



2025 UNIVERSAL REGISTRATION DOCUMENT

INCLUDING THE ANNUAL FINANCIAL REPORT
AND THE SUSTAINABILITY STATEMENT

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In this Universal Registration Document, unless otherwise stated:

- "Company", "FORVIA" or "FORVIA SE" refer to FORVIA, a European company;
- "Group" or "FORVIA Group" refers to the group of companies comprising FORVIA SE and its consolidated subsidiaries (including HELLA GmbH & Co. KGaA and companies directly or indirectly controlled by it, hereinafter the "HELLA scope" or "HELLA");
- "Group (excluding the HELLA scope)" or "FORVIA Group (excluding the HELLA scope)" refers to the group of companies comprising FORVIA SE and its consolidated subsidiaries (excluding the HELLA scope).

AFR This information is an integral part of the Annual Financial Report as provided for in Article L. 451-1-2 of the French Monetary and Financial Code.

2025 Universal Registration Document

including the Annual Financial Report
and the Sustainability Statement



The universal registration document was filed on March 13, 2026 with the AMF as competent authority under Regulation (EU) 2017/1129, without prior approval pursuant to Article 9 of said regulation

The universal registration document may be used for the purposes of an offer of securities to the public or the admission of securities to trading on a regulated market if supplemented with a securities note and, if applicable, a summary and any amendments to the universal registration document. The whole is approved by the AMF in accordance with Regulation (EU) 2017/1129

This universal registration document is a translation in English of the official version of the universal registration document established in European Single Electronic Format (ESEF), filed with the AMF on March 13, 2026 and available on the AMF website www.amf-france.org/en. This translation is available on our website www.forvia.com.

Message from Michel de Rosen

Chairman of the Board
of Directors of FORVIA



Who hasn't become attached to the company he or she has served?

Through shared efforts, challenges, setbacks and victories—in short, through the battles we fight together—bonds are forged between those who stand side by side. Over time, we also grow attached not only to the work itself but also the products, the places, and above all to colleagues—the women and men with whom we have shared meaningful moments, sometimes difficult ones.

Why is FORVIA a company that people easily relate to? Because of our products: they are visible, tangible, useful, easy to understand and innovative. They must be manufactured to the highest standards of quality and reliability. Because of our partners, our customers and our suppliers, who are numerous, diverse and demanding. Because of our international footprint: we are present on every continent except Antarctica. From one site to another, and even within our sites, this diversity of origins is one of our greatest strengths. And of course, because of our teams and our colleagues. The human richness of FORVIA is exceptional and deeply engaging—almost moving. Finally, because of our history. FORVIA began its journey within what was then called Peugeot Citroën, which later became Stellantis. Over time, Faurecia grew and transformed, progressively evolving the scope of its activities. The most impactful strategic milestone of our Group was the acquisition of HELLA, which enabled us to step fully into the worlds of electronics and lighting. This transformation turned Faurecia into FORVIA, with HELLA's teams joining the Group and bringing with them their professionalism, experience and expertise.

Each of us lives this shared history through our own individual journey. Some have been with the Group for forty years; others joined more recently. Some come from Sommer Alibert, others from Epeda Bertrand Faure, Emcon Technologies, Parrot Automotive, Clarion or HELLA. We are different and diverse—young and old, women and men, engineers, operators, salespeople, finance professionals, legal experts, managers, and many more.

What unites us are our shared values—drive, accountability, team work, agility, respect and open-mindedness—and one ambition: pioneering technologies for mobility experiences that matter to people.

We are in the world of cars. Sometimes, we call it "the wheels." It is a living, industrial, colorful, technological and fascinating world—constantly in motion, competitive, demanding, tough. My father worked at SIMCA. He passed on to me a love for "the wheels," an instrument of freedom and a source of pride.

FORVIA's ambition has been shaped collectively over time. It is also reflected in the way our governance has been structured and has evolved to best address the challenges of our industry. Since 2016, the roles of Chairman and Chief Executive Officer have been separated. This organization enables strong and agile leadership, enriched by complementary perspectives that strengthen our ability to move forward with clarity in an increasingly uncertain and complex world. The Chief Executive Officer is the head of the Company. As the leader, the Chief Executive Officer is responsible for running it, driving it forward, transforming it and adapting it to the challenges of today and tomorrow. The Chairman presides over the Board of Directors, which represents the shareholders and takes major decisions, such as the appointment of the Chief Executive Officer, the strategy, the medium-term plan, the budget, and major acquisitions and divestments. Certain decisions are submitted by the Board of Directors to the Shareholders' General Meeting.

Our company's governance is therefore built on three levels: Management, the Board of Directors and the Shareholders' General Meeting. For this governance to function effectively, an open and constructive dialogue is essential—particularly between Management and the Board of Directors. Such a dialogue exists at FORVIA.

Faurecia was founded in 1998. Several leaders have succeeded one another and, each in turn, have helped drive change and shape our Group: Daniel Dewavrin, Pierre Lévi, Grégoire Olivier, Yann Delabrière and Patrick Koller. Each brought their own contribution, their personal imprint and their momentum.

Having joined in 2024 and appointed Chief Executive Officer in March 2025, Martin Fischer is a terrific leader, known for his competence, courage, common sense, determination, integrity, decisiveness and humility. He brings new energy and fresh eye, with a portfolio of activities currently being redefined and a management culture that emphasizes performance, empowerment and accountability. I have complete confidence in his ability to guide FORVIA toward new horizons.

Who can predict what will happen tomorrow in our industry? Uncertainty is no longer the exception—it has become the permanent backdrop. I joined the Board of Directors in 2016. Who at that time could have foreseen the COVID pandemic, the *gilets jaunes* movement, the (temporary) return of inflation, or the shortage of semiconductors? Back then, the future of our industry seemed clearly mapped out for most professionals: electrification, autonomy, connectivity, sustainable and shared mobility.

These major announced trends have materialized only partially, unevenly, and sometimes in ways quite different from what we had imagined. In the meantime, major crises have reshuffled the deck, technological disruptions have accelerated, and new needs have emerged. In this dynamic, intense, turbulent, roaring and highly competitive world, we have had to learn humility, agility and resilience. It is in the ability to absorb the unexpected, to make decisions despite uncertainty, and to deliver results despite adversity that a company's true strength is revealed.

FORVIA opened a new chapter in 2025 under the leadership of Martin Fischer.

Geopolitical tensions, rising tariffs, persistent pressure on supply chains and intensified competition made for a turbulent environment. Yet FORVIA moved forward with determination.

Driven by Martin Fischer's leadership and by the commitment of every FORVIAN, the Group was able to absorb the shocks and maintain a demanding course. Martin Fischer's motto—*"Dare, Do, Deliver"*—did more than inspire our actions: it underpinned solid performance across all fronts, including sustainability, a strong capacity for innovation showcased in particular at the Auto Shanghai trade show, and robust commercial momentum. At the same time, Martin Fischer launched a deep business transformation, simplified the organization and reinvigorated our culture—key levers to strengthen our agility and prepare FORVIA to face, with clarity and confidence, what the future holds.

However, in 2025, FORVIA's share price remained unsatisfactory, at a level that does not, in my view, reflect the full potential of your company. It nevertheless recorded significant growth. While it still falls short of our ambition, this is clearly an encouraging sign: our efforts are being recognized by the markets, and we are moving in the right direction.

With IGNITE, the new strategy unveiled at our Capital Markets Day on February 24, 2026, we now have an even more structured framework to maintain this positive momentum and amplify our collective performance. IGNITE is setting a path for a two-phase journey, combining accelerated execution, discipline and short-term financial strengthening with a clear ambition for growth and leadership post-2028.

The Board of Directors is fully involved in this momentum, and the evolution of its composition reflects this commitment. I would therefore like to welcome the arrival of Pierre-André de Chalendar, who joined the Board as an observer in September 2025, as well as that of Lutz Meschke, who joined as a Board member in January 2026. Their recognized experience enhances our ability to manage complexity, strengthens our long-term vision, and further anchors the foundations of our transformation.

I had the honor of chairing this Group—your Group—for ten years. As I approach the end of my term, I would like to express my deep gratitude to all those who have accompanied me on this journey: to the Board of Directors, for its trust, commitment and enlightened perspective; to the two Chief Executive Officers with whom I had the honor to work, Patrick Koller and Martin Fischer, for their unwavering determination; to our teams and employees, for their daily engagement; to our shareholders, for the strength of their support; to our suppliers, without whom nothing would be possible; and to our customers, who challenge us every day to aim higher.

The FORVIA I will leave in June 2026 will be different from the one I joined in 2016. We are more technologically advanced; stronger in Asia; we have entered new worlds—first and foremost electronics and lighting; we have strengthened our Research & Development and innovation capabilities; we are firmly committed to the fight against climate change; and we have given greater space to women within the Company's governing bodies.

Undoubtedly, the FORVIA of 2036, ten years from now, will also be different from the one we know today. In 2016, 2026 and 2036 alike, a few defining traits will continue to characterize our Group: fighting spirit, courage, the ability to change, a passion for quality, customer obsession, and the determination to build something greater than ourselves.

As I hope and firmly believe, if the Shareholders' General Meeting so decides on June 4, Pierre-André de Chalendar will be elected as a Board member. The Board will then be able to appoint him as Chairman. I know Pierre-André well. He is remarkable. He is a great industrial leader—experienced, talented, capable and humble. I have no doubt that he will work extremely well with the Board of Directors and with Martin Fischer. Together, they will lead our Group toward new challenges.

Thank you all.

Go, FORVIA, go!

Message from Martin Fischer

Chief Executive Officer of FORVIA



My entire career has been deeply rooted in the automotive industry. When I arrived at FORVIA more than a year ago, I was immediately able to recognize the strength of a Group built on solid foundations and forward-looking innovations. Our deep customer relationships and diverse global footprint across Europe, the Americas and Asia position us well for growth. I also saw how innovation and sustainability go hand in hand, with mobility solutions that truly set us apart. If I am to choose one phrase to characterize FORVIA, I would say: can-do attitude. From our Plant Teams to our Board of Directors, we are 150,000 individual professionals but we share the same passion to deliver for our business.

While setting out our three strategic priorities early on – Best-in-class Performance, Business Transformation, and Invigorating Culture – it was fundamentally important to motivate the entire organization to drive performance during times of a Chief Executive Officer change in a challenging environment.

The context was intense: shifting political dynamics, rising tariffs and an automotive industry in rapid reconfiguration. Whereas the global volume growth was modest, the structure of the market keeps changing. China and its OEMs globally gain momentum. The European market continues to assess its approach. North America clearly declared its push for local supply and continued demand for combustion engine-based vehicles. We have seen new opportunities in India, Japan and South Korea and build on our strong presence in South America. In short, it was a year that tested us on many fronts, but our results show that we continue to navigate complex commercial conditions, persistent supply-chain disruptions and volatile financial markets.

Through it all, we further strengthened our discipline on cost and cash and mastered optimization. We executed strategies to mitigate the financial impacts from the tariffs as well as quickly realign to address the Nexperia semiconductor situation. We reconfigured Symbio, our joint venture to adapt to delays in market growth in the

hydrogen segment, and we continued to adjust our global footprint to align capacity with market demand. In the midst of these challenges, we launched the Simplify program to become more agile, reduce complexity and leverage tools such as artificial intelligence and automation where it makes sense for our business.

Business momentum remained resilient, as we acquired new awards around the globe. It is worthwhile mentioning that we achieved the most significant growth in Asia. In China we strengthened our customer portfolio through new contracts with Geely, Luxeed and a Chinese tech player, while a major Seating deal with a Chinese OEM outside China confirmed the Group's global competitiveness. Additionally, FORVIA won over \$1 billion in new and extended business with a major European automaker, covering Seating, Interiors and FORVIA HELLA's Lighting, to be produced across seven plants in North America.

Sustainability continued as a value in the way we do business. For the third consecutive year, the Group appeared on CDP's Climate Change "A List", demonstrating consistency in both strategy and delivery.

The year 2025 also set the foundation for the Business Transformation which is to come. It was a year of significant portfolio review and assessment to ensure we continue to invest in innovation and product offerings that will drive competitive products for our customers and long-term value for our shareholders. Our commitment to innovation was clearly demonstrated as our teams showcased their creativity and technical acumen with nine world premieres at Auto Shanghai. Geographically, our shift from West to East continued, with India, South Korea and Japan emerging as important pillars for growth. Internally, we extended the FORVIA Excellence System across design and production disciplines to raise even further our high standards for performance. I am encouraged with how our teams have risen to the challenge to deliver safe, consistent and efficient production every day and across every plant.

Since the very beginning, one of my top priorities has been to reinvigorate our culture to strengthen how we lead and operate. The goal is to make FORVIA faster, more agile and better performing in the complex and volatile automotive environment. Together with the Executive team, we introduced clear leadership principles – Guide, Empower, Recognize – to encourage initiative and accountability at every level. At the same time, we kicked off an organizational refresh to propel our cultural and business goals. Divisions, which are the regional segments of our global Business Groups, were identified as the drivers of decisions. This Division-centricity creates a clear and direct line of financial and operational accountability and decision-making starting from plants, through to Division leadership and ultimately to Business Groups and the Group. It also ensures that resources are placed as closely as possible to the heart of our business: our Plants. The FORVIA culture is about trusting our teams, simplifying how we work and enabling our global talent to deliver results together.

Our 2025 results reflect tangible financial progress we see already: margin performance, higher net cash flow of better quality, well secured financing and an organically improved leverage factor.

With strong foundations in place, FORVIA opens 2026 ready for the next chapter. At our Capital Markets Day on February 24th, we unveiled IGNITE, our plan to drive sustainable growth and dependable financial performance by 2030 – a plan that was positively received by the markets.

What FORVIA stands for, and will continue to stand for, is clear: a technology-driven company with global reach, focused on serving our customers. Leading globally through innovation. Delivering consistently through empowered and engaged teams.

The first phase of the plan, through 2028, is about focus and strengthening. We will simplify the Group – structure and processes – sharpen our portfolio and reinforce financial resilience. This phase is propelled by execution and anchored in best-in-class performance: raising

operational standards end-to-end, improving agility and strengthening cost competitiveness. This effort is underpinned by our invigorated culture and organization. From 2028 onward, our ambition is clear: lead & grow. We will build on our strengths, reinforce competitive market positions and accelerate in fast-evolving mobility markets, while supporting sustained margin expansion.

The Group's portfolio is organized in 2026 around two clusters: Growth and Value. The former, led by Electronics and Seating, focuses on long-term expansion and high-potential technologies. The latter continues to provide cash generation, resilience and strategic flexibility, supported by operational efficiency and disciplined investment. We are also seizing under-served opportunities: commercial and industrial vehicles, Japanese OEMs and India's booming appetite for premium products. We do this while continuing to expand with Chinese customers both in China and globally. This deliberate diversification strengthens the Group and reduces reliance on any single market or customer.

Our product range reflects the future of the industry: advanced technologies for safer, smarter and more comfortable mobility; next-generation vehicle architecture; and sustainability embedded across products, operations and the value chain.

As I reflect on all we have accomplished in my first year as Chief Executive Officer, I know it would not be possible without that can-do attitude of all FORVIA colleagues I observed my first day, and every day since then. I am grateful for the commitment of our senior leaders and the trust of our Board of Directors which has strongly supported me in this new vision and strategy for the future of FORVIA. To our shareholders, I want to express my thanks to you as well for your confidence and my renewed commitment that we will deliver on what we set out to accomplish.

With these clear priorities, strong foundations and an ambitious strategy, FORVIA stands ready to drive what matters and unlock what's next. Together, we will continue to dare, do and deliver.

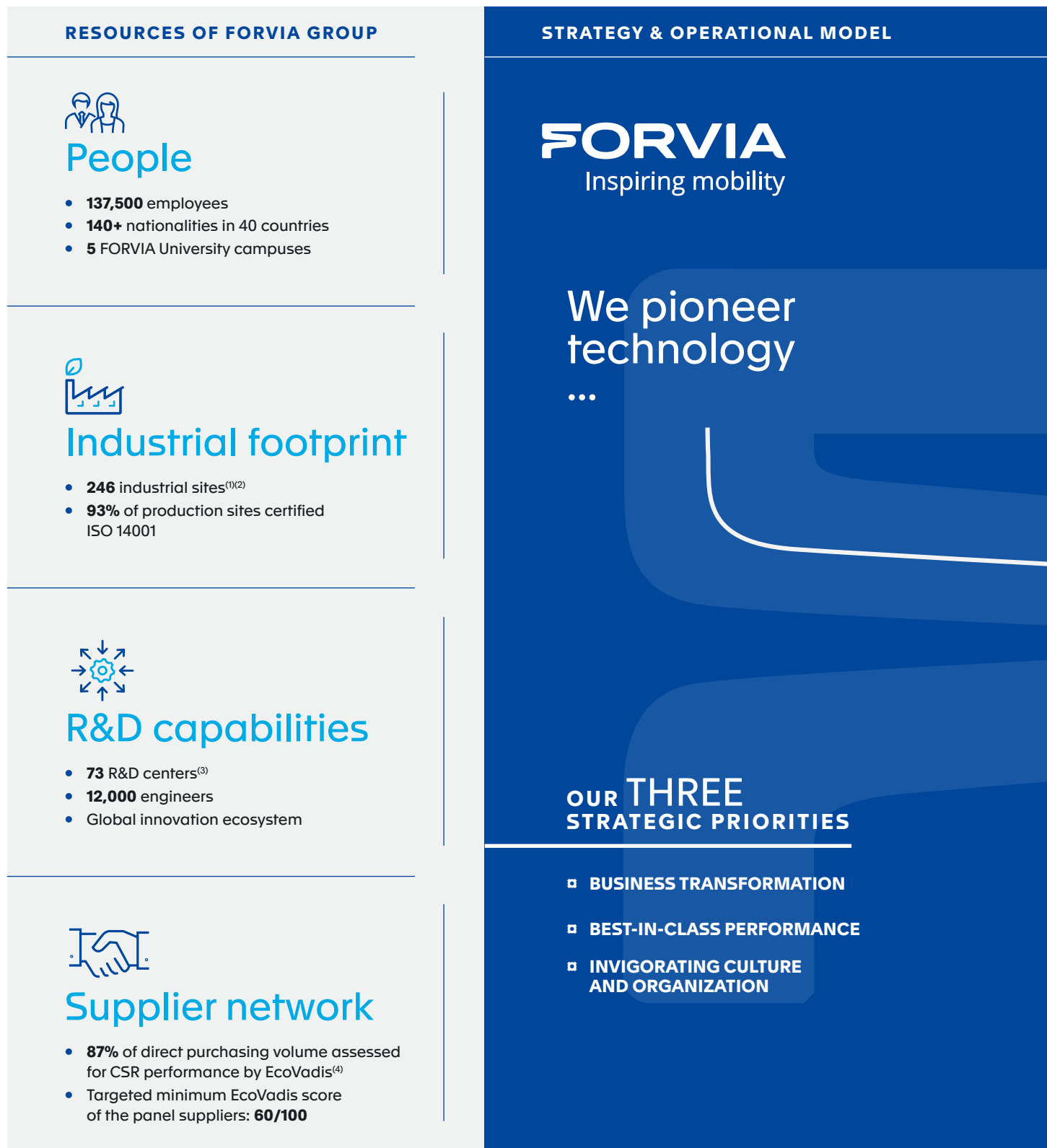


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A vibrant nighttime cityscape featuring several tall skyscrapers. One building on the left has a prominent vertical light strip. Another building on the right is covered in a grid of small, glowing blue lights. In the foreground, a multi-lane road shows long, horizontal light trails from moving vehicles, primarily in shades of orange and red. A pedestrian bridge with trees and streetlights spans the road in the middle ground. The overall scene is illuminated by a mix of cool blue and warm orange lights.

Presentation of FORVIA Group and its activities

1.1. FORVIA Group's Business Model



(1) Industrial sites include isolated plants and industrial campuses (two or more plants in a 0.5 km distance are belonging to one industrial campus, whatever their legal entities); Plants include production sites or Just-in-Time plants and exclude warehouses or distribution centers.
(2) Total number includes eleven plants in industrial campuses for multiple business groups.
(3) Including main & mid-size tech centers and headquarters.
(4) Scope of FORVIA Group representing around 3,500 direct suppliers.

OUR SIX BUSINESS GROUPS

- ▣ SEATING
- ▣ INTERIORS
- ▣ CLEAN MOBILITY
- ▣ ELECTRONICS⁽⁵⁾
- ▣ LIGHTING⁽⁶⁾
- ▣ LIFECYCLE SOLUTIONS⁽⁶⁾

...
for mobility
experiences
that matter
to people.

VALUE CREATED BY FORVIA GROUP



People development & inclusion

- **30%** women among managers and skilled professionals
- **28.4%** women among top 300 leaders⁽⁷⁾
- **25.3 hours** of training per employee



Automotive industry

- Close to **775** programs in Group's portfolio at the end of 2025
- **280+** program launches in 2025
- **12,400** patents in Group's portfolio at the end of 2025
- **1,195** patents filings in 2025



Planet

- CO₂ intensity: **4 tons** of CO₂ eq scopes 1 & 2 / € million sales
- Energy intensity of sites: **87 MWh** scopes 1 & 2 / € million sales
- Waste intensity: **9 tons** waste / € million sales

(5) Includes Faurecia Clarion Electronics and FORVIA HELLA Electronics.

(6) FORVIA HELLA.

(7) FORVIA Group excluding the HELLA scope.

1.2. Strategy

1.2.1. Business environment

The automotive industry operates in an unstable and challenging environment shaped by geopolitical shifts, technological disruption, and regulatory shifts. These dynamics affect all players and demand constant adaptation to remain competitive.

Five major developments stand out:

Rise of a Dual-Speed World - Global growth is uneven. India and Asia-Pacific post strong volume increases, while mature markets in Europe and North America remain flat, with growth capped at around 1% annually. This creates a dual-speed dynamic where emerging markets drive expansion while mature regions focus on profitability and technology upgrades. - At the same time, Chinese automotive Original Equipment Manufacturers ("OEM") grow rapidly, launching new models at high frequency and gaining share domestically and abroad. - Traditional global OEMs face slower product cycles and modest growth, leading to market share erosion and pressure to adapt.	Growing Regionalization - The industry is moving away from globalization toward regionalization, driven by geopolitical tensions, notably between the United States of America ("US") and China. - Countries are implementing sovereignty measures to secure access to critical materials and components such as semiconductors and rare earths. - Rising tariffs between Europe, China, and North America are reshaping trade economics and prompting reviews of production footprints and supply chains.	Regulatory Divergence - Regulatory frameworks are evolving unevenly. On the sustainability front, China maintains strict CO₂ and Battery Electric Vehicles ("BEV") targets, ensuring stability for electrification. In contrast, the US—and to a lesser extent Europe—are reconsidering timelines and requirements. - On the technology front, the US is introducing measures to ban Chinese technology in vehicles, citing concerns over dependency and data security. - These shifts add complexity for global players operating across multiple regimes.
Changing Electrification Paths - Electrification remains a core industry trend but roll out pace is being adjusted. - OEMs in the US and European Union are revising strategies amid regulatory uncertainty, while China maintains a stable Electric Vehicle ("EV") push. - Alternative technologies are gaining traction as transitional solutions: range extender EVs and hybrid powertrains are resurging to address concerns over charging infrastructure, range limitations, and affordability.	Software-defined Vehicles - Software-defined Vehicles ("SDV") is spreading further, supported by centralized Electrical/Electronic ("EE") architectures, enabling connected and personalized experiences throughout the car lifecycle. - Leveraging data and software, manufacturers aim to deliver continuous feature updates that enhance safety, comfort, and user engagement.	In-cabin user Experience - As Level 4/5 robotaxi pilots scale up and L2+ driver-assistance becomes mainstream, the cabin shifts from a driving-focused space to one centered on comfort, productivity, or entertainment. - The in-car experience moves beyond the act of driving, opening opportunities for new services, content, and interactions that redefine what it means to be in a car.

With a product portfolio spanning smart car technologies and electrification solutions, combined with a global footprint and strong exposure to Chinese OEMs, FORVIA Group is well positioned to navigate this complex environment. These strengths provide a solid foundation to adapt, compete, and emerge stronger in a rapidly transforming industry.

1.2.2. FORVIA Group strategy

FORVIA Group enters this new strategic cycle with strong foundations. The Group benefits from leading technologies that enable safer, cleaner, and smarter mobility. Its global-local footprint ensures proximity to customers, while trusted relationships with both established and emerging OEMs reinforce its market position.

Yet, these strengths must be viewed against a backdrop of rapid change and growing complexity. Market dynamics in Asia—driven by the rise of Chinese OEMs—are reshaping competitive intensity. At the same time, global market growth remains modest, and rising trade barriers combined with regulatory divergence call for increasingly regionalized strategies. Adding to this, Tier-1 competition continues to intensify, creating additional pressure on margins and innovation cycles.

In this context, FORVIA Group must act decisively to capture further growth opportunities and unlock future value. This imperative is at the heart of our strategic transformation roadmap: “**IGNITE – Drive what matters, Unlock what’s next**”.

IGNITE — Objectives & Strategic Priorities

IGNITE gives us a disciplined framework to build a future-ready FORVIA Group driven by performance, technology and growth. IGNITE combines near-term execution and financial strengthening with a clear pathway to sustainable growth and margin expansion from 2028.

The roadmap is structured around three strategic priorities that work in concert.

- The first priority, **Business Transformation**, aims to sharpen portfolio focus, reinforce leadership in selected areas and technologies to capture more value and fuel profitable long-term growth.
- The second priority, **Best-in-class Performance**, focuses on raising operational standards end-to-end, improving agility and strengthening cost competitiveness – while increasingly leveraging Artificial Intelligence (“AI”) to accelerate efficiency and execution.
- Finally, the third priority is **Invigorating Culture**. The Group is evolving its organization to become simpler & faster. It is implementing a new operating model, based on regional divisions, which have closer proximity to customers. At the same time, it is also reinforcing its leadership culture, with strong focus on accountability, empowerment and collaboration, fostering a culture that accelerates responsiveness in a fast-changing environment.

These actions create the conditions for the next stage: unlock what’s next.

Focus on Business Transformation

As part of FORVIA Group’s Business Transformation aspiration, a comprehensive strategic review of its entire business and product portfolio was conducted across all Business groups. This analysis led to the definition of a new portfolio structure built around two complementary clusters: growth and value.

Growth cluster gathers the engines of future expansion and profitable long-term growth acceleration, supported by leadership positions and differentiated technologies. The objective is to accelerate profitable growth through disciplined investment and focus. Growth cluster is centered around Seating and Electronics activities.

Value cluster brings cash generation and strategic flexibility, reinforcing balance sheet strength and supporting the Group’s long-term growth ambitions. It is managed with a clear focus on performance and value maximization. Value cluster includes Clean Mobility, Clarion, Lighting and Lifecycle Solutions product lines.

Following FORVIA’s announcement on February 24th, 2026, Interiors is in a process of divestment, and so already not included in Value Cluster.

Together, Growth and Value form a more focused, agile and capital-efficient portfolio, aligned with FORVIA Group’s long-term strategic priorities.

Zoom In — Growth Cluster

Growth cluster combines two complementary growth platforms addressing fast developing mega trends with strong technology leadership.

- **Electronics** tackles key trends such as software-defined vehicles, electrification, and in-cabin experience and will therefore support and capitalize on content-per-vehicle growth. FORVIA Group will build on its existing strong positions across its electronics portfolio. It will leverage its leading market position in Europe while benefiting from growing traction in Asia and North America.
- **Seating**, on the other hand, is positioned to meet rising demand for safety and comfort, while developing new user experiences that open additional avenues for growth. FORVIA Group will capitalize on its status as the undisputed world leader in mechanisms and structures, strengthen regional innovation capabilities, and deepen customer intimacy—including with fast-growing Chinese OEMs—while seizing opportunities in commercial, off-road, and other Asian markets.

Focus on Best-in-class Performance

FORVIA Group is engaged on a journey towards best-in-class performance across its businesses leveraging FORVIA Excellence System ("FES") as an asset to power performance and lift profitability. The group will activate four priority levers to scale performance:

- Strengthen operating resilience thanks to a robust, competitive and flexible value chain supported by an elevated cybersecurity framework
- Optimize the investment structure thanks to faster and more efficient Engineering & Programs as well as optimized Capital Expenditures
- Reduce the cost base thanks to deployment of smart automation in plants and structural simplification with a leaner organization and End-to-End process optimization as pushed by Simplify Project
- Scale competitive advantage with digital & AI thanks notably to the connection of production lines, the interfacing of 100% of core systems to create a seamless product lifecycle management.

Focus on Invigorating Culture

FORVIA Group is evolving its operating model for empowered and accountable teams.

As part of this endeavor, it is deploying a new "division-centric" operating model giving to divisions speed of decision-making, empowerment on acquisitions and capex, clear Profit and Loss ("P&L") accountability, customer proximity and opportunity to adapt to specific regional market needs.

This change is supported by three leadership principles: Guide teams, Empower people and Recognize team contribution. These will be the driving force behind this transformation.

1.2.3. Innovation Ecosystem of FORVIA Group

FORVIA Group is building on strong innovation capabilities and networks to fulfill its mission: *"Pioneering technology for mobility experiences that matter to people"*. This ambition is reflected in three major fields of innovation that differentiate FORVIA Group.

1. Broad Tech offer and leading position on data & power vehicle backbones (Deep Tech)

Our portfolio ranges from smart sensing and edge computing to energy management with breakthrough innovations like ForwaveHD radar—a High-Resolution Radar enabling long range and robust object classification—and next-generation Interior Monitoring. It also leverages zonal modules as key nodes for onboard data and power distribution. These scalable platforms are among the most critical enablers of SDV, electrification and safe automation, including L2+/L3 safety cases.

2. Unique market position & technologies on Safe & Augmented User Experience ("UX") in the vehicle (UX Tech)

FORVIA Group offers advanced in-car interaction solutions for safer driving & smarter comfort delivering end-to-end innovations from physical hardware to software functions. 3D Zen massage seat innovation exemplifies how hardware solutions can answer end-user expectations on unmatched experience by integrating mechanical massage comfort into a seat while ensuring safety in case of crash, low noise and lifetime durability. The group is also at the forefront of connected vehicles and software transformation, with a unique role in the automotive digital ecosystem through its white-label app marketplace preserving data privacy and branding aligned with OEM policy. Our advanced hardware and software enable new levels of personalized in-car experience and digital services.

3. Early and deeply rooted engagement on sustainability & cost competitive products for decarbonization (Sustainable Tech)

Sustainable materials are at the core of FORVIA Group innovation with MATERI'ACT dedicated entity and specific solutions for Seating, Interiors and Lighting products. Our approach includes bio sourced, low CO₂ and recycled materials but also innovations focused on reducing vehicle weight and energy consumption. These efforts contribute directly to more sustainable mobility solutions.

In 2025, FORVIA Group innovations were recognized through eight innovation awards including several CLEPA Innovation Awards. Clarivate positioned FORVIA Group in the TOP 100 Innovators of it worldwide cross-industry ranking based on the effectiveness and the cross domain approach of its Intellectual Property. Ultimately, the most meaningful recognition comes from our customers —through production launches and business awards for FORVIA Group's latest technologies.

Behind these achievements stands a powerful innovation internal and external ecosystem. It begins with an internal global network of over three hundred experts in fields such as artificial intelligence, system architecture, product design, materials, simulation and manufacturing processes. They track the latest evolutions in their expertise domain, manage transversal knowledge sharing and coordinate relationships with industrial, start-up and academic partners.

FORVIA Group's open innovation ecosystem brings together its own scientific and technical experts with a wide range of external partners: universities, think-tanks, start-ups, technology or industrial specialists, and sector organizations. This international network strengthens our expertise, accelerates the integration of cutting-edge technologies, and supports advances across technical and industrial domains. This ecosystem includes:

- Academic partnership such as CentraleSupélec, focusing on AI for sensor fusion in automotive applications
- Industry partnerships, such as Palantir for data analytics, Microsoft for Cloud Strategy
- Start-up scouting programs to identify disruptive concepts that will deliver unique differentiation once integrated into FORVIA Group products
- Membership in global automotive associations, such as SIA, VDA, CAIT (organizations for automotive industry in France, Germany, China) and CLEPA (organization for automotive suppliers)
- Active participation in strategic initiatives, including Board Membership of IHFCA (Chinese International Hydrogen and Fuel Cell) and membership of ECAVA (European Connected and Autonomous Vehicle Alliance), COVESA (Connected Vehicle Systems Alliance) and 2Zero association, a co-programmed Partnership funded under the Horizon Europe program and aiming at accelerating the transition towards zero tailpipe emission road mobility across Europe.

1.3. Organization of Group's Activities ⁽¹⁾

Seating

The Seating solutions of FORVIA Group are developed and manufactured for maximum safety and the highest level of onboard comfort, displaying a high degree of craftsmanship.

Seating Business Group is ranked first worldwide in seat structure systems and number three in seat assembly. With its technological lead in seating design and assembly, FORVIA Seating offers high-tech and everlasting, avant-garde products, with a quality-controlled service.

With almost 110 years of history and more than 40,000 employees, FORVIA Seating business group is a world leader in its industry and one of the six main business areas of the Group. Representing 31% of the Group's annual sales, totaling €8.2 billion in 2025, Seating offers car and truck manufacturers around the world a comprehensive range of services for the design and production of

components used in seats. Its business focuses on two strategic activities:

- The development and production of seat structures and mechanisms: FORVIA Seating is the world's number one manufacturer of these essential elements of on-board safety and comfort;
- The mastering of all métiers and technologies of automotive complete seats, from industrial design, system architecture, chemistry to electronics and software, with the production of all seat components, including wellness features, and their assembly just in time.



73

industrial sites

14

R&D tech centers

€8.2bn

sales in 2025
(31% of the Group's sales)

Operating income

5.6%

of sales

#3 ⁽²⁾

in complete seats
worldwide

40,000+

employees

#1 ⁽²⁾

in seat structure systems worldwide

(1) Based on Group segment reporting.

(2) For sources, please refer to section 7.7.

Interiors

As the world's number one supplier of vehicle interiors, FORVIA Interiors is a global leader with a proven track record of innovation.

Interiors Business Group designs and delivers complete interior systems, including instrument panels, door panels, and center consoles. Beyond individual components, FORVIA Interiors ensures seamless, premium-quality integration by incorporating sustainable materials, smart functionalities, and digital technologies to enhance comfort, safety, and the overall user experience throughout the vehicle.

With a strong global footprint and proximity to customers, FORVIA Interiors is a trusted partner to leading Western OEMs and the number one Western supplier to Chinese

OEMs. This unique positioning enables the Business Group to support customers worldwide while responding quickly to local market expectations.

FORVIA Interiors' ambition is to become the digital and sustainable leader in cockpit experiences, leveraging cutting-edge innovation. In line with this vision, the FORVIA Group launched MATERI'ACT in 2022 to develop and industrialize ultra-low-CO₂ materials for the automotive industry and beyond, reinforcing FORVIA Interiors' commitment to sustainability at scale.



66
industrial sites

13
R&D tech centers

€4.8bn
sales in 2025
(18% of the Group's sales)

Operating income
2.3%
of sales

#1⁽¹⁾
in car interiors
worldwide

31,000+
employees

(1) For sources, please refer to section 7.7.

Electronics

FORVIA's Electronics Business Group combines FORVIA Faurecia and FORVIA HELLA portfolios to provide a comprehensive electronic offering for automotive applications.

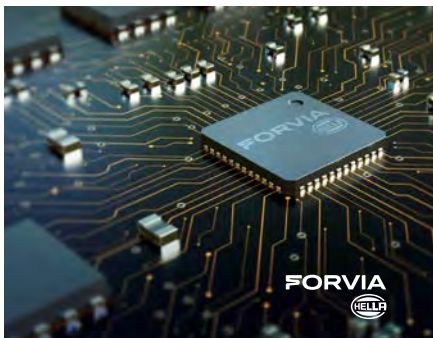
FORVIA Group offers an extensive electronics portfolio made of sensors and actuators, radar and automated driving solutions, lighting and body electronics, energy management solutions, and cockpit electronics solutions addressing hardware and software. FORVIA Electronics is holding strong positions in a selection of markets including components and radar and aims to cement and build upon it as electronic components per vehicle are steadily increasing.

FORVIA Electronics is specifically leveraging its current position to address three key electronics trends driving automotive market growth:

- **Software-defined vehicle:** FORVIA Electronics develops a one-stop product offering of zonal modules from hardware & software to proprietary chip. Zonal modules are a key element of future centralized Electric-Electronic

architectures and hence a prerequisite for software defined vehicles. FORVIA Group has gained significant awards for lighthouse EE platforms of premium OEMs;

- **Electrification:** FORVIA Electronics provides different product solutions for electrification, including battery and power electronics as well as integrated modules in these fields. It also provides thermal management components and system solutions that increase the efficiency of the electric drive train;
- **In-cabin user experiences:** FORVIA Electronics enables next generation of in-cabin experiences with cockpit electronics solutions, Interior Monitoring Systems, display products, sensors & actuators for comfort features. The Group also offers best-in-class connectivity experience with customized solutions focused on Human Machine Interface and UX as FORVIA Appning, a white-label marketplace with more than two hundred applications.



22

industrial sites

25

R&D tech centers

€4.6bn

sales in 2025
(18% of Group's sale)
of which per cluster:

- €3.1bn in Growth
- €1.5bn in Value

Operating income

6.9%

of sales

**Among
market leaders
in attractive
market segments**

Radars, voltage
converters, sensors,
in-vehicle app

18,500+

employees

Clean Mobility

FORVIA Clean Mobility enables the energy transition through the sustainable transformation of mobility across powertrain technologies.

FORVIA Clean Mobility has two product lines:

- Development and production of Ultra Low Emissions ("ULE") exhaust aftertreatment systems for thermal and hybrid vehicles, which play a critical role in reducing pollutant and acoustic emissions. These solutions remain essential to meet increasingly stringent emissions standards and to support transition powertrain architectures, including hybrids and range-extended electric vehicles, where the performance of exhaust aftertreatment systems is a key enabler. FORVIA Clean Mobility is number one in this market.
- Development and manufacturing of Hydrogen storage solutions for automotive applications, as well as for non-automotive applications, such as containerized solutions for stationary storage and energy distribution. FORVIA Clean Mobility's ambition is to be a key global player in the hydrogen storage systems where there are market needs, leveraging its industrial capabilities and expertise across the hydrogen value chain.



67

industrial sites

10

R&D tech centers

€4.0bn

sales in 2025
(15% of the Group's sales)

Operating income

9.2%

of sales

#1⁽¹⁾

in ULE worldwide

15,500+

employees

(1) For sources, please refer to section 7.7.

Lighting

As a technological leader in high-tech lighting solutions, FORVIA HELLA's offering covers all aspects of vehicle lighting, from headlamps and rear lamps to signal and interior lighting.

FORVIA Lighting is assigned to FORVIA HELLA and is at the core of both vehicle signature and safety. Today, FORVIA Group is a technological leader in high-tech lighting solutions and among global Top-4 for the year 2025. The portfolio of the Lighting Business Group comprises four product lines: headlamps, rear combination lamps, car body lighting (including radomes, illuminated logos and Front Phygital Shields) and interior lighting. The Business Group Lighting provides both the premium and the volume segment; in particular, it has built up a strong market position in the context of sophisticated lighting technologies thanks to many years of cooperation with almost all renowned original equipment manufacturers worldwide.

FORVIA Lighting is targeting two main strategic pillars moving forward:

- Rebalancing the mix for profitable growth through strong order book based on a future-oriented, technology-focused product portfolio, with growth potential especially in the Asian and American markets
- Transforming the business model by pushing for standardization to reduce the complexity and diversity of products, processes and equipments.



25

industrial sites

11

R&D tech centers

€3.6bn

sales in 2025
(14% of the Group's sales)

Operating income

2.9%

of sales

Top 4⁽¹⁾

global lighting
automotive supplier

20,500+

employees

(1) For sources, please refer to section 7.7.

Lifecycle Solutions

FORVIA HELLA offers a comprehensive range of spare parts, wear parts and accessories as well as workshop equipment with diagnostics, testing and adjusting tools and exhaust-emission measurement.

Lifecycle Solutions Business Group is one of the most important partners for spare parts trade and independent workshops, and are also serving a wide range of Special Original Equipment customers such as trucks, buses, agricultural vehicles, construction machinery and more. FORVIA Lifecycle Solutions is driving performance through the extension of its product portfolio (especially in electrification, electronics and mechanical parts like brakes), internationalization (mainly outside of Europe), and differentiated positioning on workshop diagnostics with HELLA Gutmann.

FORVIA Lifecycle Solutions has three divisions:

- In the Independent Aftermarket, FORVIA HELLA is a leading partner of the spare parts business and

independent workshops in Europe (among top players in Europe, with a global network);

- The range of Workshop Equipment is provided for vehicle workshops, vehicle dealerships and vehicle inspection organizations. The Group focuses on vehicle diagnostics, emission testing, lighting adjustment, calibration, system testing and the corresponding measurement technology;
- The Special Original Equipment activity is among the leading players in Europe. Here, the Group develops, produces and distributes lighting and electronics products for special vehicles such as construction and agricultural machinery, buses, coaches as well as mobile homes and for the marine sector.



5

industrial sites

8

R&D tech centers

€1.0bn

sales in 2025
(4% of the Group's sales)

Operating income

9,7%

of sales

Top player

among suppliers
in Europe

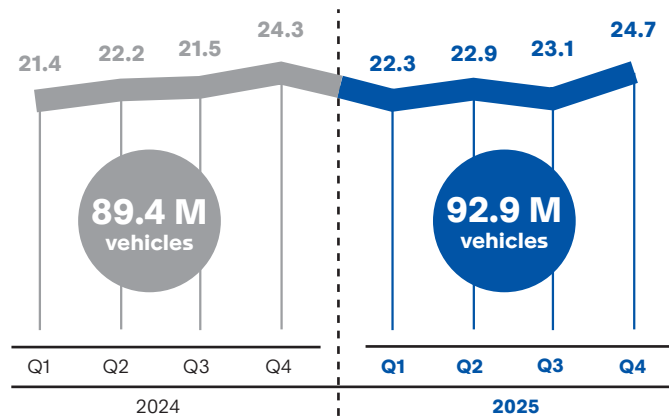
4,500+

employees

1.4. 2025 Group Financial Performance

Unless stated otherwise, financial figures are shown before IFRS5.

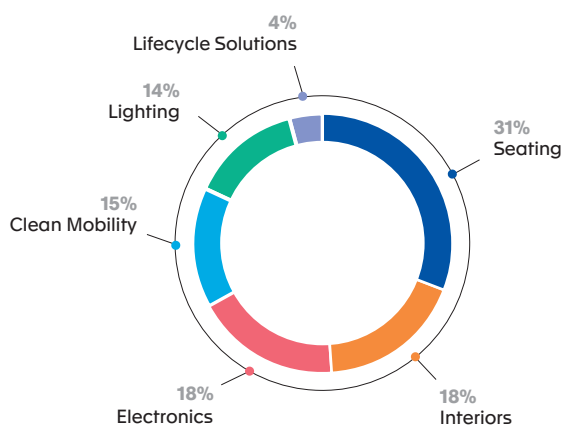
Worldwide automotive production
(in unit m)



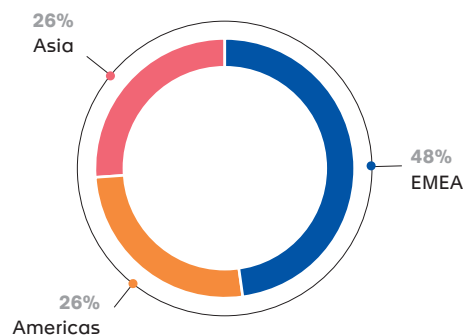
Sales
(in M€)



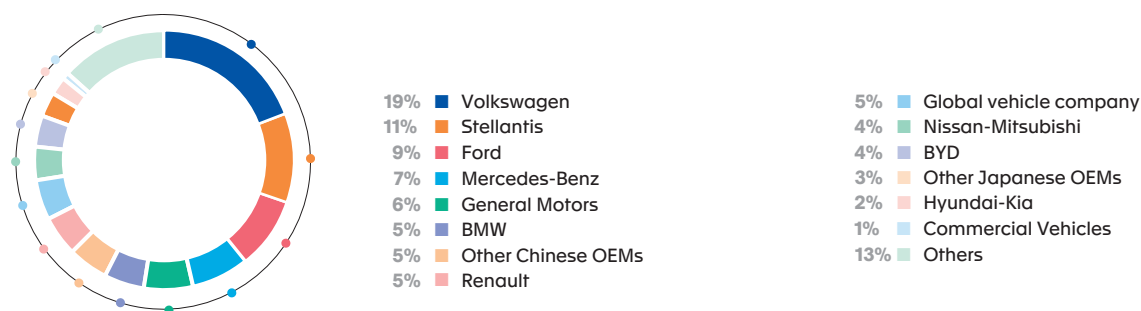
Sales by business group
(in %)



Sales by region
(in %)

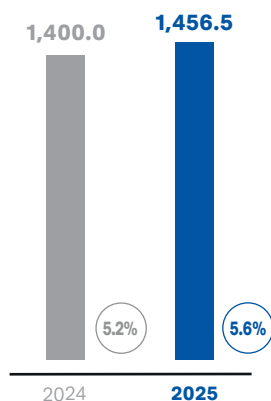


Sales by customer
(in %)

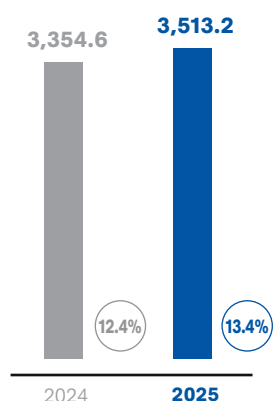


(1) At constant currencies and scope.

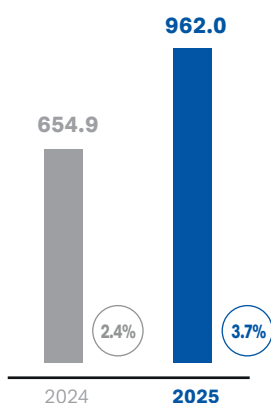
Operating income⁽²⁾
(in €m and as a % of Sales)



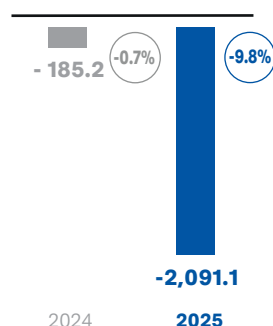
EBITDA adjusted
(in €m and as a % of Sales)



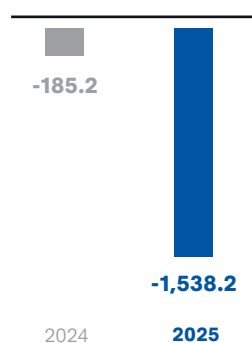
Net Cash Flow
(in €m and as a % of Sales)



Net income/(loss) attributable to equity holders⁽³⁾
(in €m and as a % of Sales)



Net income Group share
(in €m)



Net debt
(in €m)



(2) Before amortization of acquired intangible assets (\$2.1 to the consolidated financial statements).

(3) After application of IFRS5

1.5. 2025 Group Sustainability Performance



(1) FORVIA Group excluding the HELLA scope.

(2) Scope of FORVIA Group representing around 3,500 direct suppliers.

OUR SUSTAINABILITY ROADMAP

By 2025	By 2027	By 2030	By 2045
	Diversity 30% women among managers and skilled professionals	Diversity 30% women among the top 300 leaders 35% women among managers and skilled professionals Learning organization 25 hours of training per employee per year	
Business ethics 100% of targeted employees trained in the Code of Ethics Responsible supply chain 95% of total direct purchasing volume assessed for CSR performance by EcoVadis 50/100 Average EcoVadis score of direct suppliers assessed for CSR performance (Top 2,000 suppliers)	Safety at work 1.5 accidents with & without stoppage per million hours worked (FR1t indicator)		
CO₂ neutral in operations scopes 1 & 2 -28% in waste intensity -10% in water intensity	-34% in waste intensity	-45% in CO ₂ emissions scopes 1, 2, 3 -30% in water intensity	CO₂ net zero

2

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Risk factors and Risk management



This chapter presents the main risk factors and their associated stakeholders within the FORVIA Enterprise Risk Management (ERM) program. These risk factors have been identified as of the date of this Universal Registration Document, with certain information specific to the 2025 financial year. Other risks that the FORVIA Group is not currently aware of or does not consider material as of the date of this Universal Registration Document, could also affect its activities.

2.1. Methodology

The FORVIA Group operates in an environment that is constantly changing. As a result, the Group is exposed to risk factors, which could result in events whose probability of occurrence and severity could affect the achievement of its short-, medium- or long-term objectives.

The Group conducts an annual risk assessment based on recognized best practices such as the COSO (Committee Of Sponsoring Organizations of the Treadway Commission) and ISO 31000 standard. This process includes structured risk identification, assessment, prioritization, mitigation, and monitoring.

2.1.1. Risk Factors Identification

Risks factors are identified through the conduct of surveys and interviews with the main stakeholders at all levels of the Group, activities and regions. Both known risks and emerging risks are considered.

2.1.2. Risk Assessment and Prioritization

The criticality of each identified risks factor is assessed through the product of the following two parameters:

- the **probability of occurrence**, which is characterized by potential frequency;
- the **net impact** (severity), which is characterized by potential effect of the risk on the FORVIA Group.

The assessment reflects **residual (or net) risk**, taking into account the main existing control measures implemented to reduce the risk. Each identified risk's criticality is then categorized as "high", "medium", or "low".

The result of the risk assessment is documented in the FORVIA Group's risk mapping. This risk mapping is updated quarterly and submitted annually for approval to the FORVIA Audit Committee as defined in Section 2.3.1. The list of the risk factors identified and assessed in FORVIA's 2025 risk mapping has been provided in the table in Section 2.2.

2.1.3. Risk Mitigation

For each risk identified as "high" or "medium", mitigation plans are defined and implemented through appropriate actions. Risk Champions are accountable for executing mitigation plans and regularly reporting progress. These actions are periodically monitored to ensure their effectiveness and alignment with company's priorities.

2.1.4. Risk Monitoring and Reporting

Finally, reporting and quarterly monitoring are carried out using Key Risk Indicators (KRI) for each risk. These indicators track the level of threat faced by the FORVIA Group, including their danger zone (also known as risk appetite), as well as main control measures and associated risk mitigation plans.

2.2. Description of Main Risk Factors and their Management

Category & Heading	Risk factor	Probability	Net impact	Criticality	Section
Operational & Industrial risk					2.2.1.
Information Systems & cyber risk	Cybersecurity and reliability of information systems, data and embedded products	●●●	●●●	●●●	2.2.1.1.
	Supply disruptions and supplier failure	●●●	●●●	●●●	2.2.1.2.
Operational risk	Program management & new product launches	●●○	●●●	●●●	2.2.1.3.
	Product quality and safety	●●○	●●●	●●●	2.2.1.4.
Competitiveness & customer risk	Geopolitical tensions and regulatory developments	●●●	●●○	●●●	2.2.1.5.
	Risk associated with the automotive supplier business	●●○	●●○	●●○	2.2.1.6.
Human capital risk	Risk related to talent acquisition and retention challenges in the automotive business	●○○	●●○	●○○	N/A
Global security risk	Safety at work	●○○	●●○	●○○	N/A
	Loss of assets due to fire or natural hazards	●●○	●○○	●○○	N/A
Financial risk					2.2.2.
	Financial robustness	●●○	●●○	●●○	2.2.2.1.
Financial risk	Financial market risk	●●○	●●○	●●○	2.2.2.2.
	Customer credit risk	●○○	●●○	●○○	N/A
Legal & ESG risk					2.2.3.
	Business ethics	●●○	●●○	●●○	2.2.3.1.
Legal & compliance risk	Significant litigation	●●○	●●○	●●○	2.2.3.1.
	Intellectual property	●●○	●●○	●●○	2.2.3.2.
	Climate change	●●○	●●○	●●○	2.2.3.3.
ESG risk	Environmental impact of sites	●●○	●○○	●○○	N/A
	Responsible value chain	●●○	●○○	●○○	N/A

Legend: scoring levels ●●● High, ●●○ Medium, ●○○ Low

2.2.1. Operational and industrial risk

2.2.1.1. Cybersecurity and reliability of information systems, data and embedded products

Criticality ●●●

IDENTIFICATION AND DESCRIPTION OF RISK

IT systems are of critical importance in the execution of daily operations and for the execution of FORVIA's digital transformation. The Group relies on the capacity, reliability and security of its information systems, data protection and security infrastructure, and ability to adapt its infrastructure in response to changing business conditions.

The Group's IT systems could be vulnerable to damage caused by computer viruses, natural disasters, unauthorized access, cyberattacks, outages and other disruptions. The FORVIA Group may face risks related to (i) failures of the IT equipment, (ii) breach of confidentiality and personal data, and, (iii) impairment of the integrity and availability of information systems.

In addition, some of the Group's products or components such as infotainment, advanced driver assistance systems (ADAS), cloud computing applications or other applications that connect to smartphones, contain complex systems, software and/or connectivity features and may be vulnerable to unauthorized access aimed at taking control, changing functionality, or gaining access to information stored in or generated by these products. Finally, this remote access control can lead to interference of the operation of a vehicle, which could endanger the safety of passengers.

RISK MANAGEMENT

The protection of data and information systems remains a critical topic. The strategic plan to prevent, detect and control information system security risks evolves every year, with focus on:

- improving cybersecurity awareness through the implementation of threat awareness campaigns, including mandatory training for all employees, regular phishing campaigns and on-site events;
- strengthening the FORVIA Group's protection, detection, architecture and response capabilities for cybersecurity incidents, through the implementation of network security and access restrictions, hardware and software solutions;
- implementation of data loss prevention technology against leaks of confidential information and personal data; and
- conducting regular tests and vulnerability checks on the system infrastructure and interconnectivity through a dedicated cybersecurity team.

Ongoing integrity checks, data traceability, segregation of duties for all locations, to improve security of central management systems such as SAP and Oracle HFM (Hyperion Financial Management).

Certification of all new sites under the "TISAX" standards within the industry.

Regarding on-board products, the FORVIA Group implements standards from the design stage in order to secure them:

- definition of a product cybersecurity process, in accordance with ISO/SAE 21434;
- use of cryptography for the protection of sensitive data;
- deployment of the PSIRT, the security incident response team, which monitors the level of vulnerability of the FORVIA Group's products;
- conduct of an annual survey to assess the skills of employees dedicated to the FORVIA Group's products and with tailored training plans to reduce vulnerabilities and improve skill sets; and
- a dedicated IT team in the Internal Audit department, which conducts regularly audits on Cybersecurity and the reliability of IT.

As of November 2025, the reporting line of the Chief Information Security Officer has been moved under the newly appointed Group Senior Vice President for Artificial Intelligence, Digital and Information Technologies (CDIO) at FORVIA. Our new CDIO brings strong cybersecurity expertise, having begun his career in this field.

2.2.1.2. Supply-chain disruptions and supplier failure

Criticality ●●●

IDENTIFICATION AND DESCRIPTION OF RISK

For its supplies of raw materials and components, the FORVIA Group uses numerous suppliers located in different countries.

As of December 31, 2025 the Group had made total purchases (direct and indirect, excluding purchases of monolithic catalytic converters) over €19.8 billion from more than 30,000 suppliers.

Given this activity, the FORVIA Group could be impacted in the event of a failure of its suppliers, for example following a major disaster at a production site, a health crisis, quality incidents in production, supply disruption, liquidation or bankruptcy.

The overall value chain remains subject to potential imbalances between demand and production capacity for certain raw materials or components, such as the post COVID shortage of semiconductors, which had an adverse impact on vehicle production levels.

These shortages can be aggravated by external factors, such as a pandemic, natural disasters, accidents or social movements, geopolitical tensions and regulatory changes and by the global economic context that can continue to create pressure on the demand for raw materials or components.

As a result, production of the overall supply chain may be disrupted.

RISK MANAGEMENT

To protect the FORVIA Group, the General Terms and Conditions of purchase by country have been deployed globally.

Quality and reliability of suppliers' production, solvency, their compliance to regulations and sustainability are carefully monitored by the FORVIA Group's Purchasing department to ensure security of supply as follows:

- regular monitoring of the operational and financial performance of FORVIA's suppliers and corresponding restructuring and mitigation actions implemented to ensure security of supply; and
- implementation of a supplier risk management process for analyzing eight different risk factors, not only the financial health of suppliers. The measure consists of anticipating all types of supply-chain disruptions, not just judicial liquidations and bankruptcies of certain suppliers that could lead to business interruptions.

This risk review is carried out before the supplier selection process and is subject to regular reassessment. FORVIA may refuse to include or continue sourcing a supplier who are identified as high risk. The FORVIA Group utilizes various value chain risk analysis tools to anticipate natural, geopolitical and solvency risks with its suppliers.

The FORVIA Group's purchasing teams regularly conduct supplier risk reviews at Business Group level and at Group level. Working with suppliers to define mitigation plans to reduce the risks identified, the purchasing organization is dedicated to developing suppliers and reducing their risks, both industrial and financial. FORVIA provides operational support to improve production supplier performance (quality, costs and lead time).

In 2025 FORVIA strengthened the supplier risk management process based on market conditions, global tensions and latest regulations. The Group implemented new criteria to evaluate suppliers which includes cybersecurity, fire protection, corporate social responsibility or external risks (country, geopolitics, etc.). A pre-assessment now defines the level of criticality for each supplier. A comprehensive risk questionnaire was deployed to assess the production supply base and further detect potential vulnerabilities. The enhancements further incorporate an alert system to provide real-time risk warning for vulnerable suppliers globally.

2.2.1.3. Program management and new product launches

Criticality ●●●

IDENTIFICATION AND DESCRIPTION OF RISK

FORVIA generally concludes contracts and receives program awards following a customer request for quotation process. Most of the program awards involve the manufacture and supply of complex automotive equipment. After program award, programs are generally executed in a development phase which can last from several months up to several years depending on customer expectations, followed by a production phase which may last as long as 10 years. In 2025, the FORVIA Group managed a portfolio of around 800 programs.

During its lifecycle, a program faces various risks such as the lack of qualified operators, availability or quality of components, quality of assembly, transport of finished products, or difficulties related to requirements imposed by the customer.

RISK MANAGEMENT

FORVIA has implemented a Program Management Core System which rigorously organizes the stages of a program's life, from the request for quotation to the end of a product's lifecycle (end of production and warranty period).

As part of the quotation process, a risk pre-assessment is carried out in order to determine, according to 16 pre-established criteria, the nature and level of risks to be addressed during the development phase of the program. A specific organization with leaders is executing action plans for each critical program.

Program reviews take place monthly for each of them to define and monitor the specific risk mitigation actions, including those risks identified during the acquisition phase. Programs deemed "high risk" are also reviewed at the level of the FORVIA Group's general management. Each program includes a forward-looking financial analysis and is monitored through performance indicators, updated monthly. All programs are subject to a global management alert system to report and escalate any significant deviation as soon as possible.

For each program identified as critical, audits are carried out on the applicable industrial sites before mass production. The audits assess the maturity of the launch phase and ensure integrity and robustness of the launch.

2.2.1.4. Product quality & safety

Criticality ●●●

IDENTIFICATION AND DESCRIPTION OF RISK

With around 800 active programs in its portfolio in 2025, the FORVIA Group equips a large number of vehicles with products that can have an impact on the safety of the driver and passengers. These products may have defects in relation to customer expectations, software and/or hardware, manufacture, security or may not fully comply with applicable regulations.

RISK MANAGEMENT

The FORVIA Group manages the quality, safety and regulatory risk related to products, from the acquisition phase to manufacturing inside production sites. This is done in accordance with the specifications mandated and approved by the customers.

The Group's Quality department ensures that proper management is respected at all stages of the process. It is present at all levels of the Group's organization, both within the multidisciplinary teams that develop new programs, and the FORVIA Group's industrial sites and management.

The Group has a robust Total Customer Satisfaction program that considers both the FORVIA Group's performance and the perception that customers have of it. This program aims to obtain a global picture of the entire value chain: from order intake to product production.

The FORVIA Excellence System (FES) governs the organization of the Group's production and operations. In 2025, Quality was involved on the extension of the FES within engineering to anticipate products/process risks. It is designed to continuously improve quality, cost, delivery, and safety. It guarantees the operational performance of the Group's sites on a global scale, using working methods and a common language.

In the event of a significant incident, the Alert Management System (AMS) is used to transparently report issues and responsiveness within the Company. In 2025, in addition to addressing new sources of vulnerability risk, we upgraded the AMS and extended its scope of application to HELLA. At FORVIA Group (excluding the HELLA scope) level, we have established specific governance to ensure root cause analysis and read-across activities.

The Group's Quality department has an independent structure of auditors to audit industrial sites and research and development centers. They assess the application and maturity of the implementation of IATF 16949 standards.

FORVIA Group's Quality teams (including HELLA's Quality team) work closely together to share best practices and continue to improve the satisfaction of the Group's customers.

2.2.1.5. Geopolitical tensions and regulatory developments

Criticality ●●●

IDENTIFICATION AND DESCRIPTION OF RISK

Due to the global nature of its activities, the FORVIA Group is exposed to various economic, political, tax, legal and other risks in the countries in which it operates.

These risks may result in particular from heightened geopolitical tensions, regional instability, or the imposition of trade barriers and protectionist policies in various countries.

As of December 31, 2025 the Group was present in 40 countries and generated 48% of its revenue in Europe, the Middle East, Africa, 26% in Asia, 26% in the Americas and no longer has any operations in Russia.

The risks to which FORVIA is exposed include:

- possible changes in the laws and regulations, commercial, monetary or fiscal policies in force in certain foreign countries and, in particular, the risks of expropriation and nationalization;
- customs regulations, monetary controls, investment or international trade restrictions or requirements, such as tariffs, international sanctions or any other constraints such as levies or other taxation on regulations and other payment methods;
- the difficulty of enforcing contracts, collecting receivables and protecting assets through legal systems, including intellectual property protection; and
- the tensions in the value chain and the consequences that this could entail (see also risk factor 2.2.1.2 "Supply chain disruptions and supplier failure").

RISK MANAGEMENT

The FORVIA Group relies on the expertise of its Legal, Tax and Financial departments, which ensure a permanent monitoring of legislation and regulations both in France and abroad through local contacts (employees, networks of lawyers, tax specialists, etc.). The Public Affairs department monitors political developments and new policy and regulatory changes, it advises on the impact to FORVIA's activities. This can anticipate changes that could impact the design of the FORVIA Group's products (i.e. from new regulatory criteria that may be linked to sustainability, cybersecurity or local content requirements) or the external environment in which FORVIA operates (i.e. installation of new tariffs, export controls, etc.). Changes that may have a significant impact on the FORVIA Group's business are regularly reviewed, and specific measures are taken to cover the associated risks. Where needed to support the business and mitigate potential risk, the Public Affairs department leads advocacy efforts towards public authorities.

The FORVIA Group assesses the risk of the countries in which it operates. To do this, it relies on the tool of an external service provider that produces a risk map by country, classified according to a three-color code representing the level of external risk. The method is based on several fundamental criteria for the automotive supplier's business.

The Group teams are synchronizing on the subject of the risk of geopolitical tensions.

2.2.1.6. Risk associated with the automotive supplier business

Criticality ●●●

IDENTIFICATION AND DESCRIPTION OF RISK

The FORVIA Group's activities are the manufacture and marketing of automotive original equipment for automotive manufacturers. The automotive market is highly competitive and there is no guarantee that the FORVIA Group's products will be able to successfully compete with those of its competitors, including those of new competitors entering the markets served by the FORVIA Group.

The FORVIA Group's sales are directly linked to the level of car sales of each of its customers, in their respective markets, which depend on many parameters such as: (i) the general level of consumption of goods and services in a given market, (ii) the level of confidence of economic actors in each market, (iii) buyers' access to credit for the purchase of vehicles and (iv) possibly government assistance programs (in particular those relating to support for the automotive sector or incentives for the purchase of vehicles).

The success of the FORVIA Group's products is also linked to the commercial success of the models marketed by its customers for which the FORVIA Group produces the components and modules. Sales of combustion engine car models, in particular, may be negatively impacted by more extensive regulations, such as stricter emissions test or bans on the use of these vehicles in city centers, or by the acceleration of consumer adoption of electric vehicles (see also risk factor 2.2.1.5 "Geopolitical tensions and Regulatory developments").

In addition, developments in the automotive sector could accelerate the concentration of different manufacturers and lead to the eventual disappearance of certain makes or models of vehicles for which the FORVIA Group produces equipment. Finally, it could also lead to a shift in the value chain to different geographical areas compared to its current footprint.

The FORVIA Group's sales are directly correlated with the car sales of its customers in their respective markets. These sales depend on several factors, including:

- overall consumer demand for goods and services;
- the confidence of economic actors in each market;
- buyers' access to credit for vehicle purchases; and
- potential government support programs or subsidies, particularly those targeting the automotive sector or incentivizing vehicle purchases.

The success of FORVIA's products also depends on the commercial performance of the vehicle models marketed by its customers, for which FORVIA supplies components and modules. Sales of combustion-engine models, in particular, may be negatively affected by stricter regulations (e.g., tighter emissions standards or restrictions on use in city centers) and by the accelerating adoption of electric vehicles (see also risk factor 2.2.1.5, 'Geopolitical Tensions and Regulatory Developments').

In addition, structural changes in the automotive sector could drive consolidation among manufacturers, potentially leading to the disappearance of certain brands or models for which FORVIA provides equipment. Such developments may also shift the value chain to new geographic regions, altering FORVIA's current footprint.

RISK MANAGEMENT

In 2025, the FORVIA Group served approximately 95 clients. Alongside its long-standing customers, the Group now collaborates with new entrants in the mobility sector as well as numerous regional players, including those in China. Thanks to its market share and broad international presence, FORVIA benefits from a natural diversification of client risk, ensuring the quality and balance of its customer portfolio. To further mitigate risk, the Group has established a policy of limiting dependency on any single customer to a maximum of 15% of total sales.

FORVIA Group pursues a diversification strategy across both regions and customers. Each business line maintains continuous competitive monitoring, enabling the Group to respond effectively to tenders from automotive manufacturers. Ongoing innovation and efficiency in product development reinforce FORVIA's ability to remain competitive in a rapidly evolving market.

The FORVIA Group actively mitigates risks through a proactive customer and supplier risk management strategy. This approach includes:

- a multi-sourcing policy, applied where technically and economically feasible within the panel of qualified suppliers;
- the identification of substitute products; and
- systematic reviews of customer and supplier contracts to limit potential impacts.

2

2.2.2. Financial risk

2.2.2.1. Financial robustness

Criticality ●●

IDENTIFICATION AND DESCRIPTION OF RISK

The FORVIA Group is exposed to liquidity risk in the event its available financial resources become insufficient to meet its obligations. This risk may arise from inadequate operating cash flow, reduced access to financial markets, refinancing constraints, or a deterioration in credit conditions. Market volatility or adverse credit-rating developments may also limit the Group's ability to secure funding on acceptable terms.

The Group's objective is to maintain a permanent and robust liquidity position to support its operations, debt service, investment programs and strategic initiatives under both normal and stressed market conditions.

RISK MANAGEMENT

FORVIA's financing policy is based on the diversification of financing sources, a balanced and well-staggered debt maturity profile, centralized liquidity management, and access to committed credit facilities.

As of December 31, 2025, aside from its cash reserves, the Company had two syndicated credit facilities in place:

- a €1.5 billion revolving credit facility (RCF) maturing in May 2028; and
- a €500 million RCF maturing in November 2028, with two one-year extension options.

Both facilities are subject to compliance with a net debt/EBITDA ratio of 3.0×, which was met at year-end. In addition, HELLA also maintains a €450 million syndicated credit facility maturing in December 2027. As of December 31, 2025, none of these three facilities were drawn.

Details on long-term debt and its maturity profile are detailed in Note 27 to the consolidated financial statements.

Ratio	Constraint	Value as of 12/31/2025
Net debt ⁽¹⁾ /adjusted EBITDA ⁽²⁾	< 3.0×	1.7×

(1) Consolidated net debt.

(2) Operating margin, plus depreciation and amortization and provisions on property, plant and equipment and intangible assets, corresponding to the last 12 months.

2.2.2.2. Financial market risk

Criticality ●●●

IDENTIFICATION AND DESCRIPTION OF RISK

Interest rate risk

A significant portion of FORVIA's debt is indexed to variable interest rates. Consequently, fluctuations in market rates may lead to higher financing costs and adversely impact the Group's financial performance. Rising rates could particularly affect short-term refinancing instruments and floating-rate borrowings.

Foreign exchange risk

Given its global footprint, the Group is exposed to currency volatility arising from transactions denominated in currencies other than the functional currency of each entity.

Translation risk also affects the consolidated financial statements, as the revenues, earnings and cash flows of subsidiaries, whose functional currency is not the euro, fluctuate based on exchange rate movements. Adverse shifts in currency markets could therefore negatively affect the Group's results.

Commodities

The Group is exposed to raw material risk directly through its raw materials purchases and indirectly through components purchased from its suppliers.

In 2025, direct raw materials purchases (thermoplastic resins, steel, and semi-conductors) and the raw materials share of indirect purchases of parts made of these same raw materials accounted for about 59% of the Group's total purchases. Their prices are subject to fluctuations, the underlying causes of which are linked to structural supply capacity, demand, international geopolitical relations.

The Group's sales, as well as its operating and net income, could be adversely affected if the prices of the raw materials it uses, notably steel and plastics, were to rise steeply.

The Group may be unable pass on all such price increases to its customers, and the impact could be reflected in the Group's financial results. If the Group is unable to secure a sufficient quantity of semiconductors or, in Europe sufficient energy supplies for its industrial parks and/or those of its suppliers, it could be exposed to operational losses as well as customer claims seeking indemnification (mass production or launch phase). Bottlenecks in the value chain, which are mainly the result of a general shortage of certain electronic components and have been amplified by external factors over which the Group has limited control, could result in higher costs (transportation, raw materials, energy, workforce, quality assurance and disruptions to the production process) which may affect the Group's financial results.

These risks could also affect customer-supplier relationships. Automakers could require the creation of larger safety stocks, followed by revising existing contractual arrangements. Impacts from such changes to customer-supplier relationships could affect the Group's financial results.

A change of 10% to 20% in the price of raw materials, would have an impact from 50 bps to 100 bps on the Group's operating income.

2

2.2.2.2. Financial market risk

Criticality ●●

RISK MANAGEMENT

Interest rate

Interest rate risk exposure is managed centrally by the Group Treasury department, under the supervision of the Executive Committee. Hedging strategies are reviewed by a monthly Finance Committee.

The policy aims to limit the volatility of interest expenses by adjusting the fixed vs. floating structure of the debt portfolio.

Sensitivity analyses and exposure details are provided in Note 32 to the consolidated financial statements. As of December 31, 2025, prior to hedging, 19.8% of the Group's gross debt was exposed to floating rates (compared with 26.4% at year-end 2024).

Details of the Group's main financing is summarized in Note 27.3 to the consolidated financial statements.

Foreign exchange

Foreign exchange risk is managed centrally through forward contracts, options, and foreign currency financing. The objective is to mitigate the impact of transactional and translational currency fluctuations on Group results. Note 32.2 to the consolidated financial statements details the main currency exposures, as well as the sensitivity of earnings and equity to exchange-rate variations.

Commodities

Efforts are made to reduce this exposure by continually negotiating conditions with customers and strictly managing inventories. The Group does not use derivatives to hedge its purchases of raw materials. However, a hedging mechanism exists for energy purchases. The Group's exposure to this risk remains limited since a large proportion of the raw material price fluctuations are subject to an indexation mechanism or frequent renegotiation with most of its customers on a "pass-through basis." The Group's remaining exposure is, therefore, around 10% of the total exposure to raw material costs. In the event of very significant variations in raw materials prices, specific negotiations going beyond the usual indexation mechanisms are implemented to further reduce exposure to the risk of rising prices.

The Group is actively working to minimize these risks through a proactive approach to customer and supplier risk management. This approach includes (i) a multi-sourcing strategy, to the extent it remains a viable solution in terms of technical and economic feasibility, while using the existing qualified supplier panel, (ii) methods deployed on an ongoing basis by the Group to identify alternative products available on the market and (iii) a systematic revision of customer and supplier contracts to attenuate the effects of this risk.

2.2.3. Legal and ESG risk

2.2.3.1. Business ethics and Significant litigation

Criticality ●●● (Business ethics)	Criticality ●●● (Significant litigation)

IDENTIFICATION AND DESCRIPTION OF RISK

Business ethics

As the FORVIA Group's organization is decentralized and located in 40 countries, it is subject to numerous regulatory requirements in various jurisdictions. Each of these countries may have anti-corruption legislation that is potentially extraterritorial in scope. This is in particular the case with regard to the *Loi Sapin II* in France, the Bribery Act in the United Kingdom and the Foreign Corrupt Practices Act in the United States. Moreover, the FORVIA Group is subject to capital market regulations. Consequently, the Group is exposed to sanctions by regulatory authorities in the event of any non-compliance with any such regulations.

In addition, given the specific nature of the automotive sector (in particular, the presence of a reduced number of stakeholders in certain markets), the FORVIA Group may also be exposed to antitrust risks (for example, cartel arrangements). The antitrust regulations, some of which are quite recent, and the specific nature of the sector mean that the FORVIA Group is exposed to potential fines by regulatory authorities and claims by third parties in the event of noncompliance, which could in turn have a material adverse effect on the FORVIA Group's business, financial condition and results of operations. Moreover, should the FORVIA Group's integrity in these matters be called into question, this could have significant consequences on its reputation and commercial activity.

Significant litigation

Given its key role and the nature of its activities described above, the Group may become the target of litigation or claims filed by third parties (customers, suppliers, end-users or government authorities) or become subject to class action lawsuits. These lawsuits, claims and proceedings typically arise in the normal course of business and include claims pertaining to product liability, product safety, environmental, safety and health, intellectual property, employment, commercial and contractual matters or various other matters.

Criticality ●● (Business ethics)

Criticality ●● (Significant litigation)

RISK MANAGEMENT

Business ethics

FORVIA Group's ethical commitments are formalized in the Code of Conduct, which establishes the essential rules of conduct and ethics applicable to employees (including temporary workers and subcontractors). This Code of Conduct translated into twenty languages, is given to each new employee and can be consulted on the Group's intranet and internet sites. All FORVIA Group employees are required to comply with the Code of Conduct and to ensure, that it is respected. FORVIA Group also has a Code of Conduct for the Prevention of Corruption further setting forth the standards of anti-corruption within the Company. These rules cover topics such as: gifts and hospitality; donations and sponsorship; management of conflicts of interest, and general business conduct.

FORVIA Group has a Compliance department. This is under the responsibility of the Chief Compliance Officer, who reports to the FORVIA Group's General Counsel and Secretary of the Board of Directors. The Compliance department is supported by regional compliance officers covering the main regions in which we operate, including the Americas, Asia and EMEA (Europe, Middle East and Africa). The Compliance department has deployed further a network of correspondents within each of the operational divisions of the activities called Compliance Leaders.

In accordance with applicable global and local laws and best practices, FORVIA's Compliance program includes:

- online training programs (Ethics, Anti-corruption, Antitrust and Internal Control Basics) then its monitoring to ensure widespread deployment;
- an annual online questionnaire on the declaration followed by screening and management of conflicts of interest;
- anonymous hotlines at FORVIA Group (excluding the HELLA scope) and at HELLA for allegations of non-compliance with the Code of Conduct and applicable regulations. The Group has a whistleblowing system, which has been reviewed as part of compliance with the General Data Protection Regulation, *Loi Sapin II* and regional regulations on whistleblower protection, allowing any employee or partner to report any potential breach of the rules defined in the Code of Conduct.
- a comprehensive compliance and risk management program with dedicated resources for respect of competition laws. It is based on regulatory requirements and best practices to educate employees and prevent anticompetitive practices. Mandatory digital and in person training has been executed for those in positions at anticompetitive practice risk, as well as members of the Human Resources, Finance and Legal organizations.

For more details on business ethics, refer to Chapter 3 "Sustainability" of this Universal Registration Document.

Significant litigation

Litigation is tracked quarterly at FORVIA Group level and monthly at Business Group level through reporting prepared by the Legal department. Preventive measures, via trainings to core teams, negotiation of contractual terms and proactive identification of potential legal risks are implemented on a continuous basis.

Adequate provisions have been set aside to cover potential litigation, in accordance with the facts and information available at the balance sheet date. Note 25 to the appendix of the consolidated financial statements as of December 31, 2025 gives a description of ongoing significant claims and litigation and indicates the total amount of provisions for litigation.

2.2.3.2. Intellectual property

Criticality ●●●

IDENTIFICATION AND DESCRIPTION OF RISK

The Group conducts an active R&D policy and stresses protection of the resulting innovations. To this end, the Group files patents and designs for technologies, products and processes in many countries. In particular, 617 new patent applications and 578 territorial extensions were filed by the Group in 2025 for a total of 1,195 patent applications filed. There are about 12,400 patents in the patent portfolio. Due to these significant volumes, the Group may be exposed to infringement of its intellectual property rights by third parties.

Moreover, given its active innovation policy, the Group may also be exposed to the involuntary infringement of intellectual property rights held by third parties (unpublished or unidentified rights).

The infringement of intellectual property rights held by the Group is likely to have an adverse impact on the Group's activities and results as well as on its image and the quality of its products.

The Group cannot rule out the risk that its intellectual property rights may be disputed by a third party, including by non-practicing entities or "patent trolls", on the grounds of preexisting rights or for any other reason, whether or not founded. The use of new technologies also entails the risk of infringing upon patents of other companies. The materialization of such a risk could have a financial impact as a result of claims for damages or loss of business income and harm the Group's reputation. The Group may also be required to modify its products or processes or negotiate rights of use with third parties generating significant financial consequences.

RISK MANAGEMENT

In order to support and accompany its innovation policy and reinforce the protection of its rights, the Group has a centralized organization that handles all technical and legal issues relating to intellectual property. Bi-monthly committee meetings organized for each business allow strategic decisions to be made to protect transactions with all stakeholders. Twice a year, Intellectual Property Management Committees define the strategies for the businesses and their application, as well as the resources necessary.

The Group files patents and designs for technologies, products, and processes in many countries. The Group also protects its name and certain product ranges via trademark law. For example, the FORVIA, Faurecia and HELLA trademarks are protected in all countries of interest to the Group and this protection is monitored.

The Group maintains a large and robust portfolio of intellectual property rights. This portfolio is supported by in-house teams of experts and specialists, as well as a global network of advisers who conduct searches of existing patents, monitor technological developments and competitor activities, and analyze third-party rights relevant to ongoing projects.

The Group undertakes actions to prevent, terminate and penalize infringements of its intellectual property rights. For instance, the Group may act against third parties that use its patents, know-how, designs and models or trademarks without its authorization, or it may file challenges or actions for invalidation against third-party patents whose issue the Group does not deem justified.

2

2.2.3.3. Climate change

Criticality ●●●

IDENTIFICATION AND DESCRIPTION OF RISK

While the transportation sector is the second-largest source of global greenhouse gas emissions (about 15% of global emissions), a significant share comes from passenger vehicles. The automotive industry has been called to reduce its greenhouse gas emissions as well as its environmental impact. The Group's response to these emerging climate change topics is anticipated to receive increasing attention from governments, regulators, and the public.

The automotive sector is subject to regulatory constraints related to CO₂ emissions, in particular, European Regulation 2019/631 which includes an additional obligation to reduce emissions from new passenger cars by 37.5% between 2021 and 2030. In addition, the automotive sector could be strongly affected by the introduction of stricter regulations on climate issues, especially with regard to vehicle life cycle assessment. A regulation on the lifecycle CO₂ footprint of vehicles would have a direct impact on the footprint of parts and solutions provided by FORVIA. The Group's greenhouse gas footprint comes from its direct and indirect emissions in operations (scopes 1 and 2) and mostly from its indirect emissions (Scope 3) linked to the upstream and downstream value chain, and especially from purchasing. To accelerate the climate transition, public authorities should constrain this total footprint with new taxes and regulations (such as ETS, CBAM...). In addition, more extensive regulations to reduce NO_x emissions in urban areas and CO₂ emissions globally could lead to an increase in demand for cleaner vehicles. Consumer behaviour may change due to greater environmental awareness, encouraging them to use new mobility and vehicle ownership models as well as to purchase greener vehicles.

RISK MANAGEMENT

The FORVIA Group has established a climate transition roadmap. Details of this roadmap and the projects are available in Chapter 3 "Sustainability" of this Universal Registration Document.

2.3. Contributors and Enterprise Risk Management program

FORVIA Group's Enterprise Risk Management (ERM) is integral to supporting the achievement of the company's strategic objectives. It engages a wide range of stakeholders across the organization in a coordinated manner and is built upon the three lines of defense model, ensuring risks are identified,

assessed, and managed effectively at every level. This structured approach not only strengthens our resilience but also fosters a risk-aware culture that drives sustainable growth and long-term value creation.

2.3.1. General governance

The Audit Committee is in charge of monitoring the effectiveness of the risk management and internal control system, as well as of the main actions taken by the FORVIA Group in this area. The Audit Committee is itself informed through the intervention of various stakeholders from the ERM

contributing function mentioned below and conducts a formal review of the risk management program and the internal control system every year. The Board of Directors of the Company is informed by the Audit Committee.

2.3.2. Operational departments

The FORVIA Group's Executive Committee reviews the risks inherent to its business as part of its overview of the Group's overall operations. Executive Committee members contribute to the review and validation of the risk mapping prepared by the FORVIA Group Risk Committee.

The management team of each Business Group is responsible for identifying and controlling the operational risks inherent to its activity, which are reported to the FORVIA Group Risk Committee through the Risk Champions.

2.3.3. Functional departments

Within the FORVIA Group, the various functional departments contribute to the Enterprise Risk Management (ERM) process and are responsible, in their respective areas, for complying with and enforcing the regulations and standards in force, for improving their own processes and for collaborating with the other divisions in order to improve cross-functional processes. This coordination is carried out within the ERM framework and the governance bodies described in 2.3.1.

Each functional department monitors the performance of the operational entities and provides coordination and support for the divisions and sites attached to them. Functional department's managers are responsible for assessing the risks with regard to the processes for which he or she is responsible and are directly involved in their mitigation and the implementation of internal control measures.

This organization, with on the one hand, the shared services responsible for the production of financial statements and compliance with standards and, on the other, the controllers considered as co-pilots of the management of an operational entity, makes it possible to ensure a real separation of tasks and to better develop skills in each business with the result of better overall efficiency as well as a reduction in the risk of fraud.

Financial reporting process

The reporting processes provide all the information (financial and non-financial) necessary for the management of the FORVIA Group and the publication of financial statements in accordance with the applicable accounting standards and the rules issued by the *Autorité des Marchés Financiers* (AMF). A reporting glossary describes the entire content of the reporting data. There are procedures that explain how this is to be done.

2.3.3.1. The Finance department

Principles of preparation of accounts

The Group's Finance department, under the authority of the Group Chief Financial Officer and Chief Executive Officer of the Company, is in charge of defining rules and procedures, consolidating accounts, managing cash and financing, management control, internal control and internal audit.

The Country or Regional Chief Financial Officers lead the shared financial services centers and report to the FORVIA Group's Finance department.

Monthly reporting

The monthly reporting is based on Oracle HFM (Hyperion Financial Management) and PBCS (Planning and Budgeting Cloud Service) consolidation tools, which provide both financial (income statement and balance sheet) and non-financial information (quality indicators, production, purchasing, safety, human resources, etc.). Each month, an Operations Committee is dedicated to reviewing the operational performance and action plans of each activity.

In order to anticipate short-term action and thus increase the Group's responsiveness, the monthly reporting is accompanied by a rolling forecast of the income statement and cash flow for the current quarter and the following quarter.

Budget and strategic plan

The Group draws up an annual strategic plan in which the program dimension is essential. It makes it possible to specify the Group's outlook in terms of activity by business and product line, resources and profitability. It is consolidated with the same tools as the monthly reporting and leads to the definition of budget objectives for the following year.

Information systems

For process and data management, the Group relies heavily on a single management software package based on SAP software. This solution, which is common to most sites, accelerates standardization and computerization. All management processes (orders, stocks, parts flow, receiving, shipping, accounting, etc.) are supported by this solution.

A project to unify the Group's information systems architecture is underway, to define future developments as part of the integration of HELLA.

2.3.3.2. The Risk Management department

The Enterprise Risk Management program (ERM)

The FORVIA Group appoints a Chief Risk Officer who is in charge of the risk management system called the Enterprise Risk Management program, which is based on the ISO 31000 standard and COSO principles.

It leads a network of Risk Champions who report to a member of the Executive Committee and who bear one or more risks of the system. Each Risk Champion has a role in coordinating the Group's risk management program within its function or activity. The internal network thus deployed ensures complete coverage of the FORVIA Group in terms of risk management to protect and create value.

The governance of risk management is ensured by the Group Risk Committee, which is chaired by the Chief Financial Officer. Its main missions are to update the risk mapping, to ensure that the associated control (causes) and mitigation (consequences) plans are defined, implemented and more generally, that the risks are managed by the first and second line of defense represented by operational teams and internal controls teams, experts in their professions.

The FORVIA Group Risk Committee meets quarterly. The Risk Champions are members of the Committee, representing the first line of defense. They conduct a review of risks and present the elements of control that they manage on a daily basis. The Risk Managers of the key bodies of the risk management system, as a second line of defense, may also be invited to participate according to the agenda to carry out a specific review.

The risks monitored by the FORVIA Group Risk Committee cover the entire FORVIA Group. The FORVIA Group's risk mapping is reviewed quarterly, and the integration of new risks is submitted to the FORVIA Group Risk Committee, then to the Audit Committee. At least once a year, a review of the entire portfolio of key risks is presented to the Audit Committee and the Board of Directors of the Company for validation. The method used is described in Section 2.1 of this chapter.

A link between the FORVIA Group's risk universe and the operational risks identified in each industrial site has been created to better meet the expectations of IATF 16949.

2.3.3.3. The Internal Control department

Within the FORVIA Group, internal control is a system that includes a set of means, behaviours, training, procedures and actions with the overall objective of mitigating risks (prevention and protection), whether they are likely to:

- have an impact on the financial and accounting information published by the FORVIA Group;
- to damage the image and reputation of the FORVIA Group;
- expose the FORVIA Group to regulatory or legal sanctions from the various jurisdictions and competition authorities of the countries in which the FORVIA Group operates;
- endanger the FORVIA Group's employees and ecosystem (risks of natural disasters, epidemics, environmental risks);
- prevent the FORVIA Group's customers from producing, delaying their production or deteriorating their performance (critical equipment failures, quality risks, delays in product development);
- to make the FORVIA Group unable to continue to finance its operations (cash flow crisis); and
- jeopardize the confidentiality of information held by the FORVIA Group on its own behalf (intellectual property, data relating to products and technologies, financial data) or relating to its employees (personal data).

By helping to prevent and control risks that could hinder the achievement of the FORVIA Group's objectives, the risk management and internal control system play a key role in the conduct and management of its various activities. However, no risk control and internal control system can provide an absolute guarantee that the FORVIA Group's objectives will be achieved. There are indeed inherent limits to any risk control and internal control system, due in particular to the uncertainties of the outside world, the exercise of the faculty of judgment or malfunctions that may occur due to a technical or human failure.

Perimeter

The FORVIA Group's internal control system is deployed at the level of the Company and its subsidiaries consolidated by full consolidation and covers a broader framework than the procedures relating to the preparation and processing of accounting and financial information.

Internal control missions

The main areas of the Internal Control actions are:

- participation in projects to improve cross-functional processes (transport, securing access and rights related to IT applications, improving IT tools, etc.);
- mandatory "basic" training modules for all FORVIA employees (M&P and TFA) and specific "advanced" ones for each function;
- self-assessment campaigns on all the company's management cycles (commercial management, direct and indirect purchases, inventory management, fixed asset management, payroll management, monitoring of standard costs, management of information systems, management of expatriates and other personnel transfers, etc.); Since 2017, four self-assessment questionnaires include the most important control points for operational sites, head office and administrative and engineering centers' activities, programs to strengthen control over development costs, volumes and other assumptions used for business plans to cover the completeness of the FORVIA Group's activities. This questionnaire is performed and reviewed annually;
- regular communication and actions to maintain the internal control awareness; and
- improvement of the process based on the Internal Audit recommendations.

Internal control organization is acting at several levels of the Group (corporate functions, business groups, divisions, shared financial services centers) in order to support the approach but without replacing the responsibilities of operational management.

Procedures

Internal control is based on a set of principles and procedures: the FORVIA Group's culture, which is based on six key values, and on the Code of Ethics, the Management Code and the FORVIA Excellence System, which represents the operational focus, defining the way the FORVIA Group's employees work around the world and structuring the FORVIA Group's identity.

The documentation on which the internal control is based is therefore made up of the following elements, all of which are accessible on the FORVIA Group's intranet:

- the Code of Ethics and the Code of Management;
- the internal control handbook;
- the Empowerment Manager, which defines six general cross-functional principles for managers;
- Core Procedures and work instructions; and
- the Alert Management System, which informs the management teams of activities in real time and, if necessary, the FORVIA Group's Executive Committee, of problems encountered in production and program management. This system also ensures that a rapid and structured response, with problem-solving and capitalization of the solution, is carried out by the organization.

Governance

Internal control reports on its activities and strengthens the link between the lines of control within the framework of the Internal Control Governance Committee, which meets monthly under the chairmanship of the Chief Financial Officer.

The Chief Financial Officer, the Chief Internal Auditor, the General Counsel, the Chief Compliance Officer, the Chief Risk Officer, the Chief Purchasing Officer, the head of Supply-chain and the Chief Financial Officers of the Business Groups are also members of this Committee.

The work of the Internal Control Governance Committee is also reviewed on a regular basis by the Audit Committee of the Board of Directors and the Executive Committee.

Since 2023, Faurecia and HELLA's teams have been harmonizing the internal control process between the two teams. HELLA has set up an Internal Control Governance Committee, the work of which is regularly reviewed by the Audit Committee of the Board of Directors and the Executive Committee.

2.3.3.4. The Compliance department

The Compliance Program

Organization

The Compliance organization has been developed to ensure wide-spread access to and implementation of the compliance program across the organization. In consultation with the Audit Committee, the Chief Compliance Officer determines the program priorities based on regulatory requirements, a comprehensive risk assessment and trends/statistics arising from reported cases and investigations.

Regional Compliance Officers lead the compliance program in the regions in which the FORVIA Group operates. The Compliance department also relies on a network of correspondents within each of the divisions' operational activities, known as Compliance Leaders. In identifying and monitoring compliance risks, the compliance team works closely with the Chief Risk Officer as well as members of the second (finance, internal control, IT, etc.) and third (internal audit and external audit) lines of defense.

Frame of reference

The FORVIA Group is a signatory of the United Nations Global Compact. As a result, the FORVIA Group has committed to aligning its operations and strategy with ten universally accepted principles relating to human rights, labor standards, the environment and anti-corruption. This commitment is reaffirmed in the Code of Ethics, which is regularly updated, in particular (i) as part of the Being FORVIA program intended to strengthen the internal culture and thus contribute to the creation of long-term value and (ii) to integrate the changes resulting from the measures related to *Loi Sapin II*. In addition, the Management Code established to guide management in the day-to-day management of teams, customers and suppliers, operationally translates a large part of the principles set out in the Code of Ethics. A new version of the Code of Ethics, now called the FORVIA Code of Conduct, was issued in December 2025.

The FORVIA Group also has a Code of Conduct for the Prevention of Corruption to address critical areas around fraud and corruption. These internal rules are widely distributed to employees and cover the following topics: gifts and hospitality; donations and sponsorship; management of conflicts of interest and third party risk monitoring.

The functions of the second line of defense regularly monitor risks to prevent and fight corruption within FORVIA. Compliance and legal departments assess risks before and/or after acquisition transactions. Accounting controls to prevent and identify acts of corruption are carried out by compliance, internal control and the Chief Financial Officers of the countries concerned. In addition, internal audit conducts audits on the existence and effectiveness of the FORVIA Group's anti-corruption program. These engagements cover a sample of transactions selected by the audit.

Finally, there are internal rules relating to the FORVIA Group's third-party risk monitoring system and their co-contractors, where applicable.

Training and communication

In order to maintain the FORVIA Group's strong culture of ethics and compliance, the Compliance department has set up a training program adapted to the risks that the targeted populations may encounter.

The training and communication program for ethics and compliance rules is based on the various internal communication mechanisms. There is a set of mandatory online training courses on ethics, competition rules and the fight against corruption. To maintain a strong culture of compliance, the Compliance department has set up training sessions accessible to all FORVIA Group employees (FORVIANS including temporary employees and interns) as well as to the FORVIA Group's consultants. These trainings are tailored to FORVIA's risk profile and include those faced by the populations concerned. The pedagogical approach favors interactive training materials integrating short videos or animations. The FORVIA Group also developed and disseminated practical guides and online training.

Periodicals, paper and electronic journals, blogs and intranet communities provide opportunities for the FORVIA Group to communicate more widely on the internal rules.

In addition, the Regional Compliance Officers and Compliance Leaders organize on-site training or communication sessions at the industrial sites and with the business divisions to ensure a culture of ethics and local compliance. These training courses are also used in the context of verification missions carried out by the internal audit.

Governance

The actions taken by the FORVIA Group to prevent breaches (particularly in terms of corruption) as well as areas for improvement are regularly presented and discussed during the various bodies in which the compliance function participates.

At the FORVIA Group level, the Chief Executive Officer of the Company organizes a quarterly meeting with the Compliance and Internal Audit leaders. The main actions and strategic decisions and direction of the ethics and compliance program are discussed and validated during these meetings.

The FORVIA Group's Chief Financial Officer chairs the FORVIA Group Risk Committee on a quarterly basis, which is led by the Risk Management Department. The main risks identified and monitored by the compliance function are presented and discussed.

In addition, Compliance Leaders lead quarterly Compliance Committees which are chaired by the Director of each of the activities. They deploy and lead the compliance program at the level of each of the FORVIA Group's activities in consultation with the orientations defined within the FORVIA Group level.

Finally, each Regional Compliance Officer leads one or more quarterly Compliance Committees to present the actions and results of the compliance program at the level of his or her region.

The alert procedure

The FORVIA Group has set up a whistleblowing system (Speak up), which has been reviewed as part of its compliance with the so-called "Sapin 2" law, the law on the duty of vigilance and the General Data Protection Regulation. Thus, any employee of the FORVIA Group (FORVIANS including temporary employees, interns, consultants, etc.) as well as any person and entity are called upon to express their concerns or report a violation of the Code of Conduct, the Code of Conduct for the Prevention of Corruption, internal policies and procedures or the law, by reporting it to the Company's Management:

- either through the internal whistleblowing procedure: any FORVIA Group employee may share their concerns or mention unethical behavior to their superiors, to a person in human resources or to a person from the compliance team;
- or by a dedicated alert line: this channel can be used for more serious cases than those mentioned above. This system offers enhanced protection through "legal confidentiality". The dedicated whistleblowing line is accessible via two websites:
 - Faurecia Speak Up Line for FORVIA Group (excluding the HELLA scope) (<https://faurecia.ethicspoint.com>)
 - HELLA tellUS! for HELLA (<https://hella.whistleblownetwork.net>).

All the cases are the subject of an initial analysis to determine whether there is sufficient evidence to initiate an investigation, if necessary. After completion of the investigations, the lessons are regularly shared with the functions concerned.

The Compliance department communicates widely about the Speak up process, procedures and training. All reports are received by the FORVIA Group's General Counsel and Chief Compliance Officer who, if necessary, together with the Regional Compliance Officers, ensures the legal protection of the whistleblower. Alerts can be entered into the tool in the language desired by the whistleblower. The tool is configured in the main languages of the FORVIA Group. Upon receipt of the alert, an investigation procedure is initiated in order to ensure that it is properly managed in accordance with the applicable internal and local rules. At the end of the investigation, corrective actions can be put in place. The Compliance department monitors the implementation of these actions and periodically reports on the trends identified.

2.3.3.5. The Legal department

The Legal department is made up of a team located in France as well as in the main countries where the FORVIA Group operates. It is based on an organization based on three pillars:

- Expert Lawyers specializing in specific areas (stock exchange and corporate law, mergers and acquisitions, antitrust, intellectual property, information technology);
- General lawyers in each Business Group (Seating, Interiors, Clean Mobility, Electronics, Lighting and Lifecycle Solutions);
- General lawyers in the FORVIA Group's main regions (including Americas, Europe, and China).

Thanks to these various skills, constant legal monitoring and the implementation of control and reporting processes, the Legal department protects and ensures the security of the FORVIA Group's operations.

2.3.4. External actors

The system described above is supplemented by the intervention of external actors, including:

- the Statutory Auditors;
- third-party organizations that carry out the following certifications for the FORVIA Group over a three-year cycle:
 - environment (ISO 14001),
 - health and safety (ISO 45001),
 - quality (ISO TS/IATF);

2.3.3.6. The Internal Audit department

The Internal Audit department assesses the effectiveness of the internal control and governance system and verifies the adherence to the FORVIA Group's procedures as well as the compliance with local laws and regulations. The yearly audit plan is based on the FORVIA Group's risk mapping, validated external risk and benchmark information and an own independent risk assessment.

The Internal Audit department has an Internal Audit charter, which defines its roles, the purpose of its mission, the scope of its area of competence and the methodology used for its missions.

The Internal Audit department is under the responsibility of the FORVIA Group's General Counsel and Secretary of the Board of Directors with the possibility of directly alerting the Chief Executive Officer of the Company and the Chair of the Audit Committee of the Company. It submits the audit program for approval once a year to the Chief Executive Officer of the Company, and the Audit Committee. It also reports regularly to them on the results of its audit results and the measures taken to achieve its audit objectives. Finally, it reports to the Audit Committee at least twice a year on the result of its work and the mitigation of the identified deviations.

It conducts its audit engagements in complete independence and systematically supports its conclusions with precise and duly verified facts. It follows up on its recommendations that have been sent to the audited sites via (i) an online audit tool or (ii) by on-site monitoring if deemed necessary.

- the engineers of the fire/property insurance companies who carry out a biennial audit of each of the FORVIA Group's sites for the purpose of:
 - to assess the risk of fire and the possible impact on production and customers,
 - to verify the adequacy of the prevention and protection measures put in place,
 - to issue recommendations for risk reduction.

2.4. Insurance and risk coverage

The asset safeguard policy is based on the implementation and continuous adaptation of a policy of (i) the prevention of industrial risks and (ii) the transfer of the main and insurable risks to the insurance market. Since 2021, FORVIA Group has set up a reinsurance captive company located

in Luxembourg. This company participates in the coverage of the damage and business interruption insurance programs for the FORVIA Group and for liability insurance for the FORVIA Group (excluding the HELLA scope) scope.

2.4.1. Fire, damage and business interruption insurance

The FORVIA Group has placed its fire, property and business interruption insurance policy with a co-insurance company consisting of a leader, FM Global, and other leading insurance companies.

Buildings and equipment are insured in replacement value at new. The guarantees are organized around a framework policy that directly covers risks located in the Freedom of Services zone (FoS) and local policies for subsidiaries located outside the FoS zone.

The premium rates applicable to exposed capital (direct damage and annual gross margin) depend directly on the "highly protected risk" classification assigned to the site, after an audit by the insurer.

Following recent disasters, prevention actions have been reinforced by:

- monitoring by the FORVIA Group Risk Committee of the action plans for fire protection of the most vulnerable main sites;
- the launch of a technical and economic assessment process of the costs of securing sites exposed to a high risk of flooding, roof lift up due to windstorm, collapse due to earthquakes, snow accumulation or heavy rain,

Finally, the rise in climatic hazards could increase the loss experience related to natural events or trigger other events (heat waves, water shortages, etc.) likely to affect the FORVIA Group's Operations. A comprehensive analysis of the industrial sites was carried out by an external partner, with the aim of anticipating the likely impacts of climate change on the most vulnerable industrial sites. In 2025, FORVIA Group has defined peril specific assessment methodology to evaluate the location vulnerability to the physical impacts due to climate change, introducing a resilience score. the approach has been fully digitalized and will be gradually deployed on the most exposed sites.

Damage insurance is supplemented by construction insurance, goods or equipment transport insurance and political risk insurance.

The previously regional transport insurance policies have been consolidated into an integrated global program with insurer AXA XL since January 1, 2022. Prevention actions are underway to control the claims experience in countries affected by recurrent losses such as Mexico, Brazil and South Africa.

2.4.2. Civil liability insurance

Since January 1, 2022, Allianz has become the leader in the co-insurance program that guarantees the FORVIA Group (excluding the HELLA scope) civil liability. Third-party liability insurance covers operational liability and post-delivery product liability, including the risk of recall. Civil liability insurance takes the form of a master policy supplemented by local policies taken out in countries where the Group (excluding the HELLA scope) has subsidiaries. The civil liability insurance scheme also includes specific coverage for damage caused by accidents or occupational diseases of personnel.

2.4.3. Environmental Liability

The Group maintains a dedicated environmental liability insurance program, providing coverage for the financial consequences of accidental pollution events or environmental damage arising from its operations. This program complements the broader civil liability framework and ensures that environmental risks are addressed through tailored and specialized protection.

2.4.4. Directors and Officers (D&O) liability insurance

The Group has implemented a dedicated D&O insurance program covering the personal liability of directors, officers and corporate representatives. This coverage protects them against financial consequences arising from alleged wrongful acts committed in the course of their managerial duties, thereby supporting strong governance and decision-making security across the organization.

2.4.5. HELLA's insurance

HELLA has established insurance programs to cover the main risks associated with its business. HELLA started to merge some insurance policies with the FORVIA Group, as is the case for the property policy which has been consolidated since January 1st, 2024.

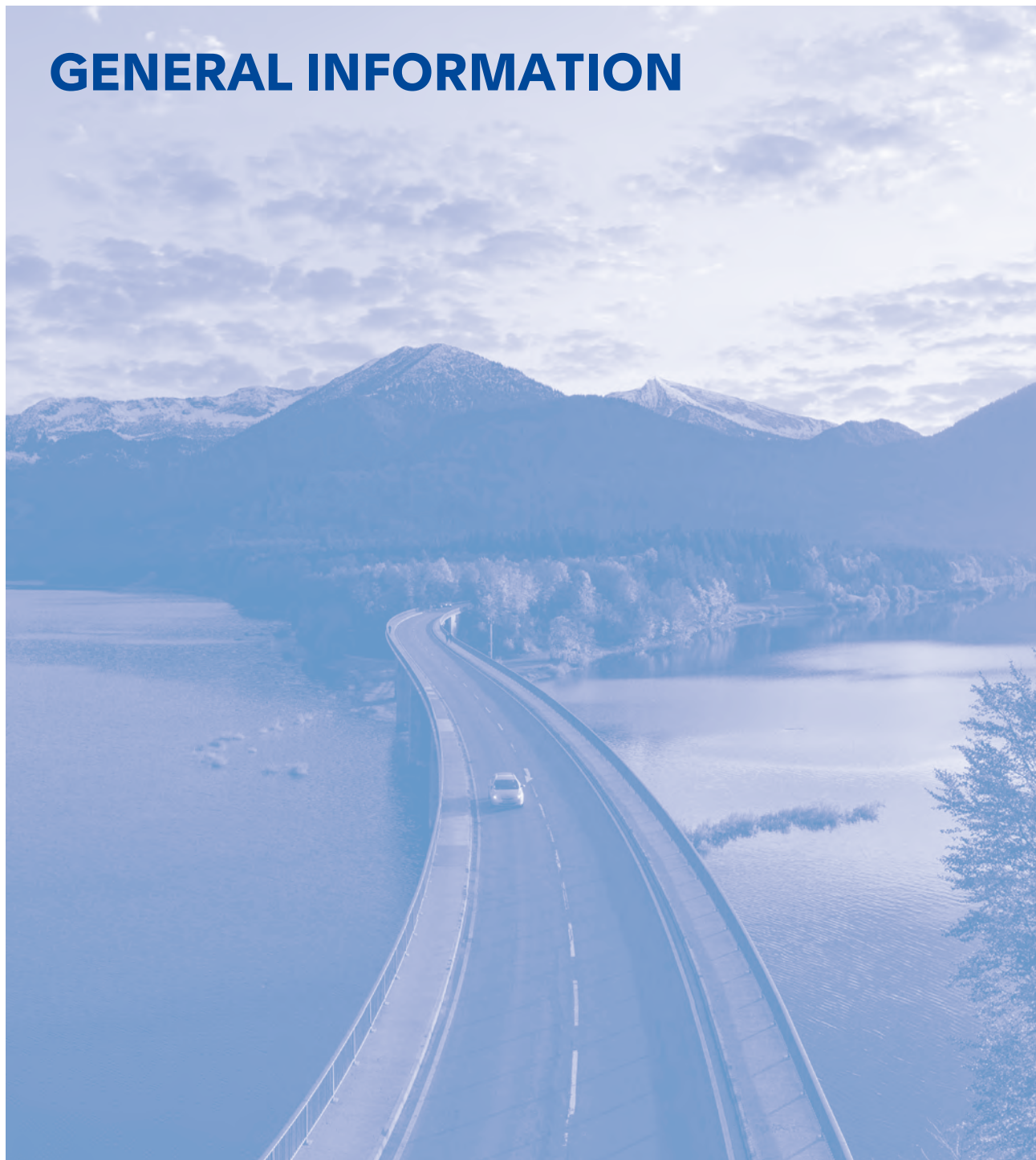
3

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Sustainability

GENERAL INFORMATION



NOTE ON IFRS 5 "DISCONTINUED ACTIVITIES" APPLICATION IN THIS CHAPTER:

The announced ongoing divestment of FORVIA's Interiors business (excluding the Materi'Act division) (development and production of dashboards, modules, and door panels), reported in the Interiors segment, meets the conditions for classification as a discontinued activity under IFRS, specifically the requirement that this activity be a primary and distinct line of business and that the transaction is highly probable.

Consequently, sales for the divested business have been restated in 2025 to reflect the Group's scope after the divestment. In this section, only the Taxonomy data is presented in post-IFRS 5 format.

3.1. General preparation basis

This report on sustainability information as an integral part of the Group's management report, as required by Article L. 233-28-4 of the French Commercial Code (hereinafter "Sustainability Report") has been prepared in accordance with the ESRS issued by the European Financial Reporting Advisory Group (EFRAG) and adopted by the European Union for the reporting period from January 1, 2025 to December 31, 2025 with the normative requirements set by the ESRS on the one hand, and Article 8 of Regulation (EU) 2020/852 for taxonomy information, on the other hand.

In 2025, in consideration of the amendments on the green taxonomy and the CSRD ("Omnibus I"), adopted by the Commission respectively on 4 and 11 July 2025, FORVIA has decided to:

- omit the disclosure of most anticipated financial effects related to environmental topics;
- utilize certain phased-in options for specific disclosure requirements.
- implement a materiality threshold, the new template models, and the simplification of the DNSH Pollution criterion related to the disclosure of the green taxonomy located in section 3.3. of the present chapter.

In such context, the second year of application CSRD has allowed to clarify some uncertainties regarding the interpretation of texts. However, the sustainability statement of the Group presents the following point of attention for the reader :

- the failure to present certain disclosures required by the ESRS as at December 31, 2025 due to the lack of common and shared guidelines within the industry, methodological uncertainties to quantify certain forward-looking indicators, or because of internal limitations and constraints specified in the respective sections. These omissions relate in particular to data points relating to :
 - the estimated lifetime of the products as well as their reparability (see 3.6.4.2. Resource outflows)
 - the total amount of substances of concern and very high concern that are generated or used during production or that are procured (see 3.5.4. Targets and metrics)

- the average number of days to pay invoice from date when contractual or statutory term of payment starts and percentage of payments aligned with standard payment terms (see 3.10.2.1. Anticorruption and business practices)
- the use of estimates (cf. 3.2.1. Introduction and context of the Group's sustainability approach, 3.4.5. "CO2 emissions calculation methodology", 3.6.4.1. "Resource inflows", 3.6.4.2. "Resource Outflows")
- the restatement of 2024 data aiming to reflect changes in perimeter or calculation methodologies occurred since last reporting. These restatements relate in particular to :
 - energy consumptions (see 3.4.2.5. Progress monitoring and reporting)
 - waste production and waste intensity (see 3.6.4.2. Resources outflow)
 - health and safety indicators (see 3.7.3.5. Health and safety metrics)

Similarly, some estimates may be refined in future reporting periods when more relevant information becomes available. Some estimation methods may also be modified or adapted according to the evolution of practices usually recognized by the market.

The Group's internal control systems related to the preparation of sustainability reporting will be progressively strengthened based on the experience gained from the first reporting periods.

The Group also plans to periodically review its process for assessing the materiality of impacts, risks and opportunities related to its activities, in order to refine it.

Thus, the Group is part of a continuous improvement approach in this reporting and communication exercise by taking into account good practices in peer publishing, the publication of new EFRAG guides or the implementation of additional standards (in particular sectoral standards).

3.2. General information – ESRS 2

3.2.1. Introduction and context of the Group’s sustainability approach

BP 1, BP2 10, 11, IRO-2, GOV-1 21b, 22b, 22ci, 22ciii, 23, GOV-5 36c, 36d, 36e, SBM-3 48b

FORVIA Group is committed to ensuring that sustainability governance standards are rigorously applied and aligned with the requirements of the ESRS standards. The Company’s sustainability governance is designed to provide comprehensive oversight and transparency over policy development, strategy implementation, and ESG risk management. This includes the establishment of internal control mechanisms, such as Sustainability Executive Committees that quarterly monitor the progress of key initiatives based on a non-financial dashboard.

This chapter on the sustainability performance addresses the following:

- requirements of Law No. 2017-399 of March 27, 2017, related to the Duty of Vigilance;
- requirements of the CSRD and compliance with ESRS standards.

The non-financial information covers the same scope as the one used for financial statements, encompassing the entire consolidation scope of the Group, excluding equity-accounted entities. FORVIA Group did not use the option to omit specific piece of information corresponding to intellectual property, know-how or results of innovation.

Regarding FORVIA Group’s carbon footprint, the Group uses estimates for data related to the value chain. The Company is working on a continuous improvement plan to reduce the uncertainty level. The sources of uncertainty associated with Greenhouse Gas (GHG) emissions estimates, the results, the calculation methodology, and the specifics related to the reporting scope and methodologies calculating GHG emissions are published in the section 3.4.5. Uncertainties are explained in each thematic ESRS.

FORVIA Group considers its own operations as well as upstream and downstream value chain for all environmental issues (see sections on Environment topics), particularly for climate-related matters. The Group integrates its value chain stakeholders into its reporting: suppliers (see section 3.8.1.1.), consumers, and end-users (see section 3.9.1.1.).

The time horizons considered in this report are the same as those defined by ESRS 1, namely:

- short term: up to one year;
- medium term: from one to five years;
- long term: more than five year.

In 2025, FORVIA conducted an update of its double materiality assessment to ensure continued alignment with evolving sustainability practices and stakeholder expectations. The process and results of this update are explained in section 3.2.3.2.

FORVIA Group ensures compliance with applicable environmental, social, and societal best practices and adheres to recognized international standards and norms. The Group also consults with recognized partners and methodologies in the field of sustainability to develop its climate strategy, support and monitor its supply chain, as well as on international reporting frameworks to ensure transparency.

FORVIA Group’s sustainability strategy aligns with the United Nations Sustainable Development Goals (SDGs): adopted in 2015 by 193 UN member countries, the 17 Sustainable Development Goals form an action plan for a just transition towards sustainable development by 2030. FORVIA Group supports these ambitions and contributes to them through its CSR strategy.

In 2024, to accelerate its positive impact on the planet and society, FORVIA Group launched “The Blue Effect” a transformative program that drives its daily actions to shape a sustainable future. This initiative is a collective movement that embodies FORVIA Group’s commitment to Net Zero and sustainability.





PLANET



6. CLEAN WATER AND SANITATION

Efficiency in **water use**.



7. AFFORDABLE AND CLEAN ENERGY

On-site production and external sourcing of **renewable energy**.



12. RESPONSIBLE CONSUMPTION AND PRODUCTION

Sustainable **management of wastes**.



13. CLIMATE ACTION

Reduction of FORVIA's **carbon footprint** to achieve CO₂ Neutrality by 2045.



BUSINESS



3. GOOD HEALTH AND WELL-BEING

Reduce **safety risks** and road injuries via FORVIA's policy for product quality and safety.



8. DECENT WORK AND ECONOMIC GROWTH

Respect for and promotion of international principles relating to **human rights** and **labor law** throughout the value chain.



10. REDUCED INEQUALITIES

Fight against **discrimination**.



11. SUSTAINABLE CITIES AND COMMUNITIES

Air quality Innovations particularly suited to urban areas.



12. RESPONSIBLE CONSUMPTION AND PRODUCTION

Eco-design of products and circular economy.



13. CLIMATE ACTION

Development of solutions for **zero-emission mobility** over the full life cycle.



17. PARTNERSHIP FOR THE GOALS

Partnership for **sustainable Innovation** with key players in the industrial and technological ecosystem.



PEOPLE



3. GOOD HEALTH AND WELL-BEING

- Provide safe and healthy working environment to all FORVIA employees, contractors, and visitors, eliminating hazards.



4. QUALITY EDUCATION

- **Training and skills development** for FORVIA's employees, in particular via its internal University.
- Support for **solidarity and local initiatives** in favor of education.



5. GENDER EQUALITY

- Specific promotion and **development of women**.
- Fight against discrimination and for **professional equality**.



8. DECENT WORK AND ECONOMIC GROWTH

Active prevention of **accidents at work and occupational diseases**.



10. REDUCED INEQUALITIES

Development of local **societal actions**.



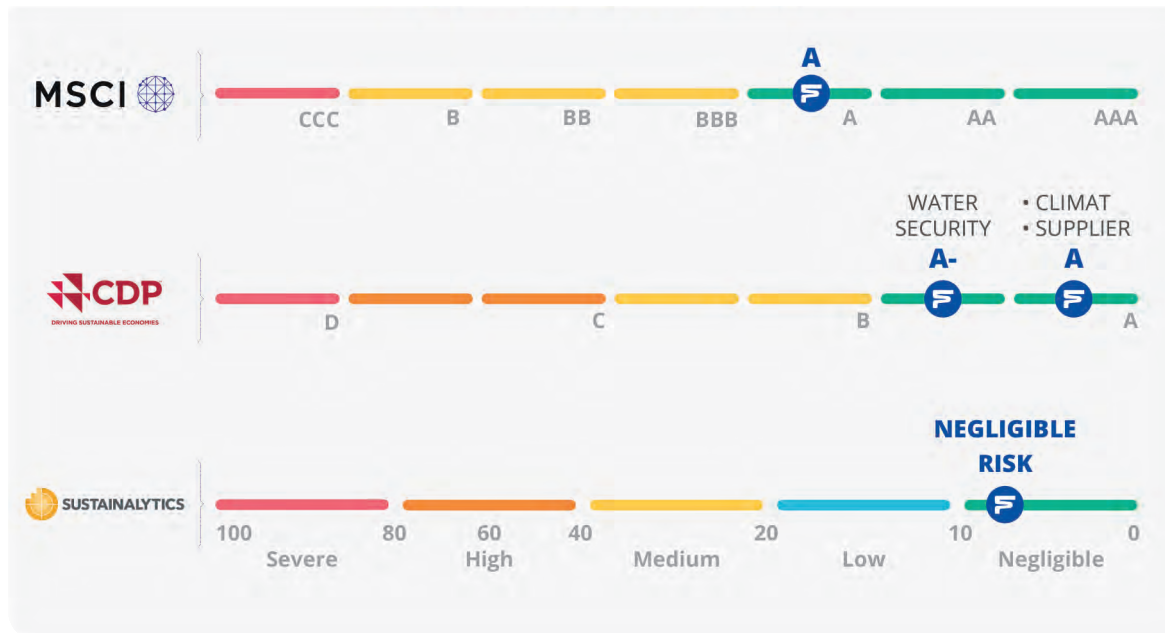
17. PARTNERSHIP FOR THE GOALS

Active societal engagement with local communities and NGOs.

FORVIA SUSTAINABILITY ECOSYSTEM (standards, forum, private initiatives)

PLANET	SCIENCE-BASED TARGET INITIATIVE (SBTi)		TCFD TASK FORCE ON CLIMATE-RELATED FINANCIAL DISCLOSURE		epe ENTREPRISES POUR L'ENVIRONNEMENT (EPE)	
	Defines and promotes best practices for setting science-based emission reduction targets aligned with the goals of the Paris Agreement.		International initiative aimed at enhancing transparency regarding climate-related risks and opportunities through a reporting framework.		A French organisation bringing together 50 large French and international companies committed to better integrating environmental stakes into their strategic decisions and daily management.	
	 World's first automotive company to be certified under the new Net-Zero standard CO ₂ neutrality goal set by 2045	 Recommendations implemented since 2019	 Member			
BUSINESS	ISO 14001		ISO IATF 16949		ecovadis ECOVADIS	
	International standard for the analysis and control of local environmental risks.		International standard for quality management systems in the automotive industry.		EcoVadis assessment measures companies CSR performance by evaluating its environmental, social and ethical practices against international standards.	
	 94% of production sites certified in 2025	 100% of sites certified in 2025	 79/100 in 2025 for FORVIA Group			
PEOPLE	WOMEN'S EMPOWERMENT PRINCIPLES UN GLOBAL WOMEN'S EMPOWERMENT PRINCIPLES					
	Initiative established by the United Nations Global Compact and UN Women to promote gender equality and women's empowerment in the workplace.					
	 Signatory since 2020					
TRANSVERSAL	10 PRINCIPLES OF THE UNITED NATIONS GLOBAL COMPACT		UNITED NATIONS SUSTAINABLE DEVELOPMENT GOALS (SDGs)			
	Initiative launched in 2000 by the United Nations to promote respect for human rights, international labor standards, environmental preservation, and the fight against corruption.		17 global goals aimed at eradicating poverty, protecting the planet, and ensuring prosperity for all by 2030.			
	 Signatory since 2004		 Support through CSR strategy: SDGs integrated into the Group's materiality analysis			

FORVIA GROUP ESG RATINGS



3.2.2. Governance of the sustainability approach

GOV-1, GOV-2 26a, GOV-3, GOV-4, IRO-1 53b, IRO-1 53 c, d, e and f, GOV-7, AR 1-5, AR 10

Governance at FORVIA Group is based on principles of transparency, accountability, integrity, and compliance. These principles ensure effective management of risks and opportunities, as well as continuous compliance with international regulations and standards, while fostering an ethical corporate culture.

The Group is committed to maintaining transparency in its operations and interactions with stakeholders, thereby strengthening the trust and credibility of its governance practices.

The governance of the value chain within FORVIA Group is based on systemic management that integrates social and environmental risks. The Board of Directors and the Executive Management play a central role in overseeing this governance. A committee responsible for social and environmental responsibility topics (the Governance, Nominations, and Sustainable Development Committee), as well as the Company's Audit Committee, ensure that the Group's practices align with its sustainability commitments. See Chapter 4 on Corporate Governance, Section 4.1.2.1. "General information on the composition of the Board of Directors", and Section 4.1.2.5. "Diversity policy within the Board of Directors".

As part of this systemic approach, the evaluation of suppliers through partners like EcoVadis allows for the monitoring of CSR performance throughout the value chain.

The Group's proactive governance also includes managing policies for contractors and temporary workers, ensuring compliance with local laws and the Company's ethical standards. The Executive Management is responsible for implementing the strategies defined by the Board of Directors, including human resource management and the management of risks associated with contractors and temporary workers. The integration of these policies into the value chain framework reflects a comprehensive commitment to responsibility in business conduct, legal compliance, and ethics, while ensuring the Group's operational stability and efficiency.

This section details the Group's governance structure and the development and promotion of corporate culture. For further details, please refer to Chapter 4 "Corporate Governance" and Section 2.3. "Contributors and Enterprise Risk Management program" of Chapter 2 "Risk factors and Risk Management".

3.2.2.1. Governance structure

ESRS 2-GOV 1 DR 9-AR 1

FORVIA Group has a well-established governance structure that ensures integrity, transparency, and compliance in all its operations. The Board of Directors, the main governance body of the Company, oversees the overall strategy, risk assessment, business ethics and compliance, and impact management. It ensures the effectiveness of internal control systems and risk management, including the prevention of corruption and unethical behavior.

The composition of the Board of Directors and the specialized committees (permanent) of the Company as of December 31, 2025 is indicated in Section 4.1. of this Universal Registration Document.

Governance principles

Independence

At the date of this Universal Registration Documentation, the Board of Directors consisted of ten independent directors, representing 83% of its members, excluding directors representing employees. This percentage

exceeds the 50% recommendation regarding independent directors set by the AFEF-MEDEF Code.

For more information on the independence analysis, refer to the section 4.1.2.6. "Independence of members of the Board of Directors", in Chapter 4 "Corporate Governance" of this Universal Registration Document.

Gender representation balance

At the date of this Universal Registration Documentation, the Board of Directors had 5 women, representing 42% of its members. This percentage exceeds the 40% requirement set by Article L. 22-10-3 of the French Commercial Code.

Employee representation

As of December 31, 2025, two directors represented the employees on the Board of Directors, in accordance with Article L. 225-27-1 of the French Commercial Code. These directors provide in-depth knowledge of the Group and its activities.

The table below presents key figures for the Board of Directors at the date of this Universal Registration Documentation, as indicated in Section 4.1.1. of this document.

14 Board members + 1 Board Observer	83% Independent Board members ⁽¹⁾⁽³⁾	42% Female Board members ⁽¹⁾⁽³⁾
2 Board members representing employees	6 Nationalities	5 years Average term of office ⁽³⁾
10 Meetings of the Board of Directors ⁽²⁾		64 years Average age ⁽³⁾
18 Committee meetings (including one joint meeting of the Audit Committee and the Governance, Nominations and Sustainability Committee on CSRD and one meeting of the Ad Hoc Committee)		97% Attendance rate at Board meetings ⁽²⁾⁽³⁾
		97% Attendance rate at Committee meetings ⁽²⁾⁽³⁾

(1) Excluding Board members representing employees.

(2) Figures as of December 31, 2025.

(3) Percentage rounded to the nearest integer.

The Board of Directors is supported by three permanent specialized committees that prepare certain deliberations of the Board. These committees make proposals, recommendations, and provide opinions within their respective areas of competence. Each committee has internal rules approved by the Board of Directors that outline its composition, appointment rules, functioning, and responsibilities. The committees report their work to the Board after each meeting and conduct an annual evaluation of their activities.

The Permanent Committees are:

- **Governance, Nominations and Sustainability Committee:** focuses on governance, ethics, and compliance, ensuring, in particular, continuous oversight of sustainable development practices;
- **Audit Committee:** oversees accounting practices and the integrity of financial reporting, working with Internal Audit to prevent, identify, and mitigate compliance risks;
- **Compensation Committee:** responsible for aligning remuneration systems with FORVIA Group's strategic objectives and stakeholder expectations.

In addition, the Group strategy is presented by the Chief Executive Officer to the Board of Directors once a year. To that end, the Group strategic plan is reviewed annually by the Executive Committee, based on a five-year strategic plan process, which integrates the business roadmap and sustainable development issues.

CSR governance bodies

The sustainable development strategy is subject to regular strategic and operational monitoring by the Executive Committee through a dedicated working group, and by the Board of Directors through the Audit Committee and the Governance, Nominations & Sustainability Committee. More details on the structure of the governance bodies, as well as on their members and their respective skills and responsibilities can be found in Chapter 4 on governance. According to the criteria for evaluating the structure of governance bodies as defined by the European CSRD Directive (criteria which differ from those published in Chapter 4 in accordance with the provisions of the Commercial Code), the Board of Directors is composed of one executive member and 71% independent members. The share of women is 36%. The calculation of these ratios includes in particular the two staffs representative members as provided by the CSRD.

FORVIA Group's sustainability governance is structured through several committees and working groups, including the Executive Committee, the Governance, Nominations and Sustainability Committee and Audit Committee of the Board of Directors, as well as operational committees dedicated to sub-topics of the Group Sustainability roadmap. These bodies oversee the development of the sustainability strategy, the identification of non-financial risks, and the implementation of associated action plans. The governance process also includes regular consultations with internal and external stakeholders to ensure that various views are incorporated into the definition of strategic priorities in addition to the internal reviews. Eight interviews were conducted in 2024 with key external stakeholders to validate the relevance of the identified material topics, as part of the Double Materiality Analysis.

- **The Governance, Nominations and Sustainability Committee** of FORVIA Group's Board of Directors reviews in particular the Group's sustainable development performance through:
 - analysis of non-financial risks;
 - review of sustainable development performance;
 - discussions on sustainable development strategy directions.

This Committee, as of December 31, 2025, consists of three independent members: Jean-Bernard Lévy (Chair), Penelope Herscher, and Michel de Rosen and one non-independent member: Robert Peugeot, permanent representative of Peugeot 1810. They met five times in 2025, at each meeting CSRD topics were presented. Among its members are the Chairman of the Board of Directors and three Board members with specific expertise in CSR topics. One joint meeting with the Audit Committee and the Governance, Nominations and Sustainability Committee members took place in February 2025 to review the specific CSRD topic.

- **The Executive Committee's Sustainable Development Steering Committee** defines and guides the sustainable transformation strategy through:
 - defining the sustainable development roadmap and its associated action plans;
 - discussions on the integration of sustainability into the Group's strategy;
 - monitoring sustainable development performance and the Vigilance Plan.

This working group is composed of 15 people. Members were chosen based on their scope of responsibility related to sustainability topics, mainly Group Functions. It meets quarterly. Since 2022, the HELLA representative responsible for sustainable development is one of the members of this Committee.

- **The Operational Sustainable Development Committee** monitors performance and implements associated action plans. The Committee is composed of climate correspondents and CSR sponsors at each key Group function and business unit. They ensure the integration of CSR into Group policies and processes and the implementation of CSR in functions and business activities. They meet several times a year per topics and share:

- results of the action plans;
- mapping of non-financial risks.

Information communicated to CSR governance bodies

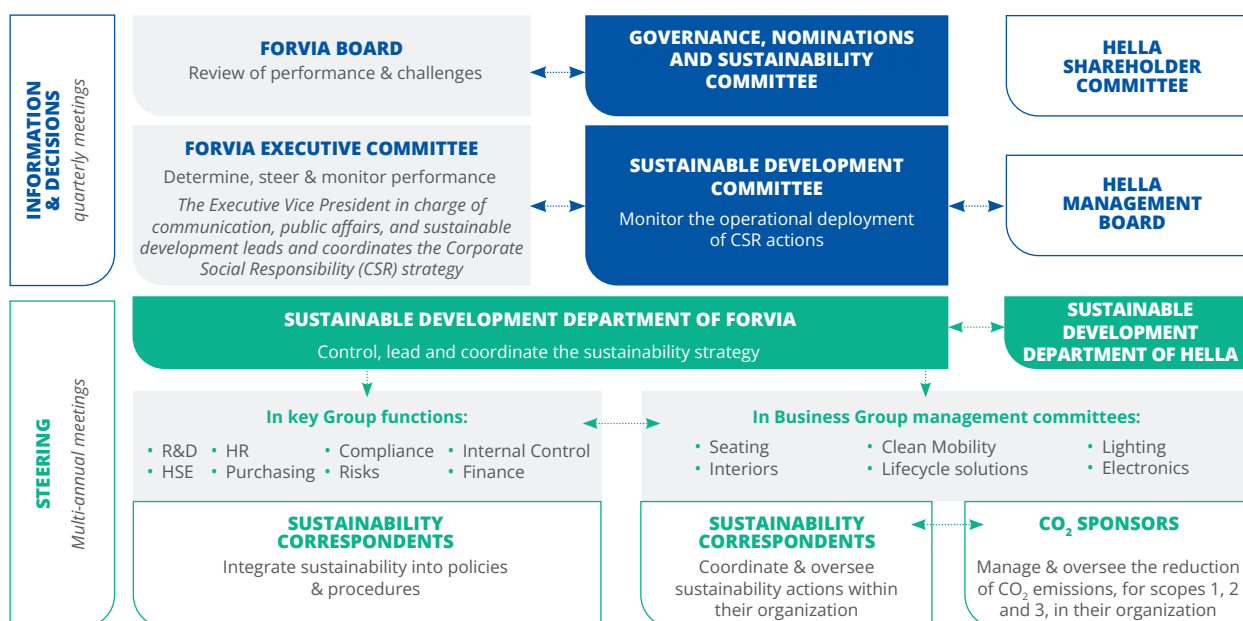
Each year, the Business Groups present their five-year strategic plan to the Executive Committee. This plan integrates both the business roadmap (planning, budget, resources, KPIs, etc.) and sustainable development issues, particularly concerning Climate (energy consumption and CO₂ emissions).

The Sustainable Development department of FORVIA Group (excluding the HELLA scope) drives, coordinates, and oversees the Group's sustainable development strategy. The department reports on the analysis of CSR risks and opportunities, as well as the progress of its roadmap then animated through the Blue Effect campaign, to the Executive Vice President responsible for communication, public affairs, and sustainable development.

At HELLA, the Corporate Sustainability Office, reporting to the HELLA CEO, coordinates the sustainability activities.

Finally, the CSR strategy is shared internally and externally through the Group's annual publication, a dedicated annual sustainability report, a dedicated section on the website, and during investor presentations or the Sustainability Day – a physical event held every two years, recorded and made available online, intended for all the Group's stakeholders.

Sustainable development governance



In 2023, FORVIA Group published its governance structure, aligning its practices with the requirements of the Loi Sapin II and the recommendations of the French Anticorruption Agency, integrated into the Group's Enterprise Risk Management (ERM).

CSR criteria in variable compensation

The variable compensation structure incorporate the Group's strategic objectives as well as its social and environmental responsibility goals. These objectives are validated annually by Human Resources and the Compensation Committee of the Board of Directors, based on quantitative data provided by the Sustainable Development team.

Target	Short-term variable compensation	Long-term variable compensation
Chief Executive Officer of FORVIA Group	15% of the variable compensation linked to the CO₂ intensity results for scopes 1 & 2	10% of performance shares linked to gender diversity objectives 15% of the allocation of performance shares is linked to CO₂ results of scopes 1, 2, 3 compared to 2019
FORVIA Group (excluding the HELLA scope) top 300 leaders	15% of the variable compensation linked to CO₂ intensity results for scopes 1 & 2	10% of performance shares linked to gender diversity objectives 15% of the allocation of performance shares is linked to CO₂ results of scopes 1, 2, 3 compared to 2019
4,800 FORVIA Group (excluding the HELLA scope) managers	15% of the variable compensation linked to CO₂ intensity results for scopes 1 & 2 (for Group's Functions, Business Group, Countries and Regions, CO₂ objectives are based on CO₂ emissions per product sales at budget rate for scopes 1 & 2; for Group's divisions, plants and programs entities it is based on energy consumption per product sales at budget rate for scopes 1 & 2; and for non production sites it is based on energy consumption per management unit)	
The Management Board of HELLA	7.5% of the variable compensation is linked to targets related to the accidents rate and the CO₂ intensity for scopes 1 & 2	25% of compensation is tied to CO₂ reduction target and gender diversity goals
2,250 HELLA managers	15 % of the variable compensation is linked to a targets related to accident rate, gender diversity and CO₂ intensity scope 1&2 at equal weight	

CO₂ objectives in variable compensation

CO₂ intensity objectives are included in the variable compensation criteria for the Chief Executive Officer of FORVIA Group and the top 300 leaders and the 4,800 managers and professionals of FORVIA Group (excluding the HELLA scope).

At HELLA, the reduction of the specific CO₂ intensity in the scope 1 and 2 categories is a sustainability-related key performance indicator in the compensation of the HELLA Management Board. In addition, since 2025, it is a sustainability-related key performance indicator in the bonus system for all HELLA non-pay-scale employees (~2.250 employees).

Statement on due diligence

The main elements of reasonable vigilance, constituting the vigilance plan as provided for in Article L. 225-102-1 of the Commercial Code, set out below, are covered throughout this sustainability statement.

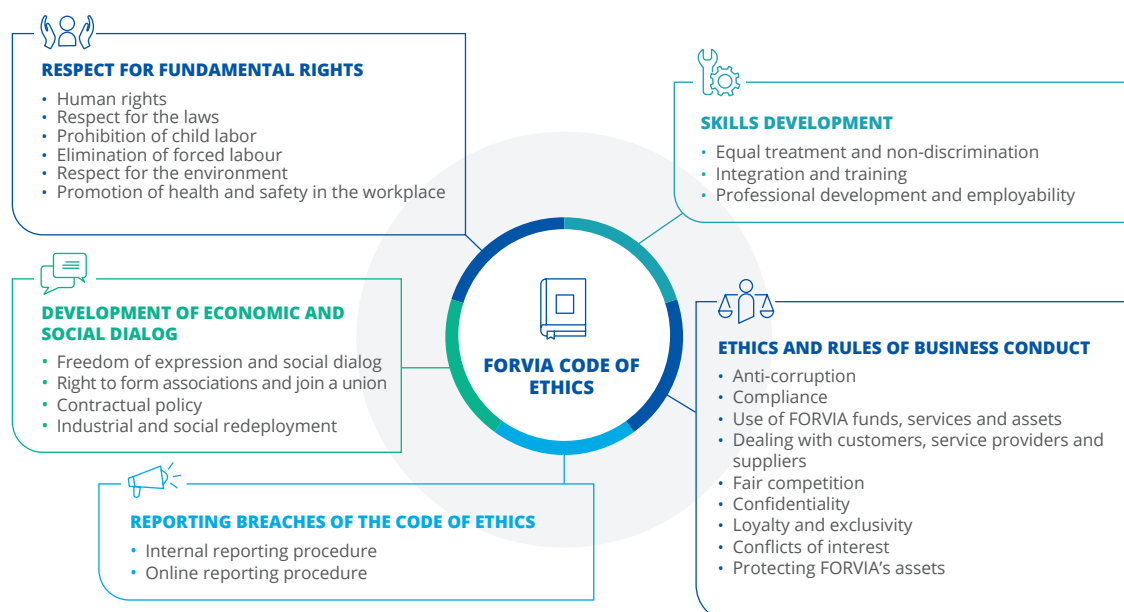
Essential elements of due diligence	Paragraphs in the sustainability statement
Identify and assess adverse impacts	FORVIA Group carries out an in-depth analysis of the potential and actual impacts linked to its own activities as well as those of its upstream and downstream value chain, by: – Prioritizing impacts based on severity and likelihood – Linking these impacts to the Company's strategy and business model See Section 3.2.3.
Take action to address these adverse impacts	FORVIA Group is implementing specific measures to mitigate and remedy the negative impacts identified, in particular through: – The development and implementation of transition plans to reduce CO₂ emissions and promote the circular economy – Training and awareness programs for internal and external stakeholders. See Sections 3.4.2., 3.5.2., 3.6.3., 3.7.2., 3.8.3., 3.9.3.
Monitor the effectiveness of these efforts and communicate	The Group continuously monitors the effectiveness of the efforts deployed using metrics and targets, among which: – Carbon intensity of operations and products – Progress made in respecting human rights in the supply chain See Sections 3.4.2.5., 3.6.4., 3.7.3., 3.8.4., 3.9.4.
Integrate due diligence into governance, strategy and the business model	The results of due diligence are integrated into FORVIA Group's governance, in particular through: – Supervision of sustainability issues by governance bodies – Alignment of executive incentive systems with strategic sustainability objectives See Sections 3.2.2, 3.4.2., 3.5.1. 3.6.1., 3.7.1., 3.8.1., 3.9.1.
Collaborate with relevant stakeholders at all stages of due diligence	FORVIA Group places stakeholder consultation at the heart of its due diligence process. Steps include: – Identification of key stakeholders (suppliers, customers, investors) – The implementation of regular consultation mechanisms to collect their views and expectations – Integration of these returns into the sustainability strategy See Sections 3.2.3., 3.4.2.2.5, 3.4.2.2.6., 3.6.1.1., 3.7.2.3., 3.8.2.1., 3.9.3.2., 3.9.3.3.

3.2.2.2. Development of corporate culture

ESRS 2-GOV 1 DR 9-AR 1

FORVIA Group places significant emphasis on creating and maintaining a strong and ethical corporate culture. This culture is based on values such as transparency, integrity, safety, responsibility, energy, teamwork, agility, respect, and open-mindedness.

FORVIA Group's Code of Ethics, regularly revised since its creation in 2005, defines the Group's expectations regarding ethical conduct, including commitments to respecting human rights, fundamental labor rights, economic and social dialogue, business ethics and conduct, and responsible environmental practices.



FORVIA Group promotes this culture through mandatory training programs in ethics and compliance, competition rules, and anti-corruption. These training sessions are available to all employees (including temporary employees, interns, consultants, etc.). These programs are complemented by on-site training sessions led by regional compliance officers and compliance leaders, ensuring continuous training and proactive monitoring of compliance practices.

The Group is also committed to continuous evaluation of its corporate culture, carried out through regular audits and compliance indicators, updated in 2024 to strengthen the culture of compliance.

Corporate culture

FORVIA Group's corporate culture is driven by its "Being FORVIA Group" approach, which defines the Group's culture, management model, and six core values: energy, responsibility, teamwork, agility, respect, and open-mindedness. This framework is shared with all employees through its Management Code, which outlines the exemplary behaviors expected from employees, accompanied by regular training sessions for managers to ensure that these values and behaviors are well understood and integrated into daily operations.

FORVIA Group adopts a decentralized organization to empower teams and facilitate decision-making. This aims to create an environment where teams are accountable for their performance, through a horizontal organization of autonomous teams equipped with the appropriate skills and resources.

The Group encourages talent development and continuous learning through initiatives such as the "Learning Lab," a digital learning platform offering over 1,200 courses in more than 23 languages, accessible on both computers and smartphones, promoting continuous development and skill enhancement for all employees.

To support flexibility and work-life balance, FORVIA Group fosters a hybrid work culture by offering remote work since 2021, allowing eligible employees to work from home up to eight days per month while maintaining team efficiency on-site through the digitization of tools.

Finally, FORVIA Group is actively committed to diversity and inclusion, considering them as strengths and sources of innovation. The Group promotes these values through training, awareness programs, and an internal network of diversity and inclusion ambassadors worldwide.

Ethics and compliance culture

FORVIA Group's ethics and compliance program helps establish a strong culture of integrity. It includes policies and procedures supported by training and communication campaigns.

With almost 140,000 employees worldwide in 2025, FORVIA Group is convinced of the importance of promoting a culture of integrity, safety, and vigilance wherever the Group operates.

As a member of the United Nations Global Compact since 2004, FORVIA Group is committed to upholding and promoting the international conventions of the International Labor Organization (ILO) on human rights, labor standards, and the environment across all its business practices. FORVIA Group's Code of Ethics outlines the rules and principles that must be understood and adhered to by all employees and partners, regardless of country or business area.

FORVIA Group is committed to:

- maintaining constant vigilance and adhering to the highest ethical standards, which is a central element of the corporate culture, rooted in FORVIA Group's convictions and values;

- ensuring a safe working environment for everybody being on its sites, whether internal employees or external contractors (see Section 3.7. "Social – Own workforce (ESRS S1)");
- developing a responsible supply chain by establishing strong and sustainable relationships with suppliers whose ethical, social, and environmental priorities align with those of FORVIA Group (see Section 3.8. "Social – Workers in the value chain (ESRS S2)");
- designing and delivering products and services of impeccable quality and optimal safety, as well as technologies that promote a safer and smarter driving environment (see Section 3.9. "Social – Consumers and end consumers (ESRS S4)").

This year, FORVIA Group (excluding the HELLA scope) and HELLA continued to harmonize their management systems around a common FORVIA Group approach, considering all applicable laws and regulations, the French anti-corruption regulations of the Sapin II Law and the recommendations of the French Anticorruption Agency.

3.2.3. Management of Impacts, Risks, and Opportunities

Identification of Material IROs has been conducted through a Double Materiality Analysis that FORVIA performed for its first CSRD report included in the Group 2024 Universal Registration Document. Next Section 3.2.3.1. "Double Materiality Analysis methodology" describes the process that FORVIA followed for that analysis.

In 2025, FORVIA conducted an update of its Double Materiality Analysis to ensure continued alignment with evolving sustainability practices and stakeholder expectations. Section 3.2.3.2. describes the process, content and outcomes of that update.

3.2.3.1. Double Materiality Analysis methodology

ESRS 1, DR 1.1, AR 1-2, DR 1.2, AR 3-4, DR 6, AR 21-22, AR 17, GOV-5 36a-b, AR11, IRO-1 53a, IRO-1 53bii, AR27

The Double Materiality Assessment makes it possible to assess the material IROs (Impacts, Risks and Opportunities) associated with environmental, social and governance topics, as listed in the various ESRS standards (Appendix A of ESRS 1). FORVIA Group did not identify

additional entity-specific material topics. The IROs are identified not only in the FORVIA Group's own operations, but also throughout its value chain, as described in Section 3.2.4.1.

Sustainability issues are analyzed from two perspectives:

- **impact materiality:** assessing FORVIA Group's effects on the environment, people and society ("Inside-out" approach);
- **financial materiality:** assessing the risks and opportunities influencing financial performance ("Outside-in" approach).

In this process, the consideration and analysis of the value chain is of importance. The value chain assessment covered the entire value chain with particular emphasis on first-tier suppliers, which represent the most well-known and most closely managed segment.

FORVIA Group also assessed the impacts and risks of its value chain for a total of more than 90 topics, focusing mainly on the upstream and downstream activities, as required.

3.2.3.1.1. Double Materiality Analysis main steps

DR 4.1, AR 13-14

FORVIA Group has defined process steps for conducting double materiality assessment for impact materiality and financial materiality respectively. In 2024, first materiality analysis process followed the steps below:

Identification of sustainability issues for the Double Materiality Analysis

A list of sustainability issues specific to the FORVIA Group was drawn up based on the topics, sub-topics and sub-sub-topics of Appendix A of ESRs 1 AR 16, as well as other sources such as:

- a cross-check with the issues identified by the SASB for the automotive supplier sector;
- the Declaration of Extra-Financial Performance (DPEF);
- the existing materiality matrix;
- the Duty of Vigilance matrix/LkSG risk assessments;
- United Nations Sustainable Development Goals (SDGs);
- Global Reporting Initiative;
- Benchmark: Automotive suppliers;
- Customer Requirements related to sustainability;
- Whistleblowing tools;

This list covers the entire value chain and considers the following elements:

- the results of previous internal risk and materiality analyses;
- the expectations of sector benchmarks;
- the practices of comparable benchmark companies.

These steps enable the Group to determine the issues to be included in the materiality analysis and to exclude some non-relevant subjects. For FORVIA Group owned operations, the Group has identified and assessed the impacts on people, the environment and society, as well as the risks to the business, focusing on specific activities where the impacts are relevant.

FORVIA Group's approached impacts and risks across the entire value chain, ensuring that material issues are fully considered for an effective double materiality assessment that is aligned with ESRs standards.

Definition and assessment of IROs for each relevant topic

For the topics identified as relevant in the previous step, the following steps were taken:

- definition of impacts, risks, and opportunities for each topic (more than 200 IROs identified in FORVIA Group's long list);
- development of a rating methodology in line with internal practices and the expectations of the ESRs;
- evaluation of the IROs during workshops with a panel of internal stakeholders;
- consultation with external stakeholders on the materiality of the impact;
- consolidation of ratings and determination of material issues.

These steps were taken with the assistance of an independent third party, in accordance with paragraph 3 of ESRs 1 and the EFRAG guide (DR 1.2, AR 3-4).

A Steering Committee made up of various experts and internal managers oversaw the project, integrating finance, risk, and sustainability functions of FORVIA Group (excluding the HELLA scope) and of HELLA which are key to ensuring the consistency of the results with the Group's risk analysis.

The Double Materiality Analysis was carried out by the Steering Committee via regular meetings and workshops. It was also reviewed by key external stakeholders (representative sample).

List of functions involved in the Double Materiality Analysis assessment (DR 6, AR 21-22):

Structure	Representatives from
CSR working group	– Group Sustainability department – Group Finance department
Expert Committee	– Group Human Resources, Legal & compliance, Public Affairs, Health & Safety, Environment, Operations, Insurance, Risks, Quality, Engineering, Purchasing departments
Executive Committee	– Excom Sustainability Steering Committee (EVPs from HR, Operations, HSE, Finance, Legal & Compliance, Communication Public Affairs & Sustainability)

3.2.3.1.2. Assessment rules for Impacts, Risks and Opportunities (IROs)

DR 4.1, AR 13-14, DR 4.2, AR 15-16

IROs have been identified through a gross assessment based on the list of sustainability issues for the Group and through the value chain. FORVIA Group's policies and action plans have not been considered in the initial assessment of IROs.

