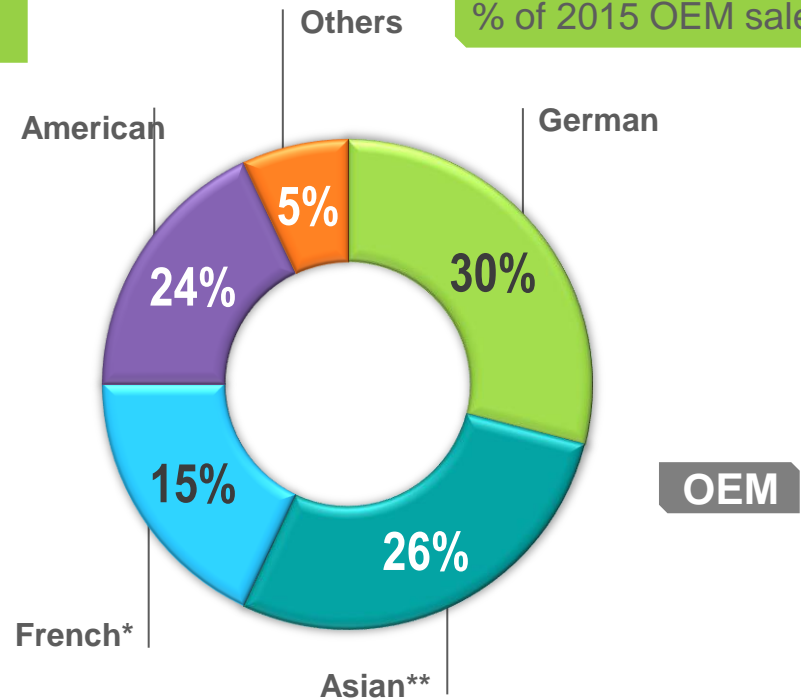
14.5 Bn € sales (1)

