

The background of the slide features a dynamic, futuristic scene of a road or track curving into the distance. The road is illuminated with vibrant blue and red light trails, suggesting high speed and advanced technology. The perspective is from a low angle, looking down the length of the road.

FAURECIA & HELLA

THE WORLD'S SEVENTH LARGEST
AUTOMOTIVE TECHNOLOGY COMPANY

DAY ONE PRESS CONFERENCE

February 7, 2022

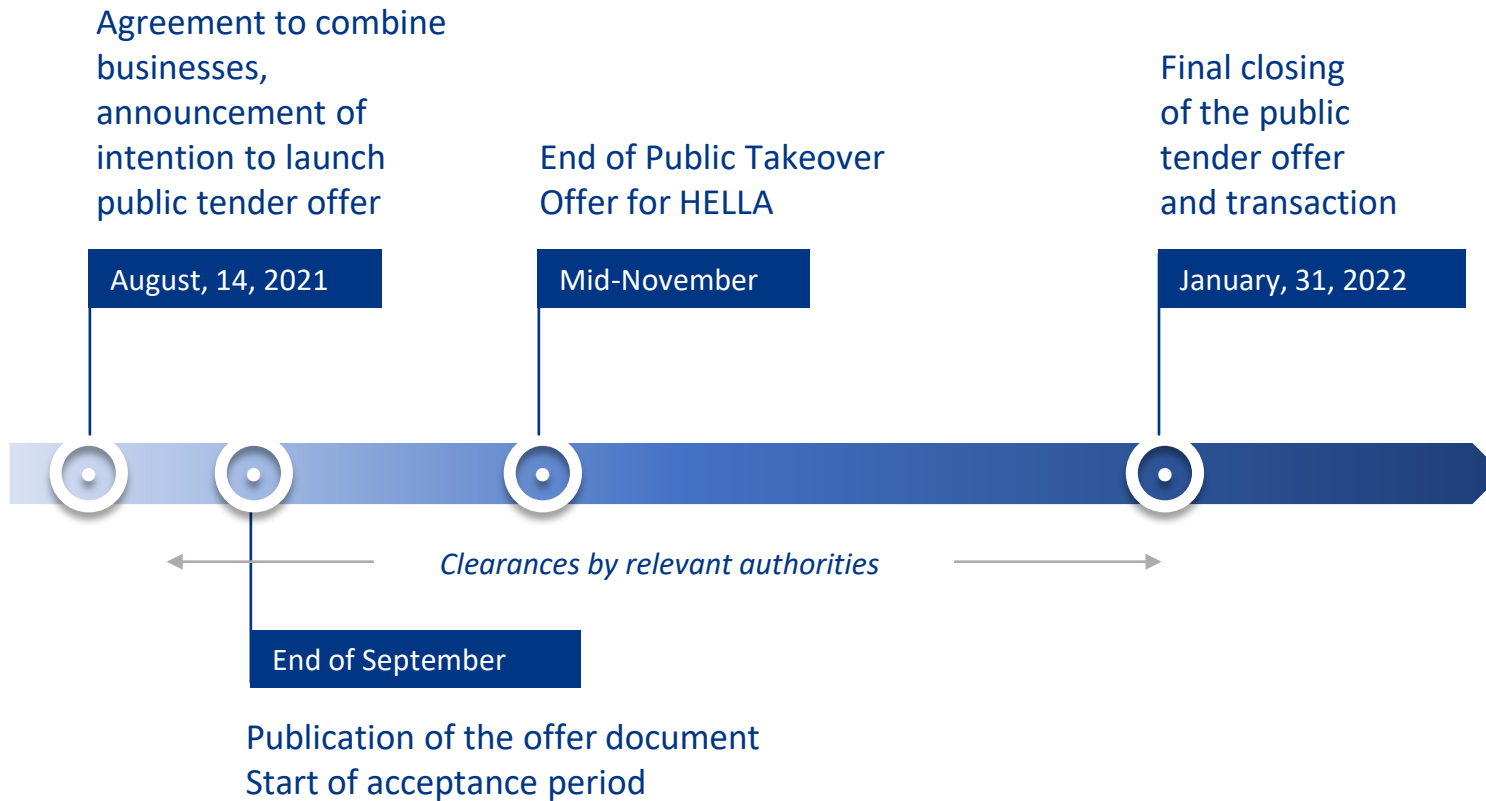
faurecia
inspiring mobility





FROM A
UNIQUE OPPORTUNITY
TO A
SHARED STORY

A SUCCESSFUL CLOSING IN A SHORT PERIOD OF TIME, DEMONSTRATING EFFECTIVE PREPARATION AND TEAMWORK



>500 people

>20 workstreams

+1,000 actions captured

10 key synergy projects

A COMBINATION FACILITATED BY THE SHARING OF THE SAME VISION, THE SAME VALUES, AND SIMILAR AND PERFECTLY COMPATIBLE CULTURES