Impact materiality

IRO-153 b) i) and ii), DR 2.1, AR 7-9

For each impact identified, the following elements were determined and summarized in a scoring matrix (three parameters) were used to score the "severity" of the actual impacts:

- parameter 1 scale: when scoring the "scale", the extent of the impact was assessed on the environment or people, without considering mitigation actions already in place;
- parameter 2 scope: when scoring the "scope", the extent of the impact was assessed according to parameters such as the percentage of sites, employees, or financial expenditure to which the impact relates;
- parameter 3 irremediable character of the impact: when scoring the "irremediable character of the impact", the possibility of reversing the damage in terms of cost and time horizon was assessed.

The criteria and rating scales used to rate the materiality of impacts were defined in collaboration with the Steering Committee. The criteria set out in Section 3.4. of ESRS 1 were applied, using appropriate quantitative and qualitative thresholds to assess the materiality of current and potential impacts (based on scope, scale, and reversibility), as summarized below.

Each axis is rated separately; the calculation formula is as follows:

- **scale** is rated from 1 to 3;
- **scope** is rated from 1 to 3;
- **reversibility** is rated from 1 to 3.

The final score is obtained by averaging the three scores for the three axes. The result is a score out of 3.

For actual negative impacts, each of the above three parameters was scored and weighted equally for materiality.

For actual positive impacts, "scale" and "scope" were scored and weighted equally for materiality.

For potential impacts, an additional likelihood parameter was noted:

As for other impacts, FORVIA separately rated scale, scope and remedy and averaged the three scores to get a first materiality score.

FORVIA also rated the **likelihood** of the impact from 1 to 3.

If a potential negative impact was rated above 2 (meaning "material"), FORVIA Group did not further consider the likelihood to represent the worst-case scenario. If the potential impact was rated below 2, FORVIA Group considered the likelihood.

All impacts with a final score above 2 were rated as Major and deemed material as defined in below "Thresholds" section.

Financial materiality

IRO-1 53 c) i), cii), AR 5-6

Within the framework of the European Sustainability Reporting Standards (ESRS), the concepts of gross and net risks are fundamental to assessing and managing the risks associated with corporate sustainability. They are essential for FORVIA Group, which has carried out a detailed risk analysis in the Environmental, Social and Governance (ESG) fields.

- **Gross risk:** Gross risk refers to the initial level of risk before any control or mitigation measures are put in place. It represents the risk inherent in each situation, assuming that nothing is done to reduce its likelihood or impact. This type of risk includes all hazard, vulnerability and exposure factors that could affect the business model and strategy.
- **Likelihood and magnitude:** For each risk identified, FORVIA Group assessed the likelihood of occurrence for potential consequences, regardless of the control measures already in place. FORVIA Group has used a classification system to visualize the risks by ranking their likelihood (from low to high) and their potential severity (from minor to catastrophic). For example, a physical climate risk such as a severe storm could have a medium likelihood but a high impact on operations.
- **Quantifying risks:** Wherever possible, FORVIA Group also quantified these risks in financial terms. This allows the Group to better understand the economic correlation of each risk. For example, if a flood disrupts the Company's supply chain, FORVIA Group evaluates the loss of revenue due to the interruption of operations.

For FORVIA Group, assessing gross risk is crucial to identifying and prioritizing potential risks. This approach to measuring gross risk has been used to produce the double materiality matrix.

When scoring risks, the Group assessed the potential magnitude of the financial effects, which made up half of the score, and the likelihood of occurrence, which made up the other half. FORVIA Group assessed the nature of these effects in different scenarios with assumptions based on input parameters from internal subject matter experts. The potential magnitude of the financial effects was rated as "low", "medium" or "high", the scale is detailed below.

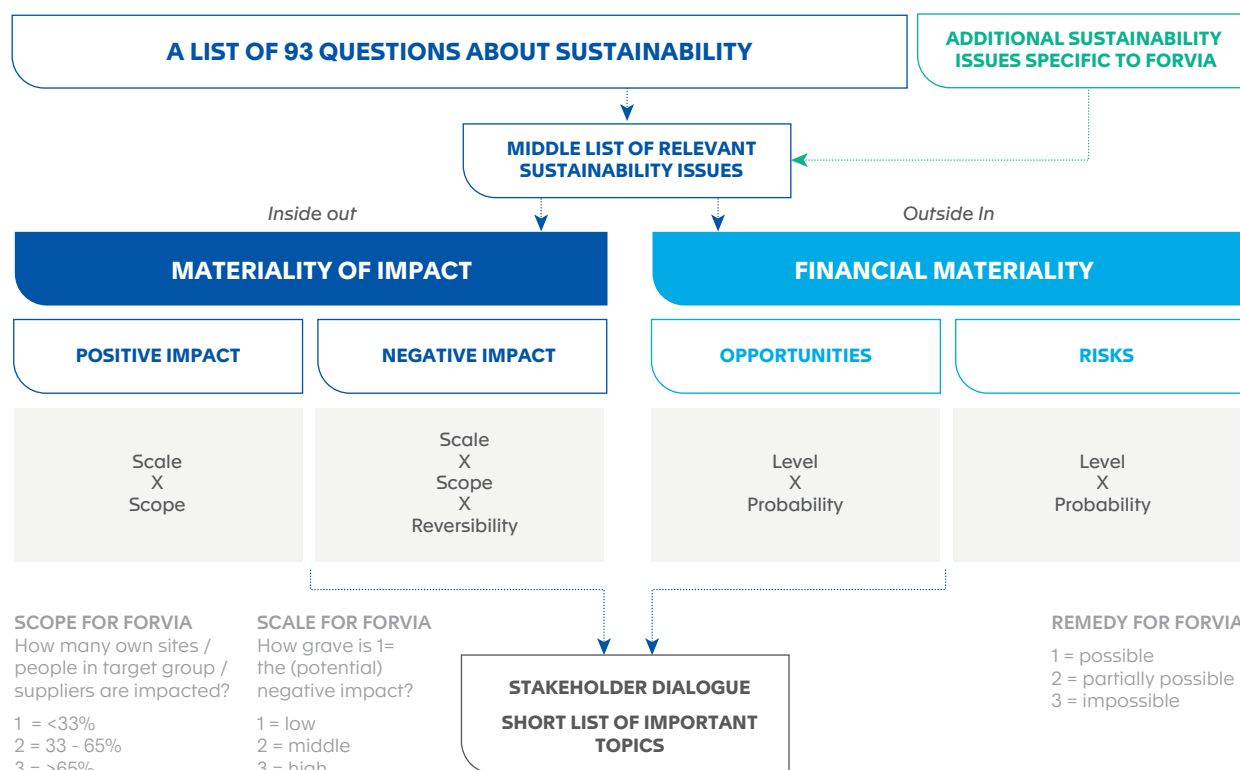
The likelihood of occurrence was rated as "low", "medium" or "high" using relevant short-, medium- or long-term time horizons (as defined in ESRS 1 Section 6.4.). FORVIA Group has partially modelled the risks using the risk assessment tool used for enterprise risks. However, quantification in monetary terms was supplemented by qualitative assessments to a large extent, due to the complexity of defining exact values for sustainability risk scenarios. Time horizons used for these assessments are the one described in introduction Section 3.2.1.

The criteria and rating scales used to rate financial materiality were defined in collaboration with the members of the Steering Committee. The criteria defined in Section 3.1. of ESRS 1 were applied, using appropriate quantitative and qualitative thresholds to assess severity and frequency. Each sustainability risk and opportunity were assessed in terms of the potential severity of its short-, medium- and long-term financial effects and the likelihood of its occurrence.

The calculation formula is as follows: the two axes are scored separately:

- **severity** (financial magnitude) can take three values: €25 million, €75 million or €150 million;
- **likelihood** can take three values: 17%, 50% or 83%.

All risks with a final score above €50 million were rated as Major and deemed material as defined in below “Thresholds” section.



For easier reading, the financial impacts have been standardized to display a score between 1 and 3.

Thresholds

The CSRD working group has set the materiality thresholds at “major”. This means that the impacts and risks rated as “major”, and their associated ESRS subject, are deemed to be material.

3.2.3.1.3. Scope of the analysis and validation process

For 2024, the analysis was carried out in accordance with the scope of the consolidated financial statements of FORVIA Group, i.e. taking into FORVIA Group’s value chain.

FORVIA Group’s sustainability strategy is monitored quarterly, both strategically and operationally, by the Executive Committee via a dedicated steering group, and by the Board of Directors via the Governance, Nominations & Sustainability Committee (and the Audit

Committee). This Committee meets regularly to review sustainability performance, analyze non-financial risks, and discuss strategic sustainability directions.

Prior to the Double Materiality Analysis, the process for 2024 exercise was validated by the Sustainability Steering Committee and the various internal experts. The methodology was presented at a workshop prior to the exercise. Once the exercise was completed, the results of the Double Materiality Analysis were validated in September 2024.

FORVIA

CSRD PROCESS VALIDATION BODIES

1. CSRD WORKING GROUP

- Definition of impacts, risks, and opportunities for each topic
- Development of a rating methodology

2. EXPERT COMMITTEE

- Evaluation of the IROs

3. EXECUTIVE COMMITTEE

- Process validation
- Double materiality analysis validation

3.2.3.1.4. Consolidation and stakeholders' dialogue

AR 25, DR 9, GOV-2 26c, GOV-5 36c-e, SBM-3, IRO-1 53biii

The results of the materiality analysis are consolidated and validated by internal and external stakeholders. An ongoing dialogue with stakeholders helps to adjust and maintain the relevance of the assessment.

FORVIA Group identified a panel of key stakeholders, including internal and external representatives with a major impact on sustainability issues. In-depth individual interviews were conducted with these stakeholders to gather their views and perspectives on the IROs (Impacts, Risks and Opportunities) analyses and the material themes. These consultations have enriched FORVIA Group's understanding of the critical issues, ensuring that the Group's double materiality assessment is aligned with stakeholders' expectations and industry best practices. Eight interviews were conducted with key external stakeholders and three experts group meetings were conducted with internal stakeholders. Stakeholders highly rated Climate change mitigation and Circular Economy topics which is aligned with FORVIA double materiality assessment.

3.2.3.2. 2025 Double Materiality Analysis update

In 2025, FORVIA conducted an update of its double materiality assessment to ensure continued alignment with evolving sustainability practices and stakeholder expectations. This update was informed by a benchmark of peer practices completed by interviews with internal experts. Drawing on the insights gathered, Impact materiality of several topics was re-evaluated, including Air pollution (VOC), Substances of Concern and Substances of Very High Concern, waste generated in own operations, water consumption, and supplier payment practices. In addition, a consistency review was performed with the Group's risk matrix, which led to a re-assessment of the financial materiality of transition risks and consumers and end users.

Following this re-evaluation, the analysis led to updated conclusions for each of the topics concerned.

The outcomes reflect the evolution of FORVIA's understanding of the significance and potential consequences of these matters, both from an impact materiality and a financial materiality perspective.

The following section details the rationale supporting the materiality status of each topic, whether confirmed as material or not retained based on the evidence collected through the 2025 update process.

Substances of Concern

- **Impact materiality:** In 2025 FORVIA launched a dedicated project on SOC, SVHC and PFAS to better understand the consequences of that substances and potential action plans. Based on preliminary results of that study showing that all FORVIA products were potentially concerned, the Group decided to raise the scope score for SOC. In addition, the effects of Substances of concern on nature and human health being potentially long-lasting and difficult to compensate or cure, the Group decided to revise the remediability score. Final assessment sets SOC impact as **material** for FORVIA, consistently with materiality thresholds explained in Section 3.2.3.1.2.
- **Financial materiality:** Despite the revision of the impact materiality of the topic, FORVIA considers that there is no increased risk of non-compliance with applicable regulations in 2025 compared to 2024. The Company has not identified any new regulatory developments or internal factors that would significantly alter its exposure to this type of risk. Similarly, no additional information has emerged that would justify a revision of the financial risk assessment associated with potential regulatory breaches. Consequently, financial materiality of SOC remains stable and **not material** for the current reporting period.

Substances of Very High Concern

- **Impact materiality:** In 2025 FORVIA launched a dedicated project on SOC, SVHC and PFAS to better understand the consequences of that substances and potential action plans. Based on preliminary results of that study showing that all FORVIA products were potentially concerned, the Group decided to raise the scope score for SVHC. In addition, the effects of Substances of Very High Concern on nature and human health being potentially long-lasting and difficult to compensate or cure, the Group decided to revise the remediability score. Final assessment score sets SVHC impact as **material** for FORVIA, consistently with materiality thresholds explained in Section 3.2.3.1.2.
- **Financial materiality:** Despite the revision of the impact materiality of the topic, FORVIA considers that there is no increased risk of non-compliance with applicable regulations in 2025 compared to 2024. The Company has not identified any new regulatory developments or internal factors that would significantly alter its exposure to this type of risk. Similarly, no additional information has emerged that would justify a revision of the financial risk assessment associated with potential regulatory breaches. Consequently, financial materiality of SVHC remains stable and **not material** for the current reporting period.

Pollution of air through VOC

- **Impact materiality:** To reassess the scope quotation FORVIA used the result of a 2024 survey where 247 industrial sites answered about the usage of VOC. Only 2 sites disclosed emissions that exceed E-PRTR limits of 100t/year. For that reason, the Group decided to lower the scope assessment compared to 2024. Looking more in detail at the potential severity of VOC consequences, the Group decided to raise the scale assessment to be more consistent with the consequences of an exposure to those substances. Final assessment score reaches 2, which sets VOC emissions impact as **not material** for FORVIA, consistently with materiality thresholds explained in Section 3.2.3.1.2.
- **Financial materiality:** FORVIA considers that there is no increased risk of non-compliance with applicable regulations in 2025 compared to 2024. The Company has not identified any new regulatory developments or internal factors that would significantly alter its exposure to this type of risk. Similarly, no additional information has emerged that would justify a revision of the financial risk assessment associated with potential regulatory breaches. Consequently, financial materiality of VOC remains stable and **not material** for the current reporting period.

Water consumption

- **Impact materiality:** In 2025, based on a benchmark showing that FORVIA water intensity was comparable to its peers, the Group decided to re-evaluate the impact materiality of Water. The evaluation made showed that all FORVIA sites were using water, reason for which the scope score was raised compared to 2024. Nonetheless, FORVIA Water consumption intensity remains mostly linked to sanitary water use in sites, and none of FORVIA production processes does consume large water quantities. Many sites use water as a vector to transfer heat to heat or cool down machines or warehouses, in close loops. As a consequence, final assessment score confirms the **non materiality** of that topic for FORVIA, consistently with materiality thresholds explained in Section 3.2.3.1.2.

For the same reasons, financial materiality has not been changed, and remains **not material**.

Nevertheless, FORVIA has adopted the Sustainable Development Goal on water and integrated the topic in the Ten Green Fundamentals in order to raise the awareness of employees and engage them in sanitary water savings.

Waste in own operations

- **Impact materiality:** Waste generation in the value chain was already considered as material in 2024. In 2025, FORVIA decided to reassess waste generation in its own operations. All FORVIA sites also generate non-recyclable waste (including hazardous waste) as part of their own operational processes. In addition to that, benchmark conducted in 2025 showed that FORVIA waste generation intensity is in the same range as its main peers in the industry. For that reason, final assessment sets Waste in own operations impact as material for FORVIA, consistently with materiality thresholds explained in Section 3.2.3.1.2.
- **Financial materiality:** Despite the revision of the impact materiality of the topic, FORVIA considers that there is no increased risk of non-compliance with applicable regulations in 2025 compared to 2024. The Company has not identified any new regulatory developments or internal factors that would significantly alter its exposure to this type of risk. Similarly, no additional information has emerged that would justify a revision of the financial risk assessment associated with potential regulatory breaches. Consequently, financial materiality of Waste in own operations remains stable and **not-material** for the current reporting period.

Supplier payment practices

- **Impact materiality:** Based on the benchmark of the information published by peers and considering the size of its supply chain the Group revised the scope assessment. As a consequence, final assessment score sets the impact of Supplier payment practices as **material** for FORVIA, consistently with materiality thresholds explained in Section 3.2.3.1.2.
- **Finance materiality:** FORVIA considers that there is no increased risk of non-compliance with applicable regulations in 2025 compared to 2024. The Company has not identified any new regulatory developments or internal factors that would significantly alter its exposure to this type of risk. Similarly, no additional information has emerged that would justify a revision of the financial risk assessment associated with potential regulatory breaches. Consequently, the risk remains stable and non-material for the current reporting period.

Transition risks

- **Financial materiality:** In 2025, in addition to the analysis of transition scenarios, FORVIA observes that the automotive market continues to evolve in a context of regulatory volatility and shifting consumer demand. While these dynamics create uncertainty regarding the pace of electrification, they also increase the potential impact of transition drivers such as product and supply chain decarbonization, in which FORVIA is fully invested. For this reason, the Group has raised the probability of occurrence and the yearly financial effect. Therefore, final assessment score sets this transition risk **as material** for FORVIA, consistently with materiality thresholds explained in Section 3.2.3.1.2.

Consumers and end users

- **Financial materiality:** While developing its products FORVIA Group manages Health and Safety, Security of a person and Protection as a single topic with absolutely no gap. For that reason, FORVIA decided to group the assessment of those 3 topics and to make one single report covering them jointly. For full consistency between risk cartography and DMA, the likelihood level has been raised considering that FORVIA proposes a large number of products on a wide range of vehicles, but with a limited number of products contributing directly to passenger safety. Therefore, final assessment score sets financial materiality of Product safety as **material** for FORVIA, consistently with materiality thresholds explained in Section 3.2.3.1.2.
- **Impact Materiality:** the impact of product safety was already material in 2024 and has not been revised in 2025.

As a result of 2025 update FORVIA Group identified a total of 40 material IROs among the 160 IROs that were identified and evaluated, the summary of which is below in 22 IROs. A detailed list of IROs, with an indication of their scope and horizon, can be found at the beginning of each thematic ESRS.

ESRS Topic	ESRS Sub Topic	Synthesis of IROs
E1 Climate change	Adaptation	Risk of catastrophic damage on own production sites or supplier sites, that would lead to production losses
		Risk to sales volume due to uncertainty about how quickly the automotive market will shift to a low carbon business model
	Mitigation	Negative actual Impact due to the fact that major part of FORVIA Group activities is linked to Internal Combustion Engine vehicles
		Financial Opportunity thanks to Clean Mobility portfolio of product
E2 Pollution	Pollution of air	Negative actual Impact of automotive industry on air pollution
		Financial opportunity and actual positive impact linked to Clean Mobility business, and ability to develop solutions that reduce pollution
	Substances of concern	Negative actual Impact due to the potential use of Substances of concern in some products or processes
	Substances of very high concern	Negative potential Impact due to the potential use of Substances of very high concern in some products or processes
E5 Circular economy	Resources inflow	Risk of cost increase or even business interruptions due to scarcity and rarefaction of resources
	Resources outflow	Negative actual Impact due the utilization of virgin materials, such as plastic that exacerbates resource depletion and environmental degradation
		Opportunity linked to eco design of all products and development of bio sourced materials by MATERI'ACT
	Waste	Negative actual impact due to waste generation in own operations and in upstream and downstream value chain
S1 Own workforce	Working conditions	Negative actual Impact due to potential high stress in operations or potential failure to adhere to working hours and rest periods
		Negative actual Impact linked to production activities that can potentially lead to health and safety incidents
	Equal treatment and opportunities for all	Negative potential Impact on social justice in case of poor social dialogue
		Negative potential Impact in equality of treatment due to potential bias in people development and training processes
S2 Workers in the value chain	Other work-related rights	Negative potential Impact linked to potential Child labor or forced labor in some risky countries
	Working conditions	Negative actual Impact linked to production activities at suppliers' sites that can potentially lead to health and safety incidents
	Other work-related rights	Negative potential Impact linked to potential Child labor or forced labor at suppliers' sites
S4 Consumers and end users	Personal safety of consumers or/and end users	Negative potential Impact of FORVIA Group products on consumers' safety
G1 Business conduct	Corruption and bribery	Risk for FORVIA Group value chain being exposed to corruption and bribery
	Supplier payment practices	Negative potential impact linked to disrespect of supplier payment lead times

Detailed mitigation strategies to tackle these impacts, risks and opportunities are explained in each thematic section (E1, E2, E5, S1, S2, S4, G1).

ESRS E3 Water and marine resources, ESRS S3 Affected communities and ESRS E4 biodiversity and ecosystems have not been assessed as material:

- ESRS E3: water consumption and water withdrawal in the Group operations and in the upstream value chain have been assessed. It appears that FORVIA Group processes are not water intensive. On the other hand, water discharge and use of marine resources have been excluded upfront due to the absence of concrete cases;
- ESRS S3: two topics have been assessed, Rights of indigenous peoples and Communities economic, social and cultural rights. Other topics have been excluded upfront due to the absence of concrete cases;
- ESRS E4: three topics have been assessed, soil sealing linked to industrial sites, land degradation linked to mining activities in the value chain and land use change linked to rubber and leather use. Other topics have been excluded upfront due to the absence of concrete cases.

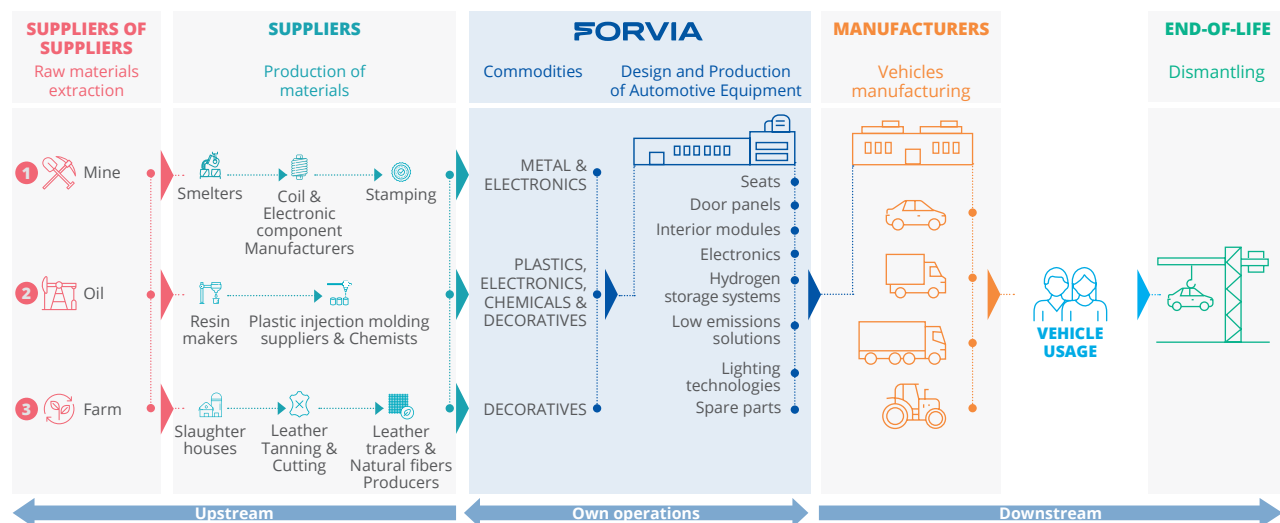
3.2.3.3. Internal control on sustainability related information

GOV-5

Internal control is being described in the Section 2.3. "Contributors and Enterprise Risk Management program" of Chapter 2 "Risk Factor and Risk Management" of this report.

As part of the Group's global internal control management in 2025, the Group Sustainability department has created a dedicated CSRD quantitative and qualitative data reporting protocol. This protocol aims to ensure consistent communication and sharing within the Group of the definitions and calculation methodologies for quantitative indicators, the policies addressing material sustainability topics.

Value Chain description



FORVIA has structured the collection of both quantitative and qualitative data and implemented full traceability of data sources, extraction dates and accountable persons. This traceability is accessible to internal control teams to support verification and continuous improvement of reporting reliability.

3.2.4. Strategy, business model, and sustainability policies

GOV-2 26b, SBM-1 40a-b, SBM-1 40g, SBM-1 42a-c

3.2.4.1. Business model and value chain

FORVIA Group offers technologies for lighting, interiors, spare parts and accessories, solutions to promote clean mobility, seating, and embedded electronics. The Group also provides diagnostic services. These goods and services are intended for the automotive industry and its customers. The total registered workforce of the FORVIA Group represents 114,052 employees and results from the consolidation of 78,228 ex-Faurecia employees and 35,824 HELLA employees.

FORVIA Group business model and activities are detailed in the Section 1.3. "Organization of Activities" of Chapter 1. "Presentation of FORVIA Group and its activities".

FORVIA acts as a supplier within the automotive value chain. As the Company does not place finished products on the market but supplies components to OEMs, which hold this responsibility, the statement on banned products in certain markets does not apply to FORVIA.

FORVIA does not generate any revenue from activities related to fossil gas, does not manufacture any products or provide any services falling within the category of chemical substances, and does not manufacture any products or provide any services falling within the category of critical weapons.

FORVIA Group conducts a detailed analysis of its value chain to identify potential impacts and risks within its business relationships. This analysis is performed in compliance with the ESRS 2 standard (SBM-1), considering risks related to human rights, business ethics, and environmental compliance. FORVIA Group uses a supplier evaluation methodology that includes independent audits, self-assessments, and regular verification of certifications.

The results of the value chain assessments are published annually, with indicators on the proportion of suppliers complying with FORVIA Group's CSR requirements. Non-compliances are addressed through detailed corrective action plans, which are reviewed quarterly by the Sustainability Committee.

Within its supply chains, FORVIA Group relies on a risk analysis to prevent and eliminate human rights and environmental violations, particularly through its partner EcoVadis, which enables the Group to assess its suppliers. FORVIA Group reserves the right to verify its suppliers' compliance with obligations on these issues: supplier self-assessments, and audits. In case of violations, corrective measures are taken, and FORVIA Group may ultimately reevaluate the business relationship.

The responsible purchasing policy reflects FORVIA Group's commitment to respecting the Universal Declaration of Human Rights, the International Labour Organization (ILO) Declaration on Fundamental Principles and Rights at Work, the Rio Declaration on Environment and Development, and the United Nations Convention against Corruption. This policy is implemented by the Group's Purchasing department and includes the four core principles of the ISO 26000 international standard on procurement: environmental protection, respect for human and Labour rights, ethical business conduct, and sharing best practices within the Group's global supply chain.

Since 2013, FORVIA Group has required its suppliers to comply with its sustainable procurement policy and relies on its partner EcoVadis to assess the CSR performance of its direct suppliers.

In line with its values and Code of Ethics, FORVIA Group has developed a Code of Conduct for sourcing and the supply chain. This code outlines the Group's expectations in its relationships with suppliers to promote socially, environmentally, and economically responsible business practices.

	2019	2023	2024	2025	Targets 2025
	FORVIA Group	FORVIA Group	FORVIA Group	FORVIA Group	FORVIA Group
% of Total direct purchasing volume assessed for CSR performance (representing around 3,500 direct suppliers)	N/A	N/A	84%	87%	N/A ⁽²⁾
Average EcoVadis score of direct suppliers assessed for CSR performance (for the TOP 2,000 direct suppliers)	47/100 ⁽¹⁾	53/100	59/100	60/100	60/100

(1) FORVIA Group (excluding the HELLA scope).

(2) Monitoring, no target setting.

Responsible supply chain

Identification and description of risk

The Group pays particular attention to the risks related to fundamental rights (child labor, forced labor, non-respect for union freedom, environmental damage, etc.) relevant to its activities, all of its suppliers and subcontractors. Due to a large number of suppliers (more than 25,000 in more than 60 countries), the Group cannot exclude the existence, and may not be aware, of bad practices within its suppliers, in terms of respect for the environment, business ethics, labor law or human rights and fundamental freedoms.

Potential impact on the Group

If one of the Group's suppliers has failed or is suspected of having failed to comply with environmental standards, business ethics, labor law, or human and fundamental rights, or if the Group's integrity on these issues is called into doubt, it could have significant consequences for its reputation, business activity and financial position.

Risk management

The Group's Purchasing department has established a policy of sustainable buying, which reflects the Group's commitment to comply with the requirements of the Law No. 2017-399 of March 27, 2017, related to the duty of care. This policy consists, in particular, in systematically reviewing suppliers that are part of the Group production process prior to their selection. For existing suppliers, selection among the main suppliers is complete. This analysis is conducted through a partner of the Group, EcoVadis, and addresses the following areas:

- **ethics:** assessment of the organization's ability to implement tangible actions to ensure data protection, fight corruption, fraud, anti-competitive practices, money laundering and avoid conflicts of interest;
- **labor and human rights:** assessment of the organization's level of maturity in terms of the actions on employee health and safety, working conditions, social relations, forced labor and child labor, discrimination and respect for fundamental rights;
- **environment and sustainable purchasing:** assessment of the formalized policy, verification mechanisms and certification obtained.

Since 2019, the assessment of suppliers is carried out in a dedicated solution that requires a minimum score. In an effort to achieve continuous improvement, this score has changed over the years, rising from 30 out of 100 in 2019 to 50 out of 100 in 2024. Moreover, supplier quality audits, which are a prerequisite to joining the Group's panel of suppliers, also include CSR requirements.

In the event of non-compliance, the Group may conduct enhanced due diligence and request additional certifications to ensure compliance with international standards and a responsible supply chain.

The Group is committed to building close, long-term relationships with its suppliers, based on mutual growth and benefit. Thus, suppliers are asked to comply with the responsible purchasing policy, through the application, in their own organizations and their global supply chains, of the Code of Conduct for suppliers and subcontractors and which, in addition, is systematically integrated in the mandatory consultation documents sent to suppliers.

Lastly, the Group has an external whistleblowing system that makes it possible to report any breaches related to human rights and fundamental freedoms, or to individual health and safety as well as the environment. This process is being harmonized between FORVIA Group (excluding the HELLA scope) and HELLA to cover the entire supplier base of the Group.

3.2.4.2. Strategy

FORVIA Group's sustainable development strategy, The Blue Effect, is guided by the United Nations Sustainable Development Goals and structured around three long-term pillars: Planet, People, and Business. Through this transformative program, the Group is specifically committed to:

- reducing its CO₂ footprint and offering sustainable mobility solutions;
- investing in technology and new business models;
- engaging in open, responsible, and balanced dialogue with its stakeholders;
- contributing to economic development and creating social value through local hiring;
- promoting maximum diversity in its recruitment and career management processes, while fostering working conditions tailored to individual needs;
- ensuring employee training and career development.

This strategy covers the full spectrum of the Group's sustainability ambitions – including topics that go beyond ESRS material impacts, risks, and opportunities – in order to drive overall transformation and strengthen value creation.

The strategy is implemented through a Group-wide roadmap that is updated annually. This roadmap consolidates FORVIA's commitments, action plans, and objectives, together with the related monitoring indicators. It is deployed across all business units and functions, and progress is reviewed regularly both against the Group's strategic commitments and the expectations of its stakeholders.

In parallel, FORVIA has established a management framework dedicated to material ESRS topics. For each material impact, risk, and opportunity identified through the Group's double materiality assessment, specific policies, targets, and performance indicators are defined. These are aligned with ESRS requirements and monitored quarterly to ensure robust operational steering and regulatory compliance.

To ensure coherence, the ESRS material topics and the broader Blue Effect roadmap are integrated within a single strategic cycle. Material ESRS topics are managed with priority and rigor, while the broader roadmap enables the Group to address additional sustainability challenges that are important for long-term resilience and innovation.

Finally, in line with ESRS requirements, FORVIA has developed an impact assessment framework that evaluates the effectiveness of its sustainability policies. This framework links each policy to the relevant SDGs and is reviewed annually to reflect regulatory developments and stakeholder expectations.

SUSTAINABLE DEVELOPMENT PERFORMANCE INDICATORS FOR FORVIA

THE BLUE EFFECT



SUSTAINABILITY CULTURE

		FORVIA OBJECTIVES				
		2019	2024	2025	2027	2030
	% of targeted employees trained on FORVIA's sustainability approach	FORVIA Group		Launch	100%	



PLANET

ENVIRONMENTAL FOOTPRINT OF OPERATIONS (SCOPES 1 & 2)		FORVIA OBJECTIVES				
		2019	2024	2025	2027	2030
	CO ₂ Emissions Scopes 1 and 2 (Mt CO ₂ eq)	FORVIA Group	1.19	0.39	0.11	
	CO ₂ Intensity (tCO ₂ eq scopes 1 & 2/ € millions of sales)	FORVIA Group	49	14	4	
	Energy Intensity of sites (MWh scopes 1 & 2/€ millions of sales)	FORVIA Group	125	87	85,3	
	Waste Intensity (metric tons/€ millions of sales)	FORVIA Group	11.7	8.3	8.5	-34%
	Water Intensity (m ³ /€ millions of sales)	FORVIA Group	174.9	103	94	-50%

CIRCULAR ECONOMY OF PRODUCTS (SCOPE 3)		FORVIA OBJECTIVES				
		2019	2024	2025	2027	2030
	CO ₂ Emissions scope 3 (Mt CO ₂ eq)	FORVIA Group	49.6	39.9	37	-45%

BUSINESS

BUSINESS ETHICS 		FORVIA OBJECTIVES				
		2019	2024	2025	2027	2030
	% of targeted employees trained on the Code of Ethics	FORVIA Group	93%*	98.1%	97.7 %	

SAFETY 		FORVIA OBJECTIVES				
		2019	2024	2025	2027	2030
	Number of accidents with and without lost time per million hours worked (FR1t indicator**)	FORVIA Group	2.05*	2.02	1.29	1.5

** covering employees and non employees which corresponds to temporary employees for FORVIA Group.

RESPONSIBLE VALUE CHAIN 		FORVIA OBJECTIVES				
		2019	2024	2025	2027	2030
	% of total direct purchasing volume assessed for CSR performance (representing around 3,500 direct suppliers)	FORVIA Group	N/A	84%	87%	
	Targeted minimum EcoVadis score of the panel suppliers	FORVIA Group	30/100*	50/100	50/100	

* excluding HELLA perimeter

PEOPLE

LEARNING ORGANIZATION 		FORVIA OBJECTIVES				
		2019	2024	2025	2027	2030
	Number of training hours per employee per year	FORVIA Group	21.6h*	24.4h*	25.3h*	25h

DIVERSITY AND INCLUSION 		FORVIA OBJECTIVES				
		2019	2024	2025	2027	2030
	% of women among the top 300 leaders	FORVIA Group	15%*	27%*	28.4%*	30%
	% of women among managers and professionals recruited externally	FORVIA Group	30%*	33.2%	31%	
	% of women among managers and professionals	FORVIA Group	24.4%*	29.2%	29.7%	35%
	Employee engagement index (based on the annual survey conducted with all employees)	FORVIA Group	64*	74	74	

*excluding HELLA perimeter

LOCAL AND SOLIDARITY ACTIONS 		FORVIA OBJECTIVES				
		2019	2024	2025	2027	2030
	Number of employee-led projects sponsored by the FORVIA Foundation (created in 2020)	FORVIA Group	N/A	75	99	

3.2.4.3. Sustainability policies and action plan

SBM-2, DR 5, AR 9

FORVIA's Quality Management System is built on a structured hierarchy of documents that ensures consistent deployment of the Group's Key Processes across all operations. At the top, Charters define the Group's overarching policies and commitments, which guide and frame these Key Processes. They are operationalized through Core Procedures, describing the mandatory

methods for executing the Key Processes. Topics covered by the CSRD are embedded across several of these Key Processes – such as product development, purchasing, operations and HSE, Quality – and are therefore addressed through multiple Charters and Core Procedures, ensuring that sustainability requirements are integrated directly into the way the Group manages and executes its activities.

Find below the main charters covering CSRD topics:

Topic	Subtopic	Policy sponsor
E1 Climate change	Climate change adaptation	Vice President Sustainability
	Climate change mitigation	
E2 Pollution	Pollution of air (Clean Mobility solutions only)	Executive Vice President Clean Mobility
E5 Circular economy	Resources inflows, including resource use	Vice President Group Purchasing
	Resource outflows related to products and services	Senior Vice President Technology
S1 Own workforce	Working conditions	Executive Vice President Group Human Resources
	Safety at work	Senior Vice President Strategy Operations
S2 Workers in the value chain	Working conditions & Human Rights	Vice President Group Purchasing
S4 Consumers and end-users	Personal safety of consumers and/or end-users	Vice President Group Total Customer Satisfaction & Quality
G1 Business conduct	Corruption and bribery	Executive Vice President & General Counsel Governance and Regulatory Affairs

Each Procedure is accompanied by detailed action plans and the associated success indicators. The action plans are updated annually by the Group's experts' departments, considering stakeholders' feedback and regulatory changes.

3.2.4.4. Stakeholder Engagement

SBM-1 40e-f, SBM-2

Sustainability related goals have been set at Group level and do not depend on the type of product, geographic area or type of customer.

Dialogue with stakeholders drives FORVIA Group's engagement and is a key factor in its local presence. It aims to establish relationships of trust and cooperation. It involves the various divisions and functions of the Group,

contributing to a proactive and constructive approach. Listening and dialogue are thus key elements in providing relevant and tailored solutions to all stakeholders with whom the Group interacts in the context of its activities.

To consider the interests and viewpoints of its main stakeholders, FORVIA Group has implemented a policy of cooperation with them. The table below outlines, for each type of stakeholder, the nature of the cooperation and its implementation methods, as well as the topics and insights derived from this dialogue in relation to FORVIA Group's strategy or business model.

These viewpoints and interests are presented to the Group's governance bodies: twice a year to the Governance and Sustainable Development Committee of the Board of Directors, twice a year to the Executive Committee, and four times a year to the Steering Committee of the Executive Committee.

Stakeholders Cooperation	Cooperation arrangements	Understanding	Highlights of 2025
Planet care • Open dialogue with governments and NGOs • Member of international and regional trade associations and federations	• Annual report (Universal Registration Document) • Corporate Sustainability Reporting Directive (CSRD) • Website • Communication on progress in relation to the United Nations Global Compact • Communication on FORVIA Group's contribution to the UN Sustainable Development Goals • Validation of FORVIA Group's CO₂ trajectory via the Science-Based Target initiative • Non-financial rating questionnaires • FORVIA Group online conference talks: live on the LinkedIn platform	• Environmental impact of production activities • Climate • Adaptation to climate change • CO₂ neutrality • Biodiversity	• FORVIA Group roll-out The Blue Effect a transformative program to accelerate its positive impact on the planet and society. • FORVIA Group has been recognized for leadership in corporate transparency and performance on climate change by Carbon Disclosure Project (CDP), securing a place on its annual "A List". • 179 FORVIA sites audited against the 10 Green Fundamentals questionnaire, vs. 74 in 2024. • Prospective natural hazard exposure across two time horizons (2030 and 2050) and two climate scenarios (SSP2-4.5 and SSP5-8.5) has been assessed for nearly all FORVIA's industrial locations, including new developments. • In 2025, FORVIA Group installed 70 sites 75MWp, thus generating a 34% of renewable electricity production.

Stakeholders Cooperation	Cooperation arrangements	Understanding	Highlights of 2025
Employees - Regular dialogue with employees, employee representatives, and labor unions - Annual internal commitment survey of all employees - Onboarding program directed specifically at new hires - Relations and partnerships with post-secondary institutions - Regular dialogue between managers and professionals and employees during performance appraisals	- Internal collaborative network: Blue effect ambassadors - intranet site: For'us - Newsletters - In-house and online training (FORVIA Group University and Learning Lab) - Digital and paper signage - HR digital platform - Communications with post-secondary educational institutions: job fairs, site visits, ambassador network - Online conferences: Blue Effect webinars	- Corporate strategy - Values and corporate culture - Social dialogue - Health and safety; - Professional training and career development - Diversity & inclusion - Ethics and the whistleblowing system - The environment and the sustainable development strategy	- FORVIA strengthened its sustainability culture across the entire organization by rolling out group-wide sustainability trainings: a mandatory sustainability program targeting 100% completion among the targeted employees by 2027, and expert trainings on eco-design and scope 3 for engineering, purchasing, logistics, and sales & programs teams. - FORVIA Group deployed the Blue Effect manager's toolkit, a new resource designed to help managers and their teams better understand FORVIA's sustainability roadmap and take meaningful action. - The results of the 2025 employee commitment survey show a level of commitment of 74%. This result is above the benchmark index for the goods and equipment industries. - Throughout the year, FORVIA Group hosts events and discussion sessions specifically targeting women: "Let's connect," local meeting sessions, "Her way," digital events that showcase inspiring women, "In Dialogue" inspiring conversations with a leader and "Women in Engineering Day" celebrating women in the engineering field. - FORVIA Group celebrated its talents at the 2025 <i>Trophées des Femmes de l'Industrie</i>, which honors women shaping the future of industry, technology, and science. The Group had five nominees in key categories: woman in finance, woman in production and woman with a promising career start. - FORVIA Group launched its first FORVIA Awards celebrating the teams and individuals who go beyond—driving performance, sparking innovation and energizing the Group culture with winners to be announced in 2026.

Stakeholders Cooperation	Cooperation arrangements	Understanding	Highlights of 2025
Suppliers • Continuous collaborative working • Organization of a convention every two years • Awards • Annual strategic and innovation reviews • External CSR support and assessment with EcoVadis (CSR screening) • Annual satisfaction survey • Semi-annual Suppliers Council • Quality audits	• Corporate website for communicating CSR Information • Website dedicated to suppliers • Code of Conduct for suppliers and subcontractors • Digital conferences • Annual sustainable development report • FORVIA Group online conference talks: live on the LinkedIn platform • Sustainable development training • Reverse factoring program for some of its suppliers, which allows them to access additional liquidity	• Product quality and safety • Ethical requirements and sustainable development • Supplier satisfaction regarding the relationship with FORVIA Group • Sharing of best practices regarding employee safety • Sharing best practices in energy management and control • Duty of care and respect for human rights in the value chain	• FORVIA Group expanded its environmental requirements in its supply chain. The new FORVIA Group Supplier Code of Conduct formulates binding requirements, supports establishing climate protection and is now an award criterion. • About 500 suppliers participated in the FORVIA Group online training sessions focused on the Human rights and sustainable development. • The Group has invited more than 500 suppliers to participate in the CDP Supply Chain program, supporting their transition toward lower-carbon operations. • FORVIA sent its annual survey to more than 1,200 direct suppliers to assess overall supplier relationship satisfaction. In 2025, the survey included an increased focus on biodiversity, water management, and deforestation awareness.

Stakeholders Cooperation	Cooperation arrangements	Understanding	Highlights of 2025
Customers • Continuous collaborative working • Program Management System (Total Customer Satisfaction platform) • Innovations Days • Site visits and presentation of innovations • Customer awards • Coalitions	• Annual report (Universal Registration Document) • Corporate Sustainability Reporting Directive (CSRD) • Annual sustainable development report • Specific questionnaires • Non-financial rating questionnaires • Trade shows • Information meeting: Sustainability Day • FORVIA Group online conference talks: live on the LinkedIn platform	• Automotive megatrends and resulting changes to the portfolio of solutions • Corporate strategy • Ethics & business practices • Product quality and safety • Environmental footprint of products • Zero emission technologies	• FORVIA has been recognized as “Carbon Footprint reduction Supplier of the Year” by Stellantis. • FORVIA integrated the ESG Sustainability Advisory Board of Chery. • FORVIA provides advanced and sustainable interior solutions to the new Renault Clio 6. • Appning, a brand of FORVIA Group and a leading provider of in-car applications and digital services, has been selected by Great Wall Motor (GWM) and to by SAIC Motor to power their embedded automotive Apps Market. • Renault Emblème demo car showcases some of FORVIA's innovative and sustainable technologies • FORVIA Group presented its latest innovations for a sustainable cockpit and zero-emission mobility at the Shanghai Auto Show (China), Rematec, the world's leading remanufacturing trade show for automotive industry professionals,(Netherlands), IAA Mobility (Germany) trade shows. • FORVIA was selected by Hyundai-KIA to supply seating comfort solutions outside Korea.

Stakeholders Cooperation	Cooperation arrangements	Understanding	Highlights of 2025
Innovation partnerships - Industrial chairs in association with universities and Technological Research Institutes - Specific cooperation activities - Research and start-up assessment - Strategic partnerships - Joint ventures and acquisitions	- Continuous collaborative working - Technology days - Information meeting: Sustainability Day	- Artificial intelligence and digitization - Industry regulations and trends - Alternative and sustainable solutions - Ecosystem implementation to accelerate time-to-market - Research and cost optimization - Sustainable materials development	- FORVIA joins forces with H2 Energy to develop a common solution for hydrogen transportation. - MATERI'ACT, a FORVIA Group subsidiary dedicated to sustainable materials, has been named a Top Innovator in the Green category at the 2025 CLEPA Innovation Awards. - FORVIA has been awarded the prestigious Innovation Award from the Society of Plastics Engineers (SPE). - FORVIA's "Cockpit UX Engine" wins two the German Innovation Award 2025 in the category "Excellence in Business to Business – Automotive Technologies" and the "China Automotive and Parts Industry Development Innovation Award". - FORVIA and Smart Eye unveiled first in-car iris and facial biometric authentication.
Investors - Meetings between Executive Management and financial market players - Free hotline for individual shareholders	- Quarterly financial information - Annual and interim financial statements - Letter to shareholders - Annual report (Universal Registration Document) - Targeted communication to financial analysts and institutional investors - Information meeting: Sustainability Day - Annual sustainable development report - Non-financial rating questionnaires	- Financial strategy - Market vision - Revenue growth strategy driven by innovation and sustainable development - ESG roadmap and CO₂ neutrality - Hydrogen - Competitiveness	- FORVIA Group has received new ESG ratings, in particular for Sustainalytics, Moody's Vigeo and CDP placing the Company in the best score levels. - FORVIA Group analyzed the eligibility and alignment of its activities with the European green taxonomy - FORVIA Group organized annual meetings with its investors: General Meeting and investor meetings - MATERI'ACT, a FORVIA Group subsidiary dedicated to sustainable materials, received €6.3 million in funding to develop materials incorporating up to 100% recycled content as part of France 2030 - FORVIA Group published its Sustainability linked Financing Framework and placed €700 million in senior sustainability bonds, maturing in 2026 - FORVIA Group launched a senior sustainable development bond for €400 million maturing in 2026 (the sustainable bonds)

Stakeholders Cooperation	Cooperation arrangements	Understanding	Highlights of 2025
Local communities • Solidarity- and community-focused initiatives by employees via voluntary site-based measures • Call for projects by the FORVIA Corporate Foundation to support employee solidarity projects in their communities	• Booklets and reports • Website • Solidarity events • Digital volunteering platform	• Access to education • Environmental protection • Access to mobility for vulnerable groups • Support for local initiatives • Humanitarian actions	• FORVIA Day, the day of celebration of the FORVIA's founding, took on even greater significance, embracing solidarity, volunteerism, and community impact, Inspired by the Blue Effect. • The FORVIA Corporate Foundation selected 24 new solidarity projects carried out by its employees around the world impacting over 10,000 individuals in communities surrounding FORVIA Group sites worldwide. • The FORVIA Corporate Foundation held its second International Climate and Biodiversity Trophies ceremony, co-organized together with The Maud Fontenoy Foundation. These awards recognize and support doctoral students and researchers dedicated to innovative solutions for and by the Ocean. • The FORVIA Corporate Foundation launched the disability hackathon, a program where FORVIA employees, across all roles and expertise, come together with people with disabilities prototype accessibility solutions. • The FORVIA Corporate Foundation provided exceptional support to populations affected by the severe flooding caused by the DANA storm in end 2024 in Valencia, Spain.

3.2.5. Definition, Monitoring of Objectives, and Performance

MDR-T 80 a-i, AR 24-26, MDR-T 80 J, MDR-M 75, DR 11, AR 17-18, BP 1

Performance Monitoring and Measures

Performance monitoring is central to ensuring that FORVIA Group achieves its sustainability goals. This process is structured around a set of Key Performance Indicators (KPIs) that cover all key topics and are validated by independent third parties. These indicators cover environmental, social, and governance areas and are published annually in the sustainability report, as described in Chapter 3.

Annual results are compared to the objectives defined in the sustainability policies, and any significant deviation is subject to an in-depth analysis by the Steering Committee. Corrective measures are implemented based on the conclusions of this analysis, and action plans are adjusted to remain aligned with FORVIA Group's overall sustainability strategy.

ENVIRONMENT

3



3.3. Note on Taxonomy regulations and the alignment of FORVIA Group's activities

3.3.1. Background

The EU Taxonomy is used to determine sustainable economic activities and aims to channel capital flows into them. This is intended to support the EU Green Deal, the EU's environmental targets and the Paris Climate Agreement. In accordance with EU Regulation 2020/852 of June 18, 2020 (known as the "Taxonomy Regulation") and the Delegated Act on the EU Taxonomy 2021/2139 of June 4, 2021, as amended by Delegated Act 2023/2485 of June 27, 2023 and supplemented by the Delegated EU Environmental Act 2023/2486 of June 27, 2023, and the Delegated act 2026 / 73 that modified the Delegated Act 2023/2485, which set out the conditions under which economic activities can be considered to make a substantial contribution to the EU's climate and environmental objectives, FORVIA Group is required to disclose, for the financial year 2025, the proportion of its turnover, capital expenditure, and certain operating expenses that is derived from economic activities related to the EU's six climate and environmental objectives:

- **climate Change Mitigation (CCM);**
- **climate Change Adaptation (CCA);**
- **sustainable use and protection of Water and Marine Resources (WTR);**
- **transition to a Circular Economy (CE);**
- **pollution Prevention and Control (PPC);**
- **protecting and restoring Biodiversity and Ecosystems (BIO).**

FORVIA Group takes into account, in this year's report, the Delegated Act on the simplification of reporting under the EU Taxonomy Regulation of July 4, 2025 as part of the Omnibus I package.

An economic activity is considered taxonomy-eligible if it corresponds to the activity descriptions set out in the delegated acts of the Taxonomy Regulation. In these acts, the European Commission defines which activities may potentially contribute to one of the two climate objectives and four environmental objectives.

A taxonomy-eligible economic activity is considered taxonomy-aligned if it meets the following three criteria:

- it makes a substantial contribution to one or more climate and environmental objectives by fulfilling the substantial contribution criteria set out in the delegated acts of the Taxonomy Regulation;
- it does not significantly harm the other climate and environmental objectives by meeting the "Do No Significant Harm" criteria described in the delegated acts of the Taxonomy Regulation;
- it is carried out in compliance with the minimum social safeguards and is consistent with the OECD Guidelines for Multinational Enterprises and the UN Guiding Principles on Business and Human Rights;
- an eligible activity is taxonomy aligned if it meets the three following criteria:
 - **it substantially contributes to one or more environmental/climate objectives, by meeting criteria detailed in the Delegated Acts to the Taxonomy Regulation,**
 - **it does not cause any significant harm to the other environmental/climate objectives, meeting the applicable "Do Not Significant Harm" criteria described in the Delegated Acts to the Taxonomy Regulation,**
 - **it is carried out in compliance with minimum safeguards and complies with the OECD Guidelines for Multinational Enterprises and UN Guiding Principles on Business and Human Rights.**

As part of the EU Taxonomy reporting process, HELLA (subsidiary of FORVIA Group) conducts an independent assessment of the requirements of the EU Taxonomy as they pertain to its own operations. The results of this assessment are checked separately by an external auditor in Germany to ensure their compliance with the applicable regulations. These results, reviewed by an independent third party, are subsequently provided to FORVIA Group, which consolidates them into its overall EU Taxonomy report. This structured approach ensures transparency, accountability, and alignment with regulatory requirements across the Group's operations in both Germany and France.

3.3.2. Eligible business activities

To ensure the accuracy of its disclosures, FORVIA Group has identified the relevant economic activities for the financially consolidated companies throughout the Group that are classified as sustainable in accordance with the EU Taxonomy Regulation, the Delegated Acts and the EU Commission's published statements on frequently asked questions. To this end, FORVIA Group has carried out a central assessment of the entire product portfolio as well as investments and operating expenses using standardized interviews and templates. This interdisciplinary analysis is closely linked to the function's Sustainability, Finance, Operations, Strategy and Business Groups, as different experts on different levels are involved in identifying the relevant activities.

Eligible activities for the financial year ending December 31, 2025:

- CCM 3.2 "Manufacture of equipment for the production and use of hydrogen": FORVIA Group manufactures hydrogen storage systems for (light) commercial vehicles, buses and trucks; to highlight its investments and advancements in the area of hydrogen usage for vehicles FORVIA Group decided to report its corresponding turnover, capital and operational expenditures under CCM 3.2 instead of CCM 3.18;
- CCM 3.4 "Manufacture of batteries": FORVIA Group manufactures battery system components including, for example, battery management systems, intelligent battery sensors and voltage converters;
- CCM 3.6 "Manufacture of other low-carbon technologies": FORVIA Group launched MATERI'ACT in 2022 to focus its efforts on developing sustainable materials suitable for the automotive industry. Here, FORVIA Group developed bio-based (e.g., hemp) and recycled (Post-Consumer Residues (PCR) & Ocean Bound Plastics (OBP)) compounds offering a CO₂ reduction of at least 20% compared with current materials. In 2025, following the ongoing sale of interiors activities, the contribution of this activity to taxonomy is significantly reduced. New fields of application are constantly being evaluated;
- CCM – Activity 3.18 "Manufacture of automotive and mobility components": FORVIA Group continues to develop and produce components for zero emission vehicles, such as instrument panels, seats, electronic and lighting components for vehicles of the classes M1, M2, M3 and N1, N2 and N3 (excluding batterie components which are reported under CCM 3.4) which directly enhance and improve the environmental performance of vehicles by optimizing aerodynamics and reducing energy demand;

FORVIA Group makes use of the materiality threshold in the 2025 reporting year. Accordingly, the activities CCM 6.5, CCM 7.2, CCM 7.3 and CC7.7 are classified as not material. Consequently, disclosures of turnover, capital expenditure (CapEx) and operating expenditure (OpEx) associated with these activities are omitted. These activities are not

material because they do not correspond to FORVIA's core activities, as they mainly consist of individual CAPEX items that are not linked to these core activities.

FORVIA Group does not report its electronic equipment activities (mainly included in Electronics and Lighting segments which revenue is presented in Section 1.3. "Organization of Activities") under CE 1.2, as FORVIA Group considers this activity to be inapplicable to the automotive sector. Different interpretations exist because the commission notice on the interpretation and implementation of certain legal provisions of the 2025/1373/EU

Taxonomy Environmental Delegated Act, dated March 5, 2025 (FAQ) states that "All EEE fall within the scope of Section 1.2.". However, the same FAQ relies as well on directive 2012/19/EU. Article 2(4)(d) of this Directive specifically excludes "Means of transporting people or goods, with the exception of two-wheeled electric vehicles which are not approved" from EEE. In addition, Directive 2012/19/EU excludes vehicles and their components that are specifically regulated by the End-of-Life Vehicles Directive 2000/53/EC.

FORVIA Group has conducted a detailed review of the activity CE 5.2 "Spare parts under the objective of Transition to a circular economy". This activity contains no reference to business activities in the transportation/mobility sector, neither in the description of the activity, nor in the technical screening criteria or the Do-No-Significant-Harm requirements. Furthermore, the Commission Notice EU 2025/1373, dated 5 March 2025, indicates in Question 4 that for CE 5.1 to CE 5.6 the listed NACE codes are binding. Therefore, FORVIA Group does not report any activities under CE 5.2.

FORVIA Group conducted a climate risk assessment (further described in the context of DNSH) to assess whether any of its sites or operations (including the up- and downstream value chain) are subject to any physical climate risks. For those cases where risks and adaptation solutions were identified FORVIA Group assessed whether these adaptation solutions are in correlation with any of the existing activities or whether they would match activities described under the climate objective of climate change adaptation. This assessment showed that none of the adaptation solutions conducted can be linked to activities mentioned under climate change mitigation and that those which are eligible are under climate change adaptation do not reach the threshold for reporting. FORVIA Group therefore does not report any activity under the objective of climate change adaptation.

In addition, FORVIA Group has not identified any taxonomy-eligible business activities for the environmental goals Sustainable use and protection of Water and Marine Resources (WTR), transition to a Circular Economy (CE), Pollution Prevention and Control (PPC), and protection and restoration of Biodiversity and Ecosystems (BIO).

3.3.3. Aligned business activities

FORVIA Group has assessed the taxonomy alignment for its business activities related to the objective Climate change mitigation.

Substantial contribution criteria

Regarding the substantial contribution criteria, almost all of FORVIA Group's eligible activities contribute substantially to the climate change mitigation objective:

- CCM 3.2 "Manufacture of equipment for the production and use of hydrogen": FORVIA Group produces equipment for the use of hydrogen and not for the production of hydrogen. Due to the wording of the substantial contribution criteria FORVIA Group is of the opinion that the technical screening criteria of CCM 3.10 only apply to equipment for the production and not the use of hydrogen. Since this is the only substantial contribution criteria for CCM 3.2, FORVIA Group considers all hydrogen storage tanks manufactured to fulfill the criteria for a substantial contribution;
- CCM 3.4 "Manufacture of batteries": the criteria for substantial contribution concern the manufacture of battery components that significantly reduce greenhouse gas emissions. Battery components produced by FORVIA Group make a substantial contribution to reducing greenhouse gas emissions in the automotive sector, for example by providing start-stop functionalities and recuperation for internal combustion engine vehicles and by enabling the use of high-voltage batteries for hybrid and electric vehicles. The recycling of these batteries is not under control of FORVIA Group but rather under the control of the OEMs. This criterion is therefore not understood as applicable;
- CCM 3.6 "Manufacture of other low-carbon technologies": MATERI'ACT products offer a reduction in greenhouse gas emissions over the life cycle of between 20% and 85%, depending on the product compared with current materials. FORVIA Group hereby understands the criteria to be in comparison to alternative solutions to MATERI'ACT. Greenhouse gas emissions are calculated using a process that complies with ISO standards 14040, 14044 and 14067, and were verified by an independent third party in 2024;
- CCM 3.18 "Manufacture of automotive and mobility components": Shares of FORVIA Group's product which fall under this activity are specifically produced for electric vehicles while other products and solutions can

be used in both, electric and non-electric vehicles. FORVIA Group only considers the share which is used in hydrogen and electric vehicles as compliant with the substantial contribution criteria. Where first-hand data is available FORVIA Group uses it and where no first-hand data is available FORVIA Group uses assumptions based on market research which calculates the share of (newly) sold or repaired vehicles with zero tailpipe emissions. The used research hereby adheres common scientific standards.

Do Not Significant Harm (DNSH) criteria

Preliminary note: All criteria for the absence of significant harm were assessed at the FORVIA Group level. Where applicable, FORVIA Group also considered its value chain to ensure that no significant harm to any of the other objectives occurred.

Climate change adaptation

FORVIA Group has analyzed the exposure and vulnerability of its business activities to physical climate risks under two global warming scenarios (IPCC scenario SSP2 4.5 and IPCC scenario SSP5 8.5) with the future time horizons 2030 and 2050. For the risks identified as the most significant for its production sites, FORVIA Group is developing action plans to mitigate these risks. FORVIA Group aims to ensure solid monitoring of the implementation of these action plans over the coming years (see Section ESRS E1 for more details).

Sustainable use and protection of water and marine resources

FORVIA Group identifies risks relating to the preservation of water quality and the avoidance of water stress at the production sites according to the WRI (World Research Institute) database using the provided tool Aqueduct. This assessment covers the risks associated with preserving water quality and availability, as well as the quality of discharges. Local action plans are drawn up in accordance with the existing environmental management system in order to cover risks that have been categorized as material (see Annexes Section 7.4.2 "Environment – Water and marine resources" of Chapter 7 "Other information" for more details). The actions are subject to operational control of FORVIA Group and monitoring of the various regulatory obligations.

Transition to a circular economy

FORVIA Group considers the requirements of transitioning to a circular economy: the handling of waste is managed at all production sites worldwide and the waste recycling rate is monitored. Information about and the traceability of substances of concern in the manufactured products are managed via the International Material Data System (IMDS), which covers the entire product life cycle of FORVIA Group's products. FORVIA Group further takes aspects of circularity into account during product development. The products are designed according to customer-specific requirements and considering the requirements of the EU Directive 2000/53/EC on Vehicles' end-of-life. For example, the use of secondary materials is considered on a project-specific basis during the development process, as is the potential for resource efficiency or lightweight construction. As part of strategic research activities, FORVIA Group is investigating how the contribution of products to the circular economy can be further expanded (see Section ESR5 E5 for more information).

FORVIA, as a supplier of components for the manufacture of vehicle batteries, considers the additional requirements arising from the DNSH criteria for activity CCM 3.4, in particular with regard to the recycling of used batteries (Directive 2006/66/EC and Directive 2010/75/EU), to be not applicable. Responsibility for the further use or recycling of a vehicle lies, in accordance with the End-of-Life Vehicles Directive (2000/53/EC), primarily with the vehicle manufacturers. FORVIA Group understands the main obligations with the OEMs and the entities which take back or buy the used vehicles and batteries. FORVIA Group has no impact or control over these actions.

Pollution prevention and control with regard to the use and presence of chemicals

FORVIA Group aims at elimination and replacing all substances which pose any harm to humans or nature, especially focusing on carcinogenic, mutagenic, and reproductive stopping substances.

FORVIA Group is contributing and using the International Material Data System (IMDS), through which FORVIA Group manages hazardous substances throughout the value chain, from suppliers to customers. FORVIA Group has carried out the analysis of its substances in relation to criteria (a) to (e) of Appendix C of Delegated Regulation 2021/2139 and the update implemented as part of the Delegated Act on the simplification of reporting under the EU Taxonomy Regulation of July 4, 2025 (Commission Delegated Regulation (EU) 2026/73). FORVIA Group complies with applicable regulations, including the use and presence of Persistent Organic Pollutants, mercury and mercury compounds, substances that deplete the ozone layer and substances covered by Regulation 1907/2006

(REACH). FORVIA Group benefits from exemptions for the automotive industry defined within the regulations and, taking into account the current debates and uncertainties of interpretation, considers respecting the requirements of the criteria presented above.

Nevertheless, FORVIA Group's processes further require an assessment of the substances used that are carcinogenic, cell mutagenic, toxic to reproduction, (very) persistent, (very) bio accumulative and toxic as well as substances which have endocrine disrupting properties (see Article 57 of EU Regulation 1907/2006). For this reason, Safety Data Sheets (SDS) for the operating and auxiliary of used materials are analyzed, and recorded in an internal database. In this way, FORVIA Group ensures compliance with the applicable regulations, including the REACH Regulation (see section "Actions – Limiting the use of chemicals of concern" for more details). Before validating all chemicals used, FORVIA Group assesses whether the use of the substances complies with the applicable regulations. Some of the Substances of Very High Concern (SVHC) that are considered essential for their intended uses will still be used in FORVIA Group's manufacturing processes in 2025. FORVIA Group is continuously reviewing the possibility of replacing such substances and is currently working on a new and improved process. In this regard FORVIA Group's processes comply with the principles presented in FAQ 136 of European Commission Notice EU 2025/1373, dated 5 March 2025. The EU hereby identifies four criteria which need to be fulfilled to qualify as reasonable substitute:

1. it is safer;
2. it is technically feasible;
3. it is economically feasible;
4. it is available.

Where substances were identified that match the laid out criteria FORVIA Group started processes to replace these substances.

In any case, FORVIA Group ensures adapted health and safety conditions when handling these substances in order to protect people and the environment and reduce the risk during use. FORVIA Group hereby complies with the obligations established by Commission Notice EU 2025/1373, dated 5 March 2025, question 136, which defines "controlled conditions" as follows:

- measures in place to minimize exposure and emissions to protect human health and the environment;
- compliance with previously defined measures (by suppliers, authorities, etc.) is sufficient if applicable;
- adherence to EU and national chemical, product, and waste regulations.

FORVIA Group considers its activities to be in alignment with the "Do No Significant Harm" (DNSH) requirements outlined in Appendix C of the EU Taxonomy Regulation and the update implemented as part of the Delegated Act on the simplification of reporting under the EU Taxonomy Regulation of July 4, 2025 (Commission Delegated Regulation (EU) 2026/73). The entire European automotive industry, including FORVIA Group, has been exposed to stringent environmental standards and regulations concerning substances of concern for decades. FORVIA Group manages its substances through the International Material Data System (IMDS), an automotive industry standard used to manage, communicate, and ensure transparency across the entire automotive value chain, both upstream and downstream. All restricted and regulated substances must be reported and updated in the IMDS.

Using data from IMDS, FORVIA Group conducts risk-based analyses for substances of concern, involving its supply chain. Controlled conditions, as required by Appendix C of the EU Taxonomy Regulation, are maintained at all times, as these activities are confined to FORVIA's plants. Furthermore, as a commercial enterprise committed to contributing to a more sustainable world, FORVIA Group routinely assesses suitable alternatives as part of its business operations.

FORVIA Group expects its suppliers to comply with all relevant laws, international conventions, and regulations, including those related to labor, health, safety, and the environment. The Group's procurement policies place significant importance on ensuring that its suppliers meet these standards. Additionally, the Group expects that any concerns or health issues be reported through its whistleblowing system.

Analogously to the DNSH-CE criteria for CCM 3.4, FORVIA Group only supplies battery components and does not place the batteries on the market. Therefore, the DNSH criteria for PPC regarding Regulation (EC) No. 1907/2006 and Directive 2006/66/EC are not applicable to FORVIA Group's activities.

Protecting and restoring biodiversity and ecosystems

FORVIA Group has identified the production sites in the vicinity of key biodiversity areas (see section "Impact, risk and opportunity management" for more details). The management of potential impacts on biodiversity by these sites is addressed by the 10 Green Fundamentals and described in the FORVIA Group Green Factory White Book, which includes required environmental impact assessments for potential new (construction) sites. The Group is committed to the Act4Nature initiative to minimize impacts on biodiversity and contribute to the conservation of ecosystems.

To further preserve biodiversity, all new projects undertaken by FORVIA Group are guided by the following principles:

The management of potential impacts on the identified Key Biodiversity Areas is governed by the principles described in the FORVIA Green Whitebook. In addition, the Green Whitebook specifies how environmental impact assessments are to be conducted prior to the development of new sites. Relevant findings from these analyses are shared with the affected sites, and local measures are implemented accordingly. Potential impacts during the use and end-of-life phases are described in detail in Sections E1 and E5. These are addressed through the concepts and measures described, as well as through the monitoring of targets and metrics (e.g. scope 3 emissions, recyclability). The assessment of the use and end-of-life phases concluded that no significant adverse impacts arise from FORVIA products.

- **Biodiversity/Ecological Diagnosis:** Every new project includes a comprehensive biodiversity or ecological diagnosis as part of the Environmental Due Diligence process to assess potential impacts.
- **Biodiversity Action Plan:** Based on the ecological diagnosis, a biodiversity action plan is developed to reduce the impact of sites by enhancing local natural ecosystems. This action plan encompasses measures for the periods before, during, and after the project's execution.
- **Minimizing Environmental Impact:** Efforts are made to minimize the impact on soils and the surrounding environment. This includes enhancing the resilience capacity of buildings by integrating them with natural systems, services, and resources.

Additionally, knowledge about ecosystems and the protection of biodiversity in the vicinity of the sites is actively communicated, and local improvement measures are implemented to mitigate on-site impacts. Through these comprehensive actions, FORVIA Group underscores its commitment to sustainable development and the preservation of biodiversity and ecosystems.

Minimum Safeguards

Preliminary note: The minimum safeguards have been assessed focusing on the own operations of FORVIA Group. Where required FORVIA Group widened the analysis to cover parts of or the entire value chain (within the scope of possibility). This covers especially the matters of human rights and critical weapons.

FORVIA Group considers in all its activities the OECD Guidelines for Multinational Enterprises and the UN Guiding Principles on Business and Human Rights, including the principles and rights set out in the International Labour Organization (ILO) Declaration on Fundamental Principles and Rights at Work and the International Bill of Human Rights. In addition, FORVIA Group (excluding the HELLA scope) is a signatory to the United Nations Global Compact and is committed to aligning its operations and strategy with ten universally accepted principles in the areas of human rights, labor standards, the environment and anti-corruption.

Note on Taxonomy regulations and the alignment of FORVIA Group's activities

Human rights due diligence

FORVIA Group respects all international laws, commitments and principles relating to human rights and labor standards. Processes have been put in place to ensure that appropriate due diligence is carried out. FORVIA Group's human rights policy has been published, setting out the Group's expectations for stakeholders regarding the implementation of the due diligence process. Human rights risks are analyzed, prioritized and communicated as part of the human rights' due diligence process. Any significant violation is reported to the Executive Committee and remedial action is taken as appropriate. During the reporting period, there were no confirmed human rights violations (further information on this can be found in Section 3.7.3.6. "Human rights incidents metrics" of Section 3.7. "Own workforce ESRS S1").

Anti-corruption

FORVIA Group's commitment to fighting corruption is embedded into the Code of Conduct and Code of Ethics as well as in the Group's compliance policies. In addition, FORVIA Group (excluding the HELLA scope) is subject to French Sapin II legislation and has implemented an internal compliance program with the purpose of fighting corruption. During the reporting period 2025, no final convictions related to corruption or bribery have occurred (further information on this can be found in Section 3.10.2.1. "Anticorruption and business ethics" of Section 3.10. "Business conduct - ESRS G1").

Taxation

FORVIA Group endeavors to comply with tax laws in the countries in which it operates. Its tax policy complies with OECD guidelines, and all related tax risks are closely monitored by the Legal, Tax and Finance departments. During the reporting period 2025, no final convictions related to any tax-related issues or disputes have occurred.

Fair competition

FORVIA Group is committed to fostering a fair competitive environment in the markets in which it does business. To this end, a comprehensive antitrust risk management program has been developed to raise awareness among internal stakeholders and provide preventive training activities. During the reporting period 2025, no final convictions related to anticompetitive behavior have occurred.

Science, Technology and Information

FORVIA Group promotes transparent collaboration on science, technology and innovation and recognizes the need to ensure that scientific and technological developments have a positive impact on society and the environment. In the 2025 reporting period, all of FORVIA Group's scientific and technological initiatives adhere to these principles. During the reporting period, no final convictions related to patent violations have occurred.

Critical Weapons

FORVIA Group does not produce any products or provide services which classify as critical weapons, or which are intended to enable the functioning of critical weapons. Certain products could theoretically be used to enable the use of critical weapons; however, part of FORVIA Group's business partner screening and due diligence includes the check for whether customers are engaged in the supply, production or use of critical weapons. If information about such cases would come to light, FORVIA Group would address each them promptly and determine the appropriate response on a case-by-case basis. FORVIA Group has no knowledge about the usage of its products in combination with critical weapons.

Legal monitoring

FORVIA Group maintains a close legal monitoring at Group level and throughout the value chain, proactively identifying potential risks. The anonymous "Speak Up" and "tellUs" hotlines are available to all employees, business partners, suppliers and any other stakeholder to report any violation of its Code of Conduct, human rights policy or any other serious misconduct. (For more information see the section on ESRS G1).

Definition of key performance indicators at December 31, 2025

The calculation of total revenue was carried out based on the Group's consolidated accounts prepared in accordance with IFRS standards.

The denominators of the KPIs have been defined in accordance with the definition in the delegated act of July 6, 2021 and its annexes supplementing the Taxonomy Regulation. The underlying financial information has been checked jointly by the finance and operations organizations to ensure consistency and reconciliation with the annual financial statements. They are presented after elimination of intercompany transactions and cover the whole of the Group's scope of consolidation (excluding companies accounted for by the equity method). A clear scope has been defined and delimited for each one of the eligible activities to avoid overlapping and double counting on the result of the KPIs under activities of the same nature such as 3.4/3.6/3.18 where the equipment of vehicles is comparable.

Turnover

The total sales figure used as the denominator for calculating the turnover Taxonomy indicator was €21,347 million on December 31, 2025 and corresponds to the total sales figure disclosed in the Group's consolidated financial statements.

Capital expenditure

On December 31, 2025, the total capital expenditure used as the denominator for calculating the Taxonomy capital expenditure indicator was €1,561 million and corresponds to additions to property, plant and equipment, right of use assets and intangible assets over the reporting period, including capitalized development costs and additions related to business combinations.

The figure can be reconciled as follows with the figures shown in Notes 11, 12 and 13 to the consolidated financial statements and with the figures shown in the consolidated cash flow statement. The figures can be reconciled with the reported values in the consolidated financial statements and with the figures presented in the consolidated cash flow statement (see Section 6.3.3. "Consolidated cash flow statement" and Section 6.3.2. "Consolidated balance sheet").

Capital expenditure linked to eligible and aligned turnover activities has been classified accordingly.

Capital expenditure on "individual" is not included in the calculation of the ratios: it is not material and cannot be identified. This mainly concerns capitalized expenditure on the energy efficiency of buildings meeting the requirements of activities 7.3 to 7.6 of the Taxonomy Regulations. Lastly, FORVIA Group did not adopt a CapEx plan in the reporting period.

Operating expenses

As of December 31, 2025, the total operating expenses serving as denominator for the calculation of the taxonomy's operating expenses indicator amounts to €1,004 million and essentially corresponds to uncapitalized R&D expenses, upkeep, maintenance and repair of assets, building renovation measures and any other expenses related to the daily maintenance of assets.

Excluding purchases of renewable energy, electricity and heat or non-capitalized expenses incurred to address the energy efficiency of sites.

Operating expenses linked to eligible and aligned turnover and capital expense activities were qualified accordingly. Were operational expenses could not be linked directly to one of the activities, FORVIA Group used estimations based on the ratio of eligible and aligned turnover and distribution keys.

EU Taxonomy: Eligible and aligned Turnover, CapEx and OpEx 2025

As stated in Section 3.3.2. "Eligible business activities", FORVIA Group does not report its electronic equipment activities under CE1.2, as FORVIA Group considers this activity to be inapplicable to the automotive sector.

Financial year 2025

KPI (1)	Environmental objective of Taxonomy aligned activities														Proportion of Taxonomy aligned activities in the previous financial year (N-1) (16)
	Total (2)	Proportion of Taxonomy eligible activities (3)	Taxonomy aligned activities (4)	Proportion of Taxonomy aligned activities (5)	Climate change mitigation (6)	Climate change adaptation (7)	Water (8)	Circular Economy (9)	Pollution (10)	Biodiversity (11)	Proportion of enabling activity (12)	Proportion of transitional activity (13)	Not assessed activities considered non-material (14)	Taxonomy aligned activities in the previous financial year (N-1) (15)	
	(in € million)	(in %)	(in € million)	(in %)	(in %)	(in %)	(in %)	(in %)	(in %)	(in %)	(in %)	(in %)	(in %)	(in € million)	(in %)
TURNOVER	21,346.8	15.5%	3,275.4	15.3%	15.3%	0.0%	0.0%	0.0%	0.0%	0.0%	100.0%	0.0%	0.0%	4,277.1	15.9%
CAPEX	1,560.5	20.1%	300.7	19.3%	19.3%	0.0%	0.0%	0.0%	0.0%	0.0%	100.0%	0.0%	7.4%	589.1	24.7%
OPEX	1,004.0	14.7%	145.8	14.5%	14.5%	0.0%	0.0%	0.0%	0.0%	0.0%	100.0%	0.0%	0.0%	216.4	17.4%

Aligned revenue appears relatively stable compared to fiscal year 2024. This results from a downward effect related to the change in scope (divestiture of the Interiors business) offset by an increase in aligned FAS activities, following the growing share of electric vehicles in the automotive fleet.

The decrease in aligned Capex and Opex is primarily due to the change in scope related to the divestiture of the Interiors business.

Note on Taxonomy regulations and the alignment of FORVIA Group's activities

Reported KPI Turnover - Financial year 2025

Economic Activities (1)	Code (2)	Taxonomy eligible KPI (Proportion of Taxonomy eligible Turnover) (3) (in %)	Taxonomy aligned KPI (monetary value of Turnover) (4) (in € million)	Taxonomy aligned KPI (Proportion of Taxonomy aligned Turnover) (5) (in %)	Environmental objective of Taxonomy aligned activities						Enabling activity (12) (E where applicable)	Transitional activity (13) (T where applicable)	Proportion of Taxonomy aligned in Taxonomy eligible (14) (in %)
					Climate change mitigation (6) (in %)	Climate change adaptation (7) (in %)	Water (8) (in %)	Circular Economy (9) (in %)	Pollution (10) (in %)	Biodiversity (11) (in %)			
3.2. Manufacture of equipment for the production and use of hydrogen	CCM 3.2	0.1%	28.1	0.1%	0.1%	0.0%	0.0%	0.0%	0.0%	0.0%	E		100.0%
3.4. Manufacture of batteries enabling Electric Vehicles manufacturing	CCM 3.4	1.9%	406.8	1.9%	1.9%	0.0%	0.0%	0.0%	0.0%	0.0%	E		100.0%
3.6 Manufacture of other low carbon technologies	CCM 3.6	0.0%	6.9	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	E		-
3.18 Manufacture of automotive and mobility components	CCM 3.18	13.4%	2,833.5	13.3%	13.3%	0/0%	0.0%	0.0%	0.0%	0.0%	E		99.0%
SUM OF ALIGNMENT PER OBJECTIVE					15.3%	0.0%	0.0%	0.0%	0.0%	0.0%			
TOTAL KPI TURNOVER		15.5%	3,275.4	15.3%	15.3%	0.0%	0.0%	0.0%	0.0%	0.0%	100%	0.0%	99.1%

Reported KPI - CapEx - Financial year (N) 2025

Economic Activities (1)	Code (2)	Taxonomy eligible KPI (Proportion of Taxonomy eligible CapEx) (3) (in %)	Taxonomy aligned KPI (monetary value of CapEx(4)) (in € million)	Taxonomy aligned KPI (Proportion of Taxonomy aligned CapEx (5)) (in %)	Environmental objective of Taxonomy aligned activities						Enabling activity (12) (E where applicable)	Transitional activity (13) (T where applicable)	Proportion of Taxonomy aligned in Taxonomy eligible (14) (in %)
					Climate change mitigation (6) (in %)	Climate change adaptation (7) (in %)	Water (8) (in %)	Circular Economy (9) (in %)	Pollution (10) (in %)	Biodiversity (11) (in %)			
3.2. Manufacture of equipment for the production and use of hydrogen	CCM 3.2	1.2%	18.3	1.2%	1.2%	0.0%	0.0%	0.0%	0.0%	0.0%	E		100.0%
3.4. Manufacture of batteries enabling Electric Vehicles manufacturing	CCM 3.4	3.6%	55.5	3.6%	3.6%	0.0%	0.0%	0.0%	0.0%	0.0%	E		100.0%
3.6 Manufacture of other low carbon technologies	CCM 3.6	0.1%	1.7	0.1%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	E		-
3.18 Manufacture of automotive and mobility components	CCM 3.18	15.3%	225.2	14.4%	14.4%	0.0%	0.0%	0.0%	0.0%	0.0%	E		94.4%
SUM OF ALIGNMENT PER OBJECTIVE					19.3%	0.0%	0.0%	0.0%	0.0%	0.0%			
TOTAL KPI (CAPEX)		20.1%	300.7	19.3%	19.3%	0.0 %	0.0%	0.0 %	0.0 %	0.0 %	100.0 %	0.0 %	95.7 %

Note on Taxonomy regulations and the alignment of FORVIA Group's activities

Reported KPI - OpEx - Financial year 2025

Economic Activities (1)	Code (2)	Taxonomy eligible KPI (Proportion of Taxonomy eligible OpEx (3)) (in %)	Taxonomy aligned KPI (monetary value of OpEx (4)) (in € million)	Taxonomy aligned KPI (Proportion of Taxonomy aligned OpEx) (5) (in %)	Environmental objective of Taxonomy aligned activities						Enabling activity (12) (E where applicable)	Transitional activity (13) (T where applicable)	Proportion of Taxonomy aligned in Taxonomy eligible (14) (in %)
					Climate change mitigation (6) (in %)	Climate change adaptation (7) (in %)	Water (8) (in %)	Circular Economy (9) (in %)	Pollution (10) (in %)	Biodiversity (11) (in %)			
3.2. Manufacture of equipment for the production and use of hydrogen	CCM 3.2	2.8%	27.6	2.8%	2.8%	0.0%	0.0%	0.0%	0.0%	0.0%	E		100.0%
3.4. Manufacture of batteries enabling Electric Vehicles manufacturing	CCM 3.4	3.6%	36.4	3.6%	3.6%	0.0%	0.0%	0.0%	0.0%	0.0%	E		100.0%
3.6 Manufacture of other low carbon technologies	CCM 3.6	0.6%	5.8	0.6%	0.6%	0.0%	0.0 %	0.0%	0.0%	0.0%	E		-
3.18 Manufacture of automotive and mobility components	CCM 3.18	7.8%	75.9	7.6%	7.6%	0.0%	0.0%	0.0%	0.0%	0.0%	E		97.3%
SUM FOR ALIGNMENT PER OBJECTIVE					14.5%	0.0%	0.0%	0.0%	0.0%	0.0%			
TOTAL KPI (OPEX)		14.7%	145.8	14.5%	14.5%	0.0 %	0.0 %	0.0%	0.0%	0.0%	100.0%	0.0%	98.6%

3.4. Climate change – ESRS E1

3.4.1. Impacts, Risks and Opportunities management

Below risks, impacts and opportunities listed have been identified during the Double Materiality Analysis process through a gross assessment. This means the selection of material topics have been done without considering any effect of action plans or counter measures from the Company (as requested by the CSRD). The material topics can be either:

- impact of the Company on the environment and/or society;
- environmental or societal issues can generate a risk for the Company.

Material topics identified	Impact/Risk/ Opportunity	Scope			Time horizon		
		Upstream value chain	FORVIA Group operations	Down- stream value chain	Short- term	Medium- term	Long- term
Climate change mitigation							
In the automotive industry, a competitive advantage may be achieved through a competitive climate-friendly product portfolio and CO ₂ -neutral operations by 2025.	Opportunity		X			X	
Climate change mitigation							
With 49 MtCO ₂ e in 2019 (base year), FORVIA Group contributes to human-made climate change.	Impact	X	X	X			X
Climate change adaptation							
Physical risks, such as the interruption of production at a site due to increased extreme weather events and the failure to adapt to climate change in time.	Risk		X		X		
Climate change adaptation							
Physical risks include interruptions in critical global supply chains due to the increasing impacts of climate change such as an increase in extreme weather events and the failure to adapt in a timely manner.	Risk	X			X		
Climate change transition							
Risk on sales volume and profitability due to the uncertainty on the speed at which the automotive market will shift to a low carbon business.	Risk		X				X

Introduction

FORVIA Group is committed to achieving carbon net zero and contributing to global efforts to limit climate change while proactively addressing physical consequences of climate change through adaptation strategy. FORVIA Group has developed a comprehensive transition plan for climate change mitigation. This plan outlines its strategy, targets, key actions, and investments needed to meet the objectives of the Paris Agreement and integrate climate considerations into its overall business and financial strategy.

3.4.1.2. Identification of material Impacts, Risks, and Opportunities

ESRS 2 SBM-3 18, 19a, 19b

Impacts and opportunities related to climate change mitigation

ESRS 2 SBM-3 19b

As an automotive sector supplier, FORVIA Group's activities have a significant impact on climate change, particularly through emissions related to the use of vehicles in which its products are installed (scope 3.11). This impact is characterized by emissions totaling 37 million tons of CO₂ equivalent in 2025.

Despite this, climate change mitigation offers significant opportunities for FORVIA Group. The Group is heavily investing in the development of sustainable technologies that contribute to emission reduction. This includes the development of solutions for electric vehicles, such as battery components and fuel cells.

Another key improvement area lies in increasing the energy efficiency of production sites. Since 2019, FORVIA Group has reduced its energy intensity by 32%. FORVIA reduced the volume of fossil fuel used in its operations by 54% compared to 2019.

Adaptation risks

ESRS 2 SBM-3 18, ESRS 2 IRO-1 20b (i), 20b (ii), 21

Physical risk exposure analysis

In 2022, FORVIA Group commissioned AXA Climate for a one-shot analysis of the natural hazard exposure of its industrial assets to the physical impacts of climate change.

FORVIA uses since 2024 exposure data from the reinsurer Swiss Re for its portfolio and future locations, under two different climate change scenarios (middle of the road scenario SSP2-4.5 and fossil-fueled development scenario SSP5-8.5) covering the periods of 2030 and 2050. The data is updated annually and helps to quantify the changes in acute and chronic physical risks (climate risk score) and future hazard risks, combining Climate Risk Score and present exposure.

The scope of the exposure evaluation covers 18 natural perils from the climate-related hazards from EU taxonomy (flood, heat stress, wildfire, storm, water stress...). Due to general low impact on FORVIA activity, 10 climate-related hazards have been excluded: ocean acidification, saline intrusion, permafrost thawing, glacial lake outburst, coastal erosion, soil degradation, soil erosion, solifluction, avalanche, subsidence.

The perimeter of the exposure evaluation covers all FORVIA Group industrial assets, R&D centers, and headquarters on controlled perimeter. Raw material availability, main suppliers' disruption, infrastructure availabilities are excluded from this exposure evaluation.

Considering lifetime of FORVIA Group industrial building, the long term horizon chosen for the exposure evaluation is 2050 under SSP5-8.5.

The aim of the exposure evaluation is to identify the assets and regions/areas exposed to at least one high, very high or extreme risk to a natural peril in 2030 according to SSP5-8.5 scenario in order to define priorities for the vulnerability risk assessment. Then, to appropriately size adaptation measures, FORVIA assess also the 2050 projected exposure and apply the most severe scenario between 2030 and 2050 to ensure preparedness under worst-case conditions.

In 2025, FORVIA has extended its own footprint and insurance platform (FRED) to integrate future data exposure at 2030 and 2050 according to SSP5-8.5 to each industrial locations and R&D, making them available with easy access to the operations.

FORVIA has developed its own resilience assessment methodology that is progressively being deployed on the Group's sites. (see section "Resilience Analysis and Climate Scenarios" in that section 3.4.1.2. "Identification of material Impacts, Risks, and Opportunities").

Note: While FORVIA assessment relies on projections derived from established climate models and scenarios, the Group recognize several limitations inherent to these models. These include the use of averaged global climate data that may overlook local variability, irregular availability and resolution of regional climate models, the complexity of interactions within the climate system, and significant uncertainty surrounding future greenhouse gas emissions and socio-economic developments. These factors introduce a degree of uncertainty into long-term projections and risk assessments. FORVIA data provider continuously benchmarks models against real-world events and losses to improve accuracy.

In addition to this, thanks to a climate scenario analysis made with the Toulouse School of Economics and the Collège de France (see section “Resilience Analysis and Climate Scenarios” in that section 3.4.1.2. “Identification of material Impacts, Risks, and Opportunities”), FORVIA Group is able to identify the physical climate risks that could affect its operations and cause production interruption, and develop risk mitigation plans accordingly to increase resilience against these climate risks, both short term and long-term actions.

Resilience analysis and climate scenarios

ESRS 2 SBM-3 19a, 19b, 19c

Resilience analysis by Carbone 4

In 2023, FORVIA Group entrusted Carbone 4 with a detailed analysis of the climate resilience of five industrial sites across three continents, using the OCARA (Operational Climate Adaptation and Resilience Assessment) method. This assessment was representative of FORVIA Group’s main business lines and provided a comprehensive evaluation of net risks integrating existing adaptation measures.

The scope of the resilience analyzes covers 10 natural perils: Heat spikes, heat waves, wildfire, droughts, water stress, heavy rains, strong wind, landslides, cold waves, flash flood. The scoring was based on climate hazards in 2050 according to SSP5-8.5 scenario.

The perimeter of the resilience analyzes covers manufacturing activity, energy supply, upstream and downstream transportation including employees commuting. Raw material availability and main suppliers’ disruption are excluded.

Prior to the workshops, 24 FORVIA employees were trained to the OCARA methodology. During on-site workshops with the support of specialists, sites activity has been divided into processes, and for each of these processes, the maximum duration of interruption (priority level) and the sensitivity have been studied integrating existing adaptation measures.

The conclusion of these resilience assessments shows the main dependencies of the manufacturing plants (energy supply, upstream and downstream transport, water drainage, manual labor) and climate-related high-stake processes (cold production for many processes, maintain controlled atmosphere in temperature and humidity...).

Output of these pilots is a list of high-stake processes related to natural perils per business line, and the creation of a catalog of long-, medium- and short-term adaptation measures linked to specific hazards-processes duets or generic hazards. Efficiency of each adaptation measure is scored according to effectiveness, implementation time, costs, impact on natural resources and biodiversity, social acceptability, and compatibility with mitigation efforts.

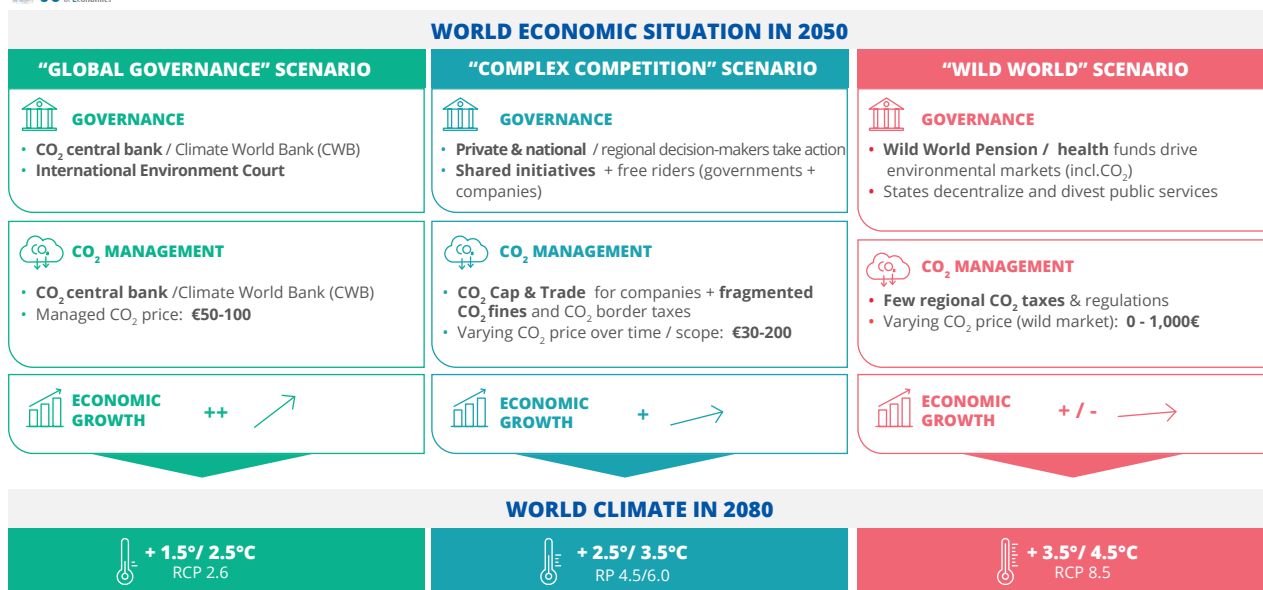
Based on these first pilots, in 2025 FORVIA Group has defined peril specific assessment questionnaires to evaluate the location vulnerability to the physical impacts due to climate change, introducing a resilience score. As of 2025, prospective natural hazard exposure across two time horizons (2030 and 2050) and two climate scenarios (SSP2-4.5 and SSP5-8.5) has been assessed for nearly all FORVIA’s industrial locations, including new developments. This climate resilience module has been integrated into FORVIA footprint and insurance platform (FRED). The aim is to provide to the operations a useful tool, with easy access to assess the resilience of each industrial plant to climate change perils and generate recommendations to mitigate the residual risks. Adaptation measures catalogue is being digitalized in the same platform to support the sites in establishing their own adaptation plan. This development is still ongoing.

In alignment with short-term risk mitigation strategies, FORVIA collaborates closely with its property damage insurer to proactively identify locations with high financial exposure to natural hazards, including interdependencies between sites. Facilities classified as having a very high potential loss exposure are required to design, formalize, and implement a comprehensive mitigation action plan within a maximum timeframe of three years.

Climate change vulnerability assessment and adaptation plan is part of the 10 Green Fundamentals of the FORVIA Excellence System with associated methodology being progressively deployed on the Group’s sites.

Climate Scenarios

As part of its carbon net zero project, FORVIA Group developed three climate scenarios with the help of the Toulouse School of Economics and the Collège de France. These scenarios are based on IPCC (Intergovernmental Panel on Climate Change) trajectories and cover global temperature increases ranging from +1.5°C to +4.5°C by 2080 (E1 SMB3). These scenarios help anticipate climate-related risks and adapt production strategies to minimize potential impacts on supply chains and material availability.



In 2025, in addition to the analysis of transition scenarios, FORVIA observes that the automotive market continues to evolve in a context of regulatory volatility and shifting consumer demand. While these dynamics create uncertainty regarding the pace of electrification, they also increase the potential impact of transition drivers such as product and supply chain decarbonization, in which FORVIA is fully invested. In view of these structural factors, FORVIA has therefore decided to consider transition risk as material.

To address this risk, FORVIA has established a dedicated and integrated governance framework. Climate-related risk is monitored by the Executive Committee and the Board's Governance, Nominations & Sustainability Committee, with operational oversight provided by the Sustainable Development department and operational committees. The Group's transformation is steered through the Blue Effect program, which embodies FORVIA's commitment to carbon neutrality and is structured around three pillars: decarbonizing operations (scopes 1 and 2), reducing emissions across the value chain (scope 3), and accelerating product innovation for sustainable mobility.

Transition risk

ESRS 2 IRO-1 20c (i), 20c (ii)

As part of its carbon net zero project, FORVIA Group developed three climate scenarios with the help of the Toulouse School of Economics and the Collège de France. These scenarios are based on IPCC (Intergovernmental Panel on Climate Change) trajectories and cover global temperature increases ranging from +1.5°C to +4.5°C by 2080 (E1 SMB3).

Managing transition risk also requires adapting the Group's business model and activities. FORVIA is actively diversifying its portfolio toward clean mobility solutions, including hydrogen storage systems, electrification technologies, and low-emission components. Through its subsidiary MATERI'ACT, the Group develops bio-sourced and recycled materials, embedding circularity into its products. Industrial transformation is also underway, with decarbonization plans for production sites supported by long-term renewable energy contracts and electrification projects. In parallel, FORVIA is reshaping its value chain by raising climate requirements for suppliers, strengthening due diligence through EcoVadis assessments, and building strategic partnerships in recycling, advanced materials, and low-carbon mobility.

These initiatives are detailed in Section 3.4.2. "Transition Plan".

3.4.2. Transition Plan

E1-1 16h, 16i, E1-2 24, ESRS 2 65c, ESRS 2 GOV-3

The automotive sector is under increasing pressure to meet regulatory requirements related to CO₂ emissions which have direct impact on the product solutions that the FORVIA Group must provide to its customers. As a major supplier of vehicle components, FORVIA Group anticipates that these regulations will affect the entire lifecycle of its products, particularly regarding the materials used, such as steel and plastics. As a consequence, in order to manage the reduction of its carbon footprint, FORVIA Group has set up a transition plan covering the full perimeter of activity, including HELLA.

Governance and integration into business strategy

E1-1 16h, 16i, E1-2 24, ESRS 2 65c

The governance of the transition plan is overseen by the Executive Committee's Sustainability Steering Committee which ensures that sustainability and climate-related issues are embedded in FORVIA Group's core business operations.

This Committee, composed of executive members from various Group functions and one representative of HELLA, reviews progress on a quarterly basis during Sustainability Executive Committee meetings, which address climate change action and decision-making.

The Vice President in charge of sustainable development is responsible for ensuring the deployment of this CO₂ trajectory in the policies of the Group.

At the operational level, the strategy is implemented by CO₂/Sustainability leaders in various Business Groups, functions and regions, who manage the rollout of specific actions and engage employees across sites. Every major project, particularly innovations, is subject to an Environmental Risk and Opportunity Assessment, ensuring that all decisions align with emissions reduction objectives.

Most of the processes have been updated to integrate CO₂ management and monitoring and will be integrated in 2026 for Sales & Program.

Integration of sustainability-related performance in incentive schemes

ESRS 2 GOV-3

Climate and sustainability considerations are fully integrated into the short- and long-term variable compensation schemes of FORVIA Group's Board of Directors and executive bodies. This includes an evaluation of their performance against GHG emission reduction targets, as reported in the DR E1-4 indicators.

FORVIA Group's CEO compensation

The CEO's variable compensation for 2025 reflects a strong component tied to environmental and climate objectives. The key elements of the incentive scheme are as follows:

- 15% of the short-term variable compensation is directly linked to CO₂ intensity results for scopes 1 and 2 (2025 scopes 1&2 CO₂e emissions divided by 2025 Product's Sales). This target is aligned with FORVIA Group's 2025 commitments which is to be above –80% reduction against 2019.

Compensation of FORVIA Group's top 300 leaders (excluding the HELLA scope)

The compensation model applied to FORVIA Group's top 300 leaders (excluding the HELLA scope) follows the same principles of sustainability integration:

- 15% of the variable compensation of these leaders is linked to CO₂ intensity results for scopes 1 and 2 (2025 scopes 1&2 CO₂e emissions divided by 2025 Product's Sales). This target is aligned with FORVIA Group's 2025 commitments which is to be above – 80% reduction against 2019.

Compensation of FORVIA Group's managers (excluding the HELLA scope)

Climate-related goals also extend to intermediate managerial levels. 4,800 managers within FORVIA Group (excluding the HELLA scope) are subject to a compensation scheme in which 15% of their variable compensation is directly tied to CO₂ intensity results for scopes 1 and 2 (2025 scopes 1&2 CO₂e emissions divided by 2025 Product's Sales). This target is aligned with FORVIA Group's 2025 commitments which is to be above –80% reduction against 2019.

HELLA management compensation

The Management Board of HELLA, part of FORVIA Group, also incorporates environmental objectives into its variable compensation.

In 2025:

- 8% of the short-term variable compensation is linked to targets related to the accident rate and CO₂ intensity (scopes 1 and 2);
- 25% of the long-term variable compensation is tied to carbon reduction targets and gender diversity goals.

Since fiscal year 2025, targets for CO₂ intensity (scopes 1 and 2), accident rate, and gender diversity are considered as bonus-relevant KPIs for all managerial employees at HELLA. These ESG targets account for 15% of variable compensation.

2024				2025		
	Type of variable compensation	Amount	Criteria	Type of variable compensation	Amount	Criteria
Group CEO	Short-term variable compensation	15%	CO ₂ intensity results for scopes 1 and 2	Short-term variable compensation	15%	CO ₂ intensity results for scopes 1 and 2
	Long-term variable compensation (performance shares)	15%	CO ₂ results of scopes 1, 2, 3 compared to 2019	Long-term variable compensation (performance shares)	15%	CO ₂ results of scopes 1, 2, 3 compared to 2019
		10%	Gender diversity objective		10%	Gender diversity objective
Group's top 300 leaders (excl. HELLA)	Short-term variable compensation	15%	CO ₂ intensity results for scopes 1 and 2	Short-term variable compensation	15%	CO ₂ intensity results for scopes 1 and 2
	Long-term variable compensation (performance shares)	15%	CO ₂ results objectives of scopes 1, 2, 3 compared to 2019	Long-term variable compensation (performance shares)	15%	CO ₂ results objectives of scopes 1, 2, 3 compared to 2019
		10%	Gender diversity objectives		10%	Gender diversity objectives
4,800 Group's managers (excl. HELLA)	Short-term variable compensation	15%	CO ₂ intensity results for scopes 1 and 2	Short-term variable compensation	15%	CO ₂ intensity results for scopes 1 and 2
Hella Management Board	Short-term variable compensation	7.5%	Accident rate and CO ₂ intensity (scopes 1 and 2)	Short-term variable compensation	8%	Accident rate and CO ₂ intensity (scopes 1 and 2)
	Long-term variable compensation	25%	Carbon reduction target and gender diversity goal	Long-term variable compensation	25%	Carbon reduction target and gender diversity goal
2,250 HELLA managers				Short-term variable compensation	15%	Accident rate, gender diversity and CO ₂ intensity scope 1&2 at equal weight

Evaluation and results

The evaluation of the executive team's performance for 2025 was conducted in February 2026 by the Compensation Committee and validated by the Board of Directors. FORVIA Group's performance in reducing CO₂ emissions met the set targets. Specifically, the Group achieved a result of 4.1 tons of CO₂ emitted per million euros of product sales, that goes beyond 2025 commitment and targets.

Regarding the CEO's variable compensation, the integration of carbon Net Zero resulted in achievement at 190% against quantifiable criteria, leading to an amount of €285,000 for this criteria.

3.4.2.1. GHG emission reduction targets

E1-1 16a, E1-4 30, 32, 33, 34e, ESRS 2 80b, 34a, ESRS 2 80d, 34c, 34d, ESRS 2 80e, ESRS 2 80f, ESRS 2 80g, ESRS 2 IRO-1 20a

FORVIA Group climate action plan is underpinned by concrete, science-based GHG reduction targets, validated by the Science-Based Targets initiative (SBTi).

This methodology incorporates sectoral decarbonization pathways, with a clear focus on reducing emissions in line with a 1.5°C global warming limit. FORVIA Group's approach is based on rigorous climate scenario modeling and the use of standardized emissions factors to ensure consistency with international reporting frameworks.

Key assumptions in setting these targets include projected growth in production volumes, anticipated shifts in customer preferences towards low-carbon products, regulatory changes (e.g., stricter emissions standards in key markets), and advances in new technologies such as electric vehicles and hydrogen fuel cells. The Company is considering external factors such as supply chain resilience and future market demands, ensuring that its targets are not only ambitious but achievable in the evolving business environment.

FORVIA Group's decarbonization strategy was developed in 2020/2021. Accordingly, the year 2019 was chosen as a baseline year. Furthermore, 2019 is the last pre-Covid year. Unaffected by global crises, it thus represents an unaltered baseline year.

FORVIA Group started the validation process of its Net Zero roadmap with SBTi in 2021 and finally submitted to SBTi after the HELLA acquisition in 2022.

FORVIA Group's GHG reduction targets are established both in absolute, measured in tons of CO₂ equivalent (tCO₂e), and in expressed in percentage of 2019 reference year. 2019 has been considered as the reference year because it is the last pre-Covid year, unaffected by global crises and with a stable portfolio of products and in 2019, FORVIA started to have digital data information available, especially in the operations.

GHG emissions reduction targets vs 2019

		2025	2030	2045
Scope 1+2	kt CO ₂	946	1064	
	in % of 2019 baseline	80%	>90%	
Scope 3	kt CO ₂		21790	
	in % of 2019 baseline		45%	
Scope 1+2+3	kt CO ₂			44644
	in % of 2019 baseline			90%

(1) Figures updated based on 2025 GHG Inventory.

To date FORVIA Group does not have sufficient data to set separate targets per scope for 2045.

Assumptions used to define the targets, show that the remaining 10% GHG in 2045 will most probably be composed of the following elements:

- Purchased Goods & Services: for example, Steel with at least ~0,3 kgCO₂e/kg, Carbon Fiber at 3 kgCO₂e/kg, etc.;
- Upstream and Downstream logistics, and employees commuting in regions where Zero emission transportation will not be yet available;
- Residual Waste treatment & product End of Life.

These targets are specifically designed to meet the requirements of the Paris Agreement, of which FORVIA Group is committed to contribute to this target, ensuring that this emissions trajectory is aligned with the global goal of limiting warming to 1.5°C.

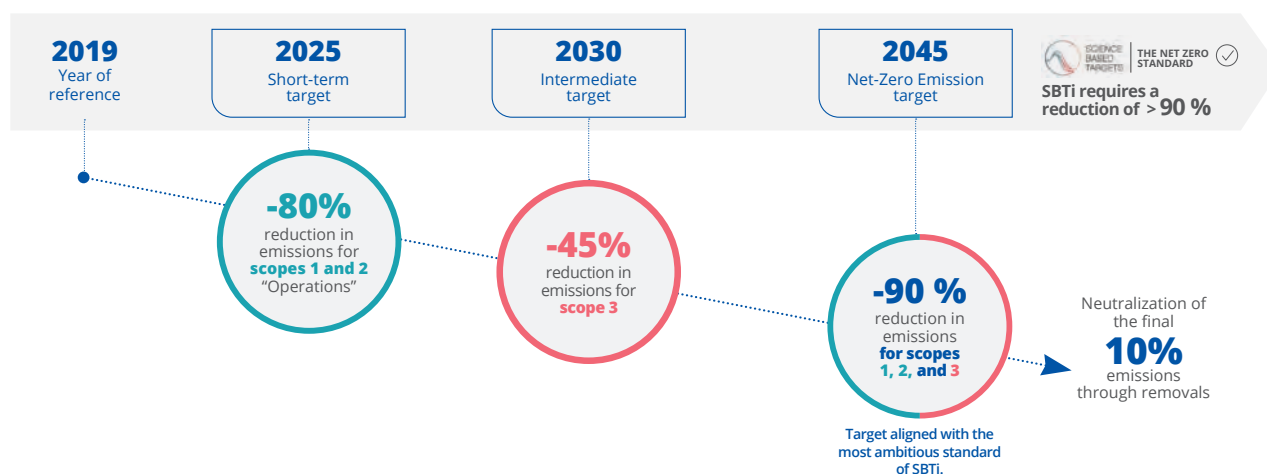
To ensure this alignment:

- the 2025 and 2030 targets are structured to follow the **SBTi Net-Zero Standard**, which requires companies to cut emissions at the pace and scale needed to limit global warming to 1.5°C. This includes deep cuts across all scopes, including uncontrolled emissions (use of FORVIA Group' sold products – scope 3.11), which represent 66% of FORVIA Group's carbon footprint;
- the **90% reduction by 2045** is in line with the global net-zero target set for 2050 by the Paris Agreement. By committing to this goal five years ahead of the international deadline, FORVIA Group is demonstrating leadership in the automotive industry's transition to carbon neutrality.

FORVIA Group's transition plan was validated by the Executive Committee and the Board of Directors in 2021, followed by the release of the carbon Net Zero plan and the validation by SBTi Net Zero Standard in June 2022.

FORVIA Group's CO₂ emissions reduction trajectory approved by the SBTi Net-Zero standard

(In line with the target in the 2015 Paris Agreement of limiting global warming to 1.5°C)



FORVIA Group has set specific sub-targets for key areas such as Engineering, Procurement, Logistics and Operations to ensure progress is made at every stage of the product development and manufacturing.

However, FORVIA Group decided not to set targets in terms of adaptation to climate change.

Emission reduction and carbon net zero targets

E1-5 60, 61a

In line with the goals set by the Paris Agreement, FORVIA Group aims to reduce GHG emissions by 90% by 2045 and to neutralize the final 10% by sequestering the emissions in sustainable materials such as plastics. This is one of the missions of the FORVIA Group's newly created subsidiary MATERI'ACT: see mode details in "Sustainable materials" Section of ESR5 Circular economy.

Scope of targets and activities covered

E1-4 32, 34b, ESR5 2 80c

FORVIA Group's emissions reduction targets cover all aspects of its business, including the entirety of its value chain and geographical regions.

Scopes 1 and 2 cover emissions from FORVIA Group's operations, such as energy consumption at manufacturing sites and emissions from industrial processes.

Scope 3 includes indirect emissions from purchased goods and services, upstream and downstream logistics, as well as emissions associated with the use and disposal of FORVIA Group's products. FORVIA Group has checked that all its activities and businesses are compatible with the net zero target by 2045.

Stakeholder involvement in setting targets

E1-4 32, ESR5 2 80h

Although external stakeholders were not directly involved in the setting of emissions reduction targets, the Company's strategy reflects extensive collaboration with key partners across its supply chain. FORVIA Group works closely with its suppliers to align their decarbonization efforts with its own, particularly in the context of scope 3 emissions reductions.

The validation process with SBTi also provided an external benchmark for ensuring the robustness of the targets, helping to solidify stakeholder trust and alignment with broader industry standards. FORVIA Group is committed to engaging with its stakeholders regularly to ensure that its climate strategy remains aligned with market demands and regulatory requirements.

Changes to targets and methodologies

E1-4 32, ESR5 2 80i

FORVIA Group conducts regular reviews of its targets and methodologies to ensure they remain relevant and achievable considering technological advancements and market conditions. The current targets are based on the 2019 baseline, but the Company will reassess its objectives every five years, with intermediate review for the SBTi assessment at the latest in 2027. This process will consider the latest developments in low-carbon technologies, changes in regulatory frameworks, and the evolution of the automotive market.

Any significant changes to the underlying methodologies, assumptions, or measurement techniques will be transparently communicated in future sustainability reports to maintain accountability.

3.4.2.2. Policies

E1-2 22, 23, 24, E1-4 32, ESRS 2 65a, ESRS 2 80a

FORVIA Group has set up its Environment Policy and Circular Economy Policy to tackle climate change mitigation and adaptation making sure that they are addressing general objectives and material impacts, risks, or opportunities, as well as the monitoring processes.

The Group Sustainability VP oversees deploying adaptation, mitigation and energy actions linked to these policies throughout the Group.

3.4.2.2.1. Policies for reducing GHG emissions

E1-2 25a

The general objective of FORVIA Group GHG reduction related policies (see above) is to achieve carbon net zero by 2045.

These policies are focused on three main areas: reducing emissions from direct operations (scopes 1 and 2), minimizing emissions in the supply chain and developing low-emission products for end users (scope 3).

- **Material impacts:** The policies address the reduction of carbon emissions in production, transportation, product usage and end of life. The shift to renewable energy sources and more efficient energy use in manufacturing are critical to achieving these goals.
- **Risks and opportunities:** Climate-related risks such as regulatory pressures, supply chain disruptions, and reputational risks are mitigated through these policies. Opportunities include capturing market share by offering low-carbon products, such as electric and hydrogen-powered vehicle components.
- **Monitoring process:** Progress is monitored through yearly emissions assessments across all scopes, with specific targets validated by the SBTi. A dedicated internal team regularly evaluates progress, and reports are provided to senior management for review and adjustment.

Energy efficiency and renewable energy deployment

E1-2 25c, 25d

The FORVIA Group Environment policy focuses on energy and aims to improve energy efficiency and increase the share of renewable energy across all operations.

- **Material impacts:** Policies focus on reducing energy consumption and sourcing renewable energy to cut emissions across all scopes. The reduction in energy intensity in 2025 by 31% since 2019 is a direct outcome of these efforts.

- **Risks and opportunities:** Energy price volatility and availability are key risks, which FORVIA Group mitigates through long-term renewable energy contracts. The opportunity lies in significant cost savings and enhanced competitiveness as more customers seek low-carbon products.
- **Monitoring process:** Energy use and efficiency improvements are tracked across all sites, with real-time data analytics used to monitor energy consumption and optimize usage. FORVIA Group partnerships with energy providers also include regular reviews of progress toward energy efficiency targets.

3.4.2.2.2. Scope of the Policies

E1-2 24, ESRS 2 65b, ESRS 2 65d, ESRS 2 65f, ESRS 2 65g

The policies cover all operational activities, including manufacturing, product development, procurement, logistics, and sales. With particular focus on:

- **production processes:** measures are in place to reduce energy consumption and emissions at all production sites;
- **product development:** climate considerations are integrated into the design phase of FORVIA Group products, ensuring that emissions are minimized throughout the product lifecycle, including during use by customers;
- **logistics and distribution:** the policy also extends to the logistics network, where FORVIA Group is implementing measures to reduce emissions associated with transportation, including optimizing routes and working with logistics partners committed to sustainability;
- **upstream value chain:**

FORVIA Group's climate policies apply to its entire supply chain, including raw material suppliers and component manufacturers. Key initiatives include:

- **sustainable sourcing:** FORVIA Group requires its suppliers to adhere to strict environmental standards, particularly in terms of reducing their carbon footprint. This includes sourcing low-carbon materials, such as recycled metals and bio-based plastics, to be used in its products,
- **supplier engagement:** FORVIA Group works closely with suppliers to help them reduce their own emissions. For example, the Group supports supplier participation in initiatives such as the CDP Supply Chain program to ensure they are actively monitoring and reducing their carbon emissions. Also, the Group supports its suppliers to switch from fossil to renewable energy reducing their scopes 1&2 emissions;

• **downstream value chain:**

FORVIA Group climate policy extends to the use phase of its products, where the objective is to reduce emissions throughout the lifecycle of the vehicles that use its technologies:

- **customer emissions:** FORVIA Group's product development strategy is focused on providing technologies that lower emissions during the product usage phase and to reduce its direct and indirect impacts through the weight & energy consumption of its products,
- **end-of-life:** in line with its commitment to the circular economy, FORVIA Group is establishing processes and design guidelines to improve the recyclability potential of its products. A FORVIA Group core procedure has been released to establish a common ground to assess the recyclability of a product based on its design and material composition. This approach will be used to support design decisions for product development. Deployment and practical implementation tools are currently applied since 2025;
- **geographical scope:** the policy applies globally across all regions where FORVIA Group operates, including Europe, North America, Asia, and South America. In addition, special attention is given to areas where climate risks are more significant, such as regions prone to extreme weather events. In these regions, FORVIA Group has implemented additional risk mitigation strategies, such as reinforcing site resilience and developing disaster recovery plans;
- **stakeholders groups affected:** several stakeholders groups are directly impacted by FORVIA Group climate policies, including:
 - **employees:** FORVIA Group employees are actively engaged in implementing climate initiatives across operations. This includes training programs focused on sustainability and the integration of climate objectives into daily operations,
 - **suppliers:** as mentioned, suppliers are required to comply with FORVIA Group sustainability standards. They are crucial partners in reducing the emissions associated with the supply chain,
 - **customers:** FORVIA Group customers benefit from lower-emission products that support their own sustainability goals. FORVIA Group works closely with automotive manufacturers and other partners to ensure that its products align with their environmental standards.

3.4.2.2.3. Adaptation to Climate Change

E1-2 25b

FORVIA Group's climate adaptation policies focus on ensuring the resilience of its industrial assets to the growing physical consequences of climate change.

Policies address the risks associated with both acute and chronic climate events. Acute risks include natural disasters such as floods, extreme winds, forest fires, heat waves, and heavy precipitation. Chronic risks relate to long-term changes in climate patterns, such as increased temperatures, humidity, and water stress, which could affect production and operational continuity.

- **Climate risk analysis by AXA Climate:** In 2022, FORVIA Group commissioned AXA Climate for a one-shot analysis of the natural hazard exposure of its industrial assets to the physical impacts of climate change.
- **Resilience analysis by Carbone 4:** In 2023, FORVIA Group entrusted Carbone 4 with a detailed analysis of the climate resilience of five industrial sites across three continents, using the OCARA (Operational Climate Adaptation and Resilience Assessment) method. This assessment was representative of FORVIA Group's main business lines and provided a comprehensive evaluation of net risks integrating existing adaptation measures. Based on these first pilots, in 2024 FORVIA Group has worked to extend its own footprint and insurance platform (FRED) to integrate future exposure data and develop a climate resilience assessment module. The aim is to provide the operations a useful tool, with easy access to assess the resilience of each industrial plant to climate change perils. In 2025, the module is fully digitalized into FORVIA Footprint and Insurance platform (FRED). Adaptation measures catalogue is being digitalized in the same platform to support the sites in establishing their own adaptation plan. This development is still ongoing.
- **Swiss Re partnership on exposure data:** In 2024, FORVIA Group signed a medium-term partnership with the reinsurer Swiss Re to buy exposure data for its portfolio and future locations, under two different climate change scenarios (middle of the road scenario SSP2-4.5 and fossil-fueled development scenario SSP5-8.5) covering the periods of 2030 and 2050. The data is updated annually and helps to quantify the deviation of risk (Climate risk score) and Future Hazard Risk, combining Climate Risk Score and Present risk. It shows the overall risk level in the future for each location. The scope of the analysis covers flood, precipitation, wind, temperature, and aridity. The aim of this analysis is to map climate risks for all FORVIA Group industrial assets, identify the most impacted assets/regions, identify the most significant perils for the portfolio, and develop risk mitigation plans accordingly to increase resilience against these climate risks, both short term and long-term actions.

- **“Early warnings for all”:** Since 2016, FORVIA Group has implemented a 24/7 system for monitoring natural phenomena, including storms, floods, storm surge, snow, heat waves, heavy precipitation, and wildfire, across its entire industrial park. This early warning system provides anticipated and graduated alerts to site contacts and regional operations, enabling them to take pre-emptive actions to protect people & assets and maintain operational business continuity. In 2025, the alert system has been fully integrated into FORVIA Footprint and Insurance platform (FRED) allowing to track alerts, emergency plan, and crisis logbook. 130 “take safety actions” have been sent to the plants.

3.4.2.2.4. Third-party standards and references

E1-2 24, ESRS 2 65d

FORVIA Group policies align with several third-party standards and initiatives to ensure their credibility and effectiveness. These include:

- **Science-Based Targets initiative (SBTi):** carbon reduction goals are validated by SBTi, ensuring they are in line with global climate targets;
- **ISO 14001 certification:** 93% of the FORVIA Group sites are certified ISO 14001 standards, ensuring a structured approach to environmental management;
- **CDP:** FORVIA Group reports its climate impacts to the CDP, ensuring transparency and allowing for benchmarking against industry standards.

3.4.2.2.5. Stakeholder considerations in setting the policy

E1-2 24 ESRS 2 65f

The interests and expectations of key stakeholders are considered when setting the climate policies. This includes:

- **suppliers:** FORVIA Group consults with key suppliers to ensure that its sustainability requirements are achievable while also supporting them in their transition to lower emissions;
- **customers:** FORVIA Group regularly engages with customers to ensure that its products meet their sustainability goals, particularly in relation to low-carbon and zero-emission technologies;
- **investors:** FORVIA Group policy decisions are integrating investors’ expectations regarding climate performance and transparency, aligned with global investor frameworks such as the Task Force on Climate-related Financial Disclosures (TCFD).

3.4.2.2.6. Availability of policies to stakeholders

E1-2 24 ESRS 2 65g

Climate-related policies are made available to relevant stakeholders through various channels to ensure that they are aware of the policies and play an active role in their implementation. The policies include:

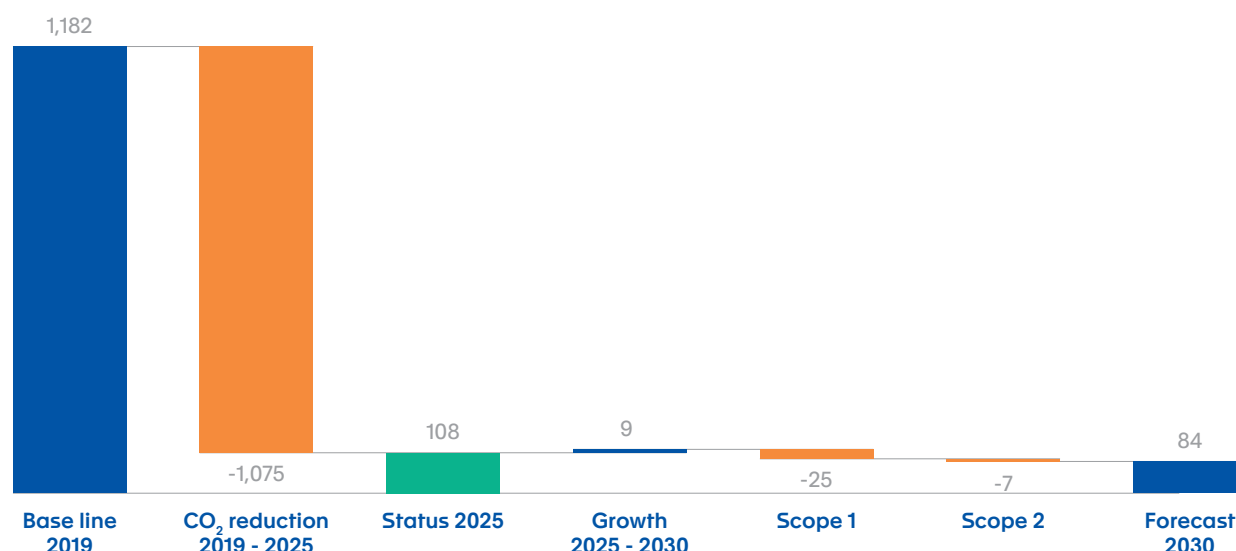
- **public sustainability reports:** FORVIA Group policies are published annually in the non-financial performance report, accessible on the corporate website;
- **direct communication with stakeholders:** FORVIA Group engages directly with stakeholders such as suppliers, customers, investors, and employees through workshops, training, webinars, sustainability day event and consultations.

3.4.2.3. Actions, expected outcomes, and time horizons

E1-1 16b, E1-3 26, 28, 29a, 29b, E1-4 34 f, ESR5 2 MDR-A 68a, ESR5 2 MDR-A 68b, ESR5 2 MDR-A 68c, ESR5 2 MDR-A 68b

FORVIA Group's decarbonization strategy is based on four key levers, which focus on both internal efficiency improvements and the transformation of its product portfolio: Operational efficiency, Renewable Energy Production & Procurement, Product Innovation and Supplier Engagement.

SCOPE 1 & 2



Scope 1: Energy frugality in industrial processes

Major part of scope 1 emissions are related to the direct consumption of fossil fuels for the comfort heating and to power industrial processes. FORVIA Group has developed specific actions to reduce these emissions.

- Move from Gas to electricity: for Comfort heating, FORVIA implements Heat Recovery systems and replace fossil of fuel-based heating systems for comfort or process purpose with high-efficiency electric systems, is part of the "Electrification as a Service" program in partnership with Kyotherm and Schneider Electric, and "Energy Efficiency as a Service" with Engie and Green Yellow. For industrial processes, FORVIA replaces gas burning with electrical Joule systems on some lines.

- To reduce energy consumption, Air Recirculation systems were implemented for comfort and for process, FORVIA moves from high to low temperature product – process solutions (solvents...). In addition, FORVIA implements Energy Management Systems (EMS) to monitor and reduce energy consumption at more than 80 industrial sites. These systems allow for the detection of waste and optimization of energy efficiency.

Also to reduce fugitive emissions, FORVIA is using less emissive refrigerants

For its Car fleet, FORVIA implemented Car Policy promoting Hybrid vehicles and BEV.

Finally, FORVIA starts a first experimentation on a French site to use biogaz with Proof of Sustainability (PoS) under the Renewable Energy Directive (EU) 2018/2001 (RED III).

Expected contribution to GHG emissions trajectory: -25 ktCO₂eq between 2025 and 2030

Scope 2: Greener sources and better use of electricity

Scope 2 emissions come in majority from the production of the electricity consumed on industrial sites operated by FORVIA.

FORVIA Group has been implementing solutions to procure electricity from renewable power sources and to produce renewable electricity on sites it's operating when possible.

- **Renewable energy purchase agreements:**

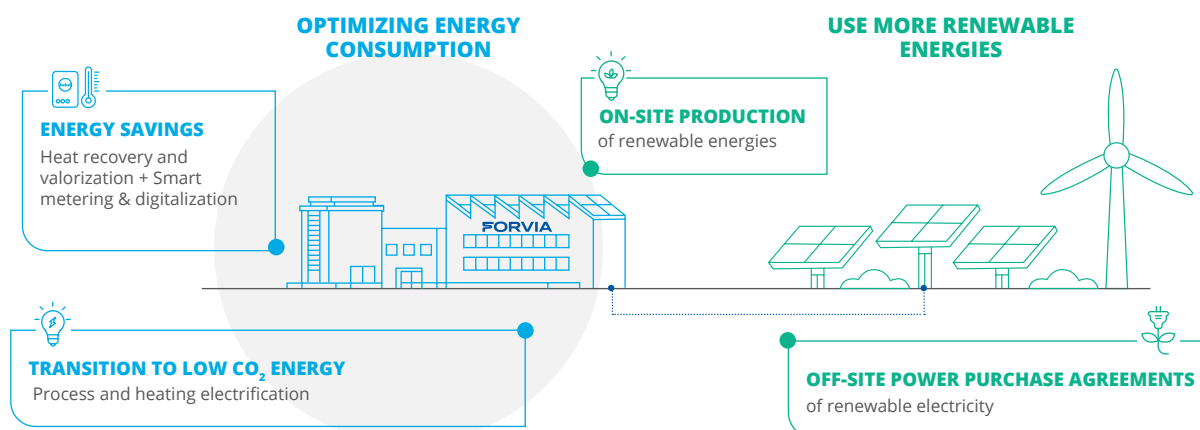
FORVIA Group has taken a long-term commitment, signing two (2) Virtual Power Purchase Agreements (VPPA) with additionality of Renewable Electricity

Capacity, supporting the development of Wind Electricity Power Parks in the north of Europe. In operation since end 2023, these wind farms supply more than 50% of FORVIA Europe electricity consumption.

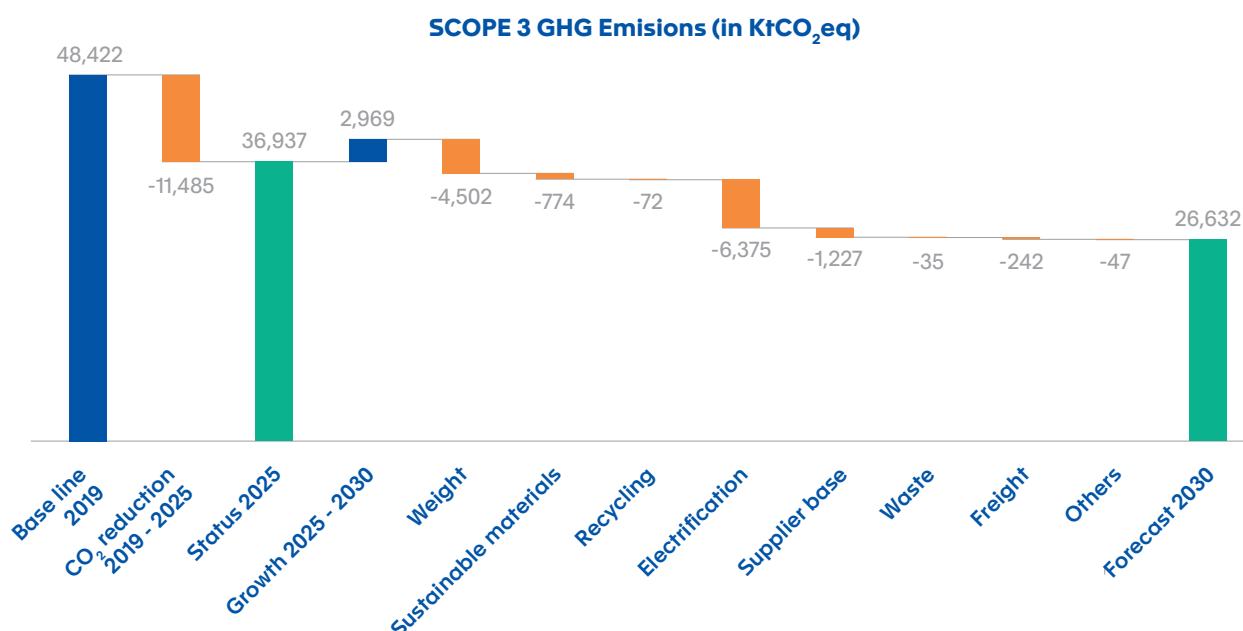
FORVIA has also contracted Green Tariffs Electricity Distribution Contracts with its utility suppliers: in several countries in Europe, in the UK, Turkey, Brazil and other countries.

To complete, FORVIA has purchased Energy Attributes Certificates in countries where it operates production facilities: in China, India, Japan, and other countries.

Expected contribution to GHG emissions trajectory: -7 ktCO₂eq between 2025 and 2030



Scope 3: Reducing emissions throughout the value chain



For scope 3, FORVIA Group CEO launched a **“Designed for scope 3”** initiative which aims to focus on emissions related to FORVIA Group product portfolio and covering all the functions contributing to this perimeter.

FORVIA Group has established a dedicated organization to manage the FORVIA Group’s decarbonization as a project. This organization works as a matrix organization and is composed of representatives from the various FORVIA Group Functions, Business Groups, and Regions.

The main objective of FORVIA Group’s “Designed for scope 3” organization is the governance of FORVIA Group’s decarbonization strategy, from target setting and KPI definition, through “Designed for scope 3” training development and deployment, CO₂ process management, to the development and implementation of FORVIA Group’s decarbonization roadmap with progress measurement.

The “Design for scope 3” organization is chaired by the Group Sustainability Vice President, who reports FORVIA Group’s decarbonization progress twice a year to FORVIA Group’s Executive Committee as well as to FORVIA Group Board, namely the “Governance, Nominations and Sustainability Committee”.

The implementation of these levers results in concrete actions addressing the GHG emissions. Scope 3 emissions represent 99.7% of FORVIA Group’s emissions. The Group strives to reduce these emissions through strategies focused Design for scope 3 with the aim to reduce scope 3 emissions by 45% in 2030 compared to 2019.

- **Reducing emissions related to product use:** FORVIA anticipates that the growth of the electric and hybrid vehicle market as a proportion of the total automotive market will have a direct impact on reducing usage-related emissions. Through the acceleration of the adoption of hybrid and electric powertrains, the Company expects a significant decrease in greenhouse gas emissions during the operational phase of vehicles, complementing its upstream and supply chain initiatives. FORVIA Group aims to contribute to the vehicle direct use emissions by reducing the energy consumption of its electronic components by 10%.

Expected contribution to GHG emissions trajectory: -6,375 ktCO₂eq between 2025 and 2030

- **Weight reduction:** FORVIA Group is revising the way it designs its products to reduce weight, achieving an average reduction of 17% across its portfolio by 2030. This weight reduction has a direct impact on emissions associated with raw material use and an indirect impact on the in-use emissions of vehicles incorporating these components. The initiative also targets indirect reductions in emissions related to the logistics of these components, to the waste treatment and to the end of life of the vehicle.

Expected contribution to GHG emissions trajectory: -4,502 ktCO₂eq between 2025 and 2030

- **Influencing suppliers' practices:** FORVIA actively collaborates with its suppliers to encourage the reduction of their own scope 1 and 2 carbon footprints. This collaborative approach mirrors FORVIA's internal energy management strategies, promoting proactive energy consumption monitoring, energy efficiency and sobriety measures, and the transition from fossil fuels to biofuels and electricity. Suppliers are also encouraged to enter into renewable energy purchase agreements.

In addition, FORVIA requests that suppliers work on their transition plan and on alternative materials and solutions.

Expected contribution to GHG emissions trajectory:
-1,227 ktCO₂eq between 2025 and 2030

- **Sustainable materials:** FORVIA Group is actively engaging with its suppliers to reduce emissions across the supply chain. This includes the procurement and the development of low carbon materials, such as decarbonized steel, recycled aluminum and low carbon plastics with the objective to reduce the average emission factor between 40% to 70% depending on the material. Overall recycled or biomass material objective for the Group is 30% by 2030.

MATERI'ACT entity produces materials whose CO₂eq footprint is reduced by 20% to 85% compared to current materials, and focuses its innovations on two product lines:

- recycled and bio-sourced plastics designed for automotive applications such as for interiors, seats and lighting; renewable polymers are made from recycled plastics or biomass as an alternative to petrol based. For example NAFILlean® material family which reduce vehicle weight while limiting the carbon footprint of component. They are also offered outside of the automotive industry;
- foils for seats and interiors. They have a premium feel and appearance and thus offer an alternative to traditional leather. They can also be used in other sectors, such as fashion and furniture.

The Group has developed an internal database to record the emission factors associated with the various activities contributing to the CO₂e footprint of the Group and its products. This database now contains more than 42,000 emission factors and is continuously evolving, with a significant proportion of primary data (specifically collected and provided by the production ecosystem, unlike secondary data, which are generic and represent an average). This database is also used for the LCA CO₂e analysis of projects under development.

Expected contribution to GHG emissions trajectory:
-774 ktCO₂eq between 2025 and 2030

- **Optimization of logistics flows:** Reorganization of logistics flows by reducing transport distances, better route design and optimization of truck loading leading to emissions reduction. Additionally, FORVIA aims to reduce exceptional transport (-20% by 2030) and to control transportation for better efficiency.

- Further reductions are expected through the introduction of electric, hydrogen and biofuel-powered vehicles and multimodal transportation.

- Expected contribution to GHG emissions trajectory:
-242 ktCO₂eq between 2025 and 2030.

- **Design for recyclability:** FORVIA Group also revises the product architecture to ensure sustainable design and reduction of end-of-life impact through recyclability. The Group implemented a recyclability potential KPI with the objective to reach 70% recyclability potential of products. This KPI is declined for each product line. Design for recyclability of products is considered as an eco-design product lever in FORVIA Engineering FES and part of its Innovation plan.

Expected contribution to GHG emissions trajectory:
-72ktCO₂eq between 2025 and 2030.

- **Optimization of the waste:** The FORVIA Group aims to reduce the waste intensity by 3% per year and to increase metallic and non-metallics waste recycling and reuse.

Expected contribution to GHG emissions trajectory:
-35 ktCO₂eq between 2025 and 2030.

- **Reducing Commuting & Business travel impact:** The Group deployed travel guidance to reduce long-distance trips and promoting the use of trains for short & mid-distance trips. FORVIA starts to benefit also from low-emission transport such as using Sustainable Aviation Fuel (SAF) or green electricity for the trains. The implementation of the Home Office continues to lower the commuting emissions, and the emissions of employees's cars fleet are also progressively improving.

Expected contribution to GHG emissions trajectory:
-47 ktCO₂eq between 2025 and 2030.

Scope 1

GHG Emissions reduction Levers	Description	Scope	GHG emissions reduction in kt CO ₂ eq including volume effect vs 2025
Gas to electricity	Comfort heating: process heat recovery trough heat pumps, Air Recirculation	1.1/1.3/1.5	-25
	From high to low temperature product - process solutions (solvents,...)		
	Replace gas burning with electrical Joule systems on industrial lines		
Industrial fossil fuel to biofuel	Gas tracability to sustainable biogas source in EU (REDIII GOs)		
Refrigerant emissions reduction	Use less emissive refrigerants		
Car fleet electrification	Car Policy promoting Hybrid vehicle and BEV		

Scope 2

GHG Emissions reduction Levers	Description	Scope	GHG emissions reduction in kt CO ₂ eq including volume effect vs 2025
Energy efficiency & Decarbonized electricity	Energy efficiency improvement by 3% per year between 2025 and 2030	2,1	-7
	Maintain operation of Sweden VPPAs windmills parks		
	On site PPA: Reach 80MW peak		
	Maintain green tariffs contractualizations		
	Maintain EACs aquisition to complement VPPAs and green tariffs		

2030

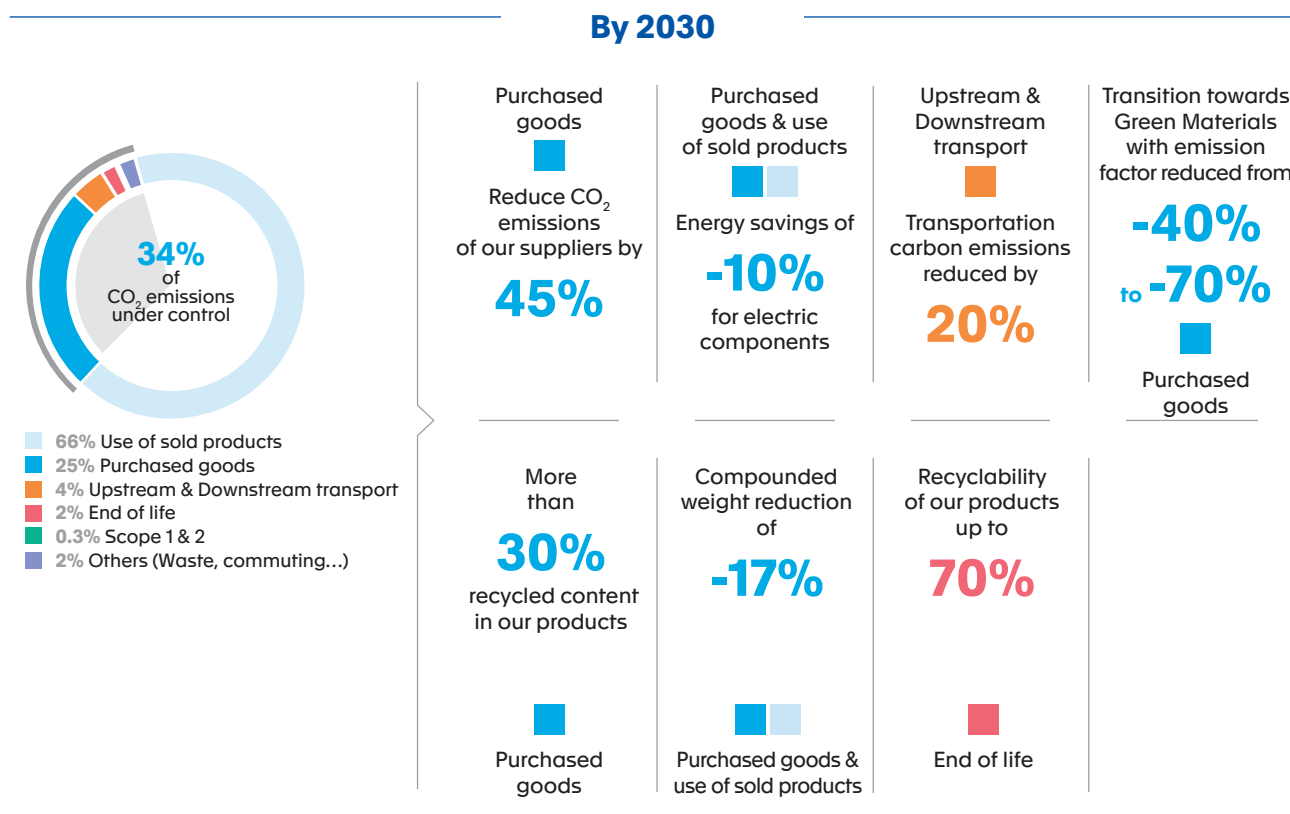
TOTAL SCOPE 1&2 GHG EMISSIONS INDUCED BY BUSINESS GROWTH VS 2025	9
Total Scopes 1&2 GHG emission forecast for 2030	84
Total Scopes 1&2 GHG emission reduction in % vs 2019 baseline	-93%

Scope 3

GHG Emissions reduction Levers	Description	Scope	2030
Weight reduction	Weight reduction is one of the major lever and an objective is declined for each product line. Innovation is key to move to frugal Architecture & lighter technologies	3.1/3.4 & 3.9/ 3.5/3.11/3.12	-4,502
Sustainable materials	Overall recycled or biomass content for the Group by 2030 is 30% Reduction of the average emission factor between -40% and -70% depending on the material Examples : decarbonized steel or Aluminum, recycled and bio-based plastics...	3.1	-774
Recyclability	The recyclability potential KPI for the Group is -70% and is declined for each product line. Design for recyclability of products considered as an eco-design product levers in its FES and part of its Innovation plan	3.12	-72
Electrification & power consumption	Estimated global EV (incl Hydrogen) market share 2030 @ 32% and 41% for HEV/PHEV/EREV and 27% for ICE Overall Group Power Consumption of Electronic parts target is to reduce by 10%	3.11	-6,375
Supplier base (including equipment)	Supply chain adoption of FORVIA green energy policy (scopes 1&2) Transition plan by Commodity: Metal, Chemicals, Plastics, Electronics and Equipment	3.1/3.2	-1,227
Waste	Waste intensity reduction by 3% per year Increase metallic and nonmetallic waste recycling and reuse	3.5	-35
Freight	Exceptional transport reduction (-20% by 2030) Network design (Truck filling rate improvement) Cleaner transport (ICE efficiency, bio-fuels, Electric trucks...) Incoterm from DAP to FCA (from 60% FCA to 70%) Supplier footprint Nearshoring (reduction road distance)	3.4/3.9	-242
Others	Commuting : impact of Home Office & efficiency of the car fleet (S&P database) Business Travel : reduction of long-distance trips and promoting the use of trains for short/mid-distance trips, SAF (Sustainable Aviation Fuel)	3.6/3.7	-47
TOTAL SCOPE 3 GHG EMISSION REDUCTIONS			-13,274
TOTAL SCOPE 3 GHG GROWTH INDUCED BY BUSINESS GROWTH VS 2024			2,969
Scope 3 GHG emission forecast for 2030			26,632
Scope 3 GHG emissions reduction in % vs 2019 baseline			-45%

Example:

Scope 3 Roadmap



3.4.2.3.1. Financial and Human Resources

E1-1 16c, 16e, 16g, 26, 29c (i), 29c (iii), ESR5 2 MDR-A 68a, ESR5 2 69b, ESR5 2 69c, ESR5 2 MDR-A 69a, E1-4 30

FORVIA Group is mobilizing significant financial and human resources to support its ambitious GHG emissions reduction targets and actions for scopes 1, 2, and 3. Decarbonization is an integral part of FORVIA's overall business strategy. Whenever the implementation of contributing actions requires substantial funding, this is reflected in the strategic planning process, including financial planning.

The total amount of CapEx and OpEx for substantial climate change mitigation activities in 2025 is around 650 million EUR, of which 96% are taxonomy-aligned. For the years 2026 to 2030, FORVIA plans a total CapEx and OpEx amount of around 5,200 million EUR, of which 94% are expected to be taxonomy-aligned. The increase in OpEx and CapEx is mainly driven by increased research and development.

The main actions requiring financial resources for Scope 1 and 2 GHG emission reduction focus on enhancing energy efficiency to lower overall energy intensity, as well as procuring decarbonised and renewable electricity sources. Further details can be found in the section 3.4.2.3 Actions, expected outcomes, and time horizons.

For scope 3 GHG emission reductions, the key actions requiring substantial financial investment include: adopting sustainable materials with an emphasis on recycled resins, Materi'Act materials, and green steel, as detailed in section 3.4.2.3 Actions, expected outcomes, and time horizons; investing in the development of electrification and battery management products, largely fueled by increased research and development to support the global electrification of automotive fleets, with additional information available in the section 3.3. "Note on Taxonomy regulations and the alignment of FORVIA Group's activities" of this chapter; and expanding hydrogen mobility capabilities, where FORVIA is allocating resources towards the advancement of fuel cell and hydrogen storage solutions, outlined further in the section 3.3. "Note on Taxonomy regulations and the alignment of FORVIA Group's activities" of this chapter.

CapEx and OpEx for key climate change mitigation actions *

Expenses (CAPEX + OPEX) in Mio. EUR

Levers		2025	2026->2030
Scope 1 & 2	Energy Efficiency and Renewable Energy	20	120
	Sustainable materials	80	1,610
	Electrification & Battery Management	500	2,650
Scope 3	H2 mobility	50	820
TOTAL		650	5,200

* The levers detailed in the transition plan include actions that require financial resources as well as those that cannot be quantified financially. Accordingly, the financial resources for the transition plan are estimated based on budget planning and not according to the transition plan levers.

3.4.2.4. Management of GHG-intensive assets

E1-1 16d

FORVIA Group is systematically managing GHG-intensive assets to minimize the risk of “locked-in” emissions, which could jeopardize long-term targets:

- **Fossil Fuel Phase-Out:** FORVIA Group has implemented an organization and governance of energy usage addressing fossil fuels consumption on sites in priority. Consequently in 2025 FORVIA Group consumed 54% less fossil fuels than in 2019 (and 11% less than in 2024). Through the partnerships with Schneider Electric, Kyotherm, and Engie, FORVIA Group has deployed programs “as a service” to eliminate reliance on gas heating across sites, ensuring continuous operation while reducing the dependency on fossil fuels;
- **Energy Efficiency:** Over 50 sites have entered Energy Performance Contracts (EPCs) as part of FORVIA Group energy efficiency strategy, resulting in significant energy savings and contributing to the reduction of scope 1 & 2 emissions.

These actions ensure that FORVIA Group GHG-intensive assets are either adapted or replaced with low-carbon alternatives, preventing any risk of non-compliance with emissions reduction targets.

3.4.2.5. Progress monitoring and reporting

E1-1 16j, E1-4 32, ESRS 2 MDR-A 68d, ESRS 2 80j, ESRS 2 81b

FORVIA Group progress reports are published annually, providing stakeholders with clear insights into its climate-related performance.

FORVIA Group closely monitors its progress toward meeting its emissions reduction targets through two dedicated monthly steering committees.

One committee focuses on scopes 1 and 2, while the other oversees scope 3 emissions. This dual approach allows FORVIA Group to track emissions performance across its entire value chain, ensuring comprehensive oversight of its decarbonization efforts.

By 2025 had achieved the following results (compared to 2019):

- **scopes 1 and 2:** 91% reduction, positioning FORVIA Group beyond its target (80%) to SBTi;
- **scope 3:** 24% reduction in emissions.

FORVIA Group 2025 total GHG emissions (market based) accounts for 37 MtCO₂e, a decrease of 25% compared to 2019, and 7% compared to 2024. This represents an emissions intensity of 1,396 tons of CO₂equivalent per million € of total sales in 2025, a decrease of 33% compared to 2019, and 6% compared to 2024.

In 2025, around 6 % of FORVIA Group scope 1 emissions are covered by regulated emission trading schemes.