**Aftermarket
(& other)**



Original equipment

% of 2015 OEM sales



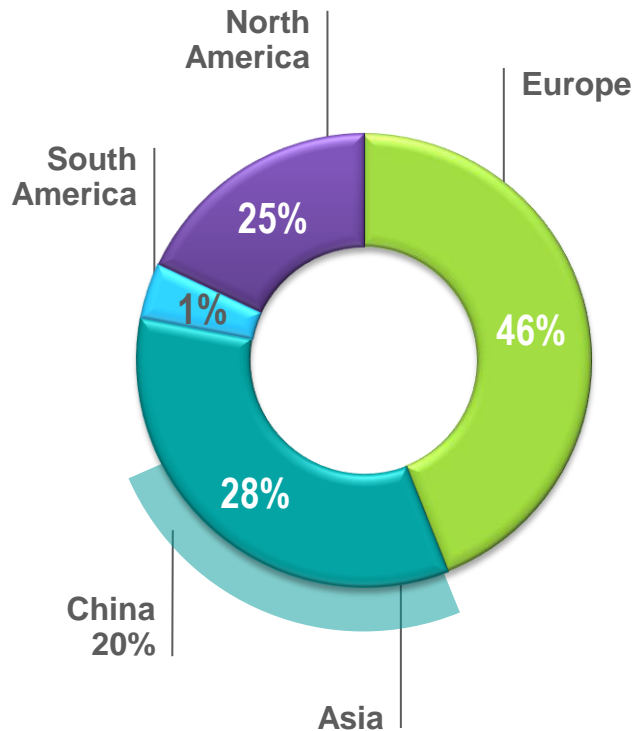
**Excluding Nissan
** Including Nissan*

(1) At end 2015

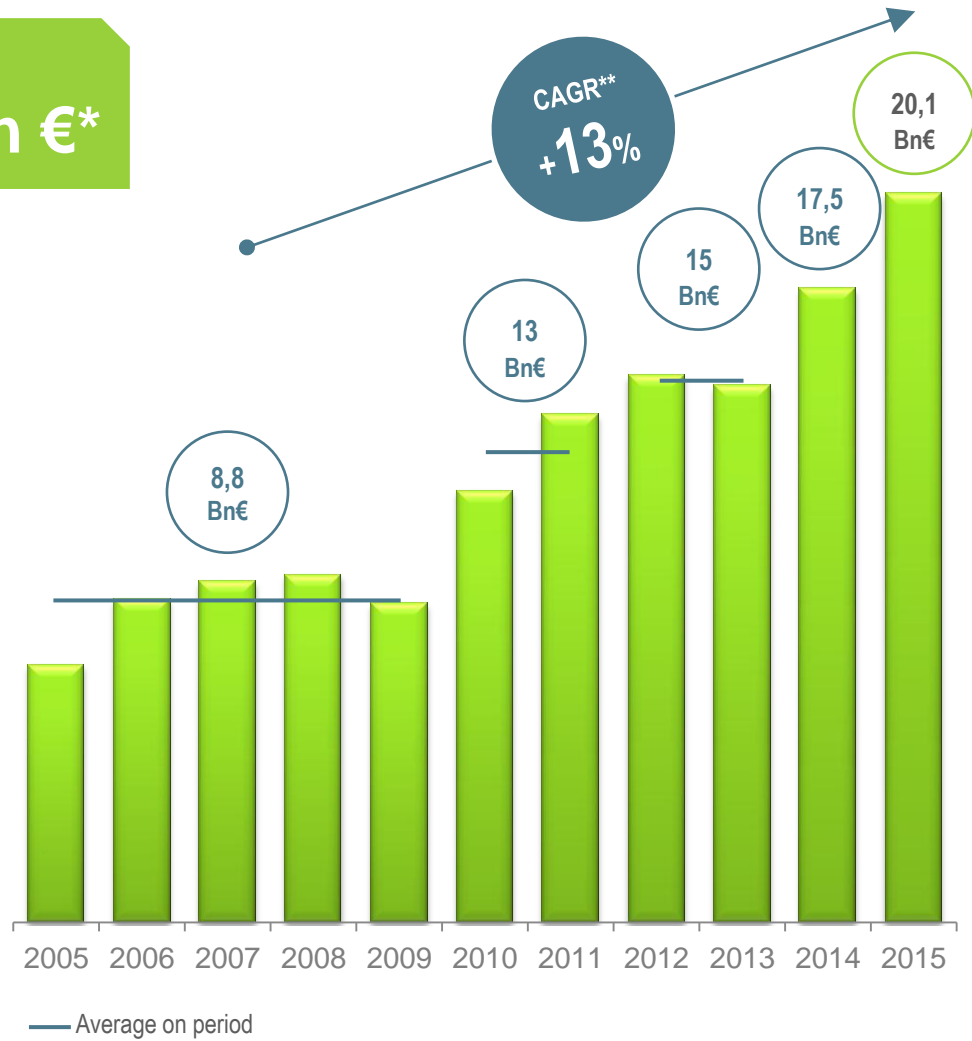
2016 | 3

Order intake fuelled by innovations

20.1 Bn €*

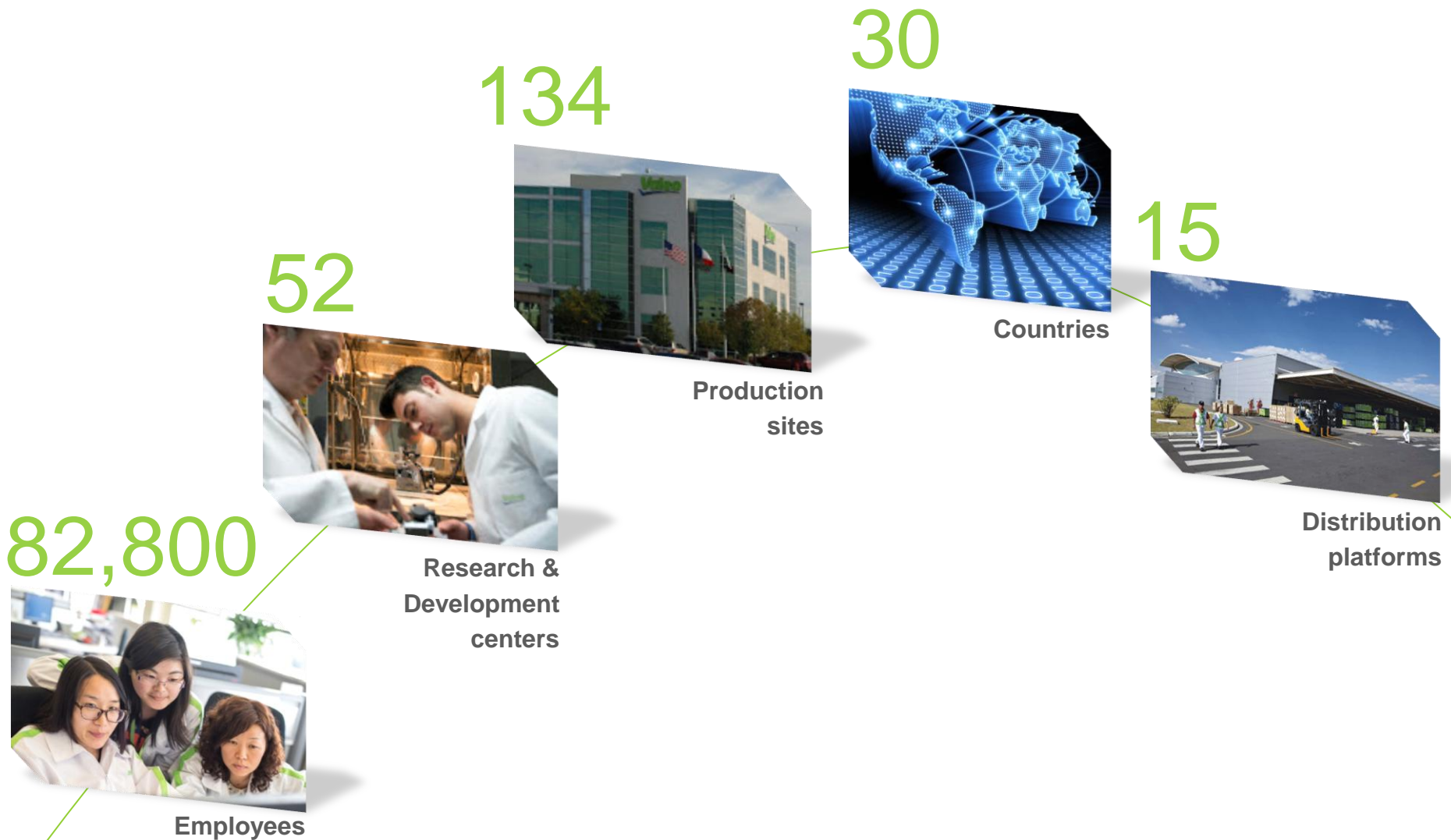


**Order intake in 2015*



*** Reference 2008 (average 2005-2009) >2015*

Key figures 2015



A balanced worldwide presence

12,631 Employees
17 Production sites

22% of sales*

42,330 Employees

61 Production sites

49% of sales*
(including Africa)