A UNIQUE AND COMPELLING COMBINATION BUILD ON A STRONG AND SUSTAINABLE SETUP WITH PROFITABLE GROWTH PERSPECTIVES

CREATION OF THE #7 GLOBAL AUTOMOTIVE SUPPLIER

Critical edge to benefit from strategic drivers transforming the automotive industry

€33bn sales ambition in 2025

FULLY ALIGNED WITH AUTOMOTIVE MEGATRENDS

Focusing on fast-growing areas

TWO PROFITABLE & COMPLEMENTARY COMPANIES

- Customers
- Geographies
- Technology portfolio

AHEAD OF COMPETITION WITH A HIGHLY ADVANCED TECHNOLOGY PORTFOLIO

Major player in electronics and software with sales of ~€7bn by 2025

A unique player in electrification with BEV¹ & FCEV² solutions

Low exposure to ICE

CREATE STRONG VALUE FOR ALL STAKEHOLDERS

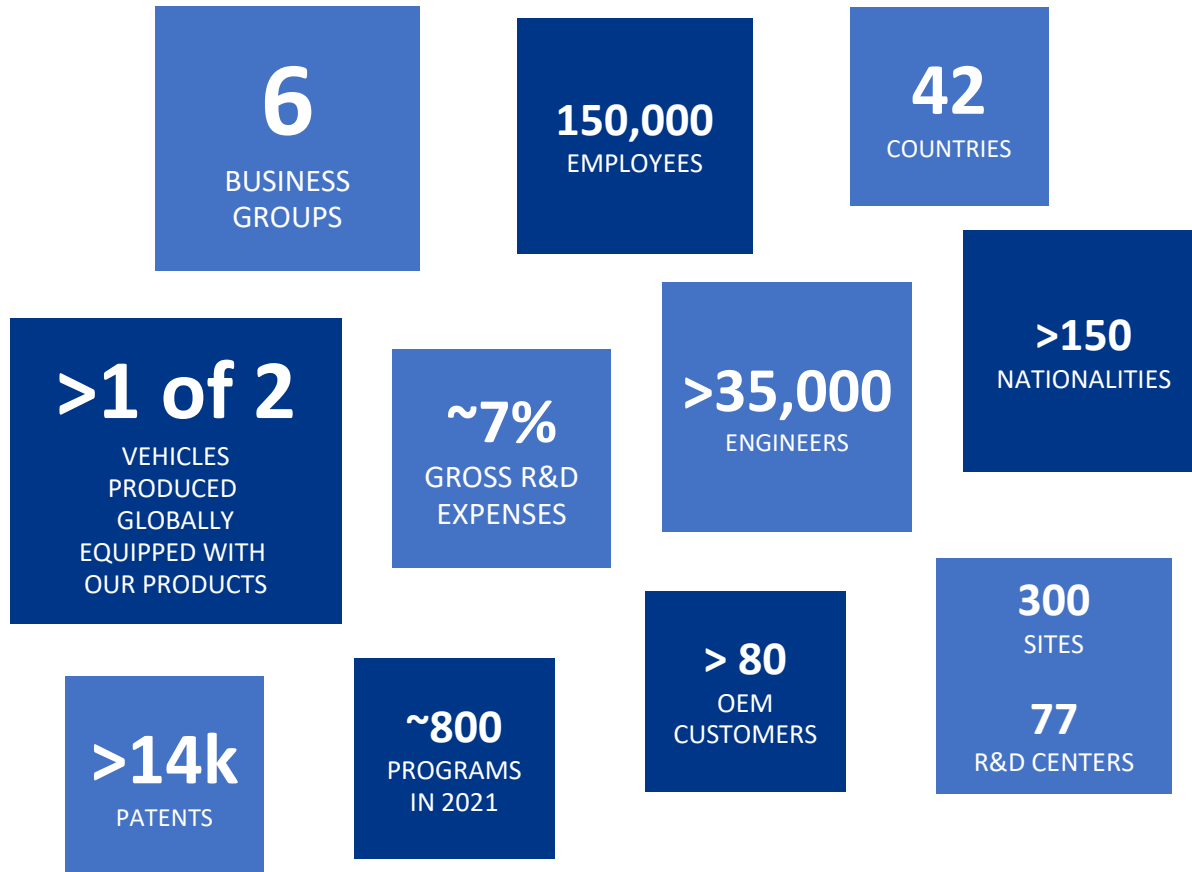
Strong complementarities, leadership positions, sizeable synergies, shared values and industry-leading ESG approach

1. BEV = Battery Electric Vehicle; 2. FCEV = Fuel Cell Electric Vehicle



A NEW GLOBAL LEADER UNIQUELY POSITIONED TO GROW AND ACCELERATE INNOVATION...