FORVIA Group Total GHG emissions – scopes 1, 2, 3 (MtCO₂e)

	2024	2025
Total location based GHG emissions of the Group during the reporting period expressed in tCO ₂ e	40,4	37,7
Total market based GHG emissions of the Group during the reporting period expressed in tCO ₂ e	40	37
GHG emissions intensity of the Group during the reporting period (market based or location based) expressed in tCO ₂ e per M€ of external sales	1,484	1,396

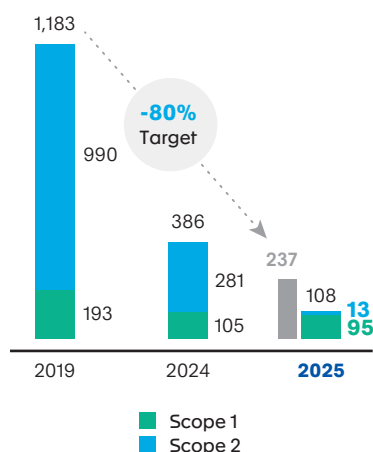
	2024	2025
Net revenue used to calculate GHG intensity in M€	26,944	26,536
TOTAL NET REVENUE (IN FINANCIAL STATEMENTS) IN M€	26,974	26,153

(1) The net revenue used to calculate the GHG intensity for the 2025 financial year corresponds to the revenue from the financial statements before the IFRS 5 restatement related to the sale of the "Interiors" business.

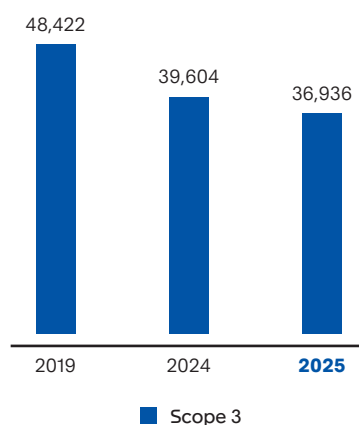
The following charts give details on the evolutions of each scope of emissions.

E1-6 44a, 44b, 44c, 44d, 45a, 45b, 45c, 45d

Progress on scope 1 & 2 emissions reduction



Progress on scope 3 emissions reduction



	2025 emissions reduction compared to 2019 in kt CO ₂	2025 emissions reduction compared to 2019 in %
Scope 1	98	-50,7%
Scope 2	977	-98,7%
Scope 1+2	1,075	-90,9%
Scope 3	11,485	-23,7%
TOTAL	12,560	-25,3%

- (1) Scope 1 2019 : 193 kt
(2) Scope 2 2019 : 990 kt
(3) Scope 3 2019 : 48422 kt

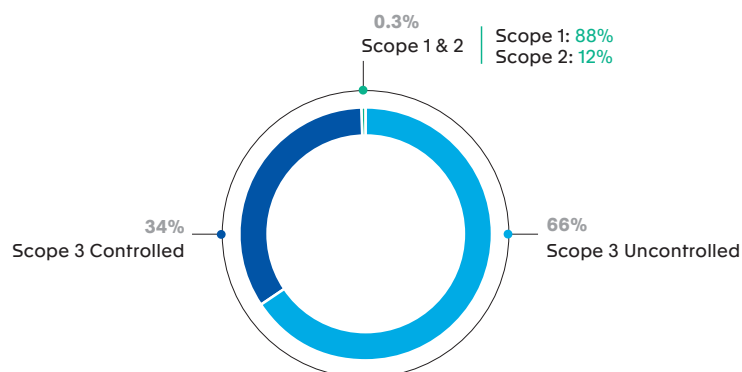
In 2025, FORVIA Group's direct and indirect CO₂ emissions (scopes 1 and 2) amounted to approximately 108 ktCO₂e, a decrease of 91% compared to 2019, and 72% compared to 2024. The reduction vs. 2024 was driven by a decrease in energy consumption (-6%) and emission factors on scope 2 (-55% on weighted average for electricity) linked to

the consumption of electricity from renewable sources, and the decarbonization of national electricity networks. Scope 1 and 2 emissions represent around 0.3% of the Group's total GHG inventory.

FORVIA Group's scopes 1 and 2 GHG emissions intensity (4 tons CO₂ equivalent/€ million of external sales) is down 92% compared to 2019 (49 tCO₂equivalent/€ million of external sales) and 71% compared to 2024 (14 tCO₂equivalent/€ million of external sale).

Note: The year 2019 includes emissions over the period from November 2018 to October 2019 for FORVIA Group (excluding the HELLA scope) and from January to December 2019 for HELLA. The turnover (external sales) covers the period from January to December 2019 for FORVIA Group (excluding the HELLA scope) and from June 2018 to May 2019 for HELLA. For the Clarion Electronics activity, an estimate of turnover from January 2019 to March 2019, before integration into the FORVIA Group (excluding the HELLA scope) accounts of the acquired entity, was carried out from the following months. For 2023 and 2024, emissions and turnover relate to the period November of the previous year to October of the year.

		2019 FORVIA	2024 FORVIA	2025 FORVIA	% 2025 FORVIA vs 2024	Level of uncertainty
Detailed breakdown of emissions (ktCO₂eq) - scope 1, scope 2 and scope 3						
Scope 1	Scope 1 direct emissions	193,000	105,000	95,000	-10%	low
Scope 2	Location based Scope 2 indirects emissions	810,000	710,000	665,000	-6%	low
	Market based Scope 2 indirects emissions	990,000	281,000	13,000	-95%	low
Scope 3	Scope 3 total	48,422,000	39,604,000	36,936,000	-7%	medium
	Purchased goods and services	9,584,000	9,445,000	9,206,000	-3%	medium
	Capital goods	414,000	340,000	228,000	-33%	high
	Upstream energy	245,000	128,000	94,000	-27%	low
	Upstream transport and distribution	1,466,000	1,436,000	1,265,000	-12%	medium
	Wastes generated	184,000	126,000	120,000	-5%	medium
	Business travel	83,000	59,000	45,000	-24%	low
	Employee commuting	186,000	137,000	124,000	-9%	medium
	Upstream leased assets	51,000	56,000	53,000	-5%	medium
	Downstream transport and distribution	232,000	362,000	289,000	-20%	medium
	Processing of sold products	395,000	403,000	385,000	-4%	high
	End-of-life of sold products	772,000	751,000	722,000	-4%	high
	Downstream leased assets					N/A
	Franchises					N/A
	Investments	22,000	19,000	16,000	-16%	medium
	Use of sold products	34,788,000	26,342,000	24,389,000	-7%	medium
TOTAL	SCOPES 1, 2, 3 TOTAL LOCATION BASED	49,425,000	40,419,000	37,696,000	-7%	MEDIUM
	SCOPES 1,2,3 TOTAL MARKET BASED	49,605,000	39,990,000	37,044,000	-7%	
	SCOPES 1, 2 LOCATION BASED AND 3 CONTROLLED (EXCLUDING THE USE OF SOLD PRODUCTS)	14,637,000	14,077,000	13,307,000	-5%	MEDIUM
	SCOPES 1, 2 MARKET BASED AND 3 CONTROLLED (EXCLUDING THE USE OF SOLD PRODUCTS)	14,817,000	13,648,000	12,655,000	-7%	MEDIUM



In application of the recommendations of the GHG protocol and SBTi, the GHG emissions relating to the reference year 2019 and to the year 2025 have been recalculated to consider changes in the perimeter and methodological improvements (see Section 3.4.5. "CO₂ emissions calculation methodology").

Report on energy consumption and mix

E1-5 35 – 37 (a) 37 (c) – 38 (a) 38 (e) – 37c (i) to 37c (iii) – AR 34 – 39

- FORVIA Group consumed a total of 2,263,617 MWh in 2025, which represents a 5% reduction compared to 2024 and a 32% reduction compared to 2019.

- Electricity accounted for most of the energy consumption, reaching 82% in 2025.
- Natural gas consumption decreased from 18% of total energy consumption in 2024 to 17% in 2025.
- Energy intensity accounted for 85,3 MWh/million€ of total sales.
- Part of the renewable energy consumed by FORVIA Group is being produced on production site for an amount of 50,147 MWh.
- Part of the non-renewable energy consumed by FORVIA Group is being produced on production site for an amount of 245 MWh.

	2024	2025
Total energy consumption related to own operations in MWh	2,354,263	2,263,617
Amount of non-renewable energy production on site in MWh	2,759	245
Amount of renewable energy production on site in MWh	27,899	50,147
Energy intensity in MWh/M€	87.4	85.3

- (1) Energy consumptions are calculated here using High Heating Values, see corresponding table in section 3.4.3. CO₂ emissions calculation methodology, for Energy consumptions calculated with Low Heating Value
- (2) 2024 values have been restated to align with 2025 methodology

Energy consumption and mix	2024	2025
(1) Fuel consumption from coal and coal products (MWh)	0	0
(2) Fuel consumption from crude oil and petroleum products (MWh)	35,655	30,700
(3) Fuel consumption from natural gas (MWh)	417,334	378,959
(4) Fuel consumption from other fossil sources (MWh)	0	0
(5) Consumption of purchased or acquired electricity, heat, steam, and cooling from fossil sources (MWh)	23,241	18,060
(6) TOTAL FOSSIL ENERGY CONSUMPTION (MWh) (CALCULATED AS THE SUM OF LINES 1 TO 5)	476,230	427,719
Share of fossil sources in total energy consumption (%)	20%	19%
(7) CONSUMPTION FROM NUCLEAR SOURCES (MWh)	3,198	2,117
Share of consumption from nuclear sources in total energy consumption (%)	0%	0%
(8) Fuel consumption for renewable sources, including biomass (also comprising industrial and municipal waste of biologic origin, biogas, renewable hydrogen, etc.) (MWh)	426	2,099
(9) Consumption of purchased or acquired electricity, heat, steam, and cooling from renewable sources (MWh)	1,144,712	1,683,767
(10) The consumption of self-generated non-fuel renewable energy (MWh)	1,124	1,576
(11) TOTAL RENEWABLE ENERGY CONSUMPTION (MWh) (CALCULATED AS THE SUM OF LINES 8 TO 10)	1,146,261	1,687,441
Share of renewable sources in total energy consumption (%)	49%	75%
(12) Purchased electricity, heat, steam or cooling from unknown sources (i.e., supplier energy mix or national/regional energy mix)	728,573	146,339
Share of sources which are unknown in total energy consumption (%)	31%	6%
Total energy consumption (MWh) (calculated as the sum of lines 6, 7, 11 and 12)	2,354,263	2,263,617

- (1) Energy consumptions are calculated here using High Heating Values, see corresponding table in section 3.4.3. CO₂ emissions calculation methodology, for Energy consumptions calculated with Low Heating Value
- (2) 2024 values have been restated to align with 2025 methodology

In 2025, FORVIA Group significantly increased its share of renewable electricity, from 57% in 2024 to 91%. This change was driven by new initiatives such as Power Purchase Agreements (PPAs) and local on-site solar energy production.

3.4.2.6. Internal carbon pricing scheme

E1-8 62, 63a, 63b, 63c, 63d

FORVIA Group (excluding HELLA) has implemented an internal carbon pricing scheme, setting a carbon price of €100 per ton of CO₂ (based on EU Carbon price mid 2023). This price is utilized as a strategic indicator to guide product development by incorporating the potential environmental costs of CO₂ emissions. The aim is to ensure

that the carbon footprint of the Group's operations and products is considered in its long-term business decisions. The pricing scheme currently serves as an indicator rather than a decisive criterion for financial decision-making, ensuring that sustainability considerations are integrated into its product lifecycle without negatively impacting the final cost to customers.

As a result, there is no specific differentiation between scopes, geographies or applications. HELLA has not yet implemented an internal carbon price.

3.4.3. CO₂ emissions calculation methodology

Greenhouse gas emissions are calculated in CO₂ equivalent (CO₂e)

The greenhouse gas emissions are calculated on 12 rolling months from November 2024 to October 2025.

3.4.3.1. Scopes 1 and 2

Emissions related to the consumption of scope 1 fuels are calculated based on emission factors taken from the French Environment and Energy Management Agency (ADEME) and the department for Environment, Food and Rural Affairs (DEFRA).

Fugitive emissions (from refrigerants) are calculated using emission factors from the sixth report of the Intergovernmental Panel on Climate Change (IPCC).

FORVIA Group uses the higher heating value when calculating scope 1 emissions. This is the same as calculations using the low heating value, as the emission factor is adjusted accordingly.

Only the energy consumption differs (by approximately 10%) for the scope 1 fuels. Taking into account scope 2 consumption in addition to scope 1, this results in a difference of less than 2% in total energy consumption.

Energy consumptions using Low Heating Value

	2024	2025
Total energy consumption related to own operations in MWh	2,310,142	2,223,523
Amount of non-renewable energy production on site in MWh	2,759	245
Amount of renewable energy production on site in MWh	27,899	50,147
Energy intensity in MWh/M€	85.7	83.8

Energy consumption and mix	2024	2025
(1) Fuel consumption from coal and coal products (MWh)	0	0
(2) Fuel consumption from crude oil and petroleum products (MWh)	33,297	28,672
(3) Fuel consumption from natural gas (MWh)	375,604	341,067
(4) Fuel consumption from other fossil sources (MWh)	0	0
(5) Consumption of purchased or acquired electricity, heat, steam, and cooling from fossil sources (MWh)	23,241	18,060
(6) Total fossil energy consumption (MWh) (calculated as the sum of lines 1 to 5)	432,142	387,799
Share of fossil sources in total energy consumption (%)	19%	17%
(7) Consumption from nuclear sources (MWh)	3,198	2,117
Share of consumption from nuclear sources in total energy consumption (%)	0%	0
(8) Fuel consumption for renewable sources, including biomass (also comprising industrial and municipal waste of biologic origin, biogas, renewable hydrogen, etc.) (MWh)	394	1,925
(9) Consumption of purchased or acquired electricity, heat, steam, and cooling from renewable sources (MWh)	1,144,711	1,683,767
(10) The consumption of self-generated non-fuel renewable energy (MWh)	1,124	1,576
(11) Total renewable energy consumption (MWh) (calculated as the sum of lines 8 to 10)	1,146,229	1,687,268
Share of renewable sources in total energy consumption (%)	50%	76%
(12) Purchased electricity, heat, steam or cooling from unknown sources (i.e., supplier energy mix or national/regional energy mix)	728,573	146,339
Share of sources which are unknown in total energy consumption (%)	32%	7%
TOTAL ENERGY CONSUMPTION (MWH) (CALCULATED AS THE SUM OF LINES 6, 7, 11 AND 12)	2,310,142	2,223,523

Indirect emissions related to electricity (scope 2) are calculated using the market-based approach, in line with the SBTi targets. By order of data availability, the emission factor used on each site is that of market instruments (Power Purchase Agreement, on-site or off-site renewable electricity production, Energy Attribute Certificates), electricity suppliers, and the country's or the region's residual mix and, finally, the national production mix with data from the latest IEA report. The share of electricity emission factors from market instruments or supplier green tariffs now reaches, in 2025, 92% of total FORVIA Group electricity consumption (vs. 61% in 2024).

Share of scope 2 GHG emissions linked to energy purchase bundled with instruments such as Guarantee of Origins or Renewable Energy Certificates

	2024	2025
Total Share	61%	92%

(1) 2024 value has been recalculated.

	2025 share in MWh
EACs	924,496
Green tariffs	253,968
VPPA	456,732
On-site PPAs	48,571
TOTAL	1,683,767

The electricity consumption from the owned solar panels accounts for 1,576 MWh.

Although the Group guideline is to collect measured data from every location, no matter the size, for some of the sites (representing around 0.9% of FORVIA Group energy consumptions), energy and refrigerant consumptions are estimated. These sites are mainly very small facilities or offices for which FORVIA does not have access to energy bills or data.

To estimate their energy consumption and therefore GHG emissions, for each energy vector, FORVIA uses an average energy intensity (in MWh/m²) from similar sites (e.g., same type of site in the same country or region) that report actual consumption data. A conservative approach is used because only the sites that consume the estimated energy/refrigerant vectors are considered in the average.

Every year, all FORVIA Business Groups review the complete list of sites (updated by real estate department) and do their best to maximize energy data collection, therefore reducing the number of sites whose energy consumptions are estimated.

Emissions related to company cars are estimated, for FORVIA Group (excluding HELLA), on the basis of the report from two of FORVIA Group (excluding HELLA)'s main long-term car rental agencies, the expenditure with these agencies, and the total expenditure on company cars. For HELLA, fuel consumptions are tracked in Germany thanks to fuel cards and the GHG emissions are calculated by multiplying the fuel/electricity consumptions by the appropriate emission factor. In the other countries, emissions are estimated based on the number of vehicles per vehicle type and the average energy consumption per vehicle type in Germany. For the electricity consumption (of electric vehicles and plug-in hybrid vehicles), the emission factor of the country is considered.

3.4.3.2. Scope 3

Emissions are calculated by following the guidance of the GHG Protocol. They include all the scope 3 categories except downstream leased assets (scope 3.13) and franchises (scope 3.14) which do not concern FORVIA Group's activity. The uncertainties in the calculation of CO₂ emissions were assessed considering the uncertainty around the activity data and the emission factors.

Description of the methodology for the three most important scope 3 categories in terms of emissions

• Scope 3, category 1 on purchased goods and services

The focus below concerns purchases of goods. FORVIA excluding HELLA uses the Octoplus tool, which directly calculates emissions for each purchasing line based on, by order of data availability:

- a specific approach by carbon footprint of the materials or the parts directly provided by the Tier 1 suppliers through Impulse supplier declaration portal. *This approach covered 15% of the purchased goods emissions in 2025;*
- a specific approach by quantities: using emissions or energy consumption sent by certain suppliers (manufacturing emissions of Tier 1 suppliers) and a measurement of weight per material multiplied by the related emission factors (for upstream emissions of Tier 1 suppliers). *This approach covered 38% of the purchased goods emissions;*
- a semi-specific approach by quantities: using an estimate of manufacturing emissions from Tier 1 suppliers and a measurement of weight per material multiplied by the related emission factors (for upstream emissions of Tier 1 suppliers). *This approach covered 22% of the purchased goods emissions;*
- a spends approach and similar purchases emissions: multiplying the spends in thousand € by an average GHG monetary ratio (in tCO₂e/thousand € spends) of similar purchases (same purchasing segment or same sub-commodity) whose emissions were estimated using one of the three methodologies above. *This approach covered 24% of the purchased goods emissions.*

HELLA purchasing data are taken from its purchasing consolidation tool. Then the GHG emissions of each purchasing lines are calculated based on, by order of data availability:

- a specific approach by carbon footprint of the parts directly provided by the Tier 1 suppliers through Impulse supplier declaration portal. *This approach covered 19% of the purchased goods emissions in 2025;*
- a specific approach by quantities leveraging the emission factor of the raw material provided by the supplier, and an extrapolation of the Tier 1 supplier GHG emissions using the raw material to manufacture the part purchased by HELLA. *This approach covered 7% of the purchased goods emissions;*
- a semi-specific approach by quantities multiplying the weight by the weighted average weight-based emission factor of, by order of availability, the purchases of the same segment at HELLA (if available) or Faurecia which could be calculated with one of the two approaches above, the same sub-commodity, or the same commodity. *This approach covered 59% of the purchased goods emissions;*
- a spends approach multiplying the spends in thousand € by a weighted average GHG monetary ratio (in tCO₂e/thousand € spends) of similar purchases (same approach than the semi-specific approach above but with spends). *This approach covered 15% of the purchased goods emissions.*

For purchased services, FORVIA Group uses a specific tool (Greenly) to calculate the GHG emissions. The expenses per segment of purchase from the internal tool is multiplied by a monetary emission factor from Greenly internal emission factor database.

• **Scope 3, categories 4 and 9 on the transport of FORVIA Group goods**

FORVIA Group (excluding HELLA): for some of the goods purchased and sold for which FORVIA Group (excluding HELLA) pays for the transport, the data are taken from a transport management system (TEO, Transport Management System – TMS) which makes it possible to trace the distances (in km) and the tonnages transported of the transport flows covered by the tool. For the rest of the goods purchased and sold, and which are not covered by the TMS, the t.km are calculated based on the distance and weight provided by Faurecia ERP system (SAP). The emission factor used is that of the Global Logistics Emissions Council (GLEC), adjusted for transport by truck with the average loading of FORVIA Group (excluding the HELLA scope)

HELLA: the reports of the main carriers are used (top ten carriers representing around 59% of transport-related spends). Based on this data, the calculations are carried out either :

- based on emissions calculated directly by carriers;
- based on the distance between the city of departure and arrival and the tonnages transported (t.km) multiplied by a GLEC emission factor of the corresponding means of transport.

The emissions of the spends not covered by the carriers' reports are estimated based on the weighted average GHG monetary ratio (in tCO₂e/k€ spends) calculated based on the carriers' reports and the spends not covered by these reports.

At last, the transport not financed by HELLA is extrapolated based on the GHG emissions of the transport financed by HELLA, and the share of transport that is financed by HELLA.

• **Scope 3, category 11 on the use of FORVIA Group sold products**

There are two types of emissions considered in this category:

- indirect use emissions, which refer to the lifecycle emissions of the energy consumed in use-phase by the vehicles equipped with FORVIA Group products due to the weight of these products over the lifetime of the vehicles;
- direct use emissions, which refer to the lifecycle emissions of the energy consumed by the vehicles for the use of the electronic products sold by FORVIA Group over their lifetime.

The first case (indirect use) represents the majority of the Group Use phase emissions. To carry out this calculation, several parameters are considered: the vehicle's lifetime (set at 150,000 km for passenger cars), the weight of the products sold by FORVIA Group per vehicle, the weight of the vehicle equipped with the products sold by FORVIA Group, the vehicle well to wheel emission factor (in gCO₂e/km) and the proportion of the greenhouse gas emissions of a vehicle that is due to its weight. The vehicle emission factor includes the direct emissions during the use of the vehicle (fuel combustion) and the indirect emissions (extraction, refining and transport of fuel, and, for electricity, its production including the activities upstream the production). The vehicle emission factors and the vehicle weights come from a database purchased by FORVIA Group. This database provides these data as well as the vehicle sales per mnemonic code (i.e. vehicle brand, nameplate, program, production plant and production year) and per country of sale, resulting in the use of accurate vehicle data for the calculations (e.g., the electric vehicle emission factor in gCO₂e/km takes into account the vehicle country of sale parameter to use the appropriate country electricity emission factor). Similarly, for electric vehicles, the vehicle emission factor takes into account the evolution of the electricity grid intensity over the 10-year lifetime of the vehicle.

To quantify the emissions related to the direct use of sold products, FORVIA uses the electric power of the product, the number of hours of use, the estimated lifetime of the product, and the electricity emission factor (in gCO₂e/kWh) which depends on the vehicle (i.e., for thermal vehicles, the electricity is produced with the fuel consumed by the engine with some losses due to the efficiency of the alternator, while for electric and plug-in hybrid vehicles, the electricity comes from the grid).

3.4.3.3. Changes in the organizational perimeter

The base year 2019 and 2024 have been recalculated to remove the emissions of the entities which were sold/financially deconsolidated. There was no acquisition in 2025.

As for the previous years, to harmonize financial and environmental reporting, only activities/products whose sales are recognized under IFRS 15 led to greenhouse gas emissions estimates. Thus, the emissions linked to the chemical reactions that take place inside the catalytic converter, and which represented nearly 22 MtCO₂e in 2020 in relation to sales made by FORVIA Group (excluding the HELLA scope), according to estimates made internally, are not included in the Group's carbon footprint. In fact, under IFRS 15, FORVIA Group acts as an agent in the supply of catalytic converter components, responsible for chemical reactions, to manufacturers. The manufacturers select the technical specifications for the part and supplier. Furthermore, FORVIA Group does not have the right to set the prices and conditions of sale of the part, nor is it responsible for the technical performance of the part. Finally, the Group has no inventory risk (by contract or de facto).

3.4.3.4. Methodological improvements

As part of a continuous improvement process, FORVIA Group seeks to improve the quality of its greenhouse gas emissions estimates. With the support of Deloitte, several methodological improvements were made, in particular on significant scope 3 categories :

- for the scope 3, category 1 (purchased goods): for FORVIA Group (excluding HELLA), more specific data and emission factors are used to reduce the share of calculations based on spends (which now only account for less than 25% of the total emissions). A supplier declaration portal (Impulse) was opened and, beyond the primary data collection and use, it enables the refinement of the monetary ratios. To improve the precision of the calculations, yield figures and process emissions per technology were extended to all process categories and divisions. For HELLA: more specific data and emission factors are used to reduce the share of calculations based on spends by collecting supplier Product Carbon Footprints (new) and more supplier weight-based emission factors, by collecting the weight per unit of many purchases (enabling the use of weight-based emission factors instead of spends-based emission factors), and by applying weight-based and spends-based emission factors which are more specific to HELLA (when there are no available supplier emission factors);
- For the scope 3, categories 4 and 9 (goods transport), for FORVIA Group (excluding HELLA): the expedited freight

emissions are calculated from the ordering system called Easy4Pro which contains weight and distance per transport means, the use of updated truck filling rate to refine GLEC emissions factors based on FORVIA Group (excluding HELLA) specificities by year, BG, region, country and transport category, the transport emissions factor granularity is now per year, BG, region, country, transport mean, transport category and fuel type. For HELLA: more carrier reports are covered with GHG emissions calculations (10 vs. 5 last year), the distanced-based approach used, which calculate the distance between the city of departure and the city of arrival, now includes a ratio (from GLEC) to consider that the routes are not rights between the points of departure and arrival, and the GLEC emission factors for road transport now consider the size of the truck and the type of flux (LTL, FTL);

- for the scope 3, category 7 (employees commuting), for FORVIA Group (excluding HELLA): to avoid double counting with scopes 1 and 2, categories 5 and 4 (long term car rental emissions), the number of employees having a company car were discounted from the global headcount used to calculate the category 7 emissions);
- for the scope 3, category 10 (assembly in OEM plant), for FORVIA Group (excluding HELLA): the OEMs scopes 1 and 2 decarbonization (in %) published in their 2024 URD is considered;
- for the scope 3, category 11 (use of sold products), for FORVIA Group (excluding HELLA): the product categories and the associated hypotheses were redefined (product weight, electric power and time of use where relevant) for several Business Groups, the product categories number was increased significantly improving the granularity of the data and therefore the emissions calculations, the link between sold products and equipped vehicles is improved. For HELLA: on GE, GL, and SOE - the product assumptions are refined, and each product is now mapped with all its related data (weight, use time, power), leading to less average data used (i.e. per product category before), on SOE: the vehicle assumptions are refined (for trucks, buses, off highway vehicles) using regional hypothesis, on AM: the geographical distribution of sales is refined);
- for the scope 3, category 12 (end-of-life of sold products), for HELLA, the use of more relevant conversion factors to estimate the tonnages when they are not directly provided.

These changes were applied on the 2025, 2024 and 2019 calculations wherever possible to have consistent evolutions over years.

All the calculations of the GHG inventory and the identification of the associated uncertainties were prepared with the assistance of Deloitte and audited by Forvis Mazars.

3.5. Pollution of air – ESRS E2

3.5.1. Impacts, Risks and Opportunities management

IRO-1 11a, 11b, AR 9

In 2025, FORVIA launched a dedicated project on SOC, SVHC and PFAS to better understand the consequences of those substances and potential action plans. Based on preliminary results of that study the Group decided to

reassess the materiality of those topics, as explained in Section 3.2.3.2. This new assessment has been conducted with the support of Business Groups representatives and corporate experts on pollution.

Below table describes the full list of IRO that have been retained as material following 2025 Double Materiality Update.

Material topics identified	Impact/Risk	Scope			Time horizon		
		Upstream value chain	FORVIA Group operations	Down-stream value chain	Short-term	Medium-term	Long-term
Pollution of air							
FORVIA Group Clean Mobility business proposes depolluting systems that reduce NO _x and particles emissions and systems for ZEV vehicles (e.g. hydrogen tanks)	Positive Impact			X			X
Pollution of air							
FORVIA Group produces parts for vehicle with internal combustion engines, contributing to air pollution through the usage of vehicles produced by OEM	Negative Impact			X	X		
Pollution of air							
FORVIA Group has a market opportunity to develop product solutions to reduce air emissions and contribute to the improvement of air quality, as demonstrated by the Company's current initiatives in the Clean Mobility Business Group (exhaust pipe/hydrogen tanks/hydrogen).	Opportunity		X		X		
Substances of Concern							
FORVIA uses SoC in its products and production processes. Substances of concern (>100.000 substances) are either or/and carcinogenic, mutagenic, endocrine disruptor, persistently bio accumulative or toxic for reproduction. FORVIA uses raw materials and supplies in its production processes and for its products which contain substances of concern. If handled improperly, these may pose negative impacts such as environmental pollution and/or health risks to employees.	Negative Impact		X		X		

Material topics identified	Impact/Risk	Scope			Time horizon		
		Upstream value chain	FORVIA Group operations	Downstream value chain	Short-term	Medium-term	Long-term
Substances of Very High Concern							
FORVIA uses SVHC in its products and production processes. Substances of concern (>100.000 substances) are either or/and carcinogenic, mutagenic, endocrine disruptor, persistently bio accumulative or toxic for reproduction. FORVIA uses raw materials and supplies in its production processes and for its products which contain substances of concern. If handled improperly, these may pose negative impacts such as environmental pollution and/or health risks to employees.	Negative Impact	X	X		X		

FORVIA Group uses advanced methodologies, based on test benches reproducing real working conditions, to identify potential atmospheric pollution impacts caused by exhaust systems across its value chain. The analysis covers not only CO₂ emissions but also other pollutants such as NO_x and particulate matter, which are major contributors to air quality degradation, particularly in urban areas.

FORVIA Group regularly consults its industrial partners and stakeholders to identify material risks and sectorial impacts associated with air pollution, notably NO_x and

particulate matter emissions. These risks are heightened by new European regulations (Euro 7 standards), which impose strict limits on pollutant levels and could pose non-compliance risks for manufacturers.

In this context, FORVIA Group Clean Mobility business line represents a real opportunity to help its customers anticipate and comply to the European regulation and contribute to reduce automotive industry impact.

Additionally, FORVIA Group has identified electrification and hydrogen as key opportunities to mitigate air pollution.

3.5.2. Policies and Actions

E2-1 14, 15a, 15c, E2-2 18, 19, AR 13

3.5.2.1. Pollution of air

FORVIA Group is committed, through the Group Environment Policy, to reducing emissions from thermal vehicles but also to promoting zero-emission mobility technologies, such as battery electric vehicles and hydrogen-powered vehicles through its Clean Mobility portfolio.

- **Reducing polluting emissions from thermal vehicles:**

For thermal vehicles, FORVIA Clean Mobility Business Group continues to develop technologies to limit NO_x emissions through Selective Catalytic Reduction (SCR) systems and Diesel Particulate Filters (DPF) and gasoline filters to capture particulate matter before it is released into the atmosphere.

- **Hydrogen vehicles:**

The Clean Mobility division is a leader in developing hydrogen solutions for commercial vehicles. The Group has opened a hydrogen tank production plant in France, with an annual capacity of 100,000 tanks. These tanks are used in hydrogen fuel cell vehicles.

Additionally, FORVIA Group, in partnership with Michelin and Stellantis, created the joint venture Symbio, dedicated to producing hydrogen fuel cell systems for light and heavy commercial vehicles. This partnership aims to accelerate the adoption of hydrogen mobility, providing a sustainable alternative to traditional internal combustion engines.

- **Electric vehicles:**

FORVIA Group also invests R&D resources and production facilities in developing solutions for electric vehicles, notably in battery management systems. The Group is also developing charging technologies to optimize the charging efficiency, contributing to emissions reductions during the phase of use of products sold.

3.5.2.2. Substances of Concern and Very High Concern

At FORVIA, the management of Substances of Concern (SoC) and Substances of Very High Concern (SVHC) is a core component of the Group environmental and sustainability strategy. FORVIA are committed to reducing their use in the Group operations, ensuring safe handling, and progressively substituting hazardous substances wherever feasible, in compliance with the European REACH Regulation.

Scope of application

This approach covers distinct areas:

- chemical substances and mixtures used in industrial processes and maintenance;
- parts and components purchased from FORVIA suppliers may contain SoC or SVHC.

Substances covered by the policy

The use of substances within FORVIA is strictly controlled with precise rules:

- only authorized products with up-to-date safety data sheets are permitted;
- Substances classified as CMR (categories 1A and 1B) or identified as SVHC are prohibited, except in strictly regulated exceptional cases.

FORVIA maintains an internal list of banned, restricted, and declarable substances, integrating regulatory requirements (such as REACH), customer-specific standards, and the Group's own sustainability objectives.

Action to ensure compliance

Compliance is verified through the FORVIA procedures "Restriction for the use of hazardous substances" and "Material & Substance declaration", which requires systematic checks against REACH and Group internal lists before approval of the use of any new substance.

For components and assembled products, FORVIA relies on the International Material Data System (IMDS), in line with obligations such as the End-of-Life Vehicles Directive. In addition, FORVIA teams work to integrate eco-responsible practices from the earliest stages of product design, ensuring full traceability of components and continuous monitoring of regulatory developments.

In case of usage of Substances of Concern or Very High Concern all sites implement rigorous procedures for the safe storage, handling, and disposal of SoC and SVHC. In the event of an incident, rapid notification, detailed analysis, and corrective measures are applied to protect human health and the environment. External experts support FORVIA teams to ensure ongoing compliance and anticipate regulatory changes.

The deployment of this policy involves FORVIA teams, suppliers, customers, and regulators, under the leadership of the Group Chief Technical Officer.

3.5.3. Effectiveness of policies and adaptation to evolutions

E2-3 22, 23a, 25, E2-4 30a, 30b, 30c, 31

Pollution of air

The NO_x and particulate matter reduction targets are aligned with the strictest environmental standards and are integrated into product development strategies. These targets are set in collaboration with the customers of the Group, on each product, in order to comply with the regulations FORVIA customers have to comply to at vehicle level.

Emission control technologies, such as Selective Catalytic Reduction (SCR) systems and particulate filters, are continuously improved to meet increasing environmental regulatory requirements. FORVIA Group closely monitors legislative changes (such as Euro 7 standards) and adjusts its technologies, accordingly, ensuring compliance and optimal environmental performance.

Substances of Concern and Very High Concern

In 2025, the Group Strategy department launched a dedicated working project to lead a full traceability of data per article. This project aims to create and manage a repository referencing all substances contained in the Group articles and then steer the replacement needed of SOC and SVHC. The project will do digital continuity between the ERP and the Substance Declaration System (IMDS) to generate quantitative KPI versus current situation when only qualitative report are possible.

3.5.4. Targets and Metrics

E2-5 34, 35,

The project launched on Substances of Concern and Very High Concern in 2025 will deliver first traceability results at the end of 2026. Therefore, no quantitative KPIs can be published in 2025. For the same reason, FORVIA did not set any target on Substances of Concern and Very High concern for the moment.

3.6. Circular Economy – ESRS E5

3.6.1. Impacts, Risks and Opportunities management

Below risks and/or impacts listed have been identified during the Double Materiality Analysis process through a gross assessment. This means the selection of material topics has been done without considering any effect of action plans or countermeasures from the Company (as requested by the CSRD). The material topics can be either:

- impact of the Company on the environment and/or society;
- environmental or societal issues can generate a risk for the Company.

Material topics identified	Impact/ Risk	Scope			Time horizon		
		Upstream value chain	FORVIA Group operations	Down- stream value chain	Short- term	Medium- term	Long- term
Resource outflows related to products and services The utilization of virgin materials, such as plastics, for FORVIA Group products exacerbates resource depletion and environmental degradation.	Impact		X			X	
Waste Waste generation in upstream production processes impacts resource depletion, and environmental degradation throughout the supply chain.	Impact	X			X		
Waste Waste generation in FORVIA own production processes impacts resource depletion, and environmental degradation	Impact		X		X		
Waste The current, mostly linear, product design of FORVIA Group products leads to negative impacts in their end-of-life treatment, exacerbating waste generation and resource depletion.	Impact			X	X		
Resources inflows, including resource use Cost increase or even business interruptions due to scarcity and rarefaction of resources (e.g., semiconductor crisis) or due to overconsumption of resources.	Risk		X			X	
Resource outflows related to products and services Eco design for all products aimed at improving their recyclability potential. Initiatives related to transform and commercializing unique cutting-edge materials that can be recycled and with low CO ₂ footprint (MateriAct portfolio)	Opportunity		X	X			

FORVIA Group is committed to promoting sustainable resource management while ensuring complete transparency and proactively addressing environmental issues across all its activities. As part of its Double Materiality Analysis, the Group conducted a thorough examination of the Impacts, Risks, and Opportunities (IROs) related to its circular economy practices. From this assessment, two major topics have been identified.

The first concerns the use of virgin materials, such as plastics, in the manufacturing of its products, which contributes to the depletion of natural resources and environmental degradation. This presents both an environmental impact and a risk in the sense that it exposes FORVIA Group to potential production disruptions, especially in the event of resource scarcity, as seen during the semiconductor crisis.

The second is related to waste production throughout the manufacturing processes in FORVIA Group's operations and supply chain and at the end of life of its products.

In response to these challenges, FORVIA Group has identified a strategic opportunity to turn these risks into drivers of progress. With the MATERI'ACT initiative, FORVIA

develops, transforms and commercializes unique cutting-edge materials with low and ultra-low CO₂ footprint (e.g. From bio-sourced, recycled feedstocks). This coupled with eco-design practices, aims to enhance the sustainability of FORVIA product portfolio while maintaining competitiveness. The 3.2. business is targeting not only the automotive sector but also other industries such as packaging, construction, and household appliances. Through this strategy, FORVIA Group intends to play a leading role and drive the entire industrial ecosystem towards more sustainable practices.

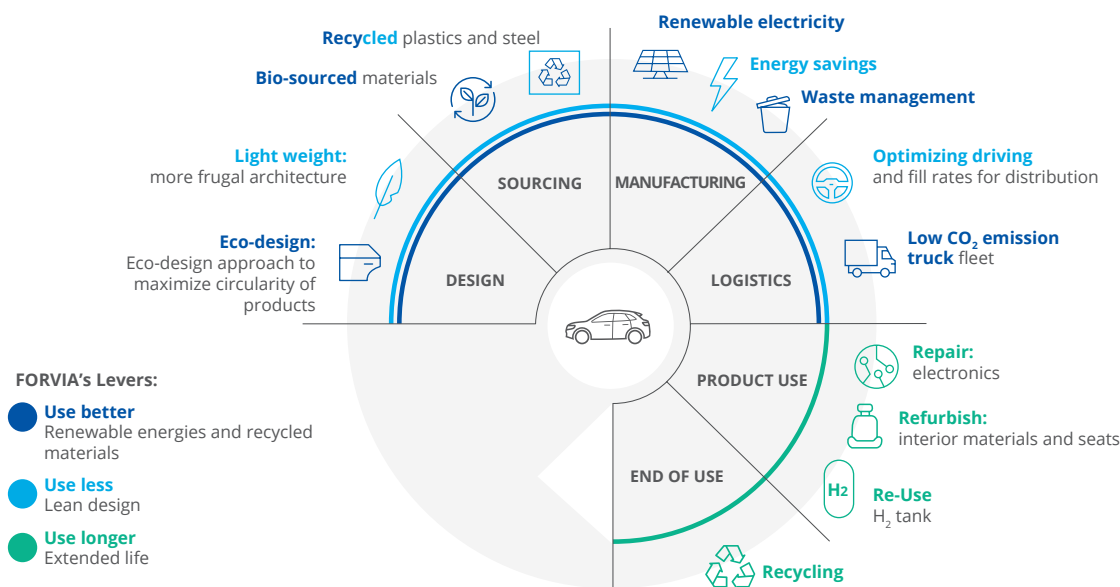
3.6.1.1. Aligning strategy with external stakeholders' expectations

The Code of Conduct and the Sustainability ambition, which guide the Group's practices and ensure that each commitment adheres to international environmental standards such as ISO 14067 and ISO 14040/44, support the promotion of closed-loop systems and the integration of renewable and bio-based materials whenever technically feasible. In this way, FORVIA Group ensures that each decision made results in positive outcomes not only for the Company, but also for the environment and local communities.

3.6.2. Policies

E5-1, 14, 15a, 15b

Considering and improving the Group's circularity allows for waste reduction in the value chain, product enhancement through eco-design, and a reduction in greenhouse gas emissions (see ESRS E1 on climate action and resources: scope 3).



FORVIA Group Circular Economy policy drives the strategy for efficient management of its materials and resources. This commitment towards circular economy is reflected in an integrated eco-design approach that considers the entire life cycle of products: from the use of resources and raw materials to the end of the product's life, including the

use phase, reparability and recycling. FORVIA Group's goal is to optimize resource use while minimizing environmental impacts at every stage. The Group Chief Technology Officer and the Group Sustainability Vice President are in charge of deploying this policy.

3.6.2.1. Promoting the transition to a circular economy

FORVIA Group is striving to improve the environmental footprint of its products by working on detailed Eco-design guidelines that can be generalized beyond innovations. For example, in the framework of the FORVIA Group Excellence Systems for Engineering an entire chapter is dedicated to Design for Sustainability, and which takes product circularity into account. In this framework, FORVIA has prepared the methodological approach and the relevant core procedures that enable its teams to assess the recyclability potential of the Group's products.

3.6.2.2. Integration of environmental criteria in purchasing policy

In 2025, FORVIA Group also introduced a cost breakdown format for each Request for Quotation (RFQ). The objective

is to gather primary data from suppliers to optimize decisions regarding sustainability and transparency. This information allows for a better understanding of the environmental impact of raw materials and processes used, including:

- weight of raw materials;
- scrap rates;
- percentage of bio-based materials;
- percentage of recycled materials.

These requirements strengthen the integration of environmental criteria into the purchasing process and help improve the overall performance of the Group's supply chains. By collecting this data, FORVIA Group aims not only to improve the circularity of its operations but also to establish stronger and more transparent partnerships with its suppliers, based on a mutual understanding of sustainability issues.

3.6.3. Actions

E5-2 20

3.6.3.1. Responsible Resources Management

Aware of the environmental impact of inflows and outflows of resources, the Group has implemented rigorous monitoring of material flows at every stage of the production chain. This approach aims to maximize resource efficiency, minimize waste, and strengthen its commitment to the circular economy.

To achieve this goal, FORVIA Group deploys both local and global initiatives focused on improving resource efficiency. Each production site is encouraged to identify areas for improvement and adopt strategies tailored to its specific conditions, thus actively contributing to resource inflow reduction.

In terms of managing critical raw materials, such as rare metals and rare earth elements, FORVIA Group takes a proactive approach to limit their environmental impact: although these materials are essential for the manufacture of certain components. The Group actively seeks to reduce its dependence on virgin resources by implementing optimization and substitution strategies.

The Group's facilities, equipment, and properties undergo regular environmental assessments to ensure compliance with sustainability standards. Monitoring tools and audits are also in place to ensure optimal resource management and contribute to FORVIA Group's environmental objectives.

FORVIA Group's proactive approach enables the optimization of resource use and the reduction of its ecological footprint. Every action, whether related to the management of metals, plastics or critical raw materials, is carried out with a focus on responsibility, continuous

improvement, and environmental respect. The Group ensures that local initiatives are perfectly aligned with its global objectives, thereby involving the overall production network at all levels.

This integrated approach allows each step of the value chain to contribute to FORVIA Group's sustainability and environmental responsibility ambitions. The Group demonstrates its ability to harmonize local actions with a coherent global strategy, thus affirming its key role in the circular economy. With a long-term vision and a well-structured organization, FORVIA Group works towards a future where each resource is managed responsibly, and each action contributes to reducing its environmental impact while creating value for its partners and local communities.

3.6.3.2. Eco-design

Since 2021, the Company has implemented an eco-design assessment tool to evaluate the environmental impact of its innovations based on eco-design criteria throughout the entire life cycle of a product: from design, procurement, manufacturing, and use to end-of-life (e.g., the presence of substances of concern, the use of low CO₂eq impact raw materials – derived from biomass or recycled sources, the recyclability of the innovation, etc.). Its use allows for the proactive application of eco-design principles in the development of an innovation including circularity aspects. The eco-design assessment is now integrated into FORVIA core procedures, and all innovations are evaluated according to this framework. Similarly, targets specifying the content of sustainable materials (e.g., recycled, biomaterials), weight reduction, and end-of-life recyclability potential are being introduced into the generic product concepts under development across all product lines and divisions.

FORVIA Group innovation projects must incorporate eco-design practices, with mandatory deliverables that enable a design for sustainability approach. At every stage of innovation development, the following eco-design leverages are addressed:

- **inclusion of sustainable materials:** emphasis is placed on using “sustainable materials” (e.g. bio-based, recycled). Additionally, procurement policies strive to achieve “responsible sourcing”, for example by avoiding the use of scarce materials can lead to resource depletion;
- **production efficiency:** manufacturing processes are optimized to be energy-efficient and to minimize natural resource usage;
- **minimization of the product impact on the vehicle energetic consumption during usage:** effort is made to minimize product weight and energy consumption during usage;
- **maximization of product lifecycle:** designing products to facilitate repairs and upgrades, ensuring that vehicles and their components remain in use longer, reducing resource demand;
- **recyclability potential:** designing products so that a maximum share of its materials can be recovered at the vehicle’s end-of-life.

Today, about 38% of FORVIA innovation projects (81 out of 215) are dedicated to sustainability and the objective is that all the innovations projects contribute to lower the CO₂ emissions with eco-design approach. Starting from 2026, FORVIA will integrate the same principles in the product development phase, as this eco-design process is part of FORVIA Engineering Excellence System.

Life cycle analysis

Committed to the circular economy, the Group designs products considering their entire life cycle: resource and raw material use, product eco-design, use phase, and end-of-life recyclability. Beyond meeting the specifications and objectives of equipment manufacturers, FORVIA Group seeks to improve industrial processes, materials used, and product design to reduce the CO₂ footprint of its systems throughout their life cycle.

Guided by international standards ISO 14040 and ISO 14044, the Life Cycle Analysis (LCA) measures impact such as greenhouse gas emissions, the consumption of non-renewable resources and materials, and water eutrophication. It considers the entire life cycle of products: material extraction, product production, delivery to the manufacturer, assembly in the vehicle, use by the consumer, and end-of-life.

FORVIA Group conducts a simplified assessment of the CO₂ footprint of all innovations using the GHG protocol. Depending on the criticality of the risk or environmental opportunity, FORVIA Group may perform a full LCA on the innovation across all environmental criteria.

FORVIA Group actively participates in working groups on life cycle assessment led by major industry associations to share methodologies, data, results, impacts, and the flow of information. Among those :

- “life cycle analysis” working group led by the French Automotive industry Platform (PFA);
- “eco-design” working group of the Verband Der Automobilindustrie (VDA);
- “product carbon footprint” working group of Catena-X, a collaborative data exchange platform for the automotive industry in Europe.

These working groups support FORVIA Group engineering teams improving integration of eco design in innovation.

Circular economy as a catalyzer for innovation

The transition to a resilient and sustainable circular economy is based on continuous innovation. In this context, FORVIA Group seeks to leverage the opportunities identified during its Double Materiality Analysis. This includes incorporating bio-based and recycled materials into its products and striving to achieve 70% recyclability potential of products by 2030. In this framework, FORVIA Group is exploring, through strategic collaborations and key partnership, advanced recycling technologies that will enable to increase even further the recyclability potential of products (e.g., chemical recycling).

By aligning these initiatives with stakeholder expectations, FORVIA Group demonstrates that the transition to circular practices can become a true lever for innovation and growth. By anticipating regulatory changes and optimizing the environmental performance of its products, FORVIA Group positions itself as a responsible player, while creating sustainable value for its customers, partners, and society.

3.6.3.3. Sustainable materials

FORVIA Group has launched initiatives through its business MATERI'ACT, which is dedicated to the development of innovative, sustainable, and low-carbon materials. In November 2023, FORVIA Group inaugurated an R&D center in Villeurbanne, France, bringing together engineers, researchers, and data scientists to work on low-environmental-impact materials. This center is a key pillar of the Group’s sustainability strategy, with a particular focus on bio-based and recycled materials.

MATERI'ACT’s mission is to increase the proportion of sustainable materials used within the FORVIA Group (particularly for interiors and seatings). Ongoing projects include the development of bio-based and recyclable composite materials, which reduce dependence on virgin resources while optimizing vehicle performance in terms of weight and CO₂eq footprint.

Transforming the industrial ecosystem

MATERI'ACT is FORVIA's dedicated business unit focused on the development, industrialization, and commercialization of low-carbon materials. Created in 2022, the division brings together R&D, industrial partnerships and production assets to accelerate the transition away from fossil-based plastics. Its portfolio ranges from recycled and bio-sourced polymers to high-performance low-CO₂ composites and next-generation surface materials, including leather alternatives and materials derived from agricultural waste. All formulations are designed to meet OEM requirements for technical performance, durability and safety while enabling up to 90% CO₂ emission reductions versus conventional materials. With a global innovation network, proprietary processing know-how and access to secured feedstocks through joint ventures and supplier partnerships, MATERI'ACT plays a key role in enabling FORVIA and its customers to scale sustainable materials across automotive programs worldwide.

MATERI'ACT has developed strong partnerships for bio-sourced and recycled materials. The objective is clear: secure critical feedstocks, ensure industrial robustness, and accelerate the transition toward a more circular automotive value chain. This ecosystem relies on complementary models, including:

- APM, a 50/50 joint venture with the agricultural cooperative INTERVAL, dedicated to the integration of hemp fibers into plastic materials;
- strategic partnerships with leading recycling players, including Veolia, to integrate recycled content from end-of-life streams into high-performance compounds;
- fully owned industrial operations in North America, with MATERI'ACT DALLAS operation, dedicated to recycled materials for the North American automotive market.

By combining material design, feedstock strategy and industrial execution, MATERI'ACT contributes to closing material loops in automotive interiors, from end-of-life vehicles to new series product.

3.6.3.4. Data collection for sustainable decision-making

To enhance transparency and efficiency in resource management, FORVIA Group has implemented a standardized format for environmental data collection that is progressively integrated into Request for Quotation (RFQ) and on current products already in production starting from end of 2024. The goal is to gather primary information from suppliers on various environmental parameters: weight of raw materials, scrap rates, percentage of bio-based and recycled materials. This data enables the Group to guide its strategic choices and the impact of its activities on resources inflows and waste in the value chain.

3.6.3.5. Stable waste generation thanks to optimization actions

The Group's priority remains to avoid the production of waste, and it always favors internal and external recycling before opting for other disposal methods such as incineration with energy recovery or discharge to landfill.

It should be noted that some of the production plants are located on industrial sites dependent on manufacturers. At these sites, waste collection cannot always be traced back to the waste generated and collected.

Every year the sites develop initiatives to reduce their environmental impact, particularly for the waste generated, of which the following is a list of examples:

- **reduction of usage of single use packaging, Increase in packaging density;**
- **internal recycling of injection offcuts (short circular loop);**
- **site-specific actions:** installation of masks for better separation of materials and better recycling, at the Saint-Michel-sur-Meurthe plant;
- Étupes and Méru sites in France (Interiors) grind plastic offcuts and dismantle defective parts to reinject material;
- visual initiatives and competitions to improve waste sorting in plants;
- research of always new recycling opportunities, such as Saint Michel sur Meurthe plant (Interiors) with TPO waste;
- waste composting (for example at the Kosice site [Interiors] in Slovakia);
- distribution of reusable water bottles, and mugs to reduce single use plastic bottles and cups usage;
- in addition to traditional packaging (pallets, cardboard, plastic) recycled for a large part of FORVIA Group sites, some sites reuse packaging, such as the Puebla Techno (Interiors) site in Mexico, Changshu (Seating) in China and Augsburg (Clean Mobility) in Germany; other sites, such as Pueblo Cut&Sew (Seating) in Mexico reuse textiles and vinyl to fill seats;
- adoption of compactors to reduce waste volume and environmental impact of waste transportation;
- reuse and repair pallets and packaging in order to increase the life of the packaging.

FORVIA Group has released a new version of the FES (FORVIA Lean Manufacturing system standard) which reinforce expectations toward waste reduction, chemicals management, and waste management. This new evolution is expected to contribute to further improvements in 2026 and beyond.

3.6.3.6. Example of circular initiatives

NAFILEan®

NAFILEan® is a material developed by FORVIA Group that incorporates hemp fibers into plastic components used mainly in vehicle interiors. This material is widely recognized for its environmental benefits linked to the use of natural fibers combined with polypropylene which create lighter parts while maintaining performance comparable to traditional materials. NAFILEan® is already present in approximately 10 million vehicles worldwide.

As part of projects, FORVIA Group has demonstrated, in collaboration with recycling specialists, that parts made from NAFILEan® can be effectively treated through recycling technologies after the vehicles reach the end of their life.

Electronic systems repairs: the Repairlab

FORVIA Group Clarion Electronics offers a multi-brand electronics repair service throughout Europe. Since 2005 and in partnership with several automakers, including

Stellantis and Renault, FORVIA Group Clarion Electronics has been offering electronic repairs based on a circular economy model. A total of 25,000 repairs are carried out each year, thus extending the useful life of products and reducing the generation of electronic waste.

HELLA's after sales solutions

HELLA' Life Cycle Solutions business contributes to the protection of the environment and the prudent use of resources. As part of its after-sales services, it provides wholesalers with around 45,000 different spare parts and provides repair shops with diagnostic equipment and additional tools. Thus, it helps to extend the life of vehicles and get them back on the road quickly and efficiently.

Partnerships

To support this approach, FORVIA Group collaborates with strategic partners such as Veolia for material recycling and SSAB for the development of green steel. These collaborations are essential for developing advanced recycling techniques and sustainable materials, such as biobased TPO and other natural fibers.

3.6.4. Targets and metrics

E5-3, 23, 24, 24a, 24b, 24c, 24e, 24f, 25, 27

3.6.4.1. Resource inflow

E5-4, 30, 32, AR 24, AR 25

FORVIA Group incorporates a wide range of materials into its manufacturing processes, such as metals, plastics, and other critical raw materials. The overall total weight of

purchased materials to manufacture FORVIA Group products has reached 2.44 million of tons in 2025, of which 14% chemicals, 5.7% plastics, 6.4% decoratives, 3.1% packaging, 20.5% steel and 0.2% aluminum die cast.

FORVIA Group has set an ambitious target to achieve by 2030, at least 30% of sustainable materials (e.g., recycled, bio-based) in products.

	2024	2025
Overall total weight of products and technical and biological materials used during the reporting period (tons)	2,448,951	2,444,072
Of which: packaging	92,257	74,891
% share of biological materials in total	2,59%	2,36%
Of which: biofuels not used for energy purposes	N/A	N/A
% share of biological packaging in the total weight of sustainably sourced packaging	57%	61%
Weight of reused or recycled secondary components, products, and materials used in the manufacture of products	301,417	279,122
Of which: packaging	33,228	27,347
% share of weight of reused or recycled secondary components, products, and materials used in the manufacture of products	12,31%	11,42%

Methodology of collecting data

For the 2025 reporting 5 commodities were identified for which the Material Inflow KPI are available. For each commodity the commodity expert (responsible for this material in the Organization) have initiated a download from their data source (e.g. Data Warehouse for HELLA). Based on data maturity, manual checks have been done, and further data investigation were executed if necessary.

For FORVIA Group (without HELLA) the data was collected via the Greenhouse Gas Inventory in Octoplus. For HELLA 94% of weight data was available and extrapolated to 100%.

3.6.4.2. Resources outflow

E5-4, 30, 32, AR 24, AR 25

At the same time, FORVIA Group has the objective to increase the recyclability potential of its products and targets to reach:

- By 2030, 70% of products recyclability potential.

To do so, FORVIA eco-design approach provides guidelines on how to increase recyclability and reparability potential of products, for example with modular design.

The durability of FORVIA products corresponds to the expected vehicle service life, which is defined differently depending on the customer segment and product line. Durability requirements are specified in product and customer specific technical requirements that are expressed in a large variety of approaches (e.g. number of hour, cycles, km etc.) and are linked to product specific validation tests.

For this reason, information on the average duration on the market of the product could not consolidated into one key aggregate. As a consequence, it has been omitted from this report, however FORVIA is committed to continuous monitoring of the durability of its products through the compliance with products durability requirements in close collaboration with its clients and subcontractors.

When calculating greenhouse gas emissions in the product use phase (category Scope 3.11), FORVIA uses assumptions of 10 years and 150,000 kilometers driven.

If a product is damaged in an accident, FORVIA provides the appropriate spare parts for its own products via its network of OEM and independent workshops. When repair is possible, FORVIA is proposing repair services.

Based on products material decomposition, and the respective recycling route and recyclability potential of materials, FORVIA Group has established per product line the specific recyclability potential.

Based on the weights of the products (calculated for the indirect use phase emissions of the Group's GHG inventory), FORVIA Group has done a weighted average with the result of 64% of global recyclability potential of FORVIA products in 2025.

	2024	2025
Average rate of recyclability of products	55%	64%

(1) When assessing the recyclability potential of a product, FORVIA is referring to the inherent ability of a product to be recycled as part of a vehicle's end-of-life process. This potential is intrinsically linked to the product's design and material characteristics as well as to existing sorting and recycling technologies. It is important to note that this does not guarantee the actual recycling of the product but rather evaluates its recyclability under ideal conditions.

	2024	2025
Average rate of recyclability of packaging	36%	37%

The increase in the recyclability potential rate of FORVIA products can be attributed to both an enhancement in the estimation methodology and a more detailed segmentation of the product deployment. In 2024, the recyclability potential of FORVIA products was mostly based on qualitative assessments conducted by internal experts on a representative, though limited, number of product categories.

In 2025, FORVIA developed and implemented a new methodology that allows to estimate the recyclability potential consistently across all product lines. Additionally, FORVIA refined the product segmentation, which has improved the granularity of the assessments and, consequently, the overall accuracy of the estimations.

Waste

E5-5, 37, 39

To date, 90% of FORVIA Group's industrial waste is weighted individually and known in detail. The rest of the waste is generally pooled with other manufacturers in the same supplier industrial park.

FORVIA Group had committed to reducing its waste intensity by 28% by 2025 (vs 2019) and by 34% by 2030. This commitment covers all types of waste. In 2025, FORVIA achieved its commitment with a reduction of waste intensity by 27% (vs 2019).

Sites are also implementing local initiatives that improve the sorting and recovery of waste as materials, and reincorporating production scraps into processes or reusing waste.

Since 2024, FORVIA Group has decided to encourage reduction of waste combustion, due to its impact on Global Warming. In addition, from 2025, FORVIA encourages sites to reduce remaining waste landfill treatment. In 2025, Landfill proportion has decreased 48% compared to the proportion it represented in 2019.

As part of its Act4Nature commitment (see Section 7.4.4.) FORVIA Group has systematized best waste management practices at 100% of industrial sites by 2025. These consist, for example, in optimizing offcuts through more precise cutting, regrounding and internally reusing plastic raw materials and packaging, implementing local circular economy loops, optimizing industrial waste sorting, etc.

	2019	2024	2025
Waste intensity (t/M€ of sales)	11,7	8,3	8.5

(1) The waste intensity of 2019 has been consolidated with HELLA data. 2019 and 2024 have been restated with the removal of sold entities.

Own operation generated Waste per type of treatment

(t)	Disposed in landfill	externally recycled	Reused externally, without transformation	Incinerated without energy recovery	Incinerated with energy recovery	Eliminated by other treatments	Unknown treatment sector	Gap	Total
FORVIA Group baseline 2019	48,014	169,412	5,105	3,493	35,709	9,203	9,334	8	280,278
FORVIA 2024	25,350	152,981	685	3,223	25,794	9,454	3,865	6	221,417
FORVIA 2025	25,085	157,777	875	2,773	24,513	8,197	5,318	0	224,539

(1) 2025 HELLA building demolition waste has been considered as "unknown treatment" (HELLA only).

(2) 2019 and 2024 have been restated with the removal of sold entities.

(%)	Disposed in landfill	externally recycled	Reused externally, without transformation	Incinerated without energy recovery	Incinerated with energy recovery	Eliminated by other treatments	Unknown treatment sector	Gap	Total	Rate of non recycled waste
FORVIA Group baseline 2019	17%	60%	2%	1%	13%	3%	3%	0%	100%	39.6%
FORVIA 2024	11%	69%	0%	1%	12%	4%	2%	0%	100%	30.9%
FORVIA 2025	11%	70%	0%	1%	11%	4%	2%	0%	100%	29.7%
Variation 2025 vs 2024	0%	1%	0%	0%	-1%	-1%	1%	0%	0%	-1.2 pts

	2026
Target waste intensity (t/M€ of sales)	8.2

During the last reporting period, FORVIA's overall waste intensity, in tons per total sales increased by 2%, driven by non production sales. Nevertheless, FORVIA's overall waste intensity, in tons per product sales, remained stable at 8.96 ton/M€ vs. 2024 (9.0 t/M€). This result reflects contrasting trends across Business Groups. Interiors waste intensity reduced from 15.1 t/M€ to 14.4 ton/M€ (-4,6%), due to Industrial Performance improvement in North America. Seating waste intensity increased, from 10.2 t/M€ to 10.7 ton/M€, due to an increase of seat structures into the business group sales mix. Meanwhile, Seating continued to improve its recycling rate driving overall group performance.

tons	2024	2025
TOTAL AMOUNT OF WASTE GENERATED	221,417	224,539
TOTAL AMOUNT BY WEIGHT DIVERTED FROM DISPOSAL	179,460	183,165
TOTAL AMOUNT BY WEIGHT DIVERTED FROM DISPOSAL - HAZARDOUS WASTE	8,060	8,095
Hazardous Waste - reused externally	0	119
Hazardous Waste - Recycled	4,606	4,812
Hazardous Waste - incinerated with energy recovery	3,454	3,163
TOTAL AMOUNT DIVERTED FROM DISPOSAL - NON-HAZARDOUS WASTE	171,400	175,070
Non-Hazardous Waste - reused externally	685	756
Non-Hazardous Waste - Recycled (including metal)	148,374	152,964
Non-Hazardous Waste - incinerated with energy recovery	22,341	21,350
TOTAL AMOUNT DIRECTED TO DISPOSAL	41,892	41,374
TOTAL AMOUNT DIRECTED TO DISPOSAL - HAZARDOUS WASTE	9,706	8,267
Hazardous Waste - incinerated without energy recovery	1,184	683
Hazardous Waste - landfill	358	428
Hazardous Waste - eliminated in other ways	7,956	6,642
Hazardous Waste - process is not known	208	514
TOTAL AMOUNT DIRECTED TO DISPOSAL - NON-HAZARDOUS WASTE	32,186	33,107
Non-Hazardous Waste - incinerated without energy recovery	2,040	2,090
Non-Hazardous Waste - landfill	24,992	24,657
Non-Hazardous Waste - eliminated in other ways	1,497	1,555
Non-Hazardous Waste - process is not known	3,657	4,804

Between 2024 and 2025, FORVIA's waste figures show overall stability with slight improvements. Total waste generation increased only marginally, while the share of externally recycled waste continued to grow. Landfill decreased, reflecting a do not significantly harm waste-management. The rate of non-recycled waste also improved, dropping from 31.3% to 29.7%. These trends highlight steady progress in recycling and treatment efficiency across the Group.

The Group's waste generation remained broadly stable compared with the previous year, despite variations in production activities across sites. Waste continues to be predominantly externally recycled, representing the majority of treated waste and demonstrating FORVIA's ongoing commitment to circularity and responsible resource management. Waste diverted from disposal corresponds to waste externally recycled, reused externally without transformation and incinerated with energy recovery.

(t)	Hazardous waste
FORVIA Group baseline 2019	19 803
FORVIA 2024	17 765
FORVIA 2025	16 362
Variation 2025 vs 2024	(1 403)

Hazardous waste decreased compared with the previous year, reflecting the impact of continued risk-prevention measures, improved substitution of hazardous substances, and strengthened waste-management practices across FORVIA sites.

(t)	Radioactive waste
FORVIA Group baseline 2019	0
FORVIA 2024	0
FORVIA 2025	0
Variation 2025 vs 2024	0

FORVIA Group is not generating any radioactive waste.

SOCIAL

3

3.7. Own workforce – ESRS S1

Employees, suppliers, customers, investors, communities: people are at the heart of the Group's mission. With a global presence of almost 137,500 employees (employees and non-employees which corresponds to FORVIA Group registered and temporary employees), the Group is convinced of the importance of promoting a culture of development, integrity and safety with its employees everywhere that the Group operates.

As a member of the United Nations Global Compact since 2004, the Group is committed to respecting and promoting the international conventions of the International Labor Organization (ILO) on human rights, Labor standards and the environment in its operational and commercial practices.

The different focuses of the Group's social commitment include recruiting the best talents, offering them attractive development prospects and promoting diversity within its teams while guaranteeing a safe working environment for all the staff working on its sites, whether they are employees or people external to the Company.

Since 2023, FORVIA Group and HELLA continued to align their human resources management systems with a common FORVIA Group approach.

FORVIA Group is concerned about protecting all its employees, temporary employees and subcontractors by guaranteeing access to a safe and healthy working environment. To this end, the Group has implemented an occupational health and safety policy, a human rights policy, anti-discrimination and anti-harassment alert procedure (Speak Up), training courses on occupational health and safety and human rights.

3.7.1. Impacts, Risk and Opportunities management

3.7.1.1. Material Risk, Impacts and Opportunities

SBM-3 14 b

FORVIA Group focuses on a large spectrum of social topics as explained in the introduction section of this Section 3.7. Via its Double Materiality Analysis, the FORVIA Group has identified the most material subtopics in its spectrum of action. The table below shows the list of material impacts that have been identified. No material risk has been identified.

Below risks and/or impacts listed have been identified during the Double Materiality Analysis process through a gross assessment. This means the selection of material topics has been done without considering any effect of action plans or countermeasures from the Company (as requested by the CSRD). The material topics can be either:

- impact of the Company on the environment and/or society;
- environmental or societal issues can generate a risk for the Company.

Material topics identified	Impact/ Risk	Scope			Time horizon		
		Upstream value chain	FORVIA Group operations	Down- stream value chain	Short- term	Medium- term	Long- term
Health and safety Production activities pose health and safety risks for the own workforce: In limited rare cases, e.g., linked to human mistakes or failure of processes, accidents can occur.	Impact		X			X	
Working time/Work-life balance In the context of automotive industry, high stress in operations, failure to adhere to working hours and rest periods as outlined in fundamental ILO standards can lead to employee fatigue, demotivation, and health implications, such as burn out.	Impact		X		X		

Material topics identified	Impact/ Risk	Scope			Time horizon		
		Upstream value chain	FORVIA Group operations	Down- stream value chain	Short- term	Medium- term	Long- term
Social dialogue Limited or low-performing social dialogue can lead to poor consideration of the workforce's needs, exacerbating worldwide inequalities and perpetuating social injustices within FORVIA Group's operations.	Impact		X		X		
Equal treatment and opportunities for all Recruitment, talent retention, people development, training processes and diversity may be influenced by unconscious or conscious bias that may result in unequal treatment.	Impact		X		X		
Other work-related rights (Human Rights) Forced labor or child labor practices contribute to human rights violations, exploitation, and perpetuation of modern slavery, undermining global efforts towards ethical and sustainable supply chains and severely impacting the mental and physical health of its victims.	Impact		X		X		

3.7.1.2. Workforce subject to material impacts

SBM-3 14/AR 6-AR 7: 14 a, SBM-3 14 e

FORVIA Group ensures that all individuals within its own workforce who may be impacted by its operations are included under the scope of disclosure, as defined by ESR5 2.

This includes both registered employees with unlimited contracts, or fixed term contracts and non-employees such as temporary agency workers present at Company sites.

Registered employees include the following Contract types: unlimited term, Unlimited term – Notice Period, Fixed term contract, Apprentice, Early retirement and long-term absence.

Registered employees do not include temporary workers nor trainees or interns.

The Group's Health & Safety reporting framework (FORVIA Group Excellence System) comprehensively addresses health, safety, and well-being impacts by implementing targeted measures designed to mitigate risks and cultivate a safe, positive work environment for all personnel, including both employees and non-employees.

Regarding working conditions, particular attention is given to groups with specific vulnerabilities, such as senior workers and those with Musculoskeletal Disorders (MSDs), who are identified as more likely to experience negative impacts. See more detail in Section 3.7.2.2. "Health and safety".

In line with ESR5 S1 requirements on workforce engagement, FORVIA Group has implemented structured feedback systems, such as pulse surveys and periodic town halls, to ensure continuous dialogue with employees. This two-way communication allows the Company to address workforce concerns promptly and adapt its strategies, enhancing overall employee satisfaction and engagement.

3.7.1.3. Risk Management approach and workforce impact identification

S1-1 20a, 20b, 20c; 24a, 24b, 24d, S1-3 32b

As an international company, FORVIA Group considers the impacts that the Group may have on all people involved in its value chain. To this end, the Group ensures that it interacts with the various stakeholders resulting from its activities, with its employees, non-employees, suppliers and local communities.

As part of the Group's risk management approach (see Section 2.2. "Description of Main Risk Factors and their Management" of Chapter 2. "Risk factors and Risk management" of this document) FORVIA Group's approach to anticipate workforce impact is based on protecting human rights, upholding Labour rights, and ensuring robust workforce engagement across its global operations. The Group's systematic process for managing workforce-related impacts includes identifying, assessing, and prioritizing risks and opportunities that could materially impact its employees and non-employees' workers. The whistleblowing system is a core component of this approach.

In addition, FORVIA Group regularly consults employee representatives and conducts annual workforce surveys towards all employees to identify potential risks and gather insights directly from employees, making their perspectives integral to understanding and addressing workplace issues.

In 2025, FORVIA conducted its annual global Employee Engagement Survey, with around 95,000 employees participating worldwide. This broad level of participation ensures strong representation across regions, functions, divisions, and sites, reinforcing the survey's role as a strategic tool for understanding the employee experience across the entire Group.

The 2025 engagement index maintained its 2024 level of 74%, against a difficult external environment, and remains above the industrial goods industry benchmark by +2 points. This demonstrates sustained levels of employee commitment, satisfaction, and willingness to contribute to the organization's success.

Another strong signal in 2025 comes from the newly introduced question: "The information from this annual Employee Engagement Survey will be used constructively by FORVIA." This question stands out as the highest-scoring item compared to the Industrial Goods benchmark, outperforming it by +24 points. Its strong performance demonstrates that employees increasingly believe their feedback is taken seriously and translated into meaningful action. This reinforces the credibility of FORVIA's engagement survey process and underscores the Group's ongoing commitment to a culture of continuous improvement driven by and for the employees.

The survey also highlighted areas requiring focused attention—particularly confidence in the company's future, competitiveness, and overall strategic direction. As the industry faces rapid transformation and increased complexity, these themes remain priorities within FORVIA's broader strategic roadmap.

3.7.2. Policies and actions

S1-1 20, 21/AR 12, 22, 23, 24c, S1-4 38c, 40, 41

FORVIA Group's employees represent an essential pillar of the Group's success, which must be able to rely on the best teams around the world to maintain a competitive advantage, anticipate future trends and to remain agile and innovate.

The Group is therefore committed to:

- respecting **human rights**: the fight against forced labor, child labor, non-respect for union freedom, environmental damage, and discrimination of all forms (gender, age, ethnicity, religion, disability, or any other characteristic), the right to a fair salary, safe and healthy working conditions, and freedom of association;
- developing constructive **social dialogue** through employee representative bodies for all employees;
- involving employee representative bodies in projects likely to significantly impact employees or jobs;
- promoting **diversity and inclusion**;

- developing **employability** throughout their working life through learning, mobility and professional training;
- attracting, retaining and developing talent;
- guaranteeing a **safe working environment** for all staff working on its sites, whether they are employees or external parties, and carrying out risk prevention actions; The Group carries out actions to promote work-life balance for employees.

These commitments, made by the Executive Vice Presidents in charge of human resources, Compliance and legal affairs, and operations of FORVIA Group, apply to all the Group's Business Groups and regions. They are designed and updated considering the expectations expressed by the Group's stakeholders.

In addition to that, FORVIA Group ensures that its practices do not cause or contribute to negative impacts through rigorous compliance with their Human Rights Policy, Code of Ethics, and vigilance plan. The Group conducts regular training and awareness campaigns to ensure that all employees understand their rights and the Company's commitments.

FORVIA Group's policies for managing workforce-related risks and opportunities are anchored in its Human Rights Policy and Code of Ethics, which outline specific commitments to preventing forced labor, child labor, non-respect for union freedom, environmental damages, and discrimination of all forms (gender, age, ethnicity, religion, disability, or any other characteristic), while promoting diversity and inclusion.

The Code of Ethics also includes the right to work in a healthy environment free from any form of hostility or harassment. Additionally, FORVIA Group's policies are designed to ensure alignment with the European Union's standards on non-discrimination, freedom of association, and the right to collective bargaining. The Group recognizes the importance of equal opportunities and is committed to implementing measures that support a diverse and inclusive workplace, including for employees with disabilities. The Group is also aligned with international standards, including the ILO Core Labour Standards and the UN Guiding Principles on Business and Human Rights.

All employees can access those policies through the intranet and the library of *FORVIA core procedures and policies*.

3.7.2.1. Human Rights policy

SBM-3 14 f (i) & (ii), 14g (i) & (ii)

FORVIA Group strives to ensure that human rights are respected everywhere in the world, by all its stakeholders, in particular its employees, business partners and suppliers.

This policy is part of a set of framework documents aimed at guaranteeing human rights:

- the Human Rights policy;
- the Code of Ethics;
- the Code of Conduct for suppliers and service providers;
- the vigilance plan.

FORVIA Group Chief Compliance and Human Rights Officer is responsible for the deployment of this policy.

FORVIA Group is committed to support the internationally recognized human rights based on the principles contained in the following international standards: International Bill of Human Rights (Universal Declaration of Human Rights, International Covenant on Civil and Political Rights and International Covenant on Economic, Social and Cultural Rights), the Fundamental International Labour Organization Conventions (as stated by the ILO Declaration on Fundamental Principles and Rights at Work and its Follow-up (1998), UN Guiding Principles on Business and Human Rights (2011) and OECD Guidelines for Multinational Enterprises (2011)).

The human rights policy related to working conditions formalizes FORVIA Group's commitment on 10 key principles:

1. prohibition of child labor;
2. prohibition of all forms of forced labor and free choice of employment;
3. freedom of association and the right to collective bargaining;
4. non-discrimination and equal opportunities;
5. salaries in accordance with local law and that ensure a decent life for employees;
6. regulatory working hours with respect for the health and safety of employees and the work-life balance;
7. development of employee education and training;
8. right to health and safety of employees in the course of their activities;
9. consideration of human rights and respect for local communities when acquiring and managing land or buildings;
10. respect for human rights during the use of security personnel belonging to the Group or external third parties.

The policy also reiterates FORVIA Group's commitments to preserve the environment and natural resources and the transition to a low-carbon economy, which are prerequisites for the respect of human rights and human health. These commitments include activities regulated by international conventions, such as the prohibition of the use of specific chemicals and the management of hazardous waste.

To avoid any infringement, any negative impact, or any abuse of rights, FORVIA Group's human rights approach is based on a risk assessment, preventive measures, corrective action plans, and the collection of alerts via a whistleblowing system.

Within its Business Groups, FORVIA Group annually analyzes the risks – at Group and local level – and the conclusions of the complaint's procedure. Human rights or environmental violations would lead to prompt corrective measures.

In 2025, assessments indicated no significant risk areas for forced Labour within its operations. In addition, no sectors, professions, or geographic areas within FORVIA Group's operations have been identified as being at high risk for incidents of child Labour. As a result, no specific actions have been carried out.

3.7.2.2. Health and safety at work policy

SBM-3 15/AR 8, 16/AR 9

The Group's necessity is to operate responsibly, guided by the principles of health, safety, respect, compliance and partnership. Providing a safe working environment for all its employees and stakeholders is at the heart of the Group's ambition and operational excellence. FORVIA Group Operations Vice President and HELLA CEO are in charge of deploying policies.

The Group's mandate is to prevent workplace health & safety incidents, aiming for "zero" accidents, working to avoid all dangerous acts, dangerous conditions, near misses and injuries. Health and safety Policy covers all FORVIA Group employees (permanent or not), expecting the respect of the 7 Mandatory Safety Rules, active hazard hunting & root cause analysis on accidents to prevent recurrence. Health and Safety policy include systematic ergonomic assessment and classification of the working stations in terms of risk exposure for workers in plants, to prevent any risk conditions.

The Group aims to reduce:

- the number of accidents per million hours worked (permanent or not): FR1t [Indicator of frequency of accidents with or without days of incapacity] from 2.05 in 2019 to less than 1,5 in 2027; this target was set up after a deep analysis of the past events, the review of the effectiveness of corrective actions implemented and the identified potential from improvement, associated with the review of benchmark industries in terms of safety.

The FORVIA Excellence System (FES) guides the Group's health and safety policy in order to implement active risk prevention methods and guarantee full compliance with HSE (Health, Safety and Environment) standards, thus making it possible to anticipate and manage risks. FORVIA Group has established procedures for the continuous identification of hazards and the assessment of risks related to employee health and safety. Hazard identification refers to the identification of physical, chemical, biological, or psychosocial hazards that may occur for each of the Company's processes.

The day-to-day management of the Group's occupational health and safety is implemented through the CARE Program, which promotes the health and safety of all employees, customers, subcontractors, and suppliers working for the Group.

CARE creates a culture of health and safety in the workplace and is guided by four fundamental principles:

- conformity: monitor and comply with legal requirements, and requirements from interested parties that are included in relevant health and safety rules and standards (according to ISO 45001);
- attitude: train and support employees, suppliers, subcontractors, and visitors to instill a personal attitude of responsibility towards oneself and safety of all. The FES & HSE organizations support the continuous training of employees on health and safety standards;
- risks mitigation: reduce risks in operations, by analyzing all health and safety impacts (accidents, incidents, near misses and contingencies) and opportunities covering new sites, innovation, purchasing, activities and programs. This is ensured by FES and 7 Mandatory Safety Rules audits and assessments to measure the level of risk in the factories and by the implementation of the Seven Fundamental Principles for Safety. The Group's risk reduction strategy also involves a program to improve the ergonomic performance of workstations and a program to support well-being at work;
- everyone's commitment: adopt a continuous improvement approach for all Health & Safety events, by sharing lessons learned and good practices with all sites.

FORVIA Group's Health and Safety at work policy is managed by the Health, Safety & Environment department. The Group HSE Vice President, who himself reports to the Group Operations Senior VP in charge of operations, relies on a network of HSE Directors in the Business Groups (BG). Each BG is responsible for the implementation of Occupational Health and Safety policies in its respective area, through the resources and financial resources allocated to its implementation with the support of a network of HSE managers at the level of the operational divisions and sites.

The HELLA Policy on Environmental Protection, Occupational Health and Safety (EHS Policy) describes the preventive approach and sets the framework for activities.

Actions

S1-4 38a, 38b, 38d, 39, 40, 43

FORVIA Group's proactive measures to prevent and mitigate negative impacts are guided by the FORVIA Excellence System (FES), which integrates ISO 14001 and ISO 45001 standards.

FORVIA Group uses a risk-based approach to identify necessary actions in response to negative impacts. Annual risk assessments are conducted at local levels, involving hazard identification and consultations with employee representatives. Action plans are built at Group level based on the consolidation of risks. The FES framework guides these assessments, ensuring that risks are systematically prioritized and addressed. HELLA complements this process by conducting localized risk assessments, supported by its comprehensive Health and Safety Management System.

When an accident occurs, the priority is to react very quickly with first aid actions and emergency support when necessary. Then it is the policy of FORVIA Group to analyze any event of material negative impacts. For that, FORVIA Group employs the 8D method to swiftly address and contain issues. This method involves a detailed root cause analysis, followed by the immediate implementation of containment actions then definition and implementation of both corrective and preventive actions to mitigate future risks. This ensures that any negative impacts are resolved promptly and that lessons learned are shared across the organization to prevent similar incidents in the future.

Based on accidents' analysis, in the beginning of 2025, the 13 Highly Recommended Logistic Guidelines have been reinforced to become 13 Mandatory Logistic Rules, to reinforce the safety in logistic areas. HELLA integrates these measures into its operations through its HSE & Supply chain network and aligns its activities with FORVIA Group's overall risk management strategy.

Effectiveness is monitored through Key Performance Indicators (KPIs) such as safety audits, frequency rates of workplace accidents, employee satisfaction surveys.

Results are reviewed by senior management and used to refine safety strategies and training programs.

The Group has a dedicated Health, Safety, and Environment (HSE) department represented by around 400 HSE employees at corporate and sites level, that oversees the implementation of measures to mitigate material risks related to employee health and safety. Specific actions include the enforcement of the 7 Mandatory Safety Rules. The Group integrates these measures into its operations through its HSE network and aligns its activities with FORVIA Group's overall risk management strategy. On top of regular safety audits already mentioned, effectiveness is tracked through regular site assessments, and the use of digital tools for ergonomic monitoring.

Health and safety at work

FORVIA Group ensures a safe working environment for all staff working on its sites, whether they are employees, temporary employees or external parties. The Group takes actions that aim to reduce the main safety risks identified: that of physical injury related to production activities, and that of occupational illnesses related to the ergonomics of workstations.

FORVIA Group has set two key priorities:

- protecting the health of employees; and
- improving workplace safety.

To this end, the Group is committed to implementing the policies and measures necessary to anticipate and manage the risks that could affect the safety of employees and subcontractors in their daily operations.

For the health of employees, FORVIA Group has identified three major risks:

- Musculoskeletal Disorders (MSDs), which can be caused by poor ergonomics, inadequate posture or repetitive efforts, are the first risk;
- respiratory disorders that can result from exposure to chemicals or dust;
- Psychosocial Risks (PSR) to which the Group's employees may be exposed.

In terms of employee safety, the Group has identified five major potential impacts:

- road traffic outside the establishment, which can cause commuting accidents;
- falls on the same level, such as slips or trips, which can cause injuries;
- internal traffic on the site, related to logistics or the use of machinery;
- use of machines and various workstations, where risky operations, such as working at heights or in confined spaces, can also cause accidents. This risk also includes the risk of fire or chemical risk that can cause burns or suffocation;
- manual transport of loads or sharp parts, which can cause serious injuries to employees.

FORVIA Group focuses on the proper application of the rules common to all, the 7 Mandatory Safety Rules. In the sites that had the highest FR1t frequency rate or serious accidents, the audits performed by the Group, Business Groups (BGs), Regions or Divisions are required in a higher frequency, for example a new audit 3 months after the latest serious accident. For the rest of the sites, yearly audits are performed and allow them to highlight operational priorities and help to support managers to accelerate the deployment of their accident prevention system.

Excellence approach: FORVIA Group Excellence System

The health and safety of employees, in the same way as the protection of the environment, is the foundation of FORVIA Group's HSE management tool, the FORVIA Excellence System (FES). It is based on active methods of preventing risks that could affect employee safety and make it possible to regularly check their proper application and measure their effectiveness. It supports all production activities, where employees and subcontractors may be exposed to the risk of work-related accidents. It incorporates the quality, environmental and safety standards of the automotive industry, and thus helps to enable compliance with these standards: IATF 16949, ISO 14001, ISO 45001.

Workplace safety deployment

By building HSE teams at the various sites, FORVIA Group ensures that communication with employees is effective and that their expectations, requests, or alerts are considered. To better identify feedback and improve working conditions for all, the unions and representatives provide extensive feedback from the field.

FORVIA Group ensures the safety of employees and carries out actions in this regard:

- establishing and maintaining a qualified global health, safety and environmental network;
- enabling each employee to apply "STOP WORK policy" and formulate an alert in the case of an event related to health, safety or the environment (Alert Management System, or AMS);
- creating and promoting e-learning and training courses;
- deploying the 7 Mandatory Safety rules and 13 Mandatory Logistic Rules;
- sharing HEALTH (health, ergonomics), and CARE moments (safety) weekly;
- reporting on key safety performance indicators (FES audits, monthly performance review by the Executive Committee and the Operational Committee);
- promoting well-being at work through the right to disconnect and a psychological counseling service.

A qualified global network in health, safety, and environment

Notably through the FORVIA Group Excellence System (FES), all employees are continuously trained in HSE rules.

On sites, several communication media (video, message, presentation) remind all employees on a daily basis of the 7 Mandatory Safety Rules, in particular the "Stop Work" principle, which authorizes all employees to stop working if safety conditions are not met. In a systematic way, all Top 5 meetings begin with communication related to safety.

To provide information that is always up-to-date, the Company makes continuous efforts such as the implementation of a national legal watch. This watch covers topics related to the environment as well as health and safety. The Group also works with local regulatory authorities: such as the French Labour Inspectorate or the Regional Departments for the Environment, Planning and Housing [DREAL] for the environment in France. In this way, each French site can check their compliance with the recent regulations in their country of operation and, if necessary, adjust their internal standards.

This information is summarized and published in a quarterly monitoring newsletter and supplemented each quarter by HSE regulatory monitoring which details the actions to be implemented on the sites.

Encouraging e-learning

An online contest enables the sharing of good health & safety practices, with more than 1000 good practices recorded in 2025. On a monthly basis, all site HSE representatives are invited to present their good practices during a common meeting and vote for other sites' good practice. These actions promote exemplary behavior and enhance the commitment of employees in the process of the continuous improvement of safety and the reduction of environmental impacts, sharing also Lessons Learned from the contest to all the community.

Workplace safety culture: the CARE program

The CARE moments published each week correspond to two communication pages that deal with different issues on a given safety topic. The topics addressed in CARE Moments are generally closely related to the activity that took place within the Group or to events external to the Company such as World Days for example. In 2025, it was also added, in the CARE Moments, quiz and points of discussion to increase the interaction during the sharing of the message.

In addition to CARE moments, which are essentially informative and non-binding, FORVIA Group uses internal cross-sectional action notes. More formally, they convey important information in the event of an accident or near miss, the analysis of which would lead to immediate action on all or some of the Group's sites. These CARE moments were completed with the Health moment and the Green moment.

Monitoring of key performance indicators and risk assessment in the plant

Each year, an internal team conducts FES audits to verify compliance with the 7 Mandatory Safety Rules and 13 Mandatory Logistic Rules and assess the level of risk at all sites.

In addition, FORVIA regularly launches actions to detect and prevent occupational safety risks in all its plants. Each "Autonomous Production Unit" aims to detect one hazard per day. At the heart of the safety approach, employees participate directly in the daily identification of hazard to better anticipate accidents. In 2025, more than 780 000 hazards were detected and resolved on average across the Group. The hazard hunting ratio is considered as a key leading KPI for FORVIA Group.

Health and ergonomics

The main occupational illnesses reported throughout the Group are musculoskeletal disorders. In this context, FORVIA Group has been implementing measures for several years to better take into account and reduce the arduous nature of the workstations concerned, with each workstation being classified according to its level of arduousness. In France, the Group follows the "TMS Pros" approach of the Caisse d'assurance retraite et santé au travail (French retirement insurance and workplace health organization – Carsat), a four-step prevention approach to help companies reduce the impact of musculoskeletal disorders and back pain.

For the design of new workstations, the Group uses the "Ergonomic Memorandum" guide, which sets out all the ergonomic rules (posture, effort, repetition of operations, distances travelled, manual transport, work environment, light and noise). Workshops led by Ergonomists were performed in the last 2 years to further improve the Ergonomic Memorandum, a new version will be released in 2026.

Taken as a whole, this approach enables the Group to:

- reduce the risk of accidents;
- enable operators to ensure quality and performance under the best possible conditions;
- make workstations accessible to as many employees as possible.

Workstation ergonomics are systematically taken into account from the design stage of new products and production tools and checked on a daily basis and during production plant audits. These analyses, whose efficiency has been improved by the introduction of digital technology augmented by artificial intelligence, guide the implementation of workstation improvement solutions.

Employees at production sites and all operations and plant managers receive training in ergonomics. Ergonomics are also included in the Group's good practices collection process.

Since 2023, systematic assessment of the workstation related to ergonomics was launched. End of 2025, 93% of the FORVIA Group (excluding the HELLA scope) workstations have been assessed and actions implemented on the most critical ones (which represents 4.5% of the jobs assessed). Every month the percentage of critical workstations is reported.

From 2018, a partnership was established with Moovency for the deployment of a digital workstation ergonomics assessment solution. The KIMEA solution proposed by Moovency, in 2024 the tool KIMEA has been implemented in 49 sites, in 2025, the program has been extended to more 99 sites, makes it possible to save time in the evaluation of workstation ergonomics, by combining the flexibility of a smartphone and the precision of motion and position sensors.

For HELLA, the ergonomic design of workstations takes work processes into account. The emphasis is placed on physical constraints (especially musculoskeletal), but also psychological and social. Workstation design is already at the center of production planning and is considered and improved, for example, by the use of simulation models.

Well-being at work and prevention of psychosocial risks

As part of its vigilance plan, FORVIA Group implements measures for well-being at work.

For instance, on right to disconnect in France: as of 2020, FORVIA Group has taken specific measures to ensure that its employees have the right to disconnect. Indeed, the development of digital tools, levers of performance and responsiveness, can tend to blur the boundaries between private and professional life. FORVIA Group wishes to ensure respect for rest periods and holidays as well as personal and family life. All employees, including managers and professionals and Executive Management, have the right not to be contacted outside their normal working hours, whether by e-mail, messaging, or telephone calls.

Psychological counseling service: as part of the psychosocial risk prevention plan, FORVIA Group in France, has used an external service provider for the past ten years to provide its employees with a psychological counseling service. The specialist firm also conducts targeted training and interventions on the sites: support for employees, discussion groups, individual interviews, etc.

FORVIA Group does not have a consolidated tracking at Group level of the efficiency of its policy and actions on work-life balance. However, Employee satisfaction survey Integrates questions related to work-life balance that provides tendencies.

3.7.2.3. Social dialogue

S1-2 27/AR 18-24, S1-8

Social dialogue integrated in the Code of Ethics

Considered as a real driver of operational efficiency and sustainable performance, the development of economic and social dialogue is the subject of special attention.

FORVIA Group has included the development of economic and social dialogue in its Code of Ethics, structured around several principles and policies such as:

- freedom of expression and social dialogue;
- the right to and freedom of association (union membership);
- the promotion of an active policy of consultation and negotiation of collective agreements with employee representative bodies;
- anticipating, whenever possible, industrial, and social redeployments in order to limit their impact.

The Code of Ethics specifies the Group's commitment against discrimination of all types: age, gender, skin color, nationality, religion, state of health or disability, sexual orientation, and political and philosophical opinions or union membership. The Code of Ethics also includes the right to work in a healthy environment free from any form of hostility or harassment. Since end of 2025, the Group has harmonized the Code of Conduct now covering HELLA organization under one Group Code of Conduct.

Social dialogue as a communication means for workers and their representatives

Social dialogue is a privileged means of communication. FORVIA Group communicates regularly and in a structured manner to the various employee representative bodies on its achievements, its results and, more generally, its strategy. The Group promotes social dialogue to discuss concrete achievements and best practices on safety and the improvement of working conditions. Whenever possible, FORVIA Group gives priority to finding and concluding agreements on the various projects where employee support is a guarantee of success. In the event of significant projects likely to impact on employees or jobs leading to industrial redeployment, discussions are held with employee representative bodies with the aim of reaching collective agreements.

Collective agreements

Sites or company agreements signed concern:

- working conditions;
- working time, including the necessary flexibility to manage fluctuations in activity related to the various events that marked the fiscal year;
- salaries and other forms of compensation, employee profit-sharing and incentives;
- the implementation of digital tools or processes.

In 2025, within the FORVIA Group scope:

- 497 company or establishment agreements were signed in 24 countries;
- 81% of employees were covered by company agreements, establishment agreements and/or regional and/or national branch collective agreements.

The working and employment conditions of HELLA's own workforce are mainly determined and influenced by collective agreements.

	2024	2025
Percentage of total employees covered by collective bargaining agreements at global group level	81%	81%

Collective bargaining and employee representative coverage per country in 2025

	60 (b)	63 (a)
	Collective Bargaining Coverage	Social dialogue
Coverage rate	By countries	Workplace representation (EEA only) (for countries with >50 empl. representing >10%)
0-19%	Canada, Columbia, Taiwan, Singapore, Russia, Australia, UEA	
20-39%	Thailand	
40-59%	US, Japan, South Korea, India	
60-79%	UK, Mexico, China, South Africa, Turkey, Morocco, New Zealand	
80-100%	France, Germany, Spain, Portugal, Austria, Denmark, Sweden, Hungary, Netherlands, Italy, Norway, Poland, Slovakia, Czech Republic, Romania, Slovenia, Lithuania, Brazil, Argentina, Vietnam, Tunisia	All European countries

(1) Countries with coverage < 20% are countries with very low number of headcount.

FORVIA Group did not set any specific target on that topic, however each local entity must apply collective bargaining practices of the country in which it operates.

Industrial and social redeployments

In all the countries in which it operates, FORVIA Group is committed to reducing the impact on employment related to downturns in activity, through negotiations on changes to the organization and working hours and implementation, where they exist, of measures intended to manage cyclical situations such as short time working.

At the same time, in any industrial redeployment operation undertaken to deal with situations of structural declines in activity, the Group favors the use of internal mobility, both geographical and functional, as well as voluntary departures. If a site closure is required, the Group endeavors, where possible, to put in place re-industrialization projects by providing financial and/or operational assistance to industrial players that are likely to propose redeployment solutions to its employees. In cases where compulsory redundancies cannot be avoided, providing support for those employees concerned in developing their employability and seeking redeployment is a priority (like for example through outplacement, re-employment, training...).

The European Works Council

FORVIA European Company Committee (FE2C) is composed of 25 members elected or appointed in proportion to the number of registered employees from the various European countries where the Group operates. This forum for dialogue and discussion plays an important role in employee representation to management. The FE2C receives information on the Company's activity, in particular on its strategy, outlook, results, changes in the workforce as well as industrial and social redeployment.

The FE2C met once in plenary sessions during the 2025 fiscal year. This meeting, on May 13-14, was an ordinary annual session. During this plenary session, the FE2C elected a director representing employees to the Board of Directors of FORVIA S.E.

The Bureau of FE2C, composed of representatives of the seven major countries in terms of headcount (Germany, France, Romania, the Czech Republic, Poland, Slovakia and Spain), met three times during 2025. In addition, an extraordinary meeting was held in November by conference call to comment a press release statement on ongoing divstiture processes.

In accordance with the agreement that the last meeting of the year may be held in a country represented on the Committee, the last meeting of the year was held in Portugal in November, allowing the members of the Bureau to visit the Santa Maria da Feira GBS center.

On HELLA side, employees are extensively represented in the social dialogue within the European Economic Area (EEA) at both company and European level. The European Works Council (also known as the European Workers' Forum) operates at HELLA across borders within the European Economic Area and corresponds to the European Works Council (EWC). It deals with decisions and developments that have a transnational impact on workers, strengthening their rights to information and consultation.

France Group Works Council

Created in 2022, the France Group Works Council was set up by an agreement signed unanimously by the trade unions. This Committee is a forum for information and discussion on the Group's strategic orientations and activities in France. It consists of 17 members appointed by the national trade unions, according to their representativeness. Its fourth meeting was held in Paris in June, and focused on:

- the presentation of FORVIA Group results and annual financial statements as well as its outlook;
- the analysis of changes to the automotive sector;
- activity and outlook by entity;
- changes to headcount.

Information sharing with other countries

In the countries where the Group operates and within the framework of the main principles and policies, the various entities are autonomous in the implementation of an in-depth social dialogue adapted to their realities and specificities.

In countries where there are central bodies such as the European Works Council or the France Group Works Council, the members promote the sharing of information so that the greatest number of employees can discuss and thus contribute at their level to the development of social and economic dialogue.

Where there is no employee representative bodies, information on the Group strategy, results and outlook as well as on cross-functional initiatives and topics are deployed and shared through Human Resources network and local management.

In 2025, within the FORVIA Group scope: 84% of employees are represented by at least one employee representative body: European Works Council, France Group Works Council, Company or establishment Works Council, trade unions, etc.

The operational responsibility for ensuring effective economic and social dialogue with the workforce lies with the Group Vice President of Industrial Relations. The Vice President coordinates with Business Groups, division and country HR Directors, and local management teams to ensure that engagement practices are consistent and aligned across the organization.

Measuring employee engagement

FORVIA Group conducts an annual satisfaction survey of all employees. This survey measures and collects feedback from employees on all aspects of their relationship with the Company.

It focuses on two key indices:

- **employee engagement** which measures the level of motivation of employees in the performance of their work through job satisfaction, the recommendation of FORVIA Group as a responsible employer, pride in belonging and confidence in the strategy;
- **enablement of employees** which measures the ability of employees to carry out their work through the understanding and commitment of employees to the Company's strategy and culture, the quality of the relationship with the line manager, trust in general management, general perception of the Company, and well-being at work.

In 2023, the Group added two additional indices to this survey for its population of managers and professionals:

- well-being at work;
- diversity & inclusion.

The other subjects addressed in the questionnaire relate to ethics and the whistleblowing system, training and career development, compensation, health, safety, the environment, and the sustainable development strategy.

In 2025, employees continued to show high levels of trust in the Group's processes: the enablement index reached 77%, increasing by +1 point compared to 2024 and outperforming industrial goods benchmarks by +8 points. This strong result reflects the extent to which FORVIA employees feel equipped to perform at their best - that their skills are utilized & developed, their work is challenging and meaningful, their working conditions enable productivity, they can develop their career and that no significant barriers prevent them from doing their job well. All in all helping to improve work-life-balance, +1 vs 2024 and strongly outperforming the industrial goods benchmark by +10 points.

As FORVIA advances through its strategic transformation, the annual Employee Engagement Survey remains a central instrument for monitoring cultural evolution, measuring the impact of initiatives, and identifying priorities for future action. The Group remains committed to strengthening employee confidence in its strategic direction, reinforcing leadership alignment with FORVIA values, and supporting a workplace environment where all employees feel empowered, included, and able to perform at their best.

3.7.2.4. Culture: “Being FORVIA Group”

“Being FORVIA Group” defines the Group’s culture and its management model, described and shared with all employees. More than principles, “Being FORVIA Group” defines how all employees work, collaborate and grow together as one Group. It is a set of values tailored to meet today’s challenges in the daily work and to lead employees into the future:

1. the Group’s six values, the foundation of its culture. They have been defined to meet FORVIA Group’s current and future challenges in a constantly changing environment. They define FORVIA Group, unite its employees and guide collaboration and interactions with all the Group’s stakeholders. These values are vision, accountability, team work, agility, respect, and open-mindedness;
2. the Management Code for managers explains the expected exemplary behavior. Training sessions are regularly organized for managers;
3. organizational principles encourage decentralized decision-making processes in the different levels of the organization to strengthen the autonomy of the teams and facilitate decision-making.

Competent and autonomous teams

The “Being FORVIA Group” culture creates an environment that holds teams accountable for their performance through a horizontal organization of autonomous teams with appropriate skills and resources. In this context, the management of jobs and skills is essential to the success of the Company. It involves supporting all talents, all backgrounds, and establishing a learning organization.

FORVIA Group is committed to supporting its employees in their learning and development. The Group ensures that employees acquire new skills through challenging positions. FORVIA Group also implements monitoring, coaching and training programs.

Invigorating our culture

In 2025, Martin Fischer, FORVIA CEO has launched an important project called Teams up. The purpose of *Teams up* has been to leverage more the power of teams and create *teams of leaders* more autonomous to face the challenges of the Group. For that matter, new leadership principles have been decided carrying a new vision of the role of FORVIA. Leaders. Leaders are expected to Guide their team decision-making, empower them to act and recognize the team contribution to success (GER). As a critical step, the annual appraisal of FORVIA top leaders has changed in 2025 from STAR to START (Setting Target Achieving Results as a Team). Teams’ feedback from direct report on leadership principles accounts now for 25% of the annual appraisal. A dedicated change in management and learning journey has been created to support this unique initiative. All FORVIA Board (Excom and their direct report), then the whole 450 Leaders at FORVIA and finally

the 2900 feed-back givers to their N+1 this year have been trained either in Classrooms (Virtual or physical) webinars and new MOOC created to support the journey. Based on the assessment of the deployment on top leaders in 2025, extension is planned to the entire management of FORVIA in 2026.

Remote work for employees

As an engineering and production company, most of FORVIA Group’s activity is carried out on-site, in engineering centers and production plants. The interactions are numerous and allow a great collective efficiency and a high level of innovation. The Covid-19 crisis revealed the effectiveness of remote working for some clearly identified activities and also showed the importance that employees place on office interactions for socialization, team dynamics, and creative and informal discussions about work.

Since 2021, remote work has been offered as an effective and complementary tool for working in offices and sites. Eligible employees (i.e. 11,400 employees concerned) can work remotely for up to eight days per month – in agreement with their manager – depending on the needs related to their presence on this site with their teams.

The objective is to develop a hybrid work culture, combining the efficiency of face-to-face work (innovation, creativity) and the flexibility of remote working, thanks to the opportunities offered by the digitization of tools (video meetings, shared work software, etc.).

FORVIA Group (excluding the HELLA scope) has guidelines for flexible efficiency based on four pillars:

1. eligibility of job;
2. a policy focused on managerial responsibility in implementation;
3. an adapted digital tool to inform teams of on-site presence;
4. a revised travel policy to optimize the frequency and duration of trips and make the best use of digital alternatives.

The roll-out of these guidelines was accompanied by numerous online training and communication tools with weekly reminders for people eligible for teleworking. The purpose of the training sessions is to share best practices in flexible efficiency, for example, they cover:

- the organization of work and the planning of face-to-face and remote activities, in particular thanks to a new matrix to help choose between face-to-face and distance learning;
- the choice of the most appropriate meeting format and the conduct of meetings adapted to the challenges;
- socialization with teams and customers who must be the subject of special attention in a context of increasing digitization.

3.7.2.5. Diversity & inclusion

Diversity & inclusion are among FORVIA Group's strengths and convictions. These principles are both a source of motivation for employees and a source of innovation. These programs have had positive impact on FORVIA Groups performance and on the development of its employees. FORVIA Group promotes diversity & inclusion as a real strength and asset, to insist on inclusion and to fight against all forms of discrimination and harassment.

Within the Human Resources team, the Vice President of FORVIA Group responsible for the FORVIA Group University and HR Transformation, who reports to the Executive Vice President in charge of Human Resources, coordinates the deployment of the diversity and inclusion policy. Together with a network of diversity & inclusion volunteers and professionals, they lead and coordinate initiatives and implement training and awareness-raising actions at Group level.

Appointed "Champion" on diversity and inclusion topics, the Executive Vice President Group General Counsel and Board Secretary sponsors the diversity & inclusion policy and coordinates the internal network of around forty Diversity & Inclusion ambassadors around the world. Their role is to promote diversity in their scope of activity and in their country. With the support of local intermediaries, they coordinate and deploy actions for diversity and inclusion: training, awareness-raising on gender and racial bias, workshops on inclusion, sharing groups, and similar programs. Finally, the Code of Ethics and the Code of Ethics training MOOC are distributed to each new employee.

Training is a permanent and essential lever for accelerating these initiatives. At FORVIA Group, diversity & inclusion management is an integral part of training through a diversity & inclusion academy. Several training modules are aimed at managers to advance the inclusive culture in terms of unconscious biases, work on stereotypes or the effectiveness of a diverse team. In total, in 2025, more than 9,500 employees received training in this area. In this context, and to ensure inclusive management that takes into account the challenges of gender diversity in team dynamics, more than 1,000 people have attended a training course for the Management Committees since its launch in 2019.

Gender equality

FORVIA Group is particularly committed to gender equality. Since 2020, the Group has been a signatory of the Women Empowerment Principles (WEPs), an initiative established by the United Nations Global Compact and UN Women.

In support of

WOMEN'S EMPOWERMENT PRINCIPLES

Established by UN Women and the
UN Global Compact Office

Hiring talented women

FORVIA Group (excluding the HELLA scope) encourages the recruitment of female talent. The Group carries out actions to improve its attractiveness, particularly among female engineering students with the initiative "Women in technology". In particular, FORVIA Group (excluding the HELLA scope) encourages its partner recruitment agencies on the issue of gender diversity. FORVIA Group (excluding the HELLA scope) has an objective of the representation of women among the short-listed candidates. Lastly, FORVIA Group (excluding the HELLA scope) launched a specific program to identify and recruit high-potential female executives to join the top 300 FORVIA Group (excluding the HELLA scope) leaders immediately or in the short term.

Attracting talent to the industrial sector

In 2025, the Group joined forces with the 13th edition of the Women in Industry Awards. The Group sponsored the "Women in R&D" category in order to promote women in industrial jobs and make these positions more attractive to other women. This year trophies recognized 3 outstanding FORVIA female leaders, Delphine Fillot – in the category Woman in Production, Ghita Slaoui in the category Woman in Finance and Léa Félix has been recognized as Finalist in the category Promising Career Start. Their achievements reflect the recognition of FORVIA commitment to growing and promoting female leaders who are recognized for their vision and performance

Promoting talented women

FORVIA pays a particular attention to promote female talents, based on their performance and potential, at all levels of the organization making sure they are part of the succession plan during the people review and in regularly following the one identified as "Ready for Career Development".

Supporting female leadership: training, coaching, mentoring, exchanges

On its five campuses, FORVIA Group University offers two training programs to strengthen female leadership: “Female leadership program young talent” and “Female leadership program experimented one”. Delivered by diversity experts, these training courses are aimed at women who have the potential and the ambition to grow within the Group.

FORVIA Group is particularly attentive to the implementation of coaching and mentoring for female talent.

FORVIA Group supports a network of women, “Women at FORVIA Group”. Its purpose is to connect women with each other as soon as they arrive, to encourage exchanges, co-development and to guide them in their careers within the Group.

At the same time, throughout the year, FORVIA Group hosts events and discussion sessions specifically targeting women:

1. local Let’s connect sessions: in addition to existing processes aimed at ensuring and accelerating the promotion of women within FORVIA organizations, local meeting sessions are systematically organized at site level. The aim is to connect women working on the same site (or in a neighboring region) as soon as they arrive in order to facilitate exchanges and the sharing of experiences;
2. the presentations of inspiring career paths for women, Her Way: a digital event format that highlights inspiring women by inviting them to share their career paths and challenges, but also their successes;
3. In Dialogue discussions: inspirational conversations in small committees between a role model leader and a group of around ten women in the Group.

Increasing diversity within FORVIA Group’s governing bodies

FORVIA Group (excluding the HELLA scope) has set the target of reaching 25% women in FORVIA Group’s top 300 leaders in 2027 (and 30% in 2030).

HELLA sets on its side the target of reaching 12% of women in its first leadership level by the end 2027.

Several areas are being developed. The Vice President in charge of talent and organizational development in the Human Resources department oversees this mission.

Internally, during annual talent reviews, “People Review”, the Group identifies women with such potential and provides individualized monitoring. An individual development plan is set up with mentoring and/or coaching and/or other specific actions.

The RISE program was launched in 2022 and welcomed its alumni meetings in 2024 for the first two groups. It

generates a virtuous circle for the internal promotion of women to FORVIA Group (excluding the HELLA scope)’s top 300 leaders. This nine-month support program includes collective coaching sessions, co-development exercises and networking events. It is sponsored by four members of the Executive Committee, including the Chief Executive Officer. By developing female talent at the highest level, the Group is developing more inclusive management, allowing female potential to be developed in turn by these role models.

It is supported by a set of three trainings to better prepare women to higher leadership responsibilities. Since 2019, more than 530 female managers & professionals have been trained out of which 172 trained in 2025, showing a strong acceleration.

The global Human Resources Diversity Network at HELLA, in which regions and business units are represented, is responsible for strategic initiatives and the implementation of regional and local measures. In the 2025 reporting year, site-specific actions included, for example, training courses on unconscious bias for managers, as well as studies on pay equity and networking events.

HELLA strives to recruit and promote female employees in order to increase the proportion of female specialists and managers. Accordingly, HELLA encourages the commissioned recruitment agencies to focus on gender equality. As a concrete requirement, one of two profiles among the shortlisted applicants is to be female.

Every quarter, the FORVIA Group organizes specific assessments of female talents (“Female quarterly talent review”). In this way, the Group ensures that women have regular development opportunities. The RISE program supports female talents who have the potential to be among the Company’s leaders in the short or medium term. This program includes a nine-month course sponsored by a member of the Executive Board across regions and divisions.

In addition, HELLA, together with its parent company FORVIA, offers various events and panel discussions throughout the year, which are primarily aimed at women. Digital HER WAY events, for example, present inspiring career paths of female colleagues who share their professional paths and challenges, as well as their successes and tips.

Gender equality and inclusion initiatives

FORVIA Group has implemented several initiatives to promote gender diversity, including the Women in Technology program to attract women engineering students and the HER WAY digital events to highlight successful career paths of women. Additionally, FORVIA Group’s All on Board Connect Program supports the integration of HELLA’s workforce into the broader Group, focusing on shared training and development opportunities.

Inclusion

Local employment

FORVIA Group promotes local jobs for management positions in order to better understand specific cultural contexts and thus strengthen its performance. The Group also strives to have a positive impact on the economic development of the regions where it operates, by employing and developing local talent around the world.

Inclusion of young people

FORVIA Group (excluding the HELLA scope) has included its commitment to professional integration and development of young people in its Code of Ethics⁽¹⁾. The Group promotes access by people new in their career to various types of contracts, including apprenticeship contracts, and has a policy of hiring them early in their careers.

HELLA has various approaches to the inclusion of young people: internships, close collaborations with universities in its key locations to attract students early in their career, apprenticeship programs, thesis opportunities and student jobs.

FORVIA Group strives to give access to the training necessary to carry out required activity and build a career path.

As an external recognition as employer of choice, in 2025, FORVIA Group (excluding the HELLA scope) received the Happy Index Trainees label worldwide, in Europe, Poland and France. This certification recognizes companies that take good care of the onboarding, support and management of their interns, work-study students and international volunteers (VIE).

Disability awareness

FORVIA Group launched an awareness-raising campaign on the best internal practices, unconscious bias and possible blockages. Since 2022, the Group also designed a library of around 21 online courses on this subject.

Totally at FORVIA Group, more than 27 thousand people have followed digital courses on D&I since their launching in 2022.

3.7.2.6. Talent management

FORVIA Group Talent and Organization Development VP (Excluding HELLA Scope) is responsible for the implementation of talent management policy. HELLA Chief of Human Resources is responsible for the implementation of talent management policy.

Early career hires

FORVIA Group wants to ensure the Group's attractiveness and retain the talents of tomorrow. The talent acquisition team implements local recruitment programs for new graduates and early-career professionals. One of the key levers used by the Group to achieve its objectives of hiring new graduates is the international volunteer scheme in companies (VIE).

Recruitment of high potentials, particularly women

FORVIA Group has set up recruitment programs for high-potential profiles in France, the United States and China with the aim of preparing them, through an accelerated career plan, to become future leaders. In addition, FORVIA Group carries out a specific recruitment plan aimed at identifying women who can join FORVIA Group (excluding the HELLA scope)'s top 300 leaders immediately or in the medium term.

Onboarding new employees

All new hires follow a specific onboarding program called Welcome On Board to discover the Group, its values, its strategy, its organization and to familiarize themselves with the culture and its operational systems. It is an application integrated into Teams, which offers them personalized notifications every day, adapted to their needs.

Some countries have held special events, such as orientation days, to expedite the integration of new hires.

The Leadership Competencies model

Aligned with FORVIA Group's transformation strategy, the leadership competencies model fosters critical competencies for FORVIA to shape a culture and develop its future leaders and is focused on agility and inclusiveness as a distinguishing leadership. It presents the essential skills that a leader must acquire according to their level of responsibility within the organization. It provides illustrations of the different levels of ability, and propositions for key actions to be implemented. It is a strong support for employees to build their individual development plan.

⁽¹⁾ FORVIA Group (excluding the HELLA scope)'s Code of Ethics is available on the Group's website. It is not included in this Universal Registration Document. HELLA Code of Conduct is available on HELLA website. It is not included in this Universal Registration Document.

The annual performance appraisal of managers and professionals

Each year, the Group launches a campaign to assess the performance of managers and professionals. The annual appraisal, which takes place between a manager and his or her employee, aims to assess the achievement of individual objectives over the past year, and managerial skills and behavior in relation to FORVIA Group's six new values defined in 2023. In addition, in 2025, the Group piloted an appraisal process for the Top Leaders including team's feedback on the new leadership principles (Guide, Empower, Recognize). The purpose is to extend it to all managers and professionals in 2026.

The performance appraisal also makes it possible to define individual development plans. These enable everyone to define the development actions to be carried out over the coming year to develop the performance and potential of each employee.

It is also a key moment to discuss the coming year and jointly define the related individual objectives.

Concerning HELLA, talent management is structured through different programs. One of the major axes is development planning between the employee and their manager during the evaluation process Annual Performance Review. As part of the annual talent review process, the HR function works with managers to identify systematically the potential of employees according to standardized rules. On this basis, candidates are selected to follow training programs development. HELLA also offers numerous local mentoring programs and opportunities to promote talent. These programs allow talented individuals to network with each other and to acquire additional qualifications in order to systematically prepare for career stages subsequent ones. This approach also makes it possible to retain talent within the Company.

Anticipate and support jobs and career paths

FORVIA Group supports the needs of each manager and professional, with a particular focus on potentials:

1. the Group conducts an annual review of the teams (called "people reviews") at all levels; sites, divisions, Business Groups, and Group. It is the opportunity to identify potentials, review their career trajectory and Short/Mid term individual development plan. It also enables to review the succession plans for key positions;
2. a review is organized by Region (known as "key reservoirs") to secure the local reservoir;
3. monthly reviews are carried out at Group level in order to animate internal mobility of the top 300 leaders between the different Group entities.

FORVIA Group is also particularly attentive to emerging skillsets: data, artificial intelligence, etc. The Group anticipates the deployment of these skills by developing ad hoc training offers and identifying needs within the organization.

Coaching and mentoring

FORVIA Group offers its talents coaching and mentoring. The Group is particularly vigilant to ensure that these programs benefit female talent, to accelerate their careers.

Career opportunities

The Group's talent management policy is to offer career opportunities based on the performance and the potential of each manager and professional. Several processes support the career trajectory:

- annual performance review;
- annual people reviews, including potential and succession plans reviews;
- individual development plans;
- external assessments to best support potential and career choices.

FORVIA Group offers diverse career paths: inter-function or inter-division mobility, assignments to projects or short-term assignments, professional opportunities abroad or participation in international projects. The aim is to expose talents outside their comfort zone and enable them to develop their skills.

Lastly, FORVIA Group (excluding the HELLA scope) has a specific career management policy for its nearly 400 scientific and technical experts. The Group recognizes and particularly values their technical and technological expertise in order to strengthen business skills and the specificities of the products offers.

HELLA does not have a specific career management policy for experts; however, HELLA offers career paths for technical experts in order to ensure equal career opportunities for Managers and Experts.

Talent retention

Development of leadership and career opportunities, but also training, coaching and mentoring help to retain talent.

In 2025, the resignation rate of managers and professionals of FORVIA Group decreased at 6.2% compared to 7% in 2024.

This was achieved through a number of actions, including: engaging top leaders in the issue of turnover, regularly following up with them on the issue, organizing monthly follow-up with the least performers countries and refocusing all key HR actors on the required talent intimacy to have with the Group talents.

To limit the impact on the Business Groups, the Group has implemented:

- actions to retain key skills;
- a plan to strengthen and attract talent;
- a robust skills development plan through the internal University.

3.7.2.7. Compensation

The Group complies with the regulations in force in each country regarding minimum wages and compensation agreements. To attract, retain and motivate talent, FORVIA Group and HELLA's compensation policies are determined in a way to ensure competitiveness of internal compensation practices towards the local market for each of the Group's entities and compliance with legal regulations. To ensure fairness and market alignment, both FORVIA Group and HELLA examine market practices with external partners specialized in compensation. These measures support equal treatment of employees including gender equity.

Compensation packages depend on several elements, including the level of responsibility exercised. Thus, the higher the level of responsibility, the greater the share of short-term and long-term variable components of total compensation.

Sustainable development criteria in variable compensation

Given the strategic importance of a climate transition via the reduction of greenhouse gas emissions, and the response to the expectations of stakeholders in terms of non-financial objectives, FORVIA Group has included a quantifiable environmental criterion since 2022 in line with the Group's carbon neutrality trajectory. The criterion chosen is related to the reduction of CO₂ emissions and energy consumption depending on the level of organizations. At Plants and divisions level, the criterion is measured in terms of MWh per million product sales. At Business Group and FORVIA Group level, it is measured in terms of tCO₂ for scope 1 & 2 per million euro of product sales. This criterion applies for 4,500 managers & professionals at FORVIA (excluding the HELLA scope) since 2022 and for 2,250 eligible employees at HELLA since 2025.

Grant of long-term incentive plans

FORVIA Group has set up long-term incentive plans in majority subject to performance conditions. This is intended, on FORVIA Group side, for members of the top 300 leaders belonging to the Group Leadership Committee. Entitlement to these plans is subject to continued employment and performance conditions, including two internal performance conditions linked to sustainable development: (i) relating to the reduction of the Group's CO₂ emissions, representing 15% and (ii) relating to gender diversity representing 10%.

Same performance conditions linked to the reduction of the Group's CO₂ emissions (15%) and gender diversity (10%) apply to HELLA Management Board long-term incentive plan.

3.7.2.8. Grievance mechanisms and channels for managing negative impacts

S1-3 32/AR 33

FORVIA Group provides multiple channels for employees, including temporary workers and subcontractors, to raise concerns directly with the organization. These channels include the Speak Up whistleblowing system for Faurecia and the TellUS! platform for HELLA, both of which are accessible online 24/7 in multiple languages.

Employees can also report issues through direct communication with line managers, HR representatives, or compliance managers.

Grievance and complaint handling mechanisms are an integral part of Faurecia's compliance framework. The Compliance Office manages the process, ensuring each complaint is assessed and investigated objectively. Depending on the nature of the issue, other specialized departments, such as Human Resources or Health and Safety, may be involved. HELLA follows the same rigorous protocols, with its compliance team overseeing investigations, ensuring timely resolution, and implementing solutions tailored to its operational context.

FORVIA Group actively promotes the availability and functionality of these grievance channels through various internal resources, including training sessions, employee handbooks, and dedicated awareness campaigns. These initiatives foster a speak-up culture and keep employees informed of their options. Information on the Speak Up whistleblowing platform for Faurecia and tellUS! platform for HELLA are regularly communicated, along with details on onboarding programs and compliance training to ensure all employees are aware of their rights and the mechanisms available to them.

FORVIA Group actively tracks and monitors all issues raised through their grievance mechanisms to ensure that concerns are addressed promptly and appropriately. The compliance team logs each report and monitors the status of investigations, corrective actions, and outcomes. The grievance mechanism uses the Group's whistleblowing systems, "Speak Up" for FORVIA Group and "TellUs" for HELLA, as explained in Section 3.10.3.1.

3.7.3. Targets and metrics

3.7.3.1. Targets related to managing material negative impacts, advancing positive impacts, and managing material risks and opportunities

S1-5 47a, 47b, 47c

FORVIA Group actively involves employee representatives in sharing objectives and/or results on workforce-related targets. This engagement occurs through structured discussions within employee representative bodies at local level. In addition to local communication, results and objectives are shared with employee representatives once

a year during one European Work Council meeting. Please see Section 3.3.1.2.3. on Social Dialogue for more details. Specific targets for each topic are presented in the preceding sections explaining the related policies and actions. This section only presents the metrics.

3.7.3.2. Characteristics of the undertaking's employee

S1-6 50 (a) (b)

Registered employees

Total registered headcount

	2025
FORVIA total registered headcount	114,052
– out of which FORVIA Group (excluding HELLA)	78,228
– out of which HELLA	35,824

The total registered workforce of the FORVIA Group represents 114,052 employees and results from the consolidation of 78,228 ex-Faurecia employees and 35,824 HELLA employees. It decreased by -7,800 registered employees (-6.4%) in 2025, mainly in Europe due to the EU-Forward efficiency initiatives (-4,181 employees) launched at the beginning of 2024 for 5 years. This initiative aims to strengthen the competitiveness of the Group's European operations (manufacturing and Research & Development set-up) including overcapacities to achieve a better regional profitability.

Split per category in %

	2025
Operators / Workers	58.3%
Technicians, Foremen & Administrative employees	9.3%
Managers & Professionals	32.4%

With the same proportion as last year, the total registered workforce of FORVIA Group is divided into 58% for operators, 10% for employees, technicians, supervisors, and 32% for managers & professionals.

Registered headcount evolution from previous year

	2025
Total registered headcount evolution in %	-6.4%
Operators / Workers evolution in %	-6.0%
Technicians, Foremen & Administrative employees evolution in %	-12.4%
Managers & Professionals evolution in %	-5.2%

In 2025, the decrease of -6.4% (-7,800 registered employees) for the total registered workforce was most pronounced among employees, technicians, and supervisors (-12.4%, representing -1,507 employees), followed by operators (-6.0%, representing -4,253 employees) and managers and professionals (-5.2%, representing -2,040 employees).

By regions:

Europe registered workforce evolution from previous year

	2025
Total registered headcount evolution in %	-7.1%
Operators / Workers evolution in %	-6.1%
Technicians, Foremen & Administrative employees evolution in %	-14.3%
Managers & Professionals evolution in %	-6.1%

In Europe, the registered workforce decreased by -7.1% (-4,181 employees), including -6.1% for operators, -14.3% for employees, technicians, supervisors, and -6.1% for managers & professionals.

North America registered workforce evolution from previous year

2025

Total registered headcount evolution in %	-9.8%
Operators / Workers evolution in %	-9.4%
Technicians, Foremen & Administrative employees evolution in %	-14.1%
Managers & professionals evolution in %	-9.8%

In North America, the registered workforce decreased by -9.8% (-2,600 employees mainly in USA and Mexico), including -9.4% for operators, -14.1% for employees, technicians, supervisors, and -9.8% for managers & professionals.

South America registered workforce evolution from previous year

2025

Total registered headcount evolution in %	5.4%
Operators / Workers evolution in %	8.3%
Technicians, Foremen & Administrative employees evolution in %	-6.2%
Managers & professionals evolution in %	3.7%

In South America, the registered workforce increased by 5.4% (+258 employees), mainly among operators and in Brazil.

Asia registered Workforce evolution from previous year

2025

Total registered headcount evolution in %	-5.6%
Operators / Workers evolution in %	-8.5%
Technicians, Foremen & Administrative employees evolution in %	-12.6%
Managers & professionals evolution in %	-2.2%

In Asia, the registered workforce decreased by -5.6% (-1,385 employees mainly in China, including -8.5% for operators, -12.6% for employees, technicians, supervisors, and -2.2% for managers & professionals.

Rest of the world registered workforce evolution from previous year

2025

Total registered headcount evolution in %	1.5%
Operators / Workers evolution in %	1.5%
Technicians, Foremen & Administrative employees evolution in %	7.2%
Managers & professionals evolution in %	-2.4%

In the rest of the world, an increase of +1.5% in the registered workforce was recorded (mainly in Tunisia and Morocco).

Evolution of permanent and non-permanent employees from previous year

Evolution of permanent employees

	Absolute	in %
Global	-7,384	-6.5%
Europe	-3,546	-6.5%
North America	-2,625	-10.3%
South America	271	5.9%
Asia	-1,489	-6.2%
Rest of the world	5	0.1%

FORVIA Group's permanent workforce decreased by -6.5% (7,384 employees) in 2025. This decline was primarily driven by reductions in Europe (-3,546 mainly in France, Germany, Romania and Poland), North America (-2,625 mainly in Mexico and USA) and Asia (-1,489 mainly in China), partially offset by growth in South America (+271 mainly in Brazil).

Evolution of non-permanent employees

	Absolute	in %
Global	-416	-5.4%
Europe	-635	-14.6%
North America	25	2.1%
South America	-13	-8.4%
Asia	104	17.7%
Rest of the world	103	7.3%

The non-permanent workforce also declined by -5.4% (-416 employees). This decrease was primarily driven by reductions in Europe (-635, mainly in France and Czech Republic), partially offset by growth in Asia (+104, mainly in China and India) and in the rest of the world (+103, mainly in Tunisia and Morocco). The permanent workforce of FORVIA Group now represents 93.6% of the total registered workforce, stable ratio versus 2024.

Total registered employees

	2024			2025		
	Male	Female	Total	Male	Female	Total
Number of registered employees⁽¹⁾	78,145	43,707	121,852	73,562	40,490	114,052
Number of registered employees permanent ⁽²⁾	73,529	40,625	114,154	68,956	37,814	106,770
Number of registered employees non-permanent ⁽³⁾	4,616	3,082	7,698	4,606	2,676	7,282
Number of registered employees per regions and countries						
WESTERN EUROPE	21,219	7,748	28,967	19,354	7,124	26,478
France	6,287	1,960	8,247	5,488	1,678	7,166
Germany	9,214	2,737	11,951	8,427	2,501	10,928
Spain	2,653	875	3,528	2,585	858	3,443
Portugal	1,707	1,711	3,418	1,705	1,667	3,372
UK	709	209	918	578	191	769
Austria	250	198	448	215	180	395
Denmark	81	9	90	70	6	76
Netherlands	41	11	52	39	9	48
Italy	255	34	289	224	29	253
Sweden	21	4	25	22	5	27
Norway	1	0	1	1	0	1
CENTRAL EUROPE	16,911	12,638	29,549	16,012	11,845	27,857
Poland	3,464	2,113	5,577	3,264	1,948	5,212
Slovakia	3,298	2,392	5,690	3,129	2,265	5,394
Czech Republic	4,843	2,775	7,618	4,673	2,664	7,337
Romania	3,848	4,382	8,230	3,608	4,068	7,676
Hungary	160	149	309	154	171	325
Slovenia	1,047	642	1,689	913	535	1,448
Lithuania	251	185	436	271	194	465
NORTH AMERICA	15,001	11,649	26,650	13,665	10,385	24,050
USA	4,230	1,790	6,020	3,802	1,612	5,414
Canada	15	3	18	13	3	16
Mexico	10,756	9,856	20,612	9,850	8,770	18,620
SOUTH AMERICA	3,559	1,184	4,743	3,687	1,314	5,001
Brazil	3,300	1,162	4,462	3,457	1,292	4,749
Colombia	11	3	14	11	4	15
Argentina	248	19	267	219	18	237

	2024			2025		
	Male	Female	Total	Male	Female	Total
ASIA	17,025	7,645	24,670	16,252	7,033	23,285
China	11,574	5,759	17,333	10,858	5,168	16,026
Japan	842	215	1,057	766	217	983
South Korea	483	39	522	469	38	507
Thailand	380	632	1,012	370	616	986
Taiwan	14	8	22	3	2	5
Vietnam	260	69	329	249	66	315
India	3,457	906	4,363	3,524	907	4,431
Singapore	15	17	32	13	19	32
OTHERS	4,430	2,843	7,273	4,592	2,789	7,381
South Africa	837	495	1,332	766	430	1,196
Tunisia	332	560	892	410	673	1,083
Russia	4	4	8	3	4	7
Turkey	1,100	138	1,238	1,100	146	1,246
Morocco	2,012	1,470	3,482	2,189	1,373	3,562
Australia	51	12	63	39	11	50
New Zealand	80	156	236	70	144	214
United Arab Emirates	14	8	22	15	8	23

- (1) FORVIA Group Registered employees correspond to headcount under: Unlimited Term; Unlimited Term Notice Period; Long-Term Absence; Early Retirement; Fixed Term; Apprentice.
- (2) FORVIA Group Registered permanent employees correspond to headcount under: Unlimited Term; Unlimited Term Notice Period; Long-Term Absence; Early Retirement.
- (3) FORVIA Group Registered non-permanent employees correspond to headcount under: Fixed Term; Apprentice.

Female registered employee represents 35.5% of registered total workforce, stable versus 2024. This ratio is equal to 35% in Europe, 43% in North America, 30% in Asia, 26% in South America and 38% in the rest of the world.

S1-6 50 (c)

Workforce attrition

	2024			2025		
	Male	Female	Total	Male	Female	Total
Group workforce attrition rate %	22.2%	25.2%	23.3%	19.7%	22.5%	20.7%
Departures per motive of registered headcount						
All employees' category status						
Resignation	8,662	6,046	14,708	6,799	4,771	11,570
Individual redundancy	7,025	4,006	11,031	6,289	3,421	9,710
Collective Redundancy	1,343	506	1,849	1,710	1,144	2,854
End of contracts (for fixed-term contract and apprentices)	972	635	1,607	869	629	1,498
Death in service	3	-	3	1	0	1
Death not in service	81	33	114	87	23	110
Retirement	671	323	994	564	289	853
TOTAL NUMBER OF REGISTERED EMPLOYEES WHO HAVE LEFT THE COMPANY⁽¹⁾	18,757	11,549	30,306	16,319	10,277	26,596

(1) (The aggregate of the number of employees who leave voluntarily or due to dismissal, retirement, or death.

In 2025, FORVIA Group recorded 26,596 employee departures, a 12.2% decrease from the 30,306 departures observed in 2024. The proportion of departures due to the end of fixed-term contracts slightly increased from 5.3% in 2024 to 5.6% in 2025 of the total departures, representing 1,498 departures in 2025 compared to 1,607 in 2024. The total number of registered employees in 2025 is 114,052. The Group workforce attrition rate corresponding to the European regulation definition (CSRD), represents 20.7% in 2025, decreasing by -2.6 points versus 2024. These percentages correspond to the sum of departures for all employees category status due to resignation, individual redundancy, end of contracts (for fixed-term contract and apprentices), retirement and death in service, representing 23,632 employees divided by the total number of registered employees). In 2025, resignations among employees with permanent contracts represented 31.1% of all departures, a slight decrease from 31.7% in 2024:

- per status of employees compared to the total departure for each category of employees, resignations represent 29.1% of all operators' departure (+1 point versus 2024),

20.2% for all employees (technicians, foremen, administrative staff, -4.6 points versus 2024) and 43.3% all managers & professionals departure (-7.3 points versus 2024);

- these resignations of the workforce are mainly impacted by operators for 67.6%, for 5.8% by technicians, foremen, administrative staff, and for 26.6% by managers & professionals in 2024, compared to 66.8%, 5.9%, and 27.3% respectively in the previous year;
- for managers & professionals with permanent contracts, a notable decline in resignations was observed, with a 16.4% decrease compared to 2024;
- the proportion of employee departures due to individual and collective dismissals remained relatively stable, increasing from 42.5% to 47.2% during the period under review. This figure increased in Europe, from 39.3% in 2024 to 41.1% in 2025, primarily attributed to the implementation of EU-Forward initiatives within the region.

3.7.3.3. Diversity metrics

S1-9 66 (a) (b) 97 (a) AR 98 (b)

Definition of top management

FORVIA Group (excluding the HELLA scope) has defined its top management as the Executive Committee and the Group Leadership Committee (top 300). This structure is used consistently in reporting and assessing diversity metrics.

As of December 31, 2025, the Group Leadership Committee comprised 28.4% female representation, up by 1.4%

compared to 2024, reflecting the Group's commitment to improving gender balance in leadership roles. This progress is part of FORVIA Group's strategy to reach 30% female representation by 2030.

For the HELLA scope, the number of employees at top management level, which represents the TOP 130 leaders, is composed of 106 male (87%) and 16 women (13%).

Diversity by gender at top management level

	2024			2025		
	Female	Male	Total	Female	Male	Total
Number of employees at top management level FORVIA Group (excluding the HELLA scope)	71	192	263	69	174	243
Gender distribution in percentage at top management level FORVIA Group (excluding the HELLA scope)	27%	73%	100%	28,4%	71,6%	100%

Distribution of registered employees by age

	2024			2025		
	Male	Female	Total	Male	Female	Total
< 20 years	711	405	1,116	586	243	829
20-29 years	15,671	9,295	24,966	13,659	7,691	21,350
30-39 years	25,792	14,252	40,044	24,239	13,109	37,348
40-49 years	19,494	11,585	31,079	18,817	11,194	30,011
>50 years	16,477	8,170	24,647	16,261	8,253	24,514
TOTAL	78,145	43,707	121,852	73,562	40,490	114,052

Women comprise 35.5% of FORVIA Group's registered workforce, stable versus 2024. This representation varies across different employee categories: 39.4% among Workers, 31.2% among employees, technicians, supervisors, and 29.7% among Executives (a 0.5 point increase). FORVIA Group boasts a relatively young workforce, with

52.2% of registered employees under 40 years old and 19.4% under 30. Notably, 24,514 registered employees are over 50, representing 21.5% of the total. Across all age groups, the workforce is predominantly composed of Workers (58%), followed by Executives (32%) and employees, technicians, supervisors (10%).

Gender pay gap

	2024	2025
Group gender pay gap ratio	32.86%	30.96%

This ratio is calculated in accordance with the applicable standard (ESRS).

Various actions undertaken within FORVIA, as well as the change in methodology, which was calculated based on the hourly rate instead of total 2024 compensation, led to a decrease in the ratio.

It corresponds to the comparison between the average hourly rate calculated from the total annual compensation, including fixed and variable components, for full-time employees paid in 2025 (ESRS S1 AR 98) to men and women within the Group, according to the formulas stipulated by the standard. The following employee categories were not included in this calculation: apprentices, expatriates, LTAs, and employees who have left the Group.

It was calculated using the data collected for the total annual compensation ratio.

Diversity targets and performance

FORVIA Group has set ambitious targets to increase female representation in top management. By 2030, FORVIA Group (excluding the HELLA scope) aims to have 30% women in its Group Leadership Committee.

These efforts are supported by the FORVIA Group RISE Program, which was introduced to develop 40 high-potential female talents through a nine-month coaching and mentoring program.

HELLA contributes to these targets through localized initiatives, including a gender equity monitoring system and monthly performance reviews.

Tracking and assessment of diversity

The effectiveness of FORVIA Group's diversity initiatives is closely monitored through annual diversity reviews and the inclusion of gender balance criteria in performance evaluations.

HELLA's progress is similarly tracked monthly, and achieving gender diversity targets was linked to the remuneration of all employees not covered by collective bargaining agreements at HELLA (approx. 2,250 people). This systematic approach ensures that diversity targets are integrated into overall business performance metrics.

3.7.3.4. Remuneration metrics

S1-16 97(b) AR 101

	2024	2025
Total annual remuneration ratio	140.67	134.19

This ratio is calculated by dividing the highest individual total compensation (ESRS S1 AR 98) paid in 2025 by the median of the total annual full-time compensation paid to all other employees in 2025.

The following employee categories were excluded from this calculation: apprentices, expatriates, LTAs, and employees who have left the Group.

Data extrapolation was required for 1.9% of all employees in five countries (Germany, China, India, Mexico, and the Czech Republic) due to a lack of available data.

This ratio reflects the Group's global presence.

3.7.3.5. Health and safety metrics

S1-14 88 (a) (b) (c)

Health and safety incidents

The percentage of people who are covered by a health & safety management system is the sum of registered employees based in ISO 45001 certified sites added to the registered employees who are trained as per yearly reporting.

Before starting working at FORVIA Group's plant, all employees are trained on 7 HSE Mandatory Rules, 13 Mandatory Logistic Rules and 10 Green Fundamentals.

Health and safety indicators

	2024	2025
% Employees covered by health and safety management system(1)	57%	62%
Number of fatalities as a result of work-related injuries and work-related ill health for own workforce	2	0
Number of fatalities as result of work-related injuries and work-related ill health of other workers working on sites	0	0
Number of recordable work-related accidents for own workforce (2)	579	358
Number of recordable work-related accidents without commuting accidents for own workforce	529	336
Rate of work-related accidents(3)	2.1	1.4
Rate of work-related accidents without commuting accidents (3)	1.9	1.3
Number of cases of recordable work-related ill health of employees	64	70
Number of days lost to work-related injuries and fatalities from work-related accidents or ill health related to employees	10,128	6,204

(1) 2024 figure has been restated to only report employees based in ISO 45001 certified sites, whereas in the 2024 URD data were covering in addition registered employees who are trained as per yearly reporting (74%)

(2) 2024 figure has been restated to include only commuting accidents with transportation organized by FORVIA, whereas in the 2024 URD data were covering in addition commuting accidents with transportation not organized by FORVIA (815)

(3) 2024 figures have been restated to report the rates including only commuting accidents with transportation organized by FORVIA, whereas in the 2024 URD data were covering in addition commuting accidents with transportation not organized by FORVIA (rate of work related accidents : 2.95, rate of work-related accidents without commuting accidents : 2.02). The rates are calculated based on actual working hours for FORVIA Group employees and temporary employees

3.7.3.6. Human rights incidents metrics

S1-17 103 (a) (b) (c) 104 (a) (b)

Human rights topics

	2024	2025
Number of incidents of discrimination, including harassment	139	205
Number of complaints filed through channels for people in own workforce to raise concerns	56	64
Number of complaints filed to National Contact Points for OECD Multinational Enterprises	0	0
Total amount of material fines, penalties, and compensation for damages as a result of the incidents	0	0
Number of severe human rights issues and incidents connected to own workforce	0	0
Number of severe human rights issues and incidents connected to own workforce that are cases of non respect of UN Guiding Principles and OECD Guidelines for Multinational Enterprises	0	0
Amount of fines, penalties, and compensation for severe human rights issues and incidents connected to own workforce	0	0

As FORVIA Group promotes an environment of speaking up and transparency addressing workplace concerns, the Company does not set any targets on that topic however the Group is assessing on annual basis the level of knowledge of the whistleblowing system by the employees, with an objective to ensure that the whistleblowing system is known by all employees.

The categorization of "discrimination including harassment" is based on the following definition: uninvited or unwelcome verbal or physical conduct or unequal treatment based on age, gender, skin color, nationality, religion, health, sexual orientation political or philosophical opinions or beliefs. Cases listed above are report via the FORVIA Speak Up and HELLA TellUS hotlines and by direct reporting to Human Resources or compliance teams.

The "number of complaints" is covered by the "Labor-Related Concerns" and "Breach of Anti-Retaliation Policy" categories from the Speak Up hotline and the "Labor and Social Standards" defined as part of the TellUs hotline for

the HELLA business. This category covers local labor law issues, violations of child labor laws, collective bargaining or labor union issues, forced labor or other matters related to worker's rights. There were zero cases of violations of child labor laws, collective bargaining or labor union issues, forced labor in 2025.

As mentioned above, there were no known complaints filed with OECD National Contact Points and no material fines, penalties or compensation for damages as a result of the incidents.

The FORVIA Group defines "severe human rights violations" as systematic company or local practices which result in a large-scale deprivation of workers' fundamental safety, dignity, and autonomy. This includes forced labor and trafficking, exploitative child labor, physical violence and threats, pervasive harassment, systematic discrimination, egregious safety violations, wage theft and exploitation. No such cases were reported in 2025.

3.8. Workers in the value chain – ESRS S2

3.8.1. Impacts, Risks and Opportunities management

SBM-3 11

Below risks and/or impacts listed have been identified during the Double Materiality Analysis process through a gross assessment. This means the selection of material topics has been done without considering any effect of action plans or countermeasures from the Company (as requested by the CSRD). The material topics can be either:

- impact of the Company on the environment and/or society;
- environmental or societal issues can generate a risk for the Company.

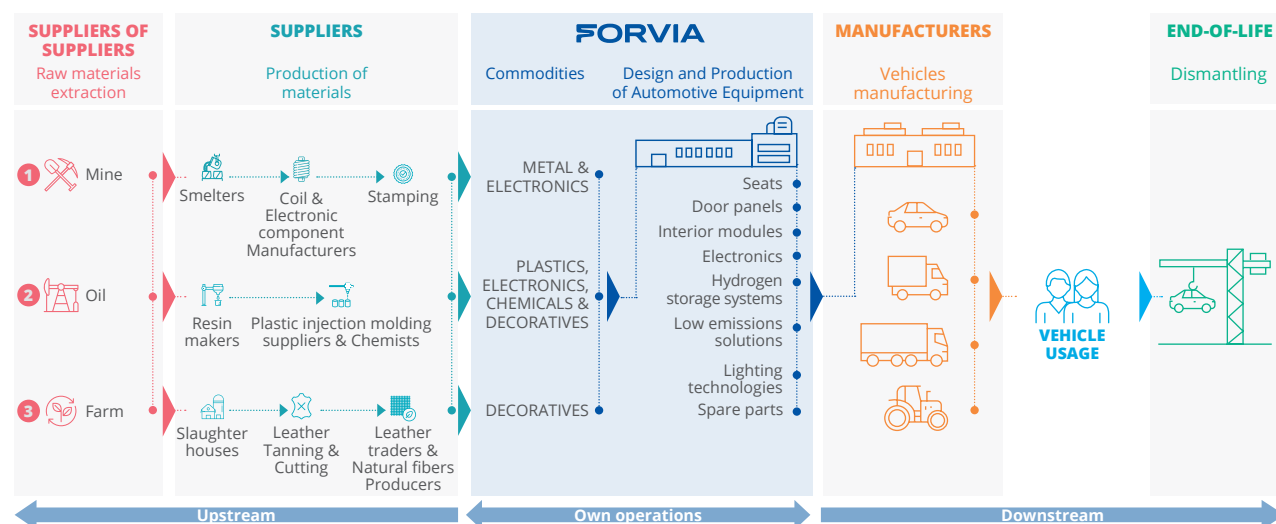
	Impact/ Risk	Scope			Time horizon		
		Upstream value chain	FORVIA Group operations	Down- stream value chain	Short- term	Medium- term	Long- term
<i>Material topics identified</i>							
Health and safety							
Production activities at suppliers (parts and raw material) pose health and safety risks for workers in the value chain. In limited rare cases, severe consequences of work-related injuries occur, including loss of limbs, or even fatalities.	Impact	X			X		
Other work-related rights (forced labor/child labor)							
Forced labor or child labor practices in FORVIA Group supply chain contribute to human rights violations, exploitation, and perpetuation of modern slavery, undermining global efforts towards ethical and sustainable supply chains and severely impacting the mental and physical health of its victims.	Impact	X			X		

3.8.1.1. Value chain workers subject to material impacts

SBM-3 11a

FORVIA Group works with over 25,000 suppliers across more than 60 countries that employ a wide range of value chain workers. The Group acknowledges the material risks faced by these workers, particularly concerning human rights issues such as child labor, forced labor. For example,

FORVIA Group has identified that some suppliers, while subject to audits and evaluations (via the EcoVadis platform), may still pose a potential risk in terms of environmental and ethical compliance.



3.8.1.2. Managing risks related to raw materials and high-risk geographies

SBM-3 11b, 11c

FORVIA Group places great importance on the origin of the raw materials it uses, particularly conflict minerals (gold, tin, tantalum, tungsten), cobalt, mica, copper, nickel, lithium and graphite. These materials, often sourced from regions like Sub-Saharan Africa, are closely monitored to avoid any link to human rights violations, such as child labor. FORVIA Group applies the Conflict Mineral Reporting Template (CMRT and EMRT) and collaborates with the Responsible Minerals Initiative (RMI) to assess supplier compliance. This topic is under the responsibility of the Executive Vice President in charge of Group Operations and managed through its purchasing department.

In 2025, FORVIA Group conducted in-depth due diligence via EcoVadis, verifying their compliance with the Group's ethical standards. Suppliers identified with low EcoVadis rating are subject to an improvement action plan. This proactive approach aims to mitigate systemic or individual negative impacts, such as forced labor or industrial accidents.

In 2025 FORVIA Group also implemented a Human Right Risk Assessment for panel suppliers to identify potential risk suppliers. A process has been established to further check the risk level of the supplier and, in case it is necessary, to launch necessary actions (e.g. Social Audits via the Responsible Business Alliance (RBA) with the supplier. HELLA joined the Responsible Business Alliance (RBA) in 2025 in order to reserve the right to verify suppliers' compliance with human rights and environmental obligations through self-assessments, site visits and audits by independent third parties.

3.8.1.3. Managing high-risk workers and specific groups

SBM-3 12

FORVIA Group recognizes the specific risks faced by vulnerable groups within its value chain, such as young workers, women, and migrant workers, especially in regions where labor regulation is weak. Suppliers are assessed on these criteria through the EcoVadis platform, and specific alerts, such as those concerning Uyghurs, trigger in-depth reviews.

3.8.2. Policies

S2-116, AR 10, 17, 17a, 17b, 17c, 18,19, AR13

FORVIA Group has implemented a “responsible sourcing policy” through a CSR rating of its supply chain via ECOVADIS, which integrates social, ethical, and environmental criteria across the supply chain. This policy applies to all direct and indirect suppliers. It ensures compliance with commitments on human rights, labor conditions, and environmental impact, addressing risks such as forced labor, child labor, and other human rights violations. Supplier selection and evaluation processes are designed to identify these risks, with regular audits conducted in collaboration with “EcoVadis”.

The Responsible sourcing policy is available on FORVIA Group’s Website. The Policy is also explained during training Webinar with suppliers and is part of the Group Contract Global Purchasing Condition

FORVIA Group Vice President for Purchasing is responsible for ensuring the deployment of this policy.

If risks are detected, “corrective action plans” are initiated and monitored until the risks are mitigated. Additionally, FORVIA Group has a “whistleblowing system” accessible to employees and suppliers for reporting violations of human rights or improper labor practices, ensuring confidentiality and protection against retaliation.