2,265 Employees
5 Production sites

2% of sales*

25,574 Employees

51 Production sites

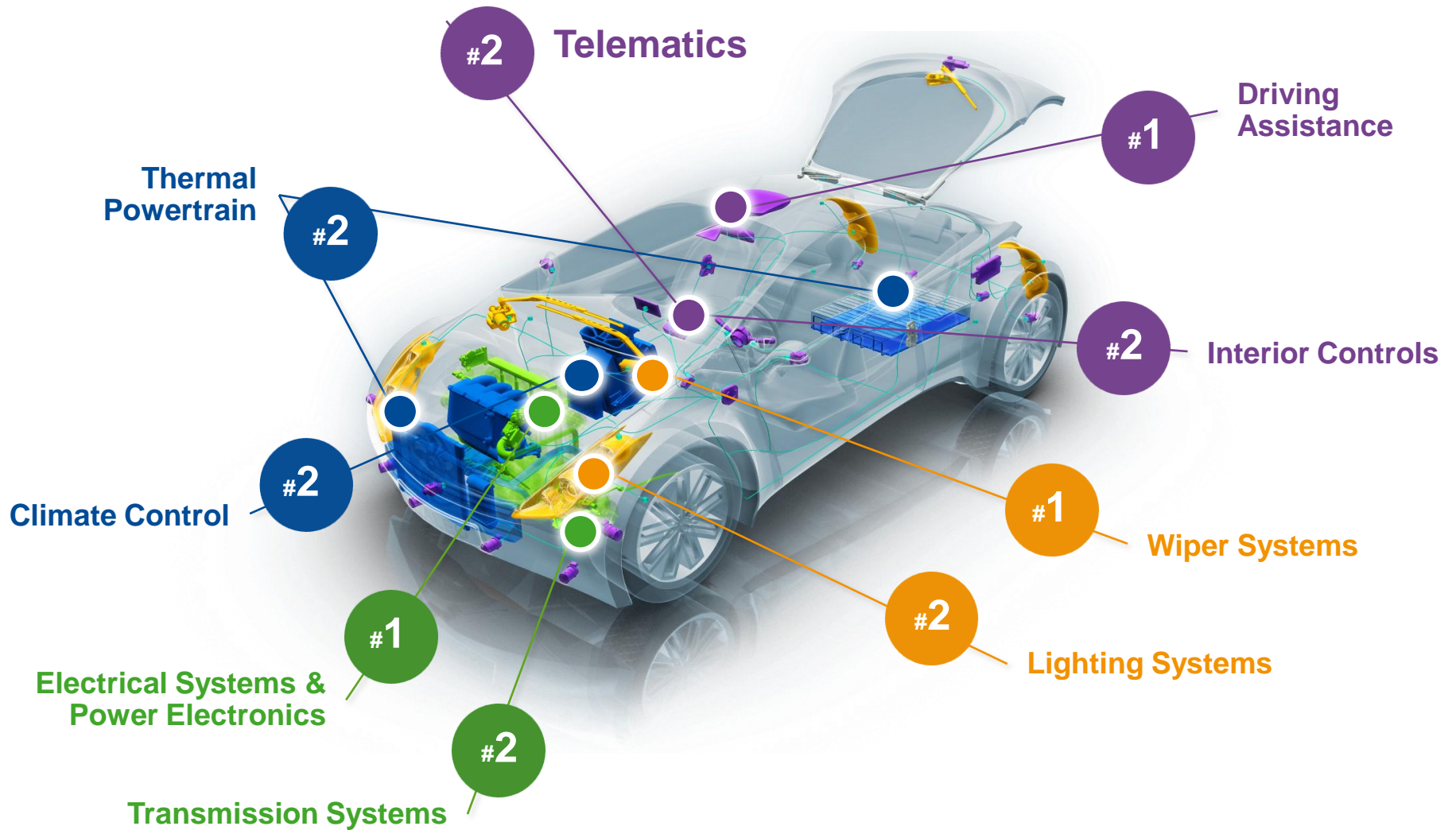
27% of sales* (incl China: 14%)

* In % of OE sales

end 2015

2016 | 6

Valeo, a world leader in each business



Our customers



Valeo's strategy - based on 2 priorities



CO₂ emissions reduction and intuitive driving



Development in high growth potential regions

With the ambition to generate growth higher than the market in each production region

Valeo at the heart of two technical revolutions...

