COMBINED GENERAL MEETING 2023

MAY 30, 2023
INTRODUCTION

Michel de Rosen
Chairman
AGENDA

01. A new global leader
02. 2022: FORVIA’s first year
03. A solid performance
04. Our assets for sustainable growth
05. Governance & CSR
06. Compensation
07. Auditor’s report
08. Questions & Answers
09. Voting of resolutions
A NEW GLOBAL LEADER

Patrick Koller
Chief Executive Officer
A LEADER IN EACH BUSINESS ACTIVITY

**SEATING**
- **#1 worldwide** in seat structure systems
- **#3 worldwide** in complete seats

**INTERIORS**
- **#1 worldwide**
- **Materi’Act**: €2bn sales by 2030

**CLEAN MOBILITY**
- **ULE**: #1 worldwide
- Hydrogen: ambition to become **#1 worldwide**
- **Stellantis** now a Symbio shareholder

**ELECTRONICS**
- **Among the market leaders** in attractive market segments (e.g. radars, voltage converters, sensors...)
- **3,000** software engineers

**LIGHTING**
- **#1** in electronics and **software-based** high-end LED solutions

**LIFECYCLE SOLUTIONS**
- A leader **in the European aftermarket**
- Special Original Equipment: **in the top 3 in Europe**
WELL POSITIONED ON FUTURE AUTOMOTIVE GROWTH DRIVERS

**ELECTRIFICATION & ENERGY MANAGEMENT**

BEV MARKET GROWTH (VOLUMES)

21-25 CAGR >+30% p.a.

**SAFE & AUTOMATED DRIVING**

AUTOMATED DRIVING MARKET GROWTH

21-25 CAGR >+25% p.a.

**DIGITAL & SUSTAINABLE COCKPIT EXPERIENCES**

COCKPIT ELECTRONICS MARKET GROWTH

21-25 CAGR >+10% p.a.
AND IN KEY MARKETS: BALANCED SALES PROFILE 2022

Sales by Business Group

- Lifecycle Solutions: 30%
- Seating: 22%
- Interiors: 19%
- Electronics: 14%
- Clean Mobility: 12%
- Lighting: 12%

Sales by regions

- Asia: 27%
- Americas: 28%
- EMEA: 45%

Sales by customer

- VW: 18%
- Stellantis: 13%
- BMW: 5%
- GM: 5%
- US electric vehicle manufacturer: 6%
- Daimler: 7%
- RNM: 8%
- Ford: 8%
- Chinese OEMs, of which BYD 4%
- Others: 9%

Other significant OEMs: GM, Daimler, Chinese OEMs.
STATE-OF-THE-ART HYDROGEN STORAGE SYSTEMS

A pioneer in hydrogen storage systems, FORVIA develops innovative solutions that help increase the autonomy of fuel cell vehicles.

Example

Cutting-edge conformable storage solution
› An innovative prismatic high-pressure tank offering up to 50% more storage capacity.
› A compact underfloor design that meets electric vehicle packaging requirements.
› Designed for easier recycling and reduced environmental impact.
› Connected sensors for monitoring system lifecycle and safety.
ADVANCED TECHNOLOGIES FOR ENERGY AND THERMAL MANAGEMENT

Optimising the performance and autonomy of electric vehicles

Examples

**HV DC/DC Converters**
High-voltage power conversion with reduced complexity and design for optimal cost efficiency

**Coolant Control Hub**
Innovative thermal management sub-system with significant material (-50% fewer components) and energy savings

**Battery Management System**
High Voltage and low voltage battery Management System, ensuring the safe and reliable function of Lithium-Ion batteries
A NEW ELECTRIC / ELECTRONIC ARCHITECTURE
Reducing complexity in managing electric vehicle functions

Examples

› Development of a leading-edge zonal module for electric / electronic architectures, managing information within a geographic zone for more efficient power and data distribution.

› One of the first Tier 1 suppliers to introduce secure ethernet connectivity for real-time updating and upgradability.

› First-to-market with integrated electronic fuse (eFuse) ensuring fail-operational power supply for automated driving functions.
STRENGTHENING SAFETY THROUGH HIGH-TECH VISION SYSTEMS

Examples

**Reactive dimming**
- World première at CES 2023
- Combining gaze monitoring with smart dimming applied on eMirror to reduce cognitive load, driver distraction and fatigue.

**Smart Presence Detection**
- Algorithms linked to our first-to-market smart car access system using ultra-wideband technology (UWB)
- Detecting child presence as well as vehicle intrusion.

**e-Mirror**
- Advanced image processing
- Qualified for current EU regulations and soon to-be-approved (July 2023) standards in China
- Pioneer for the launch of eMirrors in the China passenger vehicle market

**Radarrs**
- Among the top 3 for corner radars
- Latest-generation 77GHz corner radar provides increased field of view

**Environment sensors**
- Latest-generation sensors, to safely evaluate road and weather conditions and adapt driving accordingly:
  - Latest-generation Rain Light Sensor Gen 5
  - SHAKE Road Condition Sensor
INTELLIGENT AND PERSONALISED LIGHTING

Examples

Solid State Light - High Definition (SSL-HD)
- The world’s first high-resolution headlamp based on matrix LED technology
- New, safety-relevant functionalities thanks to intelligent control of up to 25,000 LEDs per chip
- CES Innovation Award 2023

Front Phygital Shield
- Integrated front-end module combining brand elements and advanced features for different automated driving configurations
- €1bn customer orders

Digital Flatlight
- Innovative multifunctional system that can communicate via signature lighting.
- - 80% energy consumption versus traditional taillights.