FORVIA Group’s “human rights policy” is built on international standards, including the “Universal Declaration of Human Rights” and the “ILO Conventions”,

ensuring the protection of workers’ rights across its operations and supply chain. This policy covers key principles such as the prohibition of forced and child labor, non-discrimination, fair wages, safe working conditions, and respect for collective bargaining rights. To date, FORVIA Group has not encountered any material violations of the “UN Guiding Principles on Business and Human Rights”, “ILO conventions”, or “OECD Guidelines”, but remains vigilant and responsive to any emerging issues.

The Group conducts annual risk assessments, using risk mapping to identify and prioritize human rights risks in the value chain. These evaluations also lead to the creation of action plans when violations are detected. Furthermore, FORVIA Group actively engages with its suppliers through training programs focused on sustainability and human rights, with specific attention given to suppliers who need to improve their performance. Corrective actions are taken when necessary, and serious violations are escalated to the Executive Committee.

FORVIA Group’s Supplier Code of Conduct outlines strict requirements on ethical, social, and environmental practices for its suppliers. This Code includes explicit prohibitions on human trafficking, forced labor, and child labor. Compliance with these standards is mandatory for suppliers to be approved by FORVIA Group, and adherence is monitored through CSR assessments using EcoVadis. Non-compliant Suppliers must implement corrective actions or risk exclusion from FORVIA Group’s supply chain.

	2019	2023	2024	2025	Targets
	FORVIA Group	FORVIA Group	FORVIA Group	FORVIA Group	FORVIA Group 2025
% of Total direct purchasing volume assessed for CSR performance (representing around 3,500 direct suppliers)	N/A	N/A	84%	87%	N/A ⁽²⁾
Average EcoVadis score of direct suppliers assessed for CSR performance (for the TOP 2,000 direct suppliers)	47/100 ⁽¹⁾	53/100	59/100	60/100	60/100

(1) FORVIA Group (excluding the HELLA scope).

(2) Monitoring, no target setting.

The above 3,500 direct suppliers represent the whole supplier portfolio with which FORVIA Group is in transaction. The above TOP 2,000 direct suppliers are Strategic Target panel suppliers regardless of geography and selected based on purchased volume and nature of goods supplied.

FORVIA Group's human rights approach is aligned with international frameworks such as the "UN Guiding Principles on Business and Human Rights", the "OECD Guidelines for Multinational Enterprises", and the "ILO Declaration on Fundamental Principles and Rights at Work". The Company's policies are also reviewed regularly to ensure alignment with these instruments. FORVIA Group's participation in initiatives like the "United Nations Global Compact" further strengthens its commitment to human rights and responsible business practices.

FORVIA Group continuously assesses and manages risks related to human rights through the FORVIA Group Human Right Policy. The whistleblowing systems at FORVIA Group (excluding the HELLA scope) and HELLA allow employees, suppliers, and other stakeholders to report breaches related to human rights, labor conditions, or environmental issues. These reports are handled confidentially, and protective measures are in place for whistleblowers.

3.8.2.1. Integration of value chain workers' perspectives

S2-2 22, 22a, 22b, 22c, 22d, 22e, AR 18a, AR 18b, AR 18c, S2-4 32c, 32d and 23

FORVIA Group has implemented several initiatives to ensure that value chain workers' perspectives are considered in decision-making processes. For instance, the Group organizes annual strategic reviews, quality audits, and biannual conventions with its suppliers. These interactions allow value chain partners to share best practices on employee safety and energy management. In 2024 the Supplier Council was adapted with HELLA suppliers. Climate Change Topic was also one of the focus topics in the discussions in this council during 2025.

FORVIA Group also evaluates the environmental and social performance of its suppliers through tools like EcoVadis assessments and provides financial support to onboard more than 400 suppliers on the CDP Supply Chain Program.

FORVIA Group directly engages with its value chain workers via social audits, quality audits at suppliers and on-site supplier visits conducted by the purchasing team that include interviews with workers. FORVIA did not sign any global or local framework agreements with its value chain workers' representatives.

FORVIA Group engages several times a year with suppliers at key stages of the procurement process, such as risk assessment during contract awarding, risk reduction in the supply chain, and performance evaluation of suppliers on production and sustainability. FORVIA Group Vice President for Purchasing is responsible for ensuring that suppliers' engagement occurs as prescribed.

FORVIA Group uses a combination of participation, consultation, and information to engage stakeholders. In 2025, more than 850 buyers participated in a Sustainability live event. Around 500 suppliers participated in online training sessions focused on human rights and sustainable development.

Responsibility for engaging with value chain workers at FORVIA Group lies with FORVIA Purchasing Sustainability and Supplier development VP.

FORVIA Group is committed to upholding human rights across its global operations. The Company has formalized a human rights policy based on international conventions, such as those of the International Labour Organization (ILO). This policy includes key principles such as the prohibition of child labor, freedom of association, and the right to collective bargaining, as well as non-discrimination and decent working conditions.

FORVIA Group uses tools like the Code of Conduct and the Speak Up line to address concerns raised by workers. Which allows indirect measurement of the effectiveness of engagement with value chain workers.

Steps taken to understand the perspectives of vulnerable or marginalized workers

S2-2 23

The perspective of workers in the value chain is primarily represented indirectly in the risk process by external studies and international standards that also take vulnerable groups into account.

3.8.2.2. Reporting mechanisms and whistleblower protection

S2-3 27, 28

Channels for identifying and remedying negative impacts

S2-3 27a, 27b, 27c, 28

FORVIA Group is dedicated to respecting human rights throughout its global operations. The Company's human rights policy includes a framework aimed at preventing violations and negative impacts on workers through annual risk assessments, both at Group and local levels. These assessments are paired with preventive measures and, if necessary, corrective action plans to address identified risks. Any violations are promptly addressed through FORVIA Group's whistleblowing system, a key component of the Company's vigilance plan.

FORVIA Group and HELLA both provide reporting channels for value chain workers:

- At FORVIA Group: The "Speak Up" whistleblowing system is accessible to all employees, suppliers, and business partners for reporting violations of the Code of Ethics, internal policies, or laws.
- At HELLA: The "TellUs" whistleblowing system is accessible to all employees, suppliers, and business partners for reporting violations of the Code of Ethics, internal policies, or laws.

3.8.3. Actions

S2-4 31, 32a, 32b

FORVIA Group's suppliers are subject to a risk assessment process integrated into the purchasing process. This risk assessment covers both internal risks (financial health, social responsibility, operational performance) and external risks (natural disasters, political violence, market price fluctuations, etc.).

FORVIA Group also implemented in 2025 a Human right risk assessment process. For direct suppliers in the target panel a risk assessment is carried out based on country risk, business impact and EcoVadis rating.

The Group also supports its suppliers, notably through a reverse factoring program to improve their financial liquidity and through training programs on sustainability, human rights, and fundamental rights. In the event of an incident, a warning system is in place to promptly report any violations, enabling FORVIA Group to react and define corrective actions accordingly. See Section 3.10.3.1. of the Section Governance for more information on whistleblowing system procedure.

FORVIA Group suppliers are informed of these mechanisms via the Supplier Code of Conduct, supplier annual survey, and performance reviews. The Compliance department monitors and supports the use of these channels across all entities, ensuring their proper functioning.

Monitoring and effectiveness of reporting channels

S2-3, 27d, S2-4 32d

The Compliance department is responsible for tracking reports submitted through the whistleblowing system and ensures that issues raised are handled appropriately. See the section 3.10. "Business conduct - ESRS G1 for more information on whistleblowing system procedure.

FORVIA Group uses feedback from satisfaction surveys conducted among suppliers to assess the effectiveness of these channels. These surveys measure both awareness and trust in the system, ensuring that value chain workers are confident in raising concerns through the mechanisms provided.

FORVIA Group has established strict policies to protect individuals who use reporting mechanisms from retaliation. The whistleblowing systems ensure confidentiality, and reports can be made anonymously. The compliance officer and legal counsel oversee legal protections for whistleblowers, ensuring that privacy and data protection regulations are upheld throughout the process.

3.8.3.1. Process to identify action plans

S2-4 32d, 33a, 33b, 33c

The identification of potential or actual risks is carried out through an in-depth assessment during the supplier qualification process, with a specific focus on the CSR assessment integrated into the EcoVadis tool. At-risk suppliers must present a corrective action plan within 6 months after FORVIA's request, which is regularly reviewed by commodity buyers and, if necessary, escalated to the management level. If corrective efforts fail, FORVIA Group may terminate the business relationship with the supplier. The Speak Up assistance line, integrated into FORVIA Group's Code of Conduct, allows workers to report concerns related to human rights, which are then addressed by the compliance and legal teams to ensure a swift and appropriate response.

Section 3.6.2.2. "Integration of environmental criteria in purchasing processes" gives more detail on the suppliers' contribution to the Group sustainability roadmap.

3.8.3.2. Prevention of impacts linked to internal practices

S2-4 35

FORVIA Group takes a proactive approach to human rights through its Code of Ethics and vigilance plan, ensuring that internal practices respect fundamental rights throughout the value chain. This includes strict prohibitions on child labor and forced labor, as well as commitments to equality of opportunity and non-discrimination. FORVIA Group actively monitors the practices of its suppliers to ensure compliance with these principles.

3.8.3.3. Declaration of serious human rights issues

S2-4 36

No serious human rights incidents were reported in FORVIA Group's supply chain during the past year.

3.8.3.4. Resources allocated to the management of material impacts

S2-4 38

FORVIA Group allocates dedicated resources to managing supplier relationships, including a team of 300 buyers, along with the support of Compliance and Legal departments. These teams are responsible for implementing corrective action plans, providing compliance training, and monitoring human rights risks within the supply chain. Tools such as the Speak Upline facilitate the continuous tracking of efforts to manage material impacts.

3.8.4. Targets and metrics

S2-5 41, 42

FORVIA Group has established specific objectives to manage material risks related to its suppliers and their workers. These objectives are assessed through partnerships with organizations like EcoVadis, which evaluates supplier responsibility in several areas, including ethical practices, working conditions, and environmental management.

In 2025, FORVIA Group has a minimum required score for its suppliers of 50/100, with a target of 55/100 by 2026. This score is now required individually for each evaluation pillar (environment, working conditions, ethics, responsible purchasing). This strategy allows FORVIA Group to reduce material impacts while managing risks related to its value chain workers.

Additionally, FORVIA Group conducts both quantitative and qualitative evaluations of its suppliers, considering criteria such as financial health, social responsibility, and operational risks. This process includes financial stress tests to anticipate suppliers' economic health and better management dependencies.

FORVIA Group indirectly engages its value chain workers in setting targets, tracking performance, and identifying improvements through mechanisms primarily designed for its suppliers and their representatives. These mechanisms include biannual training webinars that serve to integrate

and improve supplier performance. The "Speak Up" and "TellUs" lines, embedded in the Company's Code of Ethics and Purchasing handbook on sustainability, also allows workers and representatives to provide feedback on the established targets.

It is important to note that while these mechanisms indirectly involve workers, they are primarily aimed at suppliers and their representatives, rather than all workers in the value chain. Suppliers, through their legitimate representatives, play a central role in identifying risks and opportunities and contributing to sustainability targets.

Performance tracking is supported by regular interactions between FORVIA Group, its compliance teams, and its suppliers. Annual supplier satisfaction assessments and indicators like EcoVadis results help measure and adjust performance against the defined targets.

Finally, identifying lessons and improvements comes largely from the specific training offered to suppliers to help them improve their CSR practices. FORVIA Group focuses particularly on suppliers whose EcoVadis scores fall below expectations, offering individual or collective support to enhance their performance. The "Suppliers Council," established in 2020, meets twice a year with supplier representatives to discuss future strategies and share best practices.

3.9. Consumers and end-users – ESRS S4

3.9.1. Impacts, Risks, and Opportunities management

SBM-3 10, 12

Below risks and/or impacts listed have been identified during the Double Materiality Analysis process through a gross assessment. This means the selection of material topics has been done without considering any effect of action plans or countermeasures from the Company (as requested by the CSRD). The material topics can be either:

- impact of the Company on the environment and/or society;
- environmental or societal issues can generate a risk for the Company.

	Impact/ Risk	Scope			Time horizon		
		Upstream value chain	FORVIA Group operations	Down- stream value chain	Short- term	Medium- term	Long- term
<i>Material topics identified</i>							
Health & safety, security of a person and protection of children							
Fatalities/injuries may occur in car accidents due to failure of safety related products (e.g., steering, braking...) or in case of presence of certain substances.	Impact			X	X	X	X

FORVIA Group recognizes that managing consumer-related impacts, risks and opportunities is essential to maintaining customer trust and ensuring the sustainability of its operations. Identifying and assessing potential impacts allows FORVIA Group to ensure that its strategies and operations minimize risks while maximizing opportunities.

3.9.1.1. Identification of affected consumer types

SBM-3 10, 11, 12

FORVIA Group designs parts for automotive manufacturers, who are its clients. These designs are developed based on the technical specifications provided by the manufacturers. FORVIA Group does not conduct any survey towards consumers and/or end-users. The manufacturers are solely responsible for identifying and specifying potential risks to passengers related to the use of the vehicles. FORVIA Group is committed to meeting the defined requirements to ensure compliant and reliable products.

FORVIA Group does not have any relationships with end-users.

3.9.1.2. Planning risk mitigation and opportunity maximization measures

S4-1 16c

The Group's quality culture singularity lies in its proactive approach and its desire for continuous improvement. The update of the 14 Quality Fundamentals of the FORVIA Group Excellence System, jointly done with HELLA, allows this Built-In Quality culture to be put back at the center of the processes. The problem-solving tools were updated in 2023 to better cover process issues and product quality issues across the entire execution chain (from innovation to warranty).

The Group notably uses a method dedicated to on-site problem-solving, called "Eight Disciplines" to effectively resolve problems, learn from them and prevent them from recurring.

In 2025, FORVIA Group held for the second year an internal 8D/Problem-Solving competition to mobilize around this method. During this event, several teams, all coming from a Business Group or a cross-functional function (e.g., IT) of FORVIA Group were evaluated on the application of the problem-solving method.

FORVIA Group develops specific action plans to mitigate identified risks and seize opportunities. These plans include continuous improvement of product design processes, regular quality audits, security incident management protocols. Opportunities are exploited through Research and Development (R&D) initiatives aimed at designing more innovative and sustainable products.

3.9.2. Policies

S4-1, 15, 16, 17

FORVIA Group has implemented detailed policies to manage risks and opportunities related to consumers and end-users. Designed in accordance with international standards, these policies aim to ensure proactive management of potential impacts on consumers. The Group Total Customer Satisfaction & Quality Senior VP is responsible for the quality and customer satisfaction policy.

The product safety policy stems from the “zero defect” approach and is part of the Total Customer Satisfaction (TCS) strategy. Its objectives are:

- to ensure the intrinsic safety of products and systems, based on the quality of materials, design, conception, and production processes, according to criteria such as emissions of volatile organic compounds, mechanical resistance, etc.;
- to design products that guarantee active and passive safety for drivers and passengers.

FORVIA Group is committed to ensuring that all its products meet the highest quality and safety standards, essential for customer satisfaction. This safety approach covers the entire value chain: from component sourcing from suppliers, to development, production, customer satisfaction monitoring, and includes, if necessary, product recalls. All information is centralized at Group level, thus making it possible to learn from past mistakes and anticipate emerging issues.

The key points of the policies are as follows:

- **Risk and Opportunity Management (S4-1, 15 ac):** FORVIA Group applies rigorous risk management using its Program Risk Assessment tool, which identifies and analyzes all significant elements while defining mitigation plans for high-risk elements to prevent them from materializing. The assessment of program complexity is also integrated into this process, ensuring a comprehensive and in-depth view of potential risks.

FORVIA Group is currently conducting a general update of this assessment, more explicitly integrating topics related to Corporate Social Responsibility (“CSR”), such as the protection of human rights, consumer health and safety, and privacy. This approach allows for better anticipation of non-financial risks and adaptation of mitigation strategies to current issues.

At the same time, FORVIA Group ensures that its products comply with local regulations, which cover, depending on the country, requirements such as mandatory equipment or qualifications, performance tests or impact tests. Regulatory compliance is validated according to local legislation, either by self-certification or by accredited laboratories. In some countries, voluntary commitment agreements, complementary to the regulations, are signed at the national level between governments and the automotive industry to strengthen product safety and quality.

FORVIA Group has developed specific policies to manage the risks and opportunities identified through the analysis of its portfolio of products, services, and processes. These policies cover aspects such as product quality, user safety. They are applied at all levels of the organization, under the supervision of management, thus ensuring clear accountability and effective risk management.

FORVIA Group aspires to play a leading role in safety in the automotive sector. The Group is particularly committed to combating counterfeiting, which represents a major risk factor for the safety and health of consumers, and to continuously improving the safety of its products by adapting to developments in mobility and technologies.

FORVIA Group continues to innovate in active safety management systems by developing 360° detection technologies to protect occupants and people around vehicles. The Group collaborates with partners such as ZF and HumanFab to create solutions such as the Active Wellness Express™ connected seat, which can detect fatigue or stress, thus improving safety and comfort behind the wheel.

- **Human Rights Commitments and Compliance with International Standards (S4-1, 16 ac, 17):** FORVIA Group is firmly committed to respect the rights of consumers and end-users, aligning with internationally recognized frameworks such as the Universal Declaration of Human Rights and the United Nations Guiding Principles on Business and Human Rights. The Company ensures that these principles are integrated into its management of consumer risks, for example by preventing misleading marketing practices, protecting consumer privacy, and ensuring access to remedies in the event of rights violations. These commitments are regularly reviewed to meet evolving stakeholder expectations and international regulatory requirements.

FORVIA Group complies with all international commitments and principles relating to human rights and labor standards. Rigorous processes are in place to ensure due diligence in their implementation. FORVIA Group’s published and accessible Human Rights Policy sets out the Company’s expectations towards its stakeholders regarding the implementation of these processes. Human rights risks are analyzed, prioritized and communicated as part of the due diligence process. In the event of a significant violation, the Executive Committee is informed, and corrective measures are taken.

FORVIA Human Right Policy covers all stakeholders including customers, consumers and end-users. All external stakeholders can access this Policy through the Group’s website and issue an alert through the whistleblowing channel.

3.9.3. Actions

S4-4, 30, 31, 32, 33; S4-2 20

In terms of quality management, all FORVIA Group factories are IATF 16949 certified, a standard that defines the quality requirements of the automotive sector, including continuous improvement, defect prevention, and reduction of non-conformities in the supply chain and design centers.

The Group's operations management system, FORVIA Group Excellence System (FES), is based on more than 20 years of experience and fully deployed on HELLA sites through FES 4.0 Aligned with FORVIA Group's strategic plan, FES aims to continuously improve:

- Total Customer Satisfaction (TCS) and Quality;
- Built in Quality: Fast, Poka Yoke, OK First Part, Check-Do-Check, Final Inspection, Mgt of Non-Conformance, Rework under control, Kata QRCL, Supplier Management, Preventive Action, Drive Customer Satisfaction, Capable process, Problem Solving, Audit;
- sustainable competitiveness;
- talent development.

The FES 4.0 is built around more than 60 fundamentals; each composed of around ten criteria.

3.9.3.1. Actions to manage and address negative impacts

S4-4 30, 31 a to d, 32 a to c, 37

The quality and safety alert system allows any employee to report a non-compliance or a potential safety problem. Each reported incident triggers a corrective action plan, which can go as far as reviewing the specifications. The Group's alert procedure includes demanding environmental criteria, as well as criteria in terms of safety and cybersecurity. In 2025 on top of the additional sources of risk of vulnerability FORVIA has upgraded the AMS, with an extension scope of application to FORVIA HELLA.

FORVIA Group has implemented a wide range of measures to effectively manage negative impacts and ensure sustainable corrective actions. This includes rigorous quality control processes, proactive monitoring of direct customer complaints, and optimization of product recall processes. For example, the quality management system allows any employee to quickly report non-conformities, which are then addressed by rapid response teams. These teams assess risks and develop specific action plans to address the concerns identified.

Recognized methods of problem-solving and continuous improvement, stemming from lean culture manufacturing of FORVIA Group, are also mobilized to deal with safety issues. Depending on the methods applied, the different levels of the Company participate in the analysis of problems, the determination of root causes, the implementation of corrective actions, as well as the associated management actions.

3.9.3.2. Customer engagement and interaction process

S4-2 20, 20c, S4-4 34

FORVIA Group is committed to designing products that meet the highest safety standards, including through independent assessments within the framework of the international NCAP (New Car Assessment Program) programs. These tests cover safety criteria such as accident avoidance and the assessment of different types of impacts. In addition, FORVIA Group is committed to exceeding the regulatory requirements defined by the equipment manufacturers.

The Group has implemented mandatory quality and safety rules based on 13 fundamental criteria, including essential, preventive and continuous improvement criteria. These criteria are deployed within the FORVIA Group Excellence System. In 2023, FORVIA Group strengthened its quality approach by centralizing customer feedback and developing a tool providing a global view of their satisfaction. The business divisions are responsible for making sure that customers are consulted and that their feedback are considered.

FORVIA Group manages quality according to the strictest standards in the automotive sector, with certifications such as:

- IATF 16949: quality management, defining quality requirements for the automotive sector;
- ISO 26262: functional safety and data security, with a pilot certification project for electronic parts;
- TISAX (Trusted Information Security Assessment Exchange): certification dedicated to the security of physical, digital information and management systems, based on the ISO 27001 standard.

FORVIA Group also ensures that its products comply with local regulations, covering aspects such as mandatory equipment, performance tests and voluntary safety commitments signed between countries and the automotive industry. The Group is actively engaged in the fight against counterfeiting, a major risk factor for consumer safety, and continues to improve product safety in the face of evolving mobility.

3.9.3.3. Feedback mechanisms and stakeholder participation

S4-2 20a, 20b

FORVIA Group places a particular emphasis on integrating customer feedback into its risk management and product innovation processes. Tools such as digital “touchpoints” allow customers to submit their feedback directly to the Company. Dedicated teams then analyze this information to identify trends and concerns. For example, in response to concerns expressed about the sustainability of materials used in certain products, FORVIA Group has launched several initiatives aimed at improving the sustainability of products and reducing their carbon footprint over their entire life cycle. The results of these actions are published in annual sustainability reports to ensure transparency for stakeholders.

The Alert Management System allows any employee to report a product safety non-conformity. This report triggers a corrective action plan, which may include a revision of the specifications.

People reporting through this channel are protected by FORVIA Group’s whistleblowing procedures (see Section 3.10.3.1.).

The stages in the product lifecycle at which engagement with customers occurs are explained in Section 3.9.4.1.

3.9.3.4. Customer Satisfaction Index

FORVIA Group (excluding the HELLA scope) uses the Customer Satisfaction Index to assess its performance. This index combines relevant key performance indicators and customer perception:

- **performance:** indicator based on the number of incidents and customer complaints;
- **perception:** indicator based on a survey sent to all Group customers, with a rating scale from zero to five stars, zero being the lowest rating, five the highest.

HELLA also assesses its customer satisfaction under the key performance indicators performance and perception.

FORVIA Group (excluding the HELLA scope) and HELLA customer satisfaction indicators are however not consolidated as reporting framework is slightly different.

3.9.3.5. Evaluating the effectiveness of engagement actions

S4-2 20d

FORVIA Group regularly evaluates the effectiveness of its engagement actions and processes through key performance indicators and internal and external audits. The lessons learned from these evaluations are used to adjust engagement strategies and processes.

3.9.3.6. Product safety culture and Total Customer Satisfaction (TCS) strategy

S4-2 21, S4-4 33a

Product safety is a central pillar of FORVIA Group Quality and Total Customer Satisfaction (TCS) strategy, which enhances its competitive advantage in terms of quality and loyalty. The TCS strategy is deployed across all Group sites via quality agreements, integrating local needs.

Since the acquisition of HELLA in 2022, FORVIA Group’s quality teams have been working closely together to share best practices and harmonize processes. FORVIA Group focuses on four main pillars to ensure optimum quality throughout the product lifecycle:

1. **program quality:** ensuring quality from design to mass production;
2. **quality of launches:** guarantee the start of production to quality standards;
3. **quality of operations:** maintaining defect-free internal operations and supplier operations;
4. **quality of customer experience:** aim for excellence in performance and customer service.

Anticipate potential problems

The quality culture at FORVIA Group is distinguished by a proactive approach and a constant commitment to continuous improvement. Problem-solving tools have also been updated to better cover process and product quality issues at every stage of the execution chain, from innovation to warranty.

The four pillars of Total Customer Satisfaction are Program Quality, Flawless Launches, Built-in Quality and Customer Satisfaction through FORVIA Customer Excellence.

In 2024 a special focus has been put on the first two Pillars. In addition to the 13 Quality Fundamentals for production, 10 Quality Basics in Development have been deployed all over the Company.

In order to ensure Flawless Launches, the Group has developed a new type of program Assessment. The Assessments and coaching based on risk analysis and mitigation are implemented for all critical programs with a corporate governance to follow the progress. Lessons learned are created once a problem is solved and are shared with all programs.

Ensuring compliance with standards

Compliance with standards is a fundamental pillar of FORVIA Group's integrated quality culture. Employees are systematically encouraged to integrate applicable standards. Any deviation or anomaly detected must be subject to a verification of compliance with the standards in force, and reported via the Group's alert tool, the Alert Management System (AMS).

Training and awareness

Upon joining FORVIA Group, all employees undergo training in work standards, including product safety. The FORVIA Group University Quality Academy, presented on all Group sites, ensures that each employee acquires and applies knowledge related to quality and safety. Each year, the Academy's training offer is enhanced, offering a range of multi-format content: face-to-face training, MOOCs, e-learning, quizzes and questions and answers.

The Group also distributes posters and banners on its sites, reminding people of the fundamentals of quality and safety. In addition, an annual communication campaign, dedicated to quality, is organized to share best practices and key information from different sites around the world.

3.9.3.7. Digitalization at the service of customer experience

FORVIA Group is using Digital Reporting to track the requirements in terms of Quality and TCS performance. Indicators related to customer experience, such as external complaints, costs related to quality defects, and alerts from the Alert Management System (AMS), are centralized at the Group level. These indicators are monitored using dashboards, allowing the quality teams to quickly address problems reported by customers, detect defective products and monitor the performance of sites month after month. This automation allows for effective decision-making and the rapid implementation of action plans.

3.9.3.8. Transparency in customer interactions

FORVIA Group is committed to maintaining transparency in its interactions with customers. The Company regularly publishes reports on the initiatives it has implemented to improve customer experience and manage negative impacts. These reports include information on complaint resolution rates, customer's feedbacks, and corrective actions taken in response to concerns raised. This transparency helps build consumer trust and demonstrates FORVIA Group's commitment to continuous improvement.

3.9.3.9. Remediation procedures and communication channels

S4-3 25a-c, 26

FORVIA Group has established specific remediation procedures to address adverse impacts on consumers and end-users. These procedures are essential to maintain stakeholder confidence and ensure that customers concerns are addressed in an effective and transparent manner.

Alert and problem resolution system

The Alert Management System allows any employee to report any sensitive situation that may impact quality operation, compliance or company reputation. This generates a corrective action plan that can go as far as calling into question the specifications. Reviewed and strengthened annually, the Group's alert procedure now includes more demanding environmental criteria as well as new criteria in terms of safety and cybersecurity. It has been deployed across the entire FORVIA Group perimeter.

Recognized methods of problem-solving and continuous improvement, stemming from lean culture manufacturing of FORVIA Group are used among others for safety issues. Depending on the methods used, the different levels of the Company concerned participate in the analysis of the problem, its root causes, corrective actions, associated management actions, etc.

Containment measures have to be set before 24 hours and definitive correction has to be implemented before 10 days.

3.9.3.10. Monitoring and evaluation of results

S4-3 25d

Monitoring and evaluating the results of policies and actions related to the management of impacts, risks and opportunities constitute essential pillars of FORVIA Group's strategy to guarantee the effectiveness of its commitments to customers and end-users.

To do this, FORVIA Group has set a regular monitoring based on two main key performance indicators that are measured for each customer:

- number of customer complaints;
- non-quality costs.

Product recall

In 2025, FORVIA Group did not record any significant product recalls.

3.9.3.11. Methods for monitoring and evaluating the effectiveness of actions

S4-3 26, S4-4 35

FORVIA Group uses a combination of quantitative and qualitative methods to assess the effectiveness of its actions. These methods include internal and external audits, forensic audits, impact measurement systems and ongoing stakeholder assessments. For example, regular audits are conducted to review the effectiveness of remediation processes and corrective actions taken following customer complaints.

Impact measurement tools and stakeholder assessments

FORVIA Group has sophisticated information management systems to track Key Performance Indicators (KPIs) related to customer satisfaction, product quality and safety. These systems collect real-time data on complaints, incident recurrence and resolution times, facilitating a rapid response to emerging issues.

3.9.4. Targets and metrics

S4-5 41

To effectively manage the identified material impacts and opportunities, FORVIA Group has set clear and measurable objectives, integrated into its overall strategy. These objectives cover several areas, such as product safety, customer satisfaction, regulatory compliance, and sustainability. Based on the identified negative impact on personal safety and the protection of children, FORVIA aims to act in a legally secure manner and to avoid possible product recalls as well as resulting liability claims with loss of sales or reputation. Negative effects on human health and the environment are also to be avoided.

To support, FORVIA Group has set quality management systems at the production site level, certified according to international standards ISO 9001 or IATF 16949. FORVIA Group monitors customer complaint indicators and costs related to non-quality. Objectives for these two indicators are set at Group level and deployed in the organization.

Customer complaints and Non-Quality Costs are targeted to be reduced year over year.

Continuous learning and improvement

FORVIA Group takes a proactive approach to learning from assessments, this is integrated in the problem-solving method revisited in 2025. FORVIA Faurecia launched a chatbot trained on Faurecia Core procedures in order to facilitate learning and thus performing continuous improvement of policies and procedures.

Transparency and communication of results

FORVIA Group transparently communicates the results of assessments and monitoring to internal and external stakeholders. Regular reports detailing remediation efforts and improvements made are published, thereby strengthening stakeholder confidence and demonstrating FORVIA Group's continued commitment to meeting its consumer rights obligations.

To the Group's knowledge, no safety incidents for consumers, nor any alerts of non-compliance or significant human rights issues have been reported in 2025.

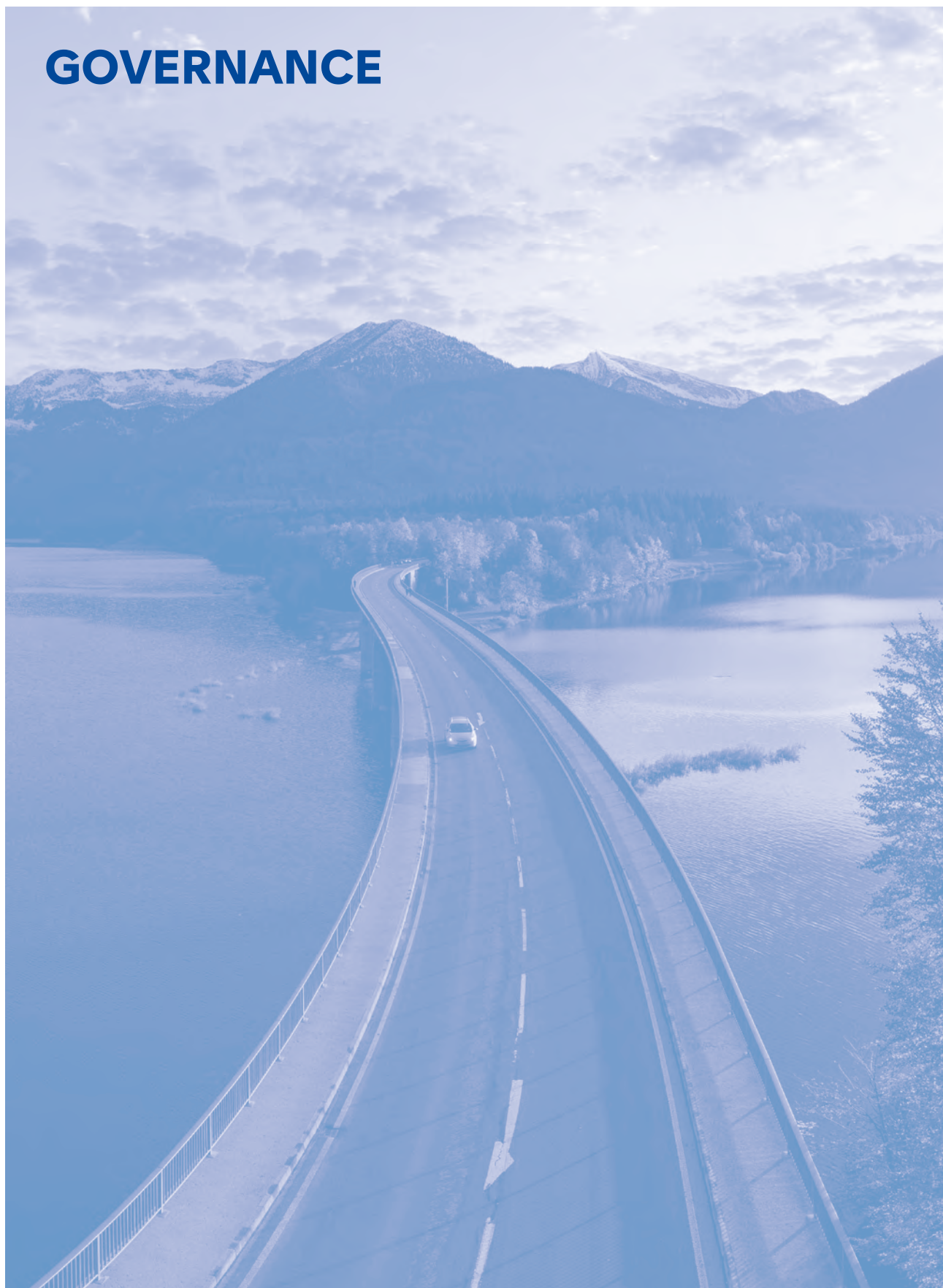
3.9.4.1. Customer engagement in goal setting

FORVIA Group interacts with its customers at several stages of the product development process. Key customer considerations and requirements, including health and safety, privacy and human rights, are considered during the acquisition phase, for each different project, prior to the tender, and are then monitored throughout the various phases of the program.

3.9.4.2. Monitoring progress and adjusting goals

Progress towards achieving objectives is continuously monitored through performance dashboards that track customer related KPIs. Necessary adjustments are made based on the results of mid-term evaluations and stakeholder feedback, enabling continuous improvement in impact and opportunity management.

GOVERNANCE



3.10. Business conduct – ESRS G1

3.10.1. Impacts, Risks and Opportunities management

RS 2_IRO-1

Below risks and/or impacts listed have been identified during the Double Materiality Analysis process through a gross assessment. This means the selection of material topics have been done without considering any effect of action plans or countermeasures from the Company (as requested by the CSRD). The material topics can be either:

- impact of the Company on the environment and/or society;
- environmental or societal issues can generate a risk for the Company.

Material topics identified	Impact/ Risk	Scope			Time horizon		
		Upstream value chain	FORVIA Group operations	Downstre am value chain	Short- term	Medium- term	Long- term
Business conduct							
Risk for FORVIA Group value chain being exposed to corruption and bribery	Risk	X	X	X	X		
Supplier payment practices							
Potential disrespect of supplier payment lead times with impact on suppliers businesses, in particular for SME	Impact	X			X		

2025 double materiality update has identified the impact related to suppliers' payment practices as material. Detailed explanation of the new assessment of this topic can be found in Section 3.2.3.2. "2025 Double Materiality Analysis update".

3.10.2. Policies

ESRS G1-1 DR 18.b, 18.c, 19, 21.b, G1-3 18 a, 18 b, 18 c, 19, 20, 21 a, 21 b AR4, 21 c, G1-4 24 a

FORVIA Group's business conduct policies are defined by the Anti-corruption Code of Conduct and the Code of Ethics, which establish the standards by which FORVIA Group has implemented robust and comprehensive business conduct policies, covering various aspects to prevent, detect, and manage risks related to corruption, bribery, and practices that violate the Company's ethical standards:

- **Anti-corruption Code of Conduct:** This Code clearly defines prohibited behaviors and practices to prevent all forms of corruption, whether active or passive, public or private. It applies to all FORVIA Group employees, executives, and business partners (including suppliers, customers and all other partners), who must uphold high standards of integrity and transparency in all business interactions;
- **Internal Compliance Program:** Aligned with international best practices and local legal requirements, such as the French Sapin II Law, this program includes several initiatives to strengthen anti-corruption efforts, including:
 - **Mandatory Training and Awareness:** Every FORVIA Group employee must participate in mandatory training on business ethics and anti-corruption. In 2025, the targeted population was :
 - Managers & Professionals (M&P) and Technicians, Foremen & Administrative employees (TFAs) for Faurecia activities (FORVIA Group excluding HELLA).
 - Employees from Purchasing, Sales & Marketing, Program Management departments, management board members and supervisory board members for HELLA activities

By the end of 2025, the targeted active population covered by the training is 96.9% (the comparative value for 2024 was 97.1%). The total targeted population was the total Group's M&P population, including HELLA), demonstrating the Company's commitment to raising awareness across all levels of the organization about the risks of corruption.

These trainings describe what constitutes potential corruption risk situations. They allow the employees to learn the definitions of corruption and influence peddling, to identify the at-risk situations in a professional environment, and to apply the best practices to prevent and detect corruption. In order to maintain the Group's strong culture of ethics and compliance, the Compliance department introduced a training program tailored to risks that targeted populations may encounter and will continue to improve its identification of at-risk employees and develop its training and awareness efforts to support them in their activities.

- **Internal Audits and Regular Controls:** Regular internal audits are conducted to assess the effectiveness of internal controls and identify potential risks of corruption. These audits ensure proactive oversight and compliance with established policies.

- **Corruption Risk Mapping:** A detailed corruption risk map is regularly updated to identify vulnerable areas and enable the implementation of appropriate corrective measures. This mapping includes the review of compliance indicators to better detect suspicious behaviors;

- **Specific Policies on Gifts, Hospitality, and Sponsorship:** FORVIA Group has established strict guidelines on gifts, hospitality, donations, and sponsorship to avoid any ambiguity or perception of corruption. These guidelines set clear rules on offering and accepting gifts and invitations, prohibiting any action that could be perceived as an undue attempt to influence. Every donation or sponsorship action must be justified and documented to ensure transparency and compliance;
- **Conflict of Interest Management:** A rigorous conflict-of-interest policy is in place to identify, declare, and manage situations where employees' or executives' personal interests may conflict with FORVIA Group's interests. This policy requires employees to report any potential conflict and outlines measures to address it appropriately to protect the integrity of decision-making processes;
- **Whistleblower Protection:** FORVIA Group promotes transparency and integrity through a secure and confidential reporting system, enabling employees (including temporary workers, subcontractors, etc.), partners, suppliers, and civil society (NGOs, civil society organizations, local communities) to report, without fear of retaliation, any suspicious behavior or violation of anti-corruption policies. This mechanism is essential for maintaining an ethical and compliant work environment;
- **Competition Golden Rules:** FORVIA Group has also implemented guidelines to prevent anticompetitive practices. These golden rules are integrated into the Code of Conduct and reinforced through training and regular checks to ensure all business activities comply with competition laws;
- **Supervision by regional compliance officers:** regional compliance officers and compliance leaders play a crucial role in overseeing the implementation of these policies in the field. They organize training sessions, ensure the enforcement of compliance policies, and monitor performance against compliance indicators;
- **Integration of Sustainability in Management and Training:** FORVIA Group integrates its sustainability objectives within its management policies and training, in line with CSRD requirements. These efforts aim to improve the collection of data on non-financial performance and raise employee awareness of sustainability issues, further integrating them into corporate culture and management practices.

FORVIA Group recorded no corruption-related convictions in 2025, reflecting the effectiveness of its prevention policies. (precise what is a conviction for FORVIA). By conviction the Group Means a final decision from a court of law not subject to any appeal imposing criminal fines or sanctions and, in the case of individuals, incarceration.

The Group, a signatory of the United Nations Global Compact, is committed to aligning its activities and strategy with the 10 principles related to human rights, labor standards, the environment, and anti-corruption. This commitment is reflected in various initiatives, such as the "Being FORVIA Group" program, which aims to strengthen corporate culture and support long-term value creation, while incorporating regulatory developments, including those from the Sapin II Law.

The Group has also developed internal documents to guide day-to-day management practices with teams, customers, and suppliers, as well as to prevent corruption and fight against anticompetitive practices. These guidelines cover aspects such as the policy on gifts and hospitality, donations and sponsorship, conflict-of-interest management through an electronic tool, and compliance rules regarding competition.

Second line of defense functions ensure regular risk controls to prevent, detect, and combat corruption within FORVIA Group. The Compliance and Legal departments conduct risk assessments before and/or after acquisition operations. Accounting controls, aimed at preventing and detecting corruption, are carried out by compliance teams, internal controls and the financial directors of the respective countries. At the same time, internal audits regularly verify the existence and effectiveness of the Group's anti-corruption program, based on a sample of selected transactions.

Finally, the Group has established specific internal rules for monitoring risks related to third parties and their potential subcontractors.

3.10.2.1. Anti-corruption and business ethics

ESRS G1-1 G1-3

FORVIA Group runs an ethics and compliance program to instill a culture of integrity. This program is based on strict policies and procedures, reinforced by regular training and awareness initiatives. The Group is firmly committed to preventing, detecting, and combating corruption by promoting ethical practices in all its operations. To achieve this, FORVIA Group implements rigorous guidelines and tailored training, ensuring that business ethics remain at the heart of its activities.

FORVIA Group anti-corruption and business ethics policies can be found both on intranet and corporate site.

Anti-corruption policies and training

ESRS G1-1 DR 18.b 18.c 19

FORVIA Group's Anti-corruption Code of Conduct and its mandatory training programs are designed to raise employee awareness of corruption risks and encourage ethical behavior. In 2023, FORVIA Group expanded these training programs to include specific modules on managing corruption risks in global supply chains and international business practices.

These trainings are mandatory for all new employees and are offered in multiple languages to ensure accessibility across the Company's global sites.

Cases of corruption or payment of bribery

In 2025, there were no convictions or fines against FORVIA Group regarding the fight against corruption and acts of corruption.

Whistleblowing system disclosure

ESRS G1-1 DR 18.c

FORVIA Group's whistleblowing systems ("Speak Up" for FORVIA Group (excluding the HELLA scope) and "tellUS!" for HELLA) allows confidential and secure reporting of any violation of internal policies or legal requirements.

FORVIA Group continuously increases awareness of the whistleblowing systems through internal communication campaigns and training on the importance of reporting unethical behavior.

Even before the implementation of the Loi Sapin II and the Duty of Vigilance Law, FORVIA Group had established a whistleblowing system to manage allegations of regulatory and internal rule violations within the Group. This reporting mechanism, as stipulated in the Code of Ethics, is accessible to all employees (including temporary staff, subcontractors, etc.), partners, suppliers, and civil society actors (NGOs, civil society organizations, local communities).

Internally, employees are encouraged to report any potential violation by directly contacting their management, an HR representative, or a compliance officer (including designated compliance leaders within each business unit), either verbally or in writing. Another reporting method, open to all stakeholders, internal and external, is the dedicated whistleblowing hotline "Speak Up," accessible via a secure internet link (<http://faurecia.ethicspoint.com/>), and "tellUS!", accessible via a secure internet link (<https://hella.whistleblownetwork.net>). Depending on the nature and severity of the reported facts, further investigations may be conducted, a formal investigation may be launched, or an internal audit procedure may be initiated.

The identity of individuals using the whistleblowing line, as well as all elements that could identify them, are strictly protected and kept confidential by the designated officials within FORVIA Group, who are specially trained to receive and investigate such alerts. Reports can be made in the language chosen by the whistleblower. Upon receipt of a report, the investigation procedure is activated for processing in accordance with internal rules and applicable local legislation. Following the investigation, corrective measures may be implemented. The Compliance department (see Section 2.3.3.4. "The Compliance department" of Chapter 2 "Risk factors and Risk management") monitors the implementation of these measures and periodically reports on observed trends.

FORVIA Group has established strict policies to protect individuals who use reporting mechanisms from retaliation. The whistleblowing system ensures confidentiality, and reports can be made anonymously. The compliance officer and legal counsel oversee legal protections for whistleblowers, ensuring that privacy and data protection regulations are upheld throughout the process.

This system is regularly communicated, particularly during the 2025 campaign organized on the occasion of International Anti-corruption Day, aimed at raising awareness among all Group employees and strengthening the culture of compliance. In addition, the Group has carried out internal communication actions on its core values, including RESPECT, which is directly related to adherence to compliance rules.

Supplier payment practices

ESRS G1-2 DR 14, G1-6 DR 33

FORVIA is committed to maintaining responsible and transparent payment practices with all its suppliers (including SMEs) under the responsibility of the Purchasing department.

In parallel, FORVIA closely monitors the timeliness of payments and any potential disputes through its global network of legal officers and finance teams.

Since 2017, the Group has implemented a reverse factoring program to support the liquidity of its supplier base. This program allows participating suppliers to sell their receivables due from FORVIA to a financial institution before the contractual payment term, while FORVIA commits to settle the invoices with the factor at their original due date. This mechanism provides suppliers with improved cash flow visibility.

As of fiscal year 2025, FORVIA is not yet able to disclose consolidated data on the average payment period of supplier invoices, calculated from the contractual or statutory due date, expressed in number of days. The Group does not currently have systems enabling the production of comprehensive and reliable data on payment delays, answering the CSRD expectations across all regions where it operates.

The Group discloses the number of days of supplier payment terms from the consolidated balance sheet. Since the payables in the balance sheet is not detailed by ageing for the whole company, FORVIA cannot disclose accurate payment delays in days.

Significant disputes leading to the establishment of financial reserves are recorded by the Finance department and subject to external audit. The Group also uses its internal screening platform, IndueD, to access information related to supplier compliance and sanctions, ensuring fair and ethical relationships with its suppliers.

In 2025 FORVIA registered 0 significant disputes (> 500K€) leading to the establishment of financial reserves.

APPENDICES

3



3.11. Cross-reference table of the Corporate Sustainability Reporting Directive

DR	Section
DR BP-1: General basis for preparation of sustainability statements	3.2.1. Introduction and context of the Group's sustainability approach 3.2.5. Definition, Monitoring of Objectives, and Performance
DR BP-2: Disclosures in relation to specific circumstances	3.2.1. Introduction and context of the Group's sustainability approach 3.2.1. Introduction and context of the Group's sustainability approach
DR GOV-1: The role of the administrative, management and supervisory bodies	3.2.2. Governance of the sustainability approach 3.2.2.1. Governance structure 3.2.2.2. Development of corporate structure
DR GOV-2: Information provided to and sustainability matters addressed by the undertaking's administrative, management and supervisory bodies	3.2.2. Governance of the sustainability approach 3.2.3.1.4. Consolidation and stakeholders' dialogue 3.2.4. Strategy, business model, and sustainability policies
DR GOV-3: Integration of sustainability-related performance in incentive schemes	3.2.2. Governance of the sustainability approach 3.4.2. Transition Plan
DR GOV-4: Statement on due diligence	3.2.2. Governance of the sustainability approach 3.2.1. Introduction and context of the Group's sustainability approach
DR GOV-5: Risk management and internal controls over sustainability reporting	3.2.3.1. Double Materiality Analysis methodology 3.2.3.1.4. Consolidation and stakeholders' dialogue
DR SBM-1: Strategy, business model and value chain	3.2.4. Strategy, business model, and sustainability policies 3.2.4.4. Stakeholder Engagement
DR SBM-2: Interests and views of stakeholders	3.2.4.3. Sustainability policies and action plan 3.2.4.4. Stakeholder Engagement
DR SBM-3: Material impacts, risks and opportunities and their interaction with strategy and business model	3.2.1. Introduction and context of the Group's sustainability approach 3.2.3.1.4. Consolidation and stakeholders' dialogue 3.4.1.2. Identification of material Impacts, Risks, and Opportunities 3.7.1.1. Material Risk, Impacts and Opportunities 3.7.1.2. Workforce subject to material impacts 3.7.2.1. Human Rights policy 3.7.2.2. Health and safety at work policy 3.8.1. Impacts, Risks and Opportunities management 3.8.1.1. Value chain workers subject to material impacts 3.8.1.2. Managing risks related to raw materials and high-risk geographies 3.8.1.3. Managing high-risk workers and specific groups 3.9.1. Impacts, Risks, and Opportunities management 3.9.1.1. Identification of affected consumer types

DR	Section
DR IRO-1: Description of the process to identify and assess material impacts, risks and opportunities	3.2.2. Governance of the sustainability approach
	3.2.3.1. Double Materiality Analysis methodology
	3.2.3.1.2. Assessment rules for Impacts, Risks and Opportunities (IROs)
	3.2.3.1.4. Consolidation and stakeholders' dialogue
	3.4.1.2. Identification of material Impacts, Risks, and Opportunities
	3.5.1. Impacts, Risks and Opportunities management
DR IRO-2: Disclosure requirements in ESRS covered by the undertaking's sustainability statement	3.10.1. Impacts, Risks and Opportunities management
	3.2.1. Introduction and context of the Group's sustainability approach
DR E1-1: Transition plan for climate change mitigation	3.4.2. Transition Plan
	3.4.2.1. GHG emission reduction targets
	3.4.2.3. Actions, expected outcomes, and time horizons
	3.4.2.3.1. Financial and Human Resources
	3.4.2.4. Management of GHG-intensive assets
	3.4.2.5. Progress monitoring and reporting
DR E1-2: Policies related to climate change mitigation and adaptation	3.4.2. Transition Plan
	3.4.2.2. Policies
	3.4.2.2.1. Policies for reducing GHG emissions
	3.4.2.2.2. Scope of the Policies
	3.4.2.2.3. Adaptation to Climate Change
	3.4.2.2.4. Third-party standards and references
	3.4.2.2.5. Stakeholder considerations in setting the policy
DR E1-3: Actions and resources in relation to climate change policies	3.4.2.2.6. Availability of policies to stakeholders
	3.4.2.3. Actions, expected outcomes, and time horizons
	3.4.3.2. Financial and Human Resources
DR E1-4: Targets related to climate change mitigation and adaptation	3.4.2.1. GHG emission reduction targets
	3.4.2.2. Policies
	3.4.2.3. Actions, expected outcomes, and time horizons
	3.4.2.3.1. Financial and Human Resources
DR E1-5: Energy consumption and mix	3.4.2.5. Progress monitoring and reporting
	3.4.2.1. GHG emission reduction targets
	3.4.2.5. Progress monitoring and reporting
DR E1-6: Gross Scopes 1, 2, 3 and Total GHG emissions	3.4.2.5. Progress monitoring and reporting
DR E1-8: Internal carbon pricing	3.4.2.6. Internal carbon pricing scheme
DR E2-1: Policies related to pollution	3.5.2. Policies and Actions
DR E2-2: Actions and resources related to pollution	3.5.2. Policies and Actions

DR	Section
DR E2-3: Targets related to pollution	3.5.3. Effectiveness of policies and adaptation to evolutions
DR E2-4: Pollution of air, water and soil	3.5.3. Effectiveness of policies and adaptation to evolutions
DR E2-5 Substances of concern and substances of very high concern	3.5.4. Targets and Metrics
DR E5-1: Policies related to resource use and circular economy	3.6.2. Policies
DR E5-2: Actions and resources related to resource use and circular economy	3.6.3. Actions
DR E5-3: Targets related to resource use and circular economy	3.6.4. Targets and metrics
	3.6.4.1. Resource inflow
DR E5-4: Resource inflows	3.6.4.2. Resources outflow
DR E5-5: Resources outflow	3.6.4.2. Resources outflow
	3.7.1.3. Risk Management approach and workforce impact identification
	3.7.2. Policies and actions
DR S1-1: Policies related to own workforce	3.7.3.4. Remuneration metrics
	3.7.3.5. Health and safety metrics
	3.7.3.6. Human rights incidents metrics
DR S1-2: Processes for engaging with own workforce and workers' representatives about impacts	3.7.2.3. Social dialogue
DR S1-3: Processes to remediate negative impacts and channels for own workforce to raise concerns	3.7.1.3. Risk Management approach and workforce impact identification 3.7.2.8. Grievance mechanisms and channels for managing negative impacts
DR S1-4: Taking action on material impacts on own workforce, and approaches to managing material risks and pursuing material opportunities related to own workforce, and effectiveness of those actions	3.7.2. Policies and actions 3.7.2.2. Health and safety at work policy
DR S1-5: Targets related to managing material negative impacts, advancing positive impacts, and managing material risks and opportunities	3.7.3.1. Targets related to managing material negative impacts, advancing positive impacts, and managing material risks and opportunities
DR S1-6: Characteristics of the undertaking's employees	3.7.3.2. Characteristics of the Undertaking's Employees
DR S1-8: Collective bargaining coverage and social dialogue	3.7.2.3. Social dialogue
DR S1-9: Diversity metrics	3.7.3.3. Diversity metrics
DR S1-14: Health and safety metrics	3.7.3.5. Health and safety metrics

Cross-reference table of the Corporate Sustainability Reporting Directive

DR	Section
DR S1-16: Remuneration metrics (pay gap and total compensation)	3.7.3.4. Remuneration metrics
DR S1-17: Incidents, complaints and severe human rights impacts	3.7.3.6. Human rights incidents metrics
DR S2-1: Policies related to value chain workers	3.8.2. Policies
DR S2-2: Processes for engaging with value chain workers about impacts	3.8.2.1. Integration of value chain workers' perspectives
DR S2-3: Processes to remediate negative impacts and channels for value chain workers to raise concerns	3.8.2.2. Reporting mechanisms and whistleblower protection
	3.8.2.1. Integration of value chain workers' perspectives
	3.8.2.2. Reporting mechanisms and whistleblower protection
DR S2-4: Taking action on material impacts on value chain workers, and approaches to managing material risks and pursuing material opportunities related to value chain workers, and effectiveness of those action	3.8.3. Actions
	3.8.3.1. Process to identify action plans
	3.8.3.2. Prevention of impacts linked to internal practices
	3.8.3.3. Declaration of serious human rights issues
	3.8.3.4. Resources allocated to the management of material impacts
DR S2-5: Targets related to managing material negative impacts, advancing positive impacts, and managing material risks and opportunities	3.8.4. Targets and metrics
DR S4-1: Policies related to consumers and end-users	3.9.1.2. Planning risk mitigation and opportunity maximization measures
	3.9.2. Policies
	3.9.3. Actions
	3.9.3.2. Customer engagement and interaction process
DR S4-2: Processes for engaging with consumers and end-users about impacts	3.9.3.3. Feedback mechanisms and stakeholder participation
	3.9.3.5. Evaluating the effectiveness of engagement actions
	3.9.3.6. Product safety culture and Total Customer Satisfaction (TCS) strategy
DR S4-3: Processes to remediate negative impacts and channels for consumers and end-users to raise concerns	3.9.3.9. Remediation procedures and communication channels
	3.9.3. Actions
DR S4-4: Taking action on material impacts on consumers and end-users, and approaches to managing material risks and pursuing material opportunities related to consumers and end-users, and effectiveness of those actions	3.9.3.1. Actions to manage and address negative impacts
	3.9.3.2. Customer engagement and interaction process
	3.9.3.6. Product safety culture and Total Customer Satisfaction (TCS) strategy
	3.9.3.9. Remediation procedures and communication channels

DR	Section
DR S4-5: Targets related to managing material negative impacts, advancing positive impacts, and managing material risks and opportunities	3.9.4. Targets and metrics
DR G1-1: Business conduct policies and corporate culture	3.10.2. Policies 3.10.2.1. Anti-corruption and business ethics
DR G1-2: Management of relationships with suppliers	3.10.2.1. Anti-corruption and business ethics
DR G1-3: Prevention and detection of corruption and bribery	3.10.2. Policies 3.10.2.1. Anti-corruption and business ethics
DR G1-4: Confirmed incidents of corruption or bribery	3.10.2. Policies
DR G1-6: Payment practices	3.10.2.1. Anti-corruption and business ethics

Incorporation by reference

Data point	Reference document	Section of the reference document
ESRS 2 – GOV-1	Universal registration document	Section 4.1.2.1. "General information on the composition of the Board of Directors"
	Universal registration document	Section 4.1.2.5 "Diversity policy within the Board of Directors"
	Universal registration document	Section 4.1.2.6. "Independence of members of the Board of Directors"
	Universal registration document	Section 2.3. "Contributors and Enterprise Risk Management program"
ESRS2 - GOV-5 36	Universal registration document	Section 2.3. "Contributors and Enterprise Risk Management program"
ESRS2 -SBM-1 40a	Universal registration document	Section 1.3. "Organization of Activities"
3.3. Note on Taxonomy regulations and the alignment of FORVIA Group's activities > 3.3.2. Eligible business activities	Universal registration document	Section 1.3. "Organization of Activities"
3.3. Note on Taxonomy regulations and the alignment of FORVIA Group's activities > 3.3.3. Aligned business activities	Universal registration document	Section 7.4.2. "Environment – Water and marine resources"
	Universal registration document	Section 6.3.3. "Consolidated cash flow statement "
S1-1 20	Universal registration document	Section 2.2. "Description of Main Risk Factors and their Management"
G1-1 18	Universal registration document	Section 2.3.3.4. "The Compliance department"

3.12. Report on the certification of sustainability information and verification of the disclosure requirements under Article 8 of Regulation (EU) 2020/852

This is a translation into English of the statutory auditors' report on the certification of sustainability information and verification of the disclosure requirements under Article 8 of Regulation (EU) 2020/852 of the Company issued in French and it is provided solely for the convenience of English speaking users. This report should be read in conjunction with, and construed in accordance with, French law and the H2A guidelines on "Limited assurance engagement - Certification of sustainability reporting and verification of disclosure requirements set out in Article 8 of Regulation (EU) 2020/852".

Year ended December 31, 2025

This report is issued in our capacity as statutory auditor of FORVIA. It covers the sustainability information and the information required by Article 8 of Regulation (EU) 2020/852, relating to the year ended December 31, 2025, and included in section 3.1 to 3.11 of chapter 3 "Sustainability" in the group management report (hereinafter the «Sustainability Statement»).

Our procedures, which relate to this information, have been carried out in an evolving context characterized by uncertainties regarding the interpretation of the applicable laws and regulations and the development of established practices.

Pursuant to Article L. 233-28-4 of the French Commercial Code, FORVIA is required to include the above-mentioned information in a separate section of the group management report. This information enables to understand the impact of the activity of the group on sustainability matters, as well as the way in which these matters influence the development of the business of the group, its performance and position. Sustainability matters include environmental, social and corporate governance matters.

Pursuant to Article L.821-54 paragraph II of the aforementioned Code our responsibility is to carry out the procedures necessary to issue a conclusion, expressing limited assurance, on:

- compliance with the requirements set out in the sustainability reporting standards adopted by the European Commission pursuant to Article 29 ter of Directive (EU) 2013/34 of the European Parliament and of the Council of 26 June 2013, as amended by Directive (EU) 2022/2464 of the European Parliament and of the Council of 14 December 2022 (hereinafter ESRS for *European Sustainability Reporting Standards*) of the process implemented by FORVIA to determine the information reported, including, where applicable, the obligation to consult the Social and Economic Committee provided for in the sixth paragraph of Article L. 2312-17 of the French Labour Code;
- compliance of the sustainability information included in the Sustainability Statement with the provisions of Article L. 233-28-4 of the French Commercial Code, including ESRS; and
- compliance with the reporting requirements set out in Article 8 of Regulation (EU) 2020/852.

This engagement is carried out in compliance with the ethical rules, including independence, and quality control rules prescribed by the French Commercial Code.

It is also governed by the H2A guidelines on "*Limited assurance engagement - Certification of sustainability reporting and verification of disclosure requirements set out in Article 8 of Regulation (EU) 2020/852*".

In the three separate sections of the report that follow, we present, for each of the sections of our engagement, the nature of the procedures that we carried out, the conclusions that we drew from these procedures and, in support of these conclusions, the elements to which we paid particular attention and the procedures that we carried out with regard to these elements. We draw your attention to the fact that we do not express a conclusion on any of these elements taken individually and that the procedures described should be considered in the overall context of the formation of the conclusions issued in respect of each of the three sections of our engagement.

Finally, where deemed necessary to draw your attention to one or more disclosures of sustainability information provided by FORVIA in the Sustainability Statement, we have included an emphasis of matter paragraph hereafter.

Limits of our engagement

As the purpose of our engagement is to express limited assurance, the nature of the work (choice of verification approaches), extent (scope) and timing of the procedures are less than those required to obtain reasonable assurance.

This engagement does not provide guarantee regarding the viability or the quality of the management of FORVIA, in particular it does not provide an assessment of the relevance of the choices made by FORVIA in terms of action plans, targets, policies, scenario analyses and transition plans, which would go beyond compliance with the ESRS reporting requirements.

It also does not cover the entity's compliance with the legal and regulatory provisions relating to the vigilance plan published in application of Article L.225-102-1 of the French Commercial Code.

Furthermore, as forward-looking information is inherently uncertain, actual future outcomes may differ, sometimes significantly, from the forward-looking information presented in the group management report.

Our engagement does, however, allow us to express conclusions regarding the entity's process for determining the sustainability information to be reported, the sustainability information itself, and the information reported pursuant to Article 8 of Regulation (EU) 2020/852, as to the absence of identification or, on the contrary, the identification of errors, omissions or inconsistencies of such importance that they would be likely to influence the decisions that readers of the information subject to this engagement might make.

Sustainability information and the information required under Article 8 of Regulation (EU) No 2020/852 may be subject to inherent uncertainty arising from the state of scientific knowledge and from the quality of the external data used. Certain information is sensitive to the methodological choices, assumptions and/or estimates applied in preparing it and presented in the group management report.

Compliance with the requirements set out in the ESRS standards of the process implemented by FORVIA to determine the information reported

Nature of procedures carried out

Our procedures consisted of verifying that:

- the process defined and implemented by FORVIA has enabled it, in accordance with the ESRS, to identify and assess its impacts, risks and opportunities related to sustainability matters, and to identify the material impacts, risks and opportunities that lead to the publication of information disclosed in the Sustainability Statement, and
- the information provided on this process also complies with the ESRS.

Conclusion of the procedures carried out

On the basis of the procedures we have carried out, we have not identified any material errors, omissions or inconsistencies regarding the compliance of the process implemented by FORVIA with the ESRS.

Elements that received particular attention

We hereby present the elements that received particular attention from auditors regarding the compliance with the ESRS of the process implemented by FORVIA (hereinafter referred to as "the entity") to determine the information published.

The information on how FORVIA updated its double materiality assessment process is provided in section 3.2.3.2, "2025 Double Materiality Analysis update" of the Sustainability Statement.

We have interviewed the individuals we deemed appropriate, and we examined the available documentation. We reviewed:

- the identification and assessment of internal and external factors that led to the update of the double materiality assessment;
- the analyses led by FORVIA to identify and evaluate the internal and external factors that resulted in the update of the double materiality assessment process;
- the changes made, compared with the previous year, to the list of actual or potential impacts (negative or positive), risks and opportunities ("IRO") identified by the entity, as well as to the process for assessing impact materiality and financial materiality implemented by the entity to determine the material information disclosed (including threshold-setting).

Based on our professional judgement, our procedures notably consisted of:

- critically reviewing the documentation supporting the analyses performed by the entity, together with the approach implemented to identify the internal and external factors to be considered;
- assessing the appropriateness of the internal and external factors considered by FORVIA in light of our knowledge of the Group;
- assessing whether the sector analyses and competitive benchmarks we deemed relevant question the actual and potential impacts, risks, and opportunities identified by the Group;
- assessing, for material changes affecting actual and potential impacts, risks, and opportunities, the compliance of the Group's assessment process for impact materiality and financial materiality (including threshold-setting) with the criteria defined in ESRS 1;
- assessing the appropriateness of the related description provided in Section 3.2.3.2, "2025 Double Materiality Analysis update" of the Sustainability Statement.

Compliance of the sustainability information included in the Sustainability Statement with the provisions of Article L.233-28-4 of the French Commercial Code, including the ESRS

Nature of procedures carried out

Our procedures consisted in verifying that, in accordance with legal and regulatory requirements, including the ESRS:

- the disclosures provided enable an understanding of the general basis for the preparation and governance of the sustainability information included in the Sustainability Statement, including the basis for determining the information relating to the value chain and the exemptions from disclosures used ;
- the presentation of this information ensures its readability and understandability;
- the scope chosen by FORVIA for providing this information is appropriate; and
- on the basis of a selection, based on our analysis of the risks of non-compliance of the information provided and the expectations of users, that this information does not contain any material errors, omissions or inconsistencies, i.e. that are likely to influence the judgement or decisions of users of this information.

Conclusion of the procedures carried out

Based on the procedures we have carried out, we have not identified material errors, omissions or inconsistencies regarding the compliance of the sustainability information included in the Sustainability statement, with the provisions of Article L.233-28-4 of the French Commercial Code, including the ESRS.

Elements that received particular attention

We present below the items that have received particular attention from us regarding the compliance of the sustainability information included in the group management report and presented in the Sustainability Statement with the provisions of Article L.233-28-4 of the French Commercial Code, including with the ESRS.

Information provided in application of environmental standards (ESRS E1 to E5)

The information published regarding climate change (ESRS E1) is mentioned in section 3.4 "Climate Change – ESRS E1" of the Sustainability Statement.

Below, we present the items that received particular attention from us concerning the compliance of this information with the ESRS.

Our procedures notably consisted of based on interviews conducted with management or relevant personnel, assessing whether the description of policies, actions, and targets implemented by FORVIA covers climate change mitigation.

Regarding the information disclosed on greenhouse gas emissions inventory in the section 3.4.3 "CO2 emissions calculation methodology":

- we obtained an understanding of the internal control and risk management procedures implemented by the entity to ensure compliance of the published information;
- we assessed the consistency of the scope considered for the greenhouse gas emissions inventory with the scope of the consolidated financial statements, the activities under operational control, and the upstream and downstream value chain;
- we obtained an understanding of the protocol used by the entity to establish the greenhouse gas emissions inventory and evaluated its application methods, for a selection of emission categories and sites, for scope 1 and scope 2.
- regarding scope 3 emissions, we assessed:
 - the justification for the inclusions and exclusions of the different categories and the transparency of the information provided in this regard;
 - the information collection process.
- we assessed the appropriateness of the emission factors used and the calculations related conversions, as well as the assumptions for calculations and extrapolations, considering the inherent uncertainty in the state of scientific or economic knowledge and the quality of external data used;
- we discussed with management to understand the main changes in activities during the year that may have affected the greenhouse gas emissions inventory;
- for physical data (such as energy consumption), we reconciled, on a sample basis, the underlying data used to prepare the greenhouse gas emissions inventory with the supporting documentation;
- we carried out analytical procedures;

- regarding the estimates that we considered to be key to the preparation of the greenhouse gas emissions inventory, and on which the entity relied:
 - through interviews with management, we reviewed the methodology for calculating estimated data and the sources of information on which these estimates are based;
 - we assessed whether the methods were applied consistently or if there were changes from the previous period, and whether these changes were appropriate;
 - regarding the prior-year data that were restated, we assessed the appropriateness of these restatements as well as the adequacy of the related disclosures.
- we verified the arithmetic accuracy of the calculations used to prepare this information.

Regarding the procedures performed on the transition plan for climate change mitigation presented in Section 3.4.2 “Transition Plan”, our work mainly consisted of:

- assessing whether the information published about the transition plan complies with the requirements of ESRS E1 and appropriately describes the key assumptions underlying the plan, it being specified that we are not required to corroborate the appropriateness or level of ambition of the objectives set out in this transition plan;
- assessing whether the transition plan reflects the commitments made by the entity as documented in governance meeting minutes;
- assessing the consistency of the main information presented in connection with the transition plan, including the financial information relating to investments (CapEx and OpEx), the entity’s financing (cash flows), and the decarbonization levers;
- assessing whether the transition plan is aligned with the strategic plan approved by the governing bodies, as well as with the entity’s financial planning;
- assessing the consistency of the transition plan with the (aligned) indicators disclosed under the Taxonomy Regulation.

Information provided in application of social standards (ESRS S1 to S4)

The information disclosed in relation to the company’s workforce (ESRS S1) is presented in section 3.7 “Own workforce – ESRS S1” of the Sustainability Statement.

Our procedures on this information consisted, based on interviews conducted with the Human Resources, Safety and Security, Compliance, and Compensation and Benefits departments, in particular of:

- reviewing the process for collecting and compiling qualitative and quantitative information intended for the disclosure of material information in the Sustainability Statement;
- examining the underlying documentation available;
- performing procedures to verify the correct consolidation of these data, in particular regarding:
 - quantitative information disclosed by the entity in relation to its workforce concerning health and safety, diversity, and remuneration;
 - quantitative and qualitative information relating to the mechanisms available to the company’s workforce to raise concerns, as well as how such concerns are monitored and addressed, including through dedicated whistleblowing channels;
- assessing whether the description of policies, actions, and targets implemented by the entity covers the following areas: diversity, health and safety, social dialogue, remuneration and working environment, and human rights.

Additionally, we:

- reviewed the geographic/legal scope over which the information was established;
- assessed whether the methods and assumptions used by the Company to determine the published information are appropriate in view of ESRS S1 and, where applicable, evaluated the relevance of any changes in methods and assumptions;
- defined and implemented analytical procedures appropriate to the information reviewed, notably in light of changes in the entity’s activities;
- examined, on a sampling basis, supporting documents with corresponding information;
- verified the arithmetic accuracy of the calculations used to prepare this information, where applicable, after applying rounding rules.

Compliance with the reporting requirements set out in Article 8 of Regulation (EU) 2020/852

Nature of procedures carried out

Our procedures consisted in verifying the process implemented by FORVIA to determine the eligible and aligned nature of the activities of the entities included in the consolidation.

They also involved verifying the information reported pursuant to Article 8 of Regulation (EU) 2020/852, which involves checking:

- the compliance with the rules applicable to the presentation of this information to ensure that it is readable and understandable;
- on a sample basis, the absence of material errors, omissions or inconsistencies in the information provided, i.e. information likely to influence the judgment or decisions of users of this information.

Conclusion of the procedures carried out

Based on the procedures we have carried out, we have not identified any material errors, omissions or inconsistencies relating to compliance with the requirements of Article 8 of Regulation (EU) 2020/852.

Emphasis of matter

Without qualifying the conclusion expressed above, we draw your attention to the information provided in paragraph 3.3.2. "Eligible business activities" of Chapter 3 of the Sustainability Statement which outlines the reasons why the entity determined that it does not have any eligible economic activity related to CE1.2 concerning the manufacturing of electrical and electronic equipment.

Elements that received particular attention

We present below the items that received particular attention from auditors regarding compliance with the publication requirements set out in Article 8 of Regulation (EU) 2020/852.

Concerning the alignment of eligible activities

Information regarding the alignment of activities is included in section 3.3.2, "Eligible business activities", of the Sustainability Statement.

As part of our verification procedures, we notably:

- assessed the choices made by the entity concerning the consideration of the European Commission's communication on the interpretation and implementation of certain provisions of the Taxonomy Regulation;
- reviewed, on a sample basis, the documentary sources used, including external sources where applicable, and held discussions with the relevant individuals;
- analyzed, on a sample basis, the elements on which management based its judgment when assessing whether eligible economic activities met the cumulative conditions set out in the Taxonomy Regulation to qualify as aligned, including the requirement to "do no significant harm" to any of the other environmental objectives;
- assessed the analysis carried out regarding compliance with minimum safeguards, mainly in light of the information gathered as part of our understanding of the entity and its environment.

Concerning key performance indicators and accompanying information

The key performance indicators and the accompanying information are included in section 3.3 "Note on the Taxonomy Regulation and the Alignment of Group FORVIA activities", of the Sustainability Statement.

Regarding the totals for turnover, CapEx, and OpEx (the denominators) presented in the regulatory tables, we verified the reconciliations performed by the entity with the accounting data used as the basis for the preparation of the financial statements and/or with other accounting-related data.

As for the other amounts forming the various indicators of eligible and aligned activities (the numerators), we:

- performed analytical procedures;
- assessed the consistency of these amounts, based on a selection of activities, considering the economic activities to which they relate and their contribution to the indicators in light of our knowledge of the Group.

Finally, we assessed the consistency of the information presented in section 3.3 "Note on the Taxonomy Regulation and the Alignment of Group FORVIA activities" of the Sustainability Statement with the other sustainability-related information contained in the report.

Neuilly-sur-Seine and Levallois-Perret, 27th February 2026

The statutory auditors

French original signed by

PricewaterhouseCoopers Audit

Bardadi Benzeghadi

FORVIS MAZARS SA

Grégory Derouet

Anne-Laure Rousselou

3.13. Information relating to the allocation of funds raised through the green bond issued by FORVIA (excluding HELLA)

In 2021, the Group issued a €400 million green bond (XS2312733871) to help develop solutions for hydrogen mobility.

A full description of eligible projects can be found in the March 2021 Green Bond Framework available on the FORVIA investor page: www.faurecia.com/sites/groupe/files/investors/Faurecia_Green_Bond_framework_MAR_2021.pdf

FORVIA presents here its report on the allocation of funds and the estimated impact linked to the inaugural green bond of April 2021.

3.13.1. Use of proceeds

FORVIA excluding HELLA is committed to allocating funds from its green bond to finance investments in hydrogen projects. Projects eligible for green bond financing, as detailed in the Green Bond Framework, are:

- the development and production of hydrogen fuel cell systems for light and commercial vehicles and other applications: mainly through Symbio, its JV with Michelin and Stellantis;
- the development and production of hydrogen tank systems aimed at developing:
 - high pressure storage tanks and auxiliary devices,
 - new industrial processes to accelerate production,
 - innovative materials and smart tanks with incorporated IoT sensors improving safety, sustainability and recyclability.

The Green Bond Framework provides that the funds will be able to finance eligible projects, which have not already been financed by a green bond issue, within three years before the issuance of the green bond (look-back clause).

Likewise, the funds can be used to acquire an activity or technology directly associated with hydrogen mobility.

Reporting

Allocation Report

The funds raised in April 2021 for an amount of 400 million euros following the issuance of the first green bond issued by FORVIA excluding HELLA were allocated to the tune of 400 million euros, the allocation was therefore 100% to December 31, 2023. As a reminder, projects that were funded by proceeds from the April 2021 Green Bond and that meet the conditions of the Green Bond Framework are listed in the following table:

Projects	Total
Symbio (financing Capex and R&D + acquisition)	183.6
Capex (and acquisition) Tanks	58.5
R&D Tanks	157.9
TOTAL	400.0

Allocation at end 2025 unchanged from 2023. The statutory auditors issued a Limited Assurance Report dated February 19th, 2024.

Impact report

Based on a projection to 2030, the projects should help avoid emitting greenhouse gases to the tune of 1.7 million tonnes of CO₂.

The impact has been revised downwards compared to last year, mainly due to a time shift in the hydrogen mobility market, resulting in lower volumes in 2030 compared with previous estimates.

Additionally, FORVIA & Symbio are developing a complementary product offering for non-mobility hydrogen markets (hydrogen transport, off-road applications, power generation, etc.). The additional benefits in terms of avoided CO₂ emissions in these markets are currently being quantified.

The impact table was produced on the basis of revised and adapted hypotheses.

- The scope considered covers hydrogen vehicles (FCEV) in the segments of light vehicles (LV), light commercial vehicles (LCV) and heavy commercial vehicles (CV) sold in 2030. The volumes of FCEV vehicles sold in 2030 are the volumes of the 2025 Strategic Plan.
- The methodology for calculating emissions avoided per vehicle is based on a comparison between the life cycle analysis (LCA) of the CO₂ emissions of a hydrogen vehicle with that of a diesel vehicle sold in 2030 that it replaces.

The calculation methods are as follows:

- Project life cycle analysis (LCA) of CO₂ emissions = CO₂ emissions linked to vehicle production, energy production, CO₂ emissions during use, maintenance, and end of life;
- the avoided emissions are calculated for FORVIA and Symbio in proportion to the economic value of their technology (fuel cell for Symbio, Hydrogen storage for FORVIA) compared to the value of the fuel cell traction chain of the vehicle (which also contains battery, converter, electric motor);
- 33% contribution from Symbio.
- Hydrogen production is 50% ensured by electrolysis (half coming from the grid and half coming from green electricity) and 50% blue hydrogen (SMR process with CCUS CO₂ capture).

	Segment		
	Light vehicles (LV)	Light commercial vehicles (LCV)	Heavy commercial vehicles (CV)
#veh.sold by FORVIA in 2030 (kveh)	2	7	8.4
#veh.sold by Symbio in 2030 (kveh)	0	0	0.9
% FCEV powertrain value FORVIA	20%	31%	25%
% FCEV powertrain value Symbio	66%	42%	29%
Average LCA CO ₂ emissions for diesel vehicles sold in 2030 (gCO ₂ /km for LV and LCV, gCO ₂ /tkm for CV)	114	215	990
Average LCA CO ₂ emissions for fuel Cell vehicles sold in 2030 (gCO ₂ /km for LV and LCV, gCO ₂ /tkm for CV)	27	47	283
Lifetime mileage (million km for LV, million tkm for CV)	0.25	0.35	1

Avoided CO₂ emissions calculated by comparing hydrogen vehicles (FCEV) equipped by FORVIA and Symbio to the vehicles they replace sold in 2030-MtCO₂

	Segment			TOTAL
	Light vehicles (LV)	Light commercial vehicles (LCV)	Heavy commercial vehicles (CV)	
FORVIA	0.0	0.1	1.5	1.7
Symbio (33%)	0.0	0.0	0.1	0.1
TOTAL	0.0	0.1	1.6	1.7



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An aerial photograph of a multi-lane highway interchange. A large, dense forest with trees in various shades of green and yellow occupies the central median area. Several cars are visible traveling on the highway lanes. The text "Corporate governance" is overlaid in white on the forested area.

Corporate governance

The information below constitutes the chapter relating to the corporate governance report as provided for by the Article L. 225-37, paragraph 6, of the French Commercial Code.

Some of the information forming an integral part of the corporate governance report, as required by Articles L. 22-10-8 and L. 22-10-10 of the French Commercial Code, is included in other chapters of this Universal Registration Document. The cross-reference table relating to the information required in the corporate governance report, as presented in section 7.9 of this Universal Registration Document, identifies the relevant reference sections.

The Company refers to the AFEP-MEDEF Corporate Governance Code for listed companies, available on the MEDEF website (www.medef.fr).

4.1. Board of Directors

4.1.1. Summary presentation of the Board of Directors and key figures

The table below presents the key figures of the Board of Directors at the date of this Universal Registration Document.

14 Board members + 1 Board Observer	83% Independent Board members ⁽¹⁾⁽³⁾	42% Female Board members ⁽¹⁾⁽³⁾
2 Board members representing employees	6 Nationalities	5 years Average term of office ⁽³⁾
10 Meetings of the Board of Directors ⁽²⁾	97% Attendance rate at Board meetings ⁽²⁾⁽³⁾	64 years Average age ⁽³⁾
18 Committee meetings (including one joint meeting of the Audit Committee and the Governance, Nominations and Sustainability Committee on CSRD and one meeting of the <i>Ad Hoc</i> Committee)	97% Attendance rate at Committee meetings ⁽²⁾⁽³⁾	

(1) Excluding Board members representing employees.

(2) Figures as of December 31, 2025.

(3) Percentage rounded to the nearest integer.

4.1.2. Composition of the Board of Directors

4.1.2.1. General information on the composition of the Board of Directors

According to its bylaws, the Company's Board of Directors comprises at least three and a maximum of fifteen members, excluding Board members representing employees appointed pursuant to Article L. 225-27-1 of the French Commercial Code.

Board members are appointed for a term of four years by the General Meeting, on the basis of proposals made by the Board of Directors, acting on recommendations made by the Governance, Nominations and Sustainability Committee. They may be re-elected and can be dismissed at any time by the General Meeting. Neither the bylaws nor the internal rules of the Board of Directors contains rules for staggered terms of office. However, in practice, appointments are renewed on a staggered basis, which helps avoid reappointing Board members all at once.

In addition, the Company has two Board members representing employees appointed pursuant to Article L. 225-27-1 of the French Commercial Code, in accordance with the following terms and conditions of the Bylaws: one Board member representing employees is appointed by the labor union that obtained the most votes in the first round of the elections referred to in Articles L. 2122-1 and L. 2122-4 of the French Labor Code, and a second Board member representing employees is appointed by the European Employee Representation Council. They are also appointed for a term of four years.

The Board of Directors appointed on July 25, 2025 Pierre-André de Chalendar as Board Observer (*Censeur*) to the Board of Directors for a duration of one year as of September 1, 2025. This appointment marks a key milestone for the Company's Board of Directors. While the formal election by the Board of Directors of the next Company's Chairman is scheduled after the 2026 Annual General Meeting, the Board has indicated that Pierre-André de Chalendar is being considered for the role, pending his nomination to the Board of Directors at the 2026 Annual General Meeting. As Board Observer, Pierre-André de Chalendar participates in the work and discussions of the Board enabling close collaboration with other Board members and executive leadership. He advises and provides expertise on key topics.

At the date of this Universal Registration Document, Martin Fischer, who is member of the Board of Directors, is an executive officer within the meaning of the AFEP-MEDEF Code. Martin Fischer simultaneously serves as Chief Executive Officer of the Company.

The table below sets out the composition of the Board of Directors and specialized Committees (permanent) as of the date of this Universal Registration Document.

	Age	Gender	Nationality	Number of shares ⁽⁷⁾	Number of corporate offices in listed companies (excluding FORVIA)	Independence	Date of first appointment	Expiry of term of office	Length of time on the Board	Governance, Nominations and Sustainability Committee	Compensation Committee	Audit Committee
1. EXECUTIVE AND NON-EXECUTIVE CORPORATE OFFICERS												
Michel de ROSEN 	75	M	FR	12,565	1	Yes	GM of 5/27/2016	GM 2028	10 years	●		
Martin FISCHER 	55	M	DE/US	500	0	No	GM of 5/28/2025	GM 2029	9 months			
2. BOARD MEMBERS APPOINTED BY THE GENERAL MEETING												
Michael BOLLE 	64	M	DE	513	0	Yes	GM of 5/30/2023	GM 2027	3 years		●	
Christel BORIES 	61	F	FR	1,500	1	Yes	GM of 5/30/2024	GM 2028	2 years		●	
Judy CURRAN 	64	F	US	500	1	Yes	Board meeting of 2/18/2022	GM 2028	4 years			●
Esther GAIDE 	64	F	FR	500	1	Yes	GM of 5/30/2023	GM 2027	3 years			● (C)
Penelope HERSCHER 	65	F	US/GB	500	2	Yes	GM of 5/30/2017	GM 2029	9 years	●		
Valérie LANDON 	63	F	FR	650	1	Yes	Board meeting of 10/12/2017	GM 2029	8 years			●
Jean-Bernard LÉVY 	70	M	FR	500	1	Yes	Board meeting of 2/19/2021	GM 2028	5 years	● (C)		
Denis MERCIER 	66	M	FR	1,157	1	Yes	GM of 5/28/2019	GM 2027	7 years		● (C)	
Lutz MESCHKE 	59	M	DE/HR	0 ⁽⁸⁾	0	Yes	GM of 5/28/2025 (effective 1/1/2026)	GM 2029	2 months			●
PEUGEOT 1810 with Robert PEUGEOT as permanent representative 	75	M	FR	6,110,494 ⁽¹⁾	2 ⁽³⁾	No	GM of 5/31/2021 ⁽²⁾	GM 2029	5 years	●		
3. BOARD MEMBERS REPRESENTING EMPLOYEES												
Daniel BERNARDINO 	55	M	PT	- ⁽⁵⁾	0	- ⁽⁴⁾	11/1/2017	10/31/2029	8 years		●	
Emmanuel PIOCHE 	60	M	FR	- ⁽⁶⁾	0	- ⁽⁴⁾	11/1/2017	10/31/2029	8 years			●
4. BOARD OBSERVER												
Pierre-André de CHALENDAR 	67	M	FR	5,000	1	Yes	7/25/2025 (effective 9/1/2025)	9/1/2026	6 months			

(1) Robert Peugeot also holds 694 shares in a personal capacity.

(2) Robert Peugeot was an individual Board member from May 29, 2007. His term of office ended on May 31, 2021. Since that date, he has been a permanent representative of the company PEUGEOT 1810.

(3) Corporate offices held by the permanent representative.

(4) In accordance with the AFEP-MEDEF Code, Board members representing employees are not included in the calculation of the percentage of independent Board members.

(5) Daniel Bernardino participated in the employee shareholding plan carried out in 2021 and as such holds FCPE units invested in Company's shares.

(6) Emmanuel Pioche participated in the employee shareholding plan carried out in 2021 and as such holds FCPE units invested in Company's shares.

(7) The number of shares is as of December 31, 2025.

(8) Lutz Meschke will acquire Company shares.

4.1.2.2. Board members' and Observer's expertise, positions and corporate offices as of the date of this Universal Registration Document

The information provided below is given as of the date of this Universal Registration Document. The business address of Board members and of the Board Observer is that of the Company.



DATE OF BIRTH:
February 18, 1951

NATIONALITY:
French

NUMBER OF COMPANY'S
SHARES: **12,565**

Michel de ROSEN

Michel de Rosen has been Chairman of the Company's Board of Directors since May 30, 2017.

He has successively held positions first as a senior public official and then as a senior executive in French and US companies.

He was a member of the *Inspection Générale des Finances* (IGF), a division of the French Ministry of Finance. He was a policy officer in the office of the French Minister of Defense in 1980 and 1981 and served as Chief of Staff for the French Minister for Industry and Telecommunications from 1986 to 1988.

Within the Rhône-Poulenc group, he served as Chief Executive Officer of Pharmuka from 1983 to 1986 and of Rhône-Poulenc Fibres et Polymères from 1988 to 1993, after which he was Chief Executive Officer and then Chairman and Chief Executive Officer of Rhône-Poulenc Rorer in the United States and in France and of Rhône-Poulenc Santé from 1993 to 1999. In 2000, Michel de Rosen was named Chairman and Chief Executive Officer of the US company ViroPharma. In 2008, he was Chairman and Chief Executive Officer of SGD.

He joined Eutelsat in 2009 as Chief Executive Officer, then as Chief Executive Officer and Chairman of the Board of Directors, and then as Chairman of the Board of Directors, until November 2017.

He is a graduate of the École des Hautes Études Commerciales (HEC) and of the École Nationale d'Administration (ENA).

Independent Board member

Date of first appointment	May 27, 2016
Date of expiry of corporate office	2028 GM
Chairman	Board of Directors
Member	Governance, Nominations and Sustainability Committee
Date of appointment	May 30, 2017
Main position held outside the FORVIA Group	Company Board member / Chairman (see below) and Advisor to a company in the technology sector

Other positions and corporate offices held in 2025 outside the FORVIA Group

FRENCH LISTED COMPANIES

- Non-Executive Chairman of the Board of Directors of DBV Technologies

FRENCH UNLISTED COMPANIES

No such corporate office

FOREIGN LISTED COMPANIES

No such corporate office

FOREIGN UNLISTED COMPANIES

No such corporate office

Positions and corporate offices held within the last five years and which have expired

- Board member of Idorsia (Switzerland) until 2021
- Board member of Pharnext S.A. until June 2022



DATE OF BIRTH:
August 9, 1970

NATIONALITY:
Portuguese

NUMBER OF COMPANY'S
SHARES: - (*)

Daniel BERNARDINO

Daniel Bernardino is a method agent in the Logistics department at FORVIA Group's Palmela site (Portugal).

He joined the FORVIA Group in 1994 as Head of the logistics team. He held various employee representation offices between 1997 and 2017 and has been a member of the FORVIA Group's European Works Council for 14 years.

He is a sociology graduate.

Board member representing employees

Date of first appointment	November 1, 2017
Date of expiry of corporate office	October 31, 2029
Member	Compensation Committee
Main position held outside the FORVIA Group	No such position
Other positions and corporate offices held in 2025 outside the FORVIA Group	No such corporate office
Positions and corporate offices held within the last five years and which have expired	No such corporate office

(*) Daniel BERNARDINO participated in the employee shareholding plan carried out in 2021 and as such holds FCPE units invested in the Company's shares.



DATE OF BIRTH:
May 6, 1961

NATIONALITY:
German

NUMBER OF COMPANY'S
SHARES: **513**

Michael BOLLE

Michael Bolle started his career at Robert Bosch in 1992 as a research engineer and was appointed Head of the Corporate Research Department in 1997.

In 1999, he became an entrepreneur and was co-founder of the start-up Systemonic AG, which developed semiconductors for mobile communications, which he successfully sold a few years later.

In 2003, he returned to Robert Bosch as General Manager of a joint venture with Denso called ADIT. In 2006, he was appointed head of the Product Division infotainment systems of Bosch Car Multimedia and in 2011 as Executive Vice President Engineering. In 2014, he was promoted to President of Bosch Group Research Organization, covering research activities for all different businesses within the Bosch Group and in 2018, he became a member of the Board of Management and served as Chief Technology Officer and Chief Digital Officer until 2021.

Since January 2022, he has been the Chairman of the Shareholder Council of Carl Zeiss Foundation, where he acts as a link between the foundation and the foundation's companies Carl Zeiss AG and Schott AG. He represents the economic interests of the Carl Zeiss Foundation as shareholder representative towards the Foundation's companies and is simultaneously appointed as Chairman of the Supervisory Board of both Schott AG and Carl Zeiss AG. He is also a Board member (*Verwaltungsrat*) of Swissbit AG.

He received a Master's degree in electrical engineering from the RWTH Aachen University (Germany) in 1986 and earned a PhD in digital signal processing from the Ruhr University Bochum (Germany) in 1992.

Independent Board member

Date of first appointment	May 30, 2023
Date of expiry of corporate office	2027GM
Member	Compensation Committee
Main position held outside the FORVIA Group	Company Board member (see below)

Other positions and corporate offices held in 2025 outside the FORVIA Group

FRENCH LISTED COMPANIES

No such corporate office

FRENCH UNLISTED COMPANIES

No such corporate office

FOREIGN LISTED COMPANIES

No such corporate office

FOREIGN UNLISTED COMPANIES

- Chairman of the Supervisory Board of Carl Zeiss AG (Germany)
- Chairman of the Trustee of the Carl Zeiss Foundation (Germany)
- Chairman of the Supervisory Board of Schott AG (Germany)
- Board member of Swissbit AG (Switzerland)

Positions and corporate offices held within the last five years and which have expired

- Member of the Board of Management of Robert Bosch GmbH (Germany) (from 2018 to 2021) – Chief Digital Officer and Chief Technology Officer



DATE OF BIRTH:
May 20, 1964

NATIONALITY:
French

NUMBER OF COMPANY'S
SHARES: **1,500**

Christel BORIES

Christel Bories joined Eramet in February 2017 and was its Chairwoman and Chief Executive Officer from May 2017 until May 2025. Since then, she continues to hold the position of Chairwoman of the Board of Directors.

She was previously Deputy Chief Executive Officer of Ipsen (a listed company) from February 2013 to May 2016.

She held several senior leadership roles within the Pechiney Group starting in 1995. Following Pechiney's acquisition by Alcan in 2003, Christel Bories was appointed Chairwoman and CEO of Alcan Packaging and later of Engineered Products. She subsequently became CEO of Constellium, an independent company formerly part of Alcan, before stepping down in December 2012.

She began her career as a strategy consultant at Booz-Allen & Hamilton, and later at Corporate Values Associates. From 1993 to 1995, she served as Senior Vice President, Strategy and Control, at Umicore.

Christel Bories is a graduate of HEC Paris (École des Hautes Etudes Commerciales).

Independent Board member

Date of first appointment	May 30, 2024

Date of expiry of corporate office	GM 2028

Member	Compensation Committee

Main position held outside the FORVIA Group	Chairwoman of the Board of Directors of Eramet

Other positions and corporate offices held in 2025 outside the FORVIA Group

FRENCH LISTED COMPANIES

- Chairwoman of the Board of Directors of Eramet

FRENCH UNLISTED COMPANIES

No such corporate office

FOREIGN LISTED COMPANIES

No such corporate office

FOREIGN UNLISTED COMPANIES

No such corporate office

OTHER

- Board member of France Industrie (French industrial association)

Positions and corporate offices held within the last five years and which have expired

- Chief Executive Officer of Eramet until May 26, 2025
- Board member of SLN until September 21, 2023
- Board member of Legrand (listed company in Paris) until May 31, 2023
- Board member of Smurfit Kappa (listed in Dublin) until December 2019
- Board member of Comilog (Gabon) until September 2025



DATE OF BIRTH:
May 17, 1961
NATIONALITY:
American
NUMBER OF COMPANY'S
SHARES: **500**

Judy CURRAN

Judy Curran is responsible for the Automotive Technology Strategy at Synopsys (which acquired Ansys in July 2025) including the go-to-market plans and the development of new simulation workflows aligned with the latest automotive trends such as software-defined vehicles, electrification, assisted driving and autonomy.

Judy Curran served previously in a number of positions at Ford Motor Company from 1986 to 2018, notably as Director of Technology Strategy from 2014 to 2018 where she, in particular, developed the cross-vehicle global strategy for key new technologies including assisted driving, infotainment, new electrical architecture, and connectivity.

Judy Curran holds a Bachelor of Science, Electrical Engineering/Computer Software from Lawrence Technological University (USA) and a Master of Science, Electrical Engineering from the University of Michigan (USA).

Independent Board member

Date of first appointment	February 18, 2022

Date of expiry of corporate office	2028 GM

Member	Audit Committee

Main position held outside the FORVIA Group	Chief Technology Officer Automotive of Synopsys (foreign listed company)

Other positions and corporate offices held in 2025 outside the FORVIA Group

FRENCH LISTED COMPANIES

No such corporate office

FRENCH UNLISTED COMPANIES

No such corporate office

FOREIGN LISTED COMPANIES

- Independent Board member of Iveco

FOREIGN UNLISTED COMPANIES

No such corporate office

Positions and corporate offices held within the last five years and which have expired

- Independent Board member of MicroVision
- Independent Board member of SAE International (until January 2026)



DATE OF BIRTH:

May 8, 1970

NATIONALITY:

German and American

NUMBER OF COMPANY'S

SHARES: **500**

Martin FISCHER

Martin Fischer is Chief Executive Officer of FORVIA since March 1, 2025.

He began his automotive career with Siemens VDO in 1998.

In 2006, he joined HELLA and became President and Chief Executive Officer of the Americas' Electronics business in 2007.

In 2014, he joined BorgWarner, where he managed the Turbocharger business in Europe and South America, and was later promoted to the Strategy Board as President of Transmission Systems.

From 2019 to 2024, he served on ZF Group's Board of Management and drove profitable growth across four of its business divisions: Passive Safety, Active Safety, Chassis Systems, and Electronics & ADAS, while overseeing the regions of North and South America and leading corporate Quality.

Martin Fischer studied engineering at the University of Berkeley (California), then at the Technical University Darmstadt, where he received his Doctorate in the field of electrical engineering in 1999.

Board member

Date of first appointment	May 28, 2025
Date of expiry of corporate office	2029 GM
Main position held in the FORVIA Group	Chief Executive Officer
Other positions and corporate offices held outside the FORVIA Group	FOREIGN LISTED COMPANIES No such corporate office FOREIGN UNLISTED COMPANIES • Member of the Board of Directors at Sion Power Corporation OTHER • Member of the Presidents' Board of PFA
Positions and corporate offices held within the last five years and which have expired	• Member of the Board of Management of ZF Group • Association mema Original Equipment Suppliers Board, Vice-Chair (2022-2023), Chair (2024)



DATE OF BIRTH:
September 6, 1961

NATIONALITY:
French

NUMBER OF COMPANY'S
SHARES: **500**

Esther GAIDE

Esther Gaide began her career in 1983 working in the external audit departments of PwC in Paris and London and Deloitte in Paris and Los Angeles. In 1994, she joined Bolloré group as Group Internal Audit Director where she set up and led the Internal Audit Department. Between 1996 and 2008, she successively held the position of Chief Financial Officer (CFO) of the Bolloré Logistics Division, CFO of the Bolloré Africa Logistics Division and ultimately Group Director of Controlling, in charge of accounting, consolidation and control. In 2006, she joined Havas as Deputy CFO and Human Resources Director.

In 2011, she joined Technicolor as Group Director of Controlling, then was appointed deputy CFO before becoming CFO and a member of Technicolor's Executive Committee in 2015.

From March 2018 to April 2023, she held the position of CFO of Elixir Group.

She is Board Member and Chairwoman of the Audit Committee of Iliad S.A. She is also Independent Lead Board member, Chairwoman of the Audit Committee and member of the Compensation Committee of BIC.

Esther Gaide is a graduate of ESSEC and a chartered accountant.

Independent Board member

Date of first appointment	May 30, 2023
Date of expiry of corporate office	2027 GM
Chairwoman	Audit Committee
Main position held outside the FORVIA Group	Company Board member (see below)

Other positions and corporate offices held in 2025 outside the FORVIA Group

FRENCH LISTED COMPANIES

- Independent Lead Board member, Chairwoman of the Audit Committee and member of the Compensation Committee of BIC

FRENCH UNLISTED COMPANIES

- Board member and Chairwoman of the Audit Committee of Iliad SA
- Board member of Evoriel SA

FOREIGN LISTED COMPANIES

No such corporate office

FOREIGN UNLISTED COMPANIES

No such corporate office

OTHER

- Member of the Supervision Board of Café Joyeux, a French non-profit organization

Positions and corporate offices held within the last five years and which have expired

- Board member, member of the Audit, Risk and Compliance Committee and member of the Compensation Committee of Eutelsat SA until February 14, 2025
- Chief Financial Officer of Elixir Group
- Permanent representative of Elixir Group on the Board of Directors of Elixir Restauration et Services SA
- CEO and Board member of Elixir Financement SA
- Deputy CEO of Elixir Restauration et Services SA
- Permanent representative of Elixir Participations SCA as:
 - President of Elixir FA3C SAS
 - President of Elixir Trésorerie SAS
 - President of Elixir Gestion SAS
 - President of Sacores SAS
 - President of Egée Venture SAS
 - President of Académie by Elixir SAS
 - Board member of SC2R SAS
 - President of Bercy Services I SAS,
 - President of Bercy Services XXV SAS
 - President of Bercy Services XXIX SAS
 - President of Eleat Solutions SAS
 - President of Elixir Data RC France SAS
- Permanent representative of Egée Venture as President of Bercy Services XXVII SAS
- Manager of Bercy Services II SARL
- Permanent representative of Elixir Participations SCA, itself a Board member of CZL
- Permanent representative of Elixir Restauration et Services:
 - on the Board of Directors of ELRES SAS
 - on the Board of Directors of Elixir Entreprises SAS
- Permanent representative on the Board of Directors of Ducasse Développement
- Permanent representative of Elixir Gestion on the Board of Directors of Restaurants et Sites
- Board member of Elixir Ristorazione
- Board member of Gemeaz Elixir Spa
- Board member of Elichef Holding Spa
- Board member of My Chef Ristorazione
- Permanent representative of Elixir Restauration et Services on the Board of Directors of SERUNION SA
- Board member of Elixir UK Holdings Limited
- Board member of Elixir UK Plc
- Board member of Waterfall Elixir Limited



DATE OF BIRTH:
July 15, 1960
NATIONALITY:
American and British
NUMBER OF COMPANY'S
SHARES: **500**

Penelope HERSCHER

Penelope Herscher is member of the Board of Directors of Lumentum Operations LLC (previously JDSU) and of its Governance Committee.

She is also Chairwoman of the Board of the listed company named Penguin Solutions (formerly Smart Global), for which she serves on the Governance Committee and on the Compensation Committee. She is as well a member of the Board of one unlisted company, Modern Health.

From 1996 to 2015, Penelope Herscher was CEO and Chair of two Silicon Valley technology companies: Simplex, which she took public in 2001 and subsequently sold to Cadence Design Systems and FirstRain, which she sold in 2017.

Penelope Herscher holds a Bachelor of Arts with honors and a Master of Arts in Mathematics from Cambridge University (England).

Independent Board member

Date of first appointment	May 30, 2017
Date of expiry of corporate office	2029 GM
Member	Governance, Nominations and Sustainability Committee
Main position held outside the FORVIA Group	Company Board member/Chairwoman (see below)

Other positions and corporate offices held in 2025 outside the FORVIA Group

FRENCH LISTED COMPANIES

No such corporate office

FRENCH UNLISTED COMPANIES

No such corporate office

FOREIGN LISTED COMPANIES

- Member of the Board of Directors of Lumentum Operations LLC and of its Governance Committee
- Chairwoman of the Board of Directors of Penguin Solutions, formerly Smart Global (since February 14, 2022, previously a Board member) and its Governance Committee and Compensation Committee

FOREIGN UNLISTED COMPANIES

- Board member of Modern Health

Positions and corporate offices held within the last five years and which have expired

- Chairwoman of the Board of Directors of Embark Technology (from September 2022 to August 2023)
- Board member of Verint (from March 2017 to June 2021)
- Board member of Pros (from January 2018 to May 2021)
- Board member of Delphix (from September 2018 to March 2024)



DATE OF BIRTH:
August 17, 1962

NATIONALITY:
French

NUMBER OF COMPANY'S
SHARES: **650**

Valérie LANDON

Valérie Landon began her career at Air France in 1985. She was initially hired as an engineer in the IT division and then moved to the finance division, where she was in charge of long-term funding and foreign exchange management.

In 1990, she joined Credit Suisse as an investment banker. Over the decades, she held various responsibilities as an investment banker and as a manager in different countries, France, Japan and the United States.

In 2020, after spending three years in New York as Vice Chairwoman of investment banking, she moved back to France and from 2021 to 2024 was Chief Executive Officer of Credit Suisse for France and Belgium.

Since June 2025, she has been a Board member of Nissan Motor Corporation Ltd and a member of its Audit Committee.

Valérie Landon is a graduate of the École Centrale de Paris.

Independent Board member

Date of first appointment	October 12, 2017
Date of expiry of corporate office	2029 GM
Member	Audit Committee
Main position held outside the FORVIA Group	Company Board member (see below)
Other positions and corporate offices held in 2025 outside the FORVIA Group FRENCH LISTED COMPANIES No such corporate office FRENCH UNLISTED COMPANIES No such corporate office FOREIGN LISTED COMPANIES • Board member of Nissan Motor Corporation Ltd	
Positions and corporate offices held within the last five years and which have expired • CEO France and Belgium, Credit Suisse (listed foreign company) from 2021 to 2024	

FOREIGN UNLISTED COMPANIES
No such corporate office
OTHER
• Member of the Finance Committee of the Board of Fondation Apprentis d'Auteuil



DATE OF BIRTH:
March 18, 1955

NATIONALITY:
French

NUMBER OF COMPANY'S
SHARES: **500**

Jean-Bernard LÉVY

Jean-Bernard Lévy was a works engineer at the Angers Division of France Telecom in 1979, became responsible for managing executive managers and HR budgets at corporate head office in 1982, and then deputy to the head of the HR department.

In 1986, he was appointed Technical Advisor in the staff of Gérard Longuet, Minister for Postal Services and Telecommunications. From 1988 to 1993, Jean-Bernard Lévy managed the Communications Satellites business of Matra Espace, later becoming Matra Marconi Space. From 1993 to 1994, he was the Chief of Staff to Gérard Longuet, Minister for Industry, Postal Services, Telecommunications and Foreign Trade in the French government.

In 1995, he was appointed Chairman and Chief Executive Officer of Matra Communication. In 1998, he joined Oddo et Cie as Managing Director then Partner. In 2002, Jean-Bernard Lévy joined Vivendi. He served as its Chief Operating Officer until April 2005, and became Chairman of the Management Board and Chief Executive Officer in April 2005, until June 2012. From December 2012 to November 2014, he was Chairman and Chief Executive Officer of the Thales group (defense and aerospace). Jean-Bernard Lévy was EDF's Chairman and Chief Executive Officer from November 2014 to November 2022.

Jean-Bernard Lévy is a graduate of the École Polytechnique and of Télécom Paris Tech.

Independent Board member

Date of first appointment February 19, 2021

Date of expiry of corporate office 2028 GM

Chairman Governance, Nominations and Sustainability Committee

Main position held outside the FORVIA Group Company Board member/Chairman (see below)

Other positions and corporate offices held in 2025 outside the FORVIA Group

FRENCH LISTED COMPANIES

- Board Observer (*censeur*) and ESG referent of Société Générale

FRENCH UNLISTED COMPANIES

- Chairman of JBL Consulting & Investment (since January 2023)
- Board member of ProvenRun (since June 2024)

FOREIGN LISTED COMPANIES

No such corporate office

FOREIGN UNLISTED COMPANIES

No such corporate office

OTHER

- President of Conseil Français de l'Énergie (CFE)
- Board member of AX

Positions and corporate offices held within the last five years and which have expired

- Board member of Edison SpA (Italy) until December 6, 2022
- Board member of France Industrie until November 25, 2022
- Chairman and Chief Executive Officer of EDF (listed company) until November 23, 2022
- Chairman of the Supervisory Board of Framatome until November 23, 2022
- Board member of Dalkia until November 23, 2022
- Board member of EDF Renouvelables until November 23, 2022
- Board member of EDF Energy Holdings (United Kingdom) until November 23, 2022

- Chairman of the Board of Directors of the EDF Foundation until November 23, 2022
- Board member of the Global Sustainable Electricity Partnership (GSEP) (Canada) until November 23, 2022
- Chairman of Eurelectric until November 21, 2022
- President of the Innovations Pour les Apprentissages (FIPA) Foundation
- Board member of Europlace
- Board Observer (*censeur*) of the Fondation JJ Laffont – Toulouse School of Economics (TSE)
- President of the Viva Fabrica Foundation
- Board member of Tehtris, until September 2025



DATE OF BIRTH:
October 4, 1959

NATIONALITY:
French

NUMBER OF COMPANY'S
SHARES: **1,157**

Denis MERCIER

Denis Mercier is President of One Twelve, a strategy consulting company.

He has held various positions within the French Air Force and NATO, then in the industry sector within the Fives group.

After having been Commandant of the French Flying School (*École de l'Air*) at Salon-de-Provence (France) from 2008 to 2010, he became senior advisor to the French Minister of Defense from 2010 to 2012. Between 2012 and 2015, he held the position of Chief of Staff of the French Air Force and was promoted to the rank of General of the Air Force. From 2015 to September 2018, he held the position of Supreme Allied Commander of Transformation at NATO.

He joined Fives group from October 2018 to January 2025 as Deputy Chief Executive Officer.

Denis Mercier is an engineer from the *École de l'Air* (class of 1979). He is a *Grand Officier* of the *Légion d'honneur* and an *Officier de l'ordre national du Mérite*.

Independent Board member

Date of first appointment	May 28, 2019
Date of expiry of corporate office	2027 GM
Chairman	Compensation Committee
Main position held outside the FORVIA Group	President of One Twelve SAS

Other positions and corporate offices held in 2025 outside the FORVIA Group

FRENCH LISTED COMPANIES

- Board member of Actia Group

FRENCH UNLISTED COMPANIES

- Board member of AddUp
- Board member of CryptoNext Security
- Member of the Supervisory Board of ARESIA
- Member of the Supervisory Board of Ecole Centrale de Lille

FOREIGN LISTED COMPANIES

No such corporate office

FOREIGN UNLISTED COMPANIES

- Board member of Helsing

OTHER

- Board member of Comité France-China (MEDEF)
- Chairman of the MEDEF International (MEDEFI) Space Task Force

Positions and corporate offices held within the last five years and which have expired

- Chairman of the Board of Directors of École de l'Air (EPSCP)
- Chairman of the Board of Fives Vostok
- Board member of Fives Engineering Shanghai Co., Ltd
- Board member of Fives Automation & Processing Equipment Co., Ltd
- Member of the Supervisory Board of Dataiku
- Deputy Chief Executive Officer of Fives Group (French listed company^(*)) and member of its Executive Committee

^(*) Company in which only the bonds are listed.



DATE OF BIRTH:
April 2, 1966

NATIONALITY:
German and Croatian

NUMBER OF COMPANY'S
SHARES: ⁽¹⁾

Lutz MESCHKE

Lutz Meschke began his career in 1991 in Finance, initially in tax and audit consulting at KPMG (in Germany and in Italy), before entering the corporate environment as Head of Group Accounting & Reporting at Hugo Boss in 1999.

In 2001, Lutz Meschke moved into the automotive industry within the Porsche Group. In 2009, he was appointed to the Executive Board as Chief Financial Officer (CFO) in charge of the finance and IT functions.

In addition to his role as CFO, Lutz Meschke was appointed Deputy Chairman of the Executive Board in 2015 (until 2025). He was also Member of the Management Board, responsible for Investment Management, at Porsche Automobil Holding SE until December 9, 2025.

Lutz Meschke holds a Master's degree in Business Administration from University of Cologne (Germany).

Independent Board member

Date of first appointment	May 28, 2025 (effective January 1, 2026)

Date of expiry of corporate office	2029 GM

Member	Audit Committee

Main position held outside FORVIA Group	No such position

Other positions and corporate offices held outside FORVIA Group

FRENCH LISTED COMPANIES

No such corporate office

FRENCH UNLISTED COMPANIES

No such corporate office

FOREIGN LISTED COMPANIES

No such corporate office

FOREIGN UNLISTED COMPANIES

- LuMe Wilder Kaiser GmbH, Managing Director (Austria)

OTHER

- Landesbank Baden-Württemberg, Advisory Board Member (Germany)
- Honorary Consul of Bosnia and Herzegovina

(1) Lutz Meschke will acquire Company shares.

Lutz MESCHKE

Positions and corporate offices held within the last five years and which have expired

- Member of the Executive Board Investment Management at Porsche Automobil Holding SE until December 9, 2025
- VfB Stuttgart 1893 AG, Deputy Chairman of the Supervisory Board (Germany) until December 31, 2025
- Ferry-Porsche-Stiftung, Member of the Board of Trustees (Germany), until December 31, 2025
- HHL Leipzig Graduate School of Management, Chairman of the Supervisory Board (Germany)
- Porsche AG, Chief Financial Officer and Deputy Chairman of the Executive Board (Germany)
- e.ventures europe V GmbH & Co. KG, Member of the Advisory Board (Germany)
- e.ventures US V. LP, Member of the Advisory Board (USA)
- MHP Management- und IT-Beratung GmbH, Member of the shareholders' committee (Germany)
- NIO Capital, Eve One LP, Observer Member of the Advisory Committee (USA)
- Porsche (China) Motors Ltd., Member of the shareholders' committee (China)
- Porsche Cars Great Britain Ltd., Member of the shareholders' committee (UK)
- Porsche Cars North America Inc., Member of the shareholders' committee (USA)
- Porsche Consulting GmbH, Member of the shareholders' committee (Germany)
- Porsche Deutschland GmbH, Member of the shareholders' committee (Germany)
- Porsche Digital GmbH, Member of the shareholders' committee (Germany)
- Porsche eBike Performance GmbH, Member of the Advisory Board (Germany)
- Porsche Engineering Services GmbH, Member of the Shareholders' Committee (Germany)
- Porsche Engineering Group GmbH, Member of the shareholders' committee (Germany)
- Porsche Enterprises Inc., Non-Executive Member of the Board of Directors (USA)
- Porsche Financial Services GmbH, Member of the Advisory Board (Germany)
- Porsche Financial Services Inc., Member of the shareholders' committee (USA)
- Porsche Hong Kong Ltd., Member of the shareholders' committee (HK)
- Porsche Investments Management S.A., Member of the Supervisory Board (Luxemburg)
- Porsche Leipzig GmbH, Member of the Supervisory Board (Germany)
- Porsche Lifestyle GmbH & Co. KG, Member of the shareholders' committee (Germany)
- Porsche Russland OOO, Member of the shareholders' committee (Russia)
- Rimac Group d.o.o., Member of the Supervisory Board (Croatia)
- SV Stuttgarter Kickers e.V., Member of the supervisory board (Germany)
- P3X GmbH & Co. KG, Member of the advisory board (Germany)
- Porsche Werkzeugbau GmbH, Member of the shareholders' committee (Germany)
- Bugatti Rimac d.o.o., Member of the supervisory board (Croatia)
- Porsche Holding Stuttgart GmbH, Managing director (Germany)
- Volkswagen Bank GmbH, Member of the supervisory board (Germany)
- PTV Planung Transport Verkehr AG, Chairman of the supervisory board (Germany)
- Porsche Beteiligung GmbH, Managing Director (Germany)
- Porsche Zweite Beteiligung GmbH, Managing Director (Germany)
- Porsche Dritte Beteiligung GmbH, Managing Director (Germany)
- Porsche Vierte Beteiligung GmbH, Managing Director (Germany)
- Porsche Fünfte Beteiligung GmbH, Managing Director (Germany)
- Porsche Sechste Beteiligung GmbH, Managing Director (Germany)
- European Transport Solutions, Advisory Board Member (Luxemburg)
- Incharge Capital Partners GmbH, Advisory Board Member (Germany)
- Deutsches Aktieninstitut e.V., Member of the Management Board (Germany)

FRENCH SOCIÉTÉ PAR
ACTIONS SIMPLIFIÉE
WITH A SHARE CAPITAL
OF €1,531,905,966

NUMBER OF COMPANY'S
SHARES:

6,110,494

REGISTERED OFFICE:

**66, avenue Charles
de Gaulle
92200 Neuilly-sur-Seine**

PEUGEOT 1810 with Robert PEUGEOT as permanent representative

Subsidiary of Peugeot Invest and Etablissements Peugeot Frères S.A. whose purpose is to hold their historical interests in the automotive sector.

Date of first appointment	May 31, 2021*
Date of expiry of corporate office	2029 GM
Member	Governance, Nominations and Sustainability Committee
Main position held outside the FORVIA Group	NA
Other positions and corporate offices held in 2025 outside the FORVIA Group	No corporate office
Positions and corporate offices held within the last five years and which have expired	• Board member of SICAV ARMENE 2

(*) Robert Peugeot has been the permanent representative of Peugeot 1810 since May 31, 2021 (and was a Board member of FORVIA from May 29, 2007 to May 31, 2021).



DATE OF BIRTH:
April 25, 1950

NATIONALITY:
French

NUMBER OF COMPANY'S
SHARES: **694**

Robert PEUGEOT

Robert Peugeot is honorary Chairman of the Board of Directors of Peugeot Invest.

He has held various senior positions within the PSA group and was a member of its Executive Committee from 1998 to 2007, in charge of Innovation and Quality. He represented Peugeot Invest on the Peugeot S.A. Supervisory Board until the merger between Peugeot S.A. and Fiat Chrysler Automobiles; since then, within Stellantis, the new entity resulting from the merger, he has held the position of Vice President and Board Member. After being Chairman and Chief Executive Officer of Peugeot Invest from 2002 to 2020, then Chairman from 2020 to 2025, he is now Honorary Chairman of the Board of Directors.

Robert Peugeot is a graduate of the *École Centrale de Paris* and of INSEAD. He was made *Chevalier de l'Ordre national du Mérite* (2000) and a *Chevalier de la Légion d'honneur* (2010) by the French government.

Main position held outside the FORVIA Group

Honorary Chairman of the Board of Directors of Peugeot Invest (French listed company)

Other positions and corporate offices held in 2025 outside the FORVIA Group

FRENCH LISTED COMPANIES

- Member of the Board of Directors and of the Audit and Risk Committee of Safran S.A.

FRENCH UNLISTED COMPANIES

- General Manager of SC Rodom
- Member of the Soparexo S.C.A. Supervisory Board
- Member of the Board of Directors of Peugeot 1810 (formerly Maillot I)
- Non-voting Board Observer (*censeur*) of Rothschild & Co. Supervisory Board

FOREIGN LISTED COMPANIES

- Vice Chairman of the Board of Directors of Stellantis (Dutch company listed in France)

FOREIGN UNLISTED COMPANIES

No such corporate office

Positions and corporate offices held within the last five years and which have expired

- Permanent representative of Maillot II on the Board of Directors of SICAV ARMENE 2
- Permanent representative of Peugeot Invest (formerly FFP S.A.) on the Board of Directors of Peugeot 1810 (formerly Maillot I)
- Permanent representative of Peugeot Invest on the Supervisory Board of Peugeot S.A.
- Member of the Board of Directors of Etablissements Peugeot Frères S.A.
- Member of the Board of Directors of Tikehau Capital Advisors S.A.S.
- Permanent representative of F&P S.A.S. on the Board of Directors of Safran S.A.
- Permanent representative of Peugeot Invest, Chairman of Peugeot Invest Assets
- Member of the ACE Management S.A. Supervisory Board
- Chairman of F&P S.A.S.

- Member of the Sigma Prime Supervisory Board (Austria)
- Member of the Sigma Development Supervisory Board
- General Manager of S.A.R.L. CHP Gestion
- Manager of Mille Sabords
- Manager of Artemisia
- Manager of Gatopardi
- Board member of Sofina S.A. (Belgium)
- Board member of Asia Emergency Assistance Holdings Pte Ltd (Singapore)
- Board member of Peugeot Invest UK Ltd (UK)
- Chairman of the Board of Directors of Peugeot Invest
- Member of Financière Guiraud S.A.S. Supervisory Board



DATE OF BIRTH:
December 4, 1965

NATIONALITY:
French

NUMBER OF COMPANY'S
SHARES: - (*)

Emmanuel PIOCHE

Emmanuel Pioche is Real Estate Manager at Brières-les-Scellés site (France) since November 2025. Previously, he was successively prototype maker in the R&D Trimlab then Mission Head of R&D Frames at FORVIA Group.

He joined the FORVIA Group in 1995 as a qualified prototype agent. He held various employee representation offices from 1999 to 2017.

He has a professional qualification as a thin-sheet metal worker and holds an Aerospace TIG heavy and light metal welding license, which he obtained after receiving a G2 Baccalaureate (management) and a level III analyst programmer diploma.

Board member representing employees

Date of first appointment	November 1, 2017
Date of expiry of corporate office	October 31, 2029
Member	Audit Committee
Main position held outside the FORVIA Group	No such position
Other positions and corporate offices held in 2025 outside the FORVIA Group	No such corporate office
Positions and corporate offices held within the last five years and which have expired	No such corporate office

(*) Emmanuel Pioche participated in the employee shareholding plan carried out in 2021 and as such holds FCPE units invested in the Company's shares.



DATE OF BIRTH:
April 12, 1958

NATIONALITY:
French

NUMBER OF COMPANY'S
SHARES: **5,000**

Pierre-André de CHALENDAR

Pierre-André de Chalendar brings over 30 years of executive leadership, in particular as Chairman and CEO of Saint-Gobain.

He began his career in the public service, notably as a finance inspector at the Ministry of Finance and then as deputy director at the General Directorate for Energy and Raw Materials at the Ministry of Industry and Energy.

He later joined Compagnie de Saint-Gobain, where he held successive leadership positions: Vice President of Strategy, President of Abrasives, General Delegate for the United Kingdom, Deputy Chief Executive Officer in charge of Building Distribution and Deputy Chief Executive Officer from 2005 to 2007.

In 2007, Pierre-André de Chalendar became Chief Executive Officer (until 2021) and, from 2010 to 2024, Chairman of the Board of Saint-Gobain.

He served on the Board of BNP Paribas (2012-2024). He is currently a Board member of Veolia (since 2021), Bpifrance (since 2023) and Altice France (since 2025).

Pierre-André de Chalendar is a graduate of both ESSEC (1979) and the *École Nationale d'Administration* (1983).

Board Observer

Date of first appointment	BoD July 25, 2025 (effective September 1, 2025) as Board Observer

Date of expiry of corporate office	September 30, 2026

Main position held outside the FORVIA Group	Company Board member (see below)

Other positions and corporate offices held in 2025 outside the FORVIA Group

FRENCH LISTED COMPANIES

- Leading Independent Board member, Chairman of the Nomination Committee and member of the Compensation Committee and of the Purpose Committee of Veolia

FRENCH UNLISTED COMPANIES

- Board member, Chairman of the remuneration and the climate committee of Bpifrance
- Board member of Altice France

FOREIGN LISTED COMPANIES

- No such corporate office

FOREIGN UNLISTED COMPANIES

- No such corporate office

Other

- Honorary Chairman of the Board of Saint-Gobain
- Chairman of Institut de l'Entreprise
- Chairman of the Supervisory Board of ESSEC Business School
- Co-Chairman of La Fabrique de l'Industrie

Positions and corporate offices held within the last five years and which have expired

- Chairman of the Board (2010-2024) and Chief Executive Officer of Saint-Gobain (2007-2021)
- Board member of BNP Paribas (2012 – 2024)

4.1.2.3. Changes in the composition of the Board of Directors and the specialized Committees

During the past fiscal year and up to the date of this Universal Registration Document, the following changes occurred in the composition of the Board of Directors and the specialized Committees:

	Departure	Appointment	Reappointment
Board of Directors	Patrick KOLLER (GM of May 28, 2025) Nicolas PETER (BoD meeting of April 28, 2025, effective on April 30, 2025)	Martin FISCHER (GM of May 28, 2025) Lutz MESCHKE (GM of May 28, 2025, effective on January 1 st , 2026)	Penelope HERSCHER (GM of May 28, 2025) Valérie LANDON (GM of May 28, 2025) PEUGEOT 1810 represented by Robert PEUGEOT (GM of May 28, 2025)
Compensation Committee	N/A	N/A	N/A
Governance, Nominations and Sustainability Committee	N/A	N/A	Penelope HERSCHER (BoD meeting of April 16, 2025) ⁽¹⁾ PEUGEOT 1810 represented by Robert PEUGEOT (BoD meeting of April 16, 2025) ⁽²⁾
Audit Committee	N/A	N/A	Valérie LANDON (BoD meeting of April 16, 2025) ⁽³⁾ Lutz MESCHKE (BoD meeting of April 16, 2025, effective on January 1 st , 2026) ⁽⁴⁾

(1) Appointment made subject to the renewal of Penelope Herscher as a Board member by the General Meeting of May 28, 2025.

(2) Appointment made subject to the renewal of Peugeot 1810 as a Board member by the General Meeting of May 28, 2025.

(3) Appointment made subject to the renewal of Valérie Landon as a Board member by the General Meeting of May 28, 2025.

(4) Appointment made subject to the appointment of Lutz Meschke as a Board member by the General Meeting of May 28, 2025.

4.1.2.4. Governance structure and shareholder dialog

Separation of the positions of Chairman of the Board of Directors and Chief Executive Officer

The positions of Chairman of the Board of Directors and Chief Executive Officer have been separated since July 1, 2016. When the Chairman of the Board was reappointed with effect from May 30, 2024, the Board of Directors asserts the best way to ensure efficient, balanced, stable and visible governance is to maintain the current governance structure and existing collaboration between the Chairman of the Board of Directors and the Chief Executive Officer. As of the date of this Universal Registration Document, there is no plan to amend the separation of duties of the Chief Executive Officer and the Chairman.

Chairman of the Board of Directors

Michel de Rosen has been Chairman of the Board of Directors since May 30, 2017. His term of office as Chairman was renewed for a period of four years expiring at the close of the General Meeting called to approve the financial statements for the fiscal year ended December 31, 2023. It was renewed by the General Meeting of May 30, 2024 for a second four-year term.

Role of the Chairman of the Board of Directors

The role of Chairman of the Board of Directors is defined in the Board of Directors' internal rules, which are available on the governance page of the Company's website (www.forvia.com).

According to the internal rules, the Chairman of the Board of Directors organizes and directs the work of the Board of Directors and ensures that the Board and its specialized Committees function effectively, in accordance with good governance principles.

The Chairman must:

- promote the highest standards of integrity, probity and corporate governance across the Group, particularly at Board level, thus ensuring its effectiveness;
- manage relations between Board members and the Chairs of Board committees and, in this respect:
 - promote effective working relations and open communication, and foster an environment that enables constructive discussions and the sharing of information between Board members and the Chief Executive Officer, during and outside meetings,

- lead and govern the Board of Directors to create the conditions required for the overall effectiveness of the Board and its members, and ensure that all key and relevant issues are adequately prepared and discussed by the Board of Directors and the various committees in a timely manner,
- schedule and set the agenda of Board meetings, in consultation with the Chief Executive Officer and the Secretary of the Board, to take full account of the FORVIA Group's major challenges and issues raised by Board members, and ensure that sufficient time is devoted to in-depth discussion of significant and strategic matters,
- address any conflicts of interest,
- conduct, with the assistance of the Governance, Nominations and Sustainability Committee, assessments of the Board of Directors, the search for new Board members and their induction program;
- together with the Chief Executive Officer and the Chairs of the various committees, organize preparations for General Meetings and chair such meetings, and oversee relations and ensure effective communication with shareholders;
- manage relations with the Chief Executive Officer:
 - act as a competent advisor for the Chief Executive Officer on all issues regarding the interests and management of the Company,
 - ensure that the strategies and policies adopted by the Board are effectively implemented by the Chief Executive Officer; without prejudice to the prerogatives of the Board of Directors and its committees, the Chairman is regularly informed by the Chief Executive Officer of any significant event concerning the Company's strategy, in line with the objectives set by the Board of Directors, as well as major external growth projects, significant financial transactions, societal actions, or appointments of Business Group managers and other key positions within the Company. The Chairman receives from the Chief Executive Officer all information necessary to coordinate the work of the Board of Directors and its committees;
- coordinate or conduct specific projects. In particular, at the request of the Chief Executive Officer, the Chairman may represent the Company in dealings with stakeholders, public authorities, financial institutions, major shareholders and/or key business partners.

In 2025, Michel de Rosen coordinated the work of the Board of Directors in accordance with the bylaws and the internal rules and prioritized introducing practices to improve the way the Board operates. He took an active role to:

- review of changes in governance-related issues in light of legislative and regulatory developments;
- steer the external assessment of the Board of Directors for the 2024 fiscal year and help develop the procedure for the internal assessment of the Board of Directors for the 2025 fiscal year;
- engage in shareholder dialog (see the section on this topic below);
- perform committee work and reviews and attendance at certain committee meetings;
- participate in recruitment process for new Board members and, in general, reflections on the evolution of the Board of Directors and its composition, particularly with regard to the Group's strategic operations and their implications for governance;
- monitor FORVIA Group's operations/strategic issues with the Chief Executive Officer.

Chief Executive Officer (CEO)

Martin Fischer was appointed as Chief Executive Officer of the Company by the Board of Directors on December 2, 2024, effective from March 1st 2025, for an indefinite term, following Patrick Koller's mandate revocation.

Role of the Chief Executive Officer

The Chief Executive Officer is vested with the widest powers to act under all circumstances on behalf of the Company. He exercises these powers within the limits of the corporate purpose and subject to the powers expressly attributed by law to General Meetings of shareholders and to the Board of Directors.

He represents the Company in its relations with third parties. The Company is bound even by actions taken by the Chief Executive Officer that are outside the scope of the corporate purpose unless the Company establishes that the third party was aware that the action in question was beyond this scope or could not have been unaware of the facts given the circumstances. However, the mere publication of the bylaws is not sufficient to establish such proof.

The Board of Directors' internal rules provide for limitations on the Chief Executive Officer's powers. The Chief Executive Officer must therefore obtain approval from the Board of Directors before carrying out any acquisition, disposal, or joint venture project representing a total asset value of over €100 million and/or with sales in excess of €300 million. These internal rules also state that any material transaction which is not included in the Company's strategic plan must receive the prior approval of the Board of Directors.

Shareholder dialog

The Company attaches particular importance to shareholder dialog and has set up a specific structure based on three main areas to respond to the questions, concerns and queries of shareholders (both institutional investors and individual shareholders), asset managers and voting advisory agencies:

- **dialog on financial performance and strategy:** the Chief Financial Officer and his teams, under the responsibility of the Chief Executive Officer, issue communications on the performance of the past quarter or half-year at the end of each quarter, followed by conference calls or meetings with analysts and investors. In addition to these regular events, the Group encourages meetings between Management and financial market participants throughout the year at conferences and financial roadshows in France and abroad, in individual meetings or in groups. Lastly, in some years the Group organizes an investor day ("Capital Markets Day") to present its medium-term strategic vision, with some of these events dedicated to specific topics. The last Capital Markets Day was held on February 24, 2026. For more information on the Company's relations with the financial community, please refer to Chapter 5 "Capital stock and shareholding structure", Section 5.5 "Relations with the financial community";
- **dialog on non-financial performance:** the Sustainability organization meets and exchanges views with investors or non-financial rating agencies on FORVIA Group's Corporate Social Responsibility ("CSR") approach. This approach is detailed in Chapter 3 "Sustainability" of this Universal Registration Document. CSR topics may also be discussed at governance roadshows attended by the Chairman of the Board of Directors (see below);
- **dialog on governance:** the Chairman of the Board of Directors holds meetings with the main institutional investors and proxy advisors prior to Annual General Meetings, primarily to explain the resolutions to be voted at the General Meeting. These meetings are distinct from the financial roadshows organized by the Company's Finance team. They are an opportunity to discuss the evolution of the governance of the Company's and compensation, CSR and/or strategy topics.

4.1.2.5. Diversity policy within the Board of Directors

Principles

The Company's Board members come from a wide range of backgrounds and contribute diverse and complementary skills to the Board of Directors. This diversity is also reflected in the gender balance, range of nationalities and cultural backgrounds of Board members.

The Board of Directors, with the assistance of the Governance, Nominations and Sustainability Committee, implements a diversity policy in accordance with the applicable regulations and the AFEP-MEDEF Code.

The Board of Directors' diversity policy is designed to ensure:

- that the percentage of independent Board members is in line with AFEP-MEDEF Code recommendations;
- balanced representation of women and men on the Board of Directors, with a percentage of female Board members in line with the applicable legal provisions (a minimum of 40%);
- employee representation on the Board of Directors, with the number of Board members representing employees in line with the applicable legal provisions;
- that Board members have the necessary expertise and experience to carry out their duties successfully in accordance with FORVIA Group's strategy and interests (regions, activities, etc.);
- the complementary skills required for the Board's work;
- international diversity;
- compliance with the Company's bylaws concerning age limits.

To evaluate the skills and profiles needed for the composition of the Board of Directors, the Governance, Nominations and Sustainability Committee refers to the principles outlined above and to a skills' matrix (see below). The Committee also seeks to determine the most appropriate composition for the Board of Directors. The GNSC also performs an annual assessment of the performance and contributions of each Board member.

Implementation and results of the diversity policy within the Company's Board of Directors

Skills

	Experience in the Group's core businesses	Experience in an industrial company	International experience	Automotive technologies	Governance/Management of large companies	Specific knowledge of a geographic market	Banking/Finance	Digital/Data-based technologies	Leadership and crisis management	CSR	Risk management	Energy/Electrification
Michel de ROSEN		•	•		•	•			•			
Daniel BERNARDINO	•	•		•	•	•			•		•	
Michael BOLLE	•	•	•	•	•	•		•	•		•	•
Christel BORIES		•	•		•	•			•	•		•
Judy CURRAN	•	•	•	•	•	•		•	•		•	•
Martin FISCHER	•	•	•	•	•	•			•	•	•	•
Esther GAIDE			•		•		•	•	•	•	•	
Penelope HERSCHER			•		•	•		•	•	•		
Valérie LANDON			•		•	•	•		•			
Jean-Bernard LÉVY		•	•		•		•		•	•		•
Denis MERCIER		•	•		•			•	•	•	•	
Lutz MESCHKE	•	•	•	•	•		•	•	•		•	
Robert PEUGEOT	•	•	•	•	•		•		•	•	•	•
Emmanuel PIOCHE	•	•		•	•				•		•	
Pierre-André de CHALENDAR (Board Observer)		•	•		•				•	•		

Independence

At December 31, 2025, the Board of Directors had 13 Board members, including nine independent, representing 82% of its membership⁽¹⁾. This percentage does not include Board members representing employees, who are excluded from the calculation in accordance with the recommendations of the AFEP-MEDEF Code.

The percentage of independent Board members is significantly higher than that recommended by the AFEP-MEDEF Code (50%).

For more information on the independence analysis, please refer to Section 4.1.2.6. "Independence of members of the Board of Directors".

Balanced representation of women and men

At December 31, 2025, the Board of Directors had five women members, representing 45% of its membership⁽²⁾. This percentage does not include Board members representing employees, who are excluded from the calculation in accordance with the applicable legal provisions.

This percentage is higher than that set by Article L. 22-10-3 of the French Commercial Code (40%).

Employee representation

At December 31, 2025, the Board of Directors had two Board members representing employees, in accordance with Article L. 225-27-1 of the French Commercial Code.

The Board members representing employees bring to the Board their extensive knowledge of the Group and the operational aspects of its business.

International diversity

At December 31, 2025, the Board of Directors comprised six different nationalities (German, American, British, Czech, French and Portuguese).

The majority of Board members have international careers and responsibilities.

Age and length of service

At December 31, 2025, the Board members were aged between 55 and 75, with an average age of 64. At that date, two Board members and the permanent representative of one Board member were aged over 70. The average length of service on the Board of Directors is five years⁽³⁾, ranging from seven months to ten years.

The composition of the Board of Directors complies with the age limit requirements provided by law and reiterated in the Bylaws, which stipulate that the number of Board members aged over 70 years shall not exceed one-third of those in office. In addition, the Company's Bylaws provide for an age limit of 75 years for the Chairman of the Board of Directors.

Changes in the composition of the Board of Directors

On the recommendation of the Governance, Nominations and Sustainability Committee and the Board of Directors, the General Meeting of May 28, 2025:

- appointed for a period of four years (i) Martin Fischer as the executive Board member to succeed Patrick Koller, following the Board's revocation of Patrick Koller's mandate as Chief Executive Officer and (ii) Lutz Meschke as an independent Board member, with effect as of January 1, 2026. This second appointment was linked to the resignation of Nicolas Peter due to his nomination as Chairman of the Supervisory Board of BMW group. Lutz Meschke brings to the Board his extensive experience and expertise in the automotive sector;
- renewed Penelope Herscher, Valérie Landon and Peugeot 1810 (permanently represented by Robert Peugeot) as Board members for a period of four years, i.e., until the close of the General Meeting to be held in 2029 to approve the financial statements for the fiscal year ending on December 30, 2028.

4.1.2.6. Independence of members of the Board of Directors

In accordance with the AFEP-MEDEF Code, the Board of Directors, acting on the recommendation of the Governance, Nominations and Sustainability Committee, examines the independence of each of its members at least once a year and whenever a new Board member is appointed.

The AFEP-MEDEF Code states that a Board member is independent when they have no relationship of any kind whatsoever with the Company, its Group or its Management which might compromise the exercise of their free judgment.

In order to analyze the independence of its members, the Board of Directors applies the criteria provided for in the AFEP-MEDEF Code, also reflected in the internal rules of the Board of Directors, as follows:

• Criterion 1: Employee or Corporate Officer in the previous five years

Not to be and not to have been during the course of the previous five years:

- an employee or Executive Corporate Officer of the Company;
- an employee, Executive Corporate Officer or a director of a company consolidated by the Company;
- an employee, Executive Corporate Officer or a director of the Company's parent company or a company consolidated by this parent.

(1) As from January 1, 2026, the Board of Directors has ten Independent Board members, representing 83.33% of its membership, as the mandate of Lutz Meschke became effective as of this date.

(2) As from January 1, 2026, this percentage will be 41.66% as the mandate of Lutz Meschke became effective as of this date.

(3) This calculation incorporates the length of service of Peugeot 1810, represented by its permanent representative Robert Peugeot since May 31, 2021 (and not Robert Peugeot's length of service as an individual Board member of the Company from May 29, 2007 to May 31, 2021).

- **Criterion 2: Cross-directorships**

Not to be an Executive Corporate Officer of a company in which the company holds a directorship, directly or indirectly, or in which an employee appointed as such or an Executive Corporate Officer of the Company (currently in office or having held such office during the last five years) is a director.

- **Criterion 3: Significant business relationships**

Not to be a customer, supplier, commercial banker, investment banker or consultant:

- that is material to the Company or its group; or
- for which the Company or its group represents a significant part of its business.

The evaluation of the significant or non-significant relationship with the Company or its group must be debated by the Board and the quantitative and qualitative criteria that lead to the evaluation (continuity, economic dependence, exclusivity, etc.) must be explicitly stated in the corporate governance report.

- **Criterion 4: Family ties**

Not to be related by close family ties to a Corporate Officer.

- **Criterion 5: Statutory Auditors**

Not to have been a Statutory Auditor of the Company within the previous five years.

- **Criterion 6: Term of office exceeding 12 years**

Not to have been a Director of the Company for more than 12 years. The status of independent director is lost as soon as the 12-year limit is reached.

- **Criterion 7: Status of non-Executive Corporate Officer**

A non-Executive Corporate Officer cannot be considered as independent if he/she receives variable compensation in cash or in shares or any compensation linked to the performance of the Company or the Group.

- **Criterion 8: Status of main shareholder**

Directors representing main shareholders of the Company or its parent company can be considered as independent provided that they do not contribute to the control of the Company. However, beyond the threshold of 10% shareholding or voting rights, the Board, based on the report of the Appointments Committee, systematically reviews the qualification of independence, by taking into account the share ownership in the Company and the existence of a potential conflict of interest.

Annual independence review

At its meeting of February 23, 2026, on the recommendation of the Governance, Nominations and Sustainability Committee, the Board of Directors reviewed the status of each of the Board members in office on December 31, 2025 and of Lutz Meschke whose mandate became effective on January 1, 2026, based on the above criteria.

This analysis is carried out each year on the basis of a questionnaire sent to all Board members in which they are, in particular, asked to detail the business relationships with the FORVIA Group during the year and any potential conflict of interest.

The business relationship criterion was examined using a multi-criteria approach, including a quantitative and qualitative analysis to assess its significance. The analysis includes a review of the relationships, contracts, and partnerships existing between the FORVIA Group and the company or group in which the Board member holds an executive position or corporate office. This review was carried out with FORVIA Group's departments responsible for purchasing, sales, R&D, M&A and finance.

Quantitative and qualitative analysis

It appears that while the FORVIA Group may have purchased products and benefited from services from companies or groups in which some of its Board members who could be classified as independent held roles during the 2025 fiscal year, the amounts paid for these products and services were determined under ordinary and normal conditions and involved amounts that were immaterial for both those groups/companies and for the FORVIA Group.

These quantitative elements are therefore not likely to call into question the independence of the Board members concerned.

As part of this analysis, the Board of Directors examined from a qualitative point of view the nature and intensity of the business relationship with the FORVIA Group (potential economic dependence and exclusivity, distribution of negotiating power) as well as the organization of the relationship (position of the relevant Board member within the contracting group, direct or indirect decision-making powers or influence on the business relationship, level of decision-making within the Group, shareholding structure...).

In-depth analysis on business relationships

The Board of Directors examined particularly closely the business relationships that may exist between the FORVIA Group and the entity or group from which each member of the Board (who may be qualified as independent) comes and who carries out a corporate office, namely:

- **Valérie Landon**

The Board of Directors carried out an in-depth analysis regarding the offices held by Valérie Landon as at December 31, 2025.

After verification, it should be noted that in June 2025, Valérie Landon was appointed as non-executive director of Nissan Motor Co., Ltd, the parent company of the Nissan Group, in addition to her directorship at FORVIA.

The Board of Directors carried out a quantitative and qualitative review of the appointment of Valérie Landon and of the business relationships between the Nissan group and the FORVIA Group.

Valérie Landon, in this capacity as non-executive director of Nissan, considered individually, has no direct or indirect decision-making authority over the commercial relationships of the members of the Nissan group vis-à-vis the members of the FORVIA Group, and vice versa. In addition, Nissan (and the members of the Nissan group, taken as a whole) is not a significant client for the FORVIA Group. The FORVIA Group is not a significant supplier for the Nissan group.

Consequently, the Board of Directors considered that Valérie Landon does not have directly or indirectly any significant business relationships with the FORVIA Group likely to affect her freedom of judgment or independence.

- **Denis Mercier**

The Board of Directors carried out an in-depth analysis regarding the offices held by Denis Mercier as at December 31, 2025.

After verification, it should be noted that Denis Mercier has been appointed as board member of Actia Group on December 9, 2025.

The Board of Directors carried out a quantitative and qualitative review of the situation of Denis Mercier and of the business relationships between the Actia group and the FORVIA Group.

Denis Mercier, in his new capacity as board member of Actia Group, considered individually, has no direct or indirect decision-making authority over the commercial relationships of the members of the Actia group vis-à-vis the members of the FORVIA Group, and conversely.

Consequently, the Board of Directors considered that Denis Mercier did not have directly or indirectly any significant business relationships with the FORVIA Group likely to affect his freedom of judgment or independence.

- **Lutz Meschke**

The Board of Directors carried out an in-depth analysis regarding the offices held by Lutz Meschke as at December 31, 2025.

After verification, it should be noted that Lutz Meschke held positions within Porsche AG and was still active at Porsche Holding SE.

The Board of Directors carried out a quantitative and qualitative review of the situation of Lutz Meschke and of the business relationships between the Porsche group and the FORVIA Group.

As regards the business relationships criteria, the Board of Directors considered that Lutz Meschke's former operational positions at Porsche AG and position at Porsche Holding SE should not prevent him from qualifying as an independent director even though Porsche Holding SE holds more than 50% of the voting rights in Volkswagen AG, the parent company of the Volkswagen Group, the largest client of the FORVIA Group.

Regarding his position at Porsche AG, Lutz Meschke resigned from his executive functions in 2025 and ceased any connections with Porsche AG on January 1, 2026.

Regarding his position at Porsche Holding SE, the Board of Directors noted that Porsche Holding SE does not control Volkswagen AG within the meaning of IFRS 10 and cannot appoint the majority of the members of Volkswagen AG's Supervisory Board. Porsche Holding SE only exercises a significant influence over Volkswagen AG, which is not included in the consolidated financial statements of Porsche Holding SE by way of full consolidation. Lutz Meschke in his capacity as member of the Executive Board of Porsche Holding SE has no direct or indirect decision-making power in respect of the business relations between the Volkswagen Group and the FORVIA Group. In addition, Porsche Holding SE is not a client of the FORVIA Group and the latter is not a significant supplier for Porsche AG.

Consequently, Lutz Meschke, in his capacity as Board Member of the Company, will have no direct or indirect decision-making power in the commercial relations of the FORVIA Group.

In any event, the Board of Directors noted that Lutz Meschke's position at Porsche Holding SE ended on December 9, 2025 and that Lutz Meschke's corporate office within the Company has been effective since January 1, 2026.

Conclusion and summary

The Board of Directors, on the recommendation of the Governance, Nominations and Sustainability Committee, considered ten of the Board members in office on February 23, 2026 to be independent: Michel de Rosen, Michael Bolle, Christel Bories, Judy Curran, Esther Gaide, Penelope Herscher, Valérie Landon, Jean-Bernard Lévy, Denis Mercier and Lutz Meschke, i.e. a rate of 83% (excluding Board members representing employees in accordance with the AFEP-MEDEF Code), which is significantly higher than the percentage recommended by the AFEP-MEDEF Code (50%).

In addition, the Board of directors carried out an in-depth analysis regarding the offices held by the Board Observer, Pierre-André de Chalendar, as at December 31, 2025 and consequently ensured that he also met the independence criteria.

It is specified that if a conflict of interest were to arise, the rules for managing such conflicts set out in the internal rules would apply (for details of these rules, see Section 4.1.3.1. "Organization of the Board of Directors", paragraph "Board members' obligations" below).

The results of the independence review of the Board members in office as of February 23, 2026 are set out in the summary table below:

Criteria	Criterion 1	Criterion 2	Criterion 3	Criterion 4	Criterion 5	Criterion 6	Criterion 7	Criterion 8	Independence of the Board member
Michael BOLLE	✓	✓	✓	✓	✓	✓	-	✓	Yes
Christel BORIES	✓	✓	✓	✓	✓	✓	-	✓	Yes
Judy CURRAN	✓	✓	✓	✓	✓	✓	-	✓	Yes
Martin FISCHER	✗	✗ ⁽²⁾	✓	✓	✓	✓	-	✓	No
Esther GAIDE	✓	✓	✓	✓	✓	✓	-	✓	Yes
Penelope HERSCHER	✓	✓	✓	✓	✓	✓	-	✓	Yes
Valérie LANDON	✓	✓	✓	✓	✓	✓	-	✓	Yes
Jean-Bernard LÉVY	✓	✓	✓	✓	✓	✓	-	✓	Yes
Denis MERCIER	✓	✓	✓	✓	✓	✓	-	✓	Yes
Lutz MESCHKE	✓	✓	✓	✓	✓	✓	-	✓	Yes
PEUGEOT 1810 with Robert PEUGEOT	✗	✓	✗	✓	✓	✗ ⁽³⁾	-	✓	No
Michel de ROSEN	✓	✓	✓	✓	✓	✓	✓	✓	Yes
Daniel BERNARDINO ⁽¹⁾	-	-	-	✓	-	-	-	-	-
Emmanuel PIOCHE ⁽¹⁾	-	-	-	-	-	-	-	-	-

✓ means independence criterion met. ✗ means independence criterion not met.

(1) In accordance with the AFEP-MEDEF Code, Board members representing employees are not included in the calculation of the percentage of independent Board members.