CO₂

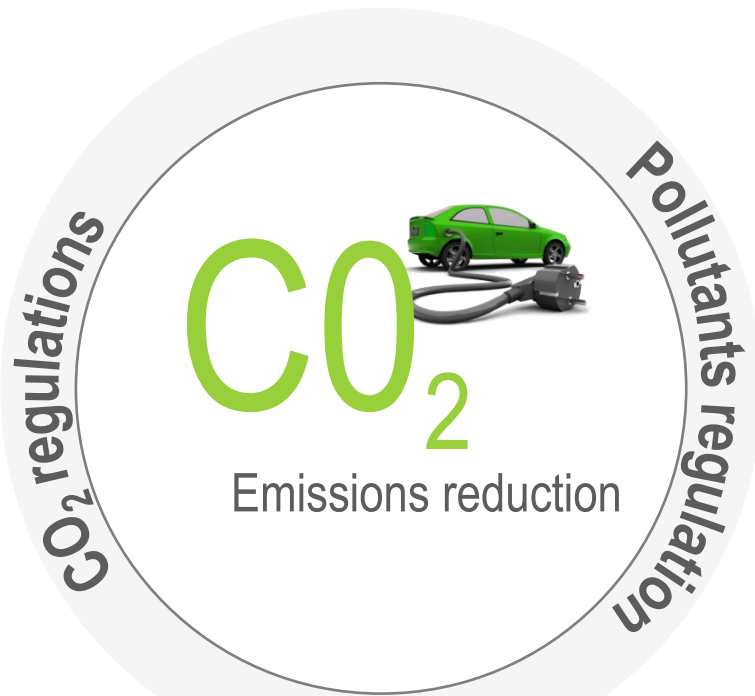


Emissions reduction



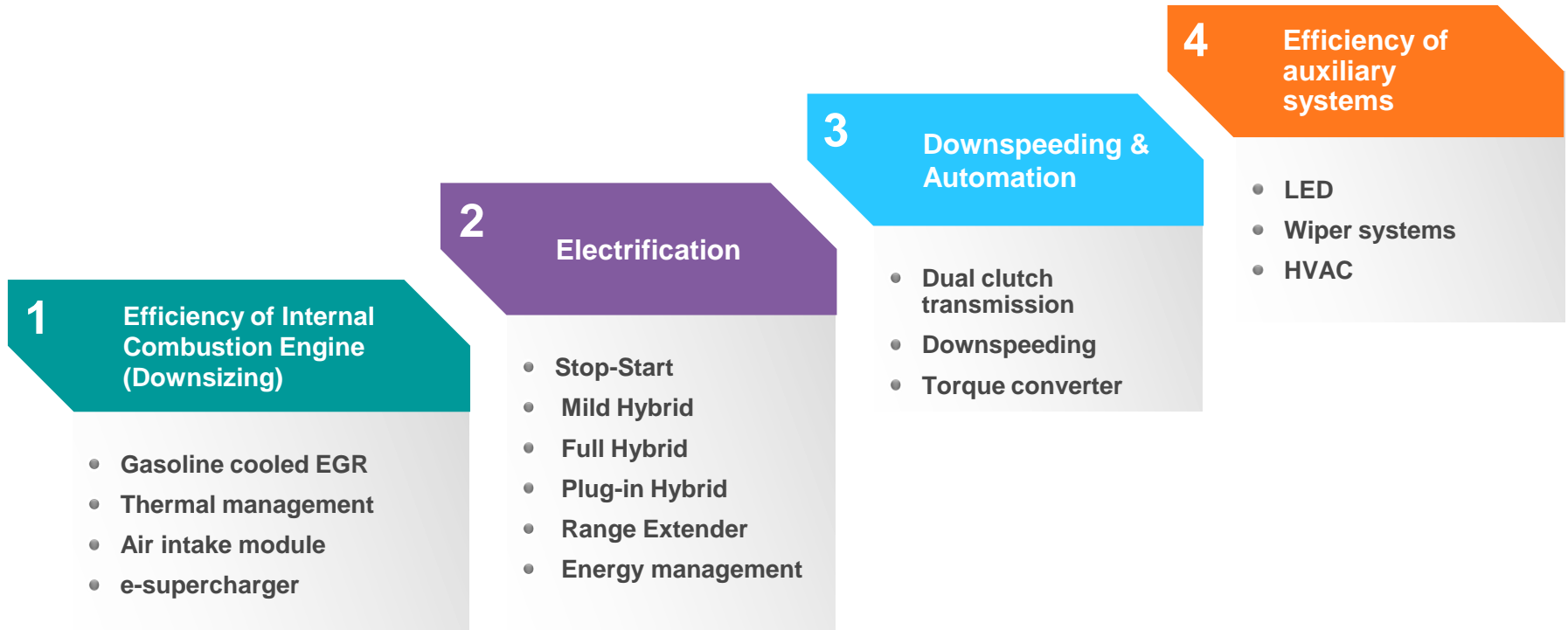
Intuitive
Driving

...Driven by regulations and marketing



Powertrain solutions for fuel economy

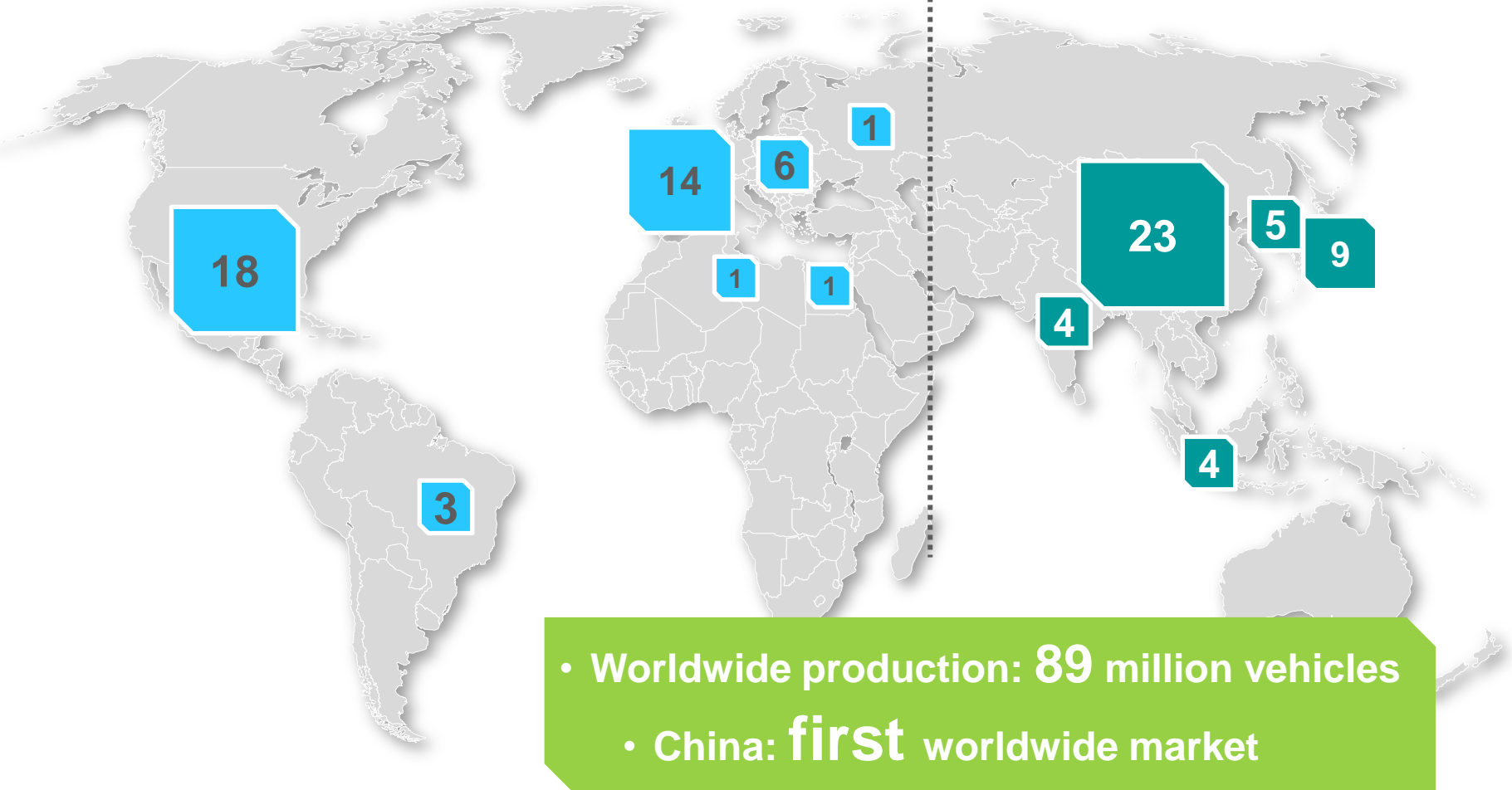
4 main technical areas



Automotive production: 2015 geographical breakdown

< 50% of global production

> 50% of global production



Valeo in Asia



25,574 Employees
51 Production sites
15 R&D centers
3 Distribution centers

End 2015



Research & Development

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2016

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Valeo, a key player, making the world...



Cleaner



Connected



Automated

Research & Development

37% of order intake involves innovations*

10% of OE sales dedicated to R&D effort

35 Development centers

17 Research centers

1,406 New patents

11,620 People



Europe (incl. Africa)