Adaptative cabin lighting
- Dynamic surface lighting and decorative backlighting
- Scalable and customizable solutions to enhance comfort, well-being and alertness.
BUILDING TRUST IN AUTOMATED DRIVING

Leader in advanced safety systems, FORVIA is developing innovative by-wire technologies for electronically-guided steering and braking

Steer-by-Wire
- Safety: fail-operational electronics
- Supporting up to level 4 autonomous driving
- New cockpit design options thanks to replacement of steering column
- Flexible steering adjustment depending on the situation or customer requirements

Brake-by-wire
- Safety: fail-operational architecture
- Simulates the feel and behavior of a conventional brake pedal for a customizable driving experience
- 1st large-volume customer order in the market in 2022
CONNECTED SERVICES: SAFE AND SUSTAINABLE

Examples

**Faurecia Aptoide: a customized and connected offer**
- ~17 M vehicles from 6 automakers will be equipped by 2025
- More than 250 automotive-ready applications
- Ability to upgrade over the air

**Green High Dynamic Range**
- Advanced image processing improves readability and reduces power consumption
- A solution exploiting our award-winning Perceptual Display Platform
MODULAR AND CIRCULAR THINKING BY DESIGN

FORVIA develops solutions to make vehicles more sustainable, versatile, upgradable and recyclable

Examples

- Cutting-edge sustainable materials
- Up to -85% CO₂ versus current materials

**MATERI’ACT**

- Modular seat: from around 120 components to 10 modules
- Modular design of instrument panels, door panels and center consoles

- Repair and reconditioning of electronic components
- Catalogue of 35,000+ parts

Lifecycle Solutions

Materials

Architectures
**OPERATIONAL EXCELLENCE AT THE CENTER OF OUR PRIORITIES**

**Safety**

2022: **2.08** accidents per million hours*

**2027 objective: 1.5***

**Digital transformation**

Deployment of a fully digital production system in **40** sites in 2022

Objective: **30** additional sites per year

**Energy efficiency**

> **30%** reduction in energy consumption in 2025 vs 2021 (MWh/M€)

*FR1t – accidents with & without stoppage per million hours worked
RECOGNIZED FOR NET ZERO LEADERSHIP

FORVIA, 1st automotive company in the world with an SBTi-approved net zero roadmap

CO₂ net zero by 2045

<table>
<thead>
<tr>
<th>2025</th>
<th>2030</th>
</tr>
</thead>
<tbody>
<tr>
<td>Carbon neutral scopes 1 &amp; 2</td>
<td>45% reduction in scope 3 emissions</td>
</tr>
</tbody>
</table>

2 intermediary steps:

RENEWABLE ENERGIES

Solar panels on 150+ sites (22 countries) by 2025
7% of Group energy consumption

Wind turbines in Sweden (operatoral in 2023)
2/3 of our European electricity needs

ENTRY INTO CAC 40 ESG
MATERI’ACT: CUTTING-EDGE MATERIALS FOR CO₂ NEUTRAL PRODUCTS

- **80 employees**
  - Today:
  - **120 employees**
    - by end 2023

- **3 product lines**
  - compounds, foils & carbon fibers

- **Tech Center**
  - of 6,500 m² à Lyon
  - Opening in August 2023

- **1st series production application**
  - end 2023

- **11 nationalities**
  - Women: **38 %**

- **CO₂ footprint of portfolio**
  - -65%
  - on average in 2027

- **Including a Start-Up incubator**
  - of 1000 m²

- **25kt/year**
  - Compounds production by December 2023

- **22 patents**
  - **450** material grades
  - tested in 2023
  - to train AI system

- **20 % PhDs**
  - Average age: 37 years

- **Model plant**
  - at Dijon
  - >10kt/an de contenu recyclé et biosourcé

- **Products for all FORVIA activities**
  - starting with Interiors, Seating & Lighting

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**Key highlights**:

- **22 medicines**
- **450 material grades**
- **11 nationalities** (38% women)
- **20% PhDs**
- **Average age: 37 years**
- **80 employees today, 120 by end 2023**
- **CO₂ footprint of portfolio**: -65% on average in 2027
- **Start-Up incubator**: 1000 m²
- **25kt/year**: Compounds production by December 2023
- **22 patents**
- **450 material grades**: tested in 2023
- **Model plant**: at Dijon
- **Products for all FORVIA activities**: starting with Interiors, Seating & Lighting

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For more information, visit [FORVIA](https://www.forvia.com)
A RESPONSIBLE AND INCLUSIVE GROUP

INTENSIFYING OUR EFFORTS FOR DIVERSITY

<table>
<thead>
<tr>
<th>Year</th>
<th>% women managers and professionals</th>
<th>% of women in Top 300 leaders</th>
</tr>
</thead>
<tbody>
<tr>
<td>2019*</td>
<td>24.4</td>
<td>15</td>
</tr>
<tr>
<td>2022*</td>
<td>27.3</td>
<td>23</td>
</tr>
<tr>
<td>2027</td>
<td>30</td>
<td>25</td>
</tr>
<tr>
<td>2030</td>
<td>35</td>
<td>30</td>
</tr>
</tbody>
</table>

OFFERING EQUAL OPPORTUNITY TO ALL

FOR DIVERSITY.
FOR INCLUSION.
FOR ME.
FORVIA.
Take a journey that matters.

*Faurecia data.