(2) Martin Fischer's seat on the Shareholder Committee of HELLA GmbH & Co KGaA was taken into account when assessing this criterion.

(3) The length of service of Robert Peugeot permanent representative of Peugeot 1810, who was a Board member of the Company in his own name for 14 years, was taken into account when assessing this criterion.

4.1.3. Organization and functioning of the Board of Directors

The functioning of the Board of Directors is governed by laws and regulations and by internal provisions, i.e., the bylaws which were last amended on May 28, 2025 and internal rules of the Board of Directors, which were last amended on July 25, 2025.

The Board of Directors' internal rules:

- set out the tasks of the Board and its specialized Committees;
- describe the role of the Chairman, the Chief Executive Officer and the Secretary of the Board;
- detail the Board's operating rules and procedures and the rights and duties of the Board members.

The internal rules are available on the governance page of the Company's website (www.forvia.com).

4.1.3.1. Organization of the Board of Directors

Onboarding of new members and training

The Board of Directors pays particular attention to the onboarding of new Board members. An induction program has been put in place to ensure that Board members are well-prepared to carry out their duties effectively. The program introduces Board members to various aspects of FORVIA Group, including organizational, functional and governance matters. This program includes an operational element aimed at providing an understanding of the Group's business and products through visits to sites and plants in various parts of the world. These visits are rounded off by meetings with members of the Executive Committee in which the Group's organizational structure, business and challenges are presented.

When appointed or at any time during their term of office if they consider it necessary, Board members may also receive additional training on the specific characteristics of the Group, its core businesses and its business sector, and its challenges in terms of corporate social responsibility.

Board members representing employees also benefit from a system of training tailored to the performance of their duties, of at least 40 hours per year. The precise content of the training is agreed with the Chairman of the Board of Directors.

Number of meetings and duration

The Chairman convenes Board of Directors' meetings and communicates the agenda.

The internal rules state that the Board of Directors must meet at least four times per year, in accordance with the bylaws, to discuss the items tabled by the Chairman. The Board of Directors also meets at least once a year without the Chief Executive Officer in attendance to assess the Chief Executive Officer's performance and discuss any governance-related matters ("executive session").

In practice, executive sessions are held at the beginning of each regular Board of Directors' meeting with all Board members present (including the Board members representing employees), except the Chief Executive Officer (also a Board member) and any members of management.

Each Board meeting must be of a sufficient length to enable useful and in-depth discussion of the items on the agenda.

Information

The Chairman, assisted by the Secretary of the Board of Directors, is responsible for providing Board members and the Board Observer with the information and documents required for Board meetings in a timely manner. Outside the meetings, Board members receive from the Chairman important or urgent information relevant to the Company and the FORVIA Group. The Board of Directors also receives press releases issued by the Company.

Any additional information or document provided to a Board member at his or her request is automatically provided to all other Board members.

Such information and documents may be provided during meetings when confidentiality or timeliness constraints so require.

Representation

In accordance with the law, a Board member may designate another Board member to represent him or her at Board meetings.

The internal rules provide for the possibility of attending Board meetings by means of telecommunication, particularly to allow Board members who are unable to physically attend a Board meeting to participate effectively in that meeting. Board members using this procedure are considered present for the purpose of calculating the quorum and majority.

The internal rules also provide that, in accordance with Article 4 of the bylaws, decisions of the Board of Directors may be taken by written consultation of the Board members.

Quorum and majority

The Board of Directors may validly deliberate if at least half of its members are present at the meeting (in person or by means of telecommunication) or represented.

Decisions are taken by a simple majority of members present (in person or by means of telecommunication) or represented. In the event of a tie, the Chairman of the Meeting has a casting vote.

In the event the decisions are adopted if at least half the Board members have taken part in the written consultation, and by a majority of the members taking part in this consultation. The Chairman also has a casting vote in the event of a tie.

Board members' and Observer's obligations

The internal rules impose certain obligations on Board members and on the Board Observer with the aim in particular of ensuring that they are familiar with the provisions that apply to them, avoiding conflicts of interest, ensuring that they devote the necessary time and attention to their duties and that they comply with the rules regarding multiple corporate offices and related-party agreements.

Regarding information, Board members must request information they believe is necessary to perform their duties and to allow them to make informed decisions on the topics covered by the Board of Directors. Concerning non-public information obtained during the course of their work, they should consider themselves to be bound by a full confidentiality obligation that goes beyond the mere duty of discretion provided for by law, and not share this information with a third party outside the Board of Directors. In accordance with European Regulation 2157/2001 on European Companies, even after the termination of their duties, Board members may not disclose any information they have about the Company, the disclosure of which could be prejudicial to the Company's interests, except in cases where such disclosure is required or permitted by national law.

The internal rules of the Board of Directors also stipulate that Board members must act in the Company's interests and participate in Board of Directors' meetings as well as the Committee on which the Board member sits.

These obligations relate to the holding of a minimum number of Company shares (this obligation does not apply to Board members representing employees), the manner in which they are held and compliance with the rules applicable to securities transactions and shareholdings (see Section 4.5 "Shareholding by corporate officers and transactions in the Company's securities" of this Universal Registration Document).

Prevention of conflicts of interest

To properly manage conflicts of interest, all Board members are required to inform the Board of Directors of any situation that creates a temporary conflict of interest, even if it is only a potential conflict of interest, and must abstain from voting in the corresponding deliberation and attending Board meetings for the period during which the said Board member has a conflict of interest, or even resign from his or her duties as a Board member. Failure to comply with these abstention or withdrawal rules could result in the Board member being held liable. In the event of a conflict of interest, the Board member concerned will not receive the supporting documents for the Board meeting(s) in question.

Specialized Committees

To optimize its discussions, the Board of Directors has set up a number of specialized Committees. These Committees have a purely internal role involving preparing certain matters for the Board's deliberation. They issue proposals, opinions and recommendations within their field of competence. Each specialized Committee has its own internal rules, approved by the Board of Directors, which determine its composition, its operating procedures and rules for appointing members, and its specific responsibilities and powers.

These committees report on their work to the Board of Directors after each meeting and perform a self-assessment of their activities on an annual basis.

As of the date of this Universal Registration Document, the Board of Directors had three permanent specialized Committees:

- the Audit Committee;
- the Governance, Nominations and Sustainability Committee; and
- the Compensation Committee.

Board Observer

The General Meeting may appoint one or more Board Observers, who may or may not be shareholders.

The duties of the Board Observer(s) are as follows:

- advise the Board of Directors and the Company;
- ensure the bylaws are applied appropriately;
- audit the accounts, making any relevant observations in the course of the annual ordinary shareholders' meeting.

Their term of office shall not exceed six years.

Individuals eligible for appointment as Board Observer must be under 70 years of age.

The Board Observer(s) attend Board meetings solely in an advisory capacity.

Board Observer(s) are bound by the same general obligation of confidentiality and conflicts of interest as the Board members and are subject to the same restrictions on trading in the Company's shares.

The Board of Directors may decide that Board Observer(s) can receive compensation; it determines the terms and conditions of such compensation, where applicable, on the recommendation of the Compensation Committee.

On 28 May 2025, the shareholders' meeting, amending the Bylaws, exceptionally allowed the Board of Directors to appoint in 2025 a Board Observer for a maximum period of one year, who could be proposed as Board member at the 2026 shareholders' meeting.

4.1.3.2. Number of meetings of the Board of Directors and of the specialized Committees and attendance rates

The Board of Directors met ten times during the fiscal year ended December 31, 2025. The attendance rate at these meetings, by Board member and overall, is shown in the table below.

In addition, five executive sessions (sessions without the presence of the management team including the Chief Executive Officer) were held in 2025.

In 2025, the Audit Committee met six times, the Governance, Nominations and Sustainability Committee met five times, these two Committees also had one joint meeting dedicated to CSRD, and the Compensation Committee met five times, i.e., a total of 17 meetings.

The frequency and regularity of meetings of the Board and specialized Committees allow for thorough discussion and review of the matters put before them.

The table below shows each Board member's attendance rate during the 2025 fiscal year at meetings of Board and of any specialized Committees of which they are a member.

	Attendance at Board meetings	Attendance at Audit Committee meetings	Attendance at Governance, Nominations and Sustainability Committee meetings	Attendance at Compensation Committee meetings
Michel de ROSEN	100%	n/a	100%	n/a
Daniel BERNARDINO	100%	n/a	n/a	100%
Michael BOLLE	90%	n/a	n/a	100%
Christel BORIES	90%	n/a	n/a	80%
Judy CURRAN	100%	100%	n/a	n/a
Martin FISCHER ⁽¹⁾	100%	n/a	n/a	n/a
Esther GAIDE	100%	100%	n/a	n/a
Penelope HERSCHER	100%	n/a	83%	n/a
Patrick KOLLER ⁽²⁾	100%	n/a	n/a	n/a
Valérie LANDON	100%	100%	n/a	n/a
Jean-Bernard LÉVY	100%	n/a	100%	n/a
Denis MERCIER	90%	n/a	n/a	100%
PEUGEOT 1810 (Robert PEUGEOT)	90%	n/a	100%	n/a
Nicolas PETER ⁽³⁾	100%	100%	n/a	n/a
Emmanuel PIOCHE	100%	100%	n/a	n/a
TOTAL	97%	100%	96%	95%

n/a: not applicable.

(1) Attendance rate calculated from May 28, 2025, start of term.

(2) Attendance rate calculated until May 28, 2025, end of term.

(3) Attendance rate calculated until April 30, 2025, end of term.

4.1.3.3. Roles and responsibilities of the Board of Directors and report on its business

The Board of Directors is a collective body that determines the Company's business strategy and oversees its implementation, in accordance with its corporate interest, taking into consideration the social and environmental challenges associated with its business. Subject to the powers explicitly attributed to shareholders' meetings and within the limits of the corporate purpose, the Board considers any matter relating to the proper functioning of the Company and resolves, through its deliberations, matters concerning the Company and the FORVIA Group. It is consulted on all Company and Group strategic decisions at the Chairman's initiative.

The main tasks of the Board of Directors as set out in its internal rules, and the key points of its 2025 Activity report, are outlined in the table below. The Board of Directors' activity in 2025 was dominated by the acceleration of the debt reduction and the refinancing of the FORVIA Group, and strategic planning.

Topics	Tasks	2025 Activity Report
General/ Strategy	- Setting strategic priorities: determining and monitoring the implementation of decisions relating to the Company's main strategic, economic, social, financial, technological and environmental priorities. The medium-term direction of FORVIA Group's activities is defined by a strategic plan. The draft plan is prepared and presented by the Chief Executive Officer before being adopted by the Board of Directors. - Prior authorization to be granted to the Chief Executive Officer for (i) any proposed acquisition, disposal, or joint venture project representing a total asset value of over €100 million and/or with sales in excess of €300 million and (ii) any significant transaction that is not included in the Company's strategic plan.	- Updates on the Group's debt reduction, asset disposal plan and M&A projects. - Review of the Group's commercial and strategic priorities, including review and monitoring of the EU-FORWARD program, with a day devoted to the Group's long-term strategy. - Updates on the monitoring of synergies and the acquisition of control of HELLA and the terms of its refinancing. - Regular review of the Group's CSR strategy and approach, including (i) the updating and implementation of the roadmap outlining the Group's CSR objectives, with a particular focus on the Group's CO₂ neutrality project and diversity and (ii) the Group's external CSR communication. - Monitoring the Group's actions towards compliance with the European CSR Directive, including a review of the sustainability statement.
Financial statements and relations with Statutory Auditors	- Approval of the annual and interim parent company and consolidated financial statements and preparation of the Company and FORVIA Group management reports. - Verification of the relevance, consistency and proper application of the accounting policies used to prepare the financial statements. - Monitoring the financial reporting process. - Selection of the Statutory Auditors proposed for appointment by the General Meeting, and verification that they meet the rules designed to ensure their independence, including with regard to the amount of their fees.	- Review and approval of the 2024 annual financial statements (parent company and consolidated) and 2025 interim financial statements (consolidated). - Review of the allocation of the net income of the Company and proposal for non-payment of a dividend for the fiscal year ended December 31, 2024. - Approval or review (as the case may be) of press releases relating in particular to (i) the 2024 results and the 2025 annual guidance and its adjustments, (ii) the results for the first half of 2025 and (iii) the sales figures for the first and third quarters of 2025.
Budget and planning	- Approval of the annual budget. - Periodic review of FORVIA Group's business and of budget execution. - Approval of forecast management items and related reports.	- Review of the strategic plan and approval of the 2026 budget. - Delegation of authority granted to the Chief Executive Officer to draw up forecasting documents. - Regular review of the Company's figures and results. - Review of forecast results and the annual guidance for 2025 and its adjustments.

Topics	Tasks	2025 Activity Report
Financial position, financing and securities issues	- Quarterly review of the Group's financial and cash position and off-balance sheet commitments. - Decision to carry out issues of bonds and complex securities that do not lead to an increase in capital. - Carrying out transactions impacting the capital under the authority delegated by the Extraordinary General Meeting. - Authorization of sureties, endorsements and guarantees, allocation of an annual amount of sureties to be issued by the Chief Executive Officer and determination of the terms and conditions thereof.	- Regular updates on financing, cash flow and fixed costs. - Renewal of the authorization given to the Chief Executive Officer to grant sureties, endorsements, and guarantees. - Authorization of several bond issues in US dollars, euros and yens. - Authorization of a share buy-back program. - Review of the performance of the Company share price.
Internal control and risk management	- Monitoring the effectiveness of the internal control and risk management systems and regular review of opportunities and risks (financial, legal, operational, social and environmental). - Monitoring the implementation of a system to prevent and detect corruption and influence peddling. - Review of risk monitoring and control, at least annually, based on a presentation by the Audit Committee.	- Review of risks and opportunities; approval of the risk chapter of the Universal Registration Document. - Review of the risk management process.
Compensation	- Compensation of the Chairman, the Chief Executive Officer and Board members. - Implementation of stock subscription or purchase option plans, performance share plans and any other type of long-term compensation, and approval of lists of beneficiaries.	- Approval of compensation policies for corporate officers and implementation (including setting targets for the Chief Executive Officer's variable compensation). - Review of the achievement of the performance criteria for the Chief Executive Officer's annual variable compensation in 2024 and setting 2025 applicable objectives. - Review of changes in the compensation policy for the Chief Executive Officer in respect of 2025. <i>Ex post</i> 2024. - Review of the financial conditions relating to the revocation of Patrick Koller's duties as Chief Executive Officer and decision to prorate Performance Share plans outstanding rights with respect to his presence during the performance periods. - Review of the proposed compensation and other mandate items for Martin Fischer as the new Chief Executive Officer. - Assessment of achievement of the internal and external criteria for Performance Share plan No. 14. - Approval of Performance Share and Restricted Share plans No. 17. - Assessment of defined-benefit pension plan PAPP 2 2024 performance achievement. - Setting of CEO Defined contribution pension plan 2025 Performance conditions. - Review of the Board members compensation.

Topics	Tasks	2025 Activity Report
Governance	• Review of the governance structure: determination of the Company's Executive Management procedures, creation of Board committees, appointment of their members, determination of their responsibilities and operating procedures. • Co-option and proposals to appoint or reappoint Board members, appointment or reappointment of the Chairman and the Chief Executive Officer. • Preparation and regular monitoring of the succession plan for executive and non-executive corporate officers. • Preparation and regular monitoring of the succession plan for Leadership and Executive Committee members. • Governance assessments: work of the Board and its committees; assessment of the independence of Board members. • Authorization of "related-party" agreements and undertakings within the meaning of the law. • Prior notice before an executive corporate officer accepts a new corporate office in a listed company. • Monitoring of the implementation of the policy on non-discrimination and diversity within the Company's management bodies in accordance with the AFEP-MEDEF Code and applicable regulations.	• Examination of the results of the external assessment of the functioning of the Board and its committees in respect of 2024 and preparation of the internal assessment for the 2025 fiscal year. • Assessment of Board members' independence. • Proposals to reappoint and appoint Board members and a Board Observer. • Update on the composition of committees. • Review of the succession plan for executive and non-executive corporate officers. • Review of the succession plan for Leadership and Executive Committee members. • Preparation of Board Chairman succession. • Approval of the 2024 Universal Registration Document and the management report. • Review of ongoing related-party agreements with HELLA. • Amendment of the Bylaws (appointment of a Board Observer and simplification of the organization of the Board and its Committees further to Attractiveness Law).
General Meeting	• Convening the General Meeting and setting the agenda and finalizing the draft resolutions. • Response to written questions, which may be delegated to Board members, the Chief Executive Officer, or a Deputy Chief Executive Officer.	• Review of arrangements for holding the General Meeting (voting procedures, handling of questions before and during the meeting, delegation of responsibility to the Chief Executive Officer to finalize the arrangements for the meeting and to answer written questions). • Convening the Combined General Meeting of May 28, 2025, agreeing the agenda and resolutions submitted to shareholders for approval and the explanatory notes. • Reply to the written questions submitted by shareholders prior to the AGM.
Other points		• Review of the performance of the liquidity contract and renewal thereof.

4.1.4. Succession Plan

4.1.4.1. Succession planning process

In accordance with its Internal Rules, the Board of Directors establishes and regularly monitors the succession plan for the company officers, i.e., the Chief Executive Officer, the Chairman of the Board of Directors and the Executive Committee members.

The Board relies on the work of the Governance, Nominations and Sustainability Committee, which prepares the succession plan and makes recommendations regarding the appointment and renewal of company officers.

The succession plan for the company officers is designed to anticipate both unexpected and planned departures. It is based on identifying and developing a pool of internal and external candidates, to ensure management continuity in the short, medium and long term.

4.1.4.2. Succession Plan implemented in 2025

The Board of Directors and the Governance, Nominations and Sustainability Committee conduct an annual review of the succession plan for the company officers, based on the assumptions and time horizons to be considered.

The most recent review of the succession plan was carried out by the Board of Directors at its meeting on December 11, 2025, following preparatory work by the Governance, Nominations and Sustainability Committee.

4.1.4.2.1. Succession of the Chief Executive Officer

In 2023, Patrick Koller informed the Board of Directors of his intention to step down from his position as Chief Executive Officer mid-2026. The Governance, Nominations and Sustainability Committee, with the Board's approval, then initiated a process to select the Chief Executive Officer's successor, taking this timeframe into account.

The Board, with the assistance of an external firm, defined the desired profile for the Chief Executive Officer role. Each Board member was consulted during the process to provide insights on market trends, industry challenges, and strategic considerations, thereby contributing to the work of the external firm, the Governance, Nominations and Sustainability Committee, and the Board.

Following review of internal and external profiles, the Governance, Nominations and Sustainability Committee created a shortlist of possible candidates.

Then, individual interviews were held between candidates and each Committee member. The Committee met to discuss the candidates and ultimately, it unanimously recommended Martin Fischer to the Board of Directors, highlighting his international industry experience, skills, strategic vision, and leadership qualities.

The Board considered Martin Fischer's availability and the risk of losing him as a candidate in light of recruitment processes with other companies. Recognizing the complexity of the challenges the Company would face in 2025 and beyond, the Board decided to accelerate the Chief Executive Officer transition, and appointed Martin Fischer as Deputy Chief Executive Officer, effective December 6, 2024. This provided for a short transition period. Martin Fischer succeeded Patrick Koller, whose revocation was effective as of March 1, 2025.

4.1.4.2.2. Succession of the Chairman of the Board

The Board anticipated Michel de Rosen's retirement in 2026, given the age limit of 75 set forth in the Company's bylaws.

Accordingly, in 2023, the Governance, Nominations and Sustainability Committee initiated a search process by engaging an executive external firm to identify internal and external profiles.

During 2024 and 2025, the Governance, Nominations and Sustainability Committee also assessed the profiles of current Board members.

In July 2025, upon the Governance, Nominations and Sustainability Committee's recommendation, the Board appointed Pierre-André de Chalendar as Board Observer, identifying him as the potential candidate for the role of Chairman of the Board.

This appointment reflects the Board's intention to ensure a transition period with Michel de Rosen. As Board Observer, Pierre-André de Chalendar actively participates in the Board's work and discussions, fostering close collaboration with the Company's management in preparation for a potential chairmanship.

The Board of Directors will propose to appoint Pierre-André de Chalendar, as Board member, to the 2026 shareholders' meeting. Subject to his appointment as Board member, the Board of Directors would consider Pierre-André de Chalendar as its future Chairman.

4.1.4.3. Involvement of corporate officers

The Chairman of the Board of Directors and the Chief Executive Officer, in their capacity as Board members, participate in the Board's work on succession planning. In particular, they contribute to identifying the key skills required and assessing potential successors.

The current Chairman of the Board of Directors, Michel de Rosen, is particularly involved in succession planning, as he is also a member of the Governance, Nominations and Sustainability Committee.

4.1.4.4. Prevention of conflicts of interest

Conflicts of interest related to the succession plan are addressed in accordance with the rules set out in Section 4.1.3.1.

4.1.5. Specialized Committees of the Board of Directors

The Board of Directors has established three permanent specialized Committees: the Audit Committee, the Governance, Nominations and Sustainability Committee and the Compensation Committee.

Each Committee has its own internal rules which define its composition, tasks and operating procedures. These internal rules are available on the governance page of the Company's website (www.forvia.com).

The Committees study and prepare certain matters for deliberation by the Board. They issue proposals, opinions and recommendations within their field of competence. The Committees have an advisory role only and act under the authority of the Board of Directors, to which they report whenever necessary and for which they cannot serve as a substitute.

The composition of the Committees is decided by the Board of Directors, and may be changed at any time by decision of the Board. The terms of office of Committee members run concurrently with their terms of office as Board members. Committee members' terms of office may be renewed at the same time as their terms of office as Board members.

Each Committee is chaired by a Board member appointed to that Committee by the Board of Directors, it being specified that only independent Board members may chair the Compensation Committee and the Governance, Nominations and Sustainability Committee. It is specified that the appointment or reappointment of the Chairman of the Audit Committee, proposed by the Governance, Nominations and Sustainability Committee, is subject to a thorough review by the Board of Directors.

Committee meetings are convened by the Chairman (and/or by the Secretary of the Committee).

The Committees may also call on external experts, as necessary, ensuring that they are sufficiently skilled and independent.

The Board of Directors may also set up temporary *ad hoc* Committees to carry out preparatory work on certain matters.

The composition and key figures of the specialized Committees at December 31, 2025 (unless otherwise indicated) are as follows:

Audit Committee			
4 members	100% independent ⁽¹⁾	6 meetings +1 joint meeting with the Governance, Nominations and Sustainability Committee (CSRD topic)	100% attendance rate
Esther GAIDE ^(C)	Judy CURRAN	Valérie LANDON	Emmanuel PIOCHE ⁽²⁾
Note: As of January 1 st , 2026, Lutz Meschke is a Board member and a member of the Audit Committee.			

Governance, Nominations and Sustainability Committee (GNSC)			
4 members	75% independent	5 meetings +1 joint meeting with the Audit Committee (CSRD topic)	96% ⁽³⁾ attendance rate
Jean-Bernard LÉVY ^(C)	Penelope HERSCHER	PEUGEOT 1810, represented by Robert PEUGEOT	Michel de ROSEN

Compensation Committee			
4 members	100% independent ⁽¹⁾	5 meetings	95% attendance rate
Denis MERCIER ^(C)	Daniel BERNARDINO ⁽²⁾	Michael BOLLE	Christel BORIES

(1) In accordance with the AFEF-MEDEF Code, Board members representing employees are not included in the calculation of the percentage of independent Board members.

(2) Board member representing employees.

(3) Percentage rounded to the nearest integer.

(C) Chairman/Chairwoman.

4.1.5.1. Audit Committee

4.1.5.1.1. Composition of the Audit Committee

The Committee is composed of at least three and no more than five members and at least two-thirds of its members must be independent Board members. The Committee must be composed solely of members of the Company's Board of Directors, excluding those who hold executive positions. Nor should it include Board members with cross-directorships (within the meaning of Article 16.1 of the AFEP-MEDEF Code).

At December 31, 2025, the Audit Committee was composed of the following four members:

- Esther Gaide, independent Board member, Chairwoman;
- Judy Curran, independent Board member;
- Valérie Landon, independent Board member;
- Emmanuel Pioche, Board member representing employees.

Lutz Meschke has been a Board member and a member of the Audit Committee since January 1, 2026. He was appointed as an independent Board member by the Annual General Meeting of May 28, 2025 and as a member of the Audit Committee by the Board of Directors at its meeting of April 16, 2025 (subject to his appointment as Board member).

Valérie Landon was renewed in her position of Board member by the Annual General Meeting of May 28, 2025 and as a member of the Audit Committee by the Board of Directors in its meeting of April 16, 2025 (subject to her appointment as Board member).

The tasks of the Audit Committee are described in full in its internal rules. A summary of its tasks, as well as the main points of its 2025 Activity Report, are outlined in the following table:

Topics	Tasks	2025 Activity Report
Audit of financial statements and sustainability information	• The Committee is responsible for reviewing the annual and interim parent company, consolidated financial statements and sustainability information of the FORVIA Group in order to report to the Board of Directors on the results of the mission for certification of the financial statements and sustainability information, the manner in which this mission has contributed to the integrity of the financial and sustainability related information as contained in the management report and the role the Committee has played in this process. The monitoring of sustainability related information is carried out in coordination with the Governance, Nominations and Sustainability Committee. The Committee's review of the financial statements must be accompanied by (i) a presentation by management describing the exposure to risks, including those of a social and environmental nature, and the Company's material off-balance-sheet commitments, and (ii) a presentation by the Statutory Auditors and the Sustainability Information Auditors stressing the essential points not only of the results of certification of the accounts and sustainability information, notably auditing adjustments and significant weaknesses of internal control identified during the work but also of the accounting options adopted.	• Review of the 2024 annual (parent company and consolidated), 2025 interim (consolidated) financial statements and sustainability information. • Examination of the allocation of the Company's net income (including the proposal of non-payment of a dividend for the fiscal year ended December 31, 2024). • Review of the Group's position (financial, commercial, etc.), sales and results, in the global economic context. • Review of press releases relating in particular to (i) the 2024 results and the 2025 annual guidance and its adjustments, (ii) results for the first half of 2025 and (iii) the sales figures for the first and third quarters of 2025.

All Board members appointed by the General Meeting who are members of the Audit Committee have expertise in financial and accounting matters, as shown by the biographical information in Section 4.1.2.2. "Board members' and Observer's expertise, positions and corporate offices as of the date of this Universal Registration Document".

The composition of the Audit Committee, as outlined above, complies with the threshold of two-thirds independent members recommended by the AFEP-MEDEF Code as reflected in the Committee's internal rules.

4.1.5.1.2. Tasks and Activity Report of the Audit Committee in 2025

In 2025, the Audit Committee met six times and once jointly with the Governance, Nominations and Sustainability Committee on Corporate Sustainability Reporting Directive ("CSRD") matters, with an average attendance rate of 100% (see Section 4.1.3.2 "Number of meetings of the Board of Directors and of the specialized Committees and attendance rates" which presents the attendance rate of each member of the Audit Committee at the meetings of this Committee). The Statutory Auditors were present and, where applicable, heard at six of these meetings.

Topics	Tasks	2025 Activity Report
Relationship with Statutory Auditors and Sustainability Information Auditors	- The Committee guides the procedure for the selection of Statutory Auditors and Sustainability information Auditors and submits to the Board of Directors recommendations on the Statutory Auditors and the Sustainability information Auditors proposed for appointment (or for renewal) by the general meeting, in accordance with Article 16 of Regulation (EU) No. 537-2014 dated April 16, 2014. - The Committee ensures that Statutory Auditors and Sustainability information Auditors meet the independence criteria (particularly those defined in the French Commercial Code and Regulation (EU) No. 537-2014 dated April 16, 2014). - The Committee approves the provision of services other than the certification of accounts and sustainability related information.	- Independence of the Statutory Auditors and of the Sustainability information Auditors (disclosure of their declarations). - Presentation of the Statutory Auditors' additional report and their fees for the 2024 fiscal year. - Presentation by the Statutory Auditors and the Sustainability information Auditors of their engagements in 2025 and their closing work. - Information on other services provided by the Statutory Auditors and the Sustainability information Auditors in 2025 and proposed 2026 budget.
Internal control and risk management	- The Committee shall examine and assess in collaboration with the Governance, Nominations and Sustainability Committee, the procedures of internal control, and in particular it shall follow up on the efficiency of the systems of internal control of risks, including those of a social and environmental nature, as well as, where applicable, of the internal audit with regard to the procedures relating to working out and processing accounting, financial and sustainability as contained in the management report without this compromising its independence. - Accordingly, the Committee is kept informed of the main findings of the Statutory Auditors, the Sustainability information Auditors and internal auditors. - At least once per year, the Committee must make a presentation to the Board of Directors on risk monitoring and control. - The Committee is also required to make recommendations to the Board of Directors to assist in the preparation of the Chairman's report on internal control and risk management procedures.	- Review of internal audit operations. - Review of the audit plan for the external auditors for 2025. - Review of the compliance program and Group's action plan for 2026 on the fight against corruption. - Review of cybersecurity risks. - Review of 2025 Group risk mapping. - Review of the risk section and of the Sustainability Statement of the 2024 Universal Registration Document.
Budget and planning	- The Committee examines and makes all necessary recommendations to the Board of Directors regarding the annual budget and regularly reviews FORVIA Group's business and budget execution. - It reviews forecasting documents and related reports.	- Review of the 2026 budget. - Review of forecast results and annual guidance for 2025.

Topics	Tasks	2025 Activity Report
Financial position, financing and securities issues	- The Committee regularly reviews FORVIA Group's financial and cash position as well as its material off-balance sheet commitments. - It examines and makes all necessary recommendations to the Board of Directors regarding issues of bonds and complex securities not resulting in a capital increase or involving issues of equity securities, and also regarding transactions that impact the capital stock.	- Updates on the Group's debt reduction, asset disposal plan and M&A projects. - Review of the performance of the FORVIA share price. - Regular updates on financing, cash flow and fixed costs. - Review of the conditions of several bond issues in US dollars, euros and yen. - Review of the conditions for the launch of a share buy-back program. - Examination of the draft financial authorizations in preparation for the General Meeting of May 28, 2025.
Other		- Review of the performance of the liquidity contract and proposal for its renewal. - Review of the Audit Committee's Internal Rules and proposal of amendments.

4.1.5.2. Governance, Nominations and Sustainability Committee

4.1.5.2.1. Composition of the Governance, Nominations and Sustainability Committee

The Committee is composed of at least three and no more than five members. Members are selected from among the Board members. The Committee must not include any executive corporate officer or Board members with cross-directorships (within the meaning of Article 16.1 of the AFEP-MEDEF Code) and must have a majority of independent Board members, including its Chairman.

At December 31, 2025, the Governance, Nominations and Sustainability Committee was composed of the following four members:

- Jean-Bernard Lévy, independent Board member, Chairman;
- Penelope Herscher, independent Board member;
- Robert Peugeot, in his capacity as permanent representative of Peugeot 1810, Board member;
- Michel de Rosen, independent Board member.

As the Committee is composed of three independent Board members, including its Chairman, its composition is compliant with the AFEP-MEDEF Code.

Both Penelope Herscher and Peugeot 1810 (represented by Robert Peugeot) were renewed in their position as Board members by the Annual General Meeting of May 28, 2025 and as members of the Governance, Nominations and Sustainability Committee by the Board of Directors of April 16, 2025 (subject to their appointment as Board members).

4.1.5.2.2. Tasks and Activity Report of the Governance, Nominations and Sustainability Committee in 2025

In 2025, the Committee met five times and one time jointly with the Audit Committee on CSRD matters, with an attendance rate of 96% (see Section 4.1.3.2. "Number of meetings of the Board of Directors and of the specialized Committees and attendance rates").

The tasks of the Governance, Nominations and Sustainability Committee are described in full in its internal rules. A summary of its tasks, as well as the main points of its 2025 Activity Report, are outlined in the following table:

Topics	Tasks	2025 Activity Report
Governance structure	• Reviewing all matters related to the Company's governance structure and making any recommendations to the Board of Directors. • Ensuring that the Company complies with the applicable governance laws and regulations as well as the provisions of the AFEP-MEDEF Code. • Examining questions relating to the governance of the Company submitted by the Chairman of the Board of Directors. • Making recommendations to the Board of Directors regarding the creation, composition, tasks and functioning of the Board committees. • Carrying out an annual assessment of the functioning of the Board of Directors and its committees and making any related recommendations. The annual assessment includes a self-assessment by each Board member and an assessment of the Chairman of the Board. • Carrying out an annual assessment of the independence of each Board member. This assessment is also carried out when a Board member is appointed.	• Examination of the results of the external assessment of the functioning of the Board and its committees for 2024 and preparation of the internal assessment for 2025. • Assessment of Board members' independence.
Selection, appointment and succession of executive and non-executive corporate officers and Board members/ Selection and succession of Executive Committee members	• Preparing and regularly monitoring the succession plan for executive and non-executive corporate officers, and making recommendations to the Board of Directors. • Preparing and regularly monitoring the succession plan for Leadership and Executive Committee members, and making recommendations to the Board of Directors.	• Proposals to reappoint/appoint Board members, following an assessment of the Board member or individual concerned. • Review of the composition of the Board and its Committees. • Review of the succession plan for executive and non-executive corporate officers. • Review of the succession plan for Leadership and Executive Committee members. • Preparation of Board Chairman succession. • Proposal to appoint a Board Observer.
Ethics and compliance	• Examining the Company's ethics and compliance policy with respect to the best governance practices.	• Review of the Group's ethics and compliance policy.
Corporate Social Responsibility (CSR)	• Examining FORVIA Group's CSR policy guidelines and the associated objectives. • Monitoring the deployment of the Group's CSR policy, commitments and initiatives. • Assessing the results achieved in terms of non-financial performance. • In conjunction with the Audit Committee, reviewing the risks related to the sustainable development issues set out in the Non-Financial Performance Declaration contained in the management report. • Being informed of the resources available to the Group to implement and pursue its CSR strategy.	• Regular review of the Group's CSR strategy and approach, including (i) the updating and implementation of the roadmap outlining the Group's CSR objectives, with a particular focus on the Group's CO₂ neutrality project, and diversity, and (ii) FORVIA Group's external CSR communication. • Together with the Audit Committee, monitoring the Group's actions towards compliance with the European CSRD directive. • Review of the Sustainability Statement in the 2024 Universal Registration Document.

Topics	Tasks	2025 Activity Report
Other		• Review of the governance section in the corporate governance chapter of the 2024 Universal Registration Document. • Examination of the draft resolutions relating to governance in preparation for the General Meeting of May 28, 2025. • Update on the organizational arrangements for the General Meeting of May 28, 2025 (examination of voting procedures, the handling of questions before and during the meeting and the technical solutions available, and delegations of authority to be granted to the Chief Executive Officer). • Review of the calendar of blackout periods for the 2026 fiscal year. • Review of the 2025 implementation of the internal process for related-party agreements and unregulated agreements. • Review of the Board annual fees' envelope. • Review of insider trading policy. • Review of employees survey. • Review of the bylaws and the Internal Rules of the Board and of its Committees and proposal for amendments.

4.1.5.3. Compensation Committee

4.1.5.3.1. Composition of the Compensation Committee

The Committee is composed of at least three and no more than five members. Members are selected from among the Board members. The Committee must not include any executive corporate officers or Board members with cross-directorships (within the meaning of Article 16.1 of the AFEP-MEDEF Code) and must have a majority of independent Board members, including its Chairman.

At December 31, 2025, the Compensation Committee was composed of the following four members:

- Denis Mercier, independent Board member, Chairman;
- Daniel Bernardino, Board member representing employees;
- Michael Bolle, independent Board member;
- Christel Bories, independent Board member.

As the Committee is composed of three independent Board members, including the Chairman, and a Board member representing employees, its composition is compliant with the AFEP-MEDEF Code.

4.1.5.3.2. Tasks and Activity Report of the Compensation Committee in 2025

In 2025, the Compensation Committee met five times with an attendance rate of 95% (see Section 4.1.3.2. "Number of meetings of the Board of Directors and of the specialized Committees and attendance rates" which presents the attendance rate of each member of the Compensation Committee at the meetings of this Committee).

The tasks of the Compensation Committee are described in full in its internal rules. A summary of its tasks, as well as the main points of its 2025 Activity Report, are outlined in the following table:

Topics	Tasks	2025 Activity Report
Compensation of executive and non-executive corporate officers	• Making recommendations annually to the Board of Directors on the components of the non-executive corporate officers' compensation. • Making recommendations annually to the Board of Directors on both the fixed portion and the criteria for the variable portion of executive corporate officers' compensation. • Making recommendations to the Board of Directors regarding the achievement of the criteria for the variable portion of executive corporate officers' compensation. • Making recommendations on the other components of executive corporate officers' compensation (pension and personal risk insurance policies, supplemental pensions, benefits in kind and other financial benefits, particularly in the event of the termination of duties). • Ensuring strict compliance of commitments subject to the related-party agreements procedure with the applicable regulations.	• Review of the compensation of the Chairman of the Board of Directors (2024 <i>ex post</i> vote, compensation policy implemented for 2025). • Review of the achievement of the performance criteria for the Chief Executive Officer's annual variable compensation in 2024. • Initial review of the achievement of the 2025 criteria objectives attached to the Chief Executive Officer's variable compensation and review of the criteria and objectives for this compensation for 2026. • Review of the financial conditions relating to the revocation of Patrick Koller's duties as Chief Executive Officer and proration of performance share plans outstanding rights with respect to his presence during the performance periods. • Review of the proposed compensation and other mandate items for Martin Fischer as the new Chief Executive Officer.
Board members' compensation	• Making recommendations annually to the Board of Directors regarding Board members' compensation (total amount and allocation mechanism). Each year, it determines the amount of compensation due to the Board members.	• Review of Board members' compensation (compensation policy and implementation for 2025). • Review of the estimated total compensation of Board members for the 2025 fiscal year. • Review and proposal to the Board of the Board Observer's compensation.
Long-term compensation policy (long-term incentive plans)	• Discussing the general policy for awarding stock subscription or purchase options, performance shares or any other type of long-term compensation. • Reviewing proposed stock subscription or purchase option plans, performance share plans or any other type of long-term compensation, as well as their allocation to beneficiaries. • Making recommendations to the Board of Directors relating to the award of stock subscription or purchase options, performance shares or any other type of long-term compensation to executive corporate officers and issuing an opinion on the list of other prospective beneficiaries.	• Review of the achievement of the criteria of Performance Share plan No. 14. • Review and implementation of Performance Share and Restricted Share plans No. 17. • Assessment of defined-benefit pension plan PAPP 2 2024 performance achievement. • Setting of Chief Executive Officer defined contribution pension plan 2025 performance conditions.

Topics	Tasks	2025 Activity Report
Performance and compensation of the Group's main senior executives (other than executive corporate officers)	• Being informed on an annual basis of the performance and compensation of Executive Committee members. • Reviewing, on a regular basis, changes in the compensation policy applicable to the Group's main senior executives (Executive Committee and Group Leadership Committee).	• Review of the compensation of the members of the Executive Committee.
Other		• Review of the draft resolutions related to compensation in preparation for the General Meeting of May 28, 2025. • Review of the compensation section of the corporate governance chapter of the 2024 Universal Registration Document. • Review of the Compensation Committee's Internal Rules and proposal of amendments.

4.1.6. Assessment of the Board of Directors and the specialized Committees

In order to assess its capacity to meet shareholders' expectations, the Board of Directors carries out an annual formalized assessment of the composition, organization and functioning of the Board of Directors and its specialized Committees. Every three years, this assessment is carried out with the help of an external firm.

As the last assessment was done by a specialized external firm for 2024, the Board of Directors' assessment for 2025 has been carried out internally, from December 2025 to February 2026, and was mainly based on an online questionnaire and individual interviews conducted with each Board member.

The conclusions of this internal assessment were presented to the Governance, Nominations and Sustainability Committee at a meeting held on February 20, 2026 in order to be able to discuss and respond directly to the Board Members' questions. A summary was presented and discussed at the Board of Directors' meeting of February 23, 2026.

This internal assessment concludes that Board members are globally satisfied with the organization and functioning of the Board of Directors and its Committees.

In particular, Board members are very satisfied with:

- the evolution of the organization of the Board of Directors and its Committees (included materials provided);
- the strong dialogue existing within the Board and with the Management since the arrival of the new Chief Executive Officer; and
- the Committees' composition, missions and reporting to the Board.

A majority of Board members considers that the functioning of the Board improved on the following areas in comparison with last year:

- strategy (focus on main topics and more time dedicated);
- systematization of executive summaries; and
- Board decision follow-up.

The Board members made the following suggestions for improvement in 2026:

- continue progress on detailed review of specific topics: competitive environment and benchmark, HR matters and risk assessment (including cybersecurity);
- increase time for discussion with agendas focused on important/critical topics, streamlined presentation and systematic executive summaries for clear decision-making;
- from time to time, increase executive session duration and adjust placement in the agenda;
- provide regular "between-meetings updates"; and
- increase senior executive exposure to the Board.

4.2. Executive Committee

The FORVIA Group's Executive Management function is performed, under the responsibility of the Chief Executive Officer, by an Executive Committee that meets at least once a month to review the Group's results and deliberate on general Group issues, or as often as the Company's interests require.

The composition of the Executive Committee **as of December 31, 2025**, was as follows:

- **Martin Fischer**, Chief Executive Officer
- **Shoji Akiyama**, Executive Vice President, JIKA (Japan, India, South Korea and South-East Asia)
- **Jim Chang**, Executive Vice President, Faurecia Clarion Electronics
- **Victoria Chaniel**, Executive Vice President, Communication, Public Affairs and Sustainability
- **David Degrange**, Executive Vice President, Sales and Program Management
- **Olivier Durand**, Executive Vice President, Group Chief Financial Officer
- **Carla Gohin**, Executive Vice President, Group Chief Strategy Officer
- **Jill Greene**, Executive Vice President, Group General Counsel and Secretary to the Board of Directors
- **Olivier Lefebvre**, Executive Vice President, Chief Operating Officer
- **Sébastien Limousin**, Executive Vice President, Clean Mobility
- **Chuan Ma**, Executive Vice President, China
- **Thorsten Muschal**, Executive Vice President, Interiors
- **Stéphane Noël**, Executive Vice President, Seating
- **Jean-Pierre Sounillac**, Executive Vice President, Group Chief Human Resources Officer
- **François Tardif**, Executive Vice President, Americas

Notes:

- As of January 19, 2026, Yves Dumoulin succeeded Jim Chang as Executive Vice President, Faurecia Clarion Electronics.
- As of February 16, 2026, Sébastien Limousin succeeded Stéphane Noël as Executive Vice President, Seating.
- As of March 1, 2026, Chuan Ma succeeded Sébastien Limousin as Executive Vice President, Clean Mobility, it being specified that Chuan Ma also retains his position as Executive Vice President, China.
- Victoria Chaniel will leave the Group on March 30, 2026.

The table below presents the key figures on the composition of the Executive Committee as of December 31, 2025:

60% French Nationality	20% Women	55 years Average Age
11 years Average Length of Service within the Group	7 Business and Region Executive Vice Presidents	7 Support Function Executive Vice Presidents

In addition to the Executive Committee, the operational management of the Group is also supported by a Group Leadership Committee of Top 300 leaders.

The diversity policy within the above-mentioned governing bodies is described in Chapter 3 "Sustainability" Section 3.7.2.5 "Diversity & inclusion" of this Universal Registration Document.

4.3. Compensation of corporate officers

4.3.1. Compensation of corporate officers for the 2025 fiscal year

This report has been prepared in accordance with Articles L. 22-10-9 and L. 22-10-34 of the French Commercial Code in view of the votes of the shareholders, called to meet in general meeting on June 4, 2026, on the total compensation and benefits of any kind paid or allocated in respect of the term of office during the fiscal year ended December 31, 2025 (i) to Michel de Rosen, Chairman of the Board of Directors, (ii) to Patrick Koller, Chief Executive Officer until February 28, 2025, (iii) to Martin Fischer, Chief Executive Officer from March 1, 2025, and more generally (iv) to all corporate officers.

The Board of Directors, on the proposal of the Compensation Committee, sets the compensation for executive and non-executive corporate officers in accordance with the applicable legal provisions and the compensation policy approved by the Company's General Meeting.

4.3.1.1. Compensation of the Chairman of the Board of Directors

4.3.1.1.1. Reminder of the principles of the 2025 compensation policy

The compensation policy establishing the structure and the principles and criteria used to determine the compensation and all benefits granted to the Chairman of the Board of Directors for the fiscal year ended December 31, 2025, which was approved by a majority of 99.80% at the Company's General Meeting held on May 28, 2025 under the 18th resolution, is set out in the Company's 2024 Universal Registration Document, in Section 4.3.4.1. "Compensation policy for corporate officers", and more specifically in Section 4.3.4.1.2. "Compensation policy for the Chairman of the Board of Directors".

In summary, the 2025 compensation policy for the Chairman of the Board of Directors included, as in previous years, fixed compensation, benefits in kind and social protection.

The compensation of the Chairman of the Board of Directors for the 2025 fiscal year, as described below, complies with the compensation policy approved by the Company's General Meeting.

4.3.1.1.2. Compensation paid during or awarded in respect of the 2025 fiscal year

4.3.1.1.2.1. Fixed annual compensation

At its meeting of February 27, 2025, the Board of Directors, on the recommendation of the Compensation Committee, decided, subject to the adoption of the 2025 compensation policy by the Company's General Meeting, to maintain the fixed annual compensation of the Chairman of the Board unchanged at €400,000.

The fixed annual compensation of the Chairman of the Board of Directors, net of benefits in kind related to the provision of a personal assistant for his activities other than those relating to the chairmanship of the Company, amounted to €356,508 (excluding benefits in kind and social protection described below). It was paid in full in 2025.

4.3.1.1.2.2. Benefits in kind and social protection

In addition to the provision of a personal assistant for his activities other than those related to the chairmanship of the Company for an amount valued at €43,500 (which is included in the above-mentioned €400,000), the Chairman of the Board of Directors was provided with a company car. This benefit is valued at €7,398.

The total amount of benefits in kind is valued at €50,898.

Lastly, it should be noted that the Company paid €6,391 in respect of the supplementary medical/life/disability insurance scheme.

4.3.1.1.2.3. Other components of compensation

Except for the components described above, the Chairman of the Board of Directors did not receive any other compensation (including compensation for his duties as Board member), including from a company included in the scope of consolidation of the Company within the meaning of Article L. 233-16 of the French Commercial Code.

4.3.1.1.3. Summary of compensation and options and shares awarded to Michel de Rosen

The tables below present the compensation and benefits paid during or awarded in respect of the 2024 and 2025 fiscal years to the Chairman of the Board of Directors.

It is specified that, since the Chairman of the Board of Directors receives only fixed compensation, as well as benefits in kind and social protection cover, to the exclusion of any other compensation, tables 4 to 7 and table 10 provided for in the AFEP-MEDEF Code and in AMF Position-Recommendation No. 2021-02 are not applicable.

Table 1 (AFEP-MEDEF Code and AMF Position-Recommendation No. 2021-02)

(in €)	2024 fiscal year	2025 fiscal year
Compensation awarded for the fiscal year (see table 2)	411,285	413,797
Valuation of the stock options awarded during the fiscal year	-	-
Valuation of the performance shares awarded during the fiscal year	-	-
Valuation of other long-term compensation plans	-	-
TOTAL	411,285	413,797

Summary of the compensation of Michel de Rosen

Table 2 (AFEP-MEDEF Code and AMF Position-Recommendation No. 2021-02)

	2024 fiscal year		2025 fiscal year	
(gross in €)	Amounts awarded	Amounts paid	Amounts awarded	Amounts paid
Fixed compensation	356,508	356,508	356,508	356,508
Annual variable compensation	-	-	-	-
Multi-annual variable compensation	-	-	-	-
Extraordinary compensation	-	-	-	-
Compensation awarded as a Board member	-	-	-	-
Benefits in kind ⁽¹⁾	54,777	54,777	57,289	57,289
TOTAL	411,285	411,285	413,797	413,797

(1) This figure includes the provision of a personal assistant, the provision of a vehicle (€4,978 for the 2024 fiscal year and €7,398 for the 2025 fiscal year) and also social protection (€6,299 for the 2024 fiscal year and €6,391 for the 2025 fiscal year).

Table 11 (AFEP-MEDEF Code and AMF Position-Recommendation No. 2021-02)

	Employment contract		Supplementary pension scheme		Compensation or benefits due or likely to become due as a result of termination or change of position		Benefits relating to a non-competition clause	
	Yes	No	Yes	No	Yes	No	Yes	No
Name: Michel de ROSEN Position: Chairman of the Board of Directors since May 30, 2017 Date of end of term of office: 2028 GM		No		No		No		No

4.3.1.2. Compensation of the Chief Executive Officer

4.3.1.2.1. Reminder of the principles of the 2025 compensation policy

The compensation policy establishing the structure and the principles and criteria used to determine the compensation and all benefits granted to the Chief Executive Officer for the fiscal year ended December 31, 2025, which was approved by a 89.43% majority at the Company's General Meeting held on May 28, 2025 under the 19th resolution, is set out in the Company's 2024 Universal Registration Document, in Section 4.3.4.1. "Compensation policy for corporate officers", and more specifically in Section 4.3.4.1.3. "Compensation policy for the Chief Executive Officer", and in the Convening notice to the Shareholders' Meeting of May 28, 2025, in section 6.2.4 "Compensation policy for corporate officers and implementation for 2025".

The compensation policy for 2025 provided for the following components:

- to Patrick Koller, Chief Executive Officer until February 28, 2025:
 - fixed annual compensation (January and February);
 - preservation of the rights related to unvested long-term compensation granted in 2021 and 2022 and, with a proration of the rights, for those granted in 2021 (ESPI), 2023 and 2024;
 - benefits in kind and social protection (January and February);
 - compensation for his duties on HELLA's Shareholders' Committee;
- to Martin Fischer, Chief Executive Officer from March 1, 2025:
 - fixed annual compensation;
 - annual variable compensation, subject to performance conditions and representing a maximum of 180% of the fixed annual compensation;
 - long-term compensation in the form of free share allocations subject to presence and performance conditions;
 - a termination payment;
 - an indemnity in return for a non-competition commitment;
 - a notice period and a non-poaching/non-solicitation commitment;
 - additional pension plans in a form of a defined contribution pension scheme and an "Article 82" defined-contribution pension supplement;
 - benefits in kind and social protection;
 - compensation for his duties on HELLA's Shareholders' Committee;
 - a sign on bonus under performance conditions;
 - reimbursement of certain expenses associated with his relocation from the United States to Paris.

The Chief Executive Officers' compensation for the 2025 fiscal year, as described below, complies with the compensation policy approved by the Company's General Meeting.

4.3.1.2.2. Compensation paid during or awarded in respect of the 2025 fiscal year

Compensation of the Chief Executive Officer until February 28, 2025 awarded in 2025

Fixed annual compensation	Annual variable compensation	Long-term variable compensation	Other components
Policy: €1,100,000 Implementation: €183,333 (January and February)	No acquisition of rights	No acquisition of rights	Benefits in kind and social protection (€5,018 paid)

The annual variation compensation related to 2024 as well as the termination payment have been paid after the approval of the General Meeting held on May 28, 2025.

Compensation of the Chief Executive Officer from March 1, 2025 awarded in 2025

Fixed annual compensation	Annual variable compensation	Long-term variable compensation	Other components
Policy: €1,000,000 including an impatriation bonus of €100,000 Implementation: €833,833 (prorata based)	Policy 0-180% of fixed annual compensation Quantifiable criteria from 0% to 142.5% of the fixed annual compensation (75% at target) Net debt to EBITDA ratio and reduction of fixed costs (60% at target) + Carbon Neutrality (15% at target) Individual criteria from 0% to 37.5% of the fixed annual compensation (25% at target) Implementation: €1,462,500⁽¹⁾ of which: - Quantifiable: €1,200,000 - Individual: €262,500	Policy 0-250% of the fixed annual compensation Performance shares subject to presence and performance conditions - Internal conditions related to operating income (20%) and net cash flow (25%) - Internal condition related to gender diversity (10%) - Internal condition related to the reduction of CO₂ emissions (15%) - External condition related to growth in net EPS vs a peer group (30%) Implementation: - Performance share plan No. 17 - Allocation: 246.41% of the fixed annual compensation ⁽²⁾	- Termination payment (24 months' fixed and variable annual compensation)* 12-month non-competition commitment, with an indemnity ** - Six-month notice period in the event of resignation** 12-month non-solicitation/ non-poaching commitment** - Pension - Benefits in kind, social protection and relocation fees (€210,454) - Compensation for his duties on HELLA's Shareholders' Committee - Sign on Bonus** * See Sections 4.3.1.2.2.5 and 4.3.1.2.2.6. ** No grant and no payments in 2025.

SHORT TERM

LONG TERM

(1) Annual variable compensation calculated on the basis of the fixed annual compensation on a full-year basis

(2) Percentage calculated on the basis of valuation of the shares (allocated to Martin Fischer under plan No. 17) according to the method used for the consolidated financial statements (IFRS 2 expense).

The Group has continued in 2025 the deleveraging path it has initiated since 2022, lowered Group's fixed costs and maintained the actions linked to growing operational profitability and generation of cash flow. It has also pursued its carbon neutrality plan, the impact of which has been felt across all the Group's sectors, businesses and geographies.

These achievements are reflected in Martin Fischer (Chief Executive Officer from March 1, 2025)'s compensation, a significant portion of which is based on the Group's performance, particularly the short-term and long-term variable aspects.

4.3.1.2.1. Fixed annual compensation

Fixed Annual Compensation for the Chief Executive Officer from January 1 to February 28, 2025

At its meeting of December 2, 2024, the Board of Directors, on the recommendation of the Compensation Committee, decided, subject to the adoption of the 2025 compensation policy by the Company's General Meeting, to keep the Chief Executive Officer's fixed annual compensation unchanged at €1,100,000 and to be calculated on a prorata basis for the period until February 28, 2025.

Consequently, Patrick Koller (Chief Executive Officer until February 28, 2025)'s fixed annual compensation amounted to €183,333 for the 2025 fiscal year. This amount was paid in full in 2025.

Fixed Annual Compensation for the Chief Executive Officer from March 1, 2025

At its meeting of December 2, 2024, the Board of Directors, on the recommendation of the Compensation Committee, decided, subject to the adoption of the 2025 compensation policy by the Company's General Meeting, to fix the Chief Executive Officer's fixed annual compensation at €1,000,000, including an impatriation bonus of €100,000 and calculated on a prorata basis from March 1, 2025.

Consequently, Martin Fischer's (Chief Executive Officer from March 1, 2025) fixed annual compensation amounted to €833,333 for the 2025 fiscal year. This amount was paid in full in 2025.

4.3.1.2.2.2. Annual variable compensation

Annual variable compensation for the Chief Executive Officer from January 1 to February 28, 2025

At its meeting of December 2, 2024, the Board of Directors, on the recommendation of the Compensation Committee, decided, subject to the adoption of the 2025 compensation policy by the Company's General Meeting, that Patrick Koller (Chief Executive Officer from January 1 to February 28, 2025) would not receive any annual variable compensation related to the fiscal year 2025.

It is also recalled that the payment of the annual variable remuneration of Patrick Koller, Chief Executive Officer until 28 February 2025, in respect of the 2024 financial year, amounting to €1,161,175, was, in accordance with the law, subject to a favorable vote of the Shareholders' Meeting held on 28 May 2025 on the components of the remuneration paid or awarded in respect of / during the 2024 financial year (16th resolution). As this resolution was approved by 93.40%, the payment of Patrick Koller's annual variable remuneration (Chief Executive Officer until 28 February 2025) in respect of the 2024 financial year took place after this Shareholders' Meeting.

Annual variable compensation for the Chief Executive Officer from March 1, 2025

On the recommendation of the Compensation Committee, the Board of Directors set the procedures for determining the variable compensation of Martin Fischer (Chief Executive Officer from March 1, 2025) for the 2025 fiscal year, in accordance with the 2025 compensation policy approved by the shareholders.

The table below summarizes the results of the analysis carried out by the Board of Directors on February 23, 2026, on the recommendation of the Compensation Committee, of the achievement of the quantifiable and individual criteria for the annual variable compensation for the fiscal year ended December 31, 2025:

Relative weight of each performance criterion	Minimum ⁽¹⁾	Target objective ⁽¹⁾	Maximum ⁽¹⁾	Achievement level	Amount in cash (in €)	Assessment
Quantifiable (distribution of criteria on a 100% basis): from 0% to 142.50% of the fixed annual compensation						
FORVIA Net debt to EBITDA ratio (50%)	0%	100%	190%	145%	725,000	Achievement of targets for the execution of the debt reduction strategy in 2025, the reduction of Group's fixed costs and the carbon neutrality trajectory objectives.
FORVIA Reduction of fixed costs (10%)	0%	100%	190%	190%	190,000	
Quantifiable environmental criterion related to the reduction of CO ₂ emissions (15%)	0%	100%	190%	190%	285,000	
TOTAL QUANTIFIABLE	-	-	-	160%	1,200,000	
Individual (distribution of criteria on a 100% basis): from 0% to 37.5% of the fixed annual compensation						
Order intake at FORVIA level and Objective related to the Group Strategy (25%)	0%	100%	150%	105%	262,500	Achievement of 2025 targets for order intake along with the associated margin and for Group Strategy definition.
TOTAL INDIVIDUAL	-	-	-	105%	262,500	
TOTAL	-	-	-	146.25%	1,462,500	-

(1) The numerical amounts of the targets for the quantifiable criteria are not made public for confidentiality reasons.

(2) In accordance with the provisions of Article L. 22-10-26 of the French Commercial Code, the variable compensation of Martin Fischer (Chief Executive Officer from March 1, 2025) shall be paid only after the approval of the shareholders, in a General Meeting to be held on June 4, 2026, under the conditions set out in Article L. 22-10-34 of the French Commercial Code.

Detailed explanations of the assessment of quantifiable and individual criteria:

- Quantifiable criteria:
 - The criterion relating to the net debt to EBITDA ratio was defined by the Board of Directors with reference to the debt reduction trajectory following the acquisition of HELLA, and the targets were set in the Group's budget. Achievement was measured at June 30, 2025 and December 31, 2025, and the Board of Directors noted that the targets had been achieved by 145%.
 - The criterion relating to the reduction of FORVIA Fixed costs was defined by the Board of Directors, at the consolidated Group level, and the targets were set in the Group budget. Achievement was measured at December 31, 2025, and the Board of Directors noted that the maximum targets had been achieved,
 - The environmental criterion relating to carbon neutrality was defined by the Board of Directors with reference to the trajectory for achieving the Group's commitments for 2025, as specified in the "sustainability-linked financing framework". Achievement was measured as of December 31, 2025 and the Board of Directors noted that the maximum targets had been achieved, with 4.1 tons of CO₂ emitted per million euros of product sales.
- Individual targets: based on the targets set and the results achieved, the individual targets were achieved by 105%. The elements taken into account are detailed below:
 - Order intake in euros and the operating margins associated with these orders slightly underachieved the FORVIA budgets set by the Board of Directors. The order intake and margins set objectives and orders margins achievements can not be disclosed as these represent market sensitive information
 - The individual objective related to Group Strategy framing and implementation was above the targets set by the Board of Directors. The Group Strategy set objectives and appraised achievements can not be disclosed as these represent market sensitive information

After examining the achievement rate of the targets for the annual variable compensation criteria for the 2025 fiscal year, the Board of Directors, at its meeting of February 23, 2026, noted that the total annual variable compensation for 2025 amounted to €1,462,500. For information, the amount of the annual variable compensation of Patrick Koller, Chief Executive Officer during these periods, was €1,161,875 for the 2024 fiscal year and €1,782,921 for the 2023 fiscal year. Taking into account the amount of annual variable compensation for the 2025 fiscal year resulting from the performance in relation to the quantifiable criteria, the relative proportions of the fixed and variable annual compensation for the 2025 fiscal year, on a full-year basis, are as follows: 40.81% for fixed annual compensation and 59.18% for annual variable compensation.

In accordance with Article L. 22-10-34 of the French Commercial Code, the variable compensation for the fiscal year ended December 31, 2025 will only be paid after the approval by the shareholders, at the General Meeting held on June 4, 2026, of the components of compensation paid during or awarded in respect of the 2025 fiscal year to Martin Fischer in his capacity as Chief Executive Officer.

4.3.1.2.2.3. Performance shares

Introductory information: Plan delivered in 2025/Plan the performance of which was assessed in 2025/Plan for which the performance conditions are set by reference to the 2025 fiscal year

Exercising the Board of Directors' ability to grant exceptions to the continuing presence condition as provided for by the terms governing the plans for the free allocation of performance shares (ESPI 2021 Plan, 2021 Plan, 2022 Plan, 2023 Plan and 2024 Plan) being vested, the Board of Directors had previously decided during its meeting held on December 2, 2024, to maintain Patrick Koller's potential rights under the said plans, having taken into account his long-standing executive positions at FORVIA and his major contribution to the development and to the transformation of FORVIA, whereas applying a prororation rule described here below.

Taking into account the comments provided by shareholders, the Board of Directors, during its meeting held on April 16, 2025, has decided to apply to Patrick Koller the prororation of unvested Performance shares following the revocation from his mandate as Chief Executive Officer on February 28, 2025.

The final number of shares that Patrick Koller could therefore ultimately receive, subject to performance conditions, has been consequently reduced and calculated prorata temporis to his effective presence with the Company during the period used for the evaluation of the performance conditions.

The maximum number of Performance shares attributable to Patrick Koller was therefore as of the AGM date as follows:

- 43,183 shares for the 2021 ESPI Plan (taking into consideration an effective presence of 43 months out of the 60 months of the plan);
- 105,639 shares for the 2023 Plan No. 15 (taking into consideration an effective presence of 26 months out of the 36 months of the plan);
- 114,255 actions for the 2024 Plan No. 16 (taking into consideration an effective presence of 14 months out of the 36 months of the plan).

In each case, without any change made to the applicable performance conditions nor to the acquisition dates.

Given his presence during the entirety of the performance period, the Board of Directors held on April 16, 2025 has decided to maintain in full Patrick Koller's potential rights in relation with Plans 13 (50,849 shares) and 14 (16,983 shares), the respective acquisition dates remaining unchanged (the performance conditions of both plans have already been assessed).

The Performance shares previously granted and maintained, subject to performance conditions, represented as of the AGM date a total of 330,909 shares at maximum.

For information, Martin Fischer, Chief Executive Officer from March 1, 2025, has been granted Plan No. 17 in 2025 and, as he was Deputy CEO (and not Corporate Officer), Plan No. 16 in 2024.

Plan No. 13 awarded in 2021 – Assessment of performance on December 31, 2023, in 2024

At its meeting of October 25, 2021, the Board of Directors decided, on the recommendation of the Compensation Committee, to award a maximum of 1,389,000 performance shares, of which 96,150 to Patrick Koller (Chief Executive Officer until February 28, 2025).

Given the Board of Directors' decision on July 22, 2022 to adjust the unvested rights to free performance shares (as a result of the capital increase carried out by the Company in June 2022), the maximum number of performance shares awarded to Patrick Koller has been adjusted to 103,727 under plan No. 13.

On July 26, 2023, the Board of Directors decided to adjust the target relating to net income after tax of plan No. 13 while maintaining the same achievement curve, in order to take into account the exceptional circumstances relating to the consolidation and financing of the acquisition of HELLA, inflation, the impact of the ecological transition, and restructuring operations.

At its meeting of February 16, 2024, the Board of Directors noted, on the recommendation of the Compensation Committee, (i) the achievement of 58.33% of the numerical targets of the internal condition related to the Group's net income (after tax) assessed as of December 31, 2023 (60% weighting), (ii) the achievement of 130% of the internal CSR condition related to gender diversity within the "Managers and Professionals" category as of December 31, 2023. At its meeting of April 17, 2024, the Board of Directors noted, on the recommendation of the Compensation Committee, the achievement of 52.42% of the external condition related to net earnings per share.

Overall performance was therefore 63.73%.

Consequently, and given the Board of Directors' decision on July 22, 2022 to adjust the unvested rights to free shares subject to performance conditions (as a result of the capital increase carried out by the Company in June 2022), the number of performance shares to be delivered to Patrick Koller in October 2025 was 50,849 shares.

The condition for the final vesting of these shares, as set out in the summary table below, are described in more detail in the Chapter 5 "Capital stock and shareholding structure", Section 5.2.2. of the 2024 Universal Registration Document. In accordance with the terms of plan No. 13, 458,047 shares were delivered to the beneficiaries concerned on October 25, 2025 of which 50,849 to Patrick Koller, Chief Executive Officer until February 28, 2025.

Plan No. 14 awarded in 2022 – Assessment of performance at December 31, 2024, in 2025

At its meeting of July 28, 2022 the Board of Directors decided, on the recommendation of the Compensation Committee, to award a maximum of 2,388,290 performance shares, of which 169,830 to Patrick Koller.

At its meetings of February 27, 2025 and April 16, 2025, the Board of Directors noted, on the recommendation of the Compensation Committee, the achievement of the following internal performance conditions:

For the Chief Executive Officer:

The non-achievement of the internal condition related to the Group's Net income (after tax) as assessed at December 31, 2024 (60% weighting), and (ii) the achievement of 130% of the internal CSR condition related to gender diversity within the "Managers and Professionals" category at December 31, 2024.

At its meeting of April 16, 2025, the Board of Directors noted, on the recommendation of the Compensation Committee, the non-achievement of the external condition related to net earnings per share compared to a peer Group.

Overall performance was therefore 13%.

Consequently, the number of performance shares to be delivered to Patrick Koller in July 2026 is 16,983 shares.

For beneficiaries excluding the Chief Executive Officer:

The Board of Directors decided on July 23, 2024 to replace the reference to the Strategic Plan with the reference to the cumulated budgets of the last three complete fiscal years to assess the outcomes of the financial internal criteria (Group Operating income and Net cash flow).

The achievement of 66.38% of the numerical targets of the internal condition related to the Group's Operating income as assessed at December 31, 2022, 2023 and 2024 (20% weighting), (ii) the achievement of 130% of the numerical targets of the internal condition related to the Group's Net cash flow as assessed at December 31, 2022, 2023 and 2024 (25% weighting), (iii) the achievement of 130% of the internal CSR condition related to gender diversity within the "Managers and Professionals" category as at December 31, 2024 (10% weighting), and (iv) the achievement of 130% of the internal CSR condition related to the reduction of CO₂ emissions as at December 31, 2024 (15% weighting).

At its meeting of April 16, 2025, the Board of Directors noted, on the recommendation of the Compensation Committee, the non-achievement of the external condition related to net earnings per share compared to a peer Group.

Overall performance was therefore 78.28%.

Plan No. 15 awarded in 2023 – Assessment of performance at December 31, 2025, in 2026

At its meeting of July 26, 2023 the Board of Directors decided, on the recommendation of the Compensation Committee, to award a maximum of 2,147,720 performance shares, of which 146,270 to Patrick Koller.

Given the Board of Directors' decision on April 16, 2025, to apply to Patrick Koller the proration of unvested Performance shares related to the Plan No. 15, the maximum number of performance shares awarded to Patrick Koller has been adjusted to 105,639.

The performance conditions of Plan No. 15 were composed of:

- The following internal conditions:
 - the Group's Operating income as assessed at December 31, 2025 (20% weighting),
 - the Group's Net cash flow as assessed at December 31, 2025 (25% weighting)
 - the gender diversity within the "Managers and Professionals" category as at December 31, 2025 (10% weighting),
 - the reduction of CO₂ emissions as at December 31, 2025 (15% weighting);
- the external condition related to net earnings per share.

By decision of the Board Directors on April 17, 2024, the measurement of the internal conditions related to Group Operating income and the Group Net cash flow's changed from the reference to the Strategic Plan for the exercise ended December 31, 2025, to the cumulative budgets 2023, 2024 and 2025.

At its meeting of February 23, 2026, the Board of Directors noted, on the recommendation of the Compensation Committee, the achievement of the following internal performance conditions:

(i) the achievement of 86.76% of the numerical targets of the internal condition related to the Group's Operating income as assessed at December 31, 2023, 2024 and 2025 (20% weighting), (ii) the achievement of 130% of the numerical targets of the internal condition related to the Group's Net cash flow as assessed at December 31, 2023, 2024 and 2025 (25% weighting), (iii) the achievement of 130% of the internal CSR condition related to gender diversity within the "Managers and Professionals" category as at December 31, 2025 (10% weighting), and (iv) the achievement of 130% of the internal CSR condition related to the reduction of CO₂ emissions as at December 31, 2025 (15% weighting).

The achievement of the external condition related to net earnings per share of plan No. 15 will be assessed by the Board of Directors at its Q1 2026 sales meeting.

Executive Super Performance Initiative (ESPI) Plan awarded in 2021 – Assessment of the fourth tranche in 2025

At its meeting of July 23, 2021, the Board of Directors decided, on the recommendation of the Compensation Committee, to award a maximum of 673,549 performance shares, of which 71,941 to Patrick Koller, Chief Executive Officer until February 28, 2025.

The final award of these shares to Patrick Koller (Chief Executive Officer until February 28, 2025) is subject to the following two conditions:

- 50% of the rights are subject to an Annual Relative Total Shareholder Return (TSR) condition. The achievement level is recorded each year over a period of five years, giving rise to maximum annual partial vesting of 20% of the tranche for the year in question. The total amount of the final award in respect of the Annual Relative TSR will be equal to the sum of the five years of partial vesting for the Annual Relative TSR;
- 50% of the rights are subject to a five-year Average Relative TSR condition, which does not give rise to any partial vesting, as the achievement level is calculated at the end of the five-year reference period and includes all the Annual Relative TSRs for the period.

Given the Board of Directors' decision on July 22, 2022 to adjust the unvested rights to free performance shares (as a result of the capital increase carried out by the Company in June 2022), the maximum number of performance shares awarded to Patrick Koller, Chief Executive Officer until February 28, 2025, under the ESPI plan has been adjusted to 77,610.

At its meeting of July 25, 2025, the Board of Directors noted, on the recommendation of the Compensation Committee, the non-fulfillment of the fourth tranche of the Annual Relative TSR condition.

Consequently, and considering the decision of the Board of Director to apply a proration, the maximum number of remaining shares awarded to Patrick Koller, Chief Executive Officer until February 28, 2025, is 33,368, of which 4,248 in respect of the already known vesting achievements of the Annual Relative Total Shareholder Return (TSR) third tranche.

The above conditions for the final vesting of these shares, as well as the consequence of the neutralization of the capital increase carried out in June 2022, are set out in Chapter 5 "Capital stock and shareholding structure", Section 5.2.2. "Potential capital stock" of this Universal Registration Document.

The table below presents a summary, for the three plans Nos. 13 to 15 described above, of the maximum number of shares awarded to Patrick Koller (Chief Executive Officer from January 1 until February 28, 2025), the achievement rate of the performance conditions, the vesting rate and the number of shares delivered (or to be delivered) to Patrick Koller (Chief Executive Officer from January 1 until February 28, 2025).

	Plan No. 13	Plan No. 14	Plan No. 15
Maximum number of shares initially awarded	96,150	169,830	146,270
Maximum number of shares after adjustment for the capital increase of June 2022	103,727	n/a	n/a
Maximum number of shares after the Board of Directors decision April 2025	unchanged	unchanged	105,639
Achievement rate of performance conditions	Net income internal condition: 58.3% Internal CSR condition related to gender diversity: 130% External condition: 52.42%	Net income internal condition: 0% Gender diversity CSR internal condition: 130% External condition: 0%	Operating income internal condition: 86.76% Net cash Flow internal condition: 130% Gender diversity CSR internal condition: 130% Reduction of the CO₂ emissions Internal condition: 130% External condition: assessed by the Board of Directors at its Q1 2026 sales meeting
Vesting rate	63.73%	13%	
Number of shares delivered (or to be delivered) to Patrick Koller the Chief Executive Officer from January 1 until February 28, 2025 after the adjustment for the capital increase of June 2022	50,849	16,983	

The characteristics of plan No. 16 (and the number of performance shares awarded to Patrick Koller (Chief Executive Officer until February 28, 2025) and Martin Fischer (then Deputy Chief Executive Officer) under that plan are detailed in Section 5.2.2.

Plan awarded in 2025

Plan No. 17 awarded

On July 25, 2025, the Board of Directors decided, on the recommendation of the Compensation Committee, on the basis of the 27th resolution of the General Meeting of May 28, 2025, to grant a maximum of 3,566,920 shares including 3,189,300 Performance shares and 377,620 Restricted shares.

A maximum of 299,040 Performance shares (i.e., 0.15% of the capital stock at December 31, 2025) was granted to Martin Fischer, Chief Executive Officer from March 1, 2025.

The valuation of the maximum award, based on the method used for the consolidated financial statements, amounts to €2,464,090, i.e., 246.41% of the reference fixed compensation.

For information, for the members of the top 300 who were not granted Performance shares in the frame of plan 17, a maximum of 1,171,390 Phantom shares has been granted. This includes (i) 851,230 Phantom Performance shares subject to the same presence and performance conditions as plan 17's Performance shares, and (ii) 320,160 Phantom Restricted shares subject to the same presence condition as plan 17's Restricted shares. Phantom Performance shares and Phantom Restricted shares are paid in cash at the end of the vesting period and are not settled in FORVIA shares.

Martin Fischer has only been granted Performance shares as part of plan 17.

The internal and external conditions of plan No. 17 as well as the targets are presented in the table below:

Relative weight of each performance criterion ⁽¹⁾	Minimum	Target objective	Maximum	Assessment
<u>Internal condition:</u> cumulative Group Operating income (scope of consolidation) for the completed 2025, 2026 and 2027 fiscal years as approved by the Board of Directors (" Operating income ").	81% of cumulative 2025, 2026 and 2027 Operating income = 90% of the Operating Income target	90% of the cumulative 2025, 2026 and 2027 budgets = Operating income target	Achievement of the cumulative 2025, 2026 and 2027 Operating income budgets = Maximum of the Operating income	For all conditions: • between thresholds, linear progression; • assessment of performance at the beginning of the 2028 fiscal year.
<u>Weighting:</u> 20%				
<u>Internal condition:</u> cumulative Group Net cash flow (scope of consolidation) for the completed 2025, 2026 and 2027 fiscal years as approved by the Board of Directors (" Net cash flow ").	81% cumulative 2025, 2026 and 2027 Net cash flow = 90% of the Net cash flow target	90% of the cumulative 2025, 2026 and 2027 budgets = Net cash flow target	Achievement of the cumulative 2025, 2026 and 2027 Net cash flow budgets = Maximum of the Net cash flow	
<u>Weighting:</u> 25%				
<u>Internal condition:</u> gender diversity (% of women) in the "Managers and Professionals" category within the Group excluding the HELLA scope as of December 31, 2027 compared to the target set by the Board of Directors.	- 0.4 point	100% of the target	≥ +0.2 point	
<u>Weighting:</u> 10%				
<u>Internal condition:</u> Reduction in CO ₂ emissions, measured in "tCO ₂ e" for "scopes 1,2 & 3" per million euros of product sales within the consolidated Group scope including HELLA for the fiscal year ending December 31, 2027, compared to 2019 CO ₂ emissions (adjusted for scope effects)	- 2 points	100% of the target	≥ +1 point	
<u>Weighting:</u> 15%				
<u>External condition:</u> Level of growth in FORVIA's net earnings per share measured between the 2024 and 2027 fiscal years (" FORVIA EPS "), and compared to the weighted growth for the same period of a peer group comprising 12 comparable international automotive suppliers ⁽²⁾ (" Benchmark EPS ").	Assumption 1: Benchmark EPS ≤ - 20% (therefore negative). FORVIA EPS = 125% Benchmark EPS Assumption 2: - 20% < Benchmark EPS < + 20% FORVIA EPS = Benchmark EPS - 5% Assumption 3: Benchmark EPS ≥ + 20% FORVIA EPS = 75% Benchmark EPS	Assumption 1: Benchmark EPS ≤ - 20% (therefore negative)/ Assumption 2: - 20% < Benchmark EPS < + 20%/ Assumption 3: Benchmark EPS ≥ +20% FORVIA EPS = Benchmark EPS	Assumption 1: Benchmark EPS ≤ - 20% (therefore negative). FORVIA EPS ≥ 75% Benchmark EPS Assumption 2: - 20% < Benchmark EPS < + 20% FORVIA EPS ≥ Benchmark EPS + 5% Assumption 3: Benchmark EPS ≥ + 20% FORVIA EPS ≥ 125% Benchmark EPS	
<u>Weighting:</u> 30%				

(1) The numerical targets for the internal conditions (and more specifically those of the internal conditions relating to Operating income and Net cash flow) are not made public for confidentiality reasons.

(2) The peer group consists (to date) of the following European and North American automotive suppliers: Adient, Aptiv (formerly Delphi), Autoliv, Autoneum, Borg Warner, Continental, Dana Incorporated, Lear, Magna, OP Mobility, Schaeffler, Valeo.

In the event that global automotive production volumes deviate from the budgeted assumptions for the year in question, the Board of Directors has the option of mechanically adjusting the targets for the internal financial criteria. This option is detailed in Chapter 5 "Capital stock and shareholding structure".

A presence condition (with the usual exceptions) applies to all beneficiaries. The shares are fully vested at the end of a four-year vesting period; it being specified that the plan does not include a holding period.

General provisions

The Chief Executive Officer must retain, in registered form and until the cessation of his duties, at least 30% of the shares actually vested under each plan. This threshold percentage requirement per plan will cease to apply once the Chief Executive Officer holds a number of shares corresponding to three years' base gross compensation, taking into account all plans already vested, and will become applicable again if the Chief Executive Officer no longer holds the target number of shares corresponding to this level of base gross compensation. As of the date of this Universal Registration Document, the Chief Executive Officer holds 500 shares.

In accordance with the AFEP-MEDEF Code, Martin Fischer (Chief Executive Officer from March 1, 2025) has made a formal commitment not to engage in any hedging transactions against risks on the performance shares awarded to him.

4.3.1.2.2.4. Pensions

Patrick Koller Chief Executive Officer until February 28, 2025

Patrick Koller, Chief Executive Officer until February 28, 2025, benefited from the same pension scheme as that provided for the other members of the Group's Executive Committee with a French contract. This scheme included a defined-contribution pension supplement and defined-benefit pension supplements. In 2025, as per 2025 Compensation policy, no rights were acquired regarding the defined benefits pension schemes governed by Article L. 137-11 of the French Social Security Code.

The main features of these schemes are described in the summary table below, it being recalled that following the freezing of past conditional rights (*droits aléatoires*) under defined-benefit pension schemes governed by Article L. 137-11 of the French Social Security Code in accordance with French Law No. 2019-486 of May 22, 2019 and French Order No. 2019-687 of July 3, 2019 transposing the directive on the portability of pension rights, the Group (excluding HELLA scope) put in place, for periods of employment after January 1, 2020, two vested pension schemes that meet the new legal requirements of Article L. 137-11-2 of the French Social Security Code.

	Defined-contribution pension scheme	Defined-benefit pension scheme (frozen – all tranche C executives) ⁽¹⁾	Specific additional pension scheme (frozen – members of the Executive Committee France) ⁽¹⁾	Additional defined-benefit pension scheme with vested rights subject to performance conditions (members of the Executive Committee France) ⁽¹⁾	Vested defined-benefit pension scheme subject to performance conditions (all tranche C executives) ⁽¹⁾
Applicable Law	Article 83 of the French General Tax Code	Article 39 of the French General Tax Code and Article L. 137-11 of the French Social Security Code	Article 39 of the French General Tax Code and Article L. 137-11 of the French Social Security Code	Article L. 137-11-2 of the French Social Security Code	Article L. 137-11-2 of the French Social Security Code
Authorization of the benefits	Board meeting of July 25, 2016 GM of May 30, 2017	Board meeting of July 25, 2016 GM Of May 30, 2017	Board meeting of July 25, 2016 GM of May 30, 2017	Board meeting of April 17, 2020 GM of June 26, 2020 (as part of the ex-ante vote on the compensation policy for the Chief Executive Officer) – Pending implementation with retroactive effect as of January 1, 2020	Board meeting of February 19, 2021 GM of May 31, 2021
Conditions for enrollment in the scheme and other eligibility conditions	One year's seniority in the Group at the time of retirement	- Holding an employment contract or corporate office and having five years' seniority at the time of retirement - Having retired from the Group	- Holding an employment contract (current or suspended) or corporate office in France - Having three years' seniority on FORVIA's Executive Committee as from January 1, 2015 - Having retired from the Group	- Being a member of FORVIA's Executive Committee - Holding an employment contract (current or suspended) or corporate office in France - Having three years' seniority on FORVIA's Executive Committee	- Holding an employment contract (current or suspended) or corporate office in France - Having gross annual compensation of more than four times the PASS - Minimum contribution period of two years in order for rights to fully vest
Method for determining the reference compensation used to calculate entitlements	Contributions to tranche A and tranche B for the current year (amount of contributions paid by the Company in 2025: €1,491.5)	Average compensation in tranche C over the three years preceding the settlement	Average total compensation (base and variable) excluding extraordinary items over the three years preceding the settlement of benefits	Gross salary within the meaning of Article L. 242-1 of the French Social Security Code (base and variable, excluding exceptional items) received during the year of Executive Committee membership	Portion of gross annual compensation (gross annual base compensation, gross annual variable compensation, benefits in kind and hardship allowance paid to the beneficiary during the year under review) between four and eight times the PASS
Vesting formula	1% of the compensation in tranche A and 6% of the compensation in tranche B	1% of the compensation in tranche C and performance conditions relating to the levels of achievement of variable compensation targets ⁽¹⁾	Depending on FORVIA's performance, from 1% to 3% of total compensation (base and variable) excluding exceptional items ⁽²⁾	From 0% to 3% of the annual reference compensation depending on the achievement of performance conditions ⁽³⁾	For beneficiaries whose compensation exceeds eight times the PASS and for corporate officers, the vesting percentage is between 0% and 0.50% depending on the achievement of performance conditions. This percentage may rise to 0.75% for beneficiaries of this plan who are also potential beneficiaries of the former "Article 39" plan and whose rights have been frozen

	Defined-contribution pension scheme	Defined-benefit pension scheme (frozen – all tranche C executives) ⁽¹⁾	Specific additional pension scheme (frozen – members of the Executive Committee France) ⁽¹⁾	Additional defined-benefit pension scheme with vested rights subject to performance conditions (members of the Executive Committee France) ⁽¹⁾	Vested defined-benefit pension scheme subject to performance conditions (all tranche C executives) ⁽¹⁾
Ceiling, amount or method of determination	Not applicable	Depending on the retirement age, between 65% and 70% of average salary over the last three years	- Eight times the annual French social security ceiling - The total amounts paid by FORVIA for retirement benefits must be less than 25% of the reference compensation - In addition, the replacement rate across all pension schemes (compulsory and specific) must be less than 45%	- Maximum rights per year: 3% - Maximum accumulated vested rights: 30 points - The sum of pensions paid by the Group is limited to eight times the annual French social security ceiling - The sum of rights vested under the supplementary schemes provided by the Group must be less than 25% of the average annual reference compensation received over the last three calendar years	- Maximum rights per year: 3% - Maximum accumulated vested rights: 30 points - Ceiling of 70% of the average annual gross compensation received during the three calendar years preceding retirement for beneficiaries of schemes falling under Article L. 137-11 of the French Social Security Code
Ceiling, amount or method of determination				The annual amount of pensions paid under the Group's compulsory and specific schemes must be less than 45% of the average annual gross reference compensation received during the three calendar years preceding the date of termination of employment or departure from the Executive Committee	
Funding of rights	Outsourced	Outsourced	Outsourced	Outsourced	Outsourced
Amount of the pension for the Chief Executive Officer on February 28, 2025	€5,338 per annum ⁽⁴⁾	€24,492 per annum ⁽²⁾	€188,942 per annum ⁽³⁾	€174,066 per annum ⁽⁴⁾	€3,246 per annum ⁽⁴⁾
Associated tax and payroll expenses	Not applicable	Tax on annuity	Tax on contribution	Contribution of 29.7%	Contribution of 29.7%

(1) In 2025, as per 2025 Remuneration policy, there has not been any acquisition of rights regarding this defined benefit pension scheme for Patrick Koller Chief Executive Officer until February 28, 2025.

(2) Seniority taken into account from December 18, 2006.

(3) Seniority taken into account from January 1, 2015.

(4) Rights vested as of February 28, 2025.

Further information on these pension schemes can be found in Note 25-2 to the consolidated financial statements.

Provisions applicable to Patrick Koller's office termination as Chief Executive Officer

In accordance with the current Compensation Policy as approved by the Annual General Meeting, Patrick Koller will be entitled, as from his effective retirement, to rights acquired under the supplementary pension schemes described in Sections 4.3.4.1.3. and 4.3.4.2.2. of the 2024 Universal Registration Document.

Martin Fischer, Chief Executive Officer from March 1, 2025

The Board of Directors, at its meeting of December 2, 2024, decided, on the recommendation of the Compensation Committee, to amend the Compensation Policy, from March 1, 2025, in order to adapt the pension schemes for Martin Fischer (an impatriate and US resident)

implementing a single pension plan, in the form of an "Article 82" defined-contribution pension supplement to replace defined-benefit pension schemes previously in force.

FORVIA's financial contribution in respect of this new scheme will be of a similar cost to that of the previous defined-benefit pension schemes.

As a consequence, Martin Fischer is entitled to benefit from the defined contribution pension scheme as that provided for the other Managers & Professionals with a French employment contract and, subject to meeting a presence condition, from the "Article 82" defined-contribution pension supplement.

	Defined contribution pension scheme	Defined Contribution Supplement
Applicable Law	Article 83 of the French General Tax Code	Article 82 of the French General Tax Code
Authorization of the Benefits	Board meeting of December 2, 2024	Board meeting of December 2, 2024
	GM May 28, 2025 (as part of the ex-ante vote on the Compensation Policy for the Chief Executive Officer)	GM May 28, 2025 (as part of the ex-ante vote on the Compensation Policy for the Chief Executive Officer)
Conditions for enrollment in the scheme and other eligibility conditions	One year's seniority in the Group	Individual insurance contract
		Being a member of FORVIA's Executive Committee • Holding an employment contract (current or suspended) or corporate office in France • Having three years' seniority with FORVIA's Executive Committee
Method for determining the reference compensation used to calculate entitlements	Contributions to tranche A and tranche B for the current year (amount of contributions paid by the Company in 2025: €745.75)	Contributions based on the fixed annual compensation of the year.
Vesting formula	1% of the compensation in tranche A and 6% of the compensation in tranche B	If the performance conditions are met, the Contributions paid to the insurer and the amount paid to Martin Fischer represent each 67.5% of the fixed annual salary respectively. Performance conditions for 2025: • 50% based on the achievement of the targets of the FORVIA Group's net debt to EBITDA ratio; • 10% based on the achievement of the FORVIA Group's fixed cost reduction targets; • 15% based on the achievement of the FORVIA Group's CO₂ reduction targets; • 25% based on the achievement of the Chief Executive Officer's individual targets.
		From 0% to 150% of the target contributions according to the achievement of set performance conditions Amount of contributions to be paid to the insurer for 2025: €928,125 Amount to be paid to Martin Fischer to offset the costs (income tax and social security contributions): €928,125. These amounts are subject to the approval of the general Meeting of June 2026 In addition, in respect of the rule related to the three-year presence condition with the Company, these amounts will only vest and be paid in December 2027 if the presence condition is met by this date.
Ceiling, amount or method of determination	Not applicable	
Funding of rights	Outsourced	Outsourced

4.3.1.2.2.5. Termination payment

Patrick Koller Chief Executive Officer until February 28, 2025

On December 2, 2024, the Board of Directors noticed that the performance conditions attached to this termination payment had been fully satisfied and that Patrick Koller was therefore entitled to a total gross termination payment of €5,765,000.

The termination payment has been paid after the approval by the shareholders, at the General Meeting held on May 28, 2025.

Martin Fischer, Chief Executive Officer from March 1, 2025

Martin Fischer, Chief Executive Officer from March 1, 2025, benefits from a termination payment of up to 24 months' reference compensation calculated on a total compensation basis (annual fixed and variable) paid with respect to the 12 months preceding the end of his term of office as Chief Executive Officer at FORVIA's initiative, which was authorized by the Board of Directors on December 2, 2024 in accordance with the procedure in Article L. 225-42-1 of the French Commercial Code (now repealed and included in Articles L. 22-10-4 and L. 22-10-8 of the French Commercial Code) and approved by the General Meeting of May 28, 2025 under its 19th resolution.

The terms and conditions of the termination payment granted to the Chief Executive Officer are described in the compensation policy for the Chief Executive Officer for 2025, which appear respectively in Sections 4.3.4.1.3. "Compensation policy for the Chief Executive Officer" of the 2024 Universal Registration Document and 4.3.4.1.3. "Compensation policy for the Chief Executive Officer" of this 2025 Universal Registration Document. The Board of Directors had authorized the payment to Martin Fischer, in the event of termination of his office as Chief Executive Officer at FORVIA's initiative, a termination payment, subject to satisfaction of the following performance conditions:

- achieving a positive Operating margin in each of the last three financial years preceding the termination of his office as Chief Executive Officer, and
- achieving positive Net cash flow in each of the last three financial years preceding the termination of his office as Chief Executive Officer.

This measure was not triggered during the 2025 fiscal year.

4.3.1.2.2.6. Non-competition indemnity, notice period and non-solicitation/non-poaching

Patrick Koller Chief Executive Officer until February 28, 2025

No non-competition indemnity was paid to Patrick Koller as part of the termination of the office.

Martin Fischer, Chief Executive Officer from March 1, 2025

The Board of Directors decided on December 2024 that the Chief Executive Officer will be subject to a non-competition commitment accompanied by indemnity, a notice period in the event of resignation and a non-solicitation/non-poaching commitment.

- In the event that he leaves office, the Chief Executive Officer is bound by a non-competition commitment

prohibiting him, for a period of 12 months from the date of cessation of his duties, from (i) soliciting the Group's customers or convincing such persons to terminate their business relationship with the Group, (ii) exercising management, executive, administrative or supervisory duties within a competitor company, and (iii) acquiring or holding shares (or other securities) representing more than 5% of the capital of a competitor company.

- In consideration for this commitment, the Chief Executive Officer may receive throughout the period of this commitment, a monthly payment equal to 50% of the reference compensation (annual fixed and variable) paid during the 12 months preceding the cessation of his duties.
- This indemnity will not be payable if the Chief Executive Officer claims his pension rights.
- The Board of Directors may unilaterally waive the implementation of this commitment, within 30 calendar days at the latest (in which case the indemnity will not be due).
- The maximum overall amount of indemnities that the Chief Executive Officer may receive with respect to the non-competition commitment and/or the termination payment may not exceed 24 months of his Reference Compensation.
- In addition, in the event of the resignation of the Chief Executive Officer, the Board of Directors may decide that he must give six months' notice. In this case, the resignation shall become effective at the expiration of the six-month notice period (starting from the notification of the resignation). The Board of Directors may waive or reduce such six-month notice period. In this case, the payment in lieu of notice will be reduced according to the period actually worked.
- Lastly, the Chief Executive Officer is bound by a non-solicitation/non-poaching obligation for a period of 12 months from the date of his departure from the Group.

These measures were not triggered during the 2025 fiscal year.

4.3.1.2.2.7. Benefits in kind and social protection

Patrick Koller Chief Executive Officer until February 28, 2025

Patrick Koller has been provided with a company car. The total amount of the benefits in kind is €3,635.

It should also be noted that the Company paid €1,383 in respect of the supplementary medical/life/disability insurance plan.

Martin Fischer, Chief Executive Officer from March 1, 2025

Martin Fischer, Chief Executive Officer from March 1, 2025 has been provided with a company car. The total amount of the benefits in kind is €22,047.

It should also be noted that the Company paid €14,447 in respect of the supplementary medical/life/disability insurance plan and international health insurance.

The Chief Executive Officer has been reimbursed certain expenses associated with his relocation from the United States to Paris (temporary accommodation, real estate agents' fees and travel) for a total amount of: €173,960.

4.3.1.2.2.8. Sign on Bonus

On the recommendation of the Compensation Committee, the Board of Directors set the procedures for determining the first tranche of the sign on bonus of Martin Fischer (Chief Executive Officer from March 1, 2025) for the 2025 fiscal year, in accordance with the 2025 Compensation Policy approved by the shareholders.

As a reminder, the first tranche corresponds to a compensation of €400,000 gross at target and ranging from 0% to 180% of that amount in the event of outperformance. The performance conditions are identical to those applicable to the 2025 annual variable compensation.

Considering the achievement of the annual variable compensation 2025 at 146.25% detailed in Section 4.3.1.2.2.2, the first tranche of the sign on Bonus of Martin Fischer amounts to €585,000 for the year 2025. It will only be paid after the approval by the shareholders, at the General Meeting held on June 4, 2026.

As this sign on bonus was concluded in the frame of the entry into office of Martin Fischer, this will not be applicable anymore in the future.

4.3.1.2.2.9. Other components of compensation

Patrick Koller Chief Executive Officer until February 28, 2025

Except for the items described above, Patrick Koller did not receive any other compensation or benefits.

For information, Patrick Koller received compensation for his duties on the HELLA Shareholders' Committee in 2025 (for more information, please refer to the HELLA annual report available on www.hella.com). This approach is in line with German corporate practice (notably for listed companies controlled by another listed company).

Martin Fischer, Chief Executive Officer from March 1, 2025

Except for the items described above, Martin Fischer did not receive any other compensation or benefits (including for his duties as a Company Board member).

For information, Martin Fischer will receive compensation for his duties on the HELLA Shareholders' Committee in 2026 for 2025 (for more information, please refer to the HELLA annual report available on www.hella.com). This approach is in line with German corporate practice (notably for listed companies controlled by another listed company).

4.3.1.2.2.10. Taking into account the vote of the last General Meeting

The Company has a policy of active engagement with its investors and proxy advisory firms at roadshows, where it seeks to share views on governance topics and on developments and best practices in the area of governance and compensation. Numerous meetings were held on compensation matters during the first quarter of 2025, and up to the General Meeting of 2025 (see Section 4.1.2.4. "Governance structure and shareholder dialog" of this Universal Registration Document).

The Board of Directors has taken on board the comments from these meetings, particularly with regard to the stability of the compensation structure of the Chief Executive Officer's compensation.

Taking into account the feedback from shareholders, on his meeting on April 16, 2025 meeting, the Board of Directors, decided to amend the decision it initially took during its meeting held on December 2, 2024 and resolved to apply a pro rata principle to Patrick Koller's performance shares not yet vested upon his departure as Chief Executive Officer on February 28, 2025. The final number of performance shares that Patrick Koller is likely to be definitively awarded for Plan No. 15 and Plan No. 16, has been reduced accordingly.

The Company has also taken into account the expectations of its shareholders and proxy advisory firms with regard to the growing importance of Environmental, Social and Governance (ESG) criteria in assessing executive performance. A criterion linked to the carbon neutrality trajectory has been incorporated into the components of short-term variable compensation of the Chief Executive Officer (and of all beneficiaries of a variable compensation system within the Group (excluding HELLA scope)) with effect from 2022, as set out in the 2022 Compensation Policy. The Company has also incorporated a gender diversity target, starting from performance share plan No. 11 granted in 2019, and added a second ESG target relating to carbon neutrality to the performance conditions of the performance share plan awarded to the Chief Executive Officer as from 2023.

4.3.1.2.2.11. Compliance of compensation paid with the compensation policy

The components of compensation awarded or paid to the Chief Executive Officer are in accordance with the provisions adopted by the Board of Directors, on the recommendation of the Compensation Committee, and approved by the General Meeting held on May 28, 2025 (19th resolution adopted with 89.43% of the votes).

The compensation paid contributes to the Company's long-term performance insofar as the variable compensation criteria are aligned with the Group's long-term strategy.

4.3.1.3. Summary of compensation and options and shares awarded to the Chief Executive Officer(s)

Patrick Koller (Chief Executive Officer until February 28, 2025)

The tables below set out the compensation and benefits paid during or awarded in respect of the 2024 and 2025 fiscal years to Patrick Koller, Chief Executive Officer until February 28, 2025.

As there are no longer any stock subscription option plans, tables 4, 5 and 8 relating to options awarded or exercised

during the fiscal year and past awards, as provided for in the AFEP-MEDEF Code and AMF Position-Recommendation No. 2021-02, are not applicable. This is also the case with regard to table 10 of the AFEP-MEDEF Code given that Martin Fischer does not receive any multiannual variable compensation in cash.

Lastly, the tables setting out past awards of performance shares (table 9 of the AFEP-MEDEF Code and table 10 of AMF Position-Recommendation No. 2021-02) appear in Chapter 5 "Capital stock and shareholding structure", Section 5.2.2. "Potential capital stock".

Table 1 (AFEP-MEDEF Code and AMF Position-Recommendation No. 2021-02)

(in €)	2024 fiscal year	2025 fiscal year
Compensation awarded for the fiscal year (detailed in table 2)	8,056,815	188,351
Valuation of stock options awarded during the fiscal year		
Valuation of performance shares awarded during the fiscal year (detailed in table 6)	2,417,974	
Valuation of other long-term compensation plans		
TOTAL	10,474,789	188,351

4.3.1.3.1. Summary of Patrick Koller's compensation

Table 2 (AFEP-MEDEF Code and AMF Position-Recommendation No. 2021-02)

	2024 fiscal year		2025 fiscal year	
(gross in €)	Amounts awarded	Amount paid	Amount awarded	Amount paid
Fixed compensation	1,100,000	1,100,000	183,333	183,333
Annual variable compensation	1,161,875 ⁽²⁾	1,782,921 ⁽¹⁾	-	1,161,875 ⁽²⁾
Multiannual variable compensation				
Extraordinary compensation	5,765,000 ⁽³⁾			5,765,000 ⁽³⁾
Compensation as a Board member				
Benefits in kind	29,940 ⁽⁴⁾	29,940 ⁽⁴⁾	5,018 ⁽⁴⁾	5,018 ⁽⁴⁾
TOTAL	8,056,815	2,912,861	188,351	7,115,226

(1) Amount paid in 2024 in respect of the 2023 fiscal year.

(2) Amount paid in 2025 in respect of the 2024 fiscal year following the approval of the 16th resolution relating to the ex-post vote concerning the Chief Executive Officer at the General Meeting of May 28, 2025.

(3) Amount paid in 2025 in respect of the 2024 fiscal year following the approval of the 16th resolution relating to the ex-post vote concerning the Chief Executive Officer at the General Meeting of May 28, 2025.

(4) Provision of a company car. This figure also includes social protection schemes (€8,131 for the 2024 fiscal year and €1,383 for the 2025 fiscal year).

4.3.1.3.2. Martin Fischer (Chief Executive Officer from March 1, 2025)

The tables below set out the compensation and benefits paid during or awarded in respect of the 2025 fiscal year to Martin Fischer, Chief Executive Officer from March 1, 2025.

As there are no longer any stock subscription option plans, tables 4, 5 and 8 relating to options awarded or exercised during the fiscal year and past awards, as provided for in the AFEP-MEDEF Code and AMF Position-Recommendation No. 2021-02, are not applicable. This is also the case with

regard to table 10 of the AFEP-MEDEF Code given that Martin Fischer does not receive any multiannual variable compensation in cash.

Lastly, the tables setting out past awards of performance shares (table 9 of the AFEP-MEDEF Code and table 10 of AMF Position-Recommendation No. 2021-02) appear in Chapter 5 "Capital stock and shareholding structure," Section 5.2.2. "Potential capital stock".

Table 1 (AFEP-MEDEF Code and AMF Position-Recommendation No. 2021-02)

(in €)	2024 fiscal year	2025 fiscal year
Compensation awarded for the fiscal year (detailed in table 2)	-	3,091,287
Valuation of stock options awarded during the fiscal year		
Valuation of performance shares awarded during the fiscal year (detailed in table 6)	-	2,464,090
Valuation of other long-term compensation plans		
TOTAL	-	5,555,377

4.3.1.3.3. Summary of Martin Fischer's compensation

Table 2 (AFEP-MEDEF Code and AMF Position-Recommendation No. 2021-02)

	2024 fiscal year		2025 fiscal year	
(gross in €)	Amounts awarded	Amount paid	Amount awarded	Amount paid
Fixed compensation	-	-	833,333	833,333
Annual variable compensation	-	-	1,462,500 ⁽¹⁾	-
Multiannual variable compensation				-
Extraordinary compensation			585,000 ⁽¹⁾	-
Compensation as a Board member				
Benefits in kind	-	-	210,454 ⁽²⁾	210,454 ⁽²⁾
TOTAL	-	2,912,861	3,091,287	1,043,787

(1) Amount awarded for the 2025 fiscal year, on a full-year basis, to be paid subject to the approval of the 2025 ex-post resolution concerning the Chief Executive Officer by the General Meeting of June 2026.

(2) Provision of a company car, relocation fees and social protection schemes (€14,447 for the 2025 fiscal year).

4.3.1.3.4. Performance shares awarded to Patrick Koller during the fiscal year

No performance share or any Long term incentive in any form were granted to Patrick Koller during the fiscal year 2025.

4.3.1.3.5. Performance shares awarded to Martin Fischer during the fiscal year

Table 6 (AFEP-MEDEF Code and AMF Position-Recommendation No. 2021-02)

Number and date of plan	Maximum number of shares awarded during the fiscal year concerned ⁽¹⁾	Valuation of the shares according to the method used for the consolidated financial statements (in €)	Vesting date	Availability date	Performance conditions ⁽¹⁾
Plan No. 17 of July 25, 2025	299,040	2,464,090	July 25, 2029	July 25, 2029	Internal condition related to the Group's cumulated 2025, 2026 and 2027 Operating income (20% weighting) Internal condition related to the Group's cumulated 2025, 2026 and 2027 Net cash flow (25% weighting) Internal condition related to gender diversity (% of women) within the Group (excluding the HELLA scope)'s "Managers and Professionals" category (10% weighting) Internal condition related to the reduction of CO ₂ emissions (15% weighting) External condition related to the weighted growth of the Company's net earnings per share (30% weighting)
TOTAL	299,040	2,464,090			

(1) Details on the performance conditions and the targets set can be found in Section 4.3.1.2.2.3 "Performance shares" of this Universal Registration Document.

4.3.1.3.6. Performance shares that became available to CEO during the fiscal year

Martin Fischer, Chief Executive from March 1, 2025 wasn't granted the Plan No. 13 becoming available in 2025.

The table 7 reflects the number of shares that became available to Patrick Koller, Chief Executive Officer until February 28, 2025.

Table 7 (AFEP-MEDEF Code and AMF Position-Recommendation No. 2021-02)

Number and date of plan	Number of shares that became available during the fiscal year ⁽¹⁾	Holding conditions
Plan No. 13 of October 25, 2021	50,849	Not applicable: as Patrick Koller left his office as of February 28, 2025, he has not been bound since this date by the holding requirements as provided for his CEO office.
Total	50,849	

(1) It is recalled that the initial award was for a maximum of 96,150 shares, which was increased to 103,727 after the adjustment related to the capital increase of June 2022. As a result of the achievement of 52.52% of the external condition related to net earnings per share compared to the peer group, the achievement of 58.30% of the internal condition related to the Group's earnings (before tax), and achievement of 130% of the internal condition related to gender diversity, the overall vesting rate is 63.73%.

– The total maximum number of performance shares outstanding on December 31, 2025, which may vest to Patrick Koller, Chief Executive Officer until February 28, 2025 (minus the number of shares already vested) represents a total of 274,493 shares, i.e. 0.14% of the Company's capital at that date.

The total maximum number of performance shares outstanding at December 31, 2025, which may vest to Martin Fischer, Chief Executive Officer from March 1, 2025 represents a total of 357,540 shares, i.e. 0.18% of the Company's capital at that date.

Table 11 (AFEP-MEDEF Code and AMF Position-Recommendation No. 2021-02)

	Employment contract	Supplementary pension scheme	Compensation or benefits due or likely to become due as a result of termination or change of position	Compensation relating to a non-competition clause
Name: Patrick KOLLER Position: Chief Executive Officer since July 1, 2016. Date of end of term of office: February 28, 2025	No	Yes ⁽¹⁾	Yes ⁽²⁾	Yes ⁽³⁾
Name: Martin FISCHER Position: Chief Executive Officer from March 1, 2025	No	Yes ⁽¹⁾	Yes ⁽²⁾	Yes ⁽³⁾

(1) The main terms and conditions of the supplementary pension scheme are described in Section 4.3.1.2.2.4. "Pensions" of this Universal Registration Document.

(2) The terms and conditions of the non-competition indemnity are described in Section 4.3.4.1.3. "Compensation policy for the Chief Executive Officer" of this Universal Registration Document.

(3) The terms and conditions of the non-competition indemnity are described in Section 4.3.4.1.3. "Compensation policy for the Chief Executive Officer" of this Universal Registration Document.

4.3.1.4. Information on compensation for executive and non-executive corporate officers and changes during the last five fiscal years

This paragraph relates specifically to the compensation multiples between the level of compensation of executive and non-executive corporate officers and the average and median compensation of Group employees in France. It also covers the annual change in compensation for senior managers, corporate officers and Group employees in France, as well as changes in the Group's economic performance. The information presented for the 2021-2025 period complies with the AFEP guidelines on compensation multiples updated in February 2021. The same applies to the data table.

The Group's governance structure is composed of a Chairman of the Board of Directors and a Chief Executive Officer.

The office of Chairman of the Board of Directors has been held by Michel de Rosen since May 30, 2017. The office of Chief Executive Officer was held by Patrick Koller from July 1, 2016 until February 28, 2025 and then has been held by Martin Fischer from March 1, 2025.

Concerning the scope of employees to be taken into account, as the Company, the Group's holding company, had only 8 employees out of a total France headcount of 7,166 as of December 31, 2025, it was decided to apply a scope that was more representative of the Group's business in France, and to include all the Group's French

legal entities (excluding the HELLA scope) from January 1 to December 31 ⁽¹⁾, in accordance with the AFEP-MEDEF Code (§ 26-2) and the AFEP guidelines on compensation multiples, updated in February 2021. It is further specified that the Group's French employees accounted for less than 6.5% of the Group's total headcount at the end of 2025 and almost 60% of them were non-executive employees.

The compensation included in the calculations is that of French employees of the Group who were present throughout the year in question. The compensation of part-time employees has been recalculated to the full-time equivalent. The components of compensation used for these ratios were calculated on the basis of the fixed and variable compensation paid over the course of the fiscal years mentioned, including incentive plans and profit-sharing, as well as the performance shares awarded, based on target performance levels, over the same fiscal years and recorded at fair value ⁽²⁾. Short-time working allowances were also taken into account. Only those supplementary pension schemes that constitute a post-employment or post-mandate benefit were excluded from the calculation.

In addition, the performance criterion used to assess the Group's performance is operating income. This criterion is determined on a consolidated basis.

(1) Taking into account any acquisitions or disposals impacting the FORVIA Group's scope of consolidation in France (excluding the HELLA scope - considered as non-significative) for the years in question, it should be noted that:
 - the following companies were only taken into account in 2021 and 2022: the three French simplified joint stock companies (SAS Automotive France, SAS Logistics France et Cockpit Automotive Systems Rennes) for a total of 225 employees, as they became part of the Group in 2020 and were sold in 2023;
 - the following company has been taken into account from 2021 to 2024: Faurecia Automotive Composite (289 employees), which exited the Group on February 28, 2025.

(2) It should be noted that the value of the performance shares at grant is not necessarily representative of the value at delivery.

Table of ratios under Article L. 22-10-9 I. 6° and 7° of the French Commercial Code
(The table complies with AFEP guidelines on compensation multiples updated in February 2021)

Compensation paid during the fiscal year under review includes variable compensation due for the previous fiscal year	2021 fiscal year	2022 fiscal year	2023 fiscal year	2024 fiscal year	2025 fiscal year
Change (in %) in the compensation ⁽¹⁾ of the Chairman of the Board of Directors ⁽²⁾	4.7%	0.4%	0.00%	32.8%	0.8%
Change (in %) in the compensation of the Chief Executive Officer ⁽³⁾	24.7%	-33.8%	63.10%	-6.6%	-14.0%
Information on the scope of the Company					
Change (in %) in employees' average compensation	The scope of the Company is not relevant since it only comprises 8 employees. It was deemed more representative to use all the French legal entities present in the Group from January 1 to December 31 of each year as the enlarged scope.				
Ratio to average employee compensation					
Change in ratio (in %) versus previous fiscal year					
Ratio to median employee compensation					
Change in ratio (in %) versus previous fiscal year					
Additional information on the enlarged scope (French legal entities)					
Change (in %) in the average compensation of employees of French legal entities	6.1%	0.5%	8.6%	7.0%	3.4%
Chairman of the Board of Directors					
Ratio to average employee compensation	5.5	5.5	5.1	6.2	6.1
Change in ratio (in %) versus previous fiscal year	-1.4%	-0.1%	-7.9%	23.2%	-2.4%
Ratio to median employee compensation	7.7	7.6	7.1	8.7	8.3
Change in ratio (in %) versus previous fiscal year	0.03%	-2.5%	-6.6%	22.6%	-4.2%
Chief Executive Officer (CEO)					
Ratio to average employee compensation	85 ⁽⁴⁾	56	84.1	73.4	61.1
Change in ratio (in %) versus previous fiscal year	17.4% ⁽⁴⁾	-34.1%	50.2%	-12.7%	-16.8%
Ratio to median employee compensation	120.0 ⁽⁴⁾	77.1	117.5	102	83.4
Change in ratio (in %) versus previous fiscal year	22.6%	-35.7%	52.3%	-13.2%	-18.2%
Group performances					
Operating margin (in € millions) ⁽⁵⁾					
Change (in %) versus previous fiscal year	106.2%	23.1%	35.7%	-2.7%	4%

(1) Total compensation paid or awarded during the fiscal year.

(2) Michel de Rosen since June 1, 2017.

(3) Patrick Koller since July 1, 2016 until February 28, 2025 and Martin Fischer from March 1, 2025.

(4) Due to the exceptional nature of the single ESPI plan of 2021 and to facilitate comparison with previous years, it is specified that the ratios and changes would have been respectively 67.2, -7.2%, 94.0, and -4.0% if the valuation of the ESPI had not been taken into account in the Chief Executive Officer's compensation in 2021.

(5) Operating income – annual values: 2021: €862 million; 2022: €1,061 million (Faurecia + 11 months' consolidation of HELLA); 2023: €1,439 million; 2024: €1,400 million; 2025 1,456 million.

4.3.1.5. Summary tables of the components of compensation of executive and non-executive corporate officers paid during or awarded in respect of the past fiscal year

The tables below present a summary of the components of compensation of executive and non-executive corporate officers paid during or awarded in respect of the 2025 fiscal year.

4.3.1.5.1. Summary of the components of compensation paid or awarded to the Chairman of the Board of Directors during or in respect of the 2025 fiscal year

Components of compensation	Amounts awarded in respect of the past fiscal year or book value	Amounts paid during the past fiscal year	Presentation
Fixed compensation	€356,508	€356,508	The principles for determining the compensation of Michel de Rosen as Chairman of the Board of Directors, as well as the details of its implementation (the "2025 Compensation"), are respectively described in (i) the compensation policy for the Chairman of the Board of Directors set out in Section 4.3.4.1.2. "Compensation policy for the Chairman of the Board of Directors" of the 2024 Universal Registration Document and of this Universal Registration Document (the "2024 and 2025 Compensation Policies"), and (ii) Section 4.3.1.1.2.1. "Fixed annual compensation" of this Universal Registration Document. The fixed annual compensation for 2025 was set at €400,000 (including the benefit in kind related to the provision of a personal assistant).
Annual variable compensation	Not applicable	Not applicable	No annual variable compensation.
Multiannual variable compensation	Not applicable	Not applicable	No multiannual variable compensation.
Extraordinary compensation	Not applicable	Not applicable	No extraordinary compensation.
Stock options, performance shares or any other long-term benefit	Not applicable	Not applicable	No award of stock subscription or purchase options, performance shares, or any other long-term benefits.
Compensation as Board member	Not applicable	Not applicable	No compensation awarded as Board member.
All benefits (including social protection)	€57,289 (of which a book value of €50,898)	€57,289 (of which a book value of €50,898)	The 2025 compensation is respectively described in (i) the 2024 and 2025 Compensation Policies and (ii) Section 4.3.1.1.2.2. "Benefits in kind and social protection" of this Universal Registration Document.
Termination payment	Not applicable	Not applicable	No termination payment.
Non-competition indemnity	Not applicable	Not applicable	No non-competition indemnity.
Supplementary pension schemes	Not applicable	Not applicable	No supplementary pension scheme benefit.

4.3.1.5.2. Summary of the components of compensation paid or awarded to Patrick Koller, Chief Executive Officer until February 28, 2025, during or in respect of the 2025 fiscal year ⁽¹⁾

Components of compensation	Amounts awarded in respect of the past fiscal year or book value	Amounts paid during the past fiscal year	Presentation
Fixed compensation	€183,333	€183,333	The principles for determining the compensation of Patrick Koller for his duties as Chief Executive Officer, as well as the details of its implementation (the "2025 Compensation"), are respectively described in (i) the compensation policy for the Chief Executive Officer set out in Section 4.3.4.1.3. "Compensation policy for the Chief Executive Officer" of the 2024 Universal Registration Document (the 2025 Compensation Policy and of this Universal Registration Document (the "2024 and 2025 Compensation Policies"), and (ii) Section 4.3.1.2.2.1. "Fixed annual compensation" of this Universal Registration Document.
Annual variable compensation	Not applicable	€1,161,875 (compensation for the 2024 fiscal year, paid in 2025 after the approval (93.40%) by the General Meeting of May 28, 2025 of the components of compensation paid or awarded for the 2024 fiscal year (16 th resolution).	The 2025 compensation is respectively described in (i) the 2024 Compensation Policy, and (ii) Section 4.3.1.2.2.2. "Annual variable compensation" of this Universal Registration Document.
Multi-annual variable compensation	Not applicable	Not applicable	No multiannual variable compensation
Extraordinary compensation	Not applicable	Not applicable	No extraordinary compensation
Stock options, performance shares or any other long-term benefit	Options = not applicable Performance shares = not applicable.	Options = not applicable Performance shares = not applicable	No award of stock subscription or purchase options. The 2024 compensation is respectively described in (i) the 2023 and 2024 Compensation Policies, and (ii) Section 4.3.1.2.2.3. "Performance shares" of this Universal Registration Document. In relation with the termination of Patrick Koller office as Chief Executive Officer with effect from February 28, 2025, the Board of Directors has decided to waive the presence condition applicable to all plans for which the shares have not vested and have not been delivered to Patrick Koller yet and to apply a proration to the period during which Patrick Koller remained Chief Executive Officer of FORVIA during the performance period, it being reminded that performance conditions will continue to apply.

(1) As the notice period and the non-solicitation commitment do not give rise to specific compensation, they are not mentioned in this table. For information, these mechanisms were not triggered in 2025.

Components of compensation	Amounts awarded in respect of the past fiscal year or book value	Amounts paid during the past fiscal year	Presentation
			<i>Introductory information: Plan delivered in 2025/Plan for which performance was assessed in 2025/Plan for which the performance conditions are set by reference to the 2025 fiscal year:</i> - Plan No. 13 awarded in 2021 (assessment of performance conditions as of December 31, 2023): - the internal condition related to the Group's net income after tax (60% weighting) was achieved by 58.33%; - the internal condition related to gender diversity within the "Managers and Professionals" category was achieved by 130% (10% weighting); - the external condition related to earnings per share (30% weighting) was achieved by 52.42%; - total performance was therefore 63.73%. - Plan No. 14 awarded in 2022 (assessment of performance conditions as of December 31, 2024): - the internal condition related to the Group's net income after tax (60% weighting) was not achieved; - the internal condition related to gender diversity within the "Managers and Professionals" category was achieved by 13% (10% weighting); - the external condition related to earnings per share (30% weighting) was not achieved; - total performance was therefore 13%. - Plan No. 15 awarded in 2023 (assessment of performance conditions as of December 31, 2025): - the internal condition related to the Group Operating Income (10% weighting) was achieved by 86.76%; - the internal condition related to the Group Net Cash Flow's (25% weighting) was achieved by 130%; - the internal condition related to the proportion of women (%) in the M&P Population (10% weighting) was achieved by 130%; - the internal condition related to the reduction of the CO₂ emissions (15% weighting) was achieved by 130%; - the external condition related to earnings per share (30% weighting) assessed by the Board of Directors at its Q1 2026 sales. - Single ESPI Plan: the Annual Relative Total Shareholder Return condition, corresponding to half of the Chief Executive Officer's total allocation, wasn't achieved for the fourth annual tranche.
	Other long-term benefits = not applicable	Other long-term benefits = not applicable	No award of other long-term benefits.

Components of compensation	Amounts awarded in respect of the past fiscal year or book value	Amounts paid during the past fiscal year	Presentation
Compensation as Board member	Not applicable	Not applicable	
All benefits (including social protection)	€5,018 (of which a book value of €3,635)	€5,018 (of which a book value of €3,635)	The 2025 compensation is respectively described in (i) the 2024 and 2025 Compensation Policies, and (ii) Section 4.3.1.2.2.8. "Benefits in kind and social protection" of this Universal Registration Document.
Termination payment	Not applicable	€5,765,000 (termination payment, paid in 2025 after the approval (93.40%) by the General Meeting of May 28, 2025	The 2024 compensation is respectively described in (i) the 2022 and 2023 Compensation Policies, and (ii) Section 4.3.1.2.2.5. "Termination payment" of 2024 Universal Registration Document.
Non-competition indemnity	Not applicable	No payments during the fiscal year	As part of the termination of the office of Patrick Koller, it is reminded that the non-competition indemnity which the Chief Executive Officer was submitted to was only applicable in case of his resignation from office, subject to such a clause was not waived by decision of the Board of Directors. No non-competition indemnity has therefore been paid to Patrick Koller as part of the termination of the office.
Supplementary defined-contribution pension scheme (Article 83 of the French General Tax Code) and additional defined-benefit pension scheme (Article 39 of the French General Tax Code)	Not applicable	No payments during the fiscal year	The 2025 compensation is respectively described in (i) the 2022 Compensation Policy described in the 2021 Universal Registration Document, and (ii) Section 4.3.1.2.2.4. "Pensions" of this Universal Registration Document. Defined-contribution pension scheme: the amount of contributions paid in 2025 amounts to €1,491.50. On February 28, 2025, the amounts of pensions are the following: • Defined-contribution pension scheme: the amount of the pension is €5,338 per year. • Frozen defined-benefit pension schemes: the amount of pension is €213,434 per year: • Defined-benefit pension schemes with vested rights: the amount of pension related to defined-benefit pension scheme are €3,246 for (Tranche C2) and €174,066 for the PAPP 2 per year. Patrick Koller kept the rights acquired in connection with the above-mentioned pension schemes when he left his office; payments were subject to caps as provided by the plans rules. No acquisition of defined-benefit schemes rights took place with respect to 2025 fiscal year.
Frozen supplementary pension schemes: Defined-benefit pension scheme and specific pension scheme (Article 39 of the French General Tax Code)			

4.3.1.5.3. Summary of the components of compensation paid or awarded to Martin Fischer, Chief Executive Officer from March 1, 2025, during or in respect of the 2025 fiscal year ⁽¹⁾

Components of compensation	Amounts awarded in respect of the past fiscal year or book value	Amounts paid during the past fiscal year	Presentation
Fixed compensation	€833,333	€833,333	The principles for determining the compensation of Martin Fischer for his duties as Chief Executive Officer, as well as the details of its implementation (the "2025 Compensation"), are respectively described in (i) the compensation policy for the Chief Executive Officer set out in Section 4.3.4.1.3. "Compensation policy for the Chief Executive Officer" of the 2024 Universal Registration Document (the 2025 Compensation Policy and of this Universal Registration Document (the "2024 and 2025 Compensation Policies"), and (ii) Section 4.3.1.2.2.1. "Fixed annual compensation" of this Universal Registration Document.
Annual variable compensation	€1,462 500 (compensation for the 2025 fiscal year, on a full-year basis), to be paid in 2026 subject to a favorable vote by the June 2026 General Meeting	not applicable	The 2025 compensation is respectively described in (i) the 2024 Compensation Policy, and (ii) Section 4.3.1.2.2.2. "Annual variable compensation" of this Universal Registration Document. At its meeting of February 23, 2026, the Board of Directors, on the recommendation of the Compensation Committee, determined and finalized the total annual variable compensation due to Martin Fischer (Chief Executive Officer) for the fiscal year ended December 31, 2025, as follows: • quantifiable criteria (net debt/EBITDA ratio, and reduction of fixed costs from the consolidation of HELLA and an environmental criterion): 160%, which gives entitlement to €1,200,000; • individual criteria (order intake and Strategy): 105%, which gives entitlement to €262,500; • total amount: €1,462,500 In accordance with Article L. 22-10-34 of the French Commercial Code, the variable compensation for the fiscal year ended December 31, 2025 will be paid only after the shareholders have approved the components of compensation paid during or awarded in respect of the 2025 fiscal year to Martin Fischer Chief Executive Officer from March 1, 2025.
Multiannual variable compensation	Not applicable	Not applicable	No multiannual variable compensation

⁽¹⁾ As the notice period and the non-solicitation commitment do not give rise to specific compensation, they are not mentioned in this table. For information, these mechanisms were not triggered in 2025.

Components of compensation	Amounts awarded in respect of the past fiscal year or book value	Amounts paid during the past fiscal year	Presentation
Extraordinary compensation	€585,000 (compensation for the 2025 fiscal year), to be paid in 2026 subject to a favorable vote by the May 2026 General Meeting	Not applicable	The Sign on bonus is respectively described in (i) the 2025 Compensation Policy, implementation for 2025 and (ii) Section 4.3.1.2.2.2. "Annual variable compensation" of this Universal Registration Document. At its meeting of February 23, 2026, the Board of Directors, on the recommendation of the Compensation Committee, determined and finalized the amount of the first tranche of sign on bonus due to Martin Fischer (Chief Executive Officer) for the fiscal year ended December 31, 2025. Criteria are the same as the ones of the Annual variable compensation, i.e. a total achievement of 146.25%. In accordance with Article L.22-10-34 of the French Commercial Code, the first tranche of the sign on bonus will be paid only after the shareholders have approved the components of compensation paid during or awarded in respect of the 2025 fiscal year to Martin Fischer Chief Executive Officer from March 1, 2025.
Stock options, performance shares or any other long-term benefit	Options = not applicable	Options = not applicable	No award of stock subscription or purchase options.
	Performance shares = €2,464,090 calculated on the maximum number of shares granted under plan 17	Performance shares = not applicable	The 2024 compensation is respectively described in (i) the 2025 Compensation Policies, and (ii) Section 4.3.1.2.2.3. "Performance shares" of this Universal Registration Document. <i>Introductory information: Plan delivered in 2025/Plan for which performance was assessed in 2025/Plan for which the performance conditions are set by reference to the 2025 fiscal year:</i> • No plan delivered in 2025 to Martin Fischer. • Plan No. 17 awarded in 2025: award by the Board of Directors on July 25, 2025, on the basis of the authorization of the General Meeting of May 28, 2025 (27th resolution), of a maximum of 299,040 shares to Martin Fischer (Chief Executive Officer) subject to performance conditions (it being specified that, in the event that the target objectives are met, the number of shares to be delivered will be 230,030). These 299,040 shares correspond to 0.15% of the Company's capital stock at December 31, 2025.
	Other long-term benefits = not applicable	Other long-term benefits = not applicable	No award of other long-term benefits.
Compensation as Board member	Not applicable	Not applicable	No compensation awarded as Board member.
All benefits (including social protection)	€210,454 (of which a book value of €22,047)	€210,454 (of which a book value of €22,047)	The 2025 compensation is respectively described in (i) the 2024 and 2025 Compensation Policies, and (ii) Section 4.3.1.2.2.8. "Benefits in kind and social protection" of this Universal Registration Document.

Components of compensation	Amounts awarded in respect of the past fiscal year or book value	Amounts paid during the past fiscal year	Presentation
Termination payment	Not applicable	No payments during the fiscal year	The 2025 compensation is respectively described in (i) the 2025 Compensation Policies, and (ii) Section 4.3.1.2.2.5. "Termination payment" of this Universal Registration Document. Martin Fischer benefits from a termination payment since March 1, 2025. This scheme was authorized for Martin Fischer, Chief Executive Officer from March 1, 2025 by the Board of Directors' decision on December 2, 2024 and approved in accordance with the Law by the General Meeting of May 28, 2025. In the event of termination of his office as Chief Executive Officer at the Company's initiative, Martin Fischer is entitled to a termination payment, subject to satisfaction of the following performance conditions: • achieving a positive Operating margin in each of the last three financial years preceding the termination of his office as Chief Executive Officer; and • achieving positive Net cash flow in each of the last three financial years preceding the termination of his office as Chief Executive Officer.
Non-competition indemnity	Not applicable	No payments during the fiscal year	The 2025 compensation is respectively described in (i) the 2025 Compensation Policies, and (ii) Section 4.3.1.2.2.6. "Non-competition indemnity" of this Universal Registration Document. Martin Fischer (Chief Executive Officer) has been bound by a non-compete covenant since March 1, 2025 and benefits from a subsequent indemnity. The decision was taken by the Board of Directors on December 2, 2024 and approved in accordance with Law by the General Meeting on May 28, 2025 as part of the 2025 vote on the Chief Executive Officer's compensation policy (19th resolution).
Supplementary defined-contribution pension scheme (Article 83 of the French General Tax Code) and defined-contribution pension scheme (Article 82 of the French General Tax Code)	Not applicable	No payments during the fiscal year	The 2025 compensation is respectively described in (i) the 2025 Compensation Policy described in the 2024 Universal Registration Document, and (ii) Section 4.3.1.2.2.4. "Pensions" of this Universal Registration Document. • Defined-contribution pension scheme (art 83) : the amount of contributions paid in 2025 amounts to €745.75. • Defined-contribution pension scheme (Art. 82): Martin Fischer benefits from a single pension scheme in the form of an "Article 82" defined-contribution pension supplement subject to performance conditions. The decision was taken by the Board of Directors on December 2, 2024 and approved by the General Meeting on May 28, 2025 as part of the 2025 vote on the Chief Executive Officer's compensation policy (19th resolution). • At its meeting of February 23, 2026, the Board of Directors, on the recommendation of the Compensation Committee, determined and finalized the amount of the pension due to Martin Fischer (Chief Executive Officer) for the fiscal year ended December 31, 2025 : €928,125. • Total amount : €1,856,250 including €928,125 contributions to be paid to the insurer and €928,125 to be paid to Martin Fischer to offset the costs (income tax and social contributions) associated to this scheme. As per Compensation Policy, upon the approval by the General Meeting of June 2026, these amounts will be paid on December 2027 if the three-year presence condition is met.

4.3.2. Compensation of Board members for the 2025 fiscal year

The principles for determining the compensation of Board members for 2025 are described in the compensation policy for Board members in Section 4.3.4.1.1. "Compensation policy for Board members" of the 2024 Universal Registration Document.

In summary, under this compensation policy, the Board members receive as compensation for their activity a sum composed of:

- a fixed portion;

- a preponderant variable portion linked to actual attendance;
- for Board members not residing in France, an additional amount to reflect the geographical distance involved in physical attendance at a Board meeting.

In addition, the Chairman of the Board of Directors and the Chief Executive Officer of the Company do not receive compensation for their office as Board members.

The General Meeting of May 30, 2024 set the maximum annual compensation that may be paid to Board members to €1,200,000 (12th resolution). Concerning the structure and level of Board members' compensation, the Board of Directors adopted, at its meeting of December 14, 2023, the following scale:

	Fixed compensation ⁽¹⁾	Variable compensation per meeting	Compensation for Board members not residing in France
Board of Directors	€25,000	€5,000	€3,000 per attendance at a Board meeting
Committees			
• Member	€10,000	€2,500	-
• Chairman	€15,000	€3,500	-
Ad hoc committees	-	€2,500	-

(1) Prorated portion for members of the Board (or a committee) who joined or left the Board (or a committee) during the year. The amount is then divided by the number of Board and committee meetings (giving the right to compensation) organized during the year.

In accordance with the rules described above, the table below shows the gross amounts paid during/awarded in respect of fiscal years 2024 and 2025 to the Board members (non-executive corporate officers).

The components of compensation of the Board members are in accordance with the provisions adopted by the Board of Directors, on the recommendation of the Compensation Committee, which constitute the compensation policy for the Company's corporate officers as approved by the General Meeting held on May 28, 2025 (17th resolution adopted by 97.82% of the votes cast).

The Board Observer is compensated for his Board of Directors and Committees participation according to a prorata based on Board and Committee compensation calculation rules. This compensation (€26,667 euros in 2025, with a fixed portion of 44% and a variable portion of 56%) is not included in the annual compensation paid to Board members (€1,200,000).

Table 3 (AFEP-MEDEF Code and AMF Position-Recommendation No. 2021-02)

Board members (non-executive corporate officers)	2024 fiscal year⁽¹⁾		2025 fiscal year⁽¹⁾	
	Amount awarded	Amount paid⁽²⁾	Amount awarded	Amount paid⁽³⁾
<i>(gross amounts in €)</i>				
Daniel BERNARDINO	100,939	70,500	111,880	100,939
% fixed portion	33%	-	31%	-
% variable portion	67%	-	69%	-
Michael BOLLE	96,109	43,071	106,951	96,109
% fixed portion	35%	-	32%	-
% variable portion	65%	-	68%	-
Christel BORIES	59,266	-	83,786	59,266
% fixed portion	39%	-	41%	-
% variable portion	61%	-	59%	-
Judy CURRAN	105,769	48,000	113,851	105,769
% fixed portion	32%	-	30%	-
% variable portion	68%	-	70%	-
Esther GAIDE	108,023	37,071	107,937	108,023
% fixed portion	34%	-	37%	-
% variable portion	66%	-	63%	-
Penelope HERSCHER	100,939	67,000	108,922	100,939
% fixed portion	33%	-	32%	-
% variable portion	67%	-	68%	-
Patrick KOLLER ⁽⁴⁾	-	-	27,929	-
% fixed portion	-	-	29%	-
% variable portion	-	-	71%	-
Valérie LANDON	96,592	58,000	98,572	96,592
% fixed portion	35%	-	35%	-
% variable portion	65%	-	65%	-
Jean-Bernard LÉVY	103,354	71,500	104,487	103,354
% fixed portion	37%	-	38%	-
% variable portion	63%	-	62%	-

Board members (non-executive corporate officers) (gross amounts in €)	2024 fiscal year ⁽¹⁾		2025 fiscal year ⁽¹⁾	
	Amount awarded	Amount paid ⁽²⁾	Amount awarded	Amount paid ⁽³⁾
Denis MERCIER	100,939	65,500	96,108	100,939
% fixed portion	38%	-	41%	-
% variable portion	62%	-	59%	-
Nicolas PETER	110,598	20,143	52,290	110,598
% fixed portion	31%	-	26%	-
% variable portion	69%	-	74%	-
Robert PEUGEOT/ PEUGEOT 1810 ⁽⁵⁾	91,763	55,500	91,179	91,763
% fixed portion	37%	-	38%	-
% variable portion	63%	-	62%	-
Emmanuel PIOCHE ⁽⁶⁾	94,178	55,500	96,108	94,178
% fixed portion	36%	-	36%	-
% variable portion	64%	-	64%	-
TOTAL	1,200,000	703,571	1,200,000	1,200,000
% fixed portion	35%	-	35%	-
% variable portion	65%	-	65%	-

- (1) For Board members not residing in France, the variable portion includes an additional amount to reflect the geographical distance involved in physical attendance at a Board meeting.
- (2) Amount paid in respect of the 2023 fiscal year.
- (3) Amount paid in respect of the 2024 fiscal year.
- (4) Patrick Koller received a compensation as Board member after his revocation as Chief Executive Officer on February 28, 2025 and until the end of his term as Board member on May 28, 2025.
- (5) Robert Peugeot was an individual Board member until May 31, 2021, after which date he sat on the Board as the permanent representative of Peugeot 1810. At the request of Peugeot 1810, the compensation due to Peugeot 1810 for the functions of Board member was paid to Robert Peugeot.
- (6) Emmanuel Pioche has decided to repay his union organization the compensation paid to him for his work as a Board member starting November 1, 2025.

The compensation awarded to the Board members for the 2025 fiscal year is stable, with the number of meetings of the Board of Directors and its Committees organized in 2025 remaining high, given the difficult economic environment.

The relative proportion of fixed and variable compensation awarded to Board members in respect of the 2025 fiscal year is as follows: 35% for the fixed portion and 65% for the variable portion.

Board members (non-executive corporate officers) received no other compensation from the Company or any company within the scope of consolidation within the meaning of Article L. 233-16 of the French Commercial Code.

Lastly, it is specified that as the Board of Directors is composed in accordance with the first paragraph of Article L. 225-18-1 of the French Commercial Code, the payment of the compensation awarded to the Board members has not been suspended.

4.3.3. Compensation of the Group's operational management for the 2025 fiscal year

4.3.3.1. Executive Committee

The total amount of compensation paid during the 2025 fiscal year to the Executive Committee members in office as of December 31, 2025 (including the Chief Executive Officer) amounted to €13,114,498.

The compensation of the Executive Committee members (excluding the Chief Executive Officer) includes a variable performance bonus. At target, this bonus can be up to 65% of the base salary. If targets are exceeded, the percentage can rise to 118.63% of the base salary.

Since 2022, at target level, the variable compensation system has consisted of a portion based on financial performance criteria (50%), a portion based on the reduction of CO₂ emissions (15%) and a portion based on individual performance criteria (35%). The financial performance criteria (50%) concern the Net debt/EBITDA ratio at Group level, and Operating income and Operating cash flow (i) for the Business Groups and Regions within the scope of direct responsibility (80%) and (ii) at Group level (20%). For the functional departments, these criteria are assessed entirely at Group level.

Members of the Executive Committee also benefit from the Performance Share plans granted by the Board of Directors; they are not entitled to the Restricted Share grants introduced with Plan No. 17 in 2025. On December 31, 2025, ESPI and plans nos. 14, 15, 16 and 17 were in the vesting phase. They were awarded by decision of the Board of Directors on July 23, 2021, July 28, 2022, July 26, 2023, July 23, 2024 and July 25, 2025. At its meeting of October 12, 2017, the Board of Directors decided that, starting with plan No. 6 and for all plans vesting thereafter, all Executive Committee members would have to retain at least 20% of the shares actually vested under each plan. This threshold percentage requirement for each plan ceases to apply once the Executive Committee member concerned holds a number of shares corresponding to one year's base gross compensation, taking into account all the shares held, including shares from plans already vested, and becomes

applicable again if he or she no longer holds the target number of shares corresponding to one year's base gross compensation. In any event, this holding requirement ceases to apply once the Executive Committee member in question is no longer a member of the Committee (the provisions applicable to the Chief Executive Officer are described in Section 4.3.1.2.2.3. "Performance shares" of this Universal Registration Document).

4.3.3.2. Group Leadership Committee

The members of the Group Leadership Committee of the Group (excluding the HELLA scope) have an interest in the short-term results through a system of variable performance bonuses.

Since 2022, at target level, the variable compensation system has consisted of a portion based on financial performance criteria (50%), a portion based on the reduction of CO₂ emissions (15%), and a portion based on individual performance criteria (35%).

The financial performance criteria (50%) relate to the Operating margin and Operating cash flow (i) within the scope of direct responsibility (Divisions, Business Groups or Regions) (80%), and (ii) within the scope immediately above (20%). For the functional departments, these criteria are assessed entirely at Group level, the financial criterion for the Group level being the Net debt/EBITDA ratio.

The members of the Group Leadership Committee also benefit from the Performance share plan established by the Board of Directors, under the same terms and conditions as for the members of the Executive Committee (see Section 4.3.3.1. "Executive Committee" above) or alternatively from "Phantom Performance Shares" as described in Section 4.3.1.2.2.3. On top of the Performance shares or Phantom Performance shares, the Members of the Group Leadership Committee benefit from Restricted share plan or Phantom restricted share plan established by the Board of Directors in 2025.

4.3.4. Compensation policy for corporate officers and implementation for 2026

This section constitutes the compensation policy for the Company's corporate officers, in particular for the 2026 fiscal year. It describes the components of fixed and variable compensation and explains the decision-making process followed for its determination, revision and implementation.

In accordance with the provisions of Article L. 22-10-8 of the French Commercial Code, the compensation policy presented below and its implementation for 2026 are subject to the approval of the general meeting of June 4, 2026.

The Board thus ensures that the compensation policy for corporate officers is in line with the Company's corporate interest, contributes to its sustainability, and is part of its commercial strategy.

4.3.4.1. Compensation policy for corporate officers

The compensation policy described below is drawn up in accordance with Article L. 22-10-8 of the French Commercial Code, taking into account the principles of the AFEP-MEDEF Code in its revised version of December 20, 2022.

The compensation policy for corporate officers is set by the Board of Directors, on the recommendation of the Compensation Committee, which at the date of this Universal Registration Document was composed solely of independent Board members (excluding the Board member representing employees).

In a competitive and globalized market, the Board of Directors ensures that the compensation offered is competitive by referring to comparative studies, mainly carried out by specialized external consultants. As far as possible, the Board of Directors seeks to align the structure of the Chief Executive Officer's compensation with that of the members of the Executive Committee and Group Leadership Committee.

Lastly, the Board of Directors pays particular attention to the transparency of information relating to the structure and description of the rules set out in the compensation policy.

4.3.4.1.1. Compensation policy for Board members

The General Meeting sets the maximum total annual amount that may be allocated to Board members on the proposal of the Board of Directors.

To determine the maximum total annual amount that the General Meeting will be asked to approve, the Board of Directors performs analyses based on market research into the compensation of Board members in comparable companies in France and Europe. It also considers projections of compensation due, anticipated changes in the composition of the Board of Directors and any specific events (setting up of an ad hoc committee, etc.). The same comparability rules apply to the determination and implementation of the distribution rules.

The Board of Directors ensures that the amount of Board members' compensation that it proposes to the General Meeting reflects Board members' level of responsibility and the amount of time required to carry out their duties.

The Board of Directors, on the proposal of the Compensation Committee and in accordance with the principles below, allocates this maximum annual budget among the Board members as follows:

- a fixed portion, in consideration of their duties as a Board member and, if applicable, as a member or Chairman of a committee, it being specified that this portion is prorated for members who have joined or left the Board (or a committee) during the year; and
- a preponderant variable portion based on their actual attendance at meetings of the Board and, where applicable, of the committee(s) of which they are members.

Board members not residing in France receive an additional amount to reflect the geographical distance involved in physical attendance at a Board meeting (it being specified that, in exceptional cases, this amount may also be awarded to Board members residing in France when a meeting takes place abroad). When Board members attend a Board meeting by means of telecommunication, this additional amount is not paid.

The rules governing the allocation of Board members' compensation may also apply to any ad hoc committee of Board members that may be set up to address any matter that the Board of Directors considers useful or necessary to monitor or examine in greater depth as part of the performance of its tasks. The same applies to any seminar that may be organized by the Board of Directors.

Board members representing employees receive compensation under the same terms and conditions as any other Board member, it being specified that they also receive compensation under their employment contract within the Group.

In accordance with the best governance practices, executive and non-executive corporate officers do not receive compensation for their duties as Board members of the Company.

In the event that the maximum annual amount allocated by the General Meeting is exceeded, provision has been made to apply a reduction to the amount received by the Board members, calculated as follows: (compensation due to a Board member/total amount of compensation due to Board members) x maximum amount of the fixed annual sum approved by the General Meeting.

In the event that the Board of Directors decides to entrust a Board member with a specific task or mandate, he or she may receive an amount of extraordinary compensation proportionate to this task or mandate and in line with market practices.

Lastly, each Board member is entitled to reimbursement, upon presentation of supporting documents, of traveling expenses incurred by him or her in the performance of his or her duties, within the limits of the ceilings set by the policy applicable within the Company.

4.3.4.1.2. Compensation policy for the Chairman of the Board of Directors

The Board of Directors ensures that the compensation of the Chairman of the Board of Directors is commensurate with his tasks, consistent with best market practices and aligned with the interests of all stakeholders in the Company's business.

The compensation of the Chairman of the Board of Directors is made up of fixed compensation and benefits in kind, to the exclusion of any other component of compensation.

Fixed compensation

The fixed annual compensation is the only component of the Chairman of the Board's compensation, to the exclusion of any other compensation (excluding benefits in kind and social protection).

The fixed compensation of the Chairman of the Board of Directors is intended to compensate him for the responsibilities and tasks attached to this corporate office. The amount of that compensation also reflects the skills and experience of the beneficiary and is determined by reference to a comparative study prepared by an external consultant based on a sample of French listed companies with a split governance structure.

The Board of Directors has not laid down any rules as to how often the Chairman of the Board's fixed compensation should be reviewed. However, in practice, this compensation is reviewed by the Board of Directors on a regular basis. A review may take place during the term of office if there is a change in the scope of responsibility of the Chairman or in the Company or if the compensation is out of step with market practices.

Other components of compensation

The Chairman of the Board of Directors receives certain benefits in kind, as well as the medical/life/disability insurance plan set up within the Company.

4.3.4.1.3. Compensation policy for the Chief Executive Officer

Pursuant to the recommendations of the AFEP-MEDEF Code, the principles and rules applicable to the determination of the Chief Executive Officer's compensation are approved by the Board of Directors on the proposal of the Compensation Committee.

The Board of Directors ensures that the compensation policy is adapted to the Company's strategy and to the context in which it operates while ensuring in particular that the Chief Executive Officer's compensation takes into account corporate social responsibility (CSR) issues, particularly in relation to carbon neutrality, which is a strategic priority for the Group.

It also ensures that the compensation policy is aligned with the Company's interests and that it is designed to contribute to the Company's business strategy and long-term viability and to promote its performance and competitiveness over the medium and long term.

These objectives are reflected in stable and long-term compensation structures adapted to the Chief Executive Officer's duties, with a major portion of his compensation based on performance criteria relating to the execution of the strategy, the achievement of which benefits all stakeholders. These elements must also help to attract and retain the Chief Executive Officer.

Fixed annual compensation

The Chief Executive Officer's fixed compensation is intended to remunerate him for his responsibilities and tasks. The amount of the compensation also reflects the beneficiary's skills and experience.

The Board of Directors has not laid down any rules as to how often the Chief Executive Officer's fixed compensation should be reviewed. However, in practice, this compensation is reviewed by the Board of Directors on a regular basis.

The fixed compensation is used as a reference to determine the annual variable compensation as a percentage and to value performance share allocations.

Annual variable compensation

The annual variable compensation is based on quantifiable criteria, which are preponderant, and individual criteria, bearing in mind that performance-based variable compensation is not awarded solely to the Chief Executive Officer. The choice of performance criteria, whether quantifiable or individual, is guided by (i) the pursuit of continuous improvement in the Company's financial and operational performance and (ii) strategic priorities and CSR issues. Accordingly, these criteria contribute to the compensation policy objectives. They are regularly reviewed and may be modified from time to time to fully reflect the compensation policy objectives.

The Chief Executive Officer's variable compensation may range from 0% to 180% of his fixed annual compensation depending on the achievement of quantifiable criteria and individual criteria.

Each year, the Board of Directors sets one or more individual criteria (generally between one and four). They cover strategic, business development and managerial objectives and/or objectives related to the Group's values. A weighting is assigned to each of them, and they are linked, where possible, to quantifiable indicators. Sometimes, individual criteria may not be made public for confidentiality reasons. The achievement of the objectives for these criteria is assessed annually by the Board of Directors, on the recommendation of the Compensation Committee, based on objective information derived mainly from internal and external documents which provide evidence of whether the objectives have been achieved.

Long-term compensation in the form of share-based incentives

The maximum amount of share-based incentives that may be awarded for a given year may not exceed 250% of the Chief Executive Officer's fixed annual compensation as of the award date.

The Company's policy for awarding share-based incentives is based on long-term, simple and transparent principles. Thus:

- awards of share-based incentives are subject to internal and external performance conditions as well as a presence condition applicable to all French and foreign beneficiaries of the plans⁽¹⁾;
- the vesting period for the plans is set by the Board of Directors. The plans do not include a holding period. It is specified that the Chief Executive Officer must retain a minimum number of the shares actually vested under each plan. This threshold percentage requirement for each plan ceases to apply once the Chief Executive Officer holds a number of shares corresponding to three years' base gross compensation, taking into account all plans already vested, and becomes applicable again if the Chief Executive Officer no longer holds the target number of shares corresponding to this level of base gross compensation;
- the number of shares that may be awarded under each plan is determined using an external benchmark. In any event, the final award depends on the achievement of performance and attendance conditions.

The fulfillment of the performance conditions is assessed by the Board of Directors, on the proposal of the Compensation Committee.

The Chief Executive Officer makes a formal commitment not to engage in any hedging transactions against risks on the performance shares awarded to him.