... CREATING THE 7TH LARGEST AUTO SUPPLIER



2025 ambition

> €33BN

Revenue

> 15.5%

EBITDA margin

> 8.5%

Operating margin

> 5%

Net Cash Flow Cash generation (% of Sales)

Note: Ambitions as published on August 14, 2021



A LEADING "ENVIRONMENT, SOCIAL AND GOVERNANCE" (ESG) COMPANY



ENVIRONMENT

Combat climate change with an **ambitious CO₂ neutrality roadmap**: become **CO₂ neutral in operations** (scope 1&2) by **2025** and **CO₂ net zero not after 2050**

Sustainable product solutions with eco-design, sustainable materials, energy efficiency solutions and circular economy

Zero emission solutions with a strong expertise in BEV¹ and FCEV² (hydrogen mobility)



SOCIAL

A **responsible employer**, promoting gender **diversity** and **inclusivity**, **working extra-hard to attract talents**

A **learning organization** that encourages employee training and development

Supporting **local communities** with a foundation acting in education, mobility & environment



GOVERNANCE

Robust and sustainable governance

A strict respect for **compliance** and strong value for **ethics**

A **safe work** environment to all our employees

A **responsible supply chain** with sustainable partners & suppliers

1. BEV = Battery Electric Vehicle; 2. FCEV = Fuel Cell Electric Vehicle



A group of diverse people, including a man in a floral shirt, a woman with curly hair, and a man in a dark shirt, are looking out at a city skyline at dusk. The skyline is reflected in the water in the foreground. The text "A SUSTAINABLE SETUP FOR VALUE-CREATION" is overlaid in white, bold, sans-serif font.

A SUSTAINABLE SETUP FOR VALUE-CREATION

OUR SETTING ALLOWS US TO FULLY ACHIEVE OUR BUSINESS OBJECTIVES IN A SUSTAINABLE SETUP

1

Faurecia has now achieved a majority of >80 % of total HELLA shares and thus becomes new controlling shareholder of HELLA

2

HELLA remains a listed company with its own independent governance

3

A clear **sustainable governance model** has been established to allow **Faurecia and HELLA to work efficiently together in all domains** and enable us to steer progress **in the best interests of both companies and their stakeholders**

4

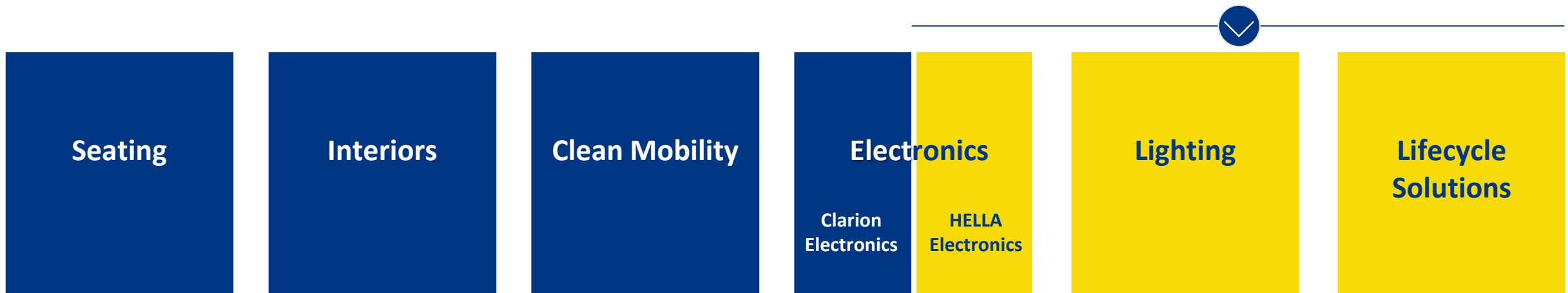
HELLA to be fully consolidated into the financial reporting of Faurecia
(with HELLA still continuing its own reporting)



SIX WORLD CLASS BUSINESS GROUPS WILL BE THE OPERATIONAL BACKBONE OF THE COMBINED GROUP


Three accountable Business Groups are created within HELLA.