A COMMITTED FOUNDATION

Supporting projects with strong social impact in three key areas:
- #EDUCATION
- #MOBILITY
- #ENVIRONMENT

In 2022:
- 21 projects led by employees from 12 countries

Since 2020:
- 200+ active volunteers
- 6,000 beneficiaries
- ~20 new projects per year
FORVIA’S MISSION

WE PIONEER TECHNOLOGY for MOBILITY EXPERIENCES that MATTER TO PEOPLE

SAFE AFFORDABLE SUSTAINABLE CUSTOMIZED
A NEW STEP FOR OUR COMBINED GROUP

Proposal to change corporate name of the company from Faurecia SE to FORVIA SE

FROM FAURECIA SE TO FORVIA SE

- Strengthen awareness and attractiveness of the FORVIA brand across our ecosystem
- Reflect the significant progress made by FORVIA over the past year
- A new mnemonic code for the share price

A NAME...

- International, compact, dynamic, easy to pronounce
- Symbolizing essential elements from the brands and cultures of both HELLA and Faurecia
- Rapidly adopted internally and by our partners

Faurecia’s other entities are not changing their names. The same applies to HELLA’s entities, which keep their name.
2022: FORVIA’S FIRST YEAR

Patrick Koller
Chief Executive Officer
A SIGNIFICANT AND SUCCESSFUL ACQUISITION IN THE CHALLENGING CONTEXT OF 2022

WAR IN UKRAINE

ENERGY CRISIS

INFLATIONS

COVID IN CHINA

SEMI-CONDUCTOR CRISIS

SUPPLY CHAIN DISRUPTION
FORVIA’S FIRST YEAR

7 FEBRUARY 2022
Day One FORVIA

31 JANUARY 2022
Completion of the public offer and acquisition of HELLA

JUNE 2022
SBTi validates FORVIA’s net zero emission roadmap

JUNE 2022
Faurecia: Capital increase of €705m

SEPTMBER 2022
Entry into CAC40 ESG

NOVEMBER 2022
Creation of MATERIACT
First Capital Markets Day: Publication of our POWER25 action plan
First Sustainability Day

JANUARY 2023
CES 2023 (Las Vegas)
Showcase of FORVIA’s technology portfolio

FEBRUARY 2023
FORVIA: One Year
FORVIA’s first consolidated results
• Strong sales growth
• Solid cash generation
• Refinancing of HELLA acquisition finalized
• Full announcement of all asset disposal program of €1bn by end-2023
• Synergies with HELLA upgraded

APRIL 2023
AutoShanghai 2023

MAY 2023
• Signing of the acquisition by Stellantis of a stake in Symbio.
• Signing of the transfer to Cummins of Faurecia’s commercial vehicle exhaust after- treatment business in Europe and the US.
# ACHIEVEMENTS AND FIRST SUCCESSES

## REFINANCING AND DELEVERAGING

- Refinancing of the HELLA acquisition finalized as early as February 2023:
  - Capital increase with preferential subscription rights in June 2022
  - Issuance of new debt instruments in a difficult market environment
- €1bn asset disposal programme finalized with all transactions announced to date

## SYNERGIES WITH HELLA

- Upgraded cost synergies to >€300m 2025 run-rate
- Upgraded sales synergies to >€400m in 2025 supported by strong joint order intake of €1.8bn in 2022

## SUSTAINABLE GROWTH

- Resilient financial performance in 2022
- Strong order intake of €31bn at a targeted average operating margin > 7%
- Continued progress on Sustainability roadmap
- Creation of MATERI’ACT
A SOLID PERFORMANCE

Olivier Durand
Chief Financial Officer
GLOBAL AUTOMOTIVE PRODUCTION CONTINUED ITS GRADUAL RECOVERY IN 2022, UP 6.6% VS. 2021

An unfavourable economic environment overall

- Outbreak of war in Ukraine
- Acceleration of inflation
- Rising interest rates
- Persistent semiconductor shortage

Global automotive production has not yet returned to its pre-COVID level

But the automotive market grew 6.6%

Global vehicle production in millions of units

<table>
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<tr>
<th>Region</th>
<th>2019</th>
<th>2021</th>
<th>2022</th>
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<tbody>
<tr>
<td>Rest of the world</td>
<td>89.0</td>
<td>77.2</td>
<td>82.3</td>
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<tr>
<td>Asia</td>
<td>5,2</td>
<td>4,7</td>
<td>5</td>
</tr>
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<td>China</td>
<td>46,2</td>
<td>43,6</td>
<td>47,1</td>
</tr>
<tr>
<td>Europe</td>
<td>16,3</td>
<td>13</td>
<td>14,3</td>
</tr>
<tr>
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<td>21,1</td>
<td>15,9</td>
<td>15,8</td>
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An unfavourable economic environment overall

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- Acceleration of inflation
- Rising interest rates
- Persistent semiconductor shortage

Global automotive production has not yet returned to its pre-COVID level
2022: SALES GROWTH, PROFITABILITY RESILIENCE, CASH GENERATION AND DEBT REDUCTION

**Business scope significantly expanded**

- HELLA consolidation over 11 months
- **€15,618m** in 2021 and **€25,458m** in 2022
- **€18,846m** in 2021 and **€6,512m** in 2022
- Faurecia only
- **+63.0%** and **+17.0%**

**Solid operating profitability**

- **€510m** in H1 2021, **€426m** in H1 2022, **€352m** in H2 2021, **€689m** in H2 2022, **€662m** in 2021, **€1,115m** in 2022
- EBITDA: **6.6%**, **3.7%**, **4.5%**, **5.0%**, **5.5%**, **4.4%**