Share-based compensation, which is based on both internal and external performance conditions, helps to strengthen the Chief Executive Officer's loyalty and to focus his actions on the long term while at the same time aligning his interests with the interests of the Company and its shareholders. It thus contributes to the compensation policy objectives.

The Company's long-term compensation practices are re-examined on a regular basis to ensure that they comply with best market practices.

Pensions

The Board of Directors has, on the recommendations of the Compensation Committee, decided to set up a single pension scheme in the form of an "Article 82" defined-contribution pension supplement to replace the defined-benefit pension schemes previously in force.

The Chief Executive Officer's entitlements under this pension scheme will only vest after he has been with the Executive Committee of the Company for a period of three years.

The Chief Executive Officer accrues entitlements annually under this scheme subject to the fulfillment of performance conditions.

Under this scheme, if the performance conditions are met, the Company pays:

- to an external insurer, an annual contribution of 67.5% of the fixed annual compensation;
- to the Chief Executive Officer, an additional amount equivalent to the annual contribution (67.5% of the fixed annual compensation) to offset the costs (income tax and social security contributions) associated with the scheme.

Termination payment

The Board of Directors may decide to grant the Chief Executive Officer a termination payment subject to performance conditions and dependent on eligibility conditions compliant with the AFEP-MEDEF Code.

Non-competition, non-solicitation, non-poaching and notice commitments

Given the nature of the Chief Executive Officer's duties and responsibilities and for the sole purpose of protecting the Company's legitimate interests, a non-competition, non-solicitation and/or non-poaching commitment may be established for the Chief Executive Officer.

Benefits in kind, social protection and other components of compensation

The Chief Executive Officer is provided with a company car and a driver, as well as tax assistance.

He also benefits from the medical/life/disability insurance scheme within the Company as well as international health insurance.

The Chief Executive Officer is also entitled to the reimbursement of certain expenses associated with his relocation to Paris.

He does not receive any compensation for his potential office as a member of FORVIA's Board of Directors.

(1) Presence condition with the usual exceptions or based on a decision substantiated by the Board of Directors.

4.3.4.1.4. Potential change in governance and circumstances

Change of governance

If a new Chairman of the Board of Directors (separate from the Chief Executive Officer) or a new Board member were to be appointed, the compensation policies for the Chairman of the Board of Directors and the Board members described above would apply to them respectively (unless the General Meeting decides otherwise).

If a new Chief Executive Officer or one or more Deputy Chief Executive Officers were to be appointed, the compensation policy for the Chief Executive Officer described above would apply to them (unless the General Meeting decides otherwise). The Board of Directors, on the recommendation of the Compensation Committee, will then set the amount of the fixed annual compensation, as well as the other components of compensation, in particular the objectives, performance levels, parameters, structure and maximum percentages applied in relation to fixed annual compensation, adapting them to the situation of the persons concerned.

Derogation from the compensation policy in exceptional circumstances

In accordance with Article L. 22-10-8 III paragraph 2 of the French Commercial Code, the Board of Directors may, in exceptional circumstances, derogate from the application of the compensation policy if such a derogation is temporary, aligned with the Company's interests and necessary to ensure the Company's long-term future or viability.

This option may be used by the Board of Directors, on the proposal of the Compensation Committee, in exceptional circumstances including an unforeseen change in the competitive environment, a significant change in the Group's scope of consolidation following a merger or disposal, the acquisition or creation of a significant new business activity or the discontinuation of a significant business activity, a change in accounting principles or a major event affecting the markets and/or business sector in which the Group operates.

This derogation will enable adjustments to be made to the Chief Executive Officer's variable compensation (annual and long-term, as well as the performance conditions relating to the defined-contribution pension supplement). Exceptionally, this may lead to the upward or downward adjustment of one or more criteria (including the addition or substitution of new criteria) and/or their respective weightings and/or the targets for the criteria associated with the variable compensation (annual and long-term) of the Chief Executive Officer (as well as the performance conditions for the defined-contribution pension supplement). This is intended to ensure that the compensation reflects the performance of both the Chief Executive Officer and the Group.

Any adjustment decision must be temporary and duly justified. It must maintain an alignment between the interests of shareholders and executives.

Resolutions submitted to the General Meeting

The draft resolutions relating to the compensation policy for corporate officers to be submitted to the General Meeting of June 4, 2026 will be included in the prior notice, which will be published in the *Bulletin des Annonces Légales Obligatoires* and will also be available on the Company's website.

4.3.4.2. Implementation for 2026

4.3.4.2.1. Implementation of the compensation policy for the Chairman of the Board of Directors for 2026

On the recommendation of the Compensation Committee, the Board of Directors, at its meeting of February 23, 2026, decided that, for 2026, the Chairman of the Board of Directors would benefit from all the components of compensation provided for in the compensation policy.

Fixed annual compensation

The fixed annual compensation of the Chairman of the Board of Directors was revised in 2024.

The Board of Directors, on the recommendation of the Compensation Committee, decided to keep the Chairman's compensation unchanged at €400,000, it being specified that this ceiling would include the amount of the benefit in kind corresponding to the time of the personal assistant made available.

Under the former Board of Directors' internal regulations, the Chairman of the Board of Directors was required to hold a number of shares corresponding to one year's compensation no later than two years following the appointment as Chairman. As from July 1st, 2026, the Board of Directors' internal regulations provides that the Chairman of the Board must hold 5,000 shares (including the 500 shares owned as Board member) and be in compliance with this obligation within twelve months from the appointment as Chairman.

Benefits in kind and social protection

The Chairman of the Board of Directors receives benefits in kind (the provision of a personal assistant for his activities other than those relating to the chairmanship of the Company's Board of Directors and the provision of a car) as well as social protection in accordance with the terms and conditions of the compensation policy.

4.3.4.2.2. Implementation of the compensation policy for the Chief Executive Officer for 2026

On the recommendation of the Compensation Committee, the Board of Directors, in its meetings held on December 11, 2025 and February 23, 2026, decided that the Chief Executive Officer would receive, for 2026, the compensation items provided for in the compensation policy.

It is proposed to increase in 2026 the level of the fixed annual remuneration. The maximum levels in percentage of the annual variable remuneration and of the long-term variable compensation applicable in 2026 would remain unchanged.

The type of vehicles awarded as part of the long-term variable compensation would be amended, but would remain tied to strict performance conditions as well as to the evolution of the Company share price.

The system proposed for 2026 by the Board of Directors in application of the compensation policy is summarized in the graph below.

Fixed annual compensation	Annual variable compensation ^(*)	Long-term variable compensation ^(*)	Other components
Determined using a European benchmark €1,100,000 ^(*)	0-180% of the fixed annual compensation Quantifiable criteria (80% at target) From 0% to 150% of the fixed annual compensation Net debt to EBITDA ratio, Net cash flow and Order intake (65% at target) + Carbon neutrality and Accident rate (15% at target) Individual criteria (20% at target) From 0% to 30% of the fixed annual compensation One or more criteria covering strategic, business development and managerial objectives	0-250% of fixed annual compensation Performance shares subject to presence and performance conditions - Internal conditions related to Operating income (20%) and Net cash flow (25%) - Internal condition related to gender diversity (10%) - Internal condition related to the reduction of CO₂ emissions (15%) - External condition related to a relative Total shareholder return (TSR) vs a peer group (30%)	- Termination payment (24 months' fixed and variable annual compensation) 12-month non-competition commitment, with an indemnity of six months' fixed and variable annual compensation - Six-month notice period in the event of resignation 12-month non-solicitation/non-poaching commitment - Pension - Benefits in kind and social protection - Compensation for the duties on HELLA's Shareholder Committee
SHORT TERM		LONG TERM	

(*) Subject to approval by the 2026 AGM.

Fixed annual compensation

The fixed compensation for the Chief Executive Officer aims at compensating the responsibilities and tasks associated with this position by law and is also set taking into account the beneficiary's skills and experience.

The Board of Directors wished to review the fixed annual compensation of the Chief Executive Officer, which was set in 2024 at €1,000,000, including an impatriation bonus of €100,000. It was revised downwards compared to the fixed annual remuneration of the previous Chief Executive Officer at €1,100,000.

The European comparative study conducted for the Board of Directors end of 2025 showed that the fixed annual compensation of the Chief Executive Officer for 2026 would be 28% below the median and 39% below the 75th percentile of the Chief Executive Officers of the companies in the reference peer group.

The European reference peer group used is made up of the following listed companies: BASF, Renault, Continental, AB Volvo, ThyssenKrupp, Traton, BAE Systems, Michelin, Safran, Valeo, Rolls-Royce, Leonardo, Schaeffler, Covestro, Schindler and Alstom.

This peer group is the one that the company has constantly been using since 2022 and had been taken for comparing in 2022 the annual fixed remuneration for the purpose of increasing the compensation of the Chief Executive Officer then in place.

The Board of Directors is proposing to increase in 2026 the Chief Executive Officer annual fixed remuneration to €1,100,000 €, i.e. an increase of 10%. This proposal is driven by the positioning relative to the peer group and by the overall satisfaction of the Board of Directors with the way the Chief Executive Officer carries out his mandate.

The increase would result in setting the Chief Executive Officer's annual fixed remuneration at the level of that of his predecessor at the time of his departure. The former Chief Executive Officer annual fixed remuneration had not been modified since 2022.

For the 2026 fiscal year, Martin Fischer's gross fixed annual compensation would thus be at €1,100,000, including an impatriation bonus of €110,000.

Annual variable compensation

The Board of Directors, on the recommendation of the Compensation Committee, and in accordance with the compensation policy, set the ceiling for the annual variable compensation for 2026 at 180% of the Chief Executive Officer's fixed annual compensation. This ceiling is unchanged from 2025.

For the 2026 applicable performance conditions, the proposals are the following:

- Quantitative criteria would be increased from 75% to 80% and Individual objectives decreased from 25% to 20%.

- The Net debt/EBITDA ratio would be kept with a 25% weight and a Net Cash flow objective would be added, with a 25% weight. Fixed costs reduction would be replaced by Order Intake, with a 15% weight.
- An accident rate objective would be added among ESG objectives.

The table below sets out the quantifiable and individual criteria for the variable annual compensation for the 2026 fiscal year:

Performance criteria	Percentage of the annual fixed compensation awarded at target	Maximum percentage of fixed annual compensation
	80%	150% ⁽¹⁾
Quantifiable financial criteria of which:	65%	121.875%
- Net debt to EBITDA ratio	25%	46.875%
- Net cash flow	25%	46.875%
- Order intake	15%	28.125%
Quantifiable ESG criteria of which:	15%	28.125%
- Reduction of CO ₂ emissions	7.5%	14.0625%
- Accident rate	7.5%	14.0625%
Individual criteria	20%	30% ⁽²⁾
TOTAL	100%	180%

(1) The quantifiable criteria represent 80% of the fixed annual compensation at target and 150% at maximum performance, which is capped at 187.5% of the target value of the quantifiable criteria.

(2) The individual criteria represent 20% of the fixed annual compensation at target and 30% at maximum performance, which is capped at 150% of the target value of the individual criteria.

Among the quantifiable criteria for the 2026 fiscal year:

- the quantifiable financial criteria relate to the Net debt to EBITDA ratio, Net cash flow and the order intake with subsequent orders margin at the Group level. These financial objectives intend to continue focusing on the Group deleveraging on one end, on growing cash generation in parallel and to sustain profitable revenues in the future with an Order intake objective combining orders, profitability of these and mastering the cash impact (cash upfront). The targets have been set by the Board of Directors in relation to the Group's debt reduction trajectory post-acquisition of HELLA and the Group's budget (it being specified that the Board of Directors may update the numerical targets to take account of any major event affecting the Group's markets and/or business sector);
- a quantifiable environmental criterion relating to carbon neutrality, measured at the combined Group level, into the CEO's annual variable compensation. The targets for this criterion are line with the Group's trajectory in this area. This criterion involves the reduction of CO₂ emissions (measured in "tCO₂e" for "scopes 1&2") per million euros of product sales within the Group scope. Since 2022, this criterion has been also been incorporated into the annual variable compensation of all eligible Group (excluding the HELLA scope) employees (4,800 members of staff), in order to engage the entire workforce in achieving the objectives.

- an accident rate objective have been set by the Board of Directors at Group level, the key performance indicator used is FRIt Frequency rate which is measuring the progression of the number of lost-time accidents per million worked hours.

The Board of Directors has set expected achievement levels for these criteria, but they have not been made public for confidentiality reasons. The expected achievement levels of the environmental criterion related to carbon neutrality for 2026 will be communicated retrospectively in 2027, at the same time as the actual achievement rate.

The achievement of these criteria will be assessed by the Board of Directors, after review by the Compensation Committee, on the basis of (i) the 2026 consolidated financial statements approved by the Board of Directors, in the case of the financial criteria and accident rate, and (ii) a calculation by a leading international audit firm, based on data gathered by the Group, and verified by an independent third-party verifier, in the case of the environmental criterion relating to carbon neutrality.

Award of share-based incentives

Amendments are proposed to the awards of shared-based incentives that the Chief Executive Officer would be granted, and which would also apply to other members of the Group Leadership Committee eligible to these awards.

Type of share-based incentives

Similar to 60% of the company long term incentive plan (LTIP) beneficiaries belonging to the Group Leadership Committee, who are either based outside France or tax residents outside France, the Chief Executive Officer (US tax resident in addition to being France tax resident) is subject to immediate taxation of performance shares at vesting date. The beneficiaries are used to sell immediately in these cases a portion of their vested shares to cover the vesting gain taxes immediately expected by tax authorities.

As share trading closed periods may apply and that EU Market Abuse Regulation prohibits insiders from trading shares during these periods (in particular in M&A situations), it is proposed that the awards of tax residents outside France would be made up in 2026 of a mix of 30% shares and 70% Phantom shares.

Phantom shares are share-based incentives, similar to Performance or Restricted shares as their vesting reflect the Company share price at the date of vesting, except they are settled in cash and not in equity of the Company.

They provide liquidity at vesting to cover tax liabilities, without requiring share sales during closed periods.

FORVIA already granted Phantom Performance shares since 2024 to several non-French tax residents and Phantom Restricted shares in 2025.

French tax residents (40% of beneficiaries) would still receive a 100% share allocation (Performance shares/ Restricted shares).

The award that the Chief Executive Officer would receive in 2026 would be made up of 70% Phantom Performance Shares - cash-settled - and 30% Performance Shares - equity-settled.

Holding requirement

The holding requirement applicable to the Chief Executive Officer would be amended accordingly: current Compensation policy requires the Chief Executive Officer to hold at least 30% of vested shares until reaching 300% of fixed annual remuneration.

The proposed policy would consist in amending the rules so that the Chief Executive Officer keeps 100% of the vested Performance shares, equity-settled (i.e. 30% of the total vested award). With holding requirement of 300%, FORVIA remains more demanding than market practice (200% on average), even with the proposed change.

Changes in performance conditions: introduction of relative Total Shareholder Return (TSR) as external criterion

Relative TSR would replace, for the Long-term Incentive plan to be awarded in 2026, relative Earning per share growth as external criterion and the weight would be 30%.

Relative TSR is a relevant indicator to measure Shareholder value creation and to ensure the alignment of Management and Shareholders' interests.

All other performance criteria would remain unchanged to maintain focus on operational performance and ESG ambitions.

The change of indicator would apply to all beneficiaries of Performance shares and of Phantom Performance shares, including the Chief Executive Officer.

Vesting period

The vesting period of the awards granted in 2026 would be reduced to 3 years instead of 4 years for previous plans.

This proposed evolution is in line with market practice and aims at reinforcing attractiveness, as a shorter vesting period improves perceived value and helps recruitment and/or retention.

The performance period applicable to Performance shares and Phantom Performance shares has been three years for all past plans and will remain unchanged.

The three-year vesting period would apply from the plan granted from 2026 for performance-related awards (Performance shares and Phantom Performance shares), as well as to presence-related awards (Restricted shares and Phantom Restricted shares); it being reminded that the Chief Executive Officer would only be eligible to performance-related awards.

Summary of proposed share-based incentives

Amendments are proposed to the awards of shared-based incentives that the Chief Executive Officer would be granted, and which would also apply to other members of the Group Leadership Committee eligible to these awards:

- An internal condition related to the FORVIA Group's Operating income (20%). This internal condition will be measured by comparing the three-year cumulative performance of the budgets for the 2026, 2027 and 2028 fiscal years versus the budget targets set by the Board of Directors;
- An internal condition related to the FORVIA Group's Net cash flow (25%). This internal condition will be measured by comparing the three-year cumulative performance of the budgets for the 2026, 2027 and 2028 fiscal years versus the budget targets set by the Board of Directors;
- An internal condition related to gender diversity in the "Managers and Professionals" category (executive population) within the FORVIA Group (excluding the HELLA scope) (10%). This internal condition will be measured by comparing the actual percentage of women in the executive population in the 2028 fiscal year, with the target percentage set by the Board of Directors;
- An internal condition related to the reduction of CO₂ emissions (15%). This internal condition will be measured at the end of the 2028 fiscal year in "tCO₂e" per million euros of product sales within the FORVIA Group scope compared to CO₂ emissions in 2019 (adjusted for scope effects);
- An external performance condition related to the Total Shareholder Return of the FORVIA share measured annually over the set performance period (30%). This condition is compared to the TSR of a peer group made up of comparable international automotive suppliers over the same period.

The peer group is composed of the following Asian, European and North American automotive suppliers: Adient (Ireland/USA), Aptiv (USA), Aumovio (Germany), Autoliv (Sweden), Borg Warner (USA), Bridgestone (Japan), Denso (Japan), Hyundai Mobis (South Korea), Lear (USA), Magna (Canada), OP Mobility (France), Schaeffler (Germany) and Valeo (France).

This group is intended to be stable over time and may only be modified in the event of a significant change in one of the companies within it, including a takeover, merger, demerger, absorption, dissolution, disappearance or change in business, provided that the overall consistency of the peer group is maintained and that the external performance condition can be applied in accordance with the performance target set when the performance shares were awarded.

The achievement of these conditions will be assessed by the Board of Directors, on the recommendation of the Compensation Committee, on the basis of (i) the consolidated financial statements approved by the Board of Directors (and after any necessary restatements), in the case of the internal conditions related to Group operating income and net cash flow, (ii) the human resources reporting, in the case of the internal condition related to gender diversity, (iii) a calculation carried out by a leading international audit firm from data gathered by the Group and verified by an independent third party verifier, in the case of the internal environmental condition related to the reduction of CO₂ emissions, and (iv) a calculation carried out by an external service provider specializing in compensation based on the share price evolution of the Group reference companies and by FORVIA, in the case of the external condition related to Total Shareholder Return.

The architecture of the performance share plans is described in further detail in Chapter 5 "Capital stock and shareholding structure", Section 5.2.2. "Potential capital stock" of this Universal Registration Document.

An equivalent adjustment mechanism to the one used since plan No. 17 in the event of divergence in global automotive production volumes may be included in the future plan.

Sign on bonus

On December 2, 2024, the Board of Directors, on the recommendation of the Compensation Committee, decided to award the Chief Executive Officer a sign on bonus, applicable only to the 2026 compensation policy and subject to a presence condition and performance conditions. This bonus is intended to compensate for the loss of benefits that Martin Fischer previously enjoyed.

This compensation consists of a second tranche corresponding to cash compensation in the form of an award of 45,000 Phantom Performance shares.

The performance conditions are identical to those applicable to the long-term variable compensation (2023 free share plan) assessed in 2026.

Payment of this compensation is conditional on the approval of the General Meeting to be held in 2027 to approve the 2026 financial statements.

Pensions

On December 2, 2024, the Board of Directors, on the recommendations of the Compensation Committee, decided to set up a single pension scheme in the form of an "Article 82" defined-contribution pension supplement.

The Chief Executive Officer's entitlements under this pension scheme will only vest after he has been with the Executive Committee of the Company for a period of three years.

The contribution base consists of the fixed compensation due for the year in question and subject to social security contributions as provided for in Article L. 242-1 of the French Social Security Code (to the exclusion of any other component of compensation and, in particular, annual variable compensation plans and long-term compensation plans).

The Chief Executive Officer may accrue entitlements annually under this scheme subject to the fulfillment of the performance conditions applicable to the 2026 annual variable remuneration:

- 25% based on the achievement of the targets for the FORVIA Group's net debt to EBITDA ratio;
- 25% based on the achievement of the targets for the FORVIA Group's net cash flow;
- 15% based on the achievement of the FORVIA Group's order intake;
- 7.5% based on the achievement of the FORVIA Group's CO₂ reduction targets;
- 7.5% based on the achievement of the FORVIA Group's accident rate;
- 20% based on the achievement of the Chief Executive Officer's individual targets;

Under this scheme, the Company will pay:

- an external insurer, an annual contribution of 67.5% of the reference compensation;
- the Chief Executive Officer, an additional amount equivalent to the annual contribution (67.5% of the reference compensation) to offset the costs (income tax and social security contributions) associated with the scheme.

The Company's contribution in respect of this scheme would be equal to €1,485,000 per year if the fixed annual salary is increased to €1,100,000 and if the performance targets are met, and may range from 0% to 150% of that target contribution, with no guaranteed minimum.

Non-competition indemnity, notice period and non-solicitation/non-poaching

On the recommendations of the Compensation Committee and in line with the previous compensation policy, the Board of Directors decided to stipulate that the Chief Executive Officer will be subject to a non-competition commitment accompanied by an indemnity, a notice period in the event of resignation and a non-solicitation/non-poaching commitment.

The characteristics of these commitments are as follows:

- in the event that he leaves office, the Chief Executive Officer is bound by a non-competition commitment prohibiting him, for a period of 12 months from the date of cessation of his duties, from (i) soliciting the Group's customers or convincing such persons to terminate their business relationship with the Group, (ii) exercising management, executive, administrative or supervisory duties within a competitor company, and (iii) acquiring or holding shares (or other securities) representing more than 5% of the capital of a competitor company;
- in consideration for this commitment, the Chief Executive Officer may receive throughout the period of this commitment, a monthly payment equal to 50% of the reference compensation (annual fixed and variable) paid during the 12 months preceding the cessation of his duties;
- this indemnity will not be payable if the Chief Executive Officer claims his pension rights;
- the Board of Directors may unilaterally waive the implementation of this commitment, within 30 calendar days at the latest (in which case the indemnity will not be due);
- the maximum overall amount of indemnities that the Chief Executive Officer may receive with respect to the non-competition commitment and/or the termination payment may not exceed 24 months of his Reference Compensation;
- in addition, in the event of the resignation of the Chief Executive Officer, the Board of Directors may decide that the he must give six months' notice. In this case, the resignation shall become effective at the expiration of the six-month notice period (starting from the notification of the resignation). The Board of Directors may waive or reduce such six-month notice period. In this case, the payment in lieu of notice will be reduced according to the period actually worked;
- lastly, the Chief Executive Officer is bound by a non-solicitation/non-poaching obligation for a period of 12 months from the date of his departure from the Group.

Termination payment

On the recommendation of the Compensation Committee, the Board of Directors has decided that the Chief Executive Officer may receive a termination payment subject to the approval of the General Meeting.

The eligibility conditions for this payment, which comply with the AFEP-MEDEF Code, are as follows:

- the payment is due in event of the termination of the Chief Executive Officer's term of office at the Company's initiative, provided that such termination is not due to serious or gross misconduct by the Chief Executive Officer;

- the payment is not due in the event of resignation, retirement or if the beneficiary moves to a new post within the Group;
- the payment is subject to the achievement of the following performance conditions:
 - achievement of a positive operating income in each of the last three completed fiscal years preceding the end of the Chief Executive Officer's term of office,
 - achievement of a positive net cash flow during each of the last three completed fiscal years preceding the end of the Chief Executive Officer's term of office;
- the payment is equal to 24 months' reference compensation calculated on a total compensation basis (annual fixed and variable) paid with respect to the 12 months preceding the end of his term of office (the "Reference Compensation"). This payment is due if the two conditions described above are fulfilled in each of the three fiscal years concerned, which in practice amounts to the fulfillment of six criteria;
- should one of the six criteria not be met, the termination payment is reduced proportionally by one-sixth and may be zero if none of these six criteria are fulfilled;
- should the Chief Executive Officer's term of office be shorter than three years, the method of calculating the termination payment is identical, but the number of criteria is adjusted to take into account the actual length of the term of office.

Benefits in kind, social protection and other components of compensation

The Chief Executive Officer is provided with a company car with a driver, as well as tax assistance.

He also benefits from the medical/life/disability insurance scheme in place in the Company, as well as international health insurance.

For information, it should be noted that the Chief Executive Officer of the Company will receive compensation for his duties on the HELLA Shareholders' Committee (for more information, please refer to the HELLA annual report). This approach is in line with German corporate practice (notably for listed companies controlled by another listed company).

Employment contract

Martin Fischer resigned from his duties as Deputy Chief Executive Officer with effect to February 28, 2025. He is not bound by an employment contract with the Company or any other company in the Group.

4.3.4.2.3. Implementation of the 2026 compensation policy for the Board members

The maximum total annual amount set by the General Meeting is €1,200,000 after having been approved by the General Meeting of May 30, 2024 (12th resolution).

The amounts set for each meeting of the Board and, if applicable, the committees, which appear in Section 4.3.2. "Board members' compensation for the 2025 fiscal year", were renewed for 2026 by the Board of Directors at its meeting of February 23, 2026.

4.4. Summary of compliance with the recommendations of the AFEP-MEDEF Code

The AFEP-MEDEF Code calls for detailed reporting on the implementation of its recommendations and explanations, if necessary, as to why a company may not have implemented some of them. The Company considers that its practices comply with the recommendations of the AFEP-MEDEF Code.

4.5. Shareholding by corporate officers and transactions in the Company's securities

4.5.1. Shares held by corporate officers

Pursuant to the Company's bylaws, each Board member must hold at least 20 shares throughout their term of office.

Furthermore, the internal rules of the Board of Directors provide that each Board member must hold 500 shares in the Company, including the 20 shares provided for in the bylaws, during the entire term of their corporate office. However, Board members who do not receive compensation for their directorships are only required to hold 20 shares and, in accordance with the law, Board members representing employees are not required to hold a minimum number of shares.

Under the former Board of Directors' internal regulations, the Chairman of the Board of Directors was required to hold a number of shares corresponding to one year's compensation no later than two years following his appointment as Chairman. As from July 1st, 2026, the Board of Directors' internal regulations provides that the Chairman of the Board must hold 5,000 shares (including the 500 shares owned as Board member) and be in compliance with this obligation within twelve months from his appointment as Chairman.

At December 31, 2025, the corporate officers held approximately 3.1% of the Company's capital stock and 5.2% of the voting rights.

Details of the number of shares held by each Board members are provided in the summary table in Section 4.1.2.1. "General information on the composition of the Board of Directors" and in the biographies of the Board members in Section 4.1.2.2. "Board members' and Observer's expertise, positions and corporate offices as of the date of this Universal Registration Document". It is apparent from this information that, as of December 31, 2025, the Board members comply with the holding obligations laid down in the bylaws and internal rules.

4.5.2. Transactions in the Company's securities by corporate officers

Code of good conduct with respect to the management of inside information and to securities transactions

Since April 14, 2010, the Company has had a Code of good conduct for FORVIA Group's employees and executives who have access to insider information by virtue of their positions and offices, with provisions on the management, holding and disclosure of such information. This Code was last amended by the Board of Directors at its meeting of December 18, 2019. It is available on the governance page of the Company's website (www.forvia.com).

Under the measures to prevent insider trading within FORVIA Group, the Code provides for, among other things, blackout periods that require corporate officers of the Company as well as persons who have regular or occasional access to accounting or financial information before publication to refrain from trading in FORVIA shares during certain periods surrounding the publication of interim results, annual results and quarterly sales. These periods are as follows:

- 30 calendar days before the publication of the press release on annual or interim results, including the day of publication;
- 15 calendar days before the publication of the quarterly sales figures, including the day of publication.

The Code also describes the disclosure requirements for securities transactions applicable to persons discharging managerial responsibilities within the meaning of the EU Regulation on market abuse and to persons closely associated with them, and lists the transactions to be disclosed since the regulation entered into force. In accordance with the applicable regulations, corporate officers have been informed of the disclosure requirements for securities transactions applicable to them and to their close associates.

The Code states that when there is any doubt about the nature of the information held, the persons concerned must inform the Group's Chief Financial Officer who, in their capacity as compliance officer, will have 24 hours to offer an opinion on the planned transaction.

Lastly, the Code notes the obligation that corporate officers hold shares in registered form and, more generally, the sanctions for insider trading or disclosure of insider information.

Insider Information Committee

The Company has set up an Insider Information Committee whose role is to identify and qualify insider information on a case-by-case basis, and then to decide whether or not to defer the publication of this information in light of the applicable regulations, the positions and recommendations of the Autorité des Marchés Financiers (AMF) and the guidelines of the European Securities and Markets Authority.

Transactions in securities

Transactions carried out during the fiscal year ended December 31, 2025, by corporate officers and persons closely associated with them and which have been notified to the AMF and to the Company, pursuant to the applicable regulatory provisions, are presented in the table below:

Declarant	AMF decision/ information No.	Financial instrument	Number	Transaction type	Date of transaction	Date of receipt of the declaration	Transaction venue	Unit price	Transaction amount
Pierre-André de CHALENDAR	2025DD1058007	Shares	5,000	Acquisition	September 12, 2025	September 15, 2025	Euronext Paris	€11.0000	€55,000.00

4.6. Declarations of the members of the Board of Directors and Executive Management

As part of an active conflict of interest policy and in order to gather the information required under Annex 1 item 12 of European Regulation No. 2019/980, each year the Company provides its Board members with a detailed questionnaire to enable it to obtain the required information and make the necessary declarations.

To the Company's knowledge and as of the date of this Universal Registration Document, there are no family relationships between any of the Company's corporate officers.

Moreover, to the Company's knowledge and as of the date of this Universal Registration Document, none of the members of the Board of Directors and Executive Management has, within the last five years:

- been found guilty of fraud;
- been incriminated by a statutory or regulatory authority (including designated professional bodies);
- been publicly sanctioned by a statutory or regulatory authority (including designated professional bodies);
- been disqualified by a court from serving as a member of an administrative, management or supervisory body or from acting in the management or conduct of the affairs of an issuer;
- been involved in any bankruptcy, receivership, liquidation, or placing of companies into administration by having served as a member of an administrative, management or supervisory body.

To the Company's knowledge and as of the date of this Universal Registration Document, no potential conflicts of interest have been identified between the duties of each member of the Board of Directors and Executive Management towards the Company and their private interests and/or other duties. If a conflict of interest were to arise, the provisions of the internal rules on this subject would apply (for details of these rules, see the paragraph headed "Board members' obligations" in Section 4.1.3.1. "Organization of the Board of Directors").

As part of the HELLA acquisition, the Company made a commitment concerning representation of the HELLA Family Pool on its Board of Directors. This commitment will continue as long as the HELLA Family Pool holds at least 5% of the capital stock of the Company.

The Company was informed that the HELLA Family Pool had entered into a shareholders' agreement constituting a concerted action with regard to the Company. This shareholders' agreement also provides for preemptive rights for the benefit of the other members of the HELLA Family Pool over shares held by a member excluded from the shareholders' agreement.

Lastly, to the Company's knowledge and as of the date of this Universal Registration Document, there are no other restrictions accepted by the members of the Board of Directors and Executive Management concerning the transfer, within a certain time period, of the Company's shares they hold, with the exception of (i) the provisions of the bylaws and the internal rules on shareholding (see Section 4.5.2. "Transactions in the Company's securities by corporate officers" of this Universal Registration Document), (ii) the holding obligation related to the allocation of performance shares to the Chief Executive Officer under the terms of which he must retain at least 30% of the shares actually vested under each plan. This minimum percentage obligation for each plan ceases to apply once the Chief Executive Officer holds a number of shares corresponding to three years' base gross compensation, taking into account all plans already vested, and becomes applicable again if the Chief Executive Officer no longer holds the target number of shares corresponding to this level of base gross compensation and, (iii) the holding obligation related to the allocation of performance shares to the Executive Committee members under the terms of which they must retain at least 20% of the shares actually vested under each plan. This minimum percentage obligation for each plan ceases to apply once the Executive Committee member concerned holds a number of shares corresponding to one year base gross compensation, taking into account all plans already vested, and becomes applicable again if the Executive Committee member concerned no longer holds the target number of shares corresponding to this level of base gross compensation.

4.7. Authorizations relating to security interests, endorsements and guarantees

In accordance with the law and with the bylaws, the Board of Directors may, within the limit of a total amount set by it, authorize the Chief Executive Officer to security interests, endorsements and guarantees on behalf of the Company.

At its meeting of July 25, 2025, the Board of Directors authorized the Chief Executive Officer to grant security interests, endorsements and guarantees within an overall limit of €50 million, with a cap of €10 million per transaction, for a period of one year. If the Group is required to provide advance payment guarantees or performance bonds for contracts with successive partial deliveries, the Chief Executive Officer is authorized to provide guarantees of up to €5 million per transaction within the same overall limit. It is specified that sureties, endorsements and guarantees provided to tax and customs authorities may be given without any limit on the amount.

4.8. Agreements

4.8.1. Related-party agreements

The Statutory Auditors' special report on related-party agreements is included in Section 4.9.4 of this Universal Registration Document. There are no related-party agreements authorized by the Board of Directors in 2025. This special report only refers to three previous related-party agreements signed in 2022 and 2024.

4.8.2. Procedure for assessing ordinary and normal agreements

In accordance with the applicable provisions, the Board of Directors' meeting of April 17, 2020 adopted, on the recommendation of the Governance and Nominations Committee (now called the Governance, Nominations and Sustainability Committee), a procedure to assess ordinary agreements entered into on an arm's basis ("arm's length agreements") and related-party agreements.

This internal document formalized the procedure applicable to the identification and qualification of agreements prior to their conclusion or amendment. It sets out the role of the Legal department in the assessment process as well as the rules to be taken into account when

examining these agreements. The methods used by the Governance, Nominations and Sustainability Committee and the Board of Directors to assess the procedure are also described. For the avoidance of doubt, it is specified that persons directly or indirectly involved in any of these agreements may not take part in its assessment.

Implementation during the 2025 fiscal year was reviewed by the Governance, Nominations and Sustainability Committee at its meeting of February 20, 2026, and presented to the Board of Directors at its meeting of February 23, 2026.

4.8.3. Service contracts

To the Company's knowledge and as of the date of this Universal Registration Document, there is no service contract between any Board member and the Company or any of its subsidiaries.

4.8.4. Statutory Auditors' special report on related party agreements

This is a free translation into English of the Statutory Auditors' special report on related party agreements issued in French and is provided solely for the convenience of English-speaking readers. This report should be read in conjunction with, and construed in accordance with, French law and professional auditing standards applicable in France.

To the Annual General Meeting of FORVIA,

In our capacity as Statutory Auditors of FORVIA, we hereby report to you on related party agreements.

It is our responsibility to report to shareholders, based on the information provided to us, on the main terms and conditions of agreements that have been disclosed to us or that we may have identified as part of our engagement, as well as the reasons given as to why they are beneficial for the Company, without commenting on their relevance or substance or identifying any undisclosed agreements. Under the provisions of Article R.225-31 of the French Commercial Code (*Code de commerce*), it is the responsibility of the shareholders to determine whether the agreements are appropriate and should be approved.

Where applicable, it is also our responsibility to provide shareholders with the information required by Article R.225-31 of the French Commercial Code in relation to the implementation during the year of agreements already approved by the Annual General Meeting.

We performed the procedures that we deemed necessary in accordance with professional standards applicable in France to such engagements. These procedures consisted in verifying that the information given to us is consistent with the underlying documents.

Agreements submitted for the approval of the Annual General Meeting

Agreements authorized and entered into during the year

We were not informed of any agreements authorized and entered into during the year to be submitted for the approval of the Annual General Meeting pursuant to the provisions of Article L.225-38 of the French Commercial Code.

Agreements already approved by the Annual General Meeting

Agreements approved in previous years that were implemented during the year

In accordance with Article R.225-30 of the French Commercial Code, we were informed of the following agreements, approved by the Annual General Meeting in previous years, which were implemented during the year.

With HELLA GmbH & Co. KgaA (hereinafter "HELLA"), subsidiary of your company

1) Coordination agreement (2022)

Nature and purpose

Under the coordination agreement, your company and HELLA have established a legal framework for their future cooperation in the following areas:

- Accounting, financial, tax and legal reporting,
- Risk management,
- Financial communication,
- FORVIA and HELLA Group policies,
- Information sharing,
- Creation of joint committees, and
- Establishment of a mechanism for resolving potential conflicts regarding the Coordination Agreement and alignment on certain other relevant aspects.

Conditions

The coordination agreement was authorized by your Board of Directors on February 18, 2022 and concluded on September 14, 2022. This agreement does not provide for any payments between the parties. However, if any of the measures relating to the planned cooperation between the FORVIA Group and the HELLA Group were to result in costs or other charges at company level at HELLA, such costs would be included in the "dependency ratio" of HELLA and would be compensated by your company.

The coordination agreement has a fixed term of five years from the date of its conclusion and will be automatically renewed for consecutive two-year periods, unless terminated by any party no later than twelve months prior to the expiration of the relevant term. It will automatically terminate six months after the date on which your company ceases to hold, directly or indirectly, at least forty percent of HELLA shares.

2) Brand License agreement (2024)

Nature and purpose

Under a brand license agreement, your company and HELLA have agreed to continue the joint use of the umbrella brand 'FORVIA' and the slogan 'Inspiring mobility' and to formalize it by signing a brand license agreement ("Brand License Agreement").

Conditions

On July 23, 2024, your Board of Directors, by deliberation, authorized the signature of the Brand License Agreement. This agreement was signed on September 23, 2024.

Reasons justifying why the Company benefits from this agreement

Your Board of Directors gave the following reasons for this agreement: the use of a common name/umbrella brand and motto is intended to reflect a common identity within the group and to reinforce employees' sense of belonging to one and the same group.

3) APP Collaboration Agreement (2024)

Nature and purpose

In line with a collaboration agreement setting the framework to conduct an Advance Pricing Agreement (APA) procedure with the relevant authorities, your company and HELLA have agreed to implement an APA procedure with the French and German tax authorities in order to obtain their validation of the financial terms for the use of the umbrella brand 'FORVIA' and the slogan 'Inspiring mobility' as part of the Brand License Agreement.

Conditions

On July 23, 2024, your Board of Directors, by deliberation, authorized the signature of the collaboration agreement (APA). This agreement was signed on September 18, 2024 by HELLA and on September 23, 2024 by your company.

Reasons justifying why the Company benefits from this agreement

Your Board of Directors gave the following reasons for this agreement: the use of a common name/umbrella brand and motto is intended to reflect a common identity within the group and to reinforce employees' sense of belonging to one and the same group.

Neuilly-sur-Seine and Levallois-Perret, February 27, 2026

The Statutory Auditors

Les Commissaires aux Comptes

PricewaterhouseCoopers Audit

François Jaumain

Bardadi Benzeghadi

FORVIS MAZARS

Grégory Derouet

Anne-Laure Rousselou

4.9. Other Information

The table summarizing the current delegations of authority granted by the General Meeting in the area of capital increases and showing the use made of these delegations during the period is presented in Chapter 5, Section 5.2.1. "Authorized capital stock" of this Universal Registration Document.

The specific conditions governing shareholders' participation in the General Meeting or the provisions of the bylaws which outline these conditions are included in Chapter 7, Section 7.1 "Legal information".

Lastly, factors likely to have an impact in the event of a public takeover bid or exchange offer are described in Chapter 7, Section 7.1 "Legal information".



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Capital stock and shareholding structure



5.1. Shareholding structure

5.1.1. Changes in capital stock

All issued shares represent the Company's capital stock.

As of December 31, 2025, the Company's capital stock amounted to €1,379,625,380, divided into 197,089,340 fully paid-up shares with a par value of €7 each, all in the same class.

As of December 31, 2025, 23,071,539 shares had double voting rights, representing 11.71% of the share capital and approximately 19.91% of the voting rights that could be exercised at Shareholders' General Meeting on that date.

The breakdown of the Company's capital stock and voting rights as of December 31, 2025, and over the last three fiscal years is as follows:

Shareholding structure at December 31, 2025

	Number of shares	% capital stock	Theoretical voting rights ⁽⁵⁾	% theoretical voting rights	Exercisable voting rights ⁽⁶⁾	% exercisable voting rights
Main shareholders ⁽¹⁾						
HELLA Family Pool	17,361,207	8.81	34,700,143	14.97	23,073,569	10.49
EXOR	9,948,904	5.05	9,948,904	4.29	9,948,904	4.52
CDC GROUP ⁽²⁾	9,235,405	4.69	13,501,425	5.82	13,501,425	6.14
PEUGEOT 1810	6,110,494	3.10	12,059,942	5.20	12,059,942	5.48
SUB-TOTAL	42,656,010	21.64	70,210,414	30.29	58,583,840	26.62
Company shareholding structure						
Corporate officers ⁽³⁾	24,579	0.01	34,524	0.01	34,524	0.02
Employee share ownership (including FCP Faur'ESO) ⁽⁴⁾	3,873,121	1.97	5,244,298	2.26	5,244,298	2.38
Treasury shares	111,527	0.06	111,527	0.05	-	-
<i>o/w liquidity contract</i>	-	-	-	-	-	-
SUB-TOTAL	4,009,227	2.03	5,390,349	2.33	5,278,822	2.40
Free-float ownership						
GOLDMAN SACHS GROUP	11,983,579	6.08	11,983,579	5.17	11,983,579	5.45
Other shareholders (registered and bearer)	138,440,524	70.24	144,203,111	62.21	144,203,111	65.53
SUB-TOTAL	150,424,103	76.32	156,186,690	67.38	156,186,690	70.98
TOTAL	197,089,340	100.00	231,787,453	100.00	220,049,352	100.00

(1) The major shareholders mentioned are those holding more than 5% of the share capital or voting rights as of December 31st, 2025.

(2) Including 2.16% of the capital stock and 3.68% of the theoretical voting rights held by Bpifrance Participations.

(3) Excluding Peugeot 1810, a Board member since May 31, 2021, whose shareholding is indicated above. However, this figure includes the shares held personally by Robert Peugeot, who was an individual Board Member until May 31, 2021, and then has been the permanent representative of Peugeot 1810 since that date. Taking into account the stake held by Peugeot 1810, the percentages of capital stock and voting rights of corporate officers would be 3.11% and 5.22% respectively.

(4) Calculated in accordance with Article L. 225-102 of the French Commercial Code. This figure includes the shares held by Faur'ESO International Employees as part of the Stock Appreciation Rights (SAR) plan.

(5) Theoretical voting rights correspond to the voting rights attached to the total number of shares, including shares deprived of voting rights (including treasury shares). It should be noted that, in accordance with applicable regulations on the crossing of thresholds, the investment thresholds related to voting rights are calculated on the basis of theoretical voting rights (and not on the basis of exercisable voting rights).

(6) Exercisable voting rights do not include voting rights attached to treasury shares or shares deprived of voting rights due, for instance, to a belated threshold crossing disclosure.

Changes in the main shareholders over the last three fiscal years

	Situation at December 31, 2025					Situation at December 31, 2024			Situation at December 31, 2023		
	Number of shares	% capital stock	Theoretical voting rights ⁽⁴⁾	% theoretical voting rights	% of voting rights exercisable ^{(5) (6)}	Number of shares	% capital stock	% theoretical voting rights	Number of shares	% capital stock	% theoretical voting rights
Main shareholders ⁽¹⁾											
HELLA Family Pool	17,361,207	8.81	34,700,143	14.97	10.49	17,384,186	8.82	14.80	17,959,574	9.11	8.51
EXOR	9,948,904	5.05	9,948,904	4.29	4.52	9,948,904	5.05	4.30	9,948,904	5.05	4.71
CDC GROUP	9,235,405	4.69	13,501,425	5.82	6.14	4,928,355	2.50	3.98	5,016,811	2.55	3.93
PEUGEOT 1810	6,110,494	3.10	12,059,942	5.20	5.48	6,110,494	3.10	5.22	6,110,494	3.10	5.12
SUB-TOTAL	42,656,010	21.64	70,210,414	30.29	26.62	38,371,939	19.47	28.30	39,035,783	19.81	22.27
Company shareholding structure											
Corporate officers ⁽²⁾	24,579	0.01	34,524	0.01	0.02	209,642	0.11	0.16	173,494	0.09	0.14
Employee share ownership (including FCP Faur'ESO) ⁽³⁾	3,873,121	1.97	5,244,298	2.26	2.38	3,843,080	1.95	2.25	3,578,896	1.82	2.31
Treasury shares	111,527	0.06	111,527	0.05	-	494,574	0.25	0.21	5,091	0.00	0.00
<i>o/w liquidity contract</i>	-	-	-	-	-	225,000	0.11	0.10	-	-	-
SUB-TOTAL	4,009,227	2.03	5,390,349	2.33	2.40	4,547,296	2.31	2.62	3,757,481	1.91	2.45
Free-float ownership											
GOLDMAN SACHS GROUP	11,983,579	6.08	11,983,579	5.17	5.45	-	-	-	-	-	-
Other shareholders (registered and bearer)	138,440,524	70.24	144,203,111	62.21	65.53	154,170,105	78.22	69.08	154,296,076	78.28	75.28
SUB-TOTAL	150,424,103	76.32	156,186,690	67.38	70.98	154,170,105	78.22	69.08	154,296,076	78.28	75.28
TOTAL	197,089,340	100	231,787,453	100	100	197,089,340	100	100	197,089,340	100	100

(1) The major shareholders mentioned are those holding more than 5% of the share capital or voting rights as of December 31st, 2025.

(2) Excluding Peugeot 1810, a Board member since May 31, 2021, whose shareholding is indicated above. However, this figure includes the shares held personally by Robert Peugeot, who was an individual Board Member until May 31, 2021 and then has been the permanent representative of Peugeot 1810 since that date. Taking into account the stake held by Peugeot 1810, the percentages of share capital and voting rights of corporate officers would be 3.11% and 5.22% respectively.

(3) Calculated in accordance with Article L. 225-102 of the French Commercial Code. This figure includes the shares held by Faur'ESO International Employees as part of the Stock Appreciation Rights (SAR) plan.

(4) Theoretical voting rights correspond to the voting rights attached to the total number of shares, including shares deprived of voting rights (including treasury shares). It should be noted that, in accordance with applicable regulations on the crossing of thresholds, the investment thresholds related to voting rights are calculated on the basis of theoretical voting rights (and not on the basis of exercisable voting rights).

(5) Exercisable voting rights do not include voting rights attached to treasury shares or shares deprived of voting rights due, for instance, to a belated threshold crossing disclosure.

(6) The difference between the percentage of capital held by the shareholder and the percentage of voting rights results from the holding by the shareholder of double voting rights.

5.1.2. Crossing of legal thresholds

The following crossings of legal thresholds have been disclosed since the beginning of the 2025 fiscal year and until the date of this Universal Registration Document. It should be noted that, in accordance with applicable regulations on the crossing of thresholds, the investment thresholds related to voting rights are calculated on the basis of theoretical voting rights. The information provided below is based on threshold crossing disclosures published by the AMF.

Shareholder's name	N° and date of AMF publication	Date of the crossing	Threshold crossed	Direction	Number of shares/voting rights (depending on the threshold crossed) held subsequently	% share capital held subsequently	% theoretical voting rights held subsequently
The Goldman Sachs Group, Inc.	226C0117/January 29, 2026	January 22, 2026	5% of voting rights	Downward	11,026,297 voting rights	5.59%	4.76%
The Goldman Sachs Group, Inc.	226C0059/January 15, 2026	January 8, 2026	5% of voting rights	Downward	11,413,962 voting rights	5.79%	4.92%
The Goldman Sachs Group, Inc.	225C2104/December 11, 2025	December 5, 2025	5% of voting rights	Upward	11,983,579 voting rights	6.08%	5.17%
The Goldman Sachs Group, Inc.	225C2040/December 2, 2025	November 26, 2025	5% of voting rights	Downward	11,327,064 voting rights	5.75%	4.89%
The Goldman Sachs Group, Inc.	225C2003/November 27, 2025	November 21, 2025	5% of voting rights	Upward	11,820,900 voting rights	6.00%	5.10%
The Goldman Sachs Group, Inc.	225C1906/November 13, 2025	November 3, 2025	5% of share capital	Upward	10,034,182 shares	5.09%	4.33%
The Goldman Sachs Group, Inc.	225C1830/October 30, 2025	October 23, 2025	5% of share capital	Upward	9,990,299 shares	5.07%	4.31%
The Goldman Sachs Group, Inc.	225C1776/October 20, 2025	October 15, 2025	5% of share capital	Downward	9,503,009 shares	4.82%	4.10%
The Goldman Sachs Group, Inc.	225C1768/October 17, 2025	October 14, 2025	5% of share capital	Upward	9,883,906 shares	5.01%	4.26%
The Goldman Sachs Group, Inc.	225C1677/October 2, 2025	September 26, 2025	5% of share capital	Downward	9,840,756 shares	4.99%	4.24%
The Goldman Sachs Group, Inc.	225C1587/September 18, 2025	September 15, 2025	5% of share capital	Upward	10,294,693 shares	5.22%	4.44%
The Goldman Sachs Group, Inc.	225C1412/August 19, 2025	August 13, 2025	5% of share capital	Downward	9,795,706 shares	4.97%	4.23%
HELLA Family Pool	225C1349/August 7, 2025	August 1, 2025	15% of voting rights	Downward	34,729,693 voting rights	8.82%	14.98%
The Goldman Sachs Group, Inc.	225C1348/August 7, 2025	August 1, 2025	5% of share capital	Upward	9,854,714 shares	5.0001%	4.25%
The Goldman Sachs Group, Inc.	225C1334/August 5, 2025	July 29, 2025	5% of share capital	Downward	9,709,680 shares	4.93%	4.20%
The Goldman Sachs Group, Inc.	225C1308/August 1, 2025	July 24, 2025	5% of share capital	Upward	10,992,203 shares	5.58%	4.75%
HELLA Family Pool	225C1226/July 17, 2025	July 14, 2025	15% of voting rights	Upward	34,729,693 voting rights	8.82%	15.01%
CDC Group	225C0442/March 6, 2025	March 3, 2025	5% of voting rights	Upward	11,825,252 voting rights	3.84%	5.11%

To the Company's knowledge, at the date of this Universal Registration Document, no other legal threshold crossing has been disclosed.

5.1.3. Shareholdings of shareholders representing more than 5% of the capital stock or voting rights

To the Company's knowledge, only the HELLA Family Pool, Exor, CDC Group and Peugeot 1810, as well as Goldman Sachs (a free-float shareholder), each hold, directly or indirectly, alone or in concert, more than 5% of the Company's share capital or voting rights, as of December 31, 2025.

It should be noted that, as of the date of this Universal Registration Document, and to the Company's knowledge, there has been no significant change in the shareholding structure since the end of the fiscal year.

In accordance with applicable regulations, the Company is entitled to request at any time, either from the central custodian that maintains the issuance account for its securities or directly from one or more registered

intermediaries, information on the holders of securities conferring immediate or future voting rights at its own General Meetings, such as the identity of the holder, nationality, year of birth or establishment, the postal and, where applicable, electronic address, the number of securities held by each of them and the type of holding of these securities, the date on which they began to be held as well as, where applicable, any restrictions that may apply to the securities.

The registered shares are not subject to any significant pledge.

To the Company's knowledge, there are no agreements as referred to in Article L. 233-11 of the French Commercial Code.

5.2. Capital stock

5.2.1. Authorized capital stock

The table below summarizes the current financial authorizations and delegations for capital increases and cancellations of shares granted by the General Meeting held on May 28, 2025, as well as the use made of them during the 2025 fiscal year and since the beginning of the 2026 fiscal year up to the date of this Universal Registration Document.

Type of authorization/delegation	Maximum amount/nominal value	Term	Utilization
Resolution No. 21 Delegation of authority granted to the Board of Directors to issue shares and/or securities giving access, immediately or in the future, to the capital stock of the Company and/or of a Subsidiary and/or to debt securities, with preferential subscription rights (suspended during tender offer periods)	• Capital: 40% (assessed on the day of the General Meeting, ceiling shared with resolutions 22, 23 and 25 (the "Total Capital Ceiling")) • Debt securities: €1 billion (ceiling shared with resolutions 22, 23 and 25 (the "Total Debt Ceiling"))	26 months	No
Resolution No. 22 Delegation of authority granted to the Board of Directors to issue shares and/or securities giving access, immediately or in the future, to the capital stock of the Company and/or of a Subsidiary and/or to debt securities, with preferential subscription rights withdrawn, through a public tender offer (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 (suspended during public offer periods)	• Capital: 10% (ceiling shared with resolutions 22, 23 and 25 (the "Capital Ceiling without Preferential Subscription Rights"), deducted from the Total Capital Ceiling) • Debt securities: €1 billion (deducted from the Total Debt Ceiling)	26 months	No
Resolution No. 23 Delegation of authority granted to the Board of Directors to issue shares and/or securities giving access, immediately or in the future, to the capital stock of the Company and/or of a Subsidiary and/or to debt securities, with preferential subscription rights withdrawn, through an offer exclusively targeting a restricted circle of investors acting for their own account or qualified investors (suspended during public offer periods)	• Capital: 10% (Capital Ceiling without Preferential Subscription Rights, deducted from the Total Capital Ceiling) • Debt securities: €1 billion (deducted from the Total Debt Ceiling)	26 months	No
Resolution No. 24 Authorization to increase the amount of issues provided for in resolutions 21, 22 and 23 (suspended during public offer periods)	• Up to a limit of 15% of the initial issue and deducted from the maximum amounts authorized by the delegations under which the initial issue is made (resolutions 21, 22 and 23)	26 months	No

Type of authorization/delegation	Maximum amount/nominal value	Term	Utilization
Resolution No. 25 Delegation granted to the Board of Directors to issue shares and/or securities giving access, immediately or in the future, to the capital stock of the Company, without preferential subscription rights, in order to remunerate contributions in kind of securities made to the Company (suspended during public offer periods)	• <u>Capital</u>: 10% (Capital Ceiling without Preferential Subscription Rights, deducted from the Total Capital Ceiling) • <u>Debt securities</u>: €1 billion (deducted from the Total Debt Ceiling)	26 months	No
Resolution No. 26 Delegation of authority granted to the Board of Directors to increase the Company's capital stock by incorporation of reserves, profits, premiums or other amounts whose capitalization would be allowed (suspended during public offer periods)	• <u>Capital</u>: €175 million (ceiling independent of the other resolutions)	26 months	No
Resolution No. 27 Authorization 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	• <u>Number of shares</u>: 4,000,000 (ceiling independent of the other resolutions) • <u>Sub-ceiling for executive and non-executive corporate officers</u>: 10% of the above-mentioned ceiling	26 months	Authorization used by the Board of Directors on July 25, 2025 in a maximum amount of 3,566,920 shares to implement Plan No. 17.
Resolution No. 28 Delegation of authority granted to the Board of Directors for the purpose of increasing the capital stock through the issue of shares and/or securities giving access to the capital stock, with preferential subscription rights withdrawn, for the benefit of members of a Company or Group savings plan	• <u>Capital</u>: 2% (assessed on the day of the General Meeting)	26 months	No
Resolution No. 29 Delegation of authority granted to the Board of Directors for the purpose of carrying out capital increases, with preferential subscription rights withdrawn, for the benefit of certain categories of beneficiaries	• <u>Capital</u>: 0.6% (assessed on the day of the General Meeting, to be deducted from the ceiling stipulated in resolution 28 or in any resolution that may replace it at a later date)	18 months	No
Resolution No. 30 Authorization granted to the Board of Directors for the purpose of reducing the capital stock by cancellation of shares	• 10% of the shares comprising the Company's capital stock per period of 24 months	26 months	No

5.2.2. Potential capital stock

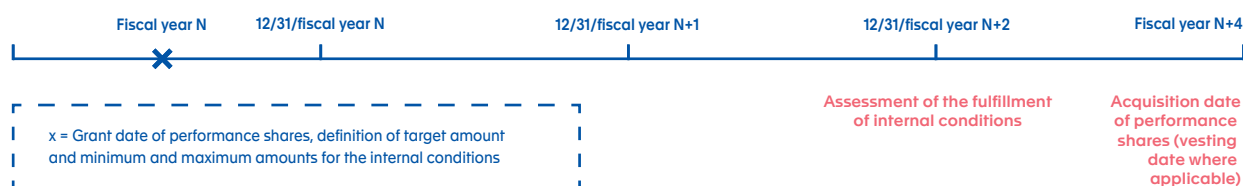
As of December 31, 2025, the potential capital was composed only of performance shares and restricted shares⁽¹⁾.

The Company's policy on the allocation of performance shares, which aims to benefit the Chief Executive Officer, the members of the Executive Committee, as well as the Group Leadership Committee comprising 243 members as of December 31, 2025, is described in the Chief Executive Officer's compensation policy (Chapter 4, "Corporate Governance", Section 4.3.4.1.3. "Compensation policy for the Chief Executive Officer" of this Universal Registration Document) and in the Executive Committee and the Group Leadership Committee compensation policies (Chapter 4, "Corporate Governance", Section 4.3.3. "Compensation for the Group's operational management for the 2025 fiscal year" of this Universal Registration Document).

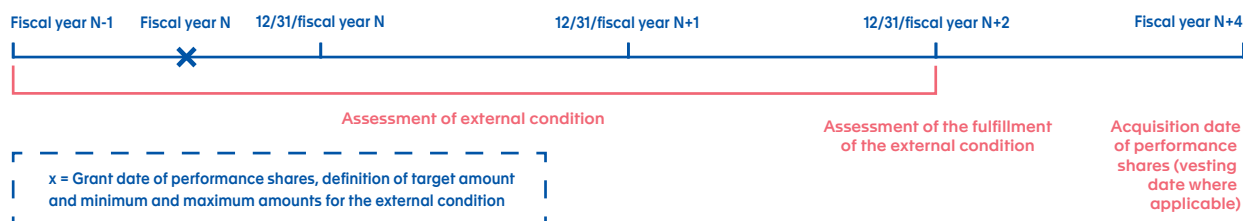
Performance share plans

The plans are constructed as follows:

Internal conditions



External condition (net earnings per share)



The charts above summarize the current performance share plans (or those expired) during the fiscal year ended December 31, 2025.

In view of the decision of the Board of Directors on July 22, 2022 to adjust the rights to free shares subject to performance conditions not yet vested (as a result of the capital increase carried out by the Company in June 2022), the number of shares under Plans 13 and the ESPI plan were multiplied by 1.0788.

It should be noted that, for information purposes and to allow a consolidated reading of the data on the performance conditions selected and their rate of achievement, the definitive vesting of the performance shares is subject to fulfillment of the following performance conditions:

Plan No 13

- an internal condition related to Group net income after tax, before taking into account capital gains from asset disposals and changes in the scope of consolidation. This internal condition is measured by comparing net income for the third fiscal year ended after the performance share grant date with that forecast for the same fiscal year in the strategic plan. The number of shares that will be definitively granted in respect of this criterion varies according to achievement of the targets set, with a range around the target (minimum, target, maximum)⁽²⁾;

(1) No stock subscription options plans have been in force since April 16, 2017. Consequently, tables No. 8 of the AFEP-MEDEF Code and AMF recommendation No. 2021-02 ("History of allocations of stock options") and No. 9 of AMF recommendation No. 2021-02 ("Stock subscription or purchase options granted during the period to the top ten non-corporate officer employees and options exercised by them during the year") are not applicable.

(2) As of Plan No. 10, the plans provide for an adjustment in the event that it appears (i) that the Group's sales for the last fiscal year ended of the reference period (2023 for Plan No. 13) would be +/-5% lower or higher (in value) than the sales forecast for the fiscal year concerned in the strategic plan adopted by the Board of Directors and (ii) that this variation would be due to exogenous factors such as changes in vehicle production volumes at the global level or exchange rates. In such a case, the level of the internal condition related to the Group net income (after tax) target to be achieved under the plan for the last fiscal year ended of the reference period would remain unchanged but the gap between the performance threshold and the maximum target would be doubled.

- an internal condition on corporate social responsibility (CSR) related to gender equality, and more precisely the percentage of women within the “Managers & Professionals” (“management”) category of the Group (excluding HELLA scope) in the third fiscal year ended after the performance share grant date, compared to the targets set by the Board of Directors. The number of shares that will be definitively granted in respect of this criterion varies according to achievement of the targets set, with a range around the target (minimum, target, maximum);
- an external condition, i.e., growth in the Company's net earnings per share assessed between the last fiscal year ended before the share grant date and the third fiscal year ended after the share grant date. This condition is assessed against the weighted growth of a peer group made up of 12 comparable international automotive suppliers over the same period. The number of shares that will be definitively granted in respect of this criterion varies according to achievement of the targets set (minimum, target, maximum) based on the methods described below:
 - minimum: (i) if the weighted growth in net earnings per share of the peer group is less than or equal to - 20%, i.e. negative, the external condition is fulfilled as a minimum if growth in the Company's net earnings per share is equal to 125% of this weighted growth; (ii) if the weighted growth in net earnings per share of the peer group is between - 20% and + 20%, the external condition is fulfilled as a minimum if growth in the Company's net earnings per share is five percentage points below this weighted growth; (iii) if the weighted growth in net earnings per share of the peer group is greater than or equal to + 20%, i.e. positive, the external condition is fulfilled as a minimum if growth in the Company's net earnings per share is equal to 75% of this weighted growth;
 - target: if the weighted growth in net earnings per share of the peer group is in line with growth in Company's net earnings per share, the target external condition is fulfilled;
 - maximum: (i) if the weighted growth in net earnings per share of the peer group is less than or equal to - 20%, i.e. negative, the external condition is achieved at the maximum if growth in the Company's net earnings per share is greater than or equal to 75% of this weighted growth; (ii) if the weighted growth in net earnings per share of the peer group is between - 20% and + 20%, the external condition is achieved at the maximum if growth in Company's net earnings per share is five percentage points or more above this weighted growth; (iii) if the weighted growth in net earnings per share of the peer group is greater than or equal to + 20%, i.e. positive, the external condition is fulfilled at the maximum if growth in the Company's net earnings per share is greater than or equal to 125% of this weighted growth.

Depending on the achievement of the performance conditions, the definitive allocation of shares for each of these criteria is carried out as follows:

- 50% of the number of shares expressed at target provided the minimum objective threshold of the performance condition is reached;
- 100% of the number of shares expressed at target provided the target objective threshold of the performance condition is reached;
- 130% of the number of shares expressed at target provided the maximum objective threshold of the performance condition is reached;
- between these thresholds, the progression is linear.

Plan No. 14

For the Chief Executive Officer

The performance conditions applicable to the Chief Executive Officer under Plan No. 14 are the same as under Plan No 13 (see chapter 3.3.4.1.3 of the 2023 Universal Registration Document):

- an internal condition related to Group net income after tax, before taking into account capital gains from asset disposals and changes in the scope of consolidation. This internal condition is assessed by comparing net income for the third fiscal year ended after the performance share grant date with that forecast for the same fiscal year in the strategic plan. The number of shares that will be definitively granted in respect of this criterion varies according to achievement of the targets set, with a range around the target (minimum, target, maximum);
- an internal condition on CSR related to gender equality, and more precisely the percentage of women within the “Managers & Professionals” (“management”) category of the Group (excluding HELLA scope) in the third fiscal year ended after the performance share grant date, compared to the targets set by the Board of Directors. The number of shares that will be definitively granted in respect of this criterion varies according to achievement of the targets set, with a range around the target (minimum, target, maximum);
- an external condition, i.e., growth in the Company's net earnings per share assessed between the last fiscal year ended before the share grant date and the third fiscal year ended after the share grant date. The number of shares that will be definitively granted in respect of this criterion varies according to achievement of the targets set (minimum, target, maximum) based on the methods described below:
 - minimum: (i) if the weighted growth in net earnings per share of the peer group is less than or equal to - 20%, i.e. negative, the external condition is fulfilled as a minimum if growth in the Company's net earnings per share is equal to 125% of this weighted growth; (ii) if the weighted growth in net earnings per share of the peer group is between - 20% and + 20%, the external condition is fulfilled as a minimum if growth in the Company's net earnings per share is five percentage points below this weighted growth; (iii) if the weighted growth in net earnings per share of the peer group is greater than or equal to + 20%, i.e. positive, the external condition is fulfilled as a minimum if growth in Company's net earnings per share is equal to 75% of this weighted growth;

- target: if the weighted growth in net earnings per share of the peer group is in line with growth in the Company's net earnings per share, the target external condition is fulfilled;
- maximum: (i) if the weighted growth in net earnings per share of the peer group is less than or equal to - 20%, i.e. negative, the external condition is achieved at the maximum if growth in the Company's net earnings per share is greater than or equal to 75% of this weighted growth; (ii) if the weighted growth in net earnings per share of the peer group is between - 20% and + 20%, the external condition is achieved at the maximum if growth in Company's net earnings per share is five percentage points or more above this weighted growth; (iii) if the weighted growth in net earnings per share of the peer group is greater than or equal to + 20%, i.e. positive, the external condition is fulfilled at the maximum if growth in the Company's net earnings per share is greater than or equal to 125% of this weighted growth.

For beneficiaries other than the Chief Executive Officer

For beneficiaries other than the Chief Executive Officer, the nature and number of performance conditions have been adapted in order to support the Group's strategy and in particular the objective of carbon neutrality by 2025. The performance conditions applicable are as follows:

- an internal criterion relating to the operating income of the Group (including the Company and the companies belonging to the scope of consolidation) for the fiscal year ended December 31, 2024 (the "Internal Operating Income Criterion"). The number of shares that will be definitively granted in respect of this criterion varies according to achievement of the targets set, with a range around the target (minimum, target, maximum). On April 2024, the Board of Directors decided to replace the reference to the strategic Plan by the reference to the three-year budgets (2022, 2023 and 2024);
- an internal criterion relating to the net cash flow of the Group (including the Company and the companies belonging to the scope of consolidation) for the fiscal year ended December 31, 2024 (the "Internal Net Cash Flow Criterion"). The number of shares that will be definitively granted in respect of this criterion varies according to achievement of the targets set, with a range around the target (minimum, target, maximum). On April 2024, the Board of Directors decided to replace the reference to the strategic Plan by the reference to the three-year budgets (2022, 2023 and 2024).
- an internal condition on CSR related to gender equality, and more precisely the percentage of women within the "Managers & Professionals" ("management") category of the Group (excluding HELLA scope) in the third fiscal year ended after the performance share grant date, compared to the targets set by the Board of Directors. The number of shares that will be definitively granted in respect of this criterion varies according to achievement of the targets set, with a range around the target (minimum, target, maximum);
- an internal CSR criterion relating to the reduction in CO₂ emissions and aimed at the Group's carbon neutrality objective (the "Internal CSR Reduction in CO₂ Emissions Criterion"). Reduction in CO₂ emissions means the reduction compared to the baseline on December 31, 2019, for the Group's scope of consolidation. The number

of shares that will be definitively granted in respect of this criterion varies according to achievement of the targets set, with a range around the target (minimum, target, maximum);

- an external condition, i.e., growth in the Company's net earnings per share assessed between the last fiscal year ended before the share grant date and the third fiscal year ended after the share grant date. The number of shares that will be definitively granted in respect of this criterion varies according to achievement of the targets set (minimum, target, maximum) based on the methods described below:
 - minimum: (i) if the weighted growth in net earnings per share of the peer group is less than or equal to - 20%, i.e. negative, the external condition is fulfilled as a minimum if growth in the Company's net earnings per share is equal to 125% of this weighted growth; (ii) if the weighted growth in net earnings per share of the peer group is between - 20% and + 20%, the external condition is fulfilled as a minimum if growth in Company's net earnings per share is five percentage points below this weighted growth; (iii) if the weighted growth in net earnings per share of the peer group is greater than or equal to + 20%, i.e. positive, the external condition is fulfilled as a minimum if growth in the Company's net earnings per share is equal to 75% of this weighted growth;
 - target: if the weighted growth in net earnings per share of the peer group is in line with growth in the Company's net earnings per share, the target external condition is fulfilled;
 - maximum: (i) if the weighted growth in net earnings per share of the peer group is less than or equal to - 20%, i.e. negative, the external condition is achieved at the maximum if growth in the Company's net earnings per share is greater than or equal to 75% of this weighted growth; (ii) if the weighted growth in net earnings per share of the peer group is between - 20% and + 20%, the external condition is achieved at the maximum if growth in Company's net earnings per share is five percentage points or more above this weighted growth; (iii) if the weighted growth in net earnings per share of the peer group is greater than or equal to + 20%, i.e. positive, the external condition is fulfilled at the maximum if growth in the Company's net earnings per share is greater than or equal to 125% of this weighted growth.

In a context of high uncertainty regarding automotive production volumes, the Board of Directors, on the recommendation of the Compensation Committee, has the option of adapting the performance conditions by means of a mechanism to adjust the internal financial criteria targets in the event of significant variances in global automotive production volumes compared to the Company's strategic plan for the year in question, as follows:

- net income: in the event of a significant variance in global automotive production volumes compared to the Company's strategic plan, the target would be adjusted downwards or upwards for each variance of one million vehicles produced. The minimum and maximum levels of achievement of the criterion would therefore be adjusted upwards or downwards by the same value in millions of euros;

- operating income: in the event of a significant variance in global automotive production volumes compared to the Company's strategic plan, the target would be adjusted downwards or upwards for each variance of one million vehicles produced. The minimum and maximum levels of achievement of the criterion would therefore be adjusted upwards or downwards by the same value in millions of euros;
- net cash flow: in the event of a significant variance in global automotive production volumes compared to the Company's strategic plan, the target would be adjusted downwards or upwards for each variance of one million vehicles produced. The minimum and maximum levels of achievement of the criterion would therefore be adjusted upwards or downwards by the same value in millions of euros.

Depending on the achievement of the performance conditions, the definitive allocation of shares for each of these criteria is carried out as follows:

- 50% of the number of shares expressed at target provided the minimum objective threshold of the performance condition is reached;
- 100% of the number of shares expressed at target provided the target objective threshold of the performance condition is reached;
- 130% of the number of shares expressed at target provided the maximum objective threshold of the performance condition is reached.

Between these thresholds, the progression is linear.

Plan No. 15

The performance conditions applicable to all beneficiaries are:

- an internal criterion relating to the operating income of the Group (including the Company and the companies belonging to the scope of consolidation) for the fiscal year ended December 31, 2025 (the "Internal Operating Income Criterion"). The number of shares that will be definitively granted in respect of this criterion varies according to achievement of the targets set, with a range around the target (minimum, target, maximum); On April 2024, the Board of Directors decided to replace the reference to the strategic Plan by the reference to the three-year budgets (2023, 2024 and 2025).
- an internal criterion relating to the net cash flow of the Group (including the Company and the companies belonging to the scope of consolidation) for the fiscal year ended December 31, 2025 (the "Internal Net Cash Flow Criterion"). The number of shares that will be definitively granted in respect of this criterion varies according to achievement of the targets set, with a range around the target (minimum, target, maximum); On April 2024, the Board of Directors decided to replace the reference to the strategic Plan by the reference to the three-year budgets (2023, 2024 and 2025).
- an internal condition on CSR related to gender equality, and more precisely the percentage of women within the "Managers & Professionals" ("management") category of the Group (excluding HELLA scope) in the third fiscal

year ended after the performance share grant date, compared to the targets set by the Board of Directors. The number of shares that will be definitively granted in respect of this criterion varies according to achievement of the targets set, with a range around the target (minimum, target, maximum);

- an internal CSR criterion relating to the reduction in CO₂ emissions and aimed at the Group's carbon neutrality objective (the "Internal CSR Reduction in CO₂ Emissions Criterion"). Reduction in CO₂ emissions means the reduction compared to the baseline on December 31, 2019, for the Group's scope of consolidation. The number of shares that will be definitively granted in respect of this criterion varies according to achievement of the targets set, with a range around the target (minimum, target, maximum);
- an external performance condition, i.e., growth in the Company's net earnings per share assessed between the last fiscal year ended before the share grant date and the third fiscal year ended after the share grant date. The number of shares that will be definitively granted in respect of this criterion varies according to achievement of the targets set (minimum, target, maximum) based on the methods described below:
 - minimum: (i) if the weighted growth in net earnings per share of the peer group is less than or equal to - 20%, i.e. negative, the external condition is fulfilled as a minimum if growth in the Company's net earnings per share is equal to 125% of this weighted growth; (ii) if the weighted growth in net earnings per share of the peer group is between - 20% and + 20%, the external condition is fulfilled as a minimum if growth in the Company's net earnings per share is five percentage points below this weighted growth; (iii) if the weighted growth in net earnings per share of the peer group is greater than or equal to + 20%, i.e. positive, the external condition is fulfilled as a minimum if growth in the Company's net earnings per share is equal to 75% of this weighted growth;
 - target: if the weighted growth in net earnings per share of the peer group is in line with growth in the Company's net earnings per share, the target external condition is fulfilled;
 - maximum: (i) if the weighted growth in net earnings per share of the peer group is less than or equal to - 20%, i.e. negative, the external condition is achieved at the maximum if growth in the Company's net earnings per share is greater than or equal to 75% of this weighted growth; (ii) if the weighted growth in net earnings per share of the peer group is between - 20% and + 20%, the external condition is achieved at the maximum if growth in the Company's net earnings per share is five percentage points or more above this weighted growth; (iii) if the weighted growth in net earnings per share of the peer group is greater than or equal to + 20%, i.e. positive, the external condition is fulfilled at the maximum if growth in the Company's net earnings per share is greater than or equal to 125% of this weighted growth.

In a context of high uncertainty regarding automotive production volumes, the Board of Directors, on the recommendation of the Compensation Committee, will have the option of adapting the performance conditions by means of an automatic mechanism adjusting the internal financial criteria targets in the event of significant variances in global automotive production volumes compared to the Company's strategic plan for the year in question, as follows:

- operating income: in the event of a significant variance in global automotive production volumes compared to the Company's strategic plan, the target would be adjusted downwards or upwards for each variance of one million vehicles produced. The minimum and maximum levels of achievement of the criterion would therefore be adjusted upwards or downwards by the same value in millions of euros;
- net cash flow: in the event of a significant variance in global automotive production volumes compared to the Company's strategic plan, the target would be adjusted downwards or upwards for each variance of one million vehicles produced. The minimum and maximum levels of achievement of the criterion would therefore be adjusted upwards or downwards by the same value in millions of euros;

Depending on the achievement of the performance conditions, the definitive allocation of shares for each of these criteria is carried out as follows:

- 50% of the number of shares expressed at target provided the minimum objective threshold of the performance condition is reached;
- 100% of the number of shares expressed at target provided the target objective threshold of the performance condition is reached;
- 130% of the number of shares expressed at target provided the maximum objective threshold of the performance condition is reached.

Between these thresholds, the progression is linear.

Plan No. 16

The performance conditions applicable to all beneficiaries are:

- an internal criterion relating to the operating income of the Group (including the Company and the companies belonging to the scope of consolidation) for fiscal years ended 2024, 2025 and 2026 (the "Internal Operating Income Criterion"). The number of shares that will be definitively granted in respect of this criterion varies according to achievement of the targets set, with a range around the target (minimum, target, maximum);
- an internal criterion relating to the net cash flow of the Group (including the Company and the companies belonging to the scope of consolidation) for fiscal years ended 2024, 2025 and 2026 (the "Internal Net Cash Flow Criterion"). The number of shares that will be definitively granted in respect of this criterion varies according to achievement of the targets set, with a range around the target (minimum, target, maximum);
- an internal condition on CSR related to gender equality, and more precisely the percentage of women within the

"Managers & Professionals" ("management") category of the Group (excluding HELLA scope) in the third fiscal year ended after the performance share grant date, compared to the targets set by the Board of Directors. The number of shares that will be definitively granted in respect of this criterion varies according to achievement of the targets set, with a range around the target (minimum, target, maximum);

- an internal CSR criterion relating to the reduction in CO₂ emissions and aimed at the Group's carbon neutrality objective (the "Internal CSR Reduction in CO₂ Emissions Criterion"). Reduction in CO₂ emissions means the reduction compared to the baseline on December 31, 2019, for the Group's scope of consolidation. The number of shares that will be definitively granted in respect of this criterion varies according to achievement of the targets set, with a range around the target (minimum, target, maximum);
- an external condition, i.e., growth in the Company's net earnings per share assessed between the last fiscal year ended before the share grant date and the third fiscal year ended after the share grant date. The number of shares that will be definitively granted in respect of this criterion varies according to achievement of the targets set (minimum, target, maximum) based on the methods described below:
 - minimum: (i) if the weighted growth in net earnings per share of the peer group is less than or equal to - 20%, i.e. negative, the external condition is fulfilled as a minimum if growth in the Company's net earnings per share is equal to 125% of this weighted growth; (ii) if the weighted growth in net earnings per share of the peer group is between - 20% and + 20%, the external condition is fulfilled as a minimum if growth in the Company's net earnings per share is five percentage points below this weighted growth; (iii) if the weighted growth in net earnings per share of the peer group is greater than or equal to + 20%, i.e. positive, the external condition is fulfilled as a minimum if growth in the Company's net earnings per share is equal to 75% of this weighted growth;
 - target: if the weighted growth in net earnings per share of the peer group is in line with growth in the Company's net earnings per share, the target external condition is fulfilled;
 - maximum: (i) if the weighted growth in net earnings per share of the peer group is less than or equal to - 20%, i.e. negative, the external condition is achieved at the maximum if growth in the Company's net earnings per share is greater than or equal to 75% of this weighted growth; (ii) if the weighted growth in net earnings per share of the peer group is between - 20% and + 20%, the external condition is achieved at the maximum if growth in the Company's net earnings per share is five percentage points or more above this weighted growth; (iii) if the weighted growth in net earnings per share of the peer group is greater than or equal to + 20%, i.e. positive, the external condition is fulfilled at the maximum if growth in the Company's net earnings per share is greater than or equal to 125% of this weighted growth.

In a context of high uncertainty regarding automotive production volumes, the Board of Directors, on the recommendation of the Compensation Committee, will have the option of adapting the performance conditions by means of an automatic mechanism adjusting the internal financial criteria targets in the event of significant variances in global automotive production volumes compared to the Company's strategic plan for the year in question, as follows:

- operating income: in the event of a significant variance in global automotive production volumes compared to the Company's strategic plan, the target would be adjusted downwards or upwards for each variance of one million vehicles produced. The minimum and maximum levels of achievement of the criterion would therefore be adjusted upwards or downwards by the same value in millions of euros;
- net cash flow: in the event of a significant variance in global automotive production volumes compared to the Company's strategic plan, the target would be adjusted downwards or upwards for each variance of one million vehicles produced. The minimum and maximum levels of achievement of the criterion would therefore be adjusted upwards or downwards by the same value in millions of euros.

In addition to this plan, there is another plan in place granting Phantom Performance shares subject to performance conditions and replicating Plan No. 16. Its performance conditions and grant value are the same as for Plan No. 16, but grants are made in money and not in Company shares. The amount paid will depend on achievement of the performance conditions and on the share price on the payment date.

Plan No. 17

The performance conditions applicable to the plan N°17 are the same as the ones of the Plan No 16.

The performance conditions applicable to all beneficiaries are:

- an internal criterion relating to the operating income of the Group (including the Company and the companies belonging to the scope of consolidation) for fiscal years ended 2025, 2026 and 2027 (the "Internal Operating Income Criterion"). The number of shares that will be definitively granted in respect of this criterion varies according to achievement of the targets set, with a range around the target (minimum, target, maximum);
- an internal criterion relating to the net cash flow of the Group (including the Company and the companies belonging to the scope of consolidation) for fiscal years ended 2025, 2026 and 2027 (the "Internal Net Cash Flow Criterion"). The number of shares that will be definitively granted in respect of this criterion varies according to achievement of the targets set, with a range around the target (minimum, target, maximum);
- an internal condition on CSR related to gender equality, and more precisely the percentage of women within the "Managers & Professionals" ("management") category of

the Group (excluding HELLA scope) in the third fiscal year ended after the performance share grant date, compared to the targets set by the Board of Directors. The number of shares that will be definitively granted in respect of this criterion varies according to achievement of the targets set, with a range around the target (minimum, target, maximum);

- an internal CSR criterion relating to the reduction in CO₂ emissions and aimed at the Group's carbon neutrality objective (the "Internal CSR Reduction in CO₂ Emissions Criterion"). Reduction in CO₂ emissions means the reduction compared to the baseline on December 31, 2019, for the Group's scope of consolidation. The number of shares that will be definitively granted in respect of this criterion varies according to achievement of the targets set, with a range around the target (minimum, target, maximum);
- an external performance condition, i.e., growth in the Company's net earnings per share assessed between the last fiscal year ended before the share grant date and the third fiscal year ended after the share grant date. The number of shares that will be definitively granted in respect of this criterion varies according to achievement of the targets set (minimum, target, maximum) based on the methods described below:
 - minimum: (i) if the weighted growth in net earnings per share of the peer group is less than or equal to - 20%, i.e. negative, the external condition is fulfilled as a minimum if growth in the Company's net earnings per share is equal to 125% of this weighted growth; (ii) if the weighted growth in net earnings per share of the peer group is between - 20% and + 20%, the external condition is fulfilled as a minimum if growth in the Company's net earnings per share is five percentage points below this weighted growth; (iii) if the weighted growth in net earnings per share of the peer group is greater than or equal to + 20%, i.e. positive, the external condition is fulfilled as a minimum if growth in the Company's net earnings per share is equal to 75% of this weighted growth;
 - target: if the weighted growth in net earnings per share of the peer group is in line with growth in the Company's net earnings per share, the target external condition is fulfilled;
 - maximum: (i) if the weighted growth in net earnings per share of the peer group is less than or equal to - 20%, i.e. negative, the external condition is achieved at the maximum if growth in FORVIA's net earnings per share is greater than or equal to 75% of this weighted growth; (ii) if the weighted growth in net earnings per share of the peer group is between - 20% and + 20%, the external condition is achieved at the maximum if growth in the Company's net earnings per share is five percentage points or more above this weighted growth; (iii) if the weighted growth in net earnings per share of the peer group is greater than or equal to + 20%, i.e. positive, the external condition is fulfilled at the maximum if growth in the Company's net earnings per share is greater than or equal to 125% of this weighted growth.

In a context of high uncertainty regarding automotive production volumes, the Board of Directors, on the recommendation of the Compensation Committee, will have the option of adapting the performance conditions by means of an automatic mechanism adjusting the internal financial criteria targets in the event of significant variances in global automotive production volumes compared to the Company's strategic plan for the year in question, as follows:

- operating income: in the event of a significant variance in global automotive production volumes compared to the Company's strategic plan, the target would be adjusted downwards or upwards for each variance of one million vehicles produced. The minimum and maximum levels of achievement of the criterion would therefore be adjusted upwards or downwards by the same value in millions of euros;
- net cash flow: in the event of a significant variance in global automotive production volumes compared to the Company's strategic plan, the target would be adjusted downwards or upwards for each variance of one million vehicles produced. The minimum and maximum levels of achievement of the criterion would therefore be adjusted upwards or downwards by the same value in millions of euros.
- In addition to this plan, there is another plan in place granting Phantom Performance shares subject to performance conditions and replicating Plan No. 17. Its performance conditions and grant value are the same as for Plan No. 17, but grants are made in money and not in Company shares. The amount paid will depend on achievement of the performance conditions and on the share price on the payment date.
- On February 2025, the Board of Directors validated the Compensation Committee recommendation to introduce Restricted Shares and Phantom Restricted Shares (payment in cash and not a settlement in FORVIA shares) for beneficiaries of Plan No 17. ExCom Members (including the Chief Executive Officer) are not eligible to Restricted Shares nor to Phantom Restricted Shares.

Single Executive Super Performance Initiative (ESPI) plan

A single external relative Total Shareholder Return (TSR) condition, i.e., the Company's TSR compared to the TSR of a peer group made up of 12 comparable global automotive suppliers over the same period (the "Relative TSR"). This Relative TSR condition is assessed as follows:

- an annual assessment of the Relative TSR (the "Annual Relative TSR") ⁽¹⁾, with a level of achievement recorded each year over a period of five years, giving rise to a maximum annual partial vesting of 20%. The total amount of the definitive allocation in respect of the Relative Annual TSR will be equal to the sum of the five years of partial vesting;
- an assessment of the average relative TSR at the end of the reference period of five years (the "Average Relative Five-Year TSR"), not giving rise to any partial vesting, the achievement level being calculated at the end of the reference period of five years and taking into account all the Relative Annual TSRs for the period - this valuation method only applies to the Chief Executive Officer.

The percentage vested, whether partial under the Annual Relative TSR (therefore for year N) or under the Average Relative Five-Year TSR, is determined by measuring the position of the percentile of the Company's TSR relative to that of the peer group for the same period:

- if the Company's TSR performance is below the 50th percentile: 0%;
- if the Company's TSR performance is in the 50th percentile (trigger threshold): 50%;
- if the Company's TSR performance is higher than or equal to the 75th percentile (target): 100%.

Between the trigger threshold and the target, the progression of allocation is linear.

(1) The value used to calculate the TSR is the average share price over the year (12 months) preceding the valuation.

Detailed history of performance share and restricted share plans ^(*)

Table No. 9 of the AFEF-MEDEF Code and table No. 10 of AMF position-recommendation No. 2021-02

Information on performance share grants	ESPI Plan of July 23, 2021	Plan No. 13 of October 25, 2021 ⁽¹⁾
GM date	June 26, 2020	May 31, 2021
Board of Directors date	July 23, 2021	October 25, 2021
Total number of shares allocated during the relevant fiscal year by threshold, of which:	<u>Min.</u> : 307,685 ⁽²⁾ <u>Target</u> : 615,370 ⁽³⁾	<u>Min.</u> : 532,730 <u>Target</u> : 1,067,730 <u>Max.</u> : 1,389,000
Corporate officers	0	0
• Michel de ROSEN	<u>Min.</u> : 35,971 ⁽⁴⁾ <u>Target</u> : 71,941 ⁽⁴⁾	<u>Min.</u> : 36,980 <u>Target</u> : 73,960 <u>Max.</u> : 96,150
• Patrick KOLLER		
Number of beneficiaries	13	298
Vesting date	July 23, 2026	October 25, 2025
Availability date	July 23, 2026	October 25, 2025
Performance conditions	Annual Relative TSR (weighting of 50% for the Chief Executive Officer and of 100% for the members of the Executive Committee), according to the assessment methods described in the introductory section Average Relative Five-Year TSR (weighting of 50% for the Chief Executive Officer and of 0% for the members of the Executive Committee), according to the assessment methods described in the introductory section	Internal condition related to Group net income (after tax) (weighting of 60%), with a required achievement rate between 90% and 110%, the target being 100% Internal CSR condition related to gender equality (weighting of 10%), with an achievement rate between -1 pt and +2 pts, the target being 100% External condition related to net earnings per share (weighting of 30%), according to the assessment methods described in the introductory section
Achievement rate of performance conditions	Plan being vested Annual relative TSR 2023-2024: 76.40%	Internal condition related to Group net income (after tax): 58.3% Internal CSR condition related to gender equality: 130% External condition related to net earnings per share: 52.42% Overall vesting rate: 63.73%
Number of shares relating to the adjustment further to the capital increase of June 2022	53,088	78,646
Number of shares vested at December 31, 2025	0	461,392
Accumulated number of shares canceled or forfeited as of December 31, 2025 ⁽³⁾	526,168	684,984
Performance shares outstanding at December 31, 2025 ⁽⁷⁾	142,290 ⁽⁵⁾⁽⁶⁾	0

(1) On July 26, 2003 the Board of Directors decided to adjust the net income after tax objective for plan n°13 in order to take into account the exceptional circumstances related to the integration and financing of HELLA, to the inflation and the impact of the ecological transition.

(2) Plus 29,090 Phantom shares subject to performance conditions.

(3) Plus 58,179 Phantom shares subject to performance conditions.

(4) Only shares subject to performance conditions were granted to the Chief Executive Officer.

(5) Plus 11,307 Phantom shares subject to performance conditions.

(6) As the performance conditions of the first, second, third and fourth tranches are known, the number of shares outstanding is indicated accordingly.

(*) The tables below present the current plans (or those expired) during the 2025 fiscal year. Plans No.1 to 12, which have expired, have not been included in this Universal Registration Document. For more information on these plans (including performance conditions, objectives set and achievement of these objectives), please refer to the Company's 2018 Registration Document, page 209, the 2019 Universal Registration Document, page 330, the 2020 Universal Registration Document, page 378, the 2021 Universal Registration Document, page 398, the 2022 Universal Registration Document, page 446, the 2023 Universal Registration Document, page 466 and the 2024 Universal Registration Document, page 279. For information however, please note that for Plans No. 1 to 12, subject to performance condition(s), the performance conditions (i) were met for eight plans (Plans No. 1, 5, 6, 7, 8, 9, 11 and 12), at the maximum rate for three of them (Plans No. 1, 5 and 6), and (ii) were not met at all for four plans (Plans No. 2, 3, 4 and 10) and therefore no shares were definitively vested by the beneficiaries of these four plans.

Information on performance share grants

	Plan No. 14 of July 28, 2022	Plan No. 15 of July 26, 2023
GM date	June 1, 2022	May 30, 2023
Board of Directors date	July 28, 2022	July 26, 2023
Number of shares allocated during the relevant period by threshold, of which:	<u>Min.</u> : 924,140 <u>Target</u> : 1,848,920 ⁽¹⁾ <u>Max.</u> : 2,402,810	<u>Min.</u> : 824,880 <u>Target</u> : 1,651,300 ⁽²⁾ <u>Max.</u> : 2,147,720
Corporate officers	0	0
• Michel de ROSEN	<u>Min.</u> : 65,320 <u>Target</u> : 130,640 <u>Max.</u> : 169,830	<u>Min.</u> : 56,260 <u>Target</u> : 112,520 <u>Max.</u> : 146,270
• Patrick KOLLER		
Number of beneficiaries	302	282
Vesting date	July 28, 2026	July 26, 2027
Availability date	July 28, 2026	July 26, 2027
Performance conditions	For the Chief Executive Officer – Internal condition related to Group net income (after tax) (weighting of 60%), with a required achievement rate between 90% and 110%, the target being 100% – Internal CSR condition related to gender equality (weighting of 10%), with an achievement rate between -1 pt and +2 pts, the target being 100% – External condition related to net earnings per share (weighting of 30%), according to the assessment methods described in the introductory section For other beneficiaries ⁽³⁾ – Internal condition related to Group Operating Income (weighting of 20%), with a required achievement rate between 90% and 110%, the target being 100% – Internal condition related to Group net cash flow (weighting of 25%), with a required achievement rate between 90% and 110%, the target being 100% – Internal CSR condition related to gender equality (weighting of 10%), with an achievement rate between -1 pt and +2 pts, the target being 100% – Internal CSR condition related to the reduction in CO₂ emissions (weighting of 15%), with an achievement rate between -5 pts and +5 pts, the target being 100% – External condition related to net earnings per share (weighting of 30%), according to the assessment methods described in the introductory section	– Internal condition related to Group operating income ⁽²⁾ (weighting of 20 %), with a required achievement rate between 90% and 110%, the target being 100% – Internal condition related to Group net cash flow ⁽²⁾ (weighting of 25%), with a required achievement rate between 90% and 110%, the target being 100% – Internal CSR condition related to gender equality (weighting of 10%), with an achievement rate between -1 pt and +2 pts, the target being 100% – Internal CSR condition related to the reduction in CO₂ emissions (weighting of 15%), with an achievement rate between -5 pts and +5 pts, the target being 100% – External condition related to net earnings per share (weighting of 30%), according to the assessment methods described in the introductory section

Information on performance share grants

Plan No. 14 of July 28, 2022

Plan No. 15 of July 26, 2023

Achievement rate of performance conditions

For the Chief Executive Officer

- Internal condition related to Group net income (after tax): 0%
- Internal CSR condition related to gender equality: 130%
- External condition related to net earnings per share: 0%

Overall vesting rate: 13%

For other beneficiaries

- Internal condition related to Group operating income⁽³⁾: 66.38%
- Internal condition related to Group net cash flow⁽³⁾: 130%
- Internal CSR condition related to gender equality: 130%
- Internal CSR condition related to the reduction in CO₂ emissions: 130%
- External condition related to net earnings per share: 0%

Overall vesting rate: 78.28%

- Internal condition related to Group operating income⁽³⁾: 86.76%
- Internal condition related to Group net cash flow⁽³⁾: 130%
- Internal CSR condition related to gender equality: 130%
- Internal CSR condition related to the reduction in CO₂ emissions: 130%

External condition related to net earnings per share: not known at the date of this Universal Registration Document.

Number of shares relating to the adjustment further to the capital increase of June 2022

Number of shares vested at December 31, 2025

0

0

Accumulated number of shares canceled or forfeited as of December 31, 2025⁽⁴⁾

989,711

504,596

Performance shares outstanding at December 31, 2025⁽⁴⁾

859,209

1,146,704

- (1) Including shares subject to performance conditions granted by the Chief Executive Officer, in accordance with the decision of the Board of Directors and on the latter's sub-delegation, to employees hired after the aforementioned date. 5,580 shares at the minimum, 11,170 shares at target, and 14,520 shares at the maximum. Apart from the grant date, the other conditions are identical to those under Plan No. 14 of July 28, 2022, including for the vesting date.
- (2) Including shares subject to performance conditions granted by the Chief Executive Officer, in accordance with the decision of the Board of Directors and on the latter's sub-delegation, to employees hired after the aforementioned date. 11,980 shares at the minimum, 23,970 shares at target, and 31,180 shares at the maximum. Apart from the grant date, the other conditions are identical to those under Plan No. 15 of July 26, 2023, including for the vesting date.
- (3) Plan No. 14 and Plan No 15: The Board of Directors decided on April 17, 2024, to replace the reference to the Strategic Plan with the reference to accumulated income for the last three fiscal years ended to assess the outcomes of the financial internal criteria (Group operating income and net cash flow).
- (4) Plan expressed at target.

Information on performance share or restricted share (Plan No. 17) grants

	Plan No. 16 of July 23, 2024		Plan No. 17 of July 25, 2025	
	Performance Shares		Performance Shares	Restricted Shares
GM date	May 30, 2024		May 28, 2025	
Board of Directors date	July 23, 2024		July 25, 2025	
Number of shares allocated during the relevant period by threshold, of which:	<u>Min.</u> : 1,144,300 <u>Target</u> : 2,289,340 ⁽¹⁾⁽²⁾ <u>Max.</u> : 2,976,150		<u>Min.</u> : 1,226,710 <u>Target</u> : 2,453,340 ⁽⁶⁾ <u>Max.</u> : 3,189,300 ⁽⁶⁾	
Corporate officers	0		0	
• Michel de ROSEN	<u>Min.</u> : 113,000 <u>Target</u> : 226,000 <u>Max.</u> : 293,800		0	
• Patrick KOLLER				
• Martin FISCHER	<u>Min.</u> : 22,500 ⁽³⁾ <u>Target</u> : 45,000 ⁽³⁾ <u>Max.</u> : 58,500 ⁽³⁾		<u>Min.</u> : 115,020 <u>Target</u> : 230,030 <u>Max.</u> : 299,040	
Number of beneficiaries	281 ⁽⁴⁾		258 ⁽⁸⁾	
Vesting date	July 23, 2028		July 25, 2029	
Availability date	July 23, 2028		July 25, 2029	
Performance conditions	- Internal condition related to Group operating income (weighting of 20%), with a required achievement rate between 81% and 100%, the target being 90% - Internal condition related to Group net cash flow (weighting of 25%), with a required achievement rate between 81% and 100%, the target being 90% - Internal CSR condition related to gender equality (weighting of 10%), with an achievement rate between -0.4 pt and +0.2 pt, the target being 100% - Internal CSR condition related to the reduction in CO₂ emissions (weighting of 15%), with an achievement rate between -2 pts and +2 pts, the target being 100% - External condition related to net earnings per share (weighting of 30%), according to the assessment methods described in the introductory section		- Internal condition related to Group operating income (weighting of 20%), with a required achievement rate between 81% and 100%, the target being 90% - Internal condition related to Group net cash flow (weighting of 25%), with a required achievement rate between 81% and 100%, the target being 90% - Internal CSR condition related to gender equality (weighting of 10%), with an achievement rate between -0.4 pt and +0.2 pt, the target being 100% - Internal CSR condition related to the reduction in CO₂ emissions (weighting of 15%), with an achievement rate between -2 pts and +2 pts, the target being 100% - External condition related to net earnings per share (weighting of 30%), according to the assessment methods described in the introductory section	
Achievement rate of performance conditions	Plan being vested		Plan being vested	
Number of shares relating to the adjustment further to the capital increase of June 2022			N/A	
Number of shares vested at December 31, 2025	0		0	
Accumulated number of shares canceled or forfeited at December 31, 2025 ⁽⁹⁾	442,792		90,070	
Performance shares outstanding at December 31, 2025 ⁽¹⁰⁾	1,846,548 ⁽⁵⁾		2,363,270 ⁽⁹⁾	

- (1) Including shares subject to performance conditions granted by the Chief Executive Officer, in accordance with the decision of the Board of Directors and on the latter's sub-delegation, to employees hired after the aforementioned date. 38,410 shares at the minimum, 76,850 shares at target, and 99,890 shares at the maximum. Apart from the grant date, the other conditions are identical to those under Plan No. 16 of July 23, 2024, including for the vesting date.
- (2) Plus 440,950 Phantom Performance shares at the minimum, 882,180 Phantom Performance shares at target, and 1,147,248 Phantom Performance shares at the maximum.
- (3) as Deputy CEO and not Corporate Officer.
- (4) Plan No. 16 including 137 beneficiaries of Phantom Performance shares.
- (5) Plus 717 250 Phantom Performance shares.
- (6) Plus 654,600 Phantom Performance shares at target, and 851,230 Phantom Performance shares at the maximum.
- (7) Plus 320,160 phantom restricted shares.
- (8) Plan No. 17 including 126 beneficiaries of Phantom Performance shares and Phantom Restricted shares.
- (9) Plus 619 760 Phantom Performance shares and 303 920 Phantom Restricted shares.
- (10) Plan expressed at target.

The maximum number of free share allocations pending vesting as of December 31, 2025 (8,320,603 shares) represents 4.22% of the Company's capital stock at this date⁽¹⁾.

5.2.3. Change in capital stock over five years

Year and type of transaction	Shares created/ canceled during the transaction (in number of shares)	Nominal amount of the transaction (in €)	Amounts of capital stock after the transaction (in €)	Shares comprising the capital stock after the transaction (in number of shares)
07/2021				
Capital increases reserved for employees and a category of beneficiaries under the Faur'ESO employee shareholding plan	2,756,942	19,298,594	985,549,201	140,792,743
07/2021				
Capital reduction (cancellation of shares) intended to neutralize the dilutive effect resulting from the capital increases implemented as part of the Faur'ESO employee shareholding plan.	2,756,942	19,298,594	966,250,607	138,035,801
01/2022				
Issue of new shares in consideration for a contribution in kind of shares by the members of the family pool as part of the combination between Faurecia and HELLA	13,571,385	94,999,695	1,061,250,302	151,607,186
06/2022				
Capital increase with preferential subscription rights as part of the refinancing of the acquisition of HELLA	45,482,154	318,375,078	1,379,625,380	197,089,340
Capital stock at December 31, 2025			1,379,625,380	197,089,340

5.2.4. Employee share ownership

As of December 31, 2025, FORVIA's employee share ownership, within the meaning of Article L. 225-102 of the French Commercial Code, represented 3,873,121 shares, i.e., 1.97% of the capital stock.

(1) This amount corresponds to the number of shares for Plan No. 14 calculated on the basis of actual performances and the maximum number of free shares granted under (i) Plans No. 15, 16 and 17 and (ii) the one-off ESPI Plan.

5.3. Transactions carried out by the Company in its own shares

The General Meeting of May 28, 2025 authorized the implementation of a share buy-back program (resolution No. 20) which replaced, from that date, the program authorized by resolution No. 19 of the General Meeting of May 30, 2024.

Liquidity contract

Description of the contract

Since April 27, 2009, the Company has been implementing a liquidity contract that complies with the AMAFI Charter.

The current liquidity contract was signed on November 18, 2019 between the Company and Rothschild Martin Maurel. This contract, which complies with AMF decision No. 2021-01 of June 22, 2021 renewing the implementation of liquidity contracts on equity securities in respect of accepted market practices, replaced the previous contract of November 20, 2015, as amended on May 24, 2018.

The liquidity contract was signed for 12 months, starting from November 18, 2019, and is renewable by tacit agreement for successive 12-month periods. The amount of €10,837,505.31 was recorded as credit in the liquidity account on November 15, 2019.

The liquidity contract covers Company shares, and the trading platform on which the transactions are carried out is the Euronext regulated market in Paris.

The contract stipulates that its execution shall be suspended under the conditions set out in Article 5 of the above-mentioned AMF decision, namely (i) while stabilization measures are being carried out within the meaning of (EU) Regulation No. 596/2014 of the European Parliament and of the Council of April 16, 2014 on market abuse, with the suspension of the liquidity contract taking place from the admission to trading of the securities concerned by the stabilization measures up to the publication of the information indicated in Article 6, Paragraph 3 of Delegated (EU) Regulation No. 2016/1052 and (ii) during a public offer period or pre-offer period and until the offer is closed, when the issuer initiates the public offering or when the issuer's securities are targeted by the offering.

The contract may also be suspended on the Company's request for technical reasons, such as the counting of shares with voting rights before General Meetings or the counting of shares giving rights to dividends before the ex-dividend date and for a period that it shall specify.

The contract may be terminated at any time by the Company without notice and by the investment service provider with notice of one month.

Implementation in 2025

In 2025, under the liquidity contract, cumulative purchases amounted to 6,359,896 shares, i.e. 3.23% of the capital stock, for a value of €63,192,780.92 and cumulative sales amounted to 6,584,896 shares for a value of €65,675,522.65. The capital gain generated in 2025 under the liquidity contract amounted to €2,482,741.73. Management fees for the liquidity contract came to €150,000 in 2025. Under this liquidity contract, as of December 31, 2025, the following assets were included in the liquidity account: 0 share and €10,761,547 in cash.

Use of treasury shares during the fiscal year

During the 2025 fiscal year, the Company used 458,047 treasury shares for the purpose of delivering performance shares to beneficiaries of Plan No. 13.

Number of treasury shares held at December 31, 2025

As of December 31, 2025, the Company held 111,527 shares in treasury (including no share under the liquidity contract), representing 0.06% of the Company's capital stock on the same date. These treasury shares are all allocated to the objective of granting shares to employees, and more specifically to cover performance share plans.

Description of the share buy-back program

The description of the program presented below will not be the subject of a specific publication, in accordance with the provisions of Article 241-3 of the AMF General Regulation.

The General Meeting of June 4, 2026 will be asked to authorize the Board of Directors once again to trade in the shares of the Company under the conditions described below. It is stipulated that, throughout the period of a public offer filed by a third party for the Company's shares, buy-backs may only be carried out provided that they:

- enable the Company to comply with commitments it entered into prior to the opening of the offer period;
- are carried out as a part of the continuation of a share buy-back program already underway;
- are not likely to cause the offer to fail;
- meet one of the first two objectives below.

This new authorization will cancel the authorization granted to the Board of Directors by the General Meeting of May 28, 2025 to trade in Company shares (resolution No. 20).

Program objectives

Acquisitions are authorized in order to:

- hedge stock option plans and/or free share allocation plans (or similar plans) for the benefit of Group employees and/or corporate officers (including Economic Interest Groups and affiliates), as well as all allocations of shares as part of a Group or company savings plan (or similar plan), a profit-sharing plan and/or any other form of allocation or sale of shares to Group employees and/or corporate officers (including Economic Interest Groups and affiliates);
- hedge the commitments made by the Company under financial contracts or options with payment in cash granted to the Group's employees and/or corporate officers (including Economic Interest Groups and affiliates);
- hedge securities giving access to the allocation of Company shares;
- retain the shares purchased and use these shares for exchange or payment at a later stage as part of any possible merger, spin-off, contribution or external growth transactions;
- cancel shares;
- support the secondary market or the liquidity of FORVIA shares through an investment service provider under a liquidity contract in accordance with practices accepted by the AMF.

This program is also designed to allow the implementation of all market practices that may be permitted by the market authorities, and more generally the completion of all other transactions in accordance with legislation or regulations that are or may become applicable. In such an event, the Company shall inform its shareholders through a press release.

Maximum number of shares to be acquired

The maximum number of shares that may be purchased may not at any time exceed 10% of the total number of shares comprising the capital stock (for information purposes 19,708,934 shares as of December 31, 2025), it being specified that (i) this cap applies to an amount of the Company's capital stock that may, if applicable, be adjusted to take into account any transactions affecting the capital stock after this General Meeting and (ii) in accordance with applicable provisions, when the shares are purchased for liquidity purposes, the number of shares

taken into account to calculate the aforementioned cap of 10% corresponds to the number of shares purchased less the number of shares resold during the duration of the authorization. Acquisitions made by the Company may not, under any circumstances, result in it holding, directly or indirectly through subsidiaries, over 10% of its capital stock. Moreover, the number of shares acquired by the Company for the purpose of retaining and using them for exchange or payment at a later stage, as part of any possible merger, spin-off, contribution or external growth transactions, may not exceed 5% of its capital stock.

The shares may, in all or part, depending on the case, be acquired, sold, exchanged or transferred, in one or several installments, by any means, on all markets, including on multilateral trading facilities (MTFs) or through a systematic internalizer, or over the counter, including through the acquisition or disposal of blocks of shares (without limiting the portion of the buy-back program that may be completed through this means), in all cases, either directly or indirectly, notably through an investment service provider. These means include the use of optional mechanisms or derivatives subject to applicable regulations.

Maximum price per share and maximum amount allocated to the program

The maximum purchase price is set at €30 per share (excluding acquisition costs). In the event of a capital increase through the capitalization of premiums, reserves or profits by free allocations of shares as well as in the event of a stock split, reverse stock split or any other transaction affecting the capital stock, the aforementioned price will be adjusted by a multiplication coefficient equal to the ratio of the number of Company shares comprising the capital stock prior to the transaction to the number of shares after the transaction. On this basis, and for information only, based on the capital stock at December 31, 2025 comprising 197,089,340 shares, and without taking into account the shares already held by the Company, the theoretical maximum purchase amount for the program (excluding acquisition costs) would be €591,268,020.

Program term

Eighteen (18) months from the General Meeting of June 4, 2026.

It should be noted, where necessary, that the breakdown by objective for the equity securities held at December 31, 2025 is indicated above.

5.4. Share price

FORVIA shares (ticker code FRVIA) are listed on Compartment A of the regulated market of Euronext Paris. They are listed on the SBF 120 index of Euronext.

The closing price at the end of 2025 (Wednesday, December 31, 2025) was €13.62 compared with the 2024 closing price of €8.68 (Tuesday, December 31, 2024), i.e., a market capitalization of approximately €2.684 billion at the end of 2025 compared to approximately €1.711 billion at the end of 2024 (the number of shares being identical at the end of both years at 197,089,340 shares).

This 56.9% increase in FORVIA's share price in 2025 followed a 55.8% decline in 2024. During this same period, the French CAC 40 and SBF 120 indices increased by respectively 10.4% and 10.3% and the STXE Europe 600 Automobiles & Parts index, which comprises Europe's main automotive industry stocks, fell by 4.8%. Last of all, the share prices of Valeo and OP Mobility, two of FORVIA's peers, gained respectively 59.2% and 24.9%.

The share price of FORVIA was marked by significant volatility in 2025.

Like other European automotive stocks, the share declined in the first half amid the tariffs introduced by the U.S. administration, which raised concerns about a sharp decline in global production volumes.

As these concerns gradually faded (global production up 3.9% according to the February 2026 estimate from S&P Global Mobility) and supported by the strong first-half financial results—demonstrating the Group's ability to sustainably improve its financial profile—the conditions were set for a rebound in the share price, which continued through the end of 2025.

FORVIA's average closing price over 2025 was €9.90. The closing price peaked at €13.62 on December 31, 2025 and hit its lowest level of the year, €5.27, on April 9, 2025.

The average number of monthly trades on Euronext was 21.2 million shares, representing €210.08 million.

5.4.1. Share price and trading volumes (source Euronext)

2025 share price and trading volumes	Share price (in €)				Trading volume	
	High	Average	Low	Close	Shares	Capital (in € thousands)
January	10.51	9.43	8.26	10.13	17,676,532	166,659
February	11.42	10.39	8.44	8.44	24,872,225	258,552
March	9.16	8.51	7.40	7.51	29,438,208	250,465
April	7.22	6.32	5.23	6.78	42,337,038	267,968
May	8.73	7.91	6.85	8.28	20,856,463	164,952
June	8.80	8.21	7.51	8.61	18,484,416	151,813
July	11.86	10.02	8.42	11.24	26,000,491	260,627
August	11.90	11.16	10.45	11.39	12,898,237	143,999
September	12.11	11.37	10.56	11.41	16,106,293	183,095
October	11.99	10.98	9.78	11.11	18,146,888	199,233
November	12.13	11.13	9.80	12.10	16,116,290	179,410
December	13.70	13.09	12.00	13.62	11,709,702	153,008

2024 share price and trading volumes	Share price (in €)				Trading volume	
	High	Average	Low	Close	Shares	Capital (in € thousands)
January	21.17	17.95	15.26	16.06	23,303,041	405,275
February	17.02	14.76	12.17	13.17	36,203,593	521,289
March	14.43	13.61	12.99	14.06	23,509,803	318,991
April	15.78	14.48	13.37	15.00	27,246,914	396,032
May	16.52	15.21	14.19	15.04	18,527,259	283,005
June	15.86	12.65	11.06	11.06	24,750,268	313,403
July	11.92	10.91	9.96	10.84	24,026,123	261,214
August	10.75	9.36	8.72	9.24	18,011,531	169,676
September	9.87	8.67	7.76	9.23	34,317,539	297,876
October	9.39	8.51	7.42	8.68	27,620,321	234,755
November	9.22	8.45	7.60	8.04	22,446,850	189,622
December	9.42	8.56	7.45	8.68	20,681,382	176,160

5.4.2. Stock market data

	31/12/2025	31/12/2024
Stock market capitalization at the end of the fiscal year (in € millions)	2,684.3	1,710.7
Share price (in €):		
• highest	13.70	21.17
• lowest	5.23	7.42
Share price at the end of the fiscal year (in €)	13.62	8.68
Shareholders' equity per share (in €)	9.56	21.78
Number of shares outstanding	197,089,340	197,089,340

5.4.3. Dividends

Fiscal year	Gross dividend per share (in €) ⁽¹⁾	Total (in €)
2022 ⁽³⁾	-	-
2023	0.50	98,544,670 ⁽²⁾
2024	-	-

(1) Dividend fully eligible for the 40% tax allowance for individuals resident for tax purposes in France as provided for by Article 158, 3 2° of the French General Tax Code.

(2) Figure including the amount of the dividend corresponding to treasury shares not paid and allocated instead to the retained earnings account.

(3) It was decided to suspend the payment of dividends in 2022 (in respect of 2021) and in 2023 (in respect of 2022) in order to speed up the Group's deleveraging and further increase its financial flexibility, particularly following the acquisition of HELLA.

At its last meeting held on February 23, 2026, the Board of Directors decided to propose no dividend to be paid in 2025, in order to accelerate the Group's top priority of deleveraging.

5.4.4. Dividend payment policy

FORVIA remains committed to long-term capital returns to shareholders. The dividends and share buybacks, conditional upon the Board of Directors' decision, will take into account the Group results and its financial position, including the leverage target.

5.4.5. Per share figures

(in €)	31/12/2025	31/12/2024
Non-diluted earnings (loss) per share - Attributable to owners of the parent	(10.62)	(0.94)
Cash flow per share from operating activities	12.95	13.35

The method used to calculate the weighted average number of shares before dilution to determine per share data is detailed in Note 9, Section 6.3.5 "Notes to the consolidated financial statements" of Chapter 6 "Financial and accounting information".

5.4.6. 2026 financial calendar (subject to changes)

February 24, 2026	Before market opening	2025 Annual Results Announcement & Capital Markets Day
April 24, 2026	Before market opening	First-quarter 2026 Sales Announcement
June 4, 2026		Shareholders General Meeting
July 31, 2026	Before market opening	First-half 2026 Results Announcement
November 2, 2026	Before market opening	Third-quarter 2026 Sales Announcement

5.5. Relations with the financial community

The Company's management has made it a priority to establish a relationship of trust with financial market players by maintaining permanent dialog with its shareholders and lenders.

The Company therefore encourages constructive dialog, both on its financial results and on its strategy and latest news, through accurate, comprehensive, regular and transparent financial reporting, in accordance with current regulations and as close as possible to financial communication best practices.

HELLA, in which the Group acquired a majority interest at the end of January 2022 and which has been consolidated in the Company's financial statements since February 1, 2022, is listed on the Frankfurt Stock Exchange (ticker: HLE). HELLA manages its financial communications independently, while adhering to a financial reporting calendar compatible with that of the Company for its consolidated financial statements. HELLA's financial communications are available online at www.hella.com, in German and in English.

Approach

FORVIA Group provides investors with many documents covering its business, strategy and all the financial information that it is required to disclose under stock market regulations: universal registration documents, registration documents, interim financial reports, documents distributed as regulated information, as well as the Company's bylaws and the Board of Directors' internal rules, and they are available online at www.forvia.com, in French and in English.

Financial information is regularly supplemented by the publication of press releases announcing important events relating to the Group's operations and activities. All of these press releases are available in the "Press" section on the website.

At the end of each quarter, the Group organizes a communication on its performance for the previous quarter or half year:

- in April and October/November of each year, the Group publishes changes to its quarterly sales by business and by region. In addition to a press release, a conference call is also held for this communication to which analysts and investors are invited;
- in February and July, the Group publishes all of its annual and half-yearly results. In addition to a press release, a meeting is then held (physical meeting or videoconference) to which analysts and investors are invited.

Throughout the year, the Company encourages meetings between its Executive Management and financial market players at conferences and meetings (financial roadshows) held in France and worldwide in the form of individual or group meetings.

Finally, the Group very regularly organizes investor days ("Capital Markets Days") to present its medium-term strategic vision, with some of these events dedicated to specific topics.

The latest Capital Markets Day took place on February 24, 2026 under the leadership of Martin Fischer, Chief Executive Officer since March 1, 2025, unveiled the new "IGNITE" strategic plan and detailed its 2028 financial targets.

IGNITE is the Group's roadmap structured in two phases that defines a focused plan to strengthen the Group's foundations around two strategic business clusters - Growth and Value - by 2028, and unlock sustainable growth and value creation after 2028.

In addition, in order to develop its relations with individual shareholders:

- a toll-free number has been set up, which is available in France only (0805 651 206). This number allows individual shareholders to obtain information or answers to any questions they may have about the life of the Group, or about how to become a shareholder;
- a contact form is available online at www.forvia.com;

Quantified elements

Besides announcing its earnings and sales figures, the Company held more than 300 meetings in 2025 with investors and financial analysts covering the equity and debt markets during financial roadshows, conferences and individual meetings in France, Europe, the United Kingdom, the United States and Japan.



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Financial and accounting information

6.1. Review of the Group's business and consolidated results

IFRS 5 – DISCONTINUED ACTIVITIES

The ongoing announced sale of the Interiors business (excluding the Materi'Act division) of FORVIA (development and production of dashboard, modules and door panels) meets all criteria from an IFRS point of view to qualify the activity as discontinued, mainly regarding the criteria of being a major line of business and the highly probable character of the sale.

6.1.1. Events of the financial year

6.1.1.1. Notable facts

ECONOMICAL CONTEXT

The worldwide automotive production stood in 2025 at 93 million LVs, up 3.9% vs. 2024 ; A strong growth in China (+10.2%) has more than offset declines in Europe(-0.8%) and North America (-1.2%).

These regional shifts resulted in an unfavorable geographic mix effect of around 2.5 percentage points on sales for FORVIA in 2025.

Effective countermeasures have been implemented to offset the changes on the US Tariffs avoiding any material impact for FORVIA.

SYMBIO

Stellantis has announced in June 2025 its decision to discontinue its hydrogen fuel cell technology development program. This decision has irreversible operational and financial consequences for Symbio, held equally by Stellantis, FORVIA and Michelin. Stellantis' orders alone

account for approximately 80% of Symbio's planned production volume. An agreement has been signed between Symbio's shareholders as well as with public authorities in November 2025 to preserve the best interests of Symbio and the Group.

6.1.1.2. Main events

January

- FORVIA announced several appointments to its Executive Committee:
 - Stéphane Noël was appointed Executive Vice President of FORVIA Seating, effective January 1, 2025;
 - Jim Chang was appointed Executive Vice President of Faurecia Clarion Electronics, effective January 1, 2025.
- During CES 2025 in Las Vegas, FORVIA unveiled the new name of its application store: "Appning by FORVIA". Appning has already established strong partnerships with 23 leading automotive brands around the world and already includes more than 200 applications.
- FORVIA will supply H2 Energy with optimized Type III composite tanks at 38 MPa to Equip Gaseous Multi-Element Containers (MEGC). By integrating these optimized tanks into H2 Energy's container structure, we are expanding the possibilities for hydrogen transportation and storage, enabling an estimated cost reduction of 33% compared to stationary trailer solutions.
- FORVIA co-signed the tribune "Automotive Suppliers Demand Fair Play: EU Must Set Clear Content Targets," alongside other key automotive suppliers arguing that Europe must implement regulations to support local added value and sovereignty.

February

- FORVIA announced several appointments to its Executive Committee:
 - Thorsten Muschal was appointed Executive Vice President of FORVIA Interiors, effective February 1, 2025;
 - Francois Tardif was appointed North America Executive Vice President, effective February 1, 2025 – and now Americas Executive Vice President since July 1, 2025;
 - Shoji Akiyama was appointed Executive Vice President of the JIKA (Japan, India, Korea, ASEAN) Business Region, effective February 1, 2025.
- FORVIA is proud to announce that it is the first Tier 1 vendor to successfully integrate Zoom Workplace, the world-renowned AI-first workplace platform, into its leading automotive Apps Market.
- FORVIA has once again been recognized for its commitment to sustainability and environmental leadership, earning inclusion on the "A List" for climate change from CDP, a global environmental non-profit organization. This recognition places FORVIA among the best performing companies in the world in terms of environmental transparency and action.

- FORVIA HELLA expanded its SlimLine product family, which is geared towards the commercial vehicle sector, with a new LED combination lamp. The module combines the three light functions of daytime running light, position light and direction indicator light in an elegant rectangular design and is suitable for a wide range and different types of commercial vehicles, including agricultural and construction machinery.

March

- Martin Fischer officially took over as CEO of FORVIA on March 1, 2025, succeeding Patrick Koller after a three-month transition period designed to ensure continuity and effective transfer of responsibilities since his appointment as Deputy CEO on December 6, 2024.
- FORVIA announced the appointment of David Degrange as Executive Vice President of Sales & Program Management, effective March 1, 2025.
- Adeline Mickeler was appointed Vice President of Investor Relations, effective March 10, 2025.
- FORVIA priced a €750 million 5.625% 5-year bond to fully refinance its €750 million due 2026.
- FORVIA priced its inaugural dollar bond with a \$500 million 8.00% 5-year bond issuance.

April

- "Appning by FORVIA" announced the integration of YouTube into its leading automotive apps market.
- FORVIA showcased its repair and remanufacturing activities at Rematec, the world's leading remanufacturing trade show for automotive industry professionals, in Amsterdam, Netherlands.
- At bauma 2025, FORVIA HELLA presented groundbreaking technologies and product innovations that support the industry's megatrends such as digitalization and sustainability. FORVIA HELLA also announced the introduction of its new Universal Angular Sensor, the world's leading trade fair for construction machinery in Munich, Germany. Thanks to CIPOS® technology which has been proven in the OE sector, the modular rotary angle sensor measures precise angles and inclinations, making it indispensable for various applications
- FORVIA unveiled groundbreaking innovations, including nine world premieres, as well as a broad portfolio of cutting-edge sustainable solutions, AI and software-driven sustainable innovations at Auto Shanghai 2025, in Shanghai, China. For three decades, FORVIA has firmly established itself as a trusted partner in the country, driving innovation and fostering collaboration to support China's automotive industry's growth and transformation.

- FORVIA unveiled its contribution to the Renault Emblème demo car. The Group brought its expertise in the fields of car interiors including sustainable materials, exterior lighting and electronics to help meet the challenge of reducing CO₂ emissions by 90% over the entire vehicle life cycle.
- As part of the share buy-back program authorized by the Shareholders' Meeting held May 30, 2024, FORVIA signed with an investment services provider a mandate for the acquisition of a maximum of 300,000 FORVIA shares during a period starting from April 23, 2025 until May 27, 2025 at the latest.
- FORVIA announced a partnership with Rightware, the pioneering provider of automotive graphics software tools and services, to deploy FORVIA's software into Rightware's Kanzi Studio ecosystem and HMI toolkit. This collaboration enables FORVIA to explore new markets within Rightware's portfolio of clients, and Rightware to gain immediate access to FORVIA's Smart Dimming and MyVue software designed to enhance the perceived image quality of vehicle's electronic displays while reducing power consumption.
- FORVIA and Smart Eye, the leading provider of Human Insight AI to the automotive industry, presented a world first at Auto Shanghai: secure biometric authentication in vehicles using iris and face recognition technology.

May

- FORVIA HELLA was nominated by a global premium manufacturer for the development and production of an "Advanced Control Module" (ACM), which will enter series production in 2028. Additionally, the "Intelligent Power Distribution Module" (iPDM) will go into series production for another renowned automotive manufacturer by mid-year. The total order volume for both customer projects amounts to over €1 billion. Production for both projects will take place in Timisoara, Romania, with Lippstadt, Germany, serving as the lead development site.
- The Combined General Meeting of FORVIA was held on May 28, 2025, under the chairmanship of Michel de Rosen. All resolutions were adopted, among which the:
 - appointment of Martin Fischer, Chief Executive Officer since March 1, 2025, as Board member, for a period of four years;
 - renewal of the term of office of Penelope Herscher, Valérie Landon and Peugeot 1810, as Board members for a period of four years;
 - appointment of Lutz Meschke as Board member, effective as from January 1, 2026 for a period of four years and will expire at the end of the 2029 Ordinary General Meeting called to approve the financial statements of the previous fiscal year. Lutz Meschke's appointment is linked to Nicolas Peter's resignation, due to his appointment as Chairman of the Supervisory Board of BMW group on May 14, 2025.

June

- FORVIA has improved its debt profile by issuing an additional €250 million of senior notes due 2030 and by repaying €300 million of its sustainability-linked bond maturing in February 2027.
- Carla Gohin joined FORVIA as Executive Vice President, Group Chief Strategy Officer, effective June 10, 2025. Her scope includes Group strategy, R&D transformation, technology and innovation roadmap.
- FORVIA has been honored with the German Innovation Award 2025 in the category "Excellence in Business to Business – Automotive Technologies". This award celebrates the innovative "Cockpit UX Engine", a software platform that enhances vehicle safety and comfort by leveraging the Driver Monitoring System (DMS), reducing driver distraction and improving focus. This innovation was also awarded with the "China Automotive and Parts Industry Development Innovation Award" at the end of 2024.
- MATERI'ACT, FORVIA's sustainable materials subsidiary, unveiled NAFILean Vision, a groundbreaking advancement in sustainable bio composites for injection technology in the automotive industry. Building on the success of NAFILean-R, a recyclable bio composite made from recycled plastics reinforced with 20% hemp fibers, this new material family not only meets stringent performance standards but also enhances aesthetic quality by making biomass visible, setting a new benchmark for eco-friendly and visually appealing automotive parts.

July

- FORVIA appointed Olivier Lefebvre as Executive Vice President, Chief Operating Officer, and Sébastien Limousin as Executive Vice President of FORVIA Clean Mobility. Both appointments were effective as of July 1, 2025. Olivier Lefebvre, previously leading the Clean Mobility business group, is recognized for his ability to transform industrial operations and lead complex global projects. Sébastien Limousin, who previously held Europe Division Senior Vice President within FORVIA Clean Mobility, brings deep expertise in decarbonization and sustainable mobility.
- FORVIA HELLA intensified its activities in the area of software-based business models with a new company founded at the beginning of the year. HELLA Ignite GmbH ("Ignite by FORVIA HELLA") aims to accelerate the development of software-only products in a rapid and agile manner. In parallel with product development, Ignite by FORVIA HELLA is currently being gradually expanded; by the end of the year, the company is expected to consist of an internationally diverse team of around 40 software development experts.

- Appning by FORVIA, and a leading provider of in-car applications and digital services, has joined forces with 4screen, a leading driver interaction platform that connects businesses with on-the-go customers in real-time directly through the in-car display. This partnership aims to enrich driver and passenger experience by providing personalized & context-aware recommendations while ensuring automakers retain full control over the user interface.
- Mid July 2025, Stellantis announced the termination of its hydrogen fuel cell technology development program, a decision with major implications for SYMBIO, which relies on the carmaker for over 80% of its business volume. Considering serious operational and financial risks for SYMBIO's future, FORVIA booked a non-cash depreciation of the financial assets related to the joint venture, consolidated under equity method, for €136 million.
- FORVIA announced the appointment of Pierre-André de Chalendar as Observer to its Board of Directors, effective September 1, 2025. This decision follows a resolution approved at FORVIA's May 28th, 2025, Annual General Meeting to add the position of Observer.
- Appning by FORVIA has been selected by SAIC Motor, one of China's largest automakers, to power its embedded automotive Apps Market for its international markets. This partnership is a key step in Appning's global growth and confirms its leadership in connected car solutions.

September

- FORVIA has successfully priced €600 million of 5.375% senior notes due March 2031. The initial offering of €500 million was significantly oversubscribed, allowing FORVIA to increase the size of the issuance to €600 million. The Notes obtained credit ratings of "BB+" by Fitch Ratings, "B1" by Moody's and "BB-" by Standard & Poor's.
- With the success of the cash tender offers for the repurchase of FORVIA's outstanding 2.750% Sustainability-Linked Notes due 2027 and its outstanding 2.375% Notes due 2027, and using available cash, FORVIA decided to increase the maximum amount of the 2027 Sustainability-Linked Notes and 2027 Senior Notes to be accepted for purchase in the Tender Offers from €600 million to €700 million in aggregate principal amount.
- FORVIA has priced USD500 million in aggregate principal amount of 6.750% senior notes due 2033. This transaction is the second U.S. dollar bond issuance by FORVIA and follows the inaugural USD500 million in aggregate principal amount bond issuance on March 27, 2025.
- Appning by FORVIA has been selected by Great Wall Motor (GWM) to deliver its in-car Apps Market across GWM's international vehicle lineup.

- On September 24, the Trophées des Femmes de l'Industrie 2025 honored women driving progress in industry, technology, and science. FORVIA was proud to see two of its leaders win awards and another colleague named finalist, a recognition that underlines both individual excellence and the Group's commitment to diversity and inclusion.

October

- Chery Automobile Co., Ltd., a globally renowned automotive manufacturer that uses cutting-edge technology across its entire range of vehicles, and FORVIA have signed a Letter of Intent to establish a long-term global strategic partnership, leveraging their complementary strengths.
- FORVIA HELLA took efficiency, design freedom, and cost optimization in automotive lighting technology to a new level with the first market launch of FlatLight technology as a daytime running light. After the technology was successfully launched in series production for rear applications in 2024, the market launch for front applications has now followed.
- FORVIA has been selected by Hyundai-Kia to supply innovative comfort systems. This project includes seating solutions for three Hyundai and KIA models, which are scheduled to go on sale in Europe and the United States starting in 2027. This is the first time FORVIA is working with Hyundai-Kia to supply seating comfort solutions for vehicles that will be produced and sold outside the Korean market.
- FORVIA has supplied its breakthrough mechanical massage system for automotive seats to IM Motors, a new luxury electric vehicle company set up by SAIC Motor Corp, Zhangjiang Hi-Tech, and Alibaba Group.
- FORVIA has been awarded the prestigious Innovation Award from the Society of Plastics Engineers (SPE) in Bonn, Germany, on October 6th, for Microject Advanced, a breakthrough injection molding technology that redefines what's possible in lightweight, visible automotive components.
- FORVIA introduced the On-demand center console, a furniture-inspired modular interior system designed to transform vehicle cabins into adaptable lifestyle spaces. Modules include coffee machines, refrigerators, tray tables & storage compartments, and even a retractable display for an immersive "theater mode."
- FORVIA has been recognized for its commitment to carbon footprint reduction by Stellantis during its fifth annual awards ceremony in Paris on 28th October. This recognition celebrates a long and strong partnership between FORVIA and Stellantis dedicated to material reduction and energy use designing products and vehicles that emit less CO₂, stay attractive and high-performing.

November

- FORVIA supplied the instrument panel and center console for the all-new Renault Clio 6, presented at the IAA Mobility in Munich, two key components that highlight the company's core expertise in injection molding and surface finishing. For this model, FORVIA combined technical know-how, recycled materials, and refined design features, delivering high-quality, and visually appealing interior solutions.
- MATERIACT, a FORVIA Group subsidiary dedicated to sustainable materials, has been named a Top Innovator in the Green category at the 2025 CLEPA Innovation Awards for its breakthrough recycled polypropylene compound, IniCycled-P ELV (end-of-life vehicle), designed for automotive interiors.
- The Shareholder Committee of HELLA has decided to appoint Peter Laier, whose most recent experience included service as a Board member of ZF Group, to the position of Chief Executive Officer. Peter Laier will assume the role with effect from end of 15 February 2026. Until he takes office, Bernard Schäferbarthold will continue to hold the position as CEO.

December

- FORVIA and H2 Energy expanded their collaboration to further unlock hydrogen mobility. In addition to supplying the certified 38MPa hydrogen composite type III tanks, FORVIA is now also acting as manufacturing partner, responsible for end-to-end assembly of the complete MEGC (Multiple Element Gas Container) units.
- FORVIA has once again been recognized for its leadership in climate action. For the third year in a row, CDP has awarded FORVIA an "A" rating for its efforts to reduce carbon emissions and mitigate climate risks across its operations and value chain.
- FORVIA announced the early redemption of €200 million of its €700 million 3.750% notes due 2028.
- Appning by FORVIA and Radioline, Europe's premier radio and podcast aggregator have established a strategic partnership to enhance the in-car content experience. Through this collaboration, Appning's service on demand platform will be integrated into Radioline's automotive application.

January 2026

- Appning by FORVIA deepened collaboration with Microsoft to accelerate Microsoft AI integration into its Apps market ecosystem. The expanded collaboration builds on the successful Microsoft Teams integration unveiled at CES 2025, marking a major milestone in delivering smarter, AI-driven digital experiences. The new phase of collaboration focuses on integrating Microsoft Foundry Tools throughout Appning's platform to enhance voice-enabled interactions, intelligent content discovery and personalized user experiences.
- FORVIA announced the minority investment in FORVIA Hydrogen Solutions China, its hydrogen-focused subsidiary in China, by a strategic local investor through a capital increase of RMB 300 million ($\approx$ €40 million). Sinopec Capital, China's leading energy and chemical company and a major player in the hydrogen value chain, joined as an industrial partner, through its subsidiary Chaoyang Hydrogen New Energy Venture Capital fund.
- On January 15, 2026, FORVIA Yancheng Seating plant was designated by The Global Lighthouse Network, a World Economic Forum (WEF) initiative, as a "Lighthouse factory for Outstanding Performance in Productivity," making it FORVIA's first Lighthouse Factory worldwide. This distinction marked a major milestone and reflects the international recognition of FORVIA's leadership in intelligent manufacturing transformation.
- FORVIA announced the appointment of Yves Dumoulin as Executive Vice President of Faurecia Clarion Electronics, effective January 19, 2026. Prior serving as Senior Vice President of Faurecia Hydrogen Solutions since 2023, Yves succeeded Jim Chang. He joined FORVIA's Executive Committee and reports directly to Martin Fischer, FORVIA's Chief Executive Officer.

February 2026

- FORVIA announces the appointment of Sébastien Limousin as Executive Vice President of its Seating Business Group, effective February 16, 2026. Since July 2025, he has served as Executive Vice President for Clean Mobility.
- The Shareholder Committee of HELLA has appointed Juan Manuel Mollá as the new Managing Director Lighting and member of the Management Board of FORVIA HELLA, effective 1 March 2026. Responsibility for the Business Group Lighting is currently held on an interim basis by Bernard Schäferbarthold.

6.1.2. Automotive production

Worldwide automotive production increased by 3.9% from 2024 to 2025. It decreased in EMEA by -0.4%, decreased in Americas by -0.5%, increased in Asia by 7.0%, and increased in China by 10.2%

The data related to automotive production and volume evolution is based on S&P Global Mobility (ex-IHS Markit) report dated February 2026 (vehicles segment in line with CAAM for China).

Automotive production and volume evolution from 2024 to 2025

	Q1	Q2	H1	Q3	Q4	H2	FY
EMEA	-3.0%	-0.7%	-1.9%	2.9%	-0.1%	1.3%	-0.4%
Americas	-2.9%	-1.3%	-2.1%	3.9%	-1.7%	1.2%	-0.5%
Asia	9.5%	7.3%	8.4%	9.2%	2.9%	5.8%	7.0%
China	14.9%	11.2%	12.9%	14.8%	2.9%	8.1%	10.2%
TOTAL	3.8%	3.6%	3.7%	6.8%	1.5%	4.0%	3.9%

6.1.3. Sales

FORVIA's year-on-year sales evolution is made of three components:

- a "Currency effect", calculated by applying average currency rates for the period to the sales of the prior year;
- a "Scope effect" (acquisition/divestment);
- a "Growth at constant scope & currencies".

As "Scope effect", FORVIA presents all acquisitions/divestments, whose annual sales amount to more than €250 million. Other acquisitions below this threshold are considered as "bolton acquisitions" and are included in "Growth at constant currencies".

In 2025, there was no effect from "bolton acquisitions".

(in € million)	H2 2025	Currencies	Scope effect	At constant scope & currencies	H2 2024
Product Sales	12,131.8	(566.3)	0.0	17.9	12,680.2
Var. in %	-4.3%	-4.5%	0.0%	0.1%	
Tooling, Prototypes and Other Services	544.8	(25.2)		(189.7)	759.8
Var. in %	-28.3%	-3.3%	0.0%	-25.0%	
SALES	12,676.7	(591.5)		(171.8)	13,440.0
VAR. IN %	-5.7%	-4.4%	0.0%	-1.3%	

(in € million)	FY 2025	Currencies	Scope effect	At constant scope & currencies	FY 2024
Product Sales	25,057.6	(761.0)	0.0	390.6	25,428.0
Var. in %	-1.5%	-3.0%	0.0%	1.5%	
Tooling, Prototypes and Other Services	1,096.3	(35.9)		(414.2)	1,546.3
Var. in %	-29.1%	-2.3%	0.0%	-26.8%	
SALES BEFORE IFRS5	26,153.9	(796.9)		(23.5)	26,974.2
VAR. IN %	-3.0%	-3.0%	0.0%	-0.1%	
SALES AFTER IFRS5	21,346.8	(601.8)		70.0	21,878.7
VAR. IN %	-2.4%	-2.8%	0.0%	0.3%	

Before application of IFRS5, sales were as follows:

Sales of products (parts, components and R&D sold to manufacturers) reached €25,057.6 million in 2025 compared to €25,428.0 million in 2024. This represents a decrease of 1.5% on a reported basis and an increase of 1.5% at constant scope & currencies.

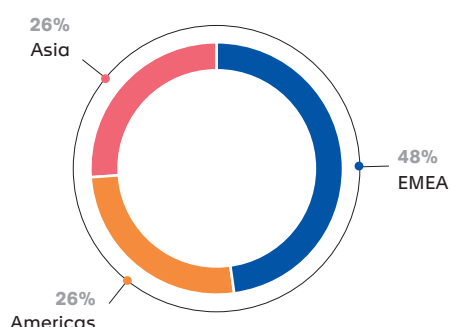
Sales of tooling, prototypes and other services reached €1,096.3 million in 2025 compared to €1,546.3 million in 2024. This represents a decrease of 29.1% on a reported basis and a decrease of 26.8% at constant scope & currencies.

Sales reached €26,153.9 million in 2025 compared to €26,974.2 million in 2024. This represents a decrease of 3.0% on a reported basis and a decrease of 0.1% at constant scope & currencies.

6.1.3.1. Sales by region

(in € million)	H2 2025	Scope effect	H2 2024	Reported	At constant scope & currencies	Automotive Production
EMEA	5,927.7	0.0	6,089.1	-2.7%	-1.2%	1.3%
Americas	3,309.8	0.0	3,465.8	-4.5%	2.8%	1.2%
Asia	3,439.2	0.0	3,885.0	-11.5%	-5.0%	5.8%
O/w China	2,611.9		3,087.9	-15.4%	-9.7%	8.1%
TOTAL	12,676.7	0.0	13,440.0	-5.7%	-1.3%	4.0%

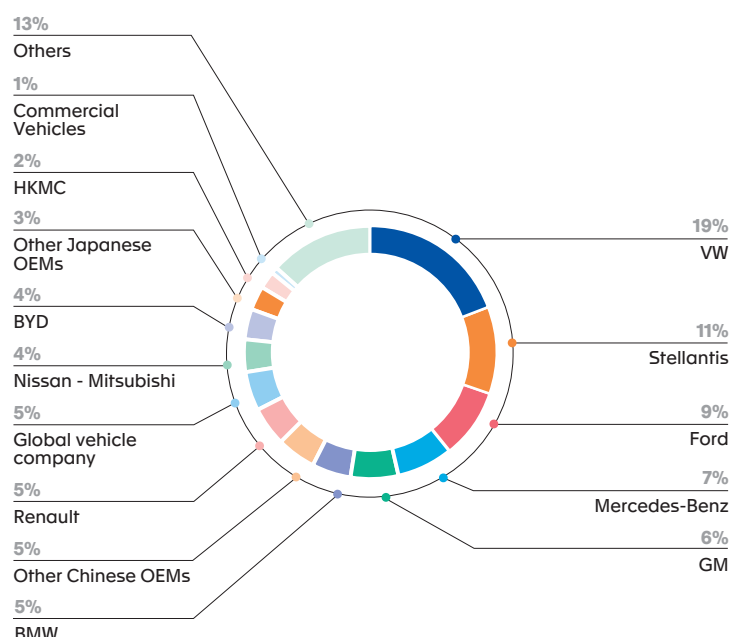
(in € million)	FY 2025	Scope effect	FY 2024	Reported	At constant scope & currencies	Automotive Production
EMEA	12,497.5	0.0	12,607.0	-0.9%	0.2%	-0.4%
Americas	6,808.8	0.0	7,151.6	-4.8%	0.1%	-0.5%
Asia	6,847.6	0.0	7,215.6	-5.1%	-0.8%	7.0%
O/w China	5,175.2		5,654.2	-8.5%	-4.6%	10.2%
TOTAL BEFORE IFRS5	26,153.9	0.0	26,974.2	-3.0%	-0.1%	3.9%
TOTAL AFTER IFRS5	21,346.8	0.0	21,878.7	-2.4%	0.3%	3.9%



Before application of IFRS5, sales by region in 2025 were as follows:

- in EMEA, sales reached €12,497.5 million (47.8% of total sales), compared to €12,607.0 million in 2024. This represents a decrease of 0.9% on a reported basis and an increase of 0.2% at constant scope and currencies. This is to be compared to a 0.4% downturn in production market in EMEA;
- in Americas, sales reached €6,808.8 million (26.0% of total sales), compared to €7,151.6 million in 2024. This represents a decrease of 4.8% on a reported basis and an increase of 0.1% at constant scope and currencies. This is to be compared to a 0.5% downturn in production market in Americas;
- in Asia, sales reached €6,847.6 million (26.2% of total sales), compared to €7,215.6 million in 2024. This represents a decrease of 5.1% on a reported basis and 0.8% at constant scope and currencies. This is to be compared to a 7.0% upturn in Asia and to 10.2% in China;
- Worldwide sales amounted to €26,153.9 million compared to €26,974.2 million in 2024. This represents a decrease of 3.0% on a reported basis and a decrease of 0.1% at constant scope and currencies. This is to be compared to a 3.9% upturn in production market in the world (source S&P Global Mobility report dated February 2026).

6.1.3.2. Sales by customer



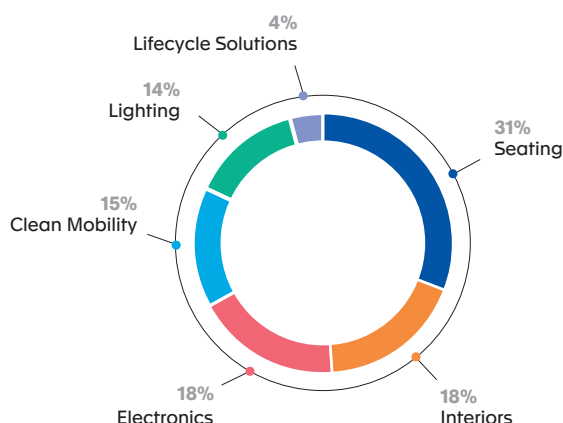
In 2025, sales to FORVIA four main customers (VW, Stellantis, Ford, Mercedes-Benz) amounted to €11,820.0 million or 45.2% compared to 45.4% in 2024:

- sales to the VW group totaled €4,927.7 million. They accounted for 18.8% of FORVIA's total sales. They decreased by 3.7% on a reported basis and by 2.7% at constant scope & currencies compared to 2024;
- sales to the Stellantis group totaled €2,757.3 million. They accounted for 10.5% of FORVIA's total sales. They increased by 2.8% on a reported basis and by 4.9% at constant scope & currencies compared to 2024;
- sales to the Ford group totaled €2,338.4 million. They accounted for 8.9% of FORVIA's total sales. They decreased by 5.3% on a reported basis and increase by 0.8% at constant scope & currencies compared to 2024;
- sales to the Mercedes-Benz group totaled €1,796.5 million. They accounted for 6.9% of FORVIA's total sales. They decreased by 9.2% on a reported basis and by 8.4% at constant scope & currencies compared to 2024;
- sales to GM group totaled €1,566.4 million. They accounted for 6.0% of FORVIA's total sales. They increased by 10.4% on a reported basis and by 15.4% at constant scope & currencies compared to 2024;
- sales to the BMW group totaled €1,424.4 million. They accounted for 5.4% of FORVIA's total sales. They decreased by 0.7% on a reported basis and by 0.0% at constant scope & currencies compared to 2024;
- sales to the Chinese OEMs excluding BYD totaled €1,364.9 million. They accounted for 5.2% of FORVIA's total sales. They decreased by 13.3% on a reported basis and by 9.7% at constant scope & currencies compared to 2024;
- sales to the Renault group totaled €1,276.7 million. They accounted for 4.9% of FORVIA's total sales. They increased by 5.5% on a reported basis and by 9.0% at constant scope & currencies compared to 2024;
- sales to BYD totaled €1,099.9 million. They accounted for 4.2% of FORVIA's total sales. They decreased by 1.7% on a reported basis and increased by 2.2% at constant scope & currencies compared to 2024.

6.1.3.3. Sales by Business Group

(in € million)	H2 2025	Scope effect	H2 2024	Reported	At constant scope & currencies
Seating	3,853.8		4,437.2	-13.1%	-9.8%
Interiors	2,319.9		2,551.4	-9.1%	-3.8%
Clean Mobility	1,966.4		1,962.2	0.2%	7.1%
Electronics	2,280.4		2,097.4	8.7%	13.6%
Lighting	1,776.2		1,910.5	-7.0%	-4.3%
Lifecycle Solutions	480.0		481.1	-0.2%	3.8%
TOTAL	12,676.7	0.0	13,440.0	-5.7%	-1.3%

(in € million)	FY 2025	Scope effect	FY 2024	Reported	At constant scope & currencies
Seating	8,158.6		8,634.3	-5.5%	-3.3%
Interiors	4,817.3		5,108.4	-5.7%	-1.9%
Clean Mobility	4,009.6		4,153.4	-3.5%	1.2%
Electronics	4,566.4		4,188.5	9.0%	11.8%
Lighting	3,624.9		3,878.7	-6.5%	-4.9%
Lifecycle Solutions	977.1		1,010.9	-3.3%	0.1%
TOTAL BEFORE IFRS5	26,153.9	0.0	26,974.2	-3.0%	-0.1%
TOTAL AFTER IFRS5	21,346.8	0.0	21,878.7	-2.4%	0.3%



In 2025, before application of IFRS5:

- Seating totaled €8,158.6 million sales, down 5.5% on a reported basis and down 3.3% at constant scope & currencies compared to 2024;
- Interiors totaled €4,817.3 million sales, down 5.7% on a reported basis and down 1.9% at constant scope & currencies compared to 2024;
- Clean Mobility totaled €4,009.6 million sales, down 3.5% on a reported basis and up 1.2% at constant scope & currencies compared to 2024;
- Electronics totaled €4,566.4 million sales, up 9.0% on a reported basis and up 11.8% at constant scope & currencies compared to 2024;
- Lighting totaled €3,624.9 million sales, down 6.5% on a reported basis and down 4.9% at constant scope & currencies compared to 2024;
- Lifecycle Solutions totaled €977.1 million sales, down 3.3% on a reported basis and up 0.1% at constant scope & currencies compared to 2024.