12 Research centers

17 Development centers

North America

1 Research center

4 Development centers

South America

3 Development centers

Asia

4 Research centers

11 Development centers

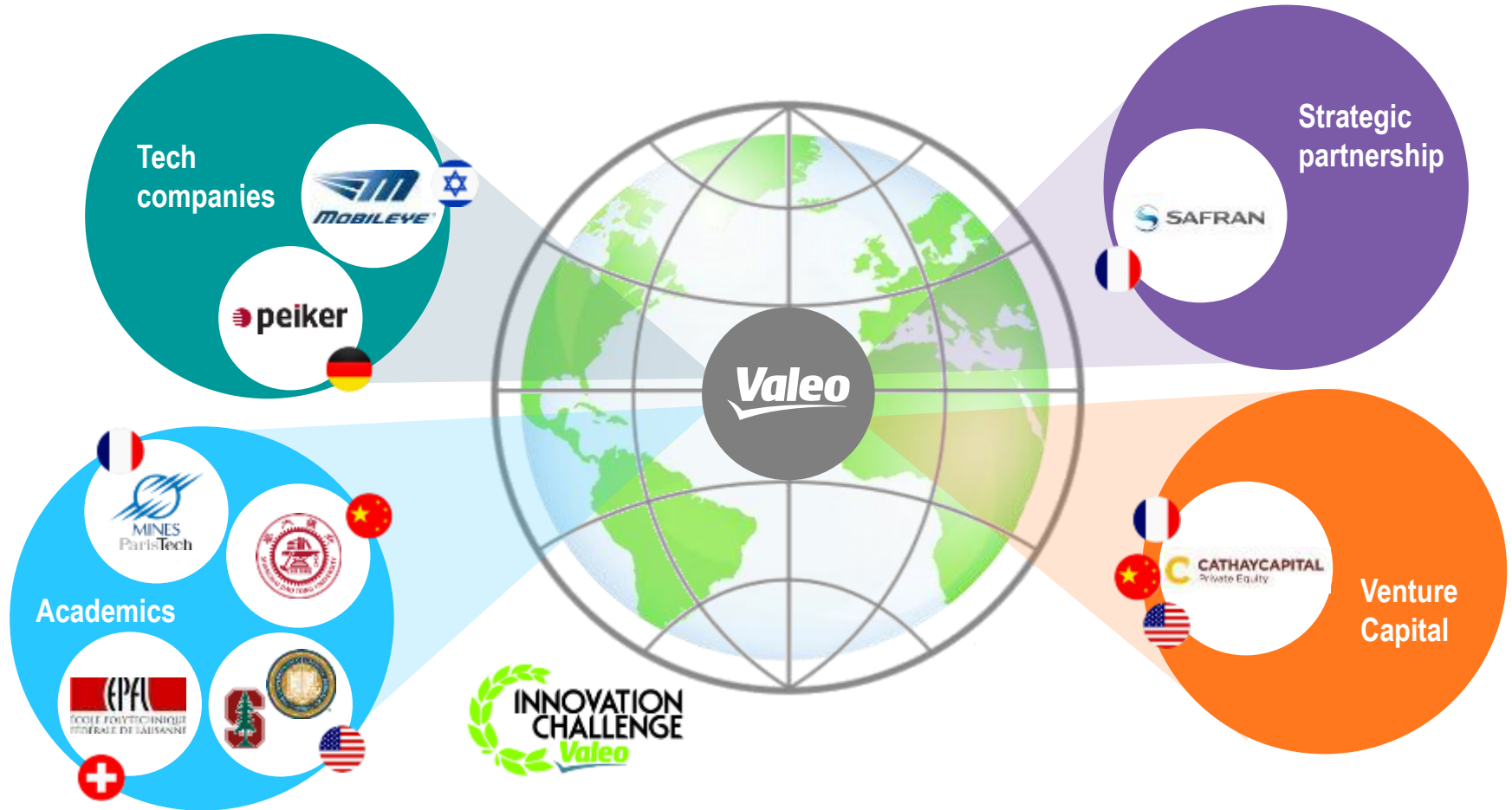
*products and technologies on the market for less than 3 years