**High net cash flow**

- **€305m** in 2021, **€471m** in 2022
- EBITDA: **2.0%**, **1.9%**

**Reduction in leverage**

- **Net debt/adjusted EBITDA ratio**:
  - **3.1x** at 30 June 2022
  - **2.6x** at 31 December 2022

*The net debt/adjusted EBITDA ratio at 31/12/2022 is the ratio of net debt at end 2022 to pro forma consolidated adjusted EBITDA over the last 12 months.*
STRONG GROWTH, UP 63% DRIVEN BY HELLA INTEGRATION AND ROBUST ORGANIC GROWTH

* Source: S&P Global Mobility (ex IHS Markit) of February 2023
RESILIENT OPERATING MARGIN OF 4.4% OF SALES, WITH AN IMPROVEMENT IN H2 2022 TO 5.0% (+50bps vs. H2 2021)

Operating Income

<table>
<thead>
<tr>
<th>Year</th>
<th>Volume / Mix including FX</th>
<th>War in Ukraine, Covid related impacts and other items</th>
<th>Inflation</th>
<th>HELLA contribution</th>
<th>Total Operating Income</th>
</tr>
</thead>
<tbody>
<tr>
<td>2021</td>
<td>€126m</td>
<td>€(124)m</td>
<td>€(95)m</td>
<td>€346m</td>
<td>€862m</td>
</tr>
<tr>
<td>2022</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>€1,115m</td>
</tr>
</tbody>
</table>

5.5% of sales in 2021 and 4.4% of sales in 2022.
NET INCOME NEGATIVE AT €382m INCLUDING €321m IN NON-RECURRING EXPENSES

- Sharp increase in intangible depreciation related to the acquisition of HELLA (non-cash)

- €321m in non-recurring expenses:
  - Withdrawal from Russia for €143m
  - Integration costs and financial costs related to the acquisition of HELLA for €51m
  - One-off restructuring for €86m
  - Hyperinflation costs for €41m

<table>
<thead>
<tr>
<th></th>
<th>2021 Faurecia</th>
<th>2022 FORVIA</th>
<th>Change</th>
</tr>
</thead>
<tbody>
<tr>
<td>Operating income</td>
<td>862</td>
<td>1,115</td>
<td>+253</td>
</tr>
<tr>
<td>Amortisation of intangible assets acquired as part of a business combination</td>
<td>(93)</td>
<td>(219)</td>
<td>-126</td>
</tr>
<tr>
<td>Operating income (after amortisation of intangible assets acquired)</td>
<td>769</td>
<td>896</td>
<td>+127</td>
</tr>
<tr>
<td>Restructuring</td>
<td>(196)</td>
<td>(352)</td>
<td>-156</td>
</tr>
<tr>
<td>Other non-current operating income and expenses</td>
<td>(42)</td>
<td>(97)</td>
<td>-55</td>
</tr>
<tr>
<td>Interest expense and other financial income and expenses</td>
<td>(255)</td>
<td>(523)</td>
<td>-268</td>
</tr>
<tr>
<td>Income before tax of consolidated companies</td>
<td>276</td>
<td>-75</td>
<td>-351</td>
</tr>
<tr>
<td>Income tax</td>
<td>(139)</td>
<td>(186)</td>
<td>-47</td>
</tr>
<tr>
<td>Share of net income of affiliated companies</td>
<td>(25)</td>
<td>11</td>
<td>-36</td>
</tr>
<tr>
<td>Net income from continuing operations</td>
<td>113</td>
<td>(250)</td>
<td>-363</td>
</tr>
<tr>
<td>Net income from non-continuing activities</td>
<td>(97)</td>
<td>0</td>
<td>+97</td>
</tr>
<tr>
<td>Consolidated net income before minority interests</td>
<td>16</td>
<td>(250)</td>
<td>-276</td>
</tr>
<tr>
<td>Minority interests</td>
<td>(95)</td>
<td>(131)</td>
<td>-36</td>
</tr>
<tr>
<td>Consolidated net income, Group share</td>
<td>(79)</td>
<td>(382)</td>
<td>-303</td>
</tr>
</tbody>
</table>
SOLID CASH GENERATION, AT €471m vs. €305m in 2021

FIRST RESULTS OF THE MANAGE BY CASH PROGRAM IN THE SECOND HALF OF 2022

- **2021 Faurecia**
  - Adjusted EBITDA: €2,109m (13.5% of sales)
  - Net cash flow: €305m (2.0% of sales)

- **2022 FORVIA**
  - Adjusted EBITDA: €3,012m (11.8% of sales)
  - Net cash flow: €471m (1.9% of sales)
DEBT REDUCTION FOLLOWING HELLA ACQUISITION INITIATED IN 2022 AND SOLID FREE CASH FLOW

- Completion of the acquisition of HELLA at the end of January 2022 for a total investment of €5.4bn
  - €1.2 billion financed by capital increases
  - €4.2 billion financed by debt
- Successful refinancing of the bridge acquisition loan on time (between July 2021 and February 2023) despite more difficult market conditions
- Announcement of a €1bn asset disposal program by end 2023 to accelerate debt reduction, the Group's top priority
- €4.2bn in available cash at the end of 2022
FORVIA OUTPERFORMED THE MARKET IN FIRST-QUARTER 2023