6.1.4. Operating income

In 2025, before application of IFRS5:

- the operating income before amortization of acquired intangible assets totaled €1,456.5 million (5.6% of sales), compared to €1,400.0 million (5.2% of sales) in 2024;
- gross expenditures for R&D totaled €1,906.5 million, or 7.3% of sales, compared to €2,155.8 million, or 8.0% of sales in 2024. The portion of R&D expenditure capitalized amounted to €1,035.0 million, compared to €1,242.7 million in 2024. The R&D capitalization ratio represented 54.3% of total R&D expenditure, whereas it represented 57.6% over the same period in 2024;
- the net R&D expenses reached €895.4 million (3.4% of sales) compared to €934.8 million in 2024 (3.5% of sales);
- selling and administrative expenses reached €1,226.1 million (4.7% of sales) compared to €1,268.0 million (4.7% of sales) in 2024;
- adjusted EBITDA – which represents operating income before depreciation, amortization and provisions for impairment of property, plant and equipment and capitalized R&D expenditures – totaled to €3,513.2 million (13.4% of sales), to be compared to €3,354.6 million (12.4% of sales) in 2024.

6.1.4.1. By region

(in € million)	H2 2025			H2 2024		
	Sales	Operating Income	%	Sales	Operating Income	%
EMEA	5,927.7	221.3	3.7%	6,089.1	111.1	1.8%
Americas	3,309.8	158.9	4.8%	3,465.8	166.8	4.8%
Asia	3,439.2	354.3	10.3%	3,885.0	421.8	10.9%
TOTAL	12,676.7	734.5	5.8%	13,440.0	699.8	5.2%

(in € million)	FY 2025			FY 2024		
	Sales	Operating Income	%	Sales	Operating Income	%
EMEA	12,497.5	489.5	3.9%	12,607.0	312.9	2.5%
Americas	6,808.8	281.4	4.1%	7,151.6	333.1	4.7%
Asia	6,847.6	685.5	10.0%	7,215.6	754.0	10.4%
TOTAL BEFORE IFRS5	26,153.9	1,456.5	5.6%	26,974.2	1,400.0	5.2%
TOTAL AFTER IFRS5	21,346.8	1,285.3	6.0%	21,878.7	1,176.5	5.4%

Before application of IFRS5, the operating income in 2025 compared to 2024 increased by €56.5 million:

- in EMEA, the operating income increased by €176.6 million, to reach €489.5 million or 3.9% of sales. This is to be compared to €312.9 million or 2.5% in 2024;
- in Americas, the operating income decreased by €51.7 million, to reach €281.4 or 4.1% of sales. This is to be compared to €333.1 million or 4.7% in 2024;
- in Asia, the operating income decreased by €68.5 million, to reach €685.5 or 10.0% of sales. This is to be compared to €754.0 million or 10.4% in 2024.

6.1.4.2. By Business Group

	H2 2025.			H2 2024		
(in € million)	Sales	Operating Income	%	Sales	Operating Income	%
Seating	3,853.8	225.6	5.9%	4,437.2	240.3	5.4%
Interiors	2,319.9	61.9	2.7%	2,551.4	72.7	2.8%
Clean Mobility	1,966.4	201.6	10.3%	1,962.2	159.7	8.1%
Electronics	2,280.4	170.7	7.5%	2,097.4	108.1	5.2%
Lighting	1,776.2	25.0	1.4%	1,910.5	87.6	4.6%
Lifecycle Solutions	480.0	49.7	10.4%	481.1	31.4	6.5%
TOTAL	12,676.7	734.5	5.8%	13,440.0	699.8	5.2%

	FY 2025			FY 2024		
(in € million)	Sales	Operating Income	%	Sales	Operating Income	%
Seating	8,158.6	464.2	5.7%	8,634.3	434.4	5.0%
Interiors	4,817.3	109.4	2.3%	5,108.4	109.4	2.1%
Clean Mobility	4,009.6	368.9	9.2%	4,153.4	346.3	8.3%
Electronics	4,566.4	312.9	6.9%	4,188.5	229.7	5.5%
Lighting	3,624.9	106.3	2.9%	3,878.7	186.6	4.8%
Lifecycle Solutions	977.1	94.7	9.7%	1,010.9	93.7	9.3%
TOTAL BEFORE IFRS5	26,153.9	1 456.5	5.6%	26,974.2	1,400.0	5.2%
TOTAL AFTER IFRS5	21,346.8	1 285.3	6.0%	21,878.7	1,176.5	5.4%

Before application of IFRS5, in 2025:

- Seating operating income amounted to €464.2 million (5.7% of sales) compared to €434.4 million in 2024 (5.0% of sales);
- Interiors operating income amounted to €109.4 million (2.3% of sales) compared to €109.4 million in 2024 (2.1% of sales);
- Clean Mobility operating income amounted to €368.9 million (9.2% of sales) compared to €346.3 million in 2024 (8.3% of sales);
- Electronics operating income amounted to €312.9 million (6.9% of sales) compared to €229.7 million in 2024 (5.5% of sales);
- Lighting operating income amounted to €106.3 million (2.9% of sales) compared to €186.6 million in 2024 (4.8% of sales);
- Lifecycle Solutions operating income amounted to €94.7 million (9.7% of sales) compared to €93.7 million in 2024 (9.3% of sales).

6.1.5. Net income

The net result attributable to equity holders in 2025, after applying IFRS5, is a loss of €2,091.1 million, representing - 9.8% of sales. This compares with a loss of €185.2 million, or -0.8% of sales, in 2024. This represents a decrease of 1,905.9 million euros.

In 2025:

- the operating margin after applying IFRS5 is a gain of €1,285.3 million, or 6.0% of sales. This compares with a gain of €1,176.5 million, or 5.4% of sales, in 2024. This represents an increase of €108.8 million.
- amortization of acquired intangible assets amounts to an expense of €180.8 million, compared with an expense of €190.5 million in 2024.
- "Other non-recurring operating income and expenses" represent an expense of €1,367.6 million, compared with an expense of €294.6 million in 2024. This includes €410.1 million in restructuring costs, compared with €254.5 million in 2024, mainly linked to the continuation of the EU Forward project;
 - the year 2025 also includes an impairment charge of €919.6 million related to goodwill write-downs for the Electronics segment for €650 million and the Lighting segment for €270 million.
- treasury financial income amounts to €101.8 million, compared with €124.6 million in 2024. Financing expenses amount to €531.7 million, versus €587.4 million in 2024, mainly due to a reduction in the Group's net debt.
- other financial income and expenses represent a net expense of €116.8 million, compared with an expense of €45.5 million in 2024, which included the sale of BHTC for €134.0 million.
- income tax expense amounts to €386.1 million, compared with €245.4 million in 2024.
- the share of profit/(loss) of associates is a loss of €204.7 million, of which €209 million arises from the impacts of the agreement signed between Symbio's shareholders—particularly Stellantis' planned exit in early 2026 and the financing commitments for the next three years by FORVIA and Michelin, which remain shareholders. The non-cash impairment of the Symbio loan for €143 million, included in the share of profit/(loss) of associates, is recorded on the balance sheet under non-current financial assets, compared with a loss of €18.7 million in 2024.
- the net result of discontinued operations in 2025, after applying IFRS5, is a loss of €604.3 million euros. This compares with a gain of €57.0 million. This represents a decrease of €661.3 million.
- the portion of net income attributable to non-controlling interests is income of €86.3 million. This represents the share of partners whose subsidiaries generate profit where FORVIA is not the sole shareholder, mainly in China and at HELLA, compared with income of €161.0 million in 2024.

Earnings per share amount to -€10.62 (diluted earnings per share also -€10.62) compared with -€0.94 in 2024 (diluted earnings per share also -€0.94).

6.1.6. Financial structure

6.1.6.1. Net cash flow

Reconciliation EBITDA net cash flow (in € million)	FY 2025	FY 2024
Operating income (before amortization of acquired intangible assets)	1,456.4	1,400.0
Depreciations and amortizations of assets	2,056.8	1,954.6
EBITDA adjusted	3,513.2	3,354.6
Change in working capital requirement	302,7	618,8
Paid restructuring	(251,5)	(208,3)
Capital expenditures	(700,4)	(972,6)
Capitalized development costs	(880,5)	(1 039,0)
Paid finance costs net of income	(524,6)	(563,8)
Paid taxes	(379,5)	(336,6)
Other	(117,4)	(198,0)
Net cash flow	962,0	654,9
Net cash flow after IFRS5	962,3	352,4

The net cash flow before IFRS5 was an inflow of €962.0 million or 3.7% of sales compared to a net cash inflow of €654.9 million or 2.4% of sales over the same period in 2024. It can be explained as follows:

- the operating income before depreciations and amortizations of non-current assets or adjusted EBITDA reached €3,513.2 million compared to €3,354.6 million in 2024, due to the increase in operating income by €56.4 million and in depreciation and amortization by €102.2 million;
- restructuring represented cash outflows of €251.5 million compared to €208.3 million in 2024;
- the change in working capital requirement, including receivables factoring, represented a positive impact of €302.7 million compared to a positive impact of €618.8 million in 2024. This change is mainly related to a favorable impact on other trade receivables and payables for €206.3 million. It also includes a positive variance in inventories for 63.7 million, trade accounts receivables for €25.2 million and trade payables for €7.5m. The evolution of these balance sheet positions was impacted by exchange rate changes;
- capital expenditures on property, plant, and equipment and on intangible assets represented cash outflows of €700.4 million, or 2.7% of sales versus €972.6 million or 3.6% of sales in 2024;

- capitalized research and development costs represented cash outflows of €880.5 million, or 3.4% of sales versus €1,039.0 million, or 3.9% of sales in 2024;
- net financial costs represented cash outflows of €524.6 million, versus €563.8 million in 2024. The decrease is mainly related to the decrease in net debt from €6,622.6 million in 2024 down to €6,010.0 million in 2025;
- income taxes represented cash outflows of €379.5 million compared to €336.6 million in 2024;
- Finally, other cash flow items represented €117.4 million outflows in 2025, compared to €198.0 million outflows in 2024. The decrease is mainly related to operating current and non-current provisions-recurring paid for €75.5 million compared to €179.6 million in 2024.

Post IFRS5, net cash flow is at €962,3m or 4.5% of sales and includes factoring re allocation from interiors. Excluding this, net cash flow would be at 3.9% of sales.

6.1.6.2. Reconciliation between net cash flow and cash provided by operating and investing activities

Before IFRS5 application :

(in € million)	Notes	12/31/2025	12/31/2024
Net cash flow		962.0	654.9
Other changes		0.0	0.0
Net cash flow		962.0	654.9
Acquisitions/Sales of investments and business (net of cash and cash equivalents)	2.2	(5.4)	196.1
Other changes	2.2	(37.1)	(19.9)
Surplus (used) from operating and financing activities	2.2	919.5	831.2

6.1.6.3. Net Debt

(in € million)	12/31/2025	12/31/2024
Net Debt	6,010.0	6,622.6

The Group's net financial debt stood at €6,010.0 million at December 31, 2025, compared to €6,622.6 million at December 31, 2024.

The net debt evolution is mainly impacted by the positive net cash flow evolution of €962.0 million, shares' operation for a positive amount of €31.3 million, dividends paid for €105.2 million, the net financial investments and other cash elements for a negative amount of €96.1 million and the recording of simple lease liabilities for €178.1 million in accordance with IFRS 16.

The level of available cash as of December 31, 2025, reached €4,257 million, compared to €4,500 million the previous year.

The main elements of long-term financial resources are the following (Note 27 provides more details on each of these financings).

A series of bonds issued in euro:

- €500 million (0.50%) of HELLA bonds maturing in January 2027;
- €1,200 million (2.75%) of sustainability-linked bonds maturing in February 2027;
- €890 million (2.375%) maturing in June 2027;
- €700 million (3.75%) maturing in June 2028;
- €400 million (2.375%) of Green Bonds maturing in June 2029;
- €500 million (5.125%) maturing in June 2029;
- €1,000 million (5.625%) maturing in June 2030;

- €600 million (5.375%) maturing in March 2031;
- €700 million (5.50%) maturing in June 2031.

A series of bonds issued in US dollar:

- \$500 million (8.00%) maturing in June 2030;
- \$500 million (6.75%) maturing in September 2033.

A series of bonds issued in yen:

- ¥11.7 billion (2.48%) maturing in March 2026;
- ¥6.8 billion (2.81%) maturing in March 2027;
- ¥700 million (3.19%) maturing in December 2028;
- ¥12 billion (3.50%) of Hella Note maturing in September 2032.

A series of *Schuldscheindarlehen* (private placement under German law):

- €528 million (or €498.5 million and \$33.5 million) issued in 2021 and 2022, maturing in January 2026, January 2027 and January 2028;
- €200 million issued by Hella in 2024, maturing in March 2027, March 2029 and March 2031;
- €742 million (or €656.5 million and \$93 million) issued in July 2024, maturing in July 2026, January 2028, July 2029 and July 2031;
- €244.5 million issued in July and August 2025, maturing in July 2028, July 2029 and July 2030.

A series of bank loans:

- a €315 million credit agreement with the European Investment Bank (EIB) maturing in July 2029;
- a ¥10 billion loan signed by Hella maturing in June 2033;
- several bilateral loans in euro, dollar and yuan.

Besides, FORVIA holds four syndicated credit facilities:

- a €1,500 million credit facility maturing in May 2028;

- a €500 million credit facility maturing in November 2028;
- a ¥30 billion credit facility maturing in November 2028;
- a €450 million credit facility signed by Hella, maturing in December 2027, with one option to increase the available amount by €150 million;
- as well as several bilateral facilities.

As at December 31, 2025, these facilities were not used and fully available for their total amount.

6.2. Outlook

The Group expects the production environment to remain volatile and uncertain in 2026. Based on S&P Mobility February estimates, global automotive production is projected at 92.8 million light vehicles in 2026, down 0.2% versus 2025. This reflects declines across all major regions where FORVIA operates (Europe: -1.8%, North America: -1.6%, China: -1.2%), resulting in a projected negative geographic mix effect of 1 point for 2026.

For 2028, based on S&P Mobility February estimates, global automotive production is projected at 94.9 million light vehicles.

In this environment, FORVIA will continue to enforce rigorous cost control and disciplined cash management. The Group notably expects further support from EU-FORWARD execution and the first benefits of its SIMPLIFY program underway.

For 2026, FORVIA expects⁽¹⁾:

- **Sales** between €20.0bn and €21.0bn, at constant exchange rates⁽²⁾ (€21.3bn in 2025 after IFRS 5 restatement)
- **Operating margin** between 6.0% and 6.5% of sales (6.0% in 2025 after IFRS 5 restatement)
- **Net Cash-flow** of at least 3.0% of sales (3.9% in 2025 after IFRS 5 excluding factoring variations)
- **Net debt/Adjusted EBITDA** ratio at 1.5x at December 31, 2026 (1.7x at end-2025)

Strong 2028 outlook built on robust foundations⁽¹⁾:

- **Sales** between €21.0 bn and €22.0 bn, at constant exchange rates** and including potential divestures
- **Operating margin** of at least 7.0% of sales
- **Net Cash Flow** at circa 3.5% of sales
- **Net debt/Adjusted EBITDA** ratio at 1.2x

All figures are after IFRS 5 application

(1) The 2026 guidance and 2028 outlook assume no major disruption materially impacting production or retail sales in any major automotive region during the year

(2) 2025 average exchange rates: EUR/USD = 1.13, EUR/CNY = 8.11

6.3. Consolidated statement

The financial statements hereafter are presented after application of IFRS5 (see note.1.4).

6.3.1. Consolidated statement of comprehensive income

(in € million)	Notes	2025	2024 restated ^(*)
SALES	4	21,346.8	21,878.7
Cost of sales	5	(18,185.1)	(18,710.9)
Research and development costs	5	(832.0)	(852.4)
Selling and administrative expenses	5	(1,044.4)	(1,138.9)
OPERATING INCOME (BEFORE AMORTIZATION OF ACQUIRED INTANGIBLE ASSETS)	4	1,285.3	1,176.5
Amortization of intangible assets acquired in business combinations	11	(180.8)	(190.5)
OPERATING INCOME (AFTER AMORTIZATION OF ACQUIRED INTANGIBLE ASSETS)		1,104.5	986.0
Other non-recurring operating income	6	13.6	11.6
Other non-recurring operating expense	6	(1,381.3)	(306.2)
Income from loans, cash investments and marketable securities		101.8	124.6
Finance costs	7	(531.7)	(587.4)
Other financial income and expense	7	(116.8)	(45.5)
INCOME BEFORE TAX OF FULLY CONSOLIDATED COMPANIES		(809.9)	183.1
Taxes	8	(386.1)	(245.4)
<i>of which deferred taxes</i>	8	(1.9)	113.6
NET INCOME (LOSS) OF FULLY CONSOLIDATED COMPANIES		(1,196.0)	(62.3)
Share of net income of associates	14	(204.7)	(18.7)
NET INCOME FROM CONTINUED OPERATIONS		(1,400.6)	(81.1)
NET INCOME FROM DISCONTINUED OPERATIONS	1.4	(604.3)	57.0
of which attributable to owners of the parent		(633.3)	32.0
of which attributable to minority interests		29.0	25.0
CONSOLIDATED NET INCOME (LOSS)		(2,004.8)	(24.2)
Attributable to owners of the parent		(2,091.1)	(185.2)
Attributable to minority interests	24	86.3	161.0
Basic earnings (loss) per share (in €)	9	(10.62)	(0.94)
Diluted earnings (loss) per share (in €)	9	(10.62)	(0.94)
Basic earnings (loss) from continued operations per share (in €)	9	(7.40)	(1.1)
Diluted earnings (loss) from continued operations per share (in €)	9	(7.40)	(1.1)
Basic earnings (loss) from discontinued operations per share (in €)	9	(3.22)	0.16
Diluted earnings (loss) from discontinued operations per share (in €)	9	(3.22)	0.16

(*) See note 1.4.

Other comprehensive income

(in € million)	Notes	2025	2024
CONSOLIDATED NET INCOME (LOSS)		(2,004.8)	(24.2)
Amounts to be potentially reclassified to profit or loss from continued operations		(401.4)	53.8
Gains (losses) arising on fair value adjustments to cash flow hedges	32	90.2	(91.6)
<i>of which recognized in equity</i>		234.8	(44.8)
<i>of which transferred to net income (loss) for the period</i>		(144.5)	(46.8)
Exchange differences on translation of foreign operations		(478.0)	125.0
Tax impact		(13.7)	20.4
Amounts not to be reclassified to profit or loss from continued operations		21.2	5.2
Actuarial gain/(loss) on post-employment benefit obligations	26	28.4	7.5
Tax impact		(7.2)	(2.3)
Other comprehensive income from discontinued operations		28.9	3.1
TOTAL COMPREHENSIVE INCOME (EXPENSE) FOR THE PERIOD		(2,414.0)	37.9
Attributable to owners of the parent		(2,445.4)	(142.8)
Attributable to minority interests		31.4	180.7

6.3.2. Consolidated balance sheet

Assets

(in € million)	Notes	2025	2024
Goodwill	10	3,455.7	5,158.7
Intangible assets	11	3,610.5	4,580.0
Property, plant and equipment	12	3,675.4	4,978.9
Right-of-use assets	13	564.6	933.4
Investments in associates	14	183.0	209.7
Other equity interests	15	92.6	114.9
Other non-current financial assets	16	53.2	158.5
Other non-current assets	17	94.8	144.3
Deferred tax assets	8	654.2	983.8
TOTAL NON-CURRENT ASSETS		12,384.0	17,262.2
Inventories, net	18	2,002.1	2,580.7
Contract assets		116.2	114.8
Trade accounts receivables	19	2,845.9	3,962.3
Other operating receivables	20	422.2	510.6
Other receivables	21	929.3	1,335.0
Other current financial assets	31	10.6	5.3
Cash and cash equivalents	22	3,907.5	4,500.4
TOTAL CURRENT ASSETS		10,233.8	13,009.1
Assets held for sale	1.4	3,718.5	NA
TOTAL ASSETS		26,336.3	30,271.3

In line with IFRS5 requirements, the comparative balance sheet of 2024 is not restated.

Liabilities

(in € million)	Notes	2025	2024
EQUITY			
Capital	23	1,379.6	1,379.6
Additional paid-in capital		1,408.7	1,408.7
Treasury stock		(0.9)	(6.1)
Retained earnings		1,791.7	1,855.1
Translation adjustments		(604.7)	(160.3)
Net income (loss)		(2,091.1)	(185.2)
EQUITY ATTRIBUTABLE TO OWNERS OF THE PARENTS		1,883.3	4,291.8
Minority interests	24	1,727.4	1,778.6
TOTAL SHAREHOLDERS' EQUITY		3,610.7	6,070.4
Non-current provisions	26	529.4	621.1
Non-current financial liabilities	27	8,395.5	9,355.3
Non-current lease liabilities	27	492.6	813.9
Other non-current liabilities		64.9	69.5
Deferred tax liabilities	8	245.3	266.3
TOTAL NON-CURRENT LIABILITIES		9,727.7	11,126.1
Current provisions	25	604.7	616.4
Current financial liabilities	27	927.1	722.4
Current portion of lease liabilities	27	163.0	240.4
Prepayments on customers contracts		779.8	1,048.8
Trade payables	28	6,754.0	8,508.7
Accrued taxes and payroll costs	29	896.2	1,030.8
Sundry payables	30	593.4	907.3
TOTAL CURRENT LIABILITIES		10,718.2	13,074.8
Liabilities linked to assets held for sale	1.4	2,279.7	NA
TOTAL EQUITY AND LIABILITIES		26,336.3	30,271.3

6.3.3. Consolidated cash flow statement

(in € million)

	Notes	2025	2024 restated*
I- Operating activities			
Operating income (before amortization of acquired intangible assets)		1,285.3	1,176.5
Depreciations and amortizations of assets	5.5	1,646.3	1,565.5
o/w depreciations and amortizations of R&D assets	5.5	672.9	582.8
o/w other depreciations		973.4	982.7
EBITDA adjusted		2,931.7	2,742.0
Operating current and non-current provisions		(77.2)	(175.9)
Capital (gains) losses on disposals of operating assets		2.6	(4.7)
Paid restructuring		(191.2)	(165.8)
Paid finance costs net of income		(493.1)	(535.5)
Other non-recurring operating income and expenses paid		(27.0)	(39.3)
Paid taxes		(331.3)	(305.6)
Dividends from associates		11.4	22.4
Change in working capital requirement		470.2	458.6
Change in inventories		28.1	268.7
o/w R&D inventories increase	5.4	(116.4)	(156.1)
o/w R&D inventories decrease		131.1	179.1
Change in trade accounts receivables		206.8	299.6
Change in trade payables		110.1	(274.8)
Change in other operating receivables and payables		132.5	103.1
Change in other receivables and payables (excl. Tax)		(7.3)	62.1
Operating cash flows from discontinued activities		256.0	634.8
CASH FLOWS PROVIDED BY (USED IN) OPERATING ACTIVITIES		2,552.2	2,631.0
II- Investing activities			
Additional property, plant and equipment	12	(576.8)	(781.9)
Additional intangible assets	11	(7.4)	(9.1)
Capitalized development costs	5.4 & 11	(748.2)	(874.3)
Acquisitions/Sales of investments and business (net of cash and cash equivalents)		(5.4)	196.0
Proceeds from disposal of property, plant and equipment		41.2	40.1
Proceed from disposal of financial assets		0.0	0.0
Change in investment-related receivables and payables		(42.7)	(18.8)
Other changes		(24.8)	(34.9)
Investing cash flows from discontinued operations		(268.7)	(317.0)
CASH FLOWS PROVIDED BY (USED IN) INVESTING ACTIVITIES		(1,632.8)	(1,799.8)
CASH PROVIDED BY (USED IN) OPERATING AND INVESTING ACTIVITIES (I)+(II)		919.4	831.2
III- Financing activities			
Shares issued by FORVIA and HELLA fully consolidated companies (net of costs)		37.3	5.9
Dividends paid to owners of the parent company		(0.0)	(98.2)
Dividends paid to minority interests in consolidated subsidiaries		(84.3)	(82.5)
Acquisition/disposal of treasury stocks		0.2	(13.7)
Debt securities issued and increase in other financial liabilities		3,025.0	2,552.3
Repayment of debt and other financial liabilities	27	(3,690.5)	(2,754.9)
Repayments on lease debts	27	(185.2)	(183.2)
Financing cash flows from discontinued activities		(87.6)	(62.1)
NET CASH PROVIDED BY (USED IN) FINANCING ACTIVITIES		(985.2)	(636.4)
IV- Other changes in cash and cash equivalents			
Impact of exchange rate changes on cash and cash equivalents		(146.2)	29.8
Net cash flows from discontinued operations		25.3	(404.2)
NET INCREASE (DECREASE) IN CASH AND CASH EQUIVALENTS		(186.7)	(179.7)
CASH AND CASH EQUIVALENTS AT THE BEGINNING OF PERIOD		4,094.2	4,273.9
CASH AND CASH EQUIVALENTS AT END OF PERIOD	22	3,907.5	4,094.2

* See Note 1.4

The net cash flow amounts to €962.3 million as of December 31, 2025 and €352.4 million as of December 31, 2024 restated.

Forex gains and losses on financing operations are from now included in the financing flow. Previous periods have not been restated, as amounts are not significant.

6.3.4. Consolidated statement of changes in equity

(in € million)	Number of shares ⁽¹⁾	Capital stock	Additional paid-in capital	Treasury Stock	Retained earnings and net income (loss) for the period	Valuation adjustments			Equity attributable to owners of the parent	Minority interests	Total
						Trans-lation adjust-ments	Cash flow hedges	Actuarial gain/(loss) on post employment benefit obligations			
Shareholders' equity as of 01/01/2024 before appropriation of net income (loss)	197,089,340	1,379.6	1,408.7	(0.2)	2,052.2	(260.0)	(6.9)	(64.0)	4,509.4	1,662.0	6,171.4
Net income (loss)					(185.2)				(185.2)	161.0	(24.2)
Other comprehensive income						109.6	(66.9)	(0.3)	42.4	19.7	62.1
Comprehensive income					(185.2)	109.6	(66.9)	(0.3)	(142.8)	180.7	37.9
Capital increase									0.0	5.9	5.9
2023 dividends					(98.2)				(98.2)	(104.8)	(203.0)
Allocation of free shares					4.5				4.5		4.5
Purchases and sales of treasury stock				(5.8)					(5.8)		(5.8)
Changes in scope of consolidation and other					37.6	(9.9)	(0.2)	(2.7)	24.7	34.8	59.5
Shareholders' equity as of 12/31/2024 before appropriation of net income (loss)	197,089,340	1,379.6	1,408.7	(6.1)	1,810.9	(160.3)	(74.1)	(67.0)	4,291.8	1,778.6	6,070.4
Net income (loss)					(2,091.1)				(2,091.1)	86.3	(2,004.8)
Other comprehensive income						(445.4)	73.1	18.0	(354.3)	(54.9)	(409.2)
Comprehensive income					(2,091.1)	(445.4)	73.1	18.0	(2,445.4)	31.4	(2,414.0)
Capital increase									0.0	24.6	24.6
2024 dividends					0.0				0.0	(80.8)	(80.8)
Allocation of free shares					9.3				9.3		9.3
Purchases and sales of treasury stock				5.2					5.2		5.2
Changes in scope of consolidation and other					24.4	0.9	0.1	(3.0)	22.4	(26.4)	(4.0)
Shareholders' equity as of 12/31/2025 before appropriation of net income (loss)	197,089,340	1,379.6	1,408.7	(0.9)	(246.5)	(604.8)	(0.9)	(52.0)	1,883.3	1,727.4	3,610.7

(1) Of which 111,527 treasury stock as of 12/31/2025 and 269,574 treasury stock as of 12/31/2024 – See Note 9.

6.3.5. Notes to the consolidated financial statements

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FORVIA, a global automotive technology supplier, comprises the complementary technology and industrial strengths of Faurecia and HELLA.

FORVIA S.E. is a European company which registered office is located at 23-27, avenue des Champs-Pierreux, 92000 Nanterre (Hauts-de-Seine department) in France. The Company is listed on Euronext Paris.

The consolidated financial statements were approved by FORVIA's Board of Directors on February 23, 2026.

The accounts were prepared on a going concern basis.

NOTE 1 Summary of significant accounting policies

1.1 Accounting principles

The consolidated financial statements of the FORVIA group have been prepared in accordance with International Financial Reporting Standards (IFRS) published by the IASB, as adopted by the European Union and available on the European Commission website. These standards include International Financial Reporting Standards and International Accounting Standards (IAS), as well as the related International Financial Reporting Interpretations Committee (IFRIC) interpretations.

The standards used to prepare the consolidated financial statements as of December 31, 2025 and comparative data for 2024 are those published in the Official Journal of the European Union (OJEU) as of December 31, 2025 whose application was mandatory at that date. Concerning the new standards, amendments and revisions to the existing standards, whose application is mandatory from January 1, 2025 (amendment to IAS 21 on Lack of Exchangeability), they have no significant impact on the Group's consolidated financial statements.

Moreover, FORVIA has not undertaken any early application of new standards, amendments or interpretations whose application is mandatory after December 31, 2025, irrespective of whether or not they are adopted by the European Union. The Group has however launched the preparation work necessary for the implementation of the new standard IFRS 18 "Presentation and disclosures in financial statements" which will be applicable from January 1, 2027. Within this frame, the Group is reviewing its new P&L structure and the new information to present, and more specially the new performance indicators in link with the P&L.

The principal accounting policies considered have been applied consistently to all presented periods. Specifically, the operating margin (before amortization of intangible assets acquired) is the FORVIA group's principal performance indicator. It corresponds to net income of the fully consolidated companies before:

- the amortization of intangible assets acquired in business combinations (customer relationship...);
- other non-recurring operating income and expenses, corresponding to material, unusual and non-recurring items including reorganization costs and early retirement costs, the impact of exceptional events such as the discontinuation of a business, the closure of an industrial site, disposals of non-operating buildings, impairment losses and reversals recorded for property, plant and equipment or intangible assets, as well as other material and unusual losses;
- income on loans, cash investments and marketable securities;
- finance costs;

- other financial income and expenses, which include the impact of discounting the pension benefit obligation and the return on related plan assets, the ineffective portion of interest rate and currency hedges, changes in value of interest rate and currency instruments for which the hedging relationship does not satisfy the criteria set forth in IFRS 9, and gains and losses on sales of shares in subsidiaries;
- taxes.

The preparation of financial statements in accordance with IFRS requires the use of estimates and assumptions when measuring certain assets, liabilities, income, expenses accounted for in the financial statements as well as for the evaluation of commitments given and contingent liabilities. These estimates and assumptions are primarily used when calculating the impairment of property, plant and equipment, right of use, intangible assets and goodwill, for measuring pension and other employee benefit obligations as well as for lease liabilities and depreciation of deferred tax assets. They are based on historical experience and other factors that are believed to be reasonable under the circumstances. Actual results may differ from these estimates and assumptions. These estimations are revised on a regular basis, notably in the current evolutive macro economic context. Moreover, the Group must exercise judgment in determining whether the criteria for recognizing an asset or group of assets as held for sale are met, pursuant to the provisions of IFRS 5 "Non-Current Assets Held for Sale and Discontinued Operations".

These estimates consider also the Group plans in terms of emissions reduction as approved by the Science Based Target Initiative (SBTi) in July 2022 and more specifically, achieving by 2025 a reduction by 80% of emissions for scopes 1 & 2, which has been overachieved, and by 2030 reducing Green House Gas (GHG) emissions by 45% of scope 3, among others by solar energy production on its sites (on site PPA), purchases of renewable energy (off site PPA) and the development of its transversal division for cutting edge sustainable and smart materials launched in July 2021, as well as the review of the Group industrial portfolio to climatic risks on the basis on the GIEC *scenarii*.

The results of the sensitivity tests carried out on the carrying amounts of goodwill and provisions for pensions and other employee benefits are provided in Notes 10 and 26.2, respectively. In addition, Note 11 "Intangible Assets" describes the main assumptions used for measuring intangible assets and Note 8.2 the assumptions for recognition of deferred tax assets.

1.2 Consolidation principles

Companies over which the Group exercises significant influence and which are at least 20%-owned are consolidated when one or more of the following criteria are met: annual sales of over €20 million, total assets of over €20 million, and debt of over €5 million.

Non-consolidated companies are not material, either individually or in the aggregate.

Subsidiaries controlled by the Group are fully consolidated. Control is presumed to exist when the Group holds more than 50% of a company's voting rights and may also arise as a result of shareholders' agreements.

Subsidiaries are fully consolidated as of the date on which control is transferred to the Group. They are no longer consolidated as of the date that control ceases.

Companies over which the Group exercises significant influence but not control, generally through a shareholding representing between 20% and 50% of the voting rights, are accounted for by the equity method.

The FORVIA group's financial statements are presented in euros. Except if specifically specified, amounts are in millions of euros; generally, amounts presented are rounded to the closest unit; consequently, the sum of rounded amounts can present non-significant differences to the reported total. Moreover, ratios and variances

reported are computed with the detailed amounts and not with the rounded amounts.

The functional currency of foreign subsidiaries is generally their local currency. The assets and liabilities of these companies are translated into euros at the year-end exchange rate and income statement items are translated at the average exchange rate for the year. The resulting foreign exchange gains and losses are recorded in equity.

Balance sheets and net income of Group entities active in hyperinflation economies are restated to take into account the changes in purchasing power of the local currencies using the official indexes at closing date. They are then translated in euros using the exchange rate of the closing date; without restatement of comparative periods in accordance with IAS 21. This is applied in 2024 and 2025 to Group affiliates in Argentina and in Türkiye.

However certain companies located outside the euro or the US-dollar zone and which carry out the majority of their transactions in euros or US dollars may, however, use euros or US dollars as their functional currency.

All material inter-company transactions are eliminated in consolidation, including inter-company gains.

The accounting policies of subsidiaries and companies accounted for by the equity method are not significantly different from those applied by the Group.

1.3 Agent flows

FORVIA operates as an agent for monoliths sales, as well as for some cockpit components, these sales are then recorded at net value in the income statement. These flows managed as agent by FORVIA represented €4,324.8 million

in 2025 (€5,226.1 million in 2024); the counterparts in balance sheet are presented in the lines Contract assets (cf. Note 18), Trade accounts receivables (cf. Note 19) in assets and Trade payables (cf. Note 28) in liabilities.

1.4 IFRS5 application and modifications to the previously published consolidated financial statements

IFRS 5 – DISCONTINUED ACTIVITIES

The on going announced sale of the Interiors business (excluding the Materi'act division) of FORVIA (development and production of dashboard, modules and door panels) meets all criteria from an IFRS point of view to qualify the activity as discontinued, mainly regarding the criteria of being a major line of business and the highly probable character of the sale.

As at December 31, 2025, applying IFRS 5, the corresponding assets and liabilities have been isolated in dedicated lines of the consolidated balance sheet. Assets are presented in a line "Assets held for sale" in the consolidated balance sheet, as well as for the corresponding liabilities presented in a line "Liabilities

linked to assets held for sale" in the consolidated balance sheet.

The net income of the corresponding discontinued activities is isolated on a specific line of the income statement for the whole year 2025, and the income statement of the comparative year has been restated the same way. In addition, the other comprehensive income and cash flows items related to the discontinued operations are presented separately in the statement of financial position for the whole year 2025, and the statements of the comparative year have been restated the same way. In line with IFRS5, the comparative balance sheet is not restated.

For these restatements, inter-company transactions other than the ones linked to management fees remain eliminated.

The classification of management fees for which the sale of the Interiors business has no impact has been maintained

in operating income. The impact of this sale is also presented in the net income of discontinued activities.

The restatements of the previously published financial statements for the year 2024 are detailed in the tables below as well as the 2025 data before and after IFRS5 application.

Statement of comprehensive income

(in € million)	Full-Year 2025 before IFRS5	IFRS 5 impact	2025 restated	Full-Year 2024 published in February 2025	IFRS 5 impact	2024 restated
SALES	26,153.9	(4,807.1)	21,346.8	26,974.2	(5,095.5)	21,878.7
Cost of sales	(22,575.9)	4,390.8	(18,185.1)	(23,371.4)	4,660.5	(18,710.9)
Research and development costs	(895.4)	63.4	(832.0)	(934.8)	82.4	(852.4)
Selling and administrative expenses	(1,226.1)	181.7	(1,044.4)	(1,268.0)	129.1	(1,138.9)
OPERATING INCOME (BEFORE AMORTIZATION OF ACQUIRED INTANGIBLE ASSETS)	1,456.5	(171.2)	1,285.3	1,400.0	(223.5)	1,176.5
Amortization of intangible assets acquired in business combinations	(180.8)	0.0	(180.8)	(190.5)	0.0	(190.5)
OPERATING INCOME (AFTER AMORTIZATION OF ACQUIRED INTANGIBLE ASSETS)	1,275.7	(171.2)	1,104.5	1,209.5	(223.5)	986.0
Other non-recurring operating income	13.9	(0.3)	13.6	9.7	1.9	11.6
Other non-recurring operating expense	(1,474.7)	93.4	(1,381.3)	(445.4)	139.2	(306.2)
Income from loans, cash investments and marketable securities	106.6	(4.8)	101.8	129.4	(4.8)	124.6
Finance costs	(564.4)	32.7	(531.7)	(624.6)	37.2	(587.4)
Other financial income and expense	(138.2)	21.4	(116.8)	(49.8)	4.3	(45.5)
INCOME BEFORE TAX OF FULLY CONSOLIDATED COMPANIES	(781.1)	(28.8)	(809.9)	228.8	(45.7)	183.1
Taxes	(467.8)	81.7	(386.1)	(235.3)	(10.1)	(245.4)
of which deferred taxes	(13.0)	11.1	(1.9)	146.9	(33.3)	113.6
NET INCOME (LOSS) OF FULLY CONSOLIDATED COMPANIES	(1,248.9)	52.9	(1,196.0)	(6.5)	(55.8)	(62.3)
Share of net income of associates	(202.9)	(1.8)	(204.7)	(17.7)	(1.0)	(18.7)
NET INCOME FROM CONTINUED OPERATIONS	(1,451.9)	51.3	(1,400.6)	(24.2)	(56.9)	(81.1)
NET INCOME FROM DISCONTINUED OPERATIONS	0.0	(604.3)	(604.3)	0.0	57.0	57.0
of which attributable to owners of the parent	0.0	(633.3)	(633.3)	0.0	32.0	32.0
of which attributable to minority interests	0.0	29.0	29.0	0.0	25.0	25.0
CONSOLIDATED NET INCOME (LOSS)	(1,451.9)	(552.9)	(2,004.8)	(24.2)	0.0	(24.2)
Attributable to owners of the parent	(1,538.2)	(552.9)	(2,091.1)	(185.2)	0.0	(185.2)
Attributable to minority interests	86.3	0.0	86.3	161.0	0.0	161.0

Balance Sheet

(In € million)

	Full-Year 2025 before IFRS 5	IFRS 5 impact	2025
Goodwill	4,216.6	(760.9)	3,455.7
Intangible assets	4,198.5	(588.0)	3,610.5
Property, plant and equipment	4,401.1	(725.7)	3,675.4
Right-of-use assets	793.9	(229.3)	564.6
Investments in associates	192.7	(9.7)	183.0
Other equity interests	92.6	0.0	92.6
Other non-current financial assets	54.7	(1.5)	53.2
Other non-current assets	115.5	(20.7)	94.8
Deferred tax assets	880.5	(226.3)	654.2
TOTAL NON-CURRENT ASSETS	14,946.1	(2,562.1)	12,384.0
Inventories, net	2,364.3	(362.2)	2,002.1
Contract assets	117.4	(1.2)	116.2
Trade accounts receivables	3,635.3	(789.4)	2,845.9
Other operating receivables	448.9	(26.7)	422.2
Other receivables	1,109.6	(180.3)	929.3
Other current financial assets	10.6	0.0	10.6
Cash and cash equivalents	4,257.0	(349.5)	3,907.5
TOTAL CURRENT ASSETS	11,943.1	(1,709.3)	10,233.8
Assets held for sale	0.0	3,718.5	3,718.5
TOTAL ASSETS	26,889.2	(552.9)	26,336.3
EQUITY			
Capital	1,379.6	0.0	1,379.6
Additional paid-in capital	1,408.7	0.0	1,408.7
Treasury stock	(0.9)	0.0	(0.9)
Retained earnings	1,791.7	0.0	1,791.7
Translation adjustments	(604.8)	0.0	(604.7)
Net income (loss)	(1,538.2)	(552.9)	(2,091.1)
EQUITY ATTRIBUTABLE TO OWNERS OF THE PARENTS	2,436.1	(552.9)	1,883.3
Minority interests	1,727.4	0.0	1,727.4
TOTAL SHAREHOLDERS' EQUITY	4,163.5	(552.9)	3,610.7
Non-current provisions	598.0	(68.6)	529.4
Non-current financial liabilities	8,416.9	(21.4)	8,395.5
Non-current lease liabilities	692.1	(199.5)	492.6
Other non-current liabilities	66.0	(1.1)	64.9
Deferred tax liabilities	281.2	(35.9)	245.3
TOTAL NON-CURRENT LIABILITIES	10,054.2	(326.5)	9,727.7
Current provisions	688.0	(83.3)	604.7
Current financial liabilities	944.5	(17.4)	927.1
Current portion of lease liabilities	226.1	(63.1)	163.0
Prepayments on customers contracts	1,070.1	(290.3)	779.8
Trade payables	7,986.2	(1,232.2)	6,754.0
Accrued taxes and payroll costs	1,042.4	(146.2)	896.2
Sundry payables	714.2	(120.8)	593.4
TOTAL CURRENT LIABILITIES	12,671.5	(1,953.3)	10,718.2
Liabilities linked to assets held for sale	0.0	2,279.7	2,279.7
TOTAL EQUITY AND LIABILITIES	26,889.2	(552.9)	26,336.3

Cash Flow Statement

(in € million)	Full-Year 2025 before IFRS 5	IFRS 5 impact	2025 restated	Full-Year 2024 published in February 2025	IFRS 5 impact	2024 restated
I- Operating activities						
Operating income (before amortization of acquired intangible assets)	1,456.5	(171.2)	1,285.3	1,400.0	(223.5)	1,176.5
Depreciations and amortizations of assets	2,056.6	(410.3)	1,646.3	1,954.6	(389.1)	1,565.5
<i>o/w depreciations and amortizations of R&D assets</i>	864.7	(191.8)	672.9	742.0	(159.2)	582.8
<i>o/w other depreciations</i>	1,191.9	(218.5)	973.4	1,212.6	(229.9)	982.7
EBITDA adjusted	3,513.2	(581.5)	2,931.7	3,354.6	(612.6)	2,742.0
Operating current and non-current provisions	(75.5)	(1.7)	(77.2)	(179.6)	3.6	(175.9)
Capital (gains) losses on disposals of operating assets	3.9	(1.3)	2.6	(4.2)	(0.5)	(4.7)
Paid restructuring	(251.6)	60.4	(191.2)	(208.3)	42.5	(165.8)
Paid finance costs net of income	(524.6)	31.4	(493.1)	(563.8)	28.4	(535.5)
Other non-recurring operating income and expenses paid	(52.2)	25.2	(27.0)	(73.0)	33.7	(39.3)
Paid taxes	(379.5)	48.2	(331.3)	(336.6)	31.0	(305.6)
Dividends from associates	15.8	(4.3)	11.4	23.1	(0.7)	22.4
Change in working capital requirement	302.7	167.5	470.2	618.8	(160.1)	458.6
Change in inventories	63.7	(35.6)	28.1	443.1	(174.4)	268.7
<i>o/w R&D inventories increase</i>	(154.5)	38.1	(116.4)	(203.7)	47.7	(156.1)
<i>o/w R&D inventories decrease</i>	184.4	(53.3)	131.1	236.8	(57.7)	179.1
Change in trade accounts receivables	45.0	161.8	206.8	363.5	(63.9)	299.6
Change in trade payables	7.5	102.6	110.1	(210.1)	(64.7)	(274.8)
Change in other operating receivables and payables	169.6	(37.1)	132.5	(14.5)	117.6	103.1
Change in other receivables and payables (excl. Tax)	16.9	(24.2)	(7.3)	36.8	25.3	62.1
Operating cash flows from discontinued activities	0.0	256.0	256.0	0.0	634.8	634.8
CASH FLOWS PROVIDED BY (USED IN) OPERATING ACTIVITIES	2,552.2	(0.1)	2,552.2	2,631.0	0.0	2,631.0
II- Investing activities						
Additional property, plant and equipment	(693.1)	116.2	(576.8)	(963.5)	181.6	(781.9)
Additional intangible assets	(7.4)	0.0	(7.4)	(9.1)	0.0	(9.1)
Capitalized development costs	(880.6)	132.3	(748.2)	(1,039.0)	164.7	(874.3)
Acquisitions / Sales of investments and business (net of cash and cash equivalents)	(5.4)	0.0	(5.4)	196.1	(0.1)	196.0
Proceeds from disposal of property, plant and equipment	43.4	(2.2)	41.2	42.2	(2.1)	40.1
Proceed from disposal of financial assets	0.0	0.0	0.0	0.0	0.0	0.0
Change in investment-related receivables and payables	(52.7)	10.1	(42.7)	(6.6)	(12.2)	(18.8)
Other changes	(37.1)	12.3	(24.8)	(19.9)	(15.0)	(34.9)
Investing cash flows from discontinued operations	0.0	(268.7)	(268.7)	0.0	(317.0)	(317.0)
CASH FLOWS PROVIDED BY (USED IN) INVESTING ACTIVITIES	(1,632.8)	0.0	(1,632.8)	(1,799.8)	0.0	(1,799.8)
CASH PROVIDED BY (USED IN) OPERATING AND INVESTING ACTIVITIES (I)+(II)	919.4	(0.1)	919.4	831.2	0.0	831.2

(in € million)	Full-Year 2025 before IFRS 5	IFRS 5 impact	2025 restated	Full-Year 2024 published in February 2025	IFRS 5 impact	2024 restated
III- Financing activities						
Shares issued by Forvia and fully consolidated companies (net of costs)	31.1	6.2	37.3	5.9	0.0	5.9
Dividends paid to owners of the parent company	(0.0)	0.0	(0.0)	(98.2)	0.0	(98.2)
Dividends paid to minority interests in consolidated subsidiaries	(105.1)	20.8	(84.3)	(89.5)	7.0	(82.5)
Acquisition / disposal of treasury stocks	0.2	0.0	0.2	(13.7)	0.0	(13.7)
Debt securities issued and increase in other financial liabilities	3,033.2	(8.2)	3,025.0	2,566.9	(14.6)	2,552.3
Repayment of debt and other financial liabilities	(3,689.4)	(1.1)	(3,690.5)	(2,758.5)	3.6	(2,754.9)
Repayments on lease debts	(255.1)	69.9	(185.2)	(249.4)	66.1	(183.2)
Financing cash flows from discontinued activities	0.0	(87.6)	(87.6)	0.0	(62.1)	(62.1)
NET CASH PROVIDED BY (USED IN) FINANCING ACTIVITIES	(985.2)	0.0	(985.2)	(636.4)	(0.0)	(636.4)
IV- Other changes in cash and cash equivalents						
Impact of exchange rate changes on cash and cash equivalents	(177.6)	31.3	(146.2)	31.7	(2.0)	29.8
Net cash flows from discontinued operations	0.0	25.3	25.3	0.0	(404.2)	(404.2)
NET INCREASE (DECREASE) IN CASH AND CASH EQUIVALENTS	(243.4)	56.7	(186.7)	226.5	(406.1)	(179.7)
CASH AND CASH EQUIVALENTS AT THE BEGINNING OF PERIOD	4,500.4	(406.2)	4,094.2	4,273.9	(0.0)	4,273.9
CASH AND CASH EQUIVALENTS AT END OF PERIOD	4,257.0	(349.5)	3,907.5	4,500.4	(406.2)	4,094.2

In 2025, the net cash flow before IFRS 5 amounts to €962.0 million vs €962.3 million after IFRS 5.

In 2024, the net cash flow before IFRS 5 amounted to €654.9 million vs €352.4 million after IFRS 5.

NOTE 2 Change in scope of consolidation and recent events

2.1 Disposal of Interiors

As mentioned in the note 1.4, in 2025, FORVIA has launched the sale of its Interiors business (excluding the Materi'act division) (development and production of dashboard, modules and door panels), reported as Interiors Segment.

On December 31, 2025, an estimated loss on disposal at the current state of negotiations has been booked in "Net income of discontinued operations".

In accordance with IFRS 10, this estimated loss on disposal of Interiors is calculated based on the difference between:

- the global estimated sale price, after any costs related to the transaction and the estimated liabilities known at that date, and;

- the net equity, as recognized in the consolidated financial statement on December 31, 2025.

In accordance with IFRS 5, "net income of discontinued operations" presented in the consolidated statement of comprehensive income amounted to €(604.3) million including the operations of the Interiors business for the year 2025 for total sales of €4 807,1 million as well as the estimated loss on disposal related to this activity of €578 million including the directly incrementable expenses related to the sale.

The accounting principles and policies applied to discontinued operations are the same as those applied for annual accounts.

2.2 Changes in scope in 2025

In the Clean Mobility perimeter, effective February 28, 2025, the entity Faurecia Automotive Composites fully consolidated and held at 100%, was sold. The entity Faurecia Exhaust Systems Jiaying Co., Ltd has been created in August in China, it is held at 66% and fully consolidated. Following a capital increase, in December 2025, in China, the entities Faurecia (Shanghai) Hydrogen Solutions Holding Co., Ltd and Faurecia CLD Safety Technology (Shenyang) Co., Ltd. fully consolidated and previously held at 100%, are now held at 62.5% by the Group.

In Lighting perimeter, as of April 2025, in India, the entity HELLA India Lighting Ltd fully consolidated and previously held at 69.5%, is now held at 81.59% by the Group.

Within the Interiors perimeter, the entity Faurecia (Changzhou) Interior Systems Co., Ltd has been created in April 2025 in China, it is held at 100% and fully consolidated. The entity Faurecia Interiors Slovakia s.r.o. has been created in August 2025 in Slovakia, it is held at 100% and fully consolidated. The entity FAURECIA AUTOMOTIVE INTERIOR (SHANGHAI) CO., LTD. has been created in August 2025 in China, it is held at 100% and fully consolidated. The entity FAURECIA INTERIORS HOLDING has been created in September 2025 in France, it is held at 100% and fully consolidated. Moreover, the entity CHANGCHUN XUYANG FAURECIA ACOUSTICS & SOFT TRIM CO., LTD, consolidated by equity method and held at 40% has been sold in December 2025. In the USA, the entity Materi'act Dallas LLC fully consolidated and previously held at 55.4%, is held since December 2025 at 100% by the Group.

In the Electronics perimeter, the entities Faurecia Clarion Electronic Foshan Co., Ltd and Faurecia Clarion Electronics Asia Pacific Ltd have been liquidated respectively in June and August 2025.

Within the Seating perimeter, in China, the entity Faurecia (Jinan) Seating System Co., Ltd has been created in July 2025, it is held at 70% and fully consolidated, the entity Borgward Faurecia (Tianjin) Auto Systems Co., Ltd was liquidated in August 2025, and the entities Faurecia Automotive Seating (Shanghai) Co., Ltd held at 100% and fully consolidated, and FARWON Faurecia Components System Co., LTD held at 45% and consolidated by equity method have been created.

Disposal of SAS

On July 31, 2023, FORVIA finalized the sale to the Motherson group of its SAS Cockpit Modules division (assembly and logistics division), reported as part of its Interiors segment, for an enterprise value of €540 million; the loss on disposal after tax (-€5.6 million) was booked in "Net Income of discontinued operations" in December 31, 2023.

The calculation of price adjustments has been concluded in 2025 without significant impact on Group's consolidated financial statements.

2.3 Reminder of change in scope of consolidation introduced in 2024

Within Seating perimeter, in China, the company Faurecia Liuzhou Automotive Seating Co is consolidated by equity method since January 2024, it is held at 50% by the Group and was previously fully consolidated. The company Shenshan Faurecia Automotive Co Ltd, held at 70%, has been created and is fully consolidated since January 2024. In Mexico, the company GMD, consolidated by equity method and held at 50%, is now held at 100% and fully consolidated since August 2024.

For Interiors, in Brazil, the company FMM Pernambuco Componentes Automotivos, fully consolidated, is now held at 100% since January 2024. In February 2024, the company Mater'act Dallas LLC has been created, it is held at 55.4% and fully consolidated.

Within Clean Mobility perimeter, the companies Hug Engineering AG, Hug Engineering GmbH, Hug Engineering Italia Srl, Hug Engineering BV and Hug Engineering Inc. have been sold in June 2024.

In China, for Lighting segment, the companies Beijing HELLA BHAP Automotive Lighting Co Ltd Co., Ltd HELLA

BHAP (Sanhe) Automotive Lighting Co Ltd, HELLA BHAP (Tianjin) Automotive Lighting Co Ltd, HELLA BHAP (Changzhou) Automotive Lighting Co Ltd held at 50% by FORVIA HELLA, previously consolidated by equity method are fully consolidated since January 2024.

For Electronics, the company Behr-HELLA Thermocontrol ("BHTC"), consolidated by equity method and held at 50% by FORVIA HELLA has been sold in April 2024. In China, the company HELLA Nanjing Electronics Co Ltd, held at 100% is fully consolidated since February 2024. Companies dedicated to the ADAS activities have been created in France, Mexico, India, Japan, USA and Thailand during the first half of 2024. In Portugal, the company Faurecia Aptotide Automotive, consolidated by equity method and held at 50%, is now held at 100% and fully consolidated since July 1, 2024.

In Germany, for the Lifecycle Solutions segment, the company HELLA Pagid GmbH, fully acquired on December 31, 2023 and fully consolidated since January 2024 has merged with HELLA GmbH & Co KGaA.

2.4 Recent events

Economical context

The worldwide automotive production stood in 2025 at 93 million LVs, up 3.9% vs. 2024 ; A strong growth in China (+10.2 %) has more than offset declines in Europe(-0.8%) and North America (-1.2%).

These regional shifts resulted in an unfavorable geographic mix effect of around 2.5 percentage points for FORVIA.

Effective counter measures have been implemented to offset the changes on the US Tariffs avoiding any material impact for Forvia.

Symbio

Stellantis has announced in June 2025 its decision to discontinue its hydrogen fuel cell technology development program. This decision has irreversible operational and financial consequences for Symbio, held equally by Stellantis, FORVIA and Michelin, Stellantis' orders alone account for approximately 80% of Symbio's planned production volume. An agreement has been signed between Symbio's shareholders as well as with public authorities in November 2025 to preserve the best interests of Symbio and the Group ; the total impact for the group including Symbio net result share and the shareholder's loan depreciation amounts to €209 million in 2025 (see notes 14 & 16).

NOTE 3 Post-balance sheet events

No significant post-balance sheet events have occurred.

NOTE 4 Information by operating segment

The Group is structured into business units based on the nature of the products and services offered:

- Seating (design and manufacture of complete vehicle seats, seating frames and adjustment mechanisms);
- Interiors (design, manufacture and assembly of instrument panels, door panels and modules) activity under divestment process and presented as discontinued activities (see notes 1.4 and 2.1);
- Clean Mobility (design and manufacture of exhaust systems, solutions for fuel cell electric vehicles, and aftertreatment solutions for commercial vehicles);
- Electronics (design and manufacture of display technologies, driver assistance systems and cockpit electronics), which includes HELLA Electronics and Clarion Electronics;
- Lighting (design and manufacture of lighting technologies);
- Lifecycle solutions (solutions extending the vehicle lifecycle as well as workshop equipment and special original equipment).

These business units are managed by the Group on an independent basis in terms of reviewing their individual performance and allocating resources. The tables below show reconciliation between the indicators used to measure the performance of each segment – notably operating income (before amortization of acquired intangible assets) – and the consolidated financial statements. Borrowings, other operating income and expense, financial income and expenses, and taxes are monitored at the Group level and are not allocated to the various segments. A review of the useful life for the fixed assets has been performed in regard to the climate changes and its regulatory consequences as known at the closing date, more specifically for the Clean Mobility segment, and has not enabled to identify any significant impact for the Group.

The application of IFRIC's decision on the presentation of income and expenses by segments according to IFRS 8.23 has not had any significant impact on the presentation of these information.

4.1 Accounting principles

Revenue on parts is recognized when the control is transferred to the customer, incidental to ownership of the modules or parts produced. This generally corresponds to when the goods are shipped.

Revenue on tooling is generally recognized at the transfer of control of these tooling to the customer, usually shortly before serial production starts. Development costs are generally recognized as set up costs for the serial parts production and capitalized, they are then not considered as a revenue distinct from product sales, except specific cases depending on the contract with the customer.

Operating margin (before amortization of acquired intangible assets) is the FORVIA group's principal performance indicator.

It corresponds to net income of the fully consolidated companies before:

- the amortization of intangible assets acquired in business combinations (customer relationship...);

- other non-recurring operating income and expenses, corresponding to material, unusual and non-recurring items including reorganization costs and early retirement costs, the impact of exceptional events such as the discontinuation of a business, the closure of an industrial site, disposals of non-operating buildings, impairment losses and reversals recorded for property, plant and equipment or intangible assets, as well as other material and unusual losses;
- income on loans, cash investments and marketable securities;
- finance costs, including finance costs on lease liabilities;
- other financial income and expenses, which include the impact of discounting the pension benefit obligation and the return on related plan assets, the ineffective portion of interest rate and currency hedges, changes in value of interest rate and currency instruments for which the hedging relationship does not satisfy the criteria set forth in IFRS 9, and gains and losses on sales of shares in subsidiaries;
- taxes.

4.2 Key figures by operating segment

Full-Year 2025

(in € million)	Seating	Interiors	Clean Mobility	Electronics	Lighting	Lifecycle Solutions	Other	IFRS 5 Impact	Total
TOTAL SALES	8,189.5	4,827.3	4,018.3	4,839.3	3,666.4	992.2	237.4	(4,807.1)	21,963.3
Inter-segment eliminations	(30.9)	(10.0)	(8.8)	(272.9)	(41.5)	(15.1)	(237.4)	0.0	(616.5)
CONSOLIDATED SALES	8,158.7	4,817.3	4,009.6	4,566.4	3,624.9	977.1	0.0	(4,807.1)	21,346.8
Operating income (before amortization of acquired intangible assets)	464.3	109.4	368.9	312.9	106.3	94.7	0.0	(171.2)	1,285.3
Amortization of intangible assets acquired in business combinations									(180.8)
Operating income (after amortization of acquired intangible assets)									1,104.5
Other non recurring operating income									13.6
Other non recurring operating expenses									(1,381.3)
Finance costs, net									(429.9)
Other financial income and expenses									(116.8)
Corporate income tax									(386.1)
Share of net income of associates									(204.7)
Net income of continued operations									(1,400.6)
Net income of discontinued operations									(604.3)
NET INCOME (LOSS)									(2,004.8)
Segment assets	4,787.7	3,107.0	3,016.6	5,168.3	2,769.6	1,287.1	443.8	(3,221.7)	17,358.5
Net property, plant and equipment	822.0	738.6	503.4	1,073.3	1,012.9	118.0	146.5	(739.4)	3,675.4
Right-of-use assets	224.5	236.4	98.5	44.1	52.5	16.0	128.9	(236.2)	564.6
Other segment assets	3,741.2	2,132.0	2,414.7	4,050.9	1,704.3	1,153.1	168.4	(2,246.1)	13,118.6
Investments in associates									183.0
Other equity interests									92.6
Short and long-term financial assets									4,086.7
Tax assets (current and deferred)									896.8
Assets held for sale									3,718.5
TOTAL ASSETS									26,336.3

<i>(in € million)</i>	Seating	Interiors	Clean Mobility	Electronics	Lighting	Lifecycle Solutions	Other	IFRS 5 Impact	Total
Segment liabilities	3,055.2	2,015.7	2,841.9	1,657.4	1,571.5	308.4	587.0	(1,931.1)	10,106.0
Borrowings									9,322.6
Lease liabilities									655.6
Tax liabilities (current and deferred)									361.7
Liabilities linked to assets held for sale									2,279.7
Equity and minority interests									3,610.7
TOTAL LIABILITIES									26,336.3
Capital expenditure	107.3	124.5	74.1	160.6	185.5	13.8	27.3	(116.2)	576.9
Depreciation of intangible assets	(193.0)	(186.6)	(124.4)	(342.9)	(163.5)	(32.7)	(34.3)	186.0	(891.2)
Depreciation of property, plant and equipment	(172.4)	(156.1)	(127.5)	(210.6)	(213.5)	(19.8)	(17.6)	154.1	(763.3)
Depreciation of Right-of-use assets	(71.2)	(73.2)	(33.5)	(21.0)	(15.7)	(5.7)	(23.3)	70.3	(173.2)
Non-recurring impairment of property, plant and equipment	(3.3)	(10.0)	(46.3)	(11.2)	(7.9)	0.0	22.1	(3.7)	(60.3)
Headcounts	40,286	31,185	15,925	18,787	20,930	4,572	5,972	(31,144)	106,513

Full-Year 2024

(in € million)	Seating	Interiors	Clean Mobility	Electronics	Lighting	Lifecycle Solutions	Other	IFRS 5 impact	Total
TOTAL SALES	8,669.4	5,115.3	4,162.1	4,507.0	3,887.4	1,030.6	270.7	(5,095.7)	22,546.8
Inter-segment eliminations	(35.1)	(6.9)	(8.8)	(318.3)	(8.8)	(19.7)	(270.7)	0.0	(668.2)
CONSOLIDATED SALES	8,634.3	5,108.4	4,153.4	4,188.7	3,878.6	1,010.9	0.0	(5,095.5)	21,878.7
Operating income (before amortization of acquired intangible assets)	434.4	109.4	346.3	229.7	186.6	93.7	0.0	(223.5)	1,176.5
Amortization of intangible assets acquired in business combinations									(190.5)
Operating income (after amortization of acquired intangible assets)									986.0
Other non recurring operating income									11.6
Other non recurring operating expenses									(306.2)
Finance costs, net									(462.8)
Other financial income and expenses									(45.5)
Corporate income tax									(245.4)
Share of net income of associates									(18.7)
Net income of continued operations									(81.1)
Net income of discontinued operations									57.0
NET INCOME (LOSS)									(24.2)
Segment assets	5,346.4	3,760.8	3,534.2	6,098.0	3,252.3	1,297.6	540.0	0.0	23,829.3
Net property, plant and equipment	931.8	826.2	673.2	1,202.7	1,086.0	126.9	132.1	0.0	4,978.9
Right-of-use assets	252.3	267.0	129.4	64.2	58.9	14.3	147.4	0.0	933.4
Other segment assets	4,162.3	2,667.6	2,731.5	4,831.1	2,107.4	1,156.4	260.5	0.0	17,917.0
Investments in associates									209.7
Other equity interests									92.6
Short and long-term financial assets									4,796.4
Tax assets (current and deferred)									1,320.9
TOTAL ASSETS									30,271.3

<i>(in € million)</i>	Seating	Interiors	Clean Mobility	Electronics	Lighting	Lifecycle Solutions	Other	IFRS 5 impact	Total
Segment liabilities	3,583.9	2,219.2	2,834.9	1,635.6	1,676.7	276.1	497.4	0.0	12,723.7
Borrowings									10,077.7
Lease liabilities									1,054.3
Tax liabilities (current and deferred)									345.1
Equity and minority interests									6,070.4
TOTAL LIABILITIES									30,271.3
Capital expenditure	186.8	185.0	92.3	222.7	224.6	14.1	38.1	(181.6)	781.9
Depreciation of intangible assets	(168.1)	(166.2)	(141.9)	(281.8)	(140.0)	(31.2)	(14.6)	137.3	(806.7)
Depreciation of property, plant and equipment	(169.8)	(159.2)	(142.7)	(205.8)	(205.7)	(20.6)	(19.9)	156.8	(766.9)
Depreciation of Right-of-use assets	(73.4)	(70.2)	(38.3)	(22.7)	(16.8)	(5.6)	(23.9)	68.0	(182.9)
Non recurring impairment of property, plant and equipment	(3.5)	(4.3)	(10.4)	(8.6)	(1.5)	0.0	(24.5)	4.8	(48.0)
Headcounts	46,693	32,676	17,548	19,674	22,305	4,719	6,076	(32,674)	117,017

4.3 Sales by operating segment

Sales by operating segment break down as follows:

(in € million)	2025		2024 restated	
	Consolidated Sales	%	Consolidated Sales	%
Seating	8,158.7	31	8,634.3	32
Interiors	4,817.3	18	5,108.3	19
Clean Mobility	4,009.6	15	4,153.4	15
Electronics	4,566.4	17	4,188.7	16
Lighting	3,624.9	14	3,878.6	14
Lifecycle solutions	977.1	4	1,010.9	4
TOTAL	26,153.9	100	26,974.2	100
IFRS 5 Impact	(4,807.1)		(5,095.5)	
TOTAL PUBLISHED	21,346.8	100	21,878.7	100

4.4 Sales by major customer

Sales ⁽¹⁾ by major customer break down as follows:

(in € million)	2025		2024 restated	
	Consolidated Sales	%	Consolidated Sales	%
VW group	4,187.5	16	4,190.1	16
Stellantis	2,264.2	9	2,168.7	8
Ford group	2,185.3	8	2,278.6	8
Mercedes-Benz	1,536.7	6	1,654.6	6
GM	1,428.8	5	1,312.3	5
Renault	1,314.1	5	1,380.4	5
BMW	1,266.7	5	1,353.2	5
BYD	1,096.8	4	1,114.0	4
Global vehicle company	994.3	4	1,054.1	4
Others	9,879.6	38	10,468.3	39
TOTAL	26,153.9	100	26,974.2	100
IFRS5 impact	(4,807.1)		(5,095.5)	
TOTAL	21,346.8	100	21,878.7	100

(1) The presentation of sales invoiced may differ from that of sales by end customer when products are transferred to intermediary assembly companies.

4.5 Key figures by geographic area

Sales are broken down by destination region. Other items are presented by the region where the companies involved operate:

2025

(in € million)	France	Germany	Other European countries	Total Europe	Other EMEA	Americas	Asia	Subtotal before IFRS5 impact	Impact IFRS 5	Published total
Consolidated Sales	1,619.9	2,680.2	7,898.0	12,198.1	299.4	6,808.8	6,847.6	26,153.9	(4,807.1)	21,346.8
Net property, plant and equipment	272.4	660.1	1,512.3	2,444.9	27.6	1,000.3	941.9	4,414.7	(739.4)	3,675.4
Right-of-use assets	137.8	75.0	189.8	402.7	7.4	261.6	129.1	800.8	(236.2)	564.6
Capital expenditure	50.9	98.9	214.0	363.8	4.0	170.4	154.8	693.1	(116.2)	576.8
Headcounts as of December 31	8,269	11,595	46,802	66,666	1,835	30,289	38,867	137,657	(31,144)	106,513

2024 restated

(in € million)	France	Germany	Other European countries	Total Europe	Other EMEA	Americas	Asia	Subtotal before IFRS5 impact	Impact IFRS 5	Published total
Consolidated Sales	1,550.8	2,767.6	7,963.6	12,281.9	325.0	7,151.6	7,215.6	26,974.2	(5,095.5)	21,878.7
Net property, plant and equipment	335.8	714.3	1,618.3	2,668.4	30.9	1,186.2	1,093.4	4,978.9	N/A	4,978.9
Right-of-use assets	165.0	88.4	233.8	487.2	5.0	290.3	150.9	933.4	N/A	933.4
Capital expenditure	87.1	107.7	314.8	509.6	3.4	244.1	206.4	963.5	(181.6)	781.9
Headcounts as of December 31	9,643	12,703	48,735	71,081	2,108	32,129	44,373	149,691	(32,674)	117,017

NOTE 5 Analysis of operating expenses

5.1 Analysis of operating expenses by function

(in € million)	2025	2024 restated
Cost of sales	(18,185.1)	(18,710.9)
Research and development costs	(832.0)	(852.4)
Selling and administrative expenses	(1,044.4)	(1,138.9)
TOTAL	(20,061.5)	(20,702.2)

5.2 Analysis of operating expenses by nature

(in € million)	2025	2024 restated
Purchases consumed	(13,028.3)	(13,213.5)
External costs	(1,966.3)	(2,355.8)
Personnel costs	(4,344.2)	(4,517.4)
Taxes other than on income	(43.2)	(44.0)
Other income and expenses	887.0	837.5
Depreciation, amortization and provisions for impairment in value of non-current assets	(1,646.3)	(1,565.5)
Charges to and reversals of provisions	79.8	156.5
TOTAL	(20,061.5)	(20,702.2)

5.3 Personnel costs

(in € million)	2025	2024 restated
Wages and salaries ⁽¹⁾	(3,380.7)	(3,540.7)
Payroll taxes	(963.5)	(976.7)
TOTAL	(4,344.2)	(4,517.4)

(1) Of which temporary employee costs. (224.8) (246.3)

Details of expenses relating to the Group's free shares plans and pension costs are provided in Notes 23.2 and 26, respectively.

5.4 Research and development costs

(in € million)	2025	2024 restated
Research and development costs, gross	(1,672.7)	(1,861.2)
Allowance/reversal of depreciation of assets in development	(23.9)	(21.6)
Capitalized development costs	864.6	1,030.4
<i>of which in inventory</i>	116.4	156.1
<i>of which in intangible assets</i>	748.2	874.3
TOTAL	(832.0)	(852.4)

Development costs are usually capitalized in intangible assets as they are considered as set up costs for the serial parts production, and then amortized to match the quantities of parts delivered to the customer, over a period not exceeding five years except under exceptional circumstances. For some specific contracts where the developments works are a separate performance obligation under IFRS 15 the corresponding costs comply

with the definition of work in progress and are capitalized in inventory. These inventories are then expensed (cost of sales) when the corresponding revenue is recognized.

The development costs recognized in the cost of sales (stock decrease and R&D assets depreciation) amount to €780.1 million as of December 31, 2025, vs €734.6 million as of December 31, 2024.

5.5 Depreciation, amortization and provisions for impairment in value of non-current assets

(in € million)	2025	2024 restated
Amortization of capitalized development costs	(679.0)	(554.4)
Provisions for impairment of capitalized development costs	6.1	(28.4)
Amortization of other intangible assets	(37.5)	(33.5)
Depreciation of specific tooling	(4.6)	(4.8)
Depreciation and impairment of other property, plant and equipment	(758.1)	(761.5)
Depreciation of Right-of-use assets	(173.2)	(182.9)
TOTAL	(1,646.3)	(1,565.5)

This table does not include allowances and reversals of provision for non-recurring items.

NOTE 6 Other non-recurring operating income and expenses

Other non-recurring operating income and expenses are analyzed as follows:

Other non-recurring operating income

(in € million)	2025	2024 restated
Release of provision for impairment of assets	0.0	0.2
Gain on disposals of assets	9.1	0.0
Others	4.5	11.4
TOTAL	13.6	11.6

Other non-recurring operating expenses

(in € million)	2025	2024 restated
Other provisions for impairment of assets	(17.7)	0.0
Reorganization expenses ⁽¹⁾	(410.1)	(254.4)
Impairment of goodwill ⁽²⁾	(919.6)	0.0
Losses on disposal of assets	0.0	(0.1)
Others	(33.9)	(51.7)
TOTAL	(1,381.3)	(306.2)

(1) As of December 31, 2025, this item includes restructuring costs in the amount of €(300.7)million and provisions for impairment in value of assets in the amount of €(109.4) million versus €(202.4) million and €(52) million as of December 31, 2024.

(2) see note 10.

Restructuring

Reorganization costs €(410.1) million include redundancy payments for 5,716 people.

NOTE 7 Finance costs and Other financial income and expenses

7.1 Finance costs

(in € million)	2025	2024 restated
Finance costs	(494.8)	(546.4)
Finance costs on leases	(36.9)	(41.0)
TOTAL	(531.7)	(587.4)

7.2 Other financial income and expenses

(in € million)	2025	2024 restated
Impact of discounting pension benefit obligations	(18.4)	(19.0)
Changes in the ineffective portion of currency hedges	(0.3)	0.4
Changes in fair value of currency hedged relating to debt	0.0	1.9
Foreign exchange gains and losses on borrowings	(21.2)	(29.7)
Hyperinflation impact (Argentina-Türkiye)	1.3	1.5
Others ^{(1) (2)}	(78.2)	(0.6)
TOTAL	(116.8)	(45.5)

(1) This item includes amortization of costs related to long-term debts and commissions for non-use of the credit facility.

(2) Of which in 2024, €134 million of gain linked to BHTC disposal mainly compensated by impairments of non consolidated financial assets for €(31.7) million and of other financial assets for €(32.6) million.

NOTE 8 Income tax

Deferred taxes are recognized using the liability method for temporary differences arising between the tax bases for assets and liabilities and their carrying amounts on the consolidated financial statements. Temporary differences mainly arise from tax loss carryforwards and consolidation adjustments to subsidiaries' accounts.

Deferred taxes are measured using tax rates (and laws) that have been enacted or substantially enacted at the balance sheet date.

Deferred income tax assets are recognized only to the extent that it is probable that future taxable profit will be available in the short or medium term against which the temporary differences or the loss carry forward can be utilized, based on the Group's strategic plan.

Deferred tax liabilities are accounted for every taxable temporary differences in relation with investment in

subsidiaries, joint ventures and associates unless the Group has the capacity to control the timing of the reversal of temporary differences and if it is probable that they will not be reversed in a predictable future.

In compliance with IFRIC 23, accruals for risk on income tax are part of the income tax within the statement of comprehensive income and of income tax payables within the balance sheet (see note 30).

Within the frame of the Finance Law for 2024 published in the Official Journal on December 30, 2023 transposing the European Directive 2022/2033, in order to implement the OECD tax reform ("Pillar 2"), applicable for all accounting periods starting from December 31, 2023, The Group has performed the estimation of the potential impacts on the year 2024; thanks to the application of the transitory measures, no additional tax impact has been booked as of December 31, 2025.

Corporate income tax can be analyzed as follows:

(in € million)	2025	2024 restated
Current taxes		
– Current corporate income tax	(384.2)	(359.0)
Deferred taxes		
– Deferred taxes for the period	(1.9)	113.6
TOTAL	(386.1)	(245.4)

8.1 Analysis of the tax charge

Corporate income tax can be analyzed as follows:

(in € million)	2025	2024 restated
Pre-tax income of consolidated companies	(809.9)	183.1
Theoretical Tax (25.83%)	209.2	(47.3)
Effect of rate changes on deferred taxes recognized on the balance sheet	0.0	(4.7)
Effect of local rate differences ⁽¹⁾	121.4	35.3
Tax credits	1.9	2.0
Change in unrecognized deferred tax	(202.1)	(159.1)
Permanent differences & others ⁽²⁾	(516.5)	(71.6)
Corporate tax recognized	(386.1)	(245.4)

(1) The impact of local rate differences mainly relates to Chinese and German entities.

(2) Mainly due to withholding tax and in 2025 to impairment of goodwills (see note 10).

8.2 Analysis of tax assets and liabilities

(in € million)	2025	2024
Current taxes		
– Assets	242,6	337,1
– Liabilities	(141,1)	(162,7)
TOTAL	101,5	174,4
Deferred taxes		
– Assets ⁽¹⁾	654.2	983.8
– Liabilities	(245.3)	(266.3)
TOTAL	408.9	717.5
(1) Of which tax assets on tax losses.	196.8	272.9

The Group considers the recovery of the deferred tax net balance as at December 31, 2025, i.e. €408.9 million, as probable.

Changes in deferred taxes recorded on the balance sheet break down as follows:

(in € million)	2025	2024
Amount as at the beginning of the year	717.5	525.1
– Deferred taxes carried to net income for the period	(1.9)	146.9
– Deferred taxes recognized directly in equity ⁽¹⁾	(24.0)	7.0
– Effect of currency fluctuations and other movements	(64.1)	37.4
– Effect of scope variations	(218.5)	1.1
Amount at the end of the year	408.9	717.5
(1) Mainly related to actuarial gains and losses directly recognized in equity.		

8.3 Deferred tax assets and liabilities by nature

(in € million)	2025	2024
Tax asset carryforwards	196.8	272.9
Intangible assets	(394.8)	(261.0)
Other tangible assets and long term assets	44.3	3.3
Pensions	70.5	101.7
Other reserves	9.9	27.8
Stocks	75.5	144.8
Other working capital	406.7	427.9
TOTAL	408.9	717.5
of which deferred tax assets	654.2	983.8
of which deferred tax liabilities	(245.3)	(266.3)

The variation of the net deferred tax on intangible assets includes the deferred tax effect of the amortization of intangible assets acquired in business combinations.

8.4 Impairment of tax asset carryforwards

The ageing of impaired tax asset carryforward is detailed as follows:

<i>(in € million)</i>	2025	2024
N+1	7.7	6.0
N+2	1.6	19.0
N+3	15.1	12.1
N+4	24.8	24.3
N+5 and above	164.1	217.8
Unlimited	721.2	677.6
TOTAL	934.5	956.7

These impaired deferred income tax assets on loss carry forwards are mainly located in France.

NOTE 9 Earnings per share

Basic earnings per share are calculated by dividing net income attributable to owners of the parent by the weighted average number of shares outstanding during the year, excluding treasury stock. For the purpose of calculating diluted earnings per share, the Group adjusts

net income attributable to owners of the parent and the weighted average number of shares outstanding for the effects of all dilutive potential ordinary shares (including stock options, free shares and convertible bonds).

	2025	2024
Number of shares outstanding at year-end	197,089,340	197,089,340
Adjustments:		
– treasury stock	(111,527)	(269,574)
– weighted impact of share issue prorated		
Weighted average number of shares before dilution	196,977,813	196,819,766
Weighted impact of dilutive instruments:		
– free shares attributed	859,209	500,624
– bonds with conversion option		
Weighted average number of shares after dilution	197,837,022	197,320,390

The dilutive impact of the bonds was calculated using the treasury stock method.

In relation to stock options, this method consists of comparing the number of shares that would have been issued if all outstanding stock options had been exercised to the number of shares that could have been acquired at fair value.

The potentially dilutive impact of free shares is taken into account considering the number of shares to be distributed for the plans of which the realization of the performance conditions has already been stated by the Board.

Earnings per share

Earnings per share break down as follows:

	2025	2024 restated
Net Income (loss) (in € million)	(2,091.1)	(185.2)
Basic earnings (loss) per share	(10.62)	(0.94)
After dilution	(10.62)	(0.94)
Net Income (loss) from continued operations (in € million)	(1,457.8)	(217.2)
Basic earnings (loss) per share	(7.40)	(1.10)
After dilution	(7.40)	(1.10)
Net Income (loss) from discontinued operations (in € million)	(633.3)	32
Basic earnings (loss) per share	(3.22)	0.16
After dilution	(3.22)	0.16

NOTE 10 Goodwill

In case of a business combination, the aggregate value of the acquisition is allocated to the identifiable assets acquired and liabilities assumed based on their fair value determined at their acquisition date.

A goodwill is recognized when the aggregate of the consideration transferred and the amount of any non-controlling interest in the acquiree exceed the net of the acquisition-date amounts of the identifiable assets acquired and the liabilities assumed. In accordance with IAS 36, goodwill is not amortized but is tested for impairment at least once a year and more often if there is an indication that it may be impaired. For the purpose of impairment testing, goodwill is allocated to Cash-Generating Units (CGUs). A CGU is defined as the smallest identifiable group of assets that generates cash inflows that are largely independent of the cash inflows from other assets or groups of assets.

The CGU to which goodwill is allocated represents the level within the operating segment at which goodwill is monitored for internal management purposes. The Group has identified the following CGUs:

- Seating;
- Interiors (see notes 1.4, 2.1 and 4);
- Clean Mobility;
- Electronics;
- Lighting;
- Lifecycle Solutions.

The carrying amount of assets and liabilities thus grouped is compared to the higher of its market value and value in use, which is equal to the present value of the net future cash flows expected, and their net market value including costs of disposal.

(in € million)	Gross	Impairment	Net
Amount as of January 1, 2024	5,790.1	(660.4)	5,129.6
Acquisitions	21.5	0.0	21.5
Provision for impairment	0.0	0.0	0.0
Scope variations	0.0	0.0	0.0
Translation adjustments and other movements	7.7	(0.1)	7.6
Amount as of December 31, 2024	5,819.3	(660.5)	5,158.7
Acquisitions	0.0	0.0	0.0
Provision for impairment	0.0	(919.6)	(919.6)
Scope variations	0.0	0.0	0.0
IFRS5 impact	(1,269.5)	508.6	(761.0)
Translation adjustments and other movements	(22.4)	0.0	(22.4)
Amount as of December 31, 2025	4,527.3	(1,071.6)	3,455.7

Breakdown of the net amount of goodwill by operating segment:

(in € million)	2024	Acquisitions	Provision for impairment	Scope variations	IFRS 5 impact	Translation adjustments and other	2025
Seating	1,150.5	0.0	0.0	0.0	0.0	(0.2)	1,150.3
Interiors	761.0	0.0	0.0	0.0	(761.0)	0.0	0.0
Clean Mobility	699.8	0.0	0.0	0.0	0.0	(22.2)	677.6
Electronics	1,674.4	0.0	(650.0)	0.0	0.0	0.0	1,024.4
Lighting	291.1	0.0	(269.6)	0.0	0.0	0.0	21.5
Lifecycle solutions	581.9	0.0	0.0	0.0	0.0	0.0	581.9
TOTAL	5,158.7	0.0	(919.6)	0.0	(761.0)	(22.4)	3,455.7

Cash-generating units and impairment tests

Impairment tests on assets are carried out whenever there is an indication that an asset may be impaired. Impairment testing consists of comparing the carrying amount of an asset, or group of assets, with the higher of its market value and value in use. Value in use is defined as the present value of the net future cash flows expected to be derived from an asset or group of assets.

The assets are grouped at the lowest levels for which there are separately identifiable cash flows (cash-generating units, or CGUs).

Impairment tests are performed on each group of intangible assets (development costs) and property, plant and equipment attributable to a customer contract. This is done by comparing the aggregate carrying amount of the Group of assets concerned with the present value of the expected net future cash flows to be derived from the contract.

An impairment loss is recorded when the assets' carrying amount is higher than the present value of the expected net future cash flows. A provision is then recorded for losses to completion on loss-making contracts in compliance with IAS 37.

In case of a triggering event, impairment testing is also carried out on general and corporate assets grouped primarily by type of product and geographic area.

Manufacturing assets whose closure is planned are tested independently for impairment.

Within the frame of the impairment tests of goodwill and group of CGUs, the cash flow forecasts used to calculate value in use were based on the Group's 2026-2030 forecasts which were drafted in the second semester of 2025. The volume assumptions used in the strategic plan are based on worldwide automotive market assumptions of 88 million of cars in 2026, 90.8 million in 2027 and 94.6 million in 2030, based themselves on external

information sources. The impacts of group commitment on carbon neutrality as well as the consequences of governmental policies linked to the global warming are as well part of the assumptions used for these forecasts.

The main assumption affecting value in use is the level of operating income used to calculate future cash flows and particularly the terminal value. The operating margin assumption for 2030 remains above 7% of sales for the Group as a whole.

Projected cash flows for the last year (2030) have been projected to infinity by applying a growth rate determined based on analysts' trend forecasts for the automotive market. The growth rate applied for the 2025 test was 1.4% (1.4% applied at the end of 2024 except for Electronics with 2% applied at the end of 2024) except for Clean Mobility for which a growth rate nil has been considered (0% applied at the end of 2024).

FORVIA called on an independent expert to update the weighted average cost of capital used to discount future cash flows. The market parameters used in the expert's calculation are based on a sample of companies operating in the automotive supplier sector. Taking into account these parameters and a market risk premium of 6.5% on average, the weighted cost of capital used to discount future cash flows was set at 10.2% (on the basis of a range of values provided by the independent expert) in 2025 (10.2% in 2024). This rate was applied for the impairment tests carried out on all of the groups of CGUs, as they all bear the same specific risks relating to the automotive supplier sector and the CGUs multinational operation does not justify using geographically different discount rates.

The tests performed as of December 31, 2025 did not show any indication of impairment in goodwill for the segments Seating, Clean Mobility et Lifecycle Solutions. The test is leading to an impairment on goodwill for the segments Electronics for an amount of €650 million and for Lighting for an amount of €270 million.

The table below shows the sensitivity of the impairment test results to changes in the assumptions used as of December 31, 2025 to determine the value in use of the CGUs groups to which the Group's goodwill is allocated:

(in € million)	Sensitivity				
	Test income (value in use – net carrying value)	Cash flow discount rate +0.5 pt	Growth rate to infinity -0.5 pt	Operating margin rate for terminal value -0.5 pt	Combination of the 3 factors
Seating	2,077	(250)	(191)	(264)	(650)
Clean Mobility	2,088	(112)	(90)	(84)	(259)
Electronics	(650)	(232)	(193)	(192)	(559)
Lighting	(270)	(98)	(76)	(111)	(262)
Lifecycle solutions	6	(62)	(48)	(38)	(138)
Impairment of goodwills booked in 2025 (see note 6)	(920)				

NOTE 11 Intangible assets

11.1 Research and development expenditure

The FORVIA group incurs certain development costs in connection with producing and delivering modules for specific customer orders which are considered as set up costs for the serial parts production and capitalized. In accordance with IAS 38, these development costs are recorded as an intangible asset where the Company concerned can demonstrate:

- its intention to complete the project as well as the availability of adequate technical and financial resources to do so;
- how the customer contract will generate probable future economic benefits and the Company's ability to measure these reliably;

- its ability to reliably measure the expenditure attributable to the contracts concerned (costs to completion).

These capitalized costs are amortized to match the quantities of parts delivered to the customer, over a period not exceeding five years except under exceptional circumstances.

Research costs, and development costs that do not meet the above criteria, are expensed as incurred (see note 5.4).

11.2 Other intangible assets

Other intangible assets include development and purchase costs relating to software used within the Group – which are amortized on a straight-line basis over a period of between one and three years – as well as patents and licenses,

It also includes the intangible assets acquired in business combinations (customer relationship, trademarks, technologies...); these assets are amortized on the corresponding contracts duration, i.e. between 5 and 20 years for trademarks, between 6 and 16 years for customer relationship and between 6 and 12 years for technologies.

Intangible assets break down as follows:

(in € million)	Development costs	Software and other	Intangible assets acquired	Total
AMOUNT AS OF JANUARY 1, 2024	3,154.0	74.5	1,146.4	4,374.8
Additions	1,056.4	9.1	0.0	1,065.4
Depreciation and amortization	(718.0)	(35.6)	(190.5)	(944.1)
Funding of provisions	(43.4)	(0.1)	(1.2)	(44.7)
Scope variations	(1.6)	0.5	26.0	24.9
Translation adjustments and other	84.5	21.9	(2.8)	103.6
AMOUNT AS OF DECEMBER 31, 2024	3,531.9	70.2	977.9	4,580.0
Additions	761.5	7.4	0.0	768.9
Depreciation and amortization	(681.0)	(29.6)	(180.8)	(891.3)
Funding of provisions	(29.3)	(0.1)	0.0	(29.4)
Scope variations	(695.5)	(6.9)	(0.1)	(702.6)
Translation adjustments and other	(114.6)	9.7	(10.1)	(115.2)
AMOUNT AS OF DECEMBER 31, 2025	2,773.0	50.7	786.8	3,610.5

The book value of development costs allocated to a customer contract as well as the associated specific tooling is compared to the present value of the expected net future cash flows to be derived from the contract based

on the best possible estimate of future sales. The volumes taken into account in FORVIA's business plans are the best estimates by the Group's Marketing department based on automakers' forecasts when available.

NOTE 12 Property, plant and equipment

Property, plant and equipment are stated at acquisition cost, or production cost in the case of assets produced by the Group for its own use, less accumulated depreciation.

Maintenance and repair costs are expensed as incurred, except when they increase productivity or prolong the useful life of an asset, in which case they are capitalized.

In accordance with the amended version of IAS 23, borrowing costs on qualifying assets arising subsequent to January 1, 2009 are included in the cost of the assets concerned. The amount is not significant for the period.

Property, plant and equipment are depreciated by the straight-line method over the estimated useful lives of the assets, as follows:

Buildings	20 to 30 years
Leasehold improvements, fixtures and fitting ⁽¹⁾	10 to 20 years
Machinery, tooling and furniture	3 to 15 years

(1) For leased buildings, leasehold improvements are depreciated over the same duration than the corresponding Right-of-Use asset.

Investment grants are recorded as a deduction from the assets that they were used to finance.

(in € million)	Land	Buildings	Plant, tooling and equipment	Specific tooling	Other property, plant and equipment and property, plant and equipment in progress	Total
AMOUNT AS OF JANUARY 1, 2024	213.0	776.1	2,752.7	17.2	1,176.0	4,934.9
Additions (including own work capital)	2.0	25.2	174.3	2.8	759.5	963.9
Disposals	(2.8)	(61.5)	(270.2)	(0.2)	(43.4)	(378.0)
Depreciation	(1.7)	(82.9)	(744.9)	(5.3)	(88.8)	(923.7)
Non-recurring impairment losses	(0.0)	(9.8)	(16.4)	(0.4)	(26.1)	(52.8)
Depreciation written off on disposals	0.1	55.1	235.3	0.2	40.3	331.0
Scope variations	(6.1)	(5.1)	44.4	0.0	21.5	54.7
Translation adjustments and other	2.5	163.8	737.7	0.1	(855.1)	49.0
AMOUNT AS OF DECEMBER 31, 2024	207.0	860.9	2,912.9	14.3	983.8	4,978.9
Additions (including own work capital)	7.3	12.3	141.0	2.8	412.9	576.5
Disposals	(1.6)	(21.1)	(191.6)	(0.4)	(25.3)	(240.1)
Funding of depreciation, amortization and impairment provisions	(1.7)	(79.3)	(596.5)	(4.9)	(80.8)	(763.3)
Non-recurring impairment losses	(0.3)	(7.2)	(66.9)	0.0	14.1	(60.3)
Depreciation written off on disposals	(2.6)	20.9	166.6	0.4	23.3	208.5
Scope variations	(13.6)	(72.0)	(590.2)	(0.0)	(187.4)	(863.1)
Translation adjustments and other	(2.9)	40.0	277.1	(0.0)	(475.9)	(161.8)
AMOUNT AS OF DECEMBER 31, 2025	191.6	754.5	2,052.5	12.2	664.6	3,675.4

(in € million)	2025			2024	
	Gross	Depreciation	Net	Gross	Net
Land	235.1	(43.6)	191.6	249.7	207.0
Buildings	1,809.0	(1,054.5)	754.5	2,126.9	860.9
Plant, tooling and technical equipment	8,639.1	(6,586.7)	2,052.5	10,591.9	2,912.9
Specific tooling	85.3	(73.0)	12.2	99.0	14.3
Other property, plant and equipment & property, plant and equipment in progress	1,553.9	(889.2)	664.6	1,951.2	983.8
TOTAL	12,322.4	(8,647.1)	3,675.4	15,018.6	4,978.9

Property, plant and equipment are often dedicated to client programs.

NOTE 13 Right-of-use assets

Lease contracts are accounted for in the balance sheet, through an asset (representing the right to use the leased asset along the contract duration) and a liability (representing the lease future payments obligation), considering the main following principles:

- exemption of contracts with a duration less than 12 months or which value is below €5,000 (corresponding lease payments are still expensed along the contract lifetime);
- the duration of a contract is equal to its non cancellable duration, except if the Group is reasonably certain to exercise the renewal or cancellation options contractually agreed;
- as long as the contract implicit rate can't be easily determined, the discount rate used is the marginal borrowing rate corresponding to the duration of the lease contract, determined based on the lessee and duration concerned;
- as of the effective date (date at which the leased asset is made available by the lessor), lease contracts as defined per IFRS 16 "Leases" are accounted for:
 - as fixed assets (right of use) for the amount of the lease liability, increased by advanced payments made to lessor, initial costs incurred, as well as estimated dismantling or refurbishment costs that would be paid by FORVIA based on contractual terms if needed, and
 - as lease liability for the amount of discounted lease payment over the contract duration as defined above, using the discount rate defined above,
 - these right of use are depreciated on a linear basis, on the contract duration or by exception on the utility duration, if this one is shorter or if the contract transfers to the lessee the asset property or if a purchase option exists which is reasonably certain to be exercised by FORVIA,
 - cash flows related to the sale and lease back operations are included in the cash flows provided by investing activities.

<i>(in € million)</i>	Land	Buildings	Plant and equipment	Others	Total
AMOUNT AS OF JANUARY 1, 2024	0.3	801.7	59.0	85.1	946.1
New contracts	0.0	86.5	10.1	69.8	166.4
Depreciation	0.0	(180.8)	(20.8)	(49.1)	(250.7)
Funding of impairment provisions	0.0	(7.6)	(3.2)	(0.2)	(11.0)
Scope variations	0.0	2.9	0.0	(0.6)	2.3
Translation adjustments and other	(0.2)	84.6	(1.5)	(2.6)	80.4
AMOUNT AS OF DECEMBER 31, 2024	0.1	787.4	43.6	102.4	933.4
New contracts	0.0	33.9	5.2	28.7	67.8
Depreciation	(0.0)	(125.1)	(12.2)	(36.0)	(173.3)
Funding of impairment provisions	0.0	(19.9)	(1.4)	(0.4)	(21.7)
Scope variations	(0.1)	(220.2)	(15.4)	(26.5)	(262.2)
Translation adjustments and other	1.7	25.4	(1.0)	(5.6)	20.6
AMOUNT AS OF DECEMBER 31, 2025	1.7	481.5	18.8	62.6	564.6

Variable lease contracts: contracts corresponding to the qualification of lease contracts, for which all payments are variable payments, leading to no recognition of right-of-use assets and financial debt, have been signed for the

lease of solar panel producing electricity (on site PPA) in plants of the Group. As at December 31, 2025, 51 contracts, mainly for a duration of 20 years, were in operation.

NOTE 14 Investments in associates

Investment in associates:

As of December 31, 2025

(in € million)	% interest	Group share of equity	Dividends received by the Group	Group share of sales	Group share of total assets
Changchun HELLA Faway Automotive Lighting Co.	40%	44.2	(0.3)	59.1	86.2
HELLA MINTH Jiaxing Automotive Parts Co.	41%	31.8	(2.1)	15.6	36.9
Faurecia-NHK Co., Ltd	50%	(0.0)	0.0	170.2	39.9
TEKNIK MALZEME Ticaret Ve Sanayi A.S	50%	(0.0)	0.0	42.2	24.1
SYMBIO	33%	(0.0)	0.0	1.0	121.0
Total Network Manufacturing LLC	49%	1.2	0.0	147.0	30.5
Others		105.7	(6.7)	434.9	268.2
TOTAL		183.0	(9.1)	869.9	606.6

(1) Percent of interest held by the Company that owns the shares.

(2) As the Group share of some company's net equity is negative, it is recorded under liabilities as a provision for contingencies and charges.

Change in investments in associate

(in € million)	2025	2024
Group share of equity at beginning of period	209.7	307.8
Dividends	(9.1)	(23.7)
Share of net income of associates	(61.6)	(17.7)
Change in scope of consolidation	51.1	(64.7)
Capital increase	2.2	2.6
Currency translation adjustments	(9.4)	5.4
Group share of equity at end of period	183.0	209.7

All impacts of the agreement signed between the Symbio shareholders in November 2025 have been considered, more specifically the exit of Stellantis expected early 2026 as well as the financing commitment over 3 years from FORVIA and Michelin, remaining shareholders, for a total

amount of € 209 million ; it includes the non cash depreciation of the loan to Symbio for €143 million booked in shares of net income of associates in the consolidated profit and loss and in other non-current financial assets in the balance sheet.

NOTE 15 Other equity interests

Equity interests correspond to the Group's interests in the capital of non-consolidated companies. They are subject to impairment testing based on the most appropriate financial analysis criteria. An impairment loss is recognized

when appropriate. The criteria generally applied are the Group's equity in the underlying net assets and the earnings outlook of the company concerned.

(in € million)	% of share capital	2025		2024
		Gross	Net	Net
Changchun Xuyang Industrial Group	18.8	11.8	11.8	12.8
TactoTek Oy	9.0	6.6	0.0	1.6
HELLA Fast Forward Shanghai Co., Ltd	100.0	11.7	11.7	12.7
Kinetic Automation Inc.	8.9	4.6	4.6	2.4
Others		104.3	64.5	85.4
TOTAL		139.0	92.6	114.9

NOTE 16 Other non-current financial assets

Loans and other financial assets are initially stated at fair value and then at amortized cost, calculated using the effective interest method.

Provisions are booked on a case-by-case basis where there is a risk of non-recovery.

(in € million)	2025			2024
	Gross	Provisions	Net	Net
Loans to companies consolidated by equity method and non-consolidated companies	188.7	(162.4)	26.3	131.9
Other loans	10.2	(6.7)	3.5	3.9
Derivatives	2.0	0.0	2.0	3.7
Others	25.1	(3.7)	21.4	19.0
TOTAL	226.0	(172.8)	53.2	158.5

The non cash depreciation of the loan to Symbio for €143 million is booked in shares of net income of associates in the consolidated profit and loss and in other non-current financial assets in the balance sheet.

NOTE 17 Other non-current assets

This item includes:

(in € million)	2025	2024
Pension plan surpluses	21.6	34.6
Guarantee deposits and other	73.2	109.7
TOTAL	94.8	144.3

NOTE 18 Inventories and work-in-progress

Inventories of raw materials and supplies are stated at cost, determined by the FIFO method (First-In, First-Out).

Finished and semi-finished products, as well as work-in-progress, are stated at production cost, determined by the FIFO method. Production cost includes the cost of materials and supplies as well as direct and indirect production costs, excluding overhead not linked to production and borrowing costs.

Work-in-progress includes the costs of specific tooling produced or purchased specifically for the purpose of manufacturing parts or modules for customer orders and which are sold to the customer, i.e. for which the control is transferred to the customer, usually shortly before serial production starts, and specific development work which is

sold to customers and corresponding to the definition of work in progress when the contract enables to consider that these developments are a specific performance obligation under IFRS 15. These costs are expensed (cost of sales) over the period in which the corresponding revenue is recognized, i.e. at transfer of control of these development works to the customer.

Inventories of products for which the Group is considered as agent are presented as contract assets and not in inventories.

Provisions are booked for inventories for which the probable realizable value is lower than cost and for slow moving items.

	2025			2024
(in € million)	Gross	Depreciations	Net	Net
Raw materials and supplies	1,095.3	(127.3)	968.1	1,182.2
Engineering, tooling and prototypes	392.6	(17.1)	375.5	631.1
Work in progress for production	103.3	(4.2)	99.1	95.5
Semi-finished and finished products	666.8	(107.3)	559.5	672.0
Total inventories and work in progress	2,258.0	(255.8)	2,002.1	2,580.8
Contract assets	123.4	(7.2)	116.2	114.7
TOTAL	2,381.4	(263.1)	2,118.3	2,695.5

Inventories and work in progress as well as contract assets expressed in days of sales (including agent flows) are representing 39 days as of December 31, 2025:

(in € million)	2025	2025 before IFRS5	2024
Inventories incl contract assets (E)	2,118	2,482	2,695
Material Consumption + External Charges (C1) (12 months)	(14,995)	(18,226)	(18,896)
Agent Flow (C2) (12 months)	(4,325)	(4,631)	(5,226)
Material Consumption with Agent Flows (C=C1+C2)	(19,319)	(22,857)	(24,122)
Days of Inventory Outstanding (E/C/360)	39 days	39 days	40 days

Nota: the computation of the Days of Inventory outstanding ratio necessitates the reintegration of the gross amount of agent flows (see Note 1.3) which are neither included in the consolidated sales, nor in cost of goods sold in compliance with IFRS 15, but are included in the working capital in inventory, trade payables and trade receivables.

NOTE 19 Trade accounts receivables

Under trade receivables sale programs, the Group can sell a portion of the receivables of a number of its French, German, North America and other subsidiaries to a group of financial institutions, transferring substantially all of the risks and rewards relating to the receivables sold to the financial institutions concerned.

The following table shows the amount of receivables sold with maturities beyond December 31, 2025, for which substantially all the risks and rewards have been transferred, and which have therefore been derecognized, as well as the financing under these programs:

(in € million)	2025 before IFRS5	IFRS5 impact	2025	2024
Financing	1,218.0	(94.4)	1,123.6	1,309.3
Guarantee reserve deducted from borrowings	(30.0)	1.8	(28.2)	(30.4)
Cash received as consideration for receivables sold	1,187.9	(92.5)	1,095.4	1,278.9
Receivables sold and derecognized	(1,187.9)	92.5	(1,095.4)	(1,278.9)

Individually impaired trade receivables are as follows:

(in € million)	2025	2024
Gross total trade receivables	2,875.3	4,000.9
Provision for impairment of receivables	(29.4)	(38.6)
TOTAL	2,845.9	3,962.3

Given the high quality of Group counterparties, late payments do not represent a material risk. They generally arise from administrative issues.

Late payments as of December 31, 2025 were €167.7 million, breaking down as follows:

- €67.8 million less than one month past due;
- €23.9 million between one and two months past due;

- €1.2 million between two and three months past due;
- €30.7 million between three and six months past due;
- €43.5 million more than six months past due.

Trade accounts receivables expressed in number of days of sales (including agent flows) are representing 52 days of sales as of December 31, 2025.

(in € million)	2025	2025 before IFRS5	2024
Trade receivables before factoring (F)	3,941	4,823	5,241
Total Sales (H1) (12 months)	21,347	26,154	26,974
Agent Flows (H2) (12 months)	4,325	4,631	5,226
Total Sales with Agent Flows (H=H1+H2)	25,672	30,785	32,200
Days of Sales outstanding (F excl.VAT/H/360)	52 days	53 days	55 days

Nota: the computation of the days of sales outstanding ratio necessitates the reintegration of the gross amount of agent flows (see Note 1.3) which are neither included in the consolidated sales, nor in cost of goods sold in compliance with IFRS 15, but are included in the working capital in inventory, trade payables and trade receivables.

	Total Group	o/w		
Days of Sales Outstanding – DSO	2025	EMEA	Americas	Asia
Total trade accounts receivables	52 days	46 days	45 days	85 days

NOTE 20 Other operating receivables

(in € million)	2025	2024
Down payments	53.6	96.9
Currency derivatives for operations	52.8	27.5
Other receivables ⁽¹⁾	315.8	386.1
TOTAL	422.2	510.6
(1) Including the following amounts for VAT and other tax receivables.	312.1	379.5

NOTE 21 Other receivables

(in € million)	2025	2024
Short-term portion of loans	4.6	49.1
Prepaid expenses	531.1	728.7
Current taxes	242.6	337.1
Other sundry receivables	151.0	220.1
TOTAL	929.3	1,335.0

In 2025, the receivables on France Crédit d'Impôt Recherche (CIR) have been sold for an amount of €24.9 million and derecognized vs €43.2 million in 2024.

NOTE 22 Cash and cash equivalents

Cash and cash equivalents include current account balances in the amount of €2,988.1 million (compared to €3,357.9 million in 2024) and short-term investments in the amount of €919.4 million (compared to €1,142.4 million in 2024), for a total of €3,907.5 million as of December 31, 2025 (€4,500.4 million as of December 31, 2024). The total of cash and cash equivalents before IFRS5 is €4,257.0 million as of December 31, 2025.

These components include cash at bank, current account balances, marketable securities such as money market and short-term money market funds, deposit and very short-term risk-free securities that are readily sold or converted into cash. Cash equivalents are investments held for the purpose of meeting short term cash commitments and are subject to an insignificant risk of change in value.

They are measured at fair value and variances are booked through P&L.

NOTE 23 Shareholders' equity

23.1 Capital

As of December 31, 2025, FORVIA capital stock totaled €1,379,625,380 divided into 197,089,340 fully paid-up shares with a par value of €7 each.

The Group's capital is not subject to any external restrictions. Double voting rights are granted to all shares for which a nominative registration can be confirmed, for at least two years in the name of the same shareholder.

23.2 Share-based payment

Free share grant

In 2010, FORVIA implemented a share grant plan for executives of Group companies. These shares are subject to service and performance conditions.

In 2021, FORVIA has implemented a unique long term share grant plan (Executive Super Performance Initiative – ESPI) for the members of the Group Executive Committee, executives of Group companies. The acquisition period is five years without conservation condition, and the maximum amount is limited to 300% of the yearly fixed wages. These shares are subject to a service and a performance condition, the Total Shareholder Return – TSR, compared to a peer group.

Free shares are measured at fair value by reference to the market price of FORVIA's shares at the grant date, less an amount corresponding to the expected dividends due on the shares but not paid during the vesting period and an amount reflecting the cost of the shares being subject to a lock-up period. For the ESPI plan, the fair value of the shares includes also an assumption for the achievement of the external performance condition which is frozen at grant date. The fair value is recognized in payroll costs on a straight-line basis over the vesting period, with a corresponding adjustment to equity.

Details of the share grant plans as of December 31, 2025 are set out in the table below:

Date of Annual Shareholders' Meeting	Date of Board meeting	Maximum number of free shares that can be granted ⁽¹⁾ for:		Performance condition	Share market value at grant date (in €)	Adjustments		Acquisition date	Sales date (from)
		reaching the objective	exceeding the objective			dividend rate	Non-transferability discount		
05/30/2023	07/26/2023	1,146,704	1,491,429	Cumulated operating income and net cash flow target over 2023-2024-2025, Forvia earning per share growth compared to a reference group of companies, percentage of diversity men-women within the management population and emissions reduction target	24.57	4.00%	NA	07/26/2027	07/26/2027
05/30/2024	07/23/2024	1,846,548	2,400,525	Cumulated operating income and net cash flow target over 2024-2025-2026, Forvia earning per share growth compared to a reference group of companies, percentage of diversity men-women within the management population and emissions reduction target	10.67	6.50%	NA	07/23/2028	07/23/2028
05/30/2025	07/25/2025	2,363,270	3,072,210	Cumulated operating income and net cash flow target over 2025-2026-2027, Forvia earning per share growth compared to a reference group of companies, percentage of diversity men-women within the management population and emissions reduction target	10.28	1.46%	NA	07/25/2029	07/25/2029
05/31/2021	07/23/2021	143,290	143,290	ESPI plan : Forvia share relative performance (TSR) compared to a reference group of companies on a yearly basis ; for the CEO, FORVIA share relative performance (TSR) compared to a reference group of companies on average over 5 years (2021-2026)	39.57	3.60%	NA	07/23/2026	07/23/2026

(1) Net of free shares granted cancelled.

The shares corresponding to the plan attributed by the Board of October 25, 2021 (458,047), have been distributed in October 2025. The performance conditions for the plan attributed by the Board of July 28, 2022 have been partially met, the corresponding shares (859,209) will be distributed in July 2026.

Other plans

Furthermore, a long-term variable remuneration (Long-Term Incentive, LTI) has been implemented for HELLA Management Board before HELLA acquisition by FORVIA. This long term incentive is paid in cash. The LTI base amount is determined for the first fiscal year in the calculation period, as a fixed percentage of the annual fixed salary depending on the RoIC; the long term variable remuneration is based on a calculation period of a number of fiscal years and payment is made once the calculation period has come to an end.

For LTI up to the one granted for fiscal year 2022, the performance criteria are based on the Return on Invested Capital (RoIC), the income before tax as well as the performance of the HELLA share (total shareholder return) and the calculation period comprises a total period of five fiscal years. For example, the LTI allocated for the fiscal year 2020/2021 will be paid out at the end of the fiscal year 2025. As these LTI are share-based, their value is recognized according to IFRS 2.

For LTI granted for the fiscal year 2023 onwards, the performance of the HELLA share is not part of the performance criteria and the calculation period comprises a total of four fiscal years.

There are currently five plans on going with the following valuation:

Plan		Grant date	Vesting date	Debt as at 12/31/2025 (in € million)
LTI 21/22	(share-based)	6/1/2021	12/31/2025	2.3
LTI 22	(share-based)	6/1/2022	12/31/2026	3.0
LTI 23	(non share-based)	1/1/2023	12/31/2026	1.7
LTI 24	(non share-based)	1/1/2024	12/31/2027	0.9
LTI 25	(non share-based)	1/1/2025	12/31/2028	0.4

The amount recognized for the period for all these plans is an expense of €21.2 million, compared to €13.9 million in the year 2024.

23.3 Treasury stock

As of December 31, 2025, FORVIA held 111,527 treasury stock shares.

The cost of the shares held in treasury stock as of December 31, 2025 totaled €0.9 millions, representing an average cost of €8.2 per share.

NOTE 24 Minority interests

This item corresponds to minority shareholders' interests in the equity of consolidated subsidiaries.

Changes in minority interests were as follows:

(in € million)	2025	2024
Amount as at beginning of the period	1,778.6	1,662.0
Increase in minority shareholder interests	24.6	5.9
Other changes in scope of consolidation	(26.4)	34.8
Minority interests in net income for the year	86.3	161.0
Comprehensive income	5.6	(5.0)
Dividends allocated to minority interests	(80.8)	(104.8)
Currency translation adjustments	(60.6)	24.7
Amount as the end of the year	1,727.4	1,778.6

The minority interests, taken individually, are not considered as significant in comparison to the total net equity.

NOTE 25 Current provisions and contingent liabilities

25.1 Current provisions

A provision is recorded when Group Executive Management has decided to streamline the organization structure and announced the program to the employees affected by it or their representatives, when relevant.

(in € million)	2025	2024
Restructuring	267.2	262.8
Risks on contracts and customer warranties	158.1	223.3
Litigation	24.5	28.7
Other provisions ⁽¹⁾	155.0	101.6
TOTAL	604.7	616.4

(1) mainly including provisions on the negative net equity of equity method companies.

Changes in these provisions during 2025 were as follows:

(in € million)	Amount as of January 1, 2025	Additions	Expenses charged	Reversals ⁽¹⁾	Sub total changes	Change in scope of consolidation and other changes	Amount as of December 31, 2025
Restructuring	262.8	245.5	(162.8)	0.0	82.6	(78.2)	267.2
Risks on contracts and customer warranties	223.3	92.2	(142.4)	(17.9)	(68.1)	2.9	158.1
Litigation	28.7	8.3	(8.6)	(0.1)	(0.4)	(3.8)	24.5
Other provisions	101.6	7.4	(16.6)	(0.2)	(9.4)	62.8	155.0
TOTAL	616.4	353.4	(330.4)	(18.2)	4.7	(16.4)	604.7

(1) Surplus provisions.

25.2 Contingent liabilities

Litigation

With letter dated August 2021, the German Federal Financial Supervisory Authority (Bundesanstalt für Finanzdienstleistungsaufsicht – “BaFin”) asked HELLA GmbH & Co. KGaA (“Company”) for information and the submission of documents regarding a potentially delayed capital market information under the Market Abuse Regulation (EU) No. 596/2014 (“MAR”); the request was issued in connection with the public takeover process in 2021 regarding the shares in the Company. The Company is of the opinion that it acted in accordance with all legal requirements and responded to this letter and another letter from BaFin on suspected administrative offenses

accordingly. In May 2024, the Company was informed that the public prosecutor’s office in Frankfurt am Main (“Prosecutor’s Office”) had taken over the administrative fine proceedings as the possible administrative offense was related to a prosecution of a criminal offense.

On June 27, 2025, FORVIA HELLA’s external legal counsel received official notification from Public Prosecutor’s Office Frankfurt am Main that the case is fully closed following discussions with the Prosecutor. Accordingly, no material fines or further prosecution are anticipated in the case.

There are no other claims or litigation in progress or pending that are likely to have a material impact on the Group’s consolidated financial position.

NOTE 26 Non-current provisions and provisions for pensions and other post-employment benefits**26.1 Non-current provisions**

<i>(in € million)</i>	2025	2024
Provisions for pensions and other employee obligations	529.4	621.1
– Pension plan benefit obligations	361.2	396.1
– Post-retirement benefit obligations	130.8	178.7
– Long-service awards	31.5	38.0
– Healthcare costs	5.9	8.2
TOTAL	529.4	621.1

Changes in non-current provisions

<i>(in € million)</i>	2025	2024
Amount as at the beginning of the period	621.1	630.0
Scope variation	(2.6)	(4.2)
Other movements	4.9	(2.5)
Allowance (or reversal) of provision	42.9	46.3
Expenses charged to the period	(35.3)	(39.3)
Payment to external funds	(6.2)	(5.3)
Restatement differences	(28.5)	(4.0)
Restatement IFRS 5 on opening balance	(66.8)	N/A
Amount as at the end of the period	529.4	621.1

26.2 Provisions for pensions and other post-employment benefits

Group employees may receive, in addition to their pensions in conformity with the applicable regulations in the countries where the Group companies employing them are located, additional benefits or post-retirement benefit obligations. The Group offers these benefits through either defined benefits or defined contribution plans. The valuation and accounting methodologies followed by the Group are the following:

- for defined contribution plans, costs are recognized as expenses based on contributions;
- the liability for defined benefit plans is determined on an actuarial basis using the projected unit credit method, according to the agreements effective in each concerned Group company.

The valuation takes into account the probability of employees staying with the Group up to retirement age and expected future salary levels as well as other economic assumptions (such as the inflation rate, the discount rate) for each concerned zone or country. It takes also into account the 2021 IFRS IC decision on attributing benefit to periods of services. These assumptions are described in Note 26.2.

Benefit obligations are partially funded by contributions to external funds. In cases where the funds are permanently allocated to the benefit plan concerned, their value is deducted from the related liability. An excess of plan assets is only recognized in the balance sheet when it represents future benefits effectively available for the Group.

Periodic pension and other employee benefit costs are recognized as operating expenses over the benefit vesting period.

Actuarial gains and losses on defined benefits plan are recognized in other comprehensive income.

In case of a change in regime, past service costs are fully recognized as operating expenses, the benefits being fully acquired or not.

The expected rate of return of defined benefits plan assets is equal to the discount rate used to value the obligation at the opening of the period. This return is recorded in "Other financial income and expense".

The other long-term benefits (during employment period) mainly cover seniority bonuses as well as long-service awards. The obligation is valued using similar methodology, assumptions and frequency as the ones used for post-employment benefits.

Benefit obligations

(in € million)	2025	2024
Present value of projected obligations		
– Pension plan benefit obligations	492.5	633.5
– Post-retirement indemnities obligations	131.5	180.9
– Long-service awards	31.4	38.0
– Healthcare costs	5.9	8.2
TOTAL	661.3	860.6
Value of plan assets		
– Provisions booked in the accounts	529.4	621.1
– External funds (market value) ⁽¹⁾	153.5	274.1
– Plan surplus ⁽²⁾	(21.6)	(34.6)
TOTAL	661.3	860.6

(1) External funds mainly cover pension plan benefit obligations for €173.5 million in 2025.

(2) Pension plan surpluses are included in Other non-current assets.

Pension benefit obligations

A – Description of the plans

In France, all employees benefit from the retirement severance regime depending on the collective agreement they belong to. All managerial employees with a salary in tranche C are granted a defined benefit pension scheme, for which the rights acquired as of December 31, 2019 have been frozen, in order to comply with the PACTE Law from May 22, 2019. Executive Committee members who have an employment contract with FORVIA S.E. or any of its subsidiaries also benefit from a defined benefit pension scheme for French members and defined contribution pension scheme for foreign members, the rights acquired as of December 31, 2019 in the defined benefit pension scheme for French members have also been frozen, in order to comply with the PACTE Law from May 22, 2019. The rights are reestimated based on the evolution of the salary and respective expenses of the employees part of the pension scheme.

In the United States, the two remaining plans already closed to new participants, and combined on January 1st, 2020 have been fully closed in 2025.

In Great Britain, a plan already closed to new participants, has been fully closed as at December 31st, 2025. These plan closures have not had any significant impacts on the group financial statements.

In Germany, the main defined benefit pension plan still open covers 5,012 participants. The benefit granted is based on the number of years of service, starting after 14 years. The main defined benefit pension plan closed to new participants covers 7,847 participants.

In Japan, the main defined benefit plan covers 613 participants. Benefits are based on years of service and paid at the end of the contract or upon reaching the age of 60.

B – Assumptions used

The Group's obligations under these plans are determined on an actuarial basis, using the following assumptions:

- retirement age between 64 and 65 for employees in France;
- staff turnover assumptions based on the economic conditions specific to each country and/or Group company;
- mortality assumptions specific to each country;

- estimated future salary levels until retirement age, based on inflation assumptions and forecasts of individual salary increases for each country;
- the expected long-term return on external funds;
- discount and inflation rates (or differential) based on local conditions;

The main actuarial assumptions used in the past two years to measure the pension liability are as follows:

(in %)	Euro zone	United Kingdom	USA	Japan
Discount rate				
December 31, 2025	3.80%	5.70%	5.00%	2.50%
December 31, 2024	3.40%	5.50%	5.28%	1.78%
Inflation rate				
December 31, 2025	2.00%	2.90%	N/A	N/A
December 31, 2024	2.00%	3.20%	N/A	N/A

Nota: The discount rate for the euro zone was determined on the basis of yields on prime corporate bonds for a maturity corresponding to the duration of the obligations. Prime corporate bonds are defined as bonds awarded one of the top two ratings by a recognized rating agency (for

example, bonds rated AA or AAA by Moody's or Standard & Poor's).

In the United States, the pension benefit obligations are not sensitive to the inflation rate.

The average duration of the various plans is as follows:

(in number of years)	Euro zone	United Kingdom	USA	Japan
Average duration	12.6	18.0	6.0	8.4

C – Information on external funds

External funds are invested as follows:

	2025			2024		
(in %)	Equities	Bonds	Others	Equities	Bonds	Others
France	12%	77%	11%	23%	71%	6%
United Kingdom	35%	65%	0%	22%	76%	2%
United States	0%	100%	0%	0%	96%	4%
Japan	8%	11%	81%	10%	21%	69%

The fair value of shares and bonds falls in the level 1 category (price quoted in active markets) in 2025.

D – Provisions for pension liabilities recognized on the balance sheet

(in € million)	2025			2024		
	France	Abroad ⁽¹⁾	Total	France	Abroad	Total
Amount as at the beginning of the period	136.1	404.1	540.2	136.6	417.1	553.7
Restatement IFRS 5 on opening balance	(30.3)	(29.1)	(59.4)	N/A	N/A	N/A
Effect of changes in scope of consolidation (provision net of plan surpluses)	0.0	(2.6)	(2.6)	0.0	(4.2)	(4.2)
Additions	8.6	27.7	36.3	11.1	28.9	40.0
Expenses charged to the provision	(8.0)	(13.1)	(21.1)	(8.5)	(24.8)	(33.3)
Payments to external funds	(2.8)	(3.4)	(6.2)	(0.5)	(4.8)	(5.3)
Actuarial gains/(losses)	0.1	(28.5)	(28.4)	2.0	(6.2)	(4.2)
Other movements	(2.5)	14.3	11.8	(4.6)	(1.9)	(6.5)
Amount as at the end of the period	101.2	369.3	470.6	136.1	404.1	540.2

(1) The provision for €369.3 million as of December 31, 2025 relates mainly to Germany (€309.9 million).

E – Changes in pension liabilities

(in € million)	2025			2024		
	France	Abroad	Total	France	Abroad	Total
Projected benefit obligation						
Amount as at the beginning of the period	151.7	662.6	814.3	152.0	700.5	852.5
Restatement IFRS 5 on opening balance	(32.8)	(48.0)	(80.8)	N/A	N/A	N/A
Service costs	5.4	16.4	21.8	7.6	13.2	20.8
Annual restatement	3.7	24.1	27.8	4.9	27.0	31.9
Benefits paid	(18.8)	(23.9)	(42.7)	(9.2)	(38.6)	(47.8)
Actuarial gains/(losses)	(0.1)	(31.8)	(31.9)	1.9	(14.1)	(12.2)
Other movements (including translation adjustment)	(2.5)	(9.7)	(12.2)	(4.6)	(24.1)	(28.7)
Curtailments and settlements	(0.1)	(3.3)	(3.4)	(0.9)	(1.3)	(2.2)
Effect of closures and plan amendments	0.0	(68.9)	(68.9)	0.0	0.0	0.0
Amount as at the end of the period	106.4	517.5	624.0	151.7	662.6	814.3
Value of plan assets						
Amount as at the beginning of the period	15.6	258.5	274.1	15.4	283.4	298.8
Restatement IFRS 5 on opening balance	(2.6)	(18.9)	(21.4)	N/A	N/A	N/A
Projected return on plan assets	0.4	9.5	9.9	0.5	10.0	10.5
Actuarial gains/(losses)	(0.2)	(3.3)	(3.5)	(0.1)	(7.9)	(8.0)
Other movements (including translation adjustment)	0.0	(8.6)	(8.6)	0.0	(13.4)	(13.4)
Employer contributions	2.8	3.4	6.2	0.5	4.8	5.3
Benefits paid	(10.8)	(10.8)	(21.6)	(0.7)	(18.4)	(19.1)
Curtailments and settlements	0.0	0.0	0.0	0.0	0.0	0.0
Effect of closures and plan amendments	0.0	(81.7)	(81.7)	0.0	0.0	0.0
Amount as at the end of the period	5.2	148.2	153.4	15.6	258.5	274.1
Balance of provisions as at the end of the period	101.2	369.3	470.6	136.1	404.1	540.2
TOTAL CHANGE EXPENSED AT THE END OF THE YEAR	8.6	27.7	36.3	11.1	28.9	40.0

These costs are recognized:

- in operating income for the portion relating to service cost;
- in "Other financial income and expenses" for restatement of vested rights and the projected return on external funds.

The actuarial gains and losses generated have been recorded in "Other comprehensive income" according to IAS 19R. It can be analyzed as follows:

(in € million)	2025		
	France	Abroad	Total
Detail of actuarial gains and losses of the period:			
– differences linked to financial assumptions	(1.0)	26.7	25.7
– differences linked to demographic assumptions	0.0	5.1	5.1
– other differences	0.9	(3.3)	(2.4)
TOTAL	(0.1)	28.5	28.4

F – Retirement pension liabilities: sensitivity to changes in the discount rate and in the inflation rate in the main countries

The impact of a 25 basis point increase in the discount rate and in the inflation rate for the projected benefit obligation is as follows:

(in %)	Discount rate +0.25 pt	Inflation rate +0.25 pt
France	(2.0)%	+1.6%
Germany	(3.1)%	+1.9%

26.3 Long-service awards

The Group evaluates its liability for the payment of long-service awards, given to employees based on certain seniority requirements. The Group calculates its liability for the payment of long-service awards using the same

method and assumptions as for its pension liability. Provisions for long-service awards have been set aside as follows:

(in € million)	2025	2024
France	2.5	3.8
Foreign ⁽¹⁾	28.9	34.2
TOTAL	31.4	38.0

(1) The provision for €28.9 million as of December 31, 2025 relates mainly to Germany (€15.1 million).

26.4 Healthcare costs

In addition to pension plans, some Group companies, mainly in the United States, cover the healthcare costs of their employees.

The related liability can be analyzed as follows:

(in € million)	2025	2024
Foreign companies	5.9	8.2
TOTAL	5.9	8.2

The increase of 25 basis points in the discount rate and 1 percentage point in the healthcare cost trend rates would lead to the following variations on the Group's projected benefits obligations:

(in %)	Discount rate +0.25 pt	Healthcare cost trend rate +1 pt.
Projected benefit obligation	(1.5%)	5.8%

Expenses recognized in connection with this liability break down as follows:

(in € million)	2025	2024
Service cost	0.0	0.0
Interest cost ⁽¹⁾	(0.4)	(0.4)
TOTAL	(0.4)	(0.4)

(1) Interest cost is recorded under "Other financial income and expenses".

Financial liabilities

The Group's financial liabilities fall within the IFRS 9 categories of (i) financial liabilities at fair value through profit or loss, and (ii) other financial liabilities measured at amortized cost.

They are recorded on the following balance sheet items: "Current financial liabilities" and "Non-current financial

liabilities" (Note 27), "Accrued taxes and payroll costs" (Note 29) and "Sundry payables" (Note 30).

Financial assets and liabilities are broken down into current and non-current components for maturities at the balance sheet date: under or over a year.

NOTE 27 Net debt

The Group's financial liabilities are generally measured at amortized cost using the effective interest method.

27.1 Analysis of net debt

(in € million)	2025 before IFRS 5	IFRS 5 Impact	2025	2024
Bonds	6,196.1	0.0	6,196.1	6,155.2
Bank borrowings	2,108.7	(21.4)	2,087.3	3,110.3
Other borrowings	1.2	(0.1)	1.1	1.3
Non-current lease liabilities	692.1	(199.5)	492.6	813.9
Non-current derivatives	110.9	0.1	111.0	88.5
NON-CURRENT FINANCIAL LIABILITIES	9,109.0	(220.9)	8,888.1	10,169.2
Current portion of long term debt	436.8	(1.0)	435.8	218.2
Current portion of lease liabilities	226.1	(63.1)	163.0	240.4
Short-term borrowings ⁽¹⁾	505.6	(16.5)	489.1	485.8
Current derivatives	2.1	0.1	2.2	18.4
CURRENT FINANCIAL LIABILITIES	1,170.6	(80.5)	1,090.1	962.8
FINANCIAL LIABILITIES	10,279.6	(301.4)	9,978.2	11,132.0
Derivatives classified under non-current and current assets	(12.6)	0.0	(12.6)	(9.0)
Cash and cash equivalents	(4,257.0)	349.5	(3,907.5)	(4,500.4)
NET DEBT	6,010.0	48.1	6,058.1	6,622.6
(1) Including bank overdrafts	10.7	(3.5)	7.2	32.5

The change in net financial debt during the year is as follows:

(in € million)	Balance as of December 31, 2024	Impact on cash	Translation adjustments	Impact of fair value changes	Change in consolidation scope and other changes	Balance as of December 31, 2025
Bonds	6,155.2	2,455.5	0.0	(24.9)	(2,389.7)	6,196.1
Bank borrowings	3,110.3	447.4	(5.9)	12.5	(1,477.0)	2,087.3
Other borrowings	1.3	0.8	0.0	0.0	(1.0)	1.1
Non-current lease liabilities	813.9	0.0	(27.5)	0.0	(293.8)	492.6
Non-current derivatives	88.5	0.0	0.0	24.9	(2.4)	111.0
NON-CURRENT FINANCIAL LIABILITIES	10,169.2	2,903.7	(33.4)	12.5	(4,163.9)	8,888.1
Current portion of long term debt	218.2	(3,355.2)	(6.7)	(54.4)	3,633.9	435.8
Current portion of lease liabilities	240.4	(185.2)	(8.0)	0.0	115.8	163.0
Short-term borrowings	485.8	46.0	(32.3)	15.9	(26.3)	489.1
Current derivatives	18.4	0.0	0.0	(16.4)	0.2	2.2
Current financial liabilities	962.8	(3,494.4)	(47.0)	(54.9)	3,723.6	1,090.1
FINANCIAL LIABILITIES	11,132.0	(590.7)	(80.4)	(42.4)	(440.3)	9,978.2
Derivatives classified under non-current and current assets	(9.0)	0.0	0.0	(2.8)	(0.8)	(12.6)
Cash and cash equivalents	(4,500.4)	28.1	147.6	(1.4)	418.6	(3,907.5)
NET DEBT	6,622.6	(562.6)	67.2	(46.6)	(22.5)	6,058.1

27.2 Maturities of financial debt

It is the Group policy to spread long-term debt maturities over time in order to limit the concentration of annual refinancing needs. The group also entertains a set of syndicated and bilateral revolving credit facilities in order to secure its liquidity.

(in € million)	2026	2027	2028	2029	2030	2031 and beyond	Total
Bonds	63.5	1,589.4	502.6	896.0	1,414.5	1,793.6	6,259.5
Schuldscheindarlehen	179.5	38.5	583.6	610.0	47.5	99.5	1,558.6
Bank borrowings	98.8	178.3	122.6	293.5	0.0	54.3	747.5
Lease liabilities	163.0	127.6	96.2	65.9	43.7	159.3	655.6
Other debt	585.2	0.0	4.1	4.6	7.9	155.0	756.9
TOTAL AS OF DECEMBER 31, 2025	1,090.0	1,933.9	1,309.0	1,870.0	1,513.7	2,261.6	9,978.2
Undrawn committed facilities	20.0	545.0	2,163.0	0.0	0.0	0.0	2,728.0

27.3 Financing

The main components of FORVIA financing are described below:

Bonds in euro

Bonds	Amount (€ million)	Coupon	Issuance	Maturity	Outstanding as of 12/31/2025 (€ million)
2026 Bonds	500	3.125%	03/27/2019	06/15/2026	0 ⁽⁶⁾
Additional 2026 Bonds ⁽¹⁾	250	3.125%	10/31/2019	06/15/2026	
2026 Sustainability-Linked Bonds	700	7.250%	11/15/2022	06/15/2026	0 ⁽⁷⁾
Additional 2026 Sustainability-Linked Bonds ⁽²⁾	250	7.250%	02/01/2023	06/15/2026	
2027 HELLA Bonds	500	0.50%	09/03/2019	01/26/2027	500
2027 Sustainability-Linked Bonds	1,200	2.750%	11/10/2021	02/15/2027	677 ⁽⁸⁾
2027 Bonds	700	2.375%	11/27/2019	06/15/2027	378.9 ⁽⁹⁾
Additional 2027 Bonds ⁽³⁾	190	2.375%	02/03/2021	06/15/2027	
2028 Bonds	700	3.750%	07/31/2020	06/15/2028	500 ⁽¹⁰⁾
2029 Bonds	500	5.125%	03/11/2024	06/15/2029	500
2029 Green Bonds	400	2.375%	03/22/2021	06/15/2029	400
2030 Bonds	750	5.625%	03/24/2025	06/15/2030	1,000
Additional 2030 Bonds ⁽⁴⁾	250	5.625%	06/12/2025	06/15/2030	
2031 Bonds	600	5.375%	09/15/2025	03/15/2031	600
2031 Bonds	500	5.500%	03/11/2024	06/15/2031	700
Additional 2031 Bonds ⁽⁵⁾	200	5.500%	05/07/2024	06/15/2031	

(1) Consolidated into 2026 bonds from December 16, 2019.

(2) Consolidated into Sustainability-Linked 2026 bonds from March 14, 2023.

(3) Consolidated into 2027 bonds from March 15, 2021 – Issued through a private placement.

(4) Consolidated into 2030 bonds from July 22, 2025.

(5) Consolidated into 2031 bonds from June 16, 2024.

(6) Bonds called by anticipation on March 28, 2025, for the full outstanding amount.

(7) Bonds fully repurchased after partial repurchases of €150.1 million on December 14, 2023, €219.8 million on March 11, 2024 €250 million on May 7, 2024 and 330.2 million on June 6, 2025.

(8) Amount outstanding after partial repurchases of €300 million on June 12, 2025, €200 million on September 15, 2025 and several market buybacks for €23.0 million in 2025.

(9) Amount outstanding after partial repurchases of €500 million on September 15, 2025, and several market buybacks for €11.1 million in 2025.

(10) Amount outstanding after €200 million partial call on December 24, 2025.

Bonds in USD

Obligations	Amount (in \$ million)	Coupon	Issue	Maturity	Outstanding as of 12/31/2025 (in \$ million)	Outstanding as of 12/31/2025 (in € million)
USD 2030 Bonds	500	8.00%	04/04/2025	06/15/2030	500	425.5
USD 2033 Bonds	500	6.75%	09/23/2025	09/15/2033	500	425.5

The 2027 sustainability-Linked bonds include scope 1 & 2 emissions reduction targets in 2025 in line with the “Sustainable Linked Financing Framework” published in October 2021 and approved by the ISS ESG. The non compliance to these objectives involves a step up of the bonds interest in 2026. FORVIA S.E. bonds include a covenant restricting the additional indebtedness if the EBITDA after certain adjustments is lower than twice the gross interest costs. As of December 31, 2025, all of these conditions were met.

FORVIA S.E. bonds are listed on the Global Exchange Market of Euronext Dublin while HELLA bonds are listed on the Global Exchange Market of Luxembourg.

Bonds in JPY

Bonds	Amount (In ¥ million)	Coupon	Issue	Maturity	Outstanding as of 12/31/2025 (in ¥ million)	Outstanding as of 12/31/2025 (in € million)
JPY 2026 Bonds	11,700	2.48%	12/15/2023	03/13/2026	11,700	63.6
JPY 2027 Bonds	6,800	2.81%	12/15/2023	03/15/2027	6,800	36.9
JPY 2028 Bonds	700	3.19%	12/15/2023	12/15/2028	700	3.8

Schuldscheindarlehen

FORVIA has signed on December 17, 2021 a private placement under German Law (*Schuldscheindarlehen*) including ESR performance criteria for a total amount of €700 million and on June 15, 2022 an additional placement of €50 million. This transaction is structured into several tranches in EUR and USD, at fixed and variable rates, with maturities of 2.5, 4, 5 and 6 years, i.e. July 2024 and January 2026, 2027 and 2028. €435 million have been received on December 22, 2021 and the remaining amount has been received in early January 2022. The USD tranches have been partially converted in EUR resources through long term cross currency swaps. This private placement is part of the prefinancing of the acquisition of HELLA.

FORVIA has signed on July 12, 2024, a private placement under German Law (*Schuldscheindarlehen*) including ESR performance criteria for a total amount of €542.6 million. An additional placement of €200 million has been signed on July 24, 2024, and July 31, 2024. This transaction is structured into several tranches in EUR and USD, at fixed and variable rates, with maturities of 2, 3.5, 5 and 7 years, i.e. July 2026, January 2028, July 2029 and July 2031. This

private placement has been used to finance the reimbursement by anticipation of Schuldschein with 2024 maturity and the remaining outstanding amount of 2025 bonds for €421 million with a maturity in June 2025.

FORVIA has signed on July 15, 2025 a private placement under German Law (*Schuldscheindarlehen*) including ESR performance criteria for a total amount of €217.0 million equivalent. An additional placement of €27.5 million has been signed on August 06, 2025. This transaction is structured into several tranches in EUR and USD, at fixed and variable rates, with maturities of 3, 4 and 5, i.e. July 2028, July 2029 and July 2030.

Schuldscheindarlehen HELLA

HELLA has issued in March 2024 a private placement under German Law (*Schuldscheindarlehen*) for a total amount of €200 million. This transaction is structured into several tranches in EUR, at fixed and variable rates, with maturities of 3, 5 and 7 years, i.e. March 2027, March 2029 and March 2031. This Schuldschein has been used to finance the reimbursement of €300 million of the 2024 bonds that took place in May 2024.

€1,500m Syndicated credit facility

On December 15, 2014, FORVIA signed a syndicated credit facility, with a five-year maturity, for an amount of €1,200 million. This credit facility was renegotiated on June 24, 2016, then on June 15, 2018 in order to extend the maturity to five years from that date. In May 2021, FORVIA has signed with its banks an Amend & Extend agreement of this syndicated credit line enabling the Group to increase the amount up to €1,500 million, as well as indexing its costs on FORVIA's environmental performance, the interest rate varying depending upon the achievement of the Group's target of emissions neutrality for its scopes 1 & 2, and to extend its maturity to five years, i.e. May 2026, with two one-year extension options submitted to the banks' agreement.

On April 26, 2022, FORVIA has renegotiated its covenant related to its leverage ratio (ratio Net debt ⁽¹⁾/adjusted EBITDA ⁽²⁾) and which compliance is a condition affecting the availability of this credit facility. The level of this covenant was not to be tested for June 30, 2022, and was at 3.75x for December 31, 2022 (instead of 3.0x) before coming back to 3.0x from June 30, 2023 onwards. As of December 31, 2025, this condition was met.

On June 10, 2024, FORVIA has extended the maturity of the syndicated credit facility to May 26, 2028, for an amount of €1,500 million. This credit facility includes some restrictive clauses on asset disposals (disposal representing over 35% of the Group's total consolidated assets requires the prior approval of banks representing two-thirds of the syndicate) and on the debt level of some subsidiaries.

As of December 31, 2025, this facility was not drawn.

€500 million syndicated credit facility

On November 19, 2025, FORVIA signed a syndicated credit facility for an amount of €500 million, with a maturity to November 19, 2028, with two one-year extension options submitted to the banks' agreement.

The underlying interest rate may vary depending on the achievement of the Group's target of emissions neutrality for its scopes 1, 2 and 3.

This credit facility includes some restrictive clauses on asset disposals (disposal representing over 35% of the Group's total consolidated assets requires the prior approval of banks representing two-thirds of the syndicate) and on the debt level of some subsidiaries.

As of December 31, 2025, this facility was not drawn.

HELLA €450 million syndicated credit facility

On September 30, 2022, HELLA signed a new syndicated credit facility, replacing the previous one, for an amount of €450 million, with maturity on September 30, 2025, with two one year extension options and an option to increase the amount up to €150 million. In September 2024, HELLA has exercised its second extension option to extend the maturity of this credit line to December 29, 2027.

The cost of this syndicated credit line has been indexed on HELLA's environmental performance (in term of neutrality of its emissions on scopes 1 and 2) and on the gender parity objectives within management.

As of December 31, 2025, this facility was not drawn.

¥30 billion credit facility

On February 7, 2020, FORVIA has signed a credit facility in yen for an amount of ¥30 billion, with a five-year maturity, aiming at refinancing on a long term basis the debt of Clarion Co., Ltd. The credit facility comprises two tranches of ¥15 billion each, one being a loan and the other one a renewable credit line.

The maturity of the credit line has been extended from February 2026 to February 2027 by exercising the second extension option.

On April 26, 2022, FORVIA has renegotiated its covenant related to its leverage ratio (ratio Net debt ⁽³⁾/adjusted EBITDA ⁽⁴⁾) and which compliance is a condition affecting the availability of this credit facility. The level of this covenant was not to be tested for June 30, 2022, and was at 3.75x for December 31, 2022 (instead of 3.0x) before coming back to 3.0x from June 30, 2023 onwards. As of December 31, 2025, this condition was met.

On November 21, 2025, this facility has been converted into a full ¥30 billion revolving credit facility, and has been extended till November 21, 2028, with two one-year extension options.

As of December 31, 2025, the facility was not drawn.

(1) Consolidated net debt.

(2) Operating income before depreciation of intangible assets acquired plus depreciation, amortization and funding of provisions for impairment of property, plant and equipment and intangible assets, corresponding to the past 12 months.

(3) Consolidated net debt.

(4) Operating income before depreciation of intangible assets acquired plus depreciation, amortization and funding of provisions for impairment of property, plant and equipment and intangible assets, corresponding to the past 12 months.

European Investment BANK (EIB) credit facility

On July 1, 2022, FORVIA signed a credit facility for an amount of €315 million, with a seven year maturity with the European Investment Bank (EIB). This credit facility aims at financing investments in research and development, in production and deployment of the hydrogen technology for mobility applications, advanced systems for driving assistance and driver control systems. It is composed of two tranches: (i) one for an amount of €289 million (ii) one for an amount of €26 million.

This credit facility includes a covenant on the ratio Net debt⁽¹⁾/adjusted EBITDA⁽²⁾ which compliance is a condition affecting the availability of this credit facility, identical to the syndicated credit facility and which cannot exceed 3.75x for December 31, 2022 and 3.0x from December 31, 2023 onwards. As of December 31, 2025, this condition was met. It includes as well some restrictive clauses on asset disposals and on the debt level of some subsidiaries.

In compliance with IAS 20, the difference between the market rate for a comparable loan at initial date and the interest rate for this loan has been recognized as a grant; it is recognized in P&L against the costs that the grant aims to compensate over the loan duration.

As of December 31, 2025, the drawn amount was at €315 million.

HELLA loan facilities in yen

On September 17, 2002, HELLA issued a notes certificate for an amount of ¥12 billion due September 17, 2032, carrying annual interest of 3.50%, payable on March 17 and September 17 each year, as from March 17, 2003.

On June 16, 2003, HELLA signed a loan for an amount of ¥10 billion due June 20, 2033, carrying annual interest of 4.02%, payable in USD on June 20 and December 20 each year, as from December 20, 2003.

As of December 31, 2025, the outstanding amount of these loans amounted to ¥22 billion (€119.5 million).

Term Loan 2023

FORVIA has signed on June 9, 2023, a new €500 million syndicated loan (Term Loan 2023) with a maturity to June 2, 2026 and including two one year extension options until June 2, 2028, submitted to the banks' agreement, the interest rate varying depending upon the achievement of the Group's target of emissions neutrality for its scopes 1, 2 & 3 (controlled emissions). On May 24, 2024, the maturity of this loan has been extended to June 2, 2027. On June 30, 2025, FORVIA has exercised its second extension option to extend the maturity of this credit line to June 2, 2028.

This credit facility includes some restrictive clauses on asset disposals (disposal representing over 35% of the Group's total consolidated assets require the prior approval of banks representing two-thirds of the Term Loan) and on the debt level of some subsidiaries.

On November 21, 2025, this loan has been fully repaid.

Syndicated loan Latin America

On September 22, 2022, Faurecia Sistemas Automotrices de Mexico Srl signed a syndicated credit facility for an amount of US\$210 million, with various investors from Latin America. On this basis, Faurecia Sistemas Automotrices de Mexico Srl has borrowed US\$110 million and 2 billion Mexican pesos at a variable rate with a maturity on March 22, 2028, the amount in pesos being converted in USD resources through long term cross currency swaps.

On February 10, 2023, Faurecia Sistemas Automotrices de Mexico Srl has subscribed an additional loan for US\$90 million with the same conditions and a maturity to March 22, 2028.

This credit facility includes some restrictive clauses on the debt level of some subsidiaries.

On April 16, 2025, the portion of 2 billion mexican pesos has been reimbursed by anticipation. The long-term cross currency swap linked to the repaid tranche has also been closed by anticipation.

On September 22, 2025, the remainder of the loan has been fully repaid.

Commercial paper programs

FORVIA S.E. entertains 2 commercial paper programs: €1,300 million NEU CP program (with maturities comprised between one month and one year) and a €300 million NEU MTN program (with maturity above one year). As of December 31, 2025, the outstanding amounts reached respectively €315.9 million for the NEU CP and €72.0 million the NEU MTN.

Credit ratings

As of december 2025, the Group's credit ratings are:

- BB+ negative outlook by Fitch since October 9, 2024;
- BB- stable outlook by S&P since March 6, 2025;
- Ba3 stable outlook by Moody's since October 17, 2024 (while FORVIA S.E. bonds are rated B1);
- A- negative outlook by JCR since November 26, 2024.

HELLA, held at 81.59% by FORVIA, is rated:

- BBB- negative outlook by Fitch since December 18, 2025;
- Ba1 stable outlook by Moody's since December 16, 2024.

The Group's global contractual maturity schedule as of December 31, 2025 breaks down as follows:

(in € million)	Carrying Amount		Remaining contractual maturities					
	Assets	Liabilities	Total	0-3 months	3-6 months	6-12 months	1-5 years	>5 years
Other non-current financial assets	(53.2)		(53.2)				(53.2)	
Other current financial assets	(94.8)		(94.8)				(94.8)	
Trade accounts receivables	(2,845.9)		(2,845.9)	(2,827.7)	(1.4)	(16.8)		
Cash and cash equivalents	(3,907.5)		(3,907.5)	(3,907.5)				
Accrued interests		70.8	1,246.2	28.0	160.9	169.9	847.2	40.1
Current portion of lease liabilities		163.0	163.0	40.8	40.8	81.5		
Bonds current portion (excluding interest)								
– 2026 JPY Bonds		63.5	63.5	63.5				
Bank borrowings and other financial debts – current								
– <i>Schuldschein</i>		179.4	179.4	114.5	0.0	64.9		
– Other current debts		287.8	287.8	241.9	39.2	6.7		
Trade accounts payables		6,754.0	6,754.0	6,748.6	1.5	4.0		
Bonds non current portion (excluding interest)								
– 2027 Bonds		376.7	376.7				376.7	
– 2027 SLB Bonds		675.8	675.8				675.8	
– 2027 JPY Bonds		36.8	36.8				36.8	
– 2027 HELLA Bond		499.7	499.7				499.7	
– 2028 Bonds		498.8	498.8				498.8	
– 2028 JPY Bonds		3.8	3.8				3.8	
– 2029 Bonds		497.6	497.6				497.6	
– 2029 Green Bonds		398.4	398.4				398.4	
– 2030 Bonds		992.9	992.9				992.9	
– 2030 USD Bonds		421.6	421.6				421.6	
– 2031 Bonds		1,294.2	1,294.2					1,294.2
– 2032 HELLA Bonds		78.3	78.3					78.3
– 2033 USD Bonds		421.5	421.5					421.5
Bank borrowings and other financial debts – non current								
– <i>Schuldschein</i>		1,379.2	1,379.2	0.0	0.0	0.0	1,279.9	99.3
– Other non current debts		709.2	709.2				609.1	100.2
Non-current lease liabilities		492.6	492.6				333.4	159.3
Interest rate derivatives	0.0	15.7	15.7	0.0	0.0	0.0	8.2	7.5
– o/w cash flow hedges	0.0	15.7	15.7	0.0	0.0	0.0	8.2	7.5
– o/w derivatives not qualifying for hedge accounting under IFRS	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
– o/w accrued premiums to be paid/paid	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Currency hedges	(67.5)	107.0	39.5	(17.5)	(15.7)	(20.4)	(1.2)	94.2
– o/w fair value hedges	(2.4)	3.6	1.2	0.1	(0.7)	0.0	1.8	0.0
– o/w cash flow hedges	(56.0)	102.2	46.1	(17.5)	(15.1)	(12.5)	(2.9)	94.2
– o/w derivatives not qualifying for hedge accounting under IFRS	(0.0)	0.2	0.2	0.0	0.1	0.0	0.0	0.0
– o/w derivatives of net investment hedge	(9.1)	1.0	(8.1)	(0.1)	(0.0)	(7.9)	(0.0)	0.0
TOTAL	(6,968.9)	16,418.3	10,624.8	484.6	225.2	289.8	7,330.6	2,294.6

27.4 Analysis of borrowings

As of December 31, 2025, the fixed portion of the gross financial debt amounted to 79.8% before taking into account the impact of hedging.