end 2015

2016 | **17**



Open innovation spirit



Innovation shifting from Driver to Mobility

Driver-Centric



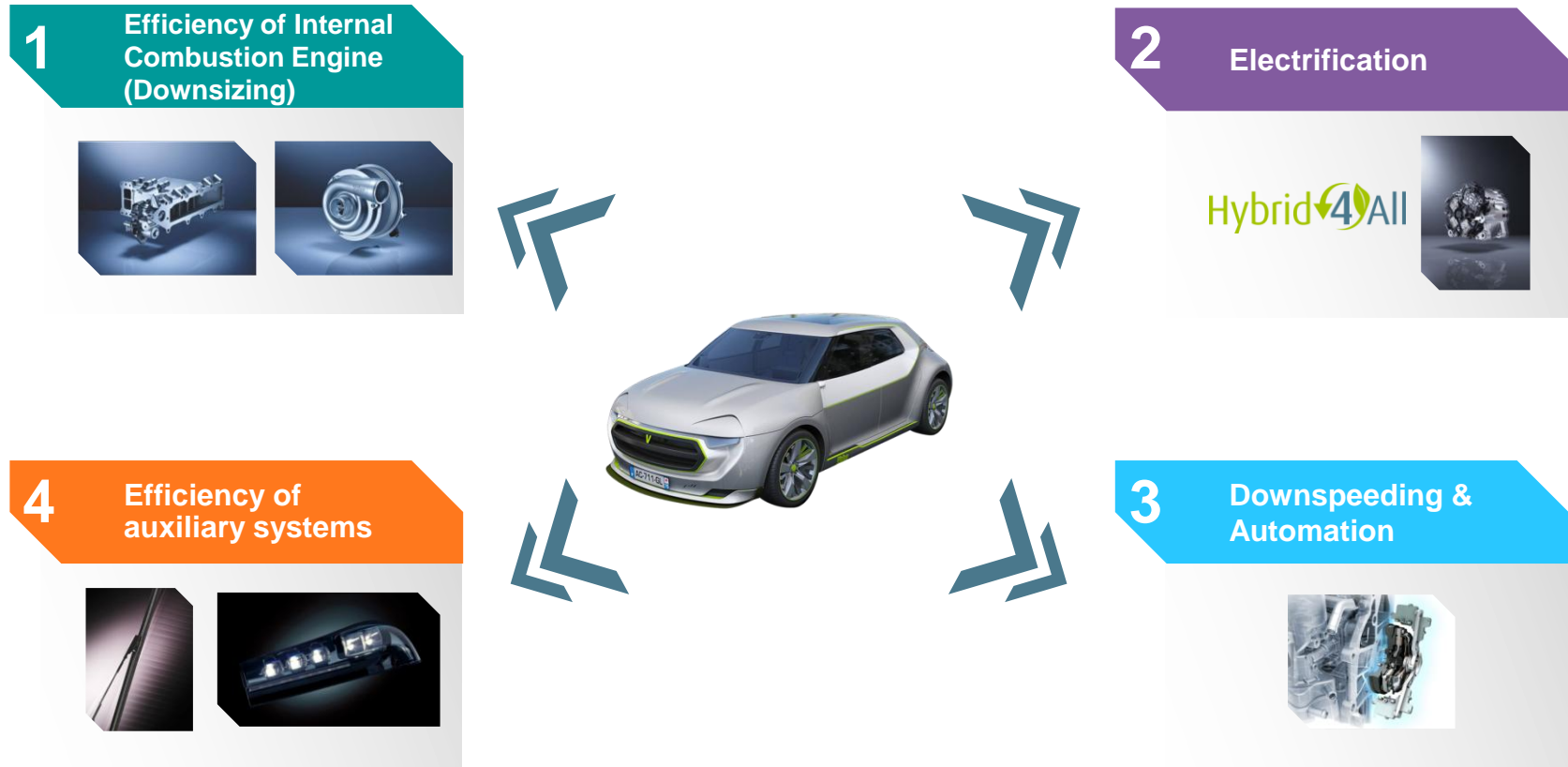
Help the Driver

Mobility



New Mobility

CO₂ emissions reduction and driving performance



Intuitive driving for safe and connected mobility

1

Automated car

Valet
Park4U



Cruise4U®



Laser scanner



Driving, parking and access

2

Connected car

Telematics Control Unit (TCU)

InBlue®

Passive Entry

Passive Start (PEPS)



Remote control and access

3

Intuitive controls

eSkin Lite



Dome
control
module



Display, control & connect



Intuitive driving for safe and
connected mobility while
reducing CO₂ emissions



Innovation by Business Group

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4 balanced, coherent Business Groups with strong market positions

**Comfort &
Driving
Assistance**

**Powertrain
Systems**

**Thermal
Systems**

**Visibility
Systems**

More



More



More



More



Next



Comfort and Driving Assistance Systems

Key Figures

Comfort & Driving Assistance

€2.7 billion Sales

18% of Group total

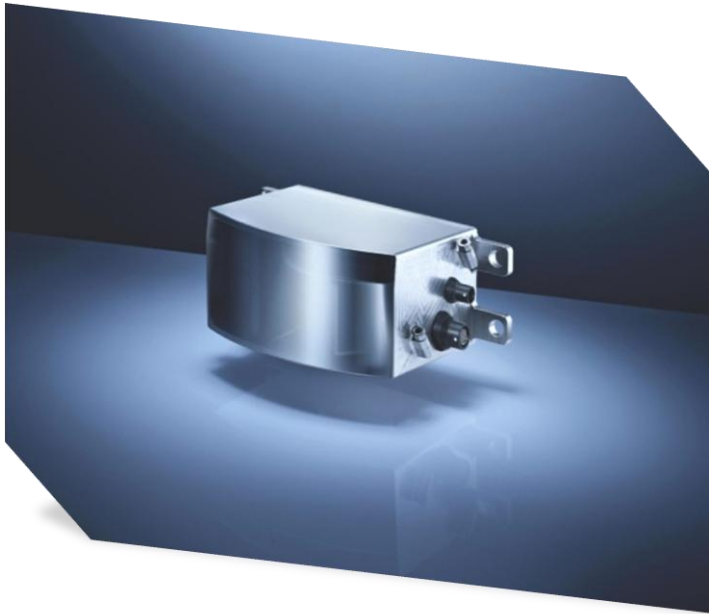
15,300 Employees

26 production sites
8 development centers
9 research centers



Comfort and Driving Assistance Systems

Innovation



The **laser scanner** enables automated driving for enhanced safety

The **Comfort and Driving Assistance** Business Group focuses on the driver and develops a range of unique solutions to make driving more intuitive and mobility safer, more connected and greener.



Powertrain Systems

Key figures

Powertrain Systems

€3.8 billion Sales

26% of Group total

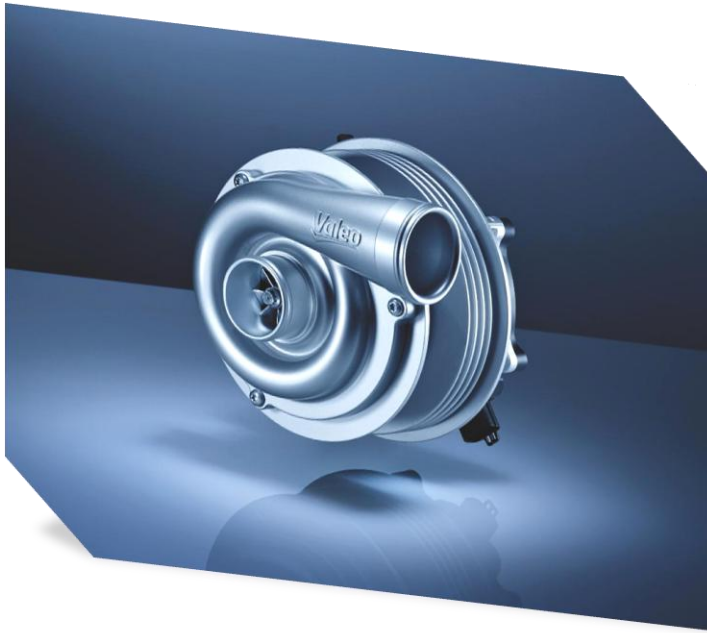
19,400 Employees

36 production sites
15 development centers
6 research centers



Powertrain Systems

Innovation



The **electric supercharger**
enables fuel consumption
reduction

The **Powertrain Systems** Business Group develops innovative powertrain solutions aimed at reducing fuel consumption, CO₂ emissions and other pollutants, without compromising on driving performance and pleasure.