Market growth in Q1 2023: +7.3%

- Global production increased 7.3% in Q1 driven by strong momentum in Europe (+17.9%) and North America (+10.1%)
- S&P expects global production volumes to grow 4.1% in 2023
- FORVIA’s forecast is more cautious, pending better visibility on Chinese auto production in H2

FORVIA sales growth in Q1 2023: +29%

Outperformance of more than 10 points

- FORVIA sales growth: +29%
- Market growth: +7.3%

Global vehicle production in millions of units

Global vehicle production in millions of units

<table>
<thead>
<tr>
<th>Year</th>
<th>FORVIA</th>
<th>S&amp;P</th>
</tr>
</thead>
<tbody>
<tr>
<td>2022</td>
<td>82.3</td>
<td>82</td>
</tr>
<tr>
<td>2023</td>
<td>85.5</td>
<td></td>
</tr>
</tbody>
</table>
THE ASSET DISPOSAL PROGRAM FOR €1bn BETWEEN NOW AND END-2023 IS FULLY ANNOUNCED AND ON TRACK

Disposals of assets received to date

- In Q4 2022, sale of HELLA’s 33% stake in HBPO for €290m
- In Q1 2023, sale of Interiors India to TAFE for €40m

Other announced disposals expected to be finalised by the end of 2023 at the latest

- Sale for €150m to Stellantis of 16.6% of Symbio, a joint venture with Michelin and leader in hydrogen mobility
- Sale of exhaust gas treatment for commercial vehicles in Europe and the United States to Cummins (EV of €142m)
- Sale of SAS (assembly and logistics services) to Motherson Group (EV of €540m)

All these disposals will have generated a total amount of ≥ €1 billion by the end of 2023, in line with the debt reduction commitment following the acquisition of HELLA.
FY 2023 GUIDANCE: SALES GROWTH ACCELERATION, IMPROVED PROFITABILITY AND DELEVERAGING

The guidance is based on the following assumptions:

- **Worldwide automotive production of 82m vehicles in 2023**, broadly flat vs. actual production in 2022
- Full-year average currency rates of 1.10 for €/USD and 7.50 for €/CNY

**Sales**
- Including estimated impact of transactions announced to date*
- Between €25.2bn and €26.2bn

**Operating margin**
- Between 5% and 6% of sales

**Net cash flow**
- >1.5% of sales

**Net debt/Adj. EBITDA**
- At Dec. 31, 2023
- Between 2.0x and 2.4x
  - Including effect of the disposal program*

*Estimated impact on sales of (~1.3Bn) from disposals announced to date (mainly the deconsolidation as from January 1, 2023 to comply with IFRS5 and business to be sold to Cummins as from July 1, 2023)

This guidance assumes no major lockdown impacting production or retail sales in any major automotive region.
OUR ASSETS FOR SUSTAINABLE GROWTH

Patrick Koller
Chief Executive Officer
DURING ITS CAPITAL MARKET DAY IN NOVEMBER 2022, FORVIA PRESENTED ITS POWER25 PLAN, WITH 3 PRIORITIES

- DELEVERAGING
- SYNERGIES
- SUSTAINABLE GROWTH
OUR POWER25 FINANCIAL OBJECTIVES

- These objectives are based on worldwide automotive production assumption of 88m LVs, more conservative than S&P Mobility’s latest forecast of 90m LVs
- **They take into account the estimated impact of the disposal program of non-strategic assets for €1bn by end-2023**

<table>
<thead>
<tr>
<th>Objective</th>
<th>Target</th>
</tr>
</thead>
<tbody>
<tr>
<td>Sales</td>
<td>c. €30bn</td>
</tr>
<tr>
<td>Operating margin</td>
<td>&gt;7%</td>
</tr>
<tr>
<td>Net cash flow</td>
<td>4% of sales</td>
</tr>
<tr>
<td>Net debt/Adj. EBITDA</td>
<td>&lt; 1.5x At Dec 31, 2025</td>
</tr>
</tbody>
</table>

*This guidance assumes average currency rates of 1.05 for €/USD and 7.00 for €/CNY for 2023-2025 and no major lockdown impacting production or retail sales in any major automotive region.*
FORVIA IS ON-TRACK TO MEET ITS 2025 TARGETS

### Sustainable growth ambition

<table>
<thead>
<tr>
<th>Year</th>
<th>Global automotive production</th>
<th>Consolidated sales</th>
<th>Operating income</th>
</tr>
</thead>
<tbody>
<tr>
<td>2021 Actual</td>
<td>77m</td>
<td>€15.6bn</td>
<td>5.5% of sales</td>
</tr>
<tr>
<td>2022 (including 11 months of HELLA)</td>
<td>82m</td>
<td>€25.5bn to €26.2bn</td>
<td>4.4% of sales</td>
</tr>
<tr>
<td>2023 Guidance</td>
<td>82m</td>
<td></td>
<td>5% to 6% of sales</td>
</tr>
<tr>
<td>2025 Target after asset disposal programme</td>
<td>88m</td>
<td>€30bn</td>
<td>&gt;7% of sales</td>
</tr>
</tbody>
</table>

*CAGR = compound annual growth rate.