(in € million)

2025

Variable rate borrowings	2,016.0	20.2%
Fixed rate borrowings	7,962.2	79.8%
TOTAL	9,978.2	100.0%

Borrowings, taking into account foreign exchange swaps, break down by repayment currency as follows:

(in € million)

2025

2024

Euros	8,603.9	86.2%	9,357.1	84.1%
US Dollars	915.5	9.2%	1,139.6	10.2%
Japanese Yen	275.0	2.8%	367.9	3.3%
Other currencies	183.7	1.8%	267.4	2.4%
TOTAL	9,978.2	100.0%	11,132.0	100.0%

As of December 31, 2025, the weighted average interest rate on gross outstanding borrowings was 4.57% (4.79% in 2024).

NOTE 28 Trade payables, accrued taxes and payroll costs

FORVIA has implemented a reverse factoring program since 2017. This program enables suppliers participating to sell their receivables towards FORVIA to a financial institution (factor) before their contractual payment term. Relations between the parties are structured through two contracts:

- FORVIA suppliers are entering a factoring contract with the factor, for the receivables they have towards FORVIA;
- FORVIA signs a contract with the factor in which FORVIA commits to pay these invoices at the contractual payment term to the factor (once the invoices have been validated).

This program enables the participating suppliers to have their receivables paid on a short term by the factor. FORVIA pays these invoices at their contractual due date to the factor.

The scheme's analysis has led FORVIA to consider that the nature of these invoices was not changed by the implementation of this program. They are therefore still classified as trade payables in the balance sheet and in change in working capital requirement in the consolidated cash flow statement.

(in € million)	2025 before IFRS5	IFRS5 impact	2025	2024
Total trade payables	7,986.2	(1,232.2)	6,754.0	8,508.7
<i>out of which trade payables for which the suppliers have already been paid by the factor at their initiative</i>	608.5	(63.2)	545.3	723.7
<i>memo: total trade payables from suppliers having subscribed to the supplier finance arrangements within the limit on the negotiated lines</i>	875.0	(88.9)	786.1	1,066.9

Average payment terms corresponding to the total trade payables are of around 114 days; average payment terms corresponding to the trade payables from suppliers having subscribed to the supplier finance arrangements can vary depending on the geographical area of origin of the suppliers.

There has been no significant non-cash change in the amount of trade payables being part to a supplier finance arrangement program apart from variances linked to foreign exchange rates.

(in € million)	2025	2025 before IFRS5	2024
Trade payables (A)	(6,754)	(7,986)	(8,509)
Material Consumption + External Charges (C1) (over 12 months)	(14,995)	(18,226)	(18,896)
Agent Flow (C2) (over 12 months)	(4,325)	(4,631)	(5,226)
Material Consumption with Agent Flows (C1+C2)	(19,319)	(22,857)	(24,122)
Days of Purchases Outstanding -DPO (A excl VAT/C/360)	114 days	114 days	115 days

	Total Group	o/w		
Days of Purchases Outstanding – DPO	12/31/2025	EMEA	Americas	Asia
Total trade payables	114 days	102 days	85 days	163 days
Total trade payables from suppliers having subscribed to the supplier finance arrangements within the limit on the negotiated lines	88 days	105 days	82 days	46 days

Nota: the computation of the days of purchases outstanding ratio necessitates the reintegration of the gross amount of agent flows (see Note 1.3) which are neither included in the consolidated sales, nor in cost of goods sold in compliance with IFRS 15, but are included in the working capital in inventory, trade payables and trade receivables.

NOTE 29 Accrued taxes and payroll costs

(in € million)	2025	2024
Accrued payroll costs	581.2	672.9
Payroll taxes	125.4	148.5
Employee profit-sharing	28.7	44.6
Other accrued taxes and payroll costs	160.9	164.8
TOTAL	896.2	1,030.8

NOTE 30 Sundry payables

(in € million)	2025	2024
Due to suppliers of non-current assets	195.4	313.4
Prepaid income	34.5	45.7
Current taxes	141.1	162.7
Other	214.7	337.4
Currency derivatives for operations	7.7	48.1
TOTAL	593.4	907.3

NOTE 31 Financial instruments

31.1 Financial instruments recorded in the balance sheet

	12/31/2025		Breakdown by category of instrument ⁽¹⁾			
(in € million)	Balance Sheet Carrying amount	Carrying amount not defined as financial instruments	Financial assets/liabilities at fair value through profit or loss ⁽²⁾	Financial assets/liabilities at fair value through equity ⁽²⁾	Assets and liabilities at amortized cost	Financial assets/liabilities measured at fair value
Other equity interests	92.6		92.6			92.6
Other non-current financial assets	53.2		0.0	0.7	52.5	53.2
Other non-current assets	94.8	92.8		2.0		2.0
Trade accounts receivables	2,845.9	2,845.9				0.0
Other operating receivables	422.2	369.4	5.9	46.9		52.8
Other receivables and prepaid expenses	929.3	902.7		26.6		26.6
Other current financial assets	10.6		2.4	8.3	(0.0)	10.6
Cash and cash equivalents	3,907.5		3,907.5			3,907.5
FINANCIAL ASSETS	8,356.1	4,210.8	4,008.4	84.4	52.5	4,145.3
Long-term debt ⁽³⁾	8,395.5	1.1	62.1	48.3	8,284.1	8,238.3
Non-current lease liabilities	492.6				492.6	492.6
Other non current liabilities	64.9	32.6	31.8	0.4		32.3
Short-term debt	927.1		1.8	0.4	924.9	927.1
Current portion of lease liabilities	163.0				163.0	163.0
Prepayments on customers contracts	779.8	779.8				0.0
Trade payables	6,754.0	6,754.0				0.0
Accrued taxes and payroll costs	896.2	896.2				0.0
Sundry payables	593.4	585.9	(10.0)	17.5		7.5
FINANCIAL LIABILITIES	19,066.5	9,049.6	85.6	66.7	9,864.6	9,860.8

(1) No financial instruments were transferred between categories during the year 2025.

(2) All of the instruments in this category are financial assets or liabilities designated as measured on initial recognition.

(3) The fair value of the bonds, excluding accrued interest, was established on the basis of the year-end market value (December 31, 2025) : for the 2026 bonds in Yen quoted 99.95% of par, at €63.5 million ; for the 2027 bonds quoted 99.39% of par, at €376.6 million; for the 2027 bonds SL quoted 99.79% of par, at €675.6 million; for the 2027 HELLA bonds quoted 97.68% of par, at €488.4 million; for the 2027 bonds in Yen quoted 99.31% of par, at €36.7 million ; for the 2028 bonds quoted 100.06% of par, at €500.3 million; for the 2028 bonds in Yen quoted 97.90% of par, at €3.7 million, for the 2029 green bonds quoted 97.61% of par, at €390.4 million, for the 2029 bonds quoted 103.54% of par, at €517.7 million, for the 2030 bonds quoted 104.35% of par, at €782.7 million, for the 2030 bonds in US dollars quoted 106.63% of par, at €453.7 million, for the 2031 bonds quoted 103.60% of par, at €725.2 million, for the 2031 bonds quoted 99.98% of par, at €599.9 million and for the 2033 bonds in US dollars quoted 100.0% of par, at €425.5 million.

	12/31/2024		Breakdown by category of instrument ⁽¹⁾			
(in € million)	Balance Sheet Carrying amount	Carrying amount not defined as financial instruments	Financial assets/liabilities at fair value through profit or loss ⁽²⁾	Financial assets/liabilities at fair value through equity ⁽²⁾	Assets and liabilities at amortized cost	Financial assets/liabilities measured at fair value
Other equity interests	114.9		114.9			114.9
Other non-current financial assets	158.5		0.9	2.8	154.8	158.5
Other non-current assets	144.3	143.4		0.9		0.9
Trade accounts receivables	3,962.3	3,962.3				0.0
Other operating receivables	510.6	483.2	1.4	26.0		27.4
Other receivables and prepaid expenses	1,335.0	1,306.3		28.7		28.7
Other current financial assets	4.8		4.8			4.8
Cash and cash equivalents	4,500.4		4,500.4			4,500.4
FINANCIAL ASSETS	10,730.8	5,895.2	4,622.4	58.4	154.8	4,835.6
Long-term debt ⁽³⁾	9,355.3	1.3	33.8	51.6	9,268.6	9,111.2
Non-current lease liabilities	813.9				813.9	813.9
Other non current liabilities	69.5	38.8	28.3	2.4		30.7
Short-term debt	722.4		13.6	4.9	704.0	722.4
Current portion of lease liabilities	240.4				240.4	240.4
Prepayments on customers contracts	1,048.8	1,048.8				0.0
Trade payables	8,508.7	8,508.7				0.0
Accrued taxes and payroll costs	1,030.8	1,030.8				0.0
Sundry payables	907.3	859.2	9.3	38.8		48.1
FINANCIAL LIABILITIES	22,697.1	11,487.5	85.0	97.7	11,026.9	10,966.7

(1) No financial instruments were transferred between categories during the year 2024.

(2) All of the instruments in this category are financial assets or liabilities designated as measured on initial recognition.

(3) The fair value of the bonds, excluding accrued interest, was established on the basis of the year-end market value (December 31, 2024): for the 2026 bonds quoted 98.79% of par, at €740.9 million ; for the SLB 7.25% 2026 bonds quoted 103.20% of par, at €340.7 million ; for the 2026 bonds in Yen quoted 99.67% of par, at €71.5 million ; for the 2027 bonds quoted 95.00% of par, at €845.5 million; for the 2027 bonds SL quoted 96.16% of par, at €1,153.9 million; for the 2027 HELLA bonds quoted 94.99% of par, at €474.9 million; for the 2027 bonds in Yen quoted 99.45% of par, at €41.5 million ; for the 2028 bonds quoted 97.27% of par, at €680.9 million; for the 2028 bonds in Yen quoted 99.34% of par, at €4.3 million, for the 2029 green bonds quoted 89.73% of par, at €358.9 million, for the 2029 bonds quoted 100.02% of par, at €500.1 million and for the 2031 bonds quoted 99.88% of par, at €699.2 million.

Moreover, FORVIA has signed in 2022 two power purchase contracts (VPPA) in wind farms in Sweden for a total production of 638 GWh per year (ten years contracts). These contracts, except the component of guarantees of origin acquisition, are considered as financial instruments

according to IFRS 9. As of December 31, 2025, the variance of the fair value of the contracts represented a loss of €5.3 million accounted for in other financial income and expense (fair value at level 3). The guarantees of origin are for FORVIA own-use.

The main measurement methods applied are as follows:

- items accounted for at fair value through profit or loss, as well as hedging instruments, are measured using a valuation technique based on rates quoted on the interbank market, such as Euribor and exchange rates set daily by the European Central Bank;

- financial liabilities are primarily recognized at amortized cost calculated using the effective interest rate method;
- the fair value of trade receivables and payables related to manufacturing and sales operations corresponds to their carrying value given of their very short maturities.

The impact of financial instruments on income:

(in € million)	2025 Breakdown by category of instrument			
	Impact Income	Financial assets/ liabilities at fair value through profit or loss	Financial liabilities at amortized cost	Instruments derivatives
Translation differences on commercial transactions	53.0	46.0		7.0
Income on loans, cash investments and marketable securities	101.8	101.8		
Finance costs	(531.7)		(531.7)	
Other financial income and expenses	(32.1)	(8.9)	(27.4)	4.2
Net income (expenses)	(409.1)	138.9	(559.1)	11.2

(in € million)	2024 restated Breakdown by category of instrument			
	Impact Income	Financial assets/ liabilities at fair value through profit or loss	Financial liabilities at amortized cost	Instruments derivatives
Translation differences on commercial transactions	12.9	16.1		(3.2)
Income on loans, cash investments and marketable securities	124.6	124.6		
Finance costs	(587.4)		(587.4)	
Other financial income and expenses	(61.7)	(29.7)	(36.2)	4.2
Net income (expenses)	(511.6)	111.0	(623.6)	1.0

As of December 31, 2025, movements in provisions for impairment break down as follows by category of financial asset:

(in € million)	Balance as of January 1, 2025	Additions	Utilizations	Reversals (surplus provisions)	Change in scope of consolidation and other changes	Balance as of December 31, 2025
Doubtful accounts	(38.6)	(58.1)	61.7	0.0	5.5	(29.4)
Shares in non-consolidated companies	(37.9)	(10.7)	0.5	0.0	1.8	(46.4)
Non-current financial assets	(36.7)	(138.9)	2.0	0.0	0.8	(172.8)
Other receivables	(16.3)	(6.0)	1.0	0.0	(3.5)	(24.9)
TOTAL	(129.5)	(213.7)	65.2	0.0	4.6	(273.5)

31.2 Financial instruments – fair value hierarchy

The Group's financial instruments that are measured at fair value break down as follows by level of fair value measurement: Level 1 (prices quoted in active markets) for short-term cash investments and Level 2 (measured using a

valuation technique based on rates quoted on the interbank market and exchange rates set daily by the European Central Bank) for currency and interest rate instruments.

NOTE 32 Hedging of currency and interest rate risks**32.1 Transactions in foreign currencies and derivatives**

Transactions in foreign currencies are converted at the exchange rate prevailing on the transaction date. Receivables and payables are converted at the year-end exchange rate. Resulting gains or losses are recorded in the income statement as operating income or expenses for operating receivables and payables, and under "Other

financial income and expenses" for other receivables and payables.

FORVIA uses derivative instruments traded on organized markets or purchased over the counter from first-rate counterparties to hedge currency and interest rate risks. They are recorded at fair value in the balance sheet.

32.2 Foreign exchange risk

Foreign exchange risk related to the commercial transactions of the Group's subsidiaries is managed centrally by FORVIA, except HELLA and its subsidiaries, using financial instruments such as forwards, options and funding in foreign currencies. FORVIA manages the hedging of currency risks on a central basis, through the Group Finance and Treasury department, which reports to the Executive Management. Hedging decisions are made by a Market Risk Management Committee that meets on a monthly basis.

Currency risks relating to the commercial transactions of the HELLA's subsidiaries, are managed centrally by HELLA, using forward purchase and sale contracts and options as well as foreign currency financing. HELLA manages the hedging of currency risks on a central basis, through the Treasury department, which reports to the Executive Management.

Foreign exchange risks on forecasted transactions are hedged on the basis of estimated cash flows determined when budgets are prepared, validated by Executive Management; these forecasts are updated on a regular basis. The related derivatives are classified as cash flow hedges when there is a hedging relationship that satisfies the IFRS 9 criteria.

Subsidiaries with a functional currency different from the euro are granted inter-company loans in their operating currencies. Although these loans are refinanced in euros

and eliminated in consolidation, they contribute to the Group's currency risk exposure and are therefore hedged through foreign exchange swaps or financing in the concerned currency.

The effective portion of changes in the fair value of instruments used to hedge future revenues is recorded in equity and taken to operating income when the hedged revenues are received.

Changes in the fair value of instruments used to hedge trade receivables and payables are recorded as operating income or expense.

The portion of the change in fair value of these hedges that is ineffective (time value of the hedges) is recorded under "Other financial income and expenses" together with changes in the fair value of instruments used to hedge other receivables and payables except for the changes in the fair value of cash flow hedges which are recorded in amounts to be potentially reclassified to profit or loss.

The foreign exchange exposure of investments in equity (in different currency than euro) is generally not hedged using financial instruments. However, the Group has decided to partially hedge its net investment in China. Foreign exchange gains or losses related to these hedges directly impact equity for the variance of the intrinsic value; variances of the time value are recorded under "Other financial income and expenses".

2025

Currency exposure (in € million)	USD	CZK	CNY	GBP	PLN	MXN	JPY
Trade receivables (net of payables)	63.2	(94.1)	82.7	30.2	(55.3)	(89.1)	78.9
Financial assets (net of liabilities) ⁽¹⁾	(379.1)	(1.2)	(858.0)	(105.9)	0.0	19.7	160.6
Forecast transactions ⁽²⁾	97.9	(147.6)	(7.7)	(11.9)	(69.1)	(83.7)	97.0
Net position before hedging	(217.9)	(242.9)	(782.9)	(87.6)	(124.4)	(153.2)	336.5
Currency hedges	87.4	197.2	700.4	114.8	95.8	197.1	(241.8)
Net position after hedging	(130.5)	(45.6)	(82.5)	27.2	(28.6)	43.9	94.7

(1) Including inter-company financing.

(2) Commercial exposure anticipated over the next 6 months.

2024

Currency exposure (in € million)	USD	CZK	CNY	GBP	PLN	MXN	JPY
Trade receivables (net of payables)	109.6	(108.6)	116.3	12.0	(43.1)	(122.4)	53.8
Financial assets (net of liabilities) ⁽¹⁾	344.2	(2.6)	(487.1)	(123.2)	0.0	(7.0)	154.1
Forecast transactions ⁽²⁾	129.6	(156.6)	(2.3)	(43.7)	(88.3)	(134.5)	105.2
Net position before hedging	583.3	(267.7)	(373.0)	(154.9)	(131.4)	(263.9)	313.1
Currency hedges	(484.4)	200.4	347.2	133.6	109.6	298.0	(271.6)
Net position after hedging	99.0	(67.4)	(25.8)	(21.3)	(21.8)	34.1	41.5

(1) Including inter-company financing.

(2) Commercial exposure anticipated over the next six months.

Hedging instruments are recognized in the balance sheet at fair value. Fair value is determined based on measurements confirmed by banking counterparties.

Information on hedged notional amounts

(in € million)

December 31, 2025	Carrying amount		Notional amount ⁽¹⁾	Maturities		
	Assets	Liabilities		<1 year	1 to 5 years	>5 years
Fair value hedges						
– forward currency contracts	3.1	(0.5)	187.1	187.1	0.0	0.0
– foreign currencies swaps	2.4	(1.8)	1,928.1	1,928.1	0.0	0.0
– currency option	2.9	(0.0)	63.7	63.7	0.0	0.0
– cross-currency swaps	0.0	(1.8)	28.5	0.0	28.5	0.0
Cash flow hedges						
– forward currency contracts	43.5	(6.4)	1,338.3	1,196.4	141.9	0.0
– currency option	5.2	(1.0)	156.5	156.5	0.0	0.0
– cross-currency swaps	1.3	(92.9)	374.8	0.0	255.3	119.5
Net Investment Hedge						
– forward currency contracts	8.8	(0.2)	277.5	186.9	90.6	0.0
– currency option	0.3	(0.2)	94.8	94.8	0.0	0.0
– cross-currency swaps	0.0	(0.6)	99.9	0.0	99.9	0.0
Not eligible for hedge accounting	0.0	(0.2)	81.1	81.1	0.0	0.0
TOTAL	67.5	(105.6)				

(1) Notional amounts based on absolute values.

(in € million)	Carrying amount		Notional amount ⁽¹⁾	Maturities		
	Assets	Liabilities		<1 year	1 to 5 years	>5 years
December 31, 2024						
Fair value hedges						
– forward currency contracts	0.1	(0.1)	10.8	10.8	0.0	0.0
– foreign currencies swaps	4.8	(13.7)	1,230.2	1,230.2	0.0	0.0
– cross-currency swaps	0.9	(3.0)	106.5	0.0	106.5	0.0
Cash flow hedges						
– forward currency contracts	23.3	(46.5)	2,134.3	1,973.6	160.7	0.0
– currency option	4.5	(3.9)	363.7	363.7	0.0	0.0
– cross-currency swaps	0.0	(74.7)	134.9	0.0	0.0	134.9
Net Investment Hedge						
– forward currency contracts	0.0	(7.7)	409.4	274.2	135.2	0.0
– currency option	0.4	(0.3)	100.2	100.2	0.0	0.0
Not eligible for hedge accounting	0.4	0.0	26.3	26.3	0.0	0.0
TOTAL	34.5	(149.9)				

(1) Notional amounts based on absolute values.

The sensitivity of Group income and equity as of December 31, 2025 to a fluctuation in exchange rates against the euro is as follows:

Currency	USD	CZK	CNY	GBP	PLN	MXN	JPY
2025	1.18	24.24	8.23	0.87	4.22	21.12	184.09
Currency fluctuation scenario (depreciation of currency/EUR)	5.0%	5.0%	5.0%	5.0%	5.0%	5.0%	5.0%
Exchange rate after currency depreciation	1.23	25.45	8.64	0.92	4.43	22.17	193.29
Impact on pre-tax income (in € million)	7.9	4.8	(4.1)	(1.5)	2.8	3.5	(4.1)
Impact on other comprehensive income (in € million)	(9.8)	(14.0)	32.5	(0.4)	(6.5)	(4.5)	(4.4)

These impacts reflect (i) the effect on the income statement of currency fluctuations on the year-end valuation of assets and liabilities recognized on the balance sheet, net of the impact of the change in the

intrinsic value of hedging instruments (both those qualifying and not qualifying as fair value hedges) and (ii) the effect on equity of the change in the intrinsic value of hedging instruments for derivatives qualifying as cash-flow hedges.

32.3 Interest rate risk

FORVIA manages the hedging of interest rate risks on a central basis. Such management is implemented through the Group Finance and Treasury department, which reports to the Executive Management. Hedging decisions are made by a Market Risk Management Committee that meets on a monthly basis.

HELLA manages the hedging of interest rate risks on a central basis. Such management is implemented through the Group Finance and Treasury department, which reports to the Executive Management.

Changes in the fair value of interest rate hedges are recorded directly in "Other financial income and expenses" when the hedging relationship cannot be demonstrated under IFRS 9, or where the Group has elected not to apply hedge accounting principles.

The table below shows the Group's interest rate position, with assets, liabilities and derivatives broken down into fixed or variable rates. Financial assets include cash and cash equivalents and interest rate hedges include interest rate swaps as well as in-the-money options.

(in € million)	Under 1 year		1 to 2 years		2 to 5 years		More than 5 years		Total	
	Fixed rate	Variable Rate	Fixed rate	Variable Rate	Fixed rate	Variable Rate	Fixed rate	Variable Rate	Fixed rate	Variable Rate
2025										
Financial assets	(8.3)	(3,909.8)			(0.7)	(1.3)		0.0	(9.0)	(3,911.1)
Financial liabilities	336.0	754.1	1,883.8	50.1	3,562.3	1,130.3	2,180.1	81.5	7,962.2	2,016.0
Net position before hedging	327.7	(3,155.7)	1,883.8	50.1	3,561.6	1,129.0	2,180.1	81.5	7,953.2	(1,895.1)
Interest rate hedges	0.0	0.0	0.0	0.0	(582.5)	582.5	(670.2)	670.2	(1,252.7)	1,252.7
Net position after hedging	327.7	(3,155.7)	1,883.8	50.1	2,979.1	1,711.5	1,509.9	751.7	6,700.5	(642.4)

(in € million)	Under 1 year		1 to 2 years		2 to 5 years		More than 5 years		Total	
	Fixed rate	Variable Rate	Fixed rate	Variable Rate	Fixed rate	Variable Rate	Fixed rate	Variable Rate	Fixed rate	Variable Rate
2024										
Financial assets		(4,505.7)				(0.9)		(2.8)		(4,509.4)
Financial liabilities	260.4	702.4	1,469.6	316.0	5,287.5	1,841.4	1,173.2	81.5	8,190.7	2,941.2
Net position before hedging	260.4	(3,803.3)	1,469.6	316.0	5,287.5	1,840.4	1,173.2	78.7	8,190.7	(1,568.2)
Interest rate hedges	0.0	0.0	0.0	0.0	317.5	(317.5)	200.0	(200.0)	517.5	(517.5)
Net position after hedging	260.4	(3,803.3)	1,469.6	316.0	5,605.0	1,522.9	1,373.2	(121.3)	8,708.2	(2,085.7)

Cross-currency swaps variable/fixed rate are included in the above detailed position, but their value in the balance sheet as well as the notional amounts are included in the corresponding table for currency hedging instruments in Note 32.2 and not in the interest rate hedging instruments hereafter.

The main components of the fixed rate debt are the bonds issued by FORVIA S.E. and HELLA, EIB credit facility

maturing in 2029, a part of the *Schuldscheindarlehen* signed in december 2021, july 2024 and july 2025 as well as HELLA bilateral loans in Yen maturing in 2032 and 2033 (see Note 27.3).

A part of the Group borrowings being at variable rates as stated in Note 27.4, a rise in short-term rates would therefore have an impact on financial expenses.

The notional amounts of the Group's interest rate hedges break down as follow:

(in € million)

	Carrying amount		Notional amounts by maturity		
	Assets	Liabilities	<1 year	1 to 5 years	>5 years
12/31/2025					
Interest rate options	0.0	0.0	750.0	0.0	0.0
Variable rate/fixed rate swaps	0.0	(15.7)	0.0	1,217.5	670.2
Swaption	0.0	0.0	0.0	0.0	0.0
Accrued premiums payable	0.0	0.0	0.0	0.0	0.0
TOTAL	0.0	(15.7)	750.0	1,217.5	670.2

(in € million)

	Carrying amount		Notional amounts by maturity		
	Assets	Liabilities	<1 year	1 to 5 years	>5 years
12/31/2024					
Interest rate options	0.0	0.0	0.0	0.0	0.0
Variable rate/fixed rate swaps	2.2	(7.5)	0.0	217.5	300.0
Swaption	0.6	0.0	0.0	0.0	100.0
Accrued premiums payable	0.3	0.0	0.0	0.0	0.0
TOTAL	3.1	(7.5)	0.0	217.5	400.0

32.4 Counterparty risk on derivatives

FORVIA's counterparty risk connection with its derivatives is not significant as the majority of its derivatives are arranged with banks with strong ratings that form part of its banking pool. The consideration of derivatives compensation agreements existing with counterparts, is summarized as follows:

	(a)	(b)	(c) = (a) - (b)	(d) Related amounts not set off in the balance sheet (not fulfilling IAS 32 compensation criteria)		(e) = (c) - (d)
Financial assets as of December 31, 2025	Gross amount value (before compensation)	Gross Amounts compensated (according to IAS 32)	Net amounts presented in the balance sheet	Financial instruments	Collaterals received	Net amount
Derivatives	67.5		67.5	11.6		55.8
Other financial instruments						
TOTAL	67.5	0.0	67.5	11.6	0.0	55.8

	(a)	(b)	(c) = (a) - (b)	(d) Related amounts not set off in the balance sheet (not fulfilling IAS 32 compensation criteria)		(e) = (c) - (d)
Financial liabilities as of December 31, 2025	Gross amount value (before compensation)	Gross Amounts compensated (according to IAS 32)	Net amounts presented in the balance sheet	Financial instruments	Collaterals received	Net amount
Derivatives	121.4		121.4	11.6		109.8
Other financial instruments						
TOTAL	121.4	0.0	121.4	11.6	0.0	109.8

NOTE 33 Commitments given and contingent liabilities

Commitments given

(in € million)	2025	2024
Future minimum lease payments ⁽¹⁾	30.6	28.6
Debt collateral:		
– mortgages	1.7	1.9
Other debt guarantees	86.5	86.4
Firm orders for property, plant and equipment and intangible assets	172.5	252.7
Other	10.0	10.5
TOTAL	301.3	380.1

(1) Commitments on future lease payments are considering only obligations not reflected in the lease liability, such as payments on contracts corresponding to exemption criteria allowed by IFRS 16 and considered by the Group as well as future payments on signed contracts which execution has not yet started.

Future minimum lease payments break down as follows:

(in € million)	2025	2024
N+1	12.3	11.9
N+2	7.8	7.5
N+3	5.9	5.8
N+4	2.3	2.0
N+5 and above	2.2	1.4
TOTAL	30.6	28.6

Expiry dates of mortgages and guarantees:

(in € million)	2025
– less than a year	68.0
– 1 to 5 years	6.1
– more than 5 years	14.1
TOTAL	88.2

NOTE 34 Related party transactions

Transactions with consolidated entities are eliminated by the consolidation process. FORVIA's business relations with non-consolidated or Equity consolidated entities are considered as non-significant.

NOTE 35 Management compensation

Total compensation for 2025 awarded to the members of the Board of Directors and the Group Executive Committee serving in this capacity as at December 31, 2025 amounted

to €14,314,498 including directors' fees of €1,200,000 compared with the 2024 figures of €19,573,390 and €1,200,000 respectively.

NOTE 36 Fees paid to the Statutory Auditors

	Forvis Mazars				PWC		EY	
	Amount (excl. VAT)		%		Amount (excl. VAT)		Amount (excl. VAT)	
	2025	2024	2025	2024	2025	2025	2024	2024
(in € million)								
Audit								
Statutory and contractual audits								
Issuer	1.6	1.5	15.3%	14.3%	1.3	22.1%	1.4	20.0%
Fully consolidated companies	7.3	7.7	68.2%	73.3%	3.7	64.9%	4.0	55.6%
Certification of Sustainability Information (CSRD)	0.5	0.5	4.3%	4.8%	0.4	7.7%	0.6	7.8%
SUB-TOTAL	9.4	9.7	87.9%	92.4%	5.4	94.7%	6.0	83.3%
Other services								
Issuer	1.2	0.8	11.2%	7.6%	0.1	1.8%	1.0	13.9%
Fully consolidated companies	0.1	0.0	0.9%	0.0%	0.2	3.5%	0.2	2.8%
SUB-TOTAL	1.3	0.8	12.1%	7.6%	0.3	5.3%	1.2	16.7%
TOTAL	10.7	10.5	100%	100.0%	5.7	100.0%	7.2	100.0%

Other services provided by EY to the Company and its subsidiaries mainly relate to issuance of statements as independent auditors, contractual audit reports, procedures in connection with divestment projects, consultations and comfort letters in connection with a financing operation.

Other services provided by Forvis Mazars to the Company and its subsidiaries mainly relate to issuance of statements as independent auditors, verification of the non-financial

statement included in management report, contractual audit reports, procedures in connection with divestment projects, consultations and comfort letters in connection with a financing operation.

Other services provided by PwC to the Company and its subsidiaries mainly relate to issuance of statements as independent auditors and comfort letters in connection with a financing operation.

NOTE 37 Dividends

The Board of Directors has decided to propose to the next Annual Shareholders' Meeting not to distribute any dividend for the year 2025.

6.3.6. List of consolidated companies as of December 31, 2025

	Country	Interest of (in %)	Stake (in %) ⁽¹⁾
I - FULLY CONSOLIDATED COMPANIES			
FORVIA S.E.	France	Holding	Holding
South Africa			
Faurecia Interior Systems South Africa (Pty), Ltd	South Africa	100	100
Faurecia Interior Systems Pretoria (Pty) Ltd	South Africa	100	100
Faurecia Emissions Control Technologies (Cape Town) (Pty) Ltd	South Africa	100	100
HELLA AUTOMOTIVE SOUTH AFRICA (PTY) LTD	South Africa	81.59	100
Germany			
Faurecia Autositze GmbH ⁽²⁾	Germany	100	100
Faurecia Automobiltechnik GmbH ^{(2) (3)}	Germany	100	100
Faurecia Automotive GmbH ^{(2) (3)}	Germany	100	100
Faurecia Innenraum Systeme GmbH ⁽²⁾	Germany	100	100
Faurecia Emissions Control Technologies, Germany GmbH ⁽²⁾	Germany	100	100
Clarion Europa GmbH	Germany	100	100
FORVIA Germany GmbH ^{(2) (3)}	Germany	100	100
HELLA GmbH & Co. KGaA	Germany	81.59	100
HELLA Innenleuchten-Systeme GmbH	Germany	81.59	100
HELLA Fahrzeugkomponenten GmbH	Germany	81.59	100
HFK Liegenschaftsgesellschaft mbH	Germany	81.59	100
HELLA Aglaia Mobile Vision GmbH	Germany	81.59	100
HELLA Distribution GmbH	Germany	81.59	100
RP Finanz GmbH	Germany	81.59	100
Docter Optics SE	Germany	81.59	100
Docter Optics Components GmbH	Germany	81.59	100
HELLA Werkzeug Technologiezentrum GmbH	Germany	81.59	100
HELLA Corporate Center GmbH	Germany	81.59	100
HELLA Gutmann Holding GmbH	Germany	81.59	100
HELLA Gutmann Solutions GmbH	Germany	81.59	100
HELLA Gutmann Anlagenvermietung GmbH	Germany	81.59	100
Hella Gutmann Digital GmbH	Germany	81.59	100
HELLA Geschäftsführungsgesellschaft GmbH	Germany	81.59	100
HELLA Holding International GmbH	Germany	81.59	100
Faurecia Hydrogen Solutions Germany, GmbH	Germany	100	100
Argentina			
Faurecia Sistemas De Escape Argentina S.A.	Argentina	100	100
Faurecia Argentina S.A.	Argentina	100	100

(1) Cumulated percentages of interest for fully consolidated companies.

(2) Application of Section 264 (3) HGB (German Commercial Code).

(3) Application of Section 291 (1) HGB (German Commercial Code).

	Country	Interest of (in %)	Stake (in %) ⁽¹⁾
Australia			
HELLA Asia Pacific Pty Ltd	Australia	81.59	100
HELLA Australia Pty Ltd	Australia	81.59	100
HELLA Asia Pacific Holdings Pty Ltd	Australia	81.59	100
Austria			
HELLA Handel Austria GmbH	Austria	81.59	100
HELLA Fahrzeugteile Austria GmbH	Austria	81.59	100
Belgium			
Faurecia Automotive Belgium	Belgium	100	100
Brazil			
Faurecia Automotivo do Brasil, Ltda	Brazil	100	100
FAURECIA AUTOMOTIVE INTERIORS BRAZIL LTDA	Brazil	100	100
HELLA do Brazil Automotive Ltda.	Brazil	81.59	100
Canada			
Faurecia Emissions Control Technologies Canada, Ltd	Canada	100	100
Faurecia IRYStec Inc.	Canada	100	100
China			
Faurecia Exhaust Systems Changchun Co., Ltd	China	51	100
Changchun Faurecia Xuyang Automotive Seat Co., Ltd	China	60	100
Faurecia - GSK (Wuhan) Automotive Seating Co., Ltd	China	51	100
Faurecia (Wuxi) Seating Components Co., Ltd	China	100	100
Faurecia Tongda Exhaust Systems Wuhan Co., Ltd	China	50	100
Faurecia Honghu Exhaust Systems Shanghai Co. Ltd	China	66	100
Faurecia (Changchun) Automotive Systems Co., Ltd	China	100	100
Faurecia Emissions Control Technologies Development (Shanghai) Co. Ltd	China	100	100
Faurecia (Qingdao) Exhaust Systems Co., Ltd	China	100	100
Faurecia (China) Holding Co., Ltd	China	100	100
Faurecia (Guangzhou) Automotive Systems Co., Ltd	China	100	100
Faurecia Emissions Control Technologies (Chongqing) Co., Ltd	China	72.5	100
Faurecia Emissions Control Technologies (Yantai) Co., Ltd.	China	100	100
Faurecia Emissions Control Technologies (Chengdu) Co., Ltd	China	51	100
Faurecia (Nanjing) Automotive Systems Co., Ltd	China	100	100
Faurecia (Shenyang) Automotive Systems Co., Ltd	China	100	100
Faurecia (Wuhan) Automotive Components Systems Co., Ltd	China	100	100
Changchun Faurecia Xuyang Interior Systems Co., Ltd	China	60	100
CHENGDU FAURECIA AUTOMOTIVE SYSTEMS CO., LTD.	China	100	100
Faurecia (Yancheng) Automotive Systems Co., Ltd	China	100	100
CSM Faurecia Automotive Parts Co., Ltd	China	50	100
Faurecia NHK (Xiangyang) Automotive Seating Co., Ltd	China	51	100
Faurecia Emissions Control Technologies (Beijing) Co., Ltd	China	100	100
Faurecia Emissions Control Technologies (Nanchang) Co., Ltd	China	51	100

(1) Cumulated percentages of interest for fully consolidated companies.

	Country	Interest of (in %)	Stake (in %) ⁽¹⁾
Faurecia (Chengdu) Automotive Components Manufacturing Co., Ltd	China	100	100
Faurecia Emissions Control Technologies (Foshan) Co., Ltd	China	51	100
Foshan Faurecia Xuyang Interior Systems Co., Ltd	China	60	100
Faurecia PowerGreen Emissions Control Technologies Co., Ltd	China	100	100
Shanghai Faurecia Automotive Seating Co., Ltd	China	55	100
Changsha Faurecia Emissions Control Technologies Co., Ltd	China	100	100
Dongfeng Faurecia Automotive Interior Co., Ltd	China	50	100
Faurecia Automotive Parts (Foshan) CO., LTD.	China	100	100
Faurecia (Qingdao) Automotive Systems Co., Ltd	China	100	100
FAURECIA (BEIJING) EMISSIONS CONTROL TECHNOLOGIES CO., LTD.	China	51	100
Faurecia Yinlun (Weifang) Emission Control Technologies Co., Ltd	China	52	100
Tianjin Faurecia Xuyang Automotive Seat Co., Ltd	China	60	100
Dongfeng Faurecia Emissions Control Technologies Co. Ltd	China	50	100
Faurecia (Changshu) Automotive System Co., Ltd	China	70	100
Faurecia Clarion Electronic Fengcheng Co., Ltd	China	100	100
Shenzhen Faurecia Automotive Parts Co., Ltd	China	70	100
Faurecia (Haining) Automotive Systems Co., Ltd.	China	100	100
Faurecia (Liuzhou) Automotive Interior Systems Co.,Ltd	China	50	100
Chongqing Zhuotong Automotive Interior Systems Co., Ltd	China	50	100
Shanghai Faurecia Automotive Seating component Co., Ltd	China	55	100
HUG Engineering Shanghai Co., Ltd	China	100	100
Faurecia Clarion Electronics (Dongguan) Co. Ltd.	China	100	100
Faurecia Clarion Electronics (Xiamen) Co. Ltd.	China	100	100
Chengdu Faurecia Xuyang Automotive System Co., Ltd	China	60	100
Faurecia (Zhejiang) Automotive Systems Co., Ltd	China	100	100
Faurecia Clarion Electronics (Chongqing)Co., Ltd	China	100	100
Changchun Faurecia Xuyang Display Technology Co., Ltd.	China	100	100
Nanjing Faurecia Emission Control Technology Co.,Ltd	China	66	100
Faurecia (Shanghai) Automotive Component Co.LTD	China	100	100
Faurecia (Jiaxing) Automotive Systems Co., Ltd.	China	100	100
Faurecia CLD Safety Technology (Shenyang) Co., Ltd.	China	62.5	100
FSVAP Electronics (Wuhan) Co., Ltd.	China	100	100
Faurecia (Tianjin) Automotive Systems Co., Ltd	China	100	100
HELLA Shanghai Electronics Co., Ltd.	China	81.59	100
HELLA Changchun Tooling Co., Ltd.	China	81.59	100
HELLA Corporate Center (China) Co., Ltd.	China	81.59	100
Changchun HELLA Automotive Lighting Ltd.	China	81.59	100
Beifang HELLA Automotive Lighting Ltd.	China	81.59	100
HELLA Trading (Shanghai) Co., Ltd.	China	81.59	100
HELLA China Holding Co., Ltd.	China	81.59	100
HELLA (Xiamen) Electronic Device Co., Ltd.	China	81.59	100
Jiaxing HELLA Lighting Co., Ltd.	China	81.59	100

(1) Cumulated percentages of interest for fully consolidated companies.

	Country	Interest of (in %)	Stake (in %)⁽¹⁾
Xian Faurecia Automotive Parts Co.,LTD	China	70	100
Changzhou Faurecia Automotive Parts Co.,LTD	China	70	100
Changchun FAWSN Faurecia Cockpit of Future System Co., Ltd	China	50	100
Faurecia (Jiaxing) Automotive Seating Co., Ltd	China	100	100
Faurecia (Shanghai) Hydrogen Solutions Holding Co., Ltd	China	62.5	100
Zhengzhou Faurecia Automotive Parts Co LTD	China	70	100
JinHua LEAP Faurecia Automotive Parts Co LTD	China	51	100
Faurecia (Shanghai) Automotive Interior Systems Co. Ltd	China	100	100
Beijing Hella BHAP Automotive Lighting Co., Ltd	China	40.8	100
Hella BHAP (Sanhe) Automotive Lighting Co., Ltd	China	40.8	100
Hella BHAP (Tianjin) Automotive Lighting Co., Ltd-	China	40.8	100
Shenzhen Faurecia Automotive Parts System Co., Ltd	China	70	100
Faurecia Cockpit of Future System(Wuhu) Co.,Ltd.	China	51	100
HELLA Nanjing Electronics Co., Ltd.	China	81.59	100
Hella BHAP (Changzhou) Automotive Lighting Co., Ltd.	China	40.8	100
Faurecia (Changzhou) Automotive Parts Co., Ltd	China	100	100
Faurecia FCM System (shanghai) Co. Ltd.	China	100	100
Ji'Nan Faurecia Automotive Parts Co., Ltd	China	70	100
Faurecia Automotive Interiors System (Shanghai) Co., Ltd	China	100	100
Faurecia Exhaust Systems Jiaxing Co.,Ltd.	China	66	100
Faurecia Automotive Seating System (Shanghai) Co., Ltd	China	100	100
Chang Ming Co., Ltd.	China	100	100
Clarion (H.K.) Industries Co., Ltd	China	100	100
China Taiwan			
Covatech Inc.	China Taiwan	100	100
Colombia			
Hella Colombia Autopartes S.A.S.	Colombia	81.59	100
South Korea			
Faurecia Korea, Ltd	South Korea	100	100
FCM Yeongcheon, Ltd.	South Korea	100	100
FAS Yeongcheon, Ltd.	South Korea	100	100
Docter Optics Asia Ltd.	South Korea	81.59	100
HELLA Korea Inc.	South Korea	81.59	100
Faurecia Hydrogen Solutions Korea	South Korea	100	100
Denmark			
AMMINEX Emissions Technology AS	Denmark	100	100
HELLA Gutmann Solutions A/S	Denmark	81.59	100
HELLA A/S	Denmark	81.59	100
United Arab Emirates			
HELLA Middle East FZE	United Arab Emirates	81.59	100
HELLA Middle East LLC	United Arab Emirates	39.98	100

(1) Cumulated percentages of interest for fully consolidated companies.

	Country	Interest of (in %)	Stake (in %) ⁽¹⁾
Spain			
Asientos de Castilla Leon, S.A.	Spain	100	100
Asientos del Norte, S.A.	Spain	100	100
Faurecia Asientos Para Automovil España, S.A.	Spain	100	100
Faurecia Sistemas De Escape España, S.L.	Spain	100	100
Tecnoconfort	Spain	50	100
Asientos de Galicia, S.L.	Spain	100	100
Faurecia Automotive España, S.L.	Spain	100	100
Faurecia Interior System España, S.A.	Spain	100	100
Faurecia Interior System SALC España, S.L.	Spain	100	100
Valencia Modulos de Puertas, S.L.	Spain	100	100
Faurecia Emissions Control Technologies, Pamplona, S.L.	Spain	100	100
Incalplas, S.L.	Spain	100	100
Faurecia Holdings Espana, S.L.	Spain	100	100
HELLA España Holdings S. L.	Spain	81.59	100
Manufacturas y Accesorios Electricos S.A.	Spain	81.59	100
HELLA S.A.	Spain	81.59	100
United States			
FAURECIA EMISSIONS CONTROL SYSTEMS NA, LLC	United States	100	100
Faurecia Automotive Seating, LLC	United States	100	100
Faurecia USA Holdings, Inc.	United States	100	100
Faurecia Emissions Control Technologies, USA, LLC	United States	100	100
Faurecia Interior Systems, LLC	United States	100	100
Faurecia Madison Automotive Seating, Inc.	United States	100	100
Faurecia Interiors Louisville, LLC	United States	100	100
Faurecia Interior Systems Saline, LLC	United States	100	100
FAURECIA MEXICO HOLDINGS, LLC	United States	100	100
FNK NORTH AMERICA, Inc.	United States	100	100
Clarion Corporation of America	United States	100	100
Docter Optics Inc.	United States	81.59	100
HELLA Corporate Center USA, Inc.	United States	81.59	100
HELLA Electronics Corporation	United States	81.59	100
HELLA Automotive Sales, Inc.	United States	81.59	100
HELLA Ventures, LLC	United States	81.59	100
Faurecia Hydrogen Solutions North America, Inc.	United States	100	100
Materi'act Dallas LLC	United States	100	100
FSVAP USA, INC	United States	100	100

(1) Cumulated percentages of interest for fully consolidated companies.

	Country	Interest of (in %)	Stake (in %) ⁽¹⁾
France			
Faurecia Sièges d'automobile	France	100	100
Faurecia Industries	France	100	100
ECSA - Etudes Et Construction de Sièges pour l'Automobile	France	100	100
Siedoubs	France	100	100
Siemar	France	100	100
Faurecia Seating Flers	France	100	100
Faurecia Investments	France	100	100
Trecia	France	100	100
Faurecia Automotive Holdings	France	100	100
Faurecia Intérieur Industrie	France	100	100
Faurecia Systèmes d'Echappement	France	100	100
Faurecia Services Groupe	France	100	100
Faurecia Exhaust International	France	100	100
MATERI'ACT	France	100	100
Faurecia Hydrogen Solutions	France	100	100
Faurecia Ventures	France	100	100
Hambach Automotive Exteriors	France	100	100
Hennape Six	France	100	100
Faurecia Clarion Electronics Europe	France	100	100
Clarion Europe S.A.S	France	100	100
Faurecia Hydrogen Solutions France	France	100	100
HELLA S.A.S.	France	81.59	100
HELLA Engineering France S.A.S.	France	81.59	100
FAURECIA SEATING VILLERS	France	100	100
FH Services S.A.S.	France	95.4	100
FSVAP Europe	France	100	100
FAURECIA INTERIORS HOLDING	France	100	100
Great Britain			
Faurecia Automotive Seating UK, Ltd	Great Britain	100	100
Faurecia Midlands, Ltd	Great Britain	100	100
SAI Automotive Fradley, Ltd	Great Britain	100	100
SAI Automotive Washington, Ltd	Great Britain	100	100
Faurecia Emissions Control Technologies UK, Ltd	Great Britain	100	100
Design LED Products, Ltd	Great Britain	100	100
HELLA UK Holdings Limited	Great Britain	81.59	100
Hella Limited	Great Britain	81.59	100
Hungary			
Faurecia Emissions Control Technologies, Hungary Kft	Hungary	100	100
Clarion Hungary Electronics Kft.	Hungary	100	100
HELLA Hungaria Kft.	Hungary	81.59	100

(1) Cumulated percentages of interest for fully consolidated companies.

	Country	Interest of (in %)	Stake (in %) ⁽¹⁾
India			
Faurecia Automotive Seating India Private, Ltd	India	100	100
Faurecia Emissions Control Technologies, India Pvt Ltd	India	74	100
Faurecia India Pvt Ltd	India	100	100
Clarion India Pvt, Ltd	India	100	100
HELLA India Automotive Private Limited	India	81.59	100
HELLA Emobionics Pvt Ltd.	India	81.59	100
HELLA India Lighting Ltd.	India	81.59	100
HELLA India autoparts and services private limited	India	81.59	100
Faurecia Interiors India Private Limited	India	100	100
Indonesia			
PT Faurecia Clean Mobility Indonesia	Indonesia	100	100
Israel			
Faurecia Security Technologies Ltd	Israel	100	100
Italy			
Faurecia Emissions Control Technologies, Italy SRL	Italy	100	100
HELLA S.p.A.	Italy	81.59	100
Japan			
Faurecia Japan K.K.	Japan	100	100
Faurecia Howa Interiors Co., Ltd	Japan	50	100
Faurecia Clarion Electronics Co., Ltd.	Japan	100	100
Clarion Lifecycle Solutions Co., Ltd.	Japan	100	100
FSVAP Japan Co., Ltd	Japan	100	100
Lithuania			
UAB HELLA Lithuania	Lithuania	81.59	100
Luxembourg			
Forvia Ré	Luxembourg	100	100
Morocco			
Faurecia Équipements Automobiles Maroc	Morocco	100	100
Faurecia Automotive Systems Technologies	Morocco	100	100
Faurecia Automotive Industries Morocco SARL	Morocco	100	100
Mexico			
Faurecia Sistemas Automotrices de Mexico, S.A. de CV	Mexico	100	100
Servicios Corporativos de Personal Especializado, S.A. de CV	Mexico	100	100
Faurecia Howa Interior Mexico, S.A. de C.V.	Mexico	51	100
Electronica Clarion, S.A. de C.V.	Mexico	100	100
HELLA Centro Corporativo Mexico S.A. de C.V.	Mexico	81.59	100
HELLA Automotive Mexico S.A. de C.V.	Mexico	81.59	100
HELLAmex S.A. de C.V.	Mexico	81.59	100
Faurecia Automotive Interiors, S.A. de C.V.	Mexico	100	100
FSVAP Mexico, S.A. de C.V.	Mexico	100	100
FAURECIA SEATING MEXICO, S.A. DE C.V.	Mexico	100	100

(1) Cumulated percentages of interest for fully consolidated companies.

	Country	Interest of (in %)	Stake (in %) ⁽¹⁾
Norway			
HELLA Gutmann Solutions AS	Norway	81.59	100
New Zealand			
HELLA NEW ZEALAND LIMITED	New Zealand	81.59	100
Netherlands			
ET Dutch Holdings B.V.	Netherlands	100	100
HELLA Benelux B.V.	Netherlands	81.59	100
Poland			
Faurecia Automotive Polska S.A.	Poland	100	100
Faurecia Walbrzych S.A.	Poland	100	100
Faurecia R&D Center S.A.	Poland	100	100
Faurecia Gorzow S.A.	Poland	100	100
HELLA Polska Sp. z o.o.	Poland	81.59	100
Portugal			
Faurecia-Assentos de Automovel, Lda	Portugal	100	100
SASAL	Portugal	100	100
Faurecia - Sistemas De Escape Portugal, Lda	Portugal	100	100
EDA - Estofagem de Assentos, Lda	Portugal	100	100
Faurecia Sistemas de Interior de Portugal. Componentes Para Automovel S.A.	Portugal	100	100
Faurecia Aptoide Automotive	Portugal	100	100
Czech Republic			
Faurecia Exhaust Systems, S.R.O.	Czech Republic	100	100
Faurecia Automotive Czech Republic, S.R.O.	Czech Republic	100	100
Faurecia Interior Systems Bohemia, S.R.O.	Czech Republic	100	100
Faurecia Components Pisek, S.R.O.	Czech Republic	100	100
Faurecia Interior Pardubice s.r.o.	Czech Republic	100	100
Faurecia Emissions Control Technologies Mlada Boleslav, S.R.O.	Czech Republic	100	100
Faurecia Plzen, S.R.O.	Czech Republic	100	100
Docter Optics s.r.o.	Czech Republic	81.59	100
HELLA Autotechnik Nova s.r.o.	Czech Republic	81.59	100
Romania			
Faurecia Romania S.R.L.	Romania	100	100
Euro Auto Plastic Systems s.r.l.	Romania	50	100
HELLA Romania s.r.l.	Romania	81.59	100
Russia			
OOO Faurecia Automotive Development	Russia	100	100
Singapore			
HELLA Asia Singapore Pte. Ltd.	Singapore	81.59	100

(1) Cumulated percentages of interest for fully consolidated companies.

	Country	Interest of (in %)	Stake (in %) ⁽¹⁾
Slovakia			
Faurecia Automotive Slovakia SRO	Slovakia	100	100
HELLA Slovakia Holding s.r.o.	Slovakia	81.59	100
HELLA Slovakia Lighting s.r.o.	Slovakia	81.59	100
Faurecia Interiors Slovakia s.r.o.	Slovakia	100	100
Slovenia			
HELLA Saturnus Slovenija d.o.o.	Slovenia	81.59	100
Sweden			
Faurecia Interior Systems Sweden AB	Sweden	100	100
Faurecia Creo AB	Sweden	100	100
Switzerland			
Faurecia Switzerland GmbH	Switzerland	100	100
Faurecia Switzerland Group AG	Switzerland	100	100
Thailand			
Faurecia Interior Systems (Thailand) Co., Ltd	Thailand	100	100
Faurecia Emissions Control Technologies, Thailand Co., Ltd	Thailand	100	100
Faurecia & Summit Interior Systems (Thailand) Co. Ltd	Thailand	50	100
Clarion Asia (Thailand) Co., Ltd	Thailand	100	100
FAURECIA AUTOMOTIVE PARTS (THAILAND) CO.,LTD.	Thailand	70	100
FSVAP (Thailand) Co., Ltd.	Thailand	100	100
Tunisia			
Société Tunisienne d'Équipements d'Automobile	Tunisia	100	100
Faurecia Informatique Tunisie	Tunisia	100	100
Türkiye			
Faurecia Polifleks Otomotiv Sanayi Ve Ticaret A.S.	Türkiye	100	100
Intermobil Otomotiv Mumessillik Ve Ticaret A.S.	Türkiye	45.69	100
Vietnam			
Faurecia Interior Systems (Vietnam) Company Limited	Vietnam	100	100
HELLA Vietnam Company Limited	Vietnam	81.59	100

(1) Cumulated percentages of interest for fully consolidated companies.

	Country	Interest of (in %)	Stake (in %) ⁽¹⁾
II - COMPANIES ACCOUNTED FOR BY THE EQUITY METHOD			
Germany			
InnoSenT GmbH	Germany	40.8	40.8
China			
Jinan Jidao Auto Parts Company Limited	China	50	50
Changchun Faurecia Xuyang Automotive Components Technologies R&D Co., Ltd	China	45	45
Dongfeng Faurecia (Wuhan) Automotive Parts Sales Co., Ltd	China	50	50
Qinhuangdao WKW-FAD Automotive Interior Parts Co., Ltd	China	50	50
Faurecia (Liuzhou) Automotive Seating Sales Co., Ltd	China	50	50
Chongqing Guangneng Faurecia Interior Systems Co., Ltd	China	50	50
Faurecia (Liuzhou) Emissions Control Technologies Co., Ltd.	China	50	50
Wuhan Clarion Kotei Software Technology Co., Ltd	China	25	25
Beijing BAIC Faurecia Automotive Systems Co., Ltd	China	50	50
Kaishi Faurecia Aftertreatment Control Technologies Co., Ltd.	China	35	35
Changchun Hella Faway Automotive Lighting Co., Ltd.	China	39.98	39.98
Hella BHAP Electronics (Jiangsu) Co., Ltd.	China	40.8	40.8
HELLA MINTH Jiaxing Automotive Parts Co., Ltd.	China	40.8	40.8
Faway Hainuo Automotive Technology (Changzhou) Co., Ltd.	China	24.39	24.39
Beijing SamLip Automotive Lighting Ltd.	China	19.99	19.99
Hella Faway Automotive Lighting (Tianjin) Co., Ltd	China	39.98	39.98
Faurecia Liuzhou Automotive Seating Co., Ltd	China	50	50
Beijing HELLA BHAP Lighting Technology Co., Ltd.	China	40.8	40.8
FARWON Faurecia Components System Co.,LTD	China	45	45

(1) Cumulated percentages of interest for fully consolidated companies.

	Country	Interest of (in %)	Stake (in %) ⁽¹⁾
Spain			
Componentes de Vehiculos de Galicia, S.A.	Spain	50	50
Copo Iberica, S.A.	Spain	50	50
United States			
Total Network Manufacturing LLC	United States	49	49
France			
Automotive Performance Materials	France	50	50
Symbio	France	33.33	33.33
India			
NHK F. Krishna India Automotive Seating Pvt Ltd	India	19	19
Basis Mold India Pvt Ltd	India	38	38
Italy			
Ligneos Srl	Italy	50	50
Japan			
Faurecia - NHK Co., Ltd	Japan	50	50
Malaysia			
Clarion (Malaysia) Sdn. Bhd.	Malaysia	45	45
Portugal			
Vanpro Assentos Lda.	Portugal	50	50
Türkiye			
Teknik Malzeme Sanayi Ve Ticaret A.S.	Türkiye	50	50

(1) Cumulated percentages of interest for fully consolidated companies.

6.4. Statutory auditors' report on the consolidated financial statements for the year ended 31 December 2025

This is a free translation into English of the Statutory Auditors' report issued in French and is provided solely for the convenience of English speaking readers. This report includes information specifically required by European regulations or French law, such as information about the appointment of Statutory Auditors. This report should be read in conjunction with, and construed in accordance with, French law and professional auditing standards applicable in France.

Year ended December 31st, 2025

To the shareholders,

Opinion

In compliance with the engagement entrusted to us by your Annual General Meeting, we have audited the accompanying consolidated financial statements of FORVIA for the year ended 31 December 2025.

In our opinion, the consolidated financial statements give a true and fair view of the assets and liabilities and of the financial position of the Group as at 31 December 2025, and of the results of its operations for the year then ended in accordance with International Financial Reporting Standards (IFRS) as adopted by the European Union.

The audit opinion expressed above is consistent with our report to the Audit Committee.

Basis for opinion

Audit framework

We conducted our audit in accordance with professional standards applicable in France. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Our responsibilities under these standards are further described in the "Responsibilities of the Statutory Auditors relating to the audit of the consolidated financial statements" section of our report.

Independence

We conducted our audit engagement in compliance with the independence rules provided for in the French Commercial Code (*Code de commerce*) and the French Code of Ethics (*Code de déontologie*) for Statutory Auditors for the period from 1 January 2025 to the date of our report, and, in particular, we did not provide any non-audit services prohibited by Article 5(1) of Regulation (EU) No. 537/2014.

Justification of assessments – Key audit matters

In accordance with the requirements of Articles L. 821-53 and R. 821-180 of the French Commercial Code relating to the justification of our assessments, we inform you of the key audit matters relating to the risks of material misstatement that, in our professional judgement, were the most significant in our audit of the consolidated financial statements, as well as how we addressed those risks.

These matters were addressed as part of our audit of the consolidated financial statements as a whole and therefore contributed to the opinion we formed as expressed above. We do not provide a separate opinion on specific items of the consolidated financial statements.

Accounting and presentation of the Interiors business under discontinued operations in application of IFRS 5

(Notes 1.4 "IFRS 5 application and modifications to the previously published consolidated financial statements" and 2.1 "Disposal of Interiors" to the consolidated financial statements)

As indicated in Note 2.1 to the consolidated financial statements, FORVIA initiated the disposal of its Interiors business at the end of 2025.

In application of IFRS 5 "Non-current assets held for sale and discontinued operations", given the state of progress of the project as at 31 December 2025, the Interiors business is classified under discontinued operations in the Group's consolidated financial statements as at 31 December 2025.

Assets for this business and the associated liabilities are presented in the consolidated balance sheet separately from the Group's other assets and liabilities as at 31 December 2025: €3,718.5 million in assets are presented under "Assets held for sale" and €2,279.7 million are presented under "Liabilities linked to assets held for sale".

Statutory auditors' report on the consolidated financial statements for the year ended 31 December 2025

The net income from discontinued operations has been isolated in a specific line of the income statement for 2025 and the income statement of comparative years has been restated in the same way. This result is a loss of €604.3 million for the year ended 31 December 2025.

We considered the accounting and presentation of the Interiors business under discontinued operations, in accordance with IFRS 5, to be a key audit matter in view of:

- the assessment of application criteria for the IFRS 5 standard;
- the extent of the transaction, which covers an entire operating segment for the Group;
- the significant impact of the transaction on the presentation of the consolidated financial statements;
- estimates concerning the calculation of the disposal result for the Interiors business.

Our response

Our work consisted in:

- assessing the appropriateness of classifying the assets and liabilities of this business as assets held for sale and liabilities linked to assets held for sale in accordance with IFRS 5, by:
 - analysing the progress of the project,
 - reviewing the minutes of the Board of Directors' meetings and transaction documentation,
 - conducting interviews with the Group's governance and financial management,
 - analysing the assumptions on which this accounting classification is based in accordance with IFRS 5;
- assessing the correct identification and valuation of assets and liabilities held for sale of the Interiors business in the consolidated balance sheet as of 31 December 2025, as well as the reclassification of transactions affecting the consolidated statement of comprehensive income to "Net income from discontinued operations" for the 2025 and 2024 financial years;
- comparing the net book value of the asset held for sale with the net fair value of the costs of disposal of that asset;
- assessing the appropriateness of the information provided in Notes 1.4 and 2.1 to the consolidated financial statements.

Measurement of the recoverable amount of goodwill

(Note 10 "Goodwill" to the consolidated financial statements)

Risk identified

The carrying amount of goodwill is €3,455.7 million at 31 December 2025, representing 13% of total consolidated assets.

Goodwill is allocated to the five groups of cash generating units (CGUs) corresponding to the Group's operating segments: Seating, Clean Mobility, Electronics, Lighting and Lifecycle solutions. As indicated in Note 1.4 to the consolidated financial statements, goodwill allocated to the Interiors CGU has been reclassified under "Non-current assets held for sale" in accordance with IFRS 5.

In accordance with IAS 36, goodwill is not amortised but is tested for impairment at least once a year and more often if there is an indication that it may be impaired, as described in note 10 to the consolidated financial statements.

For the purpose of impairment testing, goodwill is allocated between groups of CGUs, which are defined as a group of assets that generate independent cash inflows.

Impairment tests are performed to compare the carrying amount of assets and liabilities by group of CGUs with the higher of their value in use equal to the present value of the net future cash flows expected and their net market value including costs of disposal. For a given group of CGUs, an impairment loss is recognised whenever its value then determined falls below its carrying amount.

The future cash flows used were based on the Group's 2026-2030 forecasts for the five groups of CGUs. These forecasts were prepared during the second half of 2025 and include assumptions about global automotive market volumes from external sources.

As described in note 10, the test performed on 31 December 2025 confirmed the carrying amount of goodwill for the Seating, Clean Mobility, and Lifecycle Solutions CGUs, and led to the recognition of impairment losses totalling €920 million, allocated to the Electronics and Lighting CGUs in the amounts of €650 million and €270 million, respectively.

We considered the measurement of the recoverable amount of goodwill to be a key audit matter for the following reasons:

- the amount of goodwill recorded in the consolidated financial statements is material;
- the amount of impairment losses recorded in the consolidated financial statements is material;
- defining the inputs to be used to perform impairment tests requires a high degree of judgement and estimation from management, in particular as regards future cash flows, discount rates and long-term growth rates, which are inherently dependent on the economic environment.

Our response

We obtained an understanding of the method used by management to determine the goodwill recoverable amount of each group of CGUs in order to assess its compliance with IAS 36.

With asset valuation experts part of the audit team, we assessed the reasonableness of the key assumptions used by management to determine projected future cash flows. In particular, we:

- reconciled the components taken in the impairment tests of each group of CGUs with the consolidated financial statements;
- compared to external market data the key assumptions used to determine the value in use of the group of CGUs, in particular the discount rate, growth rate and volumes assumptions of the global automotive market considered by the Group;
- assessed the reasonableness of projected cash flows in relation to the economic and financial context for the most sensitive groups of CGUs and the reliability of the process to draw up estimates;
- assessed the consistency of projected cash flows with historical data;
- reperformed the calculations and reconciled the main data from the Group's forecasts for the five CGU groups for the 2026-2030 period with the data used in impairment testing;
- performed sensitivity analyses on the recoverable amounts calculated by management, in particular with regard to discount rates and the long-term growth rate to assess their impact.

We also assessed the appropriateness of the disclosures on goodwill provided in the notes to the consolidated financial statements.

Accounting and recoverability of development costs

(Notes 10 "Goodwill" and 11 "Intangible assets" to the consolidated financial statements)

At 31 December 2025, net capitalised development costs amounted to €2,773 million, representing 11% of total consolidated assets.

In accordance with IAS 38, research and development costs incurred in connection with producing and delivering modules for specific customer orders which are considered as set-up costs for the serial parts production are recorded as an intangible asset pursuant to the conditions set out in note 11 to the consolidated financial statements.

These capitalised costs are amortised to match the quantities of parts delivered to the customer, over a period not exceeding five years except under exceptional circumstances

Research costs and development costs that do not meet the criteria set out in note 11 to the consolidated financial statements are expensed as incurred.

As mentioned in notes 10 and 11 to the consolidated financial statements, the capitalised development costs are tested for impairment whenever there is an indication that they may be impaired. Impairment tests involve comparing the carrying amount of the tangible and intangible assets allocated to a customer contract with the present value of the expected net future cash flows to be derived from the contract, considering the best estimates of the future sales.

We considered the accounting and recoverability of development costs to be a key audit matter for the following reasons:

- the amount of capitalised development costs in the consolidated financial statements is material;
- defining the inputs to be used to perform impairment tests requires a high degree of judgement and estimation from management, in particular as regards future cash flows, discount rates and the expected gross margin per customer contract, which are inherently dependent on the economic environment.

Our response

With regard to the capitalisation of development costs, we:

- obtained an understanding of the procedures implemented by management to determine the eligibility of development costs for capitalisation and analysed their compliance with IAS 38;
- performed testing on a sample of customer contracts to evaluate whether the related development costs were eligible for capitalisation in accordance with the above-mentioned accounting standard.

With regard to the measurement of the recoverable amount of capitalised development costs, we:

- made inquiries with management about any indications of impairment;
- obtained an understanding of the method used by management to determine the recoverable amount of these assets and assessed the consistency of performed calculations;
- reconciled the components of the carrying amount of these tangible and intangible assets allocated to a customer contract in impairment testing with the consolidated financial statements;
- assessed, for a sample of customer contracts subject to an impairment test, the reasonableness of the key assumptions used by management to determine projected cash flows. In particular, we:
 - compared the key assumptions used with independent market data,
 - reconciled specific data such as projected delivery quantities in the strategic plan and analysed the negotiated selling unit price per product, where applicable taking into account ongoing negotiations, on the basis of contractual documents signed.

We also assessed the appropriateness of the disclosures on development costs provided in the notes to the consolidated financial statements.

Recognition and recoverability of deferred tax assets

(Note 8 "Income tax" to the consolidated financial statements)

Risk identified

Deferred tax assets stood at €654.2 million in the consolidated balance sheet at 31 December 2025, representing 2% of total consolidated assets. Deferred tax liabilities amounted to €245.3 million at the end of the year, representing 1% of total consolidated liabilities.

Deferred income tax assets are recognised only to the extent that it is probable that future taxable profit will be available in the short or medium term against which the temporary differences or the loss carryforward can be utilised, based on Group forecasts for the 2026-2030 period.

The Group's ability to recover deferred tax assets is assessed by management at the end of the year.

Based on these forecasts, the Group considers it probable that the net deferred tax balance recognised as of 31 December 2025, i.e., €408.9 million, will be recovered.

We considered the recognition and recoverability of deferred tax assets to be a key audit matter due to the importance of the assumptions, the judgements used by management to recognise these assets and due to the materiality of their amounts in the consolidated financial statements.

Our response

We analysed the assumptions used by management to recognise and measure deferred tax assets and their compliance with IAS 12.

We assessed the probability that the Group will be able to utilise the tax loss carryforwards currently recognised in its balance sheet, in particular with regard to:

- deferred tax liabilities existing in the same tax jurisdiction that may be used to offset existing tax loss carryforwards, prior to their expiry date if applicable;
- the ability of the Group companies concerned to generate future taxable profit against which the existing tax loss carryforwards can be utilised, reconciling the future flows used in tax planning with the projections validated by the board.

We also assessed the consistency of the key data and assumptions underlying the taxable income projections, underlying the recognition and recoverability of deferred tax assets relating to the tax loss carryforwards, with the supporting items we otherwise obtained, such as, in particular, the Group's guidance for the period 2026-2030 presented to the Board of Directors.

Lastly, we also assessed the appropriateness of the disclosures on deferred tax assets provided in the notes to the consolidated financial statements.

Specific verifications

As required by legal and regulatory provisions and in accordance with professional standards applicable in France, we have also verified the information pertaining to the Group presented in the Board of Directors' management report.

We have no matters to report as to its fair presentation and its consistency with the consolidated financial statements.

Other verifications and information pursuant to legal and regulatory requirements

Presentation of the consolidated financial statements to be included in the annual financial report

In accordance with professional standards applicable to the Statutory Auditors' procedures for annual and consolidated financial statements presented according to the European single electronic reporting format, we have also verified that the presentation of the consolidated financial statements to be included in the annual financial report referred to in paragraph I of Article L. 451-1-2 of the French Monetary and Financial Code (*Code monétaire et financier*) and prepared under the Chief Executive Officer's responsibility, complies with this format, as defined by European Delegated Regulation No. 2019/815 of 17 December 2018. As it relates to the consolidated financial statements, our work included verifying that the mark-ups in the financial statements comply with the format defined by the aforementioned Regulation.

On the basis of our work, we conclude that the presentation of the consolidated financial statements to be included in the annual financial report complies, in all material respects, with the European single electronic reporting format.

It is not our responsibility to ensure that the consolidated financial statements to be included by the Company in the annual financial report filed with the AMF correspond to those on which we carried out our work.

Appointment of the Statutory Auditors

We were appointed Statutory Auditors of FORVIA by the Annual General Meetings held on 28 May 2019 for FORVIS MAZARS SA and on 28 May 2025 for PricewaterhouseCoopers Audit.

At 31 December 2025, FORVIS MAZARS SA and PricewaterhouseCoopers Audit were in the seventh consecutive and first year of their engagement, respectively.

Responsibilities of management and those charged with governance for the consolidated financial statements

Management is responsible for preparing consolidated financial statements giving a true and fair view in accordance with International Financial Reporting Standards as adopted by the European Union and for implementing the internal control procedures it deems necessary for the preparation of consolidated financial statements that are free of material misstatement, whether due to fraud or error.

In preparing the consolidated financial statements, management is responsible for assessing the Company's ability to continue as a going concern, disclosing, as applicable, matters related to going concern, and using the going concern basis of accounting, unless it expects to liquidate the Company or to cease operations.

The Audit Committee is responsible for monitoring the financial reporting process and the effectiveness of internal control and risk management systems, as well as, where applicable, any internal audit systems relating to accounting and financial reporting procedures.

The consolidated financial statements were approved by the Board of Directors.

Responsibilities of the Statutory Auditors relating to the audit of the consolidated financial statements

Objective and audit approach

Our role is to issue a report on the consolidated financial statements. Our objective is to obtain reasonable assurance about whether the consolidated financial statements as a whole are free of material misstatement. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with professional standards will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions taken by users on the basis of these financial statements.

As specified in Article L.821-55 of the French Commercial Code, our audit does not include assurance on the viability or quality of the Company's management.

Statutory auditors' report on the consolidated financial statements for the year ended 31 December 2025

As part of an audit conducted in accordance with professional standards applicable in France, the Statutory Auditors exercise professional judgement throughout the audit.

They also:

- identify and assess the risks of material misstatement in the consolidated financial statements, whether due to fraud or error, design and perform audit procedures in response to those risks, and obtain audit evidence considered to be sufficient and appropriate to provide a basis for their opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control;
- obtain an understanding of the internal control procedures relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the internal control;
- evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates made by Management and the related disclosures in the notes to the consolidated financial statements;
- assess the appropriateness of Management's use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the Company's ability to continue as a going concern. This assessment is based on the audit evidence obtained up to the date of the audit report. However, future events or conditions may cause the Company to cease to continue as a going concern. If the Statutory Auditors conclude that a material uncertainty exists, they are required to draw attention in the audit report to the related disclosures in the consolidated financial statements or, if such disclosures are not provided or are inadequate, to issue a qualified opinion or a disclaimer of opinion;
- evaluate the overall presentation of the consolidated financial statements and assess whether these statements represent the underlying transactions and events in a manner that achieves fair presentation;
- obtain sufficient appropriate audit evidence regarding the financial information of the entities or business activities within the Group to express an opinion on the consolidated financial statements. The Statutory Auditors are responsible for the management, supervision and performance of the audit of the consolidated financial statements and for the opinion expressed thereon.

Report to the Audit Committee

We submit a report to the Audit Committee which includes, in particular, a description of the scope of the audit and the audit programme implemented, as well as the results of our audit. We also report any significant deficiencies in internal control that we have identified regarding the accounting and financial reporting procedures.

Our report to the Audit Committee includes the risks of material misstatement that, in our professional judgement, were the most significant for the audit of the consolidated financial statements and which constitute the key audit matters that we are required to describe in this report.

We also provide the Audit Committee with the declaration provided for in Article 6 of Regulation (EU) No. 537/2014, confirming our independence within the meaning of the rules applicable in France, as defined in particular in articles L. 821-27 to L. 821-34 of the French Commercial Code and in the French Code of Ethics for Statutory Auditors. Where appropriate, we discuss any risks to our independence and the related safeguard measures with the Audit Committee.

Neuilly-sur-Seine and Levallois-Perret, 27 February 2026

The Statutory Auditors

PricewaterhouseCoopers Audit

François Jaumain

Bardadi Benzeghadi

FORVIS MAZARS SA

Grégory Derouet

Anne-Laure Rousselou

6.5. Review of Company's business and financial results

FORVIA S.E. company is a holding company which directly and indirectly provides financial, accounting, IT, executive management and administrative services to companies in the Group.

The sales 2025 are going down to €93.1 million, compared to €58.7 million in 2024.

Results of operations

The operating result for the year 2025 is a gain of €1.3 million to be compared to a loss of €6.2 million in 2024.

The net financial result is a loss of a total amount of €993.5 million, compared to a net financial income of €190.0 million in 2024.

The variance is mainly due to an increase of the depreciation of equity investments amounting to €1,039.9 in 2025, mainly due to Hennape 6 (Clarion Electronics activity) compared with €32.9 in 2024, as well as to a decrease in dividends received, which fell from €173.7 million in 2024 to €93.0 million in 2025.

Financial structure and net debt

The main elements of the Group's financing are detailed in Note 18 of the financial statements. On March 24, 2025, FORVIA issued €750 million worth of 5.625% bonds maturing on June 15, 2030, and on June 12, 2025 issued an additional tranche of €250 million worth of 5.625% bonds maturing on June 15, 2030 and finally on September 15, 2025 issued €600 million worth of 5.375% bonds maturing on March 15, 2031.

FORVIA invoices trademark royalties, calculated as a proportion of the subsidiaries' sales. These royalties, extended since 2015 to all companies wholly owned by the Group, totaled €64.0 million in 2025, versus €63.0 million in 2024.

In 2025, the net non-recurring loss is at €8.6 million versus a loss of €7.2 million in 2024.

Tax income amounted to €9.3 million, compared with €5.9 million for fiscal year 2024. This corresponds mainly to the tax income recognized from the positive earnings of French subsidiaries that are part of the consolidated tax group.

Net income for the fiscal year showed a loss of €991.5 million. This compares with a profit €182.2 million in 2024.

As of December 31, 2025, the Company's shareholders' equity, before allocation of profit for the financial year, amounted to €4,252.9 million, compared to €5,252.4 million at the end of 2024. This represents a decrease of €999.6 million.

As of December 31, 2025, FORVIA's net debt was €3,394 million taking into account its gross debt, net of cash, marketable securities and net cash advances and intra-group loans, compared to €3,561 million as of December 31, 2024.

Payables representing €20.8 million included 101 invoices for a total amount of €1.1 million already due, of which €0.8 million were paid after December 31, 2025; Receivables represented €3.1 million as of December 31, 2025, including 54 invoices for a total amount of €2.9 million past due and not settled, mainly with subsidiaries. The late payment analysis table is as follows:

(in € thousand)	Article D. 441 I. 1° : Invoices received, unpaid and in arrears as the closing date						Article D. 441 I. 2° : Invoices issued, unpaid and in arrears as the closing date					
	0 day	1 to 30 days	31 to 60 days	61 to 90 days	91 days and more	Total	0 jour	1 to 30 days	31 to 60 days	61 to 90 days	91 days et plus	Total
(A) Late payment categories												
Number of invoices concerned	1					101	0					54
Total of invoices concerned including VAT	2	834	37	-53	311	1,129	0	1,824	25	245	789	2,883
% of total purchase amount for the fiscal year	0.00 %	0.63 %	0.03 %	-0.04 %	0.23 %	0.85 %						
% of sales for the fiscal year (including VAT)							0.00 %	0.85 %	0.01 %	0.11 %	0.37 %	1.34 %
(B) Invoices excluded from (A) relating to disputed or unrecognized payables and receivables												
Number of excluded invoices	0	0	0	0	0		0	0	0	0	0	0
Total of amount excluded invoices	0	0	0	0	0		0	0	0	0	0	0
(C) Reference terms of payment used (contractual or statutory deadline – art. L441-6 or article L.443-1 of the French Code of Commerce)												
Terms of payment used to calculate late payments	x Legal deadlines x Contractual deadline						x Legal deadlines x Contractual deadline					

The carrying amount of investments in subsidiaries and affiliates recognized in the balance sheet at December 31, 2025 came to €7,737.2 million (€8,758.3 million at December 31, 2024).

Business review relating to the Company's subsidiaries

January 2025

- On January 18, 2025, Faurecia Clean Mobility Slovakia s.r.o. was incorporated and is wholly owned by Faurecia Holdings Espana S.L.

February 2025

- On February 3, 2025, the company name of Tec Motive GmbH was changed to HELLA Gutmann Digital GmbH.
- On February 20, 2025, the company name of GMD Stamping Mexico, S.A., de C.V., was changed to Faurecia Stamping Mexico, S.A., de C.V.

March 2025

- On March 1, 2025, the company Faurecia Automotive Composites was sold to the company ASC Investment. Faurecia Automotive Composites is no longer affiliated to the FORVIA group.
- On March 31, 2025, the company HELLA India Lighting Ltd. has been 100% owned by the HELLA group, following the acquisition of the minority interests held by private investors.

April 2025

- Since April 1, 2025, the shareholding of the subsidiary HELLA India Autoparts and Services Private Limited has been as follows:
 - 68.41% are directly held by HELLA Holding International GmbH;
 - 31.59% held by HELLA India Automotive Private Limited.
- On April 2, 2025, the company name of Faurecia Soluciones de Hidrogeno Mexico, S.A., de C.V. was changed to Faurecia Automotive Interiors, S.A. de C.V.
- On April 11, 2025, the company FORVIA Automotive Hungary Kft. was incorporated and is wholly owned by Shenzhen Faurecia Automotive Parts Co., Ltd.
- On April 21, 2025, the company Ji'Nan Faurecia Automotive Parts Co., Ltd. was incorporated and is wholly owned by Shenzhen Faurecia Automotive Parts Co., Ltd.
- On April 28, 2025, the company Faurecia Interiors Systems USA Holdings, LLC was incorporated and is wholly owned by Faurecia USA Holdings, Inc.

May 2025

- On May 7, 2025, the company Faurecia (Shanghai) Automotive Systems Co., Ltd. was deregistered and on May 14, 2025, merged into Faurecia (Jiaxing) Automotive Systems Co., Ltd.
- On May 9, 2025, the company HELLA UK Automotive Limited was incorporated and is wholly owned by HELLA UK Holdings Limited.
- On May 14, 2025, the company Faurecia Exhaust Systems Jiaxing Co., Ltd. was incorporated and is wholly owned by Faurecia Honghu Exhaust Systems Shanghai Co., Ltd.
- On May 27, 2025, Faurecia Interiors Romania S.r.l. was incorporated and is wholly owned by Faurecia Holdings Espana S.L.

June 2025

- On June 5, 2025, the all-equity interests held by Faurecia (China) Holdings Co., Ltd. in the company Faurecia Powergreen Emissions Control Technologies Co., Ltd. was transferred to Faurecia FCM System (Shanghai) Co., Ltd.
- On June 10, 2025, the company RP Finanz Slovakia was incorporated and is held by the following HELLA subsidiaries:
 - 85% by The Drivery Holding GmbH;
 - 15% by RP Finanz GmbH.
- On June 11, 2025, all the shares of Faurecia Automotive Interiors, S.A. de C.V. were transferred as follows:
 - 99% to Faurecia Interiors Holding;
 - 1% to Faurecia Intérieur Industrie.
- On June 20, 2025, the companies Faurecia (Tianjin) Automotive Systems Co., Ltd. and Faurecia Clarion Electronics Asia Pacific Ltd. were closed and deregistered.
- On June 23, 2025, the company Faurecia Automotive Interiors System (Shanghai) Co., Ltd. was incorporated and is wholly owned by Faurecia China Holdings Co., Ltd.
- On June 26, 2025, the company Faurecia Interiores Tarazona, S.L. was incorporated and is owned as follows:
 - 10.60% by FORVIA;
 - 63.90% by Faurecia Automotive Holdings;
 - 25.50% by Faurecia Investments.
- On June 26, 2025, the company Faurecia Interiores Orense, S.L. was incorporated and is owned as follows:
 - 10.60% by FORVIA;
 - 63.90% by Faurecia Automotive Holdings;
 - 25.50% by Faurecia Investments.
- On June 30, 2025, the company name of Champs Pierreux Cinq, was changed to Faurecia Interiors Holding.

July 2025

- On July 1, 2025, the company name of Faurecia Clean Mobility Slovakia s.r.o. was changed to Faurecia Interiors Slovakia s.r.o.
- On July 4, 2025, the company Faurecia FCM System (Shanghai) Co., Ltd. has acquired all equity interests held by Faurecia (China) Holdings Co., Ltd in the company

Kaishi Faurecia Aftertreatment Control Technologies Co., Ltd.

- On July 7, 2025, the company name of Champs Pierreux Quatre was changed to Faurecia France Services.
- On July 10, 2025, the company HELLA Innenleuchten-Systeme Bratislava, s.r.o. was liquidated and officially closed.
- On July 22, 2025, the company Faurecia FCM Egzoz Sistemleri A.S was incorporated and is wholly owned by Faurecia Automotive GmbH.
- On July 24, 2025, the company name of Faurecia Clean Mobility India Private Limited was changed to Faurecia Interiors India Private Limited.
- On July 24, 2025, the company HELLA Evergrande Electronics (Shenzhen) Co., Ltd was liquidated and officially closed.
- On July 31, 2025, the membership interests held by Faurecia USA Holdings, Inc. in the company Faurecia Interiors Systems USA Holdings, LLC are wholly contributed to the company Faurecia Interior Systems, LLC.
- On July 31, 2025, the company name of FMM Pernambuco Componentes Automotivos Ltda was changed to Faurecia Automotive Interiors Brazil Ltda.
- On July 2025, the company Faurecia Automotive Interior System (Shanghai) Co., Ltd., has acquired all equity interests held by Faurecia (China) Holdings Co., Ltd in the following companies:
 - Faurecia (Nanjing) Automotive Systems Co., Ltd. on July 11, 2025;
 - Faurecia (Haining) Automotive Systems Co., Ltd. on July 15, 2025;
 - Chengdu Faurecia Automotive Systems Co., Ltd. on July 23, 2025;
 - Faurecia (Changzhou) Automotive Parts Co., Ltd. on July 24, 2025;
 - Faurecia (Shanghai) Automotive Interior Systems Co., Ltd. on July 28, 2025.

August 2025

- On August 4, 2025, the company The Drivery Shanghai was liquidated and officially closed.

September 2025

- On September 2, 2025, the company Faurecia Automotive Seating System (Shanghai) Co., Ltd was incorporated and is wholly owned by Faurecia China Holdings Co., Ltd.
- On September 2, 2025, the company name of Champs Pierreux Sept was changed to Faurecia Défense Solutions.
- On September 2, 2025, the company Faurecia Hicom Emissions Control Technologies (M) Sdn. Bhd was officially dissolved.
- On September 26, 2025, the company Faurecia FCM System (Shanghai) Co., Ltd. has acquired all equity interests held by Faurecia (China) Holdings Co., Ltd in Faurecia Emissions Control Technologies (Yantai) Co., Ltd.

October 2025

- On October 2, 2025, Faurecia Interiors Slovakia s.r.o was transferred by Faurecia Holdings Espana S.L., its sole shareholder, and is now held as follows:
 - 99% by Faurecia Interiors Holding,
 - 1% by Faurecia Intérieur Industrie.
- On October 10, 2025, the company name of FCM Yeongcheon Co., Ltd. was changed to Faurecia Korea Yeongcheon Co., Ltd.
- On October 10, 2025, the company name of FAS Yeongcheon Co., Ltd. was changed to Faurecia Korea Seat Co., Ltd.
- On October 11, 2025, Faurecia FCM System (Shanghai) Co., Ltd. has acquired all equity interests held by Faurecia (China) Holdings Co., Ltd in the company Faurecia Winy Technology (Chongqing) Co., Ltd.
- On October 23, 2025, SAI Automotive Fradley Ltd transferred its 100% ownership interest in the company SAI Automotive Washington Ltd to Faurecia Automotive Holdings.
- On October 29, 2025, the company name of Faurecia Aptode Automotive Lda. was changed to Appning by FORVIA, Unipessoal Lda.

November 2025

- On November 4, 2025, the joint-venture company Dongfeng Faurecia (Xiangyang) Emissions Systems Co. Ltd. was closed and deregistered.
- On November 18, 2025, has been registered Faray Automotive Technology (Meizhou) Co., Ltd, a new joint-venture company held as following:
 - 45% by Faurecia Automotive Seating System (Shanghai) Co., Ltd;
 - 55% by Guangzhan Farwon Semiconductor Technology Co., Ltd.
- On November 28, 2025, the company Changchun Faurecia Xuyang Interior Systems Co., Ltd. is 60% owned by Faurecia Automotive Interiors System (Shanghai) Co., Ltd., following the acquisition of the 10% stake previously held by Faurecia (China) Holdings Co., Ltd., and the 50% stake previously held by Faurecia (Changchun) Automotive Systems Co., Ltd.
- On November 28, 2025, the company Faurecia Exhaust Russia Holding, wholly owned by Faurecia Exhaust International, was dissolved without prior liquidation, with all its assets and liabilities transferred to its sole shareholder. On that date, Faurecia Exhaust Russia Holding was deregistered from the Trade Register.

December 2025

- On December 11, 2025, the company Faurecia Cockpit of Future System (Changshu) Co., Ltd was incorporated and is wholly owned by Faurecia Cockpit of Future System (Wuhu) Co., Ltd.
- On December 15, 2025, the 50% stake held in the Joint-venture company Ligneos, S.r.l. by Faurecia Automotive Holding, was transferred to Faurecia Interiors Holding.
- On December 15, 2025, Faurecia USA Holdings, Inc. and Faurecia Interior Systems, LLC transferred to Faurecia Investments their respective shareholdings of 14.65% and 24.75% held in Faurecia Holdings Espana S.L.
- This subsidiary is henceforth held as follows:
 - 39.41% by Faurecia Investments;
 - 60.59% by FORVIA.
- As of December 15, 2025, Faurecia Interior Systems SALC Espana, S.L. is 100% owned by Faurecia Interiors Holding, following the acquisition of the 49.95% stake previously held by Faurecia Interior Systems Espana, S.L., and the 50.05% stake previously held by Faurecia Holdings Espana S.L.
- On December 15, 2025, the company Valencia Modulos de Puerta, S.L. which was wholly owned by Faurecia Holdings Espana S.L., was transferred at 100% to Faurecia Interiors Holding.
- On December 15, 2025, the company Incalplas, S.L., which was wholly owned by Faurecia Holdings Espana S.L., was transferred at 100% to Faurecia Interiors Holding.
- Since December 23, 2025, the company Materi'Act Dallas, LLC has been 100% owned by Materi'Act, following the acquisition of the membership interests held by the partner PCR Recycling, LLC.
- On December 24, 2025, the company Faurecia Interiors India Pvt Ltd which was wholly owned by Faurecia India Pvt Ltd, was transferred at 100% to Faurecia Interiors Holding.
- On December 30, 2025, the company Faurecia NAO, Inc. was dissolved.

Company financial results over the past five years

(in euros)	2025	2024	2023	2022	2021
1 – CAPITAL STOCK AT END OF PERIOD					
a) Capital stock	1,379,625,380	1,379,625,380	1,379,625,380	1,379,625,380	966,250,607
b) Number of ordinary shares outstanding	197,089,340	197,089,340	197,089,340	197,089,340	138,035,801
c) Maximum number of future shares to be created: by exercising stock options	0	0	0	0	0
2 – OPERATIONS AND RESULTS FOR THE FISCAL YEAR					
a) Sales excluding tax	93,144,000	58,737,309	65,064,928	96,589,000	42,481,000
b) Income before tax, employee profit-sharing, depreciation, amortization and provisions	67,570,163	245,735,020	101,244,802	300,815,183	196,816,636
c) Corporate income tax ⁽¹⁾	(9,319,000)	(5,926,372)	(7,912,524)	(14,290,638)	(21,414,822)
d) Employee profit-sharing	41,000	266,927	344,007	0	0
e) Income after tax, employee profit-sharing, depreciation, amortization and provisions	(991,521,300)	182,150,990	87,051,249	344,325,258	212,551,344
f) Total dividend ^{(2) (3)}	0	0	98,544,670	0	138,035,801
3 – EARNINGS PER SHARE					
a) Income after tax and employee profit-sharing, but before depreciation, amortization and provisions	0.39	1.28	0.55	1.49	1.29
b) Income after tax, employee profit-sharing, depreciation, amortization and provisions	(5.03)	0.92	0.44	1.75	1.54
c) Net dividend per share		0.00	0.50	0.00	1.00
4 – PERSONNEL					
a) Average number of employees during the fiscal year	11	10	7	9	8
b) Total payroll for the fiscal year	39,018,288	26,814,035	24,778,258	15,523,622	4,884,197
c) Total employee benefits paid for the fiscal year (social security, other social benefits, etc.)	11,170,252	5,832,057	6,289,945	2,434,566	1,890,759

(1) Amounts in parentheses represent tax savings recognized under the tax consolidation agreement.

(2) The 2024 dividend is pending approval by the Ordinary General Meeting of the proposed appropriation of 2024 net income.

(3) The part of the 2024 dividend corresponding to shares that the Company holds on its own behalf at the payment date will be allocated to "Retained earnings".

6.6. Parent company financial statements

6.6.1. Income statement

(in € thousand)	Notes	2025	2024*
Turnover		93,144	58,737
Reversals of depreciation, impairments, and provisions	3	5,480	25,844
Gains on disposal of fixed assets	4	-	-
Other income	4	64,067	63,303
Total operating income		162,691	147,884
Other purchases and external expenses ⁽¹⁾		(97,814)	(80,141)
Taxes, duties		(8,850)	(3,254)
Wages and salaries		(33,203)	(33,729)
Social security contributions		(10,593)	(7,732)
Depreciation, amortisation and impairment charges:	3		
On fixed assets: depreciation charges		-	(24,606)
On current assets: impairment charges		(9,713)	(3,446)
Carrying amount of disposed fixed assets		(15)	-
Other expenses	4	(1,207)	(1,210)
Total operating expenses		(161,395)	(154,118)
OPERATING RESULT		1,296	(6,234)
Income from equity interests ⁽²⁾		92,950	173,663
Other interest and similar income ⁽²⁾		741,326	731,322
Net income on disposals of marketable securities		4,891	10,508
Reversals of impairment and provisions		25,169	12,881
Total financial income		864,337	928,374
Depreciation, impairment and provision charges		1,090,324	55,064
Interest and similar expenses ⁽³⁾		767,540	683,901
Carrying amount of disposed financial assets		-	30
Total financial expenses		(1,857,864)	(738,995)
FINANCIAL RESULT	5	(993,527)	189,379
Non-recurring income		5,205	1,733
Extraordinary expenses		(13,773)	(8,921)
NON-RECURRING INCOME	6	(8,568)	(7,188)
Employee profit-sharing		(41)	267
Corporate income tax	7	9,319	5,926
NET RESULT		(991,521)	182,151

(1) Including:

- Finance lease royalties – equipment
- Finance lease royalties – property

(2) Of which income relating to related entities.

(3) Of which interest relating to related entities.

(*) In accordance with the new ANC 2022-06 regulations, the 2024 data are restated in the tables according to the applicable recommendations.

6.6.2. Balance sheet as of December 31, 2025

Assets

(in € thousand)	Notes	2025			2024*
		Gross amounts	Depreciation and provisions	Net amounts	Net amounts
Intangible fixed assets	8, 9, 10	80	-	80	80
Tangible fixed assets	8, 9, 10	37	-	37	52
Equity interests	11	8,987,983	1,250,806	7,737,177	8,758,309
Receivables related to equity interests		3,295,298	-	3,295,298	3,093,541
Other long-term investments		2,114	-	2,114	1,058
Financial assets ⁽¹⁾	8, 10	12,285,394	1,250,806	11,034,588	11,852,908
TOTAL FIXED ASSETS		12,285,511	1,250,806	11,034,705	11,853,040
Trade receivables and related accounts ⁽²⁾	10, 13	3,051	368	2,683	26,402
Other receivables ⁽²⁾	10, 13	4,357,356	9,527	4,347,829	3,739,802
Prepaid expenses ⁽²⁾	14	390	-	390	187
Treasury shares		916	-	916	4,124
Other securities		764,172	-	764,172	904,956
Marketable securities	12	765,088	-	765,088	909,080
Cash and cash equivalents		384,329		384,329	161,631
TOTAL CURRENT ASSETS		5,510,214	9,895	5,500,319	4,837,102
Loan issuance fees		40,073	-	40,073	32,826
Loan redemption premiums		-	-	-	-
Translation and valuation adjustments – Assets		75,675	-	75,675	94,817
TOTAL ASSETS		17,911,473	1,260,701	16,650,772	16,817,785

(1) Of which due within one year

2,114

(2) Of which due within one year

4,350,902

(*) In accordance with the new ANC 2022-06 regulations, the 2024 data are restated in the tables according to the applicable recommendations.

Liabilities

(in € thousand)	Notes	2025	2024
Share capital		1,379,625	1,379,625
Additional paid-in capital		1,403,368	1,403,368
Statutory reserve		136,801	127,694
Untaxed reserves		8,939	8,939
Other reserves		-	-
Retained earnings		2,323,709	2,150,666
Net income for the year (profit or loss)		(991,521)	182,151
TOTAL EQUITY	16	4,260,921	5,252,443
Provision for contingencies		59,955	35,870
Provisions for charges		12,641	15,568
TOTAL PROVISIONS	17	72,595	51,438
Other bond borrowings		5,713,949	5,593,726
Loans and borrowings from credit institutions		2,397,434	3,062,704
Other financial loans and borrowings ⁽²⁾		42,853	45,428
TOTAL BORROWINGS AND FINANCIAL LIABILITIES	18	8,154,237	8,701,858
Trade payables and related accounts		39,421	33,996
Tax and social security liabilities		43,529	41,030
Other liabilities	19	3,998,166	2,679,177
Deferred income		4,640	-
TOTAL LIABILITIES ⁽¹⁾		4,085,755	2,754,203
Translation and valuation adjustments – Liabilities		77,264	57,843
TOTAL LIABILITIES		16,650,772	16,817,785

(1) Of which due within one year (excluding advances and downpayments received on orders in progress).

4,085,755

(2) Including participating loans.

-

(*) In accordance with the new ANC 2022-06 regulations, the 2024 data are restated in the tables according to the applicable recommendations.

6.6.3. Notes to the 2025 parent company financial statements

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NOTE 1 Summary of significant accounting policies

The annual financial statements were established in accordance with the general principles for preparing and presenting annual financial statements (ANC Regulation No. 2014-03 of June 5, 2014), relating to the PCG [*Plan Comptable Général* (General Accounting Plan)], amended by the regulations of the *Comité de la Réglementation Comptable* [Accounting Regulations Committee] and the *Autorité des Normes Comptables* [Accounting Standards Authority] notably ANC Regulation 2022-06. The main policies applied are as follows:

- going-concern;
- consistency of accounting principles;
- separating of accounting periods;

The basic method used for the items presented in the accounts is the historical cost method.

The FORVIA's financial statements are presented in euros. Except if specifically specified, amounts are in millions of euros; generally, amounts presented are rounded to the closest unit; consequently, the sum of rounded amounts can present non significant differences to the reported total. Moreover, ratios and variances reported are computed with the detailed amounts and not with the rounded amounts.

1.1 Property, plant and equipment

Property, plant and equipment are stated at acquisition or production cost. Property, plant and equipment are depreciated by the straight-line method over the estimated useful lives of the assets, as follows:

- buildings: twenty to thirty years;
- building improvements, fixtures and fittings: seven to ten years;

1.2 Investments

The shares in subsidiaries and affiliates are composed of long-term investments that enable control of the issuing company or notable influence to be exercised over it, or that establish business relationship with the issuing company.

Shares are recorded at their historical acquisition cost. Costs directly related to the acquisition of securities are included in the acquisition cost of the shares. A provision is made if the value in use of a security is lower than its entry value. Value in use is based on the subsidiary's revalued net assets, profitability and future outlook.

Change in Accounting Regulations

ANC Regulation No. 2022-06 of November 4, 2022 on the modernization of financial statements applies to financial statements relating to financial years beginning on or after January 1, 2025.

Thus, for any financial year beginning on or after January 1, 2025, the Company presents its financial statements in accordance with the provisions and templates set out in the Regulation.

The first application of the Regulation constitutes a change in regulation, and therefore a change in accounting method, including in cases where the consequences of this change only affect the presentation of the financial statements.

The provisions of the Regulation apply from the first year of application without affecting prior financial statements, other than the reclassifications necessary to comply with the new balance sheet and income statement templates in the first year of application.

- other fixtures and fittings: ten years;
- office equipment and computers: three to five years;
- software: one to three years;
- furniture: ten years.

For investments intended to be sold, value-in-use estimates also take into account prices at which prior transactions were carried out, if any.

The impacts of group commitment on carbon neutrality as well as the consequences of governmental policies linked to the global warming are as well part of the assumptions used for these forecasts provided that these are measurable.

1.3 Marketable securities and related receivables

Marketable securities are stated at the lower of cost or market value.

1.4 Foreign currency transactions

Unhedged payables and receivables in foreign currency are translated at the exchange rate prevailing on the transaction date. At the balance sheet date, they are remeasured at the year-end exchange rate. Gains or losses resulting therefrom are recognized under "Unrealized

foreign exchange losses" for unrealized losses and under "Unrealized foreign exchange gains" for unrealized gains. "Unrealized foreign exchange losses" are accrued for up to the non-hedged amount.

1.5 Cash and cash equivalents

Cash and cash equivalents are measured at their nominal value.

1.6 Provisions for pensions and other post-employment benefits

The vested rights of employees under supplementary pension and retirement bonus plans are determined on an actuarial basis using the projected unit credit method. The valuation takes into account the probability of employees

staying with the Company up to retirement age and expected future compensation levels. In cases where the funds are permanently allocated to the benefit plan concerned, their value is deducted from the related liability.

1.7 Non-recurring items

Income and expenses directly related to a major and unusual event, to which are added a limited number of items classified by their nature as exceptional result

(records related to tax operations, changes in method, or error corrections).

1.8 Financial instruments

Interest-rate risks are hedged, where appropriate, using financial instruments traded over-the-counter markets with bank counterparties.

Hedging gains and losses are recognized on a symmetrical basis with the loss or gain on the hedged item.

1.9 Pensions

In May 2021, the IFRS Interpretation Committee (IFRIC IC) published a decision relating to the allocation of the cost of services associated with a defined benefit plan with the following characteristics:

- the definitive acquisition of benefits is subject to presence in the Company at the time of retirement;
- the amount of benefits depends on seniority;
- this amount is capped at a determined number of consecutive years of service.

The application of this decision leads to the distribution of the projected rights, not over the duration of the presence of the employees in the Company, but over the last years of acquisition of the rights, taking into account, where applicable, the levels of acquisition.

In France, the accounting standards authority has also amended ANC recommendation No. 2013-02 to introduce this accounting method. The Company apply this method since 2021.

1.10 Turnover

Turnover mainly corresponds to the re-invoicing of management fees. FORVIA S.E. charges a brand royalty based on the level of activity.

This royalty has been extended since 2015 to cover all companies fully owned by the Group.

1.11 Transfer of Expenses

Since the implementation of the new General Chart of Accounts (GCA 2025), the account for 'Operating Expense Transfers' has been eliminated, and the corresponding

transactions are now directly recorded in specific accounts according to the nature of the transaction.

1.12 Rounded amounts

The FORVIA Statutory's financial statements are presented in euros. Except if specifically specified, amounts are in thousands of euros; generally, amounts presented are rounded to the closest unit; consequently, the sum of

rounded amounts can present non-significant differences to the reported total. Moreover, ratios and variances reported are computed with the detailed amounts and not with the rounded amounts.

NOTE 2 Highlights and post-balance sheet events

The worldwide automotive production stood in 2025 at 93 million LVs, up 3.9% vs. 2024; A strong growth in China (+10.2 %) has more than offset declines in Europe (-0.8%) and North America (-1.2%).

These regional shifts resulted in an unfavorable geographic mix effect of around 2.5 percentage points for FORVIA.

Effective counter measures have been implemented to offset the changes on the US Tariffs avoiding any material impact for Forvia.

NOTE 3 Depreciation, amortization and provisions (net of reversals) and expense transfers

<i>(in € thousand)</i>	2025	2024
Reversals of provisions	5,480	5,338
Other income	-	20,506
Depreciation and amortization	-	(24,606)
Impairment charges on current assets	(8,644)	(1,313)
Provisions for contingencies and charges	(1,070)	(2,133)
TOTAL	(4,233)	(2,208)

NOTE 4 Other income/(expenses)

<i>(in € thousand)</i>	2025	2024
Operating income		
Brand royalties	64,037	63,049
Other income	30	254
TOTAL	64,067	63,303
Operating expenses		
Brand royalties	-	-
Other expenses	1,208	1,210
TOTAL	1,208	1,210
TOTAL	62,860	62,093

NOTE 5 Net financial income (expense)

(in € thousand)	2025	2024
Financial income		
Income from investments in subsidiaries and affiliates ⁽¹⁾	92,950	173,663
Other interest and related income	741,326	731,322
Income from disposals of financial fixed assets		
Net income on disposals of marketable securities	4,891	10,508
Reversals of provisions ⁽²⁾	25,169	12,881
TOTAL	864,337	928,374
Financial expenses		
Interest and similar expenses	767,540	683,901
Impairment charges on securities ⁽³⁾	1,039,900	32,850
Provisions for other accounts and other expenses	50,424	22,214
Carrying amount of disposed financial assets	-	30
TOTAL	1,857,864	738,995
NET FINANCIAL INCOME (EXPENSE)	(993,527)	189,379

(1) This item corresponds to dividends received from subsidiaries and affiliates

- Faurecia Services Groupe	4,180	1,425
- Faurecia Exhaust International	37,918	93,018
- Faurecia Tongda Exhaust System	1,835	3,213
- Faurecia Honghu Exhaust Systems Shanghai	15,211	41,766
- Faurecia Automotive Holdings	24,301	27,978
- Faurecia Automotive Espana	9,505	3,913
- Faurecia Automotive Belgium	-	2,351

(2) Of which:

- reversal accrual on shares Faurecia Automotive Belgium	17,268	11,965
- reversal of provisions for financial contingencies and charges	7,901	915

(3) Of which:

- allowances of Hennape six	756,900	-
- allowances of Faurecia Automotive Gmbh	55,500	32,850
- allowances of Faurecia Holdings Espana	82,700	-
- allowances of Faurecia Exhaust International	82,300	-
- allowances of Faurecia participation GMBH	62,500	-

NOTE 6 Net non-recurring income/(expense)

(in € thousand)	2025	2024
Non-recurring income		
Income from management transactions	2	1,043
Reversals of provisions	5,203	690
TOTAL	5,205	1,733
Non-recurring expenses		
Management transaction expenses	9,547	4,532
Depreciation charges and other provisions	4,226	4,389
TOTAL	13,773	8,921
NET NON-RECURRING INCOME/(EXPENSE)	(8,568)	(7,188)

NOTE 7 Corporate income tax

7.1 Tax

FORVIA has elected to file a consolidated tax return. The resulting tax group includes the parent company and its main French subsidiaries. This system allows FORVIA to

obtain group relief by offsetting any tax losses recorded by the Company and certain of its subsidiaries against the taxable income of other subsidiaries in the tax group:

(in € thousand)	Profit before tax	(Expense) Tax income	Profit after tax
Current result	(992,231)	256,293	(735,938)
Non-taxable income	(195,083)	50,390	(144,692)
Non-deductible expenses	1,204,291	(311,068)	893,223
Income not recorded during the period to be added back	(57,843)	14,941	(42,901)
Expenses not recorded during the period to be deducted	56,496	(14,593)	41,904
Total	15,631	(4,037)	11,595
Non-current result	(8,609)	2,224	(6,385)
Non-taxable income	(4,225)	1,091	(3,133)
Non-deductible expenses	28,569	(7,379)	21,190
Income not recorded during the period to be added back	0	0	0
Expenses not recorded during the period to be deducted	0	0	0
Total	15,736	(4,064)	11,673
Tax	9,319	(2,407)	6,912
Taxable income	40,685	(10,509)	30,180
Offset of tax loss carryforwards	(11,768)	3,040	
Tax credits	(18,855)	18,855	
Tax payable ⁽¹⁾	(11,386)	11,386	

(1) At tax rate of 25.83% for 2025.

7.2 Tax credit

FORVIA did not collect tax credit during the 2025 fiscal year.

NOTE 8 Fixed assets gross amount

(in € thousand)	2024	Increase	Decrease	2025
Intangible fixed assets				
Concessions, patents and similar rights	80	-	-	80
Other intangible assets	-	-	-	-
Intangible assets in progress	-	-	-	-
TOTAL	80	-	-	80
Tangible fixed assets				
Land	52	-	(15)	37
Buildings	-	-	-	-
Other property, plant and equipment	-	-	-	-
TOTAL	52	-	(15)	37
Financial fixed assets				
Equity investments	8,986,482	1,500	-	8,987,983
Loans to subsidiaries and affiliates	3,095,126	291,265	(91,093)	3,295,298
Other non-current securities	1,058	1,056	-	2,114
TOTAL	12,282,666	293,821	(91,093)	12,285,395
TOTAL	12,282,798	293,821	(91,108)	12,285,511

NOTE 9 Fixed assets amortization

(in € thousand)	Usefull duration	Depreciation method	2024	Increase	Decrease	2025
Intangible fixed assets						
Software	1 to 3 years	Linear	-	-	-	-
TOTAL			-	-	-	-
Tangible fixed assets						
Buildings	20 to 30 years	Linear	-	-	-	-
Technical installation	7 to 10 years	Linear	-	-	-	-
Office and computer equipment	3 to 5 years	Linear	-	-	-	-
Furniture	10 years	Linear	-	-	-	-
TOTAL			-	-	-	-
TOTAL			-	-	-	-

NOTE 10 Assets depreciation

<i>(in € thousand)</i>	2024	Increase	Decrease	2025
Intangible fixed assets				
Concessions, brevets et droits similaires	-	-	-	-
Autres immobilisations incorporelles	-	-	-	-
Immobilisations incorporelles en cours	-	-	-	-
TOTAL	-	-	-	-
Tangible fixed assets				
Land	-	-	-	-
Buildings	-	-	-	-
Other property, plant and equipment	-	-	-	-
TOTAL	-	-	-	-
Financial fixed assets				
Equity investments	228,173	1,039,900	(17,268)	1,250,806
Receivables related to equity interests	1,585	-	(1,585)	-
Other long-term investments	-	-	-	-
TOTAL	229,758	1,039,900	(18,853)	1,250,806
Operating receivables				
Doubtful trade receivables	1,885	1,854	(3,371)	368
Other operating receivables	-	5	(5)	-
TOTAL	1,885	1,859	(3,376)	368
Other receivables				
Tax receivable	-	6,785	-	6,786
Other debtors	-	2,741	-	2,742
TOTAL	-	9,525	-	9,527
TOTAL	231,643	1,051,284	(22,229)	1,260,700

NOTE 11 Portfolio shares

<i>(in € thousand)</i>	Net book value	Estimated value
AMOUNT AT THE BEGINNING OF THE YEAR	8,758,309	8,758,309
Acquisitions during the period	1,500	1,500
Disposals during the period (at selling price)	-	-
Reversals of impairment on disposed securities	-	-
Capital gains on disposals of securities	-	-
Change in portfolio impairment	(1,022,632)	(1,022,632)
Other accounting movements	-	-
AMOUNT AT THE END OF THE YEAR	7,737,178	7,737,178

NOTE 12 Marketable securities and related receivables

<i>(in € thousand)</i>	2025	2024
Treasury shares	916	4,124
Liquidity agreement	0	1,973
Money market funds	279,172	632,983
Impairment of money market funds	0	0
Deposits	485,000	270,000
TOTAL MARKETABLE SECURITIES	765,088	909,080

Treasury stock transactions during the year break down as follows:

Shares

<i>(in € thousand)</i>	Number of shares	Amount
Amount as at December 31, 2024	269,574	4,124
Distribution and cancelation of treasury shares ⁽¹⁾	(458,047)	(5,454)
Preferential subscription rights	0	0
Shares buyback	300,000	2,247
Amount as at December 31, 2025	111,527	916

Liquidity agreement

<i>(in € thousand)</i>	Number of shares	Amount
Amount as at December 31, 2024	225,000	1,973
Shares buyback	6,359,896	63,193
Shares sales	(6,584,896)	(65,166)
Amount as at December 31, 2025	-	-

NOTE 13 Status of receivables maturities

<i>(in € thousand)</i>	One year at most	More than one year	2025	2024
Operating receivables				
Trade receivables	2,683	-	2,683	16,240
Prepaid expenses	390	-	390	187
TOTAL	3,073	-	3,073	16,427
Other receivables				
Cash advances	4,307,283	-	4,307,283	3,654,681
Tax and social security receivables	19,781	-	19,781	37,187
Other debtors	20,764	-	20,764	47,935
TOTAL	4,348,829	-	4,347,829	3,739,803
TOTAL	4,350,902	-	4,350,902	3,756,230

NOTE 14 Prepaid expenses

<i>(in € thousand)</i>	2025	2024
Commissions and bank charges	0	0
Rent	0	0
Others	390	187
TOTAL	390	187

NOTE 15 Bond issuance costs

The deferred charges on December 31, 2025, correspond to the costs of the financing facilities:

A bond issued on March 24, 2025, for a nominal value of €750 million (maturing June 15, 2030 – interest rate 5.625%), generated issuing costs of €6.56 million to be spread during bond lifetime (5 years).

A bond issued with a nominal value of €500 million on March 27, 2019 (maturity date June 15, 2026 – interest rate 3.125%), generated issuing costs of €4.75 million, had its maturity anticipated to March 28, 2025, charging costs of €0.85 million.

A bond issued with a nominal value of €250 million on October 31, 2019 (maturity date June 15, 2026 – interest rate 3.125%), generated issuing costs of €2.2 million, had its maturity anticipated to March 28, 2025, charging costs of €0.4 million.

A bond issued on April 04, 2025, for a nominal value of US\$500 million (€452 million) (maturing June 15, 2030 – interest rate 8%), generated issuing costs of €4.6 million to be spread during bond lifetime (5 years).

A bond issued on June 12, 2025, for a nominal value of €250 million (maturing June 15, 2030 – interest rate 5.625%), generated issuing costs of €1.7 million to be spread during bond lifetime (5 years).

The 500 million euros' syndicated loan (Term Loan 2023) maturing on 2 June 2026 and including the possibility of extension for two consecutive years until June 02, 2028, generated issue costs during 2023 of which €3.1 million were charged to expenses to be spread over 3 years.

A bond issued with a nominal value of 700 million euros on November 15, 2022 (maturity date June 15, 2026 - interest rate 7.25%), generated issue costs of which 6 million euros were charged to expenses to be spread over three years. In 2023, additional issue costs of 0.3 million have been charged to expenses to be spread over 3 years.

A bond issued with a nominal value of €700 million on November 27, 2019 (maturity date June 15, 2027 – interest rate 2.375%), generated issuing costs of €20.6 million, after a partial refund of the bond in September 2025, 46% of the remaining fees were charge to expenses remaining €2.65 million to be spread until 2027.

after a partial refund of the bond in September 2025, 46% of the remaining fees were charge to expenses remaining 2,65 million euros to be spread until 2027.

A bond issued with a nominal value of €190 million on February 3, 2021 (maturity date June 15, 2027 – interest rate 2.375%), generated issuing costs of €1.2 million, had its maturity anticipated on September 15, 2025, charging costs of €0.35 million.

A bond issued on September 15, 2025, for a nominal value of €600 million (maturing March 15, 2031 – interest rate 5.375%), generated issuing costs of €4.9 million to be spread during bond lifetime (5.5 years).

A bond issued on September 23, 2025, for a nominal value of US\$500 million (€424 million) (maturing September 15, 2033 – interest rate 6.75%), generated issuing costs of €4.2 million to be spread during bond lifetime (8 years).

A bond issued with a nominal value of €1.2 billion on November 10, 2021 (maturity date February 15, 2027 – interest rate 2.75%) generated issuing costs of €9.8 million, after three partial refunds of the bond, 42% of the remaining fees were charge to expenses remaining €1.3 million to be spread until 2027.

The €500 million' syndicated loan (Term Loan 2023) maturing on June 2, 2026 and extended for two consecutive years until June 2, 2028 generated issuing costs for a total of €4.1 million were charged to expenses to be spread from 3 to 5 years, had been canceled and its terms had renegotiated on November 19, 2025 (new maturity – November 19, 2028), charging costs from the previous terms of €1.3 million and generating issuing costs of €1.4 million for the new terms to be spread over 3 years.

A bond issued with a nominal value of €700 million on July 31, 2020 (maturity date June 15, 2028 – interest rate 3.75%), generated issuing costs of €5.4 million, after a partial refund of the bond on December 24, 2025, 29% of the remaining fees were charge to expenses remaining €1.2 million to be spread until 2028.

NOTE 16 Shareholders' equity

16.1 Change in shareholders' equity

(in € thousand)	Amount as at 12/31/2024	Appropriation decision at the OGM of 05/28/2025	Capital stock increase	Capital stock decrease	Dividends	Net income for the fiscal year	Amount as at 12/31/2025
Capital stock	1,379,625						1,379,625
Additional paid-in capital	1,403,368						1,403,368
Statutory reserve	127,694	9,108					136,801
Untaxed reserves	8,939						8,939
Other reserves	-						-
Retained earnings	2,150,666	173,043					2,323,709
Net income for the fiscal year	182,151	(182,151)				(991,521)	(991,521)
TOTAL	5,252,443	(0)	-	-	-	(991,521)	4,260,921

16.2 Capital stock and premiums from equity issues, mergers and acquisitions

As of December 31, 2025, FORVIA capital stock totaled €1,379,625,380 divided into 197,089,340 fully paid-up shares of €7 each.

The Group's capital is not subject to any external restrictions. Double voting rights are granted to all shares for which a nominative registration can be confirmed, for at least two years in the name of the same shareholder.

16.3 Free share allocation plans

In 2010, FORVIA implemented a share grant plan for executives of Group companies. These shares are subject to service and performance conditions.

In 2021, FORVIA has implemented a unique long term share grant plan (Executive Super Performance Initiative-ESPI) for

the members of the Group Executive Committee. The acquisition period is five years without conservation condition, and the maximum amount is limited to 300% of the yearly fixed wages. These shares are subject to a service and a performance condition, the Total Shareholder Return – TSR, compared to a peer group.

Details of the share grant plans as of December 31, 2025, are set out in the table below:

Date of Annual Shareholders' Meeting	Date of Board meeting	Maximum number of free shares that can be granted ⁽¹⁾ for:		Performance condition	Share market value at grant date (in €)	Adjustments			
		reaching the objective	exceeding the objective			dividend rate	Non-transferability discount	Acquisition date	Sales date (from)
5/30/2023	7/26/2023	1,146,704	1,491,429	Cumulated operating income and net cash flow target over 2023-2024-2025, FORVIA earning per share growth compared to a reference group of companies, percentage of diversity men-women within the management population and CO ₂ emissions reduction target	24.57	4.00%	NA	7/26/2027	7/26/2027
5/30/2024	7/23/2024	1,846,548	2,400,525	Cumulated operating income and net cash flow target over 2024-2025-2026, FORVIA earning per share growth compared to a reference group of companies, percentage of diversity men-women within the management population and CO ₂ emissions reduction target	10.67	6.50%	NA	7/23/2028	7/23/2028
5/30/2025	7/25/2025	2,362,270	3,072,210	Cumulated operating income and net cash flow target over 2025-2026-2027, FORVIA earning per share growth compared to a reference group of companies, percentage of diversity men-women within the management population and CO ₂ emissions reduction target	10.28	1.46%	NA	7/25/2029	7/25/2029
5/31/2021	7/23/2021	143,290	143,290	ESPI plan: FORVIA share relative performance (TSR) compared to a reference group of companies on a yearly basis; for the CEO, Faurecia share relative performance (TSR) compared to a reference group of companies on average over 5 years (2021-2026)	39.57	3.60%	NA	7/23/2026	7/23/2026

(1) Net of free shares granted cancelled.

The shares corresponding to the plan attributed by the Board of October 25, 2021 (458,047), have been distributed in October 2025. The performance conditions for the plan attributed by the Board of July 28, 2022 have been partially met, the corresponding shares (859,209) will be distributed in July 2026.

NOTE 17 Provisions for contingencies and charges

(in € thousand)	2024	Increase	Decrease			2025
			Used	Unused	Reversal	
Provision for contingencies						
Foreign exchange losses	-	40,581	-	-	-	40,581
Other provisions for risks	35,870	-	-	(16,496)	(16,496)	19,374
SUB-TOTAL	35,870	40,581		(16,496)	(16,496)	59,955
Provisions for charges						
Provision for retirement obligations and similar liabilities ⁽¹⁾	9,810	1 069	(599)	(1 005)	(1 604)	9,276
Other provisions for expenses	5,758	1,140	(2,119)	(1,415)	(3,534)	3,364
SUB-TOTAL	15,568	2 209	(2 717)	(2 420)	(5 137)	12,641
TOTAL	51,438	42 790	(2 717)	(18 916)	(21 634)	72,595

(1) The provision for retirement and related obligations covers the costs incurred by the Company when employees retire:
- retirement departure indemnities
- supplementary retirement benefits to be paid to certain employees

For this last obligation, she is released from her commitments by a deduction of the capital necessary for the service of the annuity that the insurance company, responsible for this service, makes from the fund set up to cover retirement commitments not yet definitively acquired. The Company therefore no longer has any obligation towards former employees.

The actuarial valuation was carried out by independent actuaries. The calculations were made on the basis of a discount rate of 3.80% and an inflation rate of 2.0%.

Executive Committee members holding an employment contract with FORVIA S.E. or one of its subsidiaries also benefit from a defined benefit plan of the additive type for French members and a defined contribution plan for foreign members. The rights acquired as of December 31, 2019 in the additive plan for French members have also been frozen based on the seniority acquired as of that date in accordance with the PACTE Act of May 22, 2019. The rights are revalued according to the evolution of salaries and the corresponding employee charges in these plans.

(in € thousand)	2025	2024
Present value of retirement obligations	18,978	19,565
Coverage of obligations	(10,117)	(9,787)
Deferred items	413	31
Long-service award	2	1
PROVISIONS	9,276	9,810

(in € thousand)	2025	2024
Benefits vested by employees	(594)	(2,383)
Discounting of projected benefits	366	422
Return on plan assets	165	322
Other changes	599	-
TOTAL	535	(1,639)

NOTE 18 Borrowings

18.1 Loans

<i>(in € thousand)</i>	One year at most	From one to five years	More than five years	2025	2024
Bond issue premium	-	-	2,689	2,689	5,806
Other bond borrowings	-	3,985,729	1,725,532	5,711,261	5,587,920
Loans and borrowings from credit institutions	595,142	1,734,292	68,000	2,397,434	3,062,704
Other financial loans and borrowings	22,468	1,012	19,373	42,853	45,428
TOTAL	617,610	5,721,033	1,815,593	8,154,236	8,701,858

16.84% of the Company's debt is at variable rates. This debt is hedged using interest-rate caps as described in Note 22.1.

18.2 Loans maturities

The breakdown of the Company's debt by maturity is as follows:

<i>(in € thousand)</i>	2025
Maturing in 2026	617,610
Maturing in 2027	1,366,110
Maturing in 2028	1,213,614
Maturing in 2029	1,668,273
Maturing in 2030	1,473,037
Maturing in 2031	1,370,689
Maturing in 2033	444,904
TOTAL	8,154,236

18.3 Financing

The main components of FORVIA financing are described below:

Bonds in EUR

Bonds	Amount (in € million)	Coupon	Issuance	Maturity	Outstanding as of 12/31/2025 (in € million)
2026 Bonds	500	3.125%	03/27/2019	06/15/2026	0 ⁽⁶⁾
Additional 2026 Bonds ⁽¹⁾	250	3.125%	10/31/2019	06/15/2026	
2026 Sustainability-Linked Bonds	700	7.250%	11/15/2022	06/15/2026	0 ⁽⁷⁾
Additional 2026 Sustainability-Linked Bonds ⁽²⁾	250	7.250%	02/01/2023	06/15/2026	
2027 Sustainability-Linked Bonds	1,200	2.750%	11/10/2021	02/15/2027	677 ⁽⁸⁾
2027 Bonds	700	2.375%	11/27/2019	06/15/2027	378.9 ⁽⁹⁾
Additional 2027 Bonds ⁽³⁾	190	2.375%	02/03/2021	06/15/2027	
2028 Bonds	700	3.750%	07/31/2020	06/15/2028	500 ⁽¹⁰⁾
2029 Green Bonds	400	2.375%	03/22/2021	06/15/2029	400
2029 Bonds	500	5.125%	03/11/2024	06/15/2029	500
2030 Bonds	750	5.625%	03/24/2025	06/15/2030	1000
Additional 2030 Bonds ⁽⁴⁾	250	5.625%	06/12/2025	06/15/2030	
2031 Bonds	600	5.375%	09/15/2025	03/15/2031	600
2031 Bonds	500	5.500%	03/11/2024	06/15/2031	700
Additional 2031 Bonds ⁽⁵⁾	200	5.500%	05/07/2024	06/15/2031	

(1) Consolidated into 2026 bonds from December 16, 2019.

(2) Consolidated into Sustainability-Linked 2026 bonds from March 14, 2023.

(3) Consolidated into 2027 bonds from March 15, 2021 – Issued through a private placement.

(4) Consolidated into 2030 bonds from July 22, 2025.

(5) Consolidated into 2031 bonds from June 16, 2024.

(6) Bonds called by anticipation on March 28, 2025, for the full outstanding amount.

(7) Bonds fully repurchased after partial repurchases of €150.1 million on December 14, 2023, €219.8 million on March 11, 2024 €250 million on May 7, 2024 and 330.2 million on June 6, 2025.

(8) Amount outstanding after partial repurchases of €300 million on June 12, 2025, €200 million on September 15, 2025 and several market buybacks for €23.0 million in 2025.

(9) Amount outstanding after partial repurchases of €500 million on September 15, 2025, and several market buybacks for €11.1 million in 2025.

(10) Amount outstanding after €200 million partial call on December 24, 2025.

These bonds are listed on the Global Exchange Market of Euronext Dublin.

Bonds in USD

Bonds	Amount (in \$ million)	Coupon	Issue	Maturity	Outstanding as of 12/31/2025 (in \$ million)	Outstanding as of 12/31/2025 (in € million)
USD 2030 Bonds	500	8.00%	04/04/2025	06/15/2030	500	425.5
USD 2033 Bonds	500	6.75%	09/23/2025	09/15/2033	500	425.5

The 2027 sustainability-Linked bonds include scope 1 & 2 emissions reduction targets in 2025 in line with the "Sustainable Linked Financing Framework" published in October 2021 and approved by the ISS ESG. The non compliance to these objectives involves a step up of the bonds interest in 2026. FORVIA S.E. bonds include a covenant restricting the additional indebtedness if the

EBITDA after certain adjustments is lower than twice the gross interest costs. As of December 31, 2025, all of these conditions were met.

FORVIA S.E. bonds are listed on the Global Exchange Market of Euronext Dublin while HELLA bonds are listed on the Global Exchange Market of Luxembourg.

Bonds in JPY

Bonds	Amount (in ¥ million)	Coupon	Issue	Maturity	Outstanding as of 12/31/2025 (in ¥ million)	Outstanding as of 12/31/2025 (in € million)
JPY 2026 Bonds	11,700	2.48%	12/15/2024	03/13/2026	11,700	63.6
JPY 2027 Bonds	6,800	2.81%	12/15/2024	03/15/2027	6,800	36.9
JPY 2028 Bonds	700	3.19%	12/15/2024	12/15/2028	700	3.8

Schuldscheindarlehen

FORVIA has signed on December 17, 2021 a private placement under German Law (*Schuldscheindarlehen*) including ESR performance criteria for a total amount of €700 million and on June 15, 2022 an additional placement of €50 million. This transaction is structured into several tranches in EUR and USD, at fixed and variable rates, with maturities of 2.5, 4, 5 and 6 years, i.e. July 2024 and January 2026, 2027 and 2028. €435 million have been received on December 22, 2021 and the remaining amount has been received in early January 2022. The USD tranches have been partially converted in EUR resources through long term cross currency swaps. This private placement is part of the prefinancing of the acquisition of HELLA.

FORVIA has signed on July 12, 2024 a private placement under German Law (*Schuldscheindarlehen*) including ESR performance criteria for a total amount of €542.6 million. An additional placement of €200 million has been signed

on July 24, 2024 and July 31, 2024. This transaction is structured into several tranches in EUR and USD, at fixed and variable rates, with maturities of 2, 3.5, 5 and 7 years, i.e. July 2026, January 2028, July 2029 and July 2031. This private placement has been used to finance the reimbursement by anticipation of *Schuldschein* with 2024 maturity and the remaining outstanding amount of 2025 bonds for €421 million with a maturity in June 2025.

FORVIA has signed on July 15, 2025 a private placement under German Law (*Schuldscheindarlehen*) including ESR performance criteria for a total amount of €217.0 million equivalent. An additional placement of €27.5 million has been signed on August 06, 2025. This transaction is structured into several tranches in EUR and USD, at fixed and variable rates, with maturities of 3, 4 and 5, i.e. July 2028, July 2029 and July 2030.

€1,500 million syndicated credit facility

On December 15, 2014, FORVIA signed a syndicated credit facility, with a five-year maturity, for an amount of €1,200 million. This credit facility was renegotiated on June 24, 2016, then on June 15, 2018 in order to extend the maturity to five years from that date. In May 2021, FORVIA has signed with its banks an Amend & Extend agreement of this syndicated credit line enabling the Group to increase the amount up to €1,500 million, as well as indexing its costs on FORVIA's environmental performance, the interest rate varying depending upon the achievement of the Group's target of CO₂ neutrality for its scopes 1 & 2, and to extend its maturity to five years, i.e. May 2026, with two one-year extension options submitted to the banks' agreement.

On April 26, 2022, FORVIA has renegotiated its covenant related to its leverage ratio (ratio Net debt ⁽¹⁾/adjusted EBITDA ⁽²⁾) and which compliance is a condition affecting the availability of this credit facility. The level of this covenant was not to be tested for June 30, 2022 and was at 3.75x for December 31, 2022 (instead of 3.0x) before coming back to 3.0x from June 30, 2023 onwards. As of December 31, 2025, this condition was met.

On June 10, 2024, FORVIA has extended the maturity of the syndicated credit facility to May 26, 2028 for an amount of €1,500 million. This credit facility includes some restrictive clauses on asset disposals (disposal representing over 35% of the Group's total consolidated assets requires the prior approval of banks representing two-thirds of the syndicate) and on the debt level of some subsidiaries.

As of December 31, 2025, this facility was not drawn.

€500 million syndicated credit facility

On November 19, 2025, FORVIA signed a syndicated credit facility for an amount of €500 million, with a maturity to November 19, 2028, with two one-year extension options submitted to the banks' agreement.

The underlying interest rate may vary depending on the achievement of the Group's target of CO₂ neutrality for its scopes 1, 2 and 3.

This credit facility includes some restrictive clauses on asset disposals (disposal representing over 35% of the Group's total consolidated assets requires the prior approval of banks representing two-thirds of the syndicate) and on the debt level of some subsidiaries.

As of December 31, 2025, this facility was not drawn.

¥30 billion credit facility

On February 7, 2020, FORVIA has signed a credit facility in yen for an amount of ¥30 billion, with a five-year maturity, aiming at refinancing on a long term basis the debt of Clarion Co., Ltd. The credit facility comprised two tranches of ¥15 billion each, one being a loan and the other one a renewable credit line.

The maturity of the credit line has been extended from February 2026 to February 2027 by exercising the second extension option.

On April 26, 2022, FORVIA has renegotiated its covenant related to its leverage ratio (ratio Net debt ⁽¹⁾/adjusted EBITDA ⁽²⁾) and which compliance is a condition affecting the availability of this credit facility. The level of this covenant was not to be tested for June 30, 2022 and was at 3.75x for December 31, 2022 (instead of 3.0x) before coming back to 3.0x from June 30, 2023 onwards. As of December 31, 2025, this condition was met.

On November 21, 2025, this facility has been converted into a full ¥30 billion revolving credit facility, and has been extended till November 21, 2028, with two one-year extension options.

As of December 31, 2025, this facility was not drawn.

EIB credit facility

On July 1, 2022, FORVIA signed a credit facility for an amount of €315 million, with a seven year maturity with the European Investment Bank (EIB). This credit facility aims at financing investments in research and development, in production and deployment of the hydrogen technology for mobility applications, advanced systems for driving assistance and driver control systems. It is composed of two tranches: (i) one for an amount of €289 million (ii) one for an amount of €26 million.

This credit facility includes a covenant on the ratio Net debt ⁽¹⁾/adjusted EBITDA ⁽²⁾ which compliance is a condition affecting the availability of this credit facility, identical to the syndicated credit facility and which cannot exceed 3.75x for December 31, 2022 and 3.0x from December 31, 2023 onwards. As of December 31, 2025, this condition was met. It includes as well some restrictive clauses on asset disposals and on the debt level of some subsidiaries.

In compliance with IAS 20, the difference between the market rate for a comparable loan at initial date and the interest rate for this loan has been recognized as a grant; it is recognized in P&L against the costs that the grant aims to compensate over the loan duration.

As of December 31, 2025, the drawn amount was €315 million.

(1) Consolidated net debt.

(2) Operating income before depreciation of intangible assets acquired plus depreciation, amortization and funding of provisions for impairment of property, plant and equipment and intangible assets, corresponding to the past 12 months.

Term Loan 2023

FORVIA has signed on June 9, 2023 a €500 million syndicated loan with a maturity to June 2, 2026 and including two one year extension options until June 2, 2028, submitted to the banks' agreement, the interest rate varying depending upon the achievement of the Group's target of CO neutrality for its scopes 1, 2 & 3 (controlled emissions).

On May 24, 2024, the maturity of this loan has been extended to June 2, 2027. On June 30, 2025, it has been extended to June 2, 2028.

On November 21, 2025, this loan has been fully repaid.

Syndicated loan Latin America

On September 22, 2022, Faurecia Sistemas Automotrices de Mexico Srl signed a syndicated credit facility for an amount of US\$210 million, with various investors from Latin America. On this basis, Faurecia Sistemas Automotrices de Mexico Srl has borrowed US\$110 million and 2 billion Mexican pesos at a variable rate with a maturity on March 22, 2028, the amount in pesos being converted in USD resources through long term cross currency swaps. On February 10, 2023, Faurecia Sistemas Automotrices de Mexico Srl has subscribed an additional loan for US\$90 million with the same conditions and a maturity to March 22, 2028. This credit facility includes some restrictive clauses on the debt level of some subsidiaries.

On April 16, 2025, the portion of 2 billion mexican pesos has been reimbursed by anticipation. The long-term cross currency swap linked to the repaid tranche has also been closed by anticipation.

On September 22, 2025, the remainder of the loan has been fully repaid.

Commercial paper programs

FORVIA S.E. entertains 2 commercial paper programs: €1,300 million NEU CP program (with maturities comprised between one month and one year) and a €300 million NEU MTN program (with maturity above one year). As of December 31, 2025, the outstanding amounts reached respectively €315.9 million for the NEU CP and €72.0 million the NEU MTN.

Credit ratings

As of December 2025, the Group's credit ratings are:

- BB+ negative outlook by Fitch since October 9, 2024;
- BB- stable outlook by S&P since March 6, 2025;
- Ba3 stable outlook by Moody's since October 17, 2024 (while FORVIA S.E. bonds are rated B1);
- A- negative outlook by JCR since November 26, 2024.

NOTE 19 Status of payables maturities

(in € thousand)	One year at most	More than one year	2025	2024
Operating payables				
Trade payables and related accounts	39,421	-	39,421	33,996
Other operating liabilities ⁽¹⁾	43,529	-	43,529	41,030
Deferred income	4,640	-	4,640	
TOTAL	87,590	-	87,590	75,026
Other payables				
Cash advances from subsidiaries	3,982,345	-	3,982,345	2,677,946
Other miscellaneous liabilities	15,700	-	15,700	1,231
Translation adjustment – liabilities	77,264	-	77,264	57,843
TOTAL	4,075,430	-	4,075,430	2,737,020
TOTAL	4,163,020	-	4,163,020	2,812,046

(1) Mainly consisting of social security and employee-related liabilities.

NOTE 20 Deferred taxes

Deferred taxes relate to:

- temporary differences between the recognition of income and tax purposes;
- tax loss carry forwards of the tax group;

- tax savings arising from the use of tax losses of subsidiaries in the tax group which will have to be restored to them if and when they return to profit.

Deferred taxes are computed based on the tax rate for the year in which they are expected to reverse.

Deferred taxes can be analyzed as follows:

Nature of temporary differences (in € thousand)	2025		2024	
	Basis	Tax ⁽¹⁾	Basis	Tax ⁽¹⁾
Timing differences between tax rules and accounting recognition of income and expenses				
Trade payables	77,264	19,957	57,843	14,941
Provision for retirement indemnities	10,076	2,603	19,565	5,054
Restructuring provision	19,373	5,004	28,342	7,321
Foreign exchange loss provision	40,581	10,482	0	0
Trade receivables	2,657	686	(54,611)	(14,106)
Others	821	212	2,119	547
TOTAL	150,772	38,944	53,258	13,756
Items likely to give rise to future increases or decreases in corporate income tax liabilities				
Tax loss carryforwards	11,768	3,040	34,498	8,911
Others	0	0	0	0
TOTAL	11,768	3,040	34,498	8,911
TOTAL TEMPORARY DIFFERENCES	162,540	41,984	87,756	22,667

(1) At tax rate of 25.83% for 2025 and 2024.

NOTE 21 Financial commitments

Endorsements, sureties and guarantees include commitments to subsidiaries and direct and indirect equity investments for an amount of €347.0 million (€363.3 million as of December 31, 2024).

NOTE 22 Financial instruments used to hedge market risks

22.1 Interest-rate hedges

The Company manages interest rate hedging centrally. This management is implemented by the Faurecia group's Finance and Treasury department, under the responsibility of general management. Management decisions are taken within a Market Risk Management Committee which meets monthly.

The hedges arranged comprise mainly euro-denominated interest rate swaps, designed to hedge interest payable on variable rate borrowings.

The notional amounts of the Group's interest rate hedges break down as follows:

(in € million)	Notional amounts by maturity		
	<1 year	1 to 5 years	>5 years
Interest rate options	-	-	-
Variable rate/fixed rate swaps	-	318	-
Fixed rate/variable rate swaps	-	950	620

22.2 Foreign exchange hedges

The Company centrally covers the foreign exchange risk of its subsidiaries, linked to their commercial operations, by means of forward or optional foreign exchange transactions as well as financing in foreign currencies. This centralized management is implemented by the Faurecia Group Finance and Treasury department, under the responsibility of general management. Management decisions are taken within a Market Risk Management Committee which meets monthly. Derivatives purchased for subsidiaries are retroceded to the subsidiaries when they are unwound.

- Future transactions are hedged on the basis of forecast flows established during the preparation of budgets approved by General Management; these forecasts being updated regularly.
- Currency risk on inter-company loans and borrowings to/from subsidiaries outside the eurozone that are denominated in the subsidiaries' functional currency but referenced in euros is hedged through swaps.
- Currency risk on external borrowings is hedged by means of cross currency swaps.

As of December 31, 2025, the foreign exchange swaps in place relate to the following currencies:

At 12/31/2024 (in million)	Net position		EUR equivalent	Fair value of derivatives
	Buyer	Seller		
BRL	0.0	60.0	9.3	0.0
CAD	0.0	5.0	3.1	0.0
CNY	7,018.0	0.0	853.1	0.7
GBP	95.0	0.0	108.9	-0.1
JPY	0.0	30,429.8	165.3	-0.1
SEK	7.6	0.0	0.7	0.0
THB	712.7	0.0	19.1	-0.4
USD	818.5	0.0	696.6	-1.0

Note: these are foreign exchange swaps that cover intra-group deposits and loans.

NOTE 23 Average headcounts

	2025	2024
Management	11	10
TOTAL	11	10

NOTE 24 Compensation

In 2025, total attendance fees paid to directors amounted to € 1 200 000 compared with € 1 200 000 in 2024.

NOTE 25 Fees of Statutory Auditors

(in € thousand)	Forvis Mazars	PWC
Fees related to the certification of annual accounts	2,053	1,677
Other fees	1,230	135
TOTAL	3,283	1,812

NOTE 26 Identity of the consolidating company

Company name	FORVIA S.E.
Headoffice	23-27 avenue des Champs-Pierreux, 92000 NANTERRE
Identification number if French entity	542,005,376
Place where copies of the consolidated financial statements can be obtained	23-27 avenue des Champs-Pierreux, 92000 NANTERRE

NOTE 27 Off balance sheet commitment

Nature of the transaction (in € thousands)	Amount of expected risks and benefits of the transaction	Guarantees provided	Other information
Fondation Forvia		6 000	

NOTE 28 **Income Statement and Balance Sheet Closed and Published for Fiscal Year 2024**

Income statement

<i>(in € thousand)</i>	2024	2023
Services sold	58,737	85,382
Sales	58,737	85,382
Outside services	(80,141)	(108,403)
Taxes other than on income	(3,254)	(3,854)
Salaries and wages	(33,729)	(24,778)
Payroll taxes	(7,732)	(6,290)
Amortization, depreciation and provisions(net of reversals) and expense transfers	(2,208)	(1,675)
Other income/(expenses)	62,093	58,571
Total operating income and expenses	(64,971)	(86,429)
NET OPERATING INCOME	(6,234)	(1,047)
Financial income	927,340	790,245
Financing costs	(737,318)	(706,623)
NET FINANCIAL INCOME (EXPENSE)	190,022	83,622
OPERATING INCOME AFTER NET FINANCIAL INCOME	183,788	82,575
Non-recurring income	2,768	2,845
Extraordinary expenses	(10,599)	(5,938)
NON-RECURRING INCOME	(7,831)	(3,093)
Employee profit-sharing	267	(344)
Corporate income tax	5,926	7,913
NET INCOME	182,151	87,051

Balance sheet

Assets

	2024			2023
(in € thousand)	Gross amounts	Depreciation and provisions	Net amounts	Net amounts
Intangible assets	80	0	80	80
Property, plant and equipment	52	0	52	78
Investments	12,082,666	229,758	11,852,908	11,855,512
TOTAL FIXED ASSETS	12,082,798	229,758	11,853,040	11,855,670
Operating receivables	28,287	1,885	26,402	44,776
Other receivables	3,739,802	0	3,739,802	3,585,175
Marketable securities and related receivables	909,080	0	909,080	954,379
Cash and cash equivalents	161,631		161,631	406,298
TOTAL CURRENT ASSETS	4,838,800	1,885	4,836,915	4,990,628
Prepaid expenses	187		187	3,345
Unrealized foreign exchange losses	94,817		94,817	79,099
Bond redemption premiums	0		0	2,288
Deferred charges	32,826		32,826	41,749
TOTAL ASSETS	17,049,428	231,643	16,817,785	16,972,779

Liabilities

(in € thousand)	Notes	2024	2023
Capital stock		1,379,625	1,379,625
Additional paid-in capital		1,403,368	1,403,368
Statutory reserve		127,694	123,341
Untaxed reserves		8,939	8,939
Other reserves		0	0
Retained earnings		2,150,666	2,166,125
Net income for the fiscal year		182,151	87,051
TOTAL SHAREHOLDERS' EQUITY		5,252,443	5,168,449
PROVISIONS FOR CONTINGENCIES AND CHARGES		51,438	43,661
TOTAL DEBT		8,701,858	8,740,113
Operating payables		75,026	76,303
Sundry payables		2,679,177	2,881,983
TOTAL OPERATING PAYABLES AND OTHER PAYABLES		2,754,203	2,958,286
Prepaid income		0	0
Unrealized foreign exchange gains		57,843	62,270
TOTAL EQUITY AND LIABILITIES		16,817,785	16,972,779

6.6.4. Table of subsidiaries and investments

(in € thousand)	Equity	Share of capital held (in percentage)	Book value of the shares held		Net amount of loans and advances granted by the Company	Amount of commitments given by the Company	Turnover before tax for the last financial year ended	Result (profit or loss for the last closed financial year)	Dividends received by the Company during the fiscal year	Observations
			Gross	Net						
Information about subsidiaries (more than 50% of the capital held by the Company)										
Faurecia investments	1,755,722	100.0%	1,480,395	1,480,395	-	-	-	550,977	312,733	
Faurecia Automotive Belgium	25,885	100.0%	60,196	60,196	-	-	-	955	1,500	
Faurecia USA Holdings Inc.	794,071	85.0%	600,699	600,699	4	-	19,902	(135,462)	-	
ET Dutch Holdings BV	529,673	100.0%	610,550	610,550	-	-	435	108,250	137,122	
Faurecia Automotive Holdings	1,025,430	100.0%	1,618,260	1,618,260	3	-	3,724	99,395	112,352	
Faurecia Exhaust International	(186,092)	100.0%	82,301	1	-	25,766	-	(194,437)	6,682	
Faurecia Services Groupe	(16,987)	100.0%	46	-	43	1,140	49,075	(18,309)	-	
HENNAPE SIX	171,028	100.0%	1,100,010	165,100	-	-	-	53,568	-	
Faurecia Interiors Holding	(719)		1,510	1,510	21	-	-	(719)	-	
Faurecia Honghu Exhaust Systems Shanghai Co. Ltd	58,866	60.0%	1,212	1,212	3	-	110,997	16,815	14,591	
Faurecia Holdings Espana, S.L.	361,199	60.6%	514,183	431,483	-	-	-	(78,110)	27,203	
Faurecia participation GMBH	2,541,032	100.0%	2,614,770	2,552,270	1	-	2,055	(72,879)	86,124	
Information regarding shareholdings (10 to 50% of the Company's capital held)										
Faurecia Automotive Espana, S.A.	829,133	10.7%	76,449	76,449	74	901	180,143	80,816	80,000	
Faurecia Automotive GmbH	252,707	25.8%	225,185	136,834	-	-	7,437	4,944	4,121	
FaureciaTongda Exhaust System (WUHAN) Co, Ltd	9,693	50.0%	2,217	2,217	-	-	38,450	1,152	-	

6.7. Statutory auditors' report on the financial statements

For the year ended 31 December 2025

This is a translation into English of the Statutory Auditors' report issued in French and is provided solely for the convenience of English speaking readers. This report includes information specifically required by European regulations or French law, such as information about the appointment of Statutory Auditors. This report should be read in conjunction with, and construed in accordance with, French law and professional auditing standards applicable in France.

To the shareholders,

Opinion

In compliance with the engagement entrusted to us by your Annual General Meeting, we have audited the accompanying financial statements of Forvia SE for the year ended 31 December 2025.

In our opinion, the financial statements give a true and fair view of the assets and liabilities and of the financial position of the Company at 31 December 2025 and of the results of its operations for the year then ended in accordance with French accounting principles.

The audit opinion expressed above is consistent with our report to the Audit Committee.

Basis for opinion

Audit framework

We conducted our audit in accordance with professional standards applicable in France. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Our responsibilities under these standards are further described in the "Responsibilities of the Statutory Auditors relating to the audit of the financial statements" section of our report.

Independence

We conducted our audit engagement in compliance with the independence rules provided for in the French Commercial Code (Code de commerce) and the French Code of Ethics (Code de déontologie) for Statutory Auditors, for the period from 1 January 2023 to the date of our report, and in particular, we did