They will be equipped with support functions in line with Faurecia model, through the reallocation of existing corporate resources before 01/07/22



The 2 entities will cooperate intensively to drive synergies and develop the business

The BG will cooperate with corresponding businesses at FAURECIA to drive synergies and develop the business

 = Faurecia activities based in Nanterre (France) or Saitama (Japan)

 = HELLA activities based in Lippstadt (Germany)



24 DIFFERENTIATING PRODUCT LINES SHAPING THE FUTURE OF MOBILITY

SEATING

Complete Seats
Mechanisms & Frames
Covers and Comfort solutions

INTERIORS

Instrument Panels
Door Panels
Center Consoles
Sustainable Materials
SAS Cockpit Modules

CLEAN MOBILITY

Ultralow Emissions – PV
Ultralow Emissions – CV
Zero Emission

ELECTRONICS

Sensors & Actuators
Automated Driving
Lighting & Body Electronics
Energy Management
Cockpit Electronics
HMI & Displays

LIGHTING

Head lamps
Rear lamps
Interior Lighting
Car Body Lighting

LIFECYCLE SOLUTIONS

Independent Aftermarket
Workshop Solutions
Special Original Equipment

 = Faurecia activities

 = HELLA activities

 = Containing activities of Faurecia and HELLA – indicative only



**COST SYNERGIES
AND OPTIMIZATION**

>>€250M

2025 EBIT RUN RATE

Impact on P&L to ramp up from
40% in 2023 to 80% in 2024

**COST SYNERGY AND
OPTIMIZATION TARGET OF
>>€250M VALIDATED;
IMPLEMENTATION READY
TO LAUNCH**

REVENUE SYNERGIES

€300-400M

SALES INCREASE BY 2025

Will allow more selectivity
and a more robust
profitability

Leverage Faurecia's strong presence
in China, Japan and Americas

Leverage HELLA's customer intimacy with
German OEMs and Lifecycle Solutions
customers

As of today: >>€250M COST REDUCTION SYNERGIES BY 2025 IDENTIFIED IN PRE-CLOSING PHASE

- **>200 individual measures** validated as of today by joint Faurecia and HELLA teams **resulting in >> €250M p.a. cost synergies by 2025**
- **Purchasing as the most significant contributor** (followed by synergies in operations)
- Additionally, **significant sales synergies** (e.g., improved access to Japanese OEMs for HELLA)



"TOP 10" SYNERGY PROJECTS COVER >95% OF TOTAL OPPORTUNITIES

1. Direct & Indirect Purchasing
2. Global Business Services
3. Digital Transformation & IT
4. Electronics Integration
5. Digital Warehouse & Material Flow
6. Tooling Business Line
7. Manufacturing Excellence
8. Aftermarket Sales synergies
9. Real Estate Optimization
10. Global Functions Convergence



COMBINED GROUP AMBITIONS FOR 2025 REPRESENT A SIGNIFICANT LEVERAGE COMPARED TO STANDALONE TARGETS



**2022-25 AMBITION FOR THE COMBINED GROUP:
STRONG SALES OUTPERFORMANCE, BEST-IN-CLASS PROFITABILITY AND STRONG NET CASH FLOW GENERATION**

Note: Ambitions as published on August 14, 2021



A long-exposure photograph of a city highway at dusk. The foreground shows a multi-lane highway with light trails from cars, creating a sense of motion. The middle ground features a green metal railing on the right side, suggesting the viewer is on an elevated roadway or bridge. In the background, a city skyline is visible with several tall buildings illuminated by lights. The sky is a mix of orange, yellow, and blue, indicating the time is either sunset or sunrise. The overall scene conveys a sense of urban activity and progress.

BUILDING A GLOBAL LEADER TOGETHER

OUR FUTURE TOGETHER

1

A fast-growing **Group** aligned with **mega-trends**

2

Leadership positions in all businesses, differentiating **technological content**

3

A sustainable organization, **customer centric**

4

A **change maker** committed to foreseeing and making the mobility transformation happen

5

A **new name** to express this transformation



OUR NEW UMBRELLA BRAND

FORVIA
Inspiring mobility

Implementation of an
umbrella brand system:

FORVIA
faurecia

FORVIA
HELLA

There will be **no change to names and legal entities**
and the B2C brands will be kept

'For' and 'via' as in route or way:
Projecting forward

Evokes movement and agility

Symbolizing the Group's **continuous commitment, confidence and action**

Easy, energetic pronunciation

Powerful and positive signal to the markets
that both companies are part of the same strong group

Good translation of our common purpose:
Inspiring Mobility



5



AT FORVIA, WE SHAPE SAFE, SUSTAINABLE, ADVANCED AND CUSTOMIZED MOBILITY



WE INSPIRE MOBILITY

We are a global system enabler combining hardware and software



SAFE

We relentlessly enhance mobility **safety** inside and out



SUSTAINABLE

We frame everything through the lens of **sustainability**



ADVANCED

We design **advanced** and automated driving **solutions** to stay connected, productive and entertained while on the move



CUSTOMIZED

We offer solutions for **customized**, aesthetic and emotional experiences

We work on challenges that matter with people who matter to us



FORVIA

Inspiring mobility



LIVE
Q/A SESSION