### Synergies with HELLA revised upwards

**Commercial synergies**
- **> €400m** annual increase in sales by 2025 *(vs. between €300m and €400m previously)*
- **€1.8bn** in joint orders in 2022

**Cost synergies**
- **> €300m**
FORVIA IS ON-TRACK TO MEET ITS 2025 TARGETS

"Manage by cash" Program

Net cash flow

- 2022: €471m, 1.9% of sales
- 2023 guidance: >1.5% of sales
- 2025 objective: >4% of sales

Deleveraging has started

Net Debt / Adj. EBITDA ratio

- June 30, 2022: 3.1x
- Dec. 31, 2022: 2.6x
- Dec. 31, 2023: 2.0x to 2.4x
- Dec. 31, 2025 objective: <1.5x
ACCELERATING PROFITABLE AND SUSTAINABLE GROWTH

FORVIA
7TH GLOBAL SUPPLIER
ACQUISITION OF HELLA

FAURECIA
2021
€16Bn

Step change in size
Transformed portfolio

2022
€25.5Bn

FORVIA
SUSTAINABLE MOBILITY TECH LEADER

2025
€30Bn

*Based on production of 88 million vehicles in 2025 and after €1bn planned disposals

2021 and 2022 sales and 2025 sales objective
Jean-Bernard Lévy
Chairman of the Governance, Nominations and Sustainability Committee

GOVERNANCE & CSR
BOARD RESOLUTELY COMMITTED TO THE GROUP'S CSR POLICY

› Regular discussions on the Group’s CSR strategy

› Follow-up of the path towards CO₂ neutrality: FORVIA commitments and action plan (validated by SBTi)

› Inclusion in the CAC 40 ESG index

› Involvement of teams: CO₂ objectives integrated into the variable remuneration of 4,800 managers

› Program review and involvement in the first FORVIA Sustainability Day
THE COMMITTEE, THE BOARD'S ARMED WING ON CSR MATTERS

› CSR topics on each meeting agenda

› Review of the Group’s new sustainable activities

› Monitoring of key CSR roadmap indicators for diversity, parity, ethics and workplace safety
THE BOARD OF DIRECTORS IN 2022

A diversified, international and multidisciplinary Board of Directors:

• **14** Board members, including **2** Board members representing employees and **5** women (42%*)
• **6** nationalities
• Providing key skills to Faurecia

75%*

Independent Board members

*Excluding Board members representing employees

33

Board and Committees meetings in 2022
in the context of high inflation and the war in Ukraine
PROPOSALS FOR CHANGES IN THE COMPOSITION OF THE BOARD

Renewal of
Denis Mercier
as independent Board member

Appointment of
Esther Gaide
as independent Board member

Appointment of
Dr Michael Bolle
as independent Board member
Proposal to renew Denis Mercier as independent Board member:

• Former Chief of Staff of the French Air Force

• Currently Deputy Chief Executive Officer and member of the Executive Committee of the Fives group;

• Experience as a leader of an international industrial group as well as crisis management, risk management and digital skills;

• Director of the Company since May 28, 2019;

• Chairman of the Compensation Committee.
Proposal to appoint Esther Gaide as independent Board member:

- Various positions in international groups including CFO of Elior Group from 2018 to 2023;
- Expertise in the field of audit and finance;
- Future Audit Committee member.
Proposal to appoint Dr. Michael Bolle as independent Board member:

- Former Member of the Board of Management of Bosch in charge of R&D;
- Experience in the automotive industry, especially in Germany;
- Chairman of the Shareholder Council of the Carl Zeiss Foundation;
- Future Compensation Committee member.
BOARD OF DIRECTORS PROPOSED COMPOSITION

INDEPENDENTS

- **Michel de ROSEN** ● Chairman of the Board of Directors
- **Dr Michael BOLLE** ● Member/Chairman of Board of Directors
- **Judy CURRAN** ● Board Member
- **Odile DESFORGES** ● Board Member
- **Esther GAIDE** ● Board Member
- **Penelope HERSCHER** ● Member/Chairwoman of Board of Directors
- **Valérie LANDON** ● Member/Chairwoman of Board of Directors
- **Jean-Bernard LÉVY** ● Board member
- **Denis MERCIER** ● Deputy Chief Executive Officer of Fives group

- Patrick KOLLER
  - Chief Executive Officer
- Daniel BERNARDINO
  - Board Member representing employees
- Dr Jürgen BEHREND
  - Representative of the Hueck and Roepke families
- Emmanuel PIOCHE
  - Board Member representing employees
- Robert PEUGEOT
  - Permanent representative of Peugeot 1810 and Chairman of the Board of Directors of Peugeot Invest

- Governance, Nominations and Sustainability Committee
- Compensation Committee
- Audit Committee
A BOARD OF DIRECTORS ACTIVELY SUPPORTED BY ITS THREE SPECIALIZED COMMITTEES

<table>
<thead>
<tr>
<th>CHAIR</th>
<th>GOVERNANCE, NOMINATIONS AND SUSTAINABILITY COMMITTEE</th>
<th>COMPENSATION COMMITTEE</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>CHAIR</strong></td>
<td>Odile DESFORGES*</td>
<td>Denis MERCIER*</td>
</tr>
</tbody>
</table>
| **MEMBERS** | Esther Gaide *  
Valérie Landon *  
Robert Peugeot  
Emmanuel Pioche ** | Jean-Bernard LEVY* | Daniel Bernardino **  
Michael Bolle * |

**INDEPENDENCE RATE**

| 75% | 100% | 100% |

* Independent / ** Representing employees
COMPENSATION

Denis Mercier
Chairman of the Compensation Committee
BOARD MEMBERS’ COMPENSATION

COMPENSATION 2022

€885,000
out of a total of €900,000

Numerous meetings, in particular due to the acquisition of HELLA and its refinancing