Thermal Systems

Key figures

Thermal Systems

€4.1 billion Sales

28% of Group total

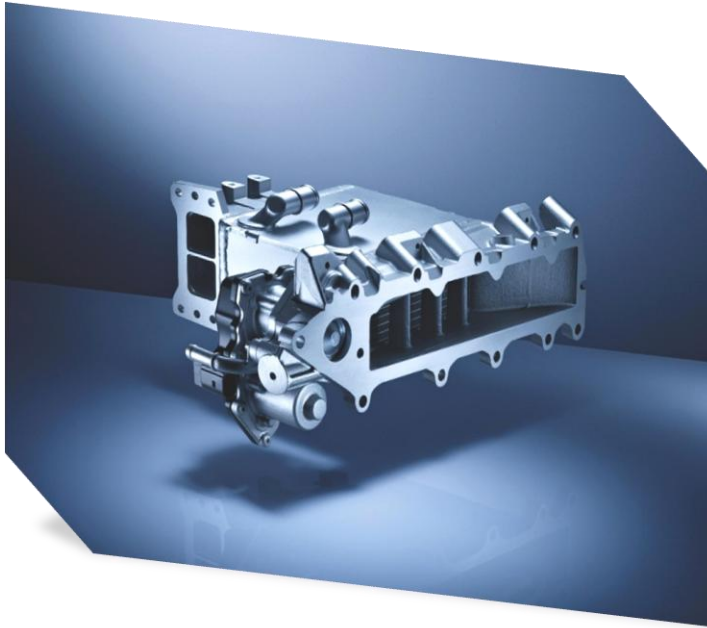
20,100 Employees

48 production sites
10 development centers
3 research centers



Thermal Systems

Innovation



The **air intake module** enables further engine downsizing, leading to CO₂ emissions reduction

The **Thermal Systems** Business Group develops and manufactures systems, modules and components to ensure the thermal energy management of all types of powertrain and in-vehicle thermal comfort during all phases of vehicle use.



Visibility Systems

Key figures

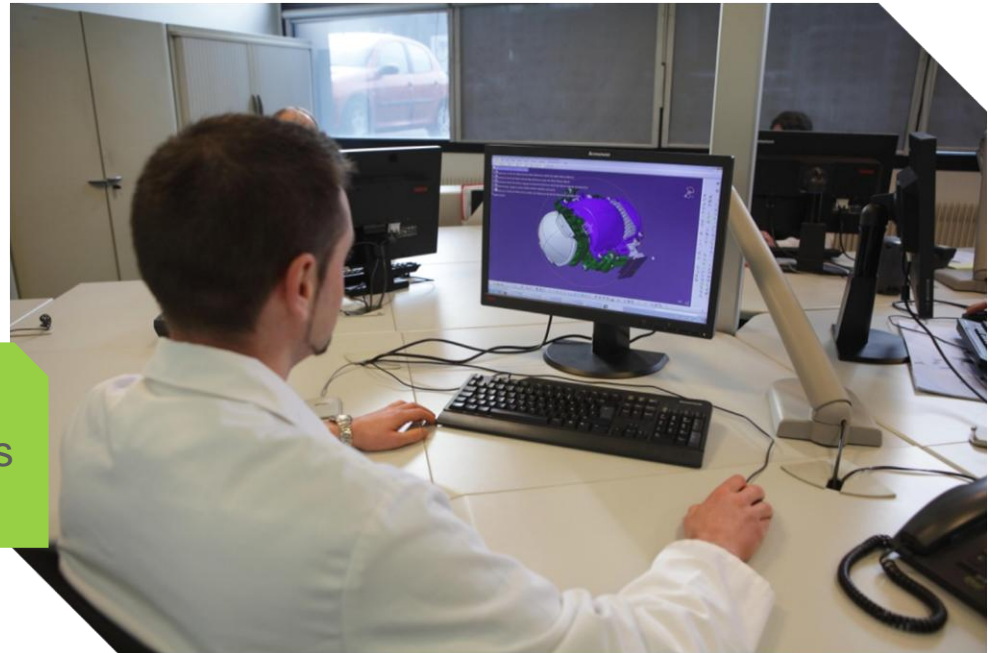
Visibility Systems

€4.2 billion Sales

28% of Group total

26,300 Employees

35 production sites
15 development centers
5 research centers



Visibility Systems

Innovation



BiLED™

Improves performance while
reducing energy consumption
– 5 times less than halogen



The **Visibility Systems** Business Group designs and produces efficient and innovative lighting and wiper systems which support the driver and passengers whatever the weather, day and night, and in their various on-board activities.

- **Multi-specialist**
- **Multi-canal**
- **Multi-region**
- **Multi-product**

A culture of excellence



5 Axes driven by continuous improvement

A level of customer returns of less than
4 parts per million products delivered

Values for operational excellence





Automotive technology, naturally