COMPENSATION POLICY

Stable
No change in 2023

Predominance of the variable component
## COMPENSATION OF THE CHAIRMAN OF THE BOARD OF DIRECTORS

### COMPENSATION 2022

€311,000

### COMPENSATION POLICY

- **Stable**
  - No change in 2023
- **Simple:** fixed salary, benefits in kind and social protection
# 2022 CEO COMPENSATION – EX POST

Strong performance in all variable remuneration criteria and major change in the scope of the Group

<table>
<thead>
<tr>
<th>FIXED ANNUAL COMPENSATION</th>
<th>€1,100,000</th>
</tr>
</thead>
<tbody>
<tr>
<td>ANNUAL VARIABLE COMPENSATION</td>
<td></td>
</tr>
<tr>
<td>0-180% of fixed annual compensation</td>
<td></td>
</tr>
<tr>
<td>Quantifiable criteria:</td>
<td></td>
</tr>
<tr>
<td>• net debt to EBITDA ratio (50%)</td>
<td></td>
</tr>
<tr>
<td>• synergies in relation to HELLA acquisition (10%)</td>
<td></td>
</tr>
<tr>
<td>• Carbon neutrality (15%)</td>
<td></td>
</tr>
<tr>
<td>€1,567,500</td>
<td></td>
</tr>
<tr>
<td>Qualitative criteria:</td>
<td></td>
</tr>
<tr>
<td>• Order intake and operating margin (25%)</td>
<td></td>
</tr>
<tr>
<td>€412,500</td>
<td></td>
</tr>
</tbody>
</table>

| LONG-TERM VARIABLE COMPENSATION | |
| Ongoing plans: |
| • Plan No 12: overall completion rate of 69.6% |
| • ESPI: first annual tranche not realized |
| Plan granted in 2022: |
| • Plan n° 14: **203 %** of fixed annual compensation maximum |

| OTHER COMPONENTS (under the policy) | |
| • Severance indemnity (24 months)* |
| • 12-month non compete covenant and 6-month notice in case of resignation* |
| • 12-month non-solicitation covenant* |
| • Defined benefits pension plans |
| • Compensation for his duties in the Shareholder Committee of Hella |

* No payment in 2022
2023 CEO COMPENSATION – EX ANTE

No change in compensation structure in 2023

FIXED ANNUAL COMPENSATION

€1,100,000
(no change compared to 2022)

ANNUAL VARIABLE COMPENSATION

0-180% of fixed annual compensation (unchanged)

Quantifiable criteria:
(75% at target)

Individual criteria
(25% at target)

LONG-TERM VARIABLE COMPENSATION

0-250% of the annual fixed compensation (unchanged)

Performance shares subject to presence and performance conditions

OTHER COMPONENTS (under the policy)

Other usual compensation components unchanged
AUDITOR’S REPORT

Anne-Laure Rousselou
Mazars
QUESTIONS & ANSWERS
VOTING OF RESOLUTIONS
# Voting results

<table>
<thead>
<tr>
<th>Resolution</th>
<th>Title</th>
<th>For</th>
<th>Against</th>
<th>Result</th>
</tr>
</thead>
<tbody>
<tr>
<td>Resolution 1</td>
<td>Approval of the parent company financial statements for the fiscal year ending December 31, 2022 – Approval of non-tax-deductible expenses and costs</td>
<td>99.80%</td>
<td>0.20%</td>
<td>Approved</td>
</tr>
<tr>
<td>Resolution 2</td>
<td>Approval of the consolidated financial statements for the fiscal year ending December 31, 2022</td>
<td>99.80%</td>
<td>0.20%</td>
<td>Approved</td>
</tr>
<tr>
<td>Resolution 3</td>
<td>Appropriation of income for the fiscal year</td>
<td>94.85%</td>
<td>5.15%</td>
<td>Approved</td>
</tr>
<tr>
<td>Resolution 4</td>
<td>Statutory Auditors’ special report on related parties agreements and approval of such agreements</td>
<td>99.83%</td>
<td>0.17%</td>
<td>Approved</td>
</tr>
<tr>
<td>Resolution 5</td>
<td>Renewal of Denis Mercier, as Board member</td>
<td>93.20%</td>
<td>6.80%</td>
<td>Approved</td>
</tr>
<tr>
<td>Resolution 6</td>
<td>Appointment of Esther Gaide, as Board member</td>
<td>99.82%</td>
<td>0.18%</td>
<td>Approved</td>
</tr>
<tr>
<td>Resolution 7</td>
<td>Appointment of Michael Bolle, as Board member</td>
<td>99.14%</td>
<td>0.86%</td>
<td>Approved</td>
</tr>
</tbody>
</table>
## Voting results

<table>
<thead>
<tr>
<th>Title</th>
<th>For</th>
<th>Against</th>
<th>Result</th>
</tr>
</thead>
<tbody>
<tr>
<td>Resolution 8 Approval of the information referred to in I of Article L. 22-10-9 of the Code of Commerce – Report on compensations</td>
<td>97.20%</td>
<td>2.80%</td>
<td>Approved</td>
</tr>
<tr>
<td>Resolution 9 Approval of the elements comprising the total compensation and all benefits of any kind paid during the fiscal year ended December 31, 2022 or granted in respect of the same fiscal year to Michel de Rosen, Chairman of the Board of Directors</td>
<td>99.79%</td>
<td>0.21%</td>
<td>Approved</td>
</tr>
<tr>
<td>Resolution 10 Approval of the elements comprising the total compensation and all benefits of any kind paid during the fiscal year ended December 31, 2022 or granted in respect of the same fiscal year to Patrick Koller, Chief Executive Officer</td>
<td>84.27%</td>
<td>15.73%</td>
<td>Approved</td>
</tr>
<tr>
<td>Resolution 11 Approval of the compensation policy for Board members</td>
<td>98.95%</td>
<td>1.05%</td>
<td>Approved</td>
</tr>
<tr>
<td>Resolution 12 Approval of the compensation policy for the Chairman of the Board of Directors</td>
<td>99.79%</td>
<td>0.21%</td>
<td>Approved</td>
</tr>
<tr>
<td>Resolution 13 Approval of the compensation policy for the Chief Executive Officer</td>
<td>92.66%</td>
<td>7.34%</td>
<td>Approved</td>
</tr>
<tr>
<td>Resolution 14 Authorization to be granted to the Board of Directors to allow the Company to buy back its own shares</td>
<td>97.68%</td>
<td>2.32%</td>
<td>Approved</td>
</tr>
</tbody>
</table>
## Voting results

<table>
<thead>
<tr>
<th>Title</th>
<th>For</th>
<th>Against</th>
<th>Result</th>
</tr>
</thead>
<tbody>
<tr>
<td>Resolution 15  Change of corporate name and subsequent amendment of Article 2 of the Company’s bylaws</td>
<td>99.81%</td>
<td>0.19%</td>
<td>Approved</td>
</tr>
<tr>
<td>Resolution 16  Delegation of authority to be granted to the Board of Directors to issue shares and/or securities giving access, immediately or in the future, to the share capital of the Company and/or of a Subsidiary, with preferential subscription rights (suspension during tender offer periods)</td>
<td>96.94%</td>
<td>3.06%</td>
<td>Approved</td>
</tr>
<tr>
<td>Resolution 17  Delegation of authority to be granted to the Board of Directors to issue shares and/or securities giving access, immediately or in the future, to the share capital of the Company and/or of a Subsidiary, without preferential subscription rights, through a public offering (excluding offers referred to in 1° of Article L. 411-2 of the French Monetary and Financial Code) and/or as compensation for securities as part of a public exchange offer (suspension during tender offer periods)</td>
<td>96.53%</td>
<td>3.47%</td>
<td>Approved</td>
</tr>
<tr>
<td>Title</td>
<td>For</td>
<td>Against</td>
<td>Result</td>
</tr>
<tr>
<td>-------</td>
<td>-----</td>
<td>---------</td>
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</tr>
<tr>
<td>Resolution 18</td>
<td>Delegation of authority to be granted to the Board of Directors to issue shares and/or securities giving access, immediately or in the future, to the share capital of the Company and/or of a Subsidiary, without preferential subscription rights, through an offer exclusively targeting a restricted circle of investors acting for their own account or qualified investors (suspension during tender offer periods)</td>
<td>95.55%</td>
<td>4.45%</td>
</tr>
<tr>
<td>Resolution 19</td>
<td>Authorization to increase the amount of issues provided for in the sixteenth, seventeenth, and eighteenth resolutions (suspension during tender offer periods)</td>
<td>91.94%</td>
<td>8.06%</td>
</tr>
<tr>
<td>Resolution 20</td>
<td>Delegation to be granted to the Board of Directors to issue shares and/or securities giving access, immediately or in the future, to the share capital of the Company, without preferential subscription rights, in order to remunerate contributions in kind of securities granted to the Company (suspension during public tender offer periods)</td>
<td>98.41%</td>
<td>1.59%</td>
</tr>
<tr>
<td>Resolution 21</td>
<td>Delegation of authority to be granted to the Board of Directors to increase the Company's share capital by incorporation of reserves, profits, premiums or other amounts whose capitalization would be allowed (suspension during a public tender offer period)</td>
<td>99.78%</td>
<td>0.22%</td>
</tr>
</tbody>
</table>
### Voting results

<table>
<thead>
<tr>
<th>Title</th>
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<th>Against</th>
<th>Result</th>
</tr>
</thead>
<tbody>
<tr>
<td>Resolution 22 Authorization to be granted to the Board of Directors to grant, for free, existing shares and/or shares to be issued to employees and/or certain corporate officers of the Company or of affiliated companies or economic interest groups, with waiver by the shareholders of their preferential subscription rights</td>
<td>93.94%</td>
<td>6.06%</td>
<td>Approved</td>
</tr>
<tr>
<td>Resolution 23 Delegation of authority to be granted to the Board of Directors for the purpose of increasing the share capital through the issue of shares and/or securities giving access to the share capital, with removal of preferential subscription rights for the benefit of members of a company or group savings plan</td>
<td>96.70%</td>
<td>3.30%</td>
<td>Approved</td>
</tr>
<tr>
<td>Resolution 24 Delegation of authority to be granted to the Board of Directors for the purpose of carrying out share capital increases, with removal of preferential subscription rights in favor of categories of beneficiaries</td>
<td>96.61%</td>
<td>3.39%</td>
<td>Approved</td>
</tr>
<tr>
<td>Resolution 25 Authorization to be granted to the Board of Directors for the purpose of reducing the share capital through the cancellation of shares</td>
<td>94.20%</td>
<td>5.80%</td>
<td>Approved</td>
</tr>
<tr>
<td>Resolution 26 Powers for formalities</td>
<td>99.84%</td>
<td>0.16%</td>
<td>Approved</td>
</tr>
</tbody>
</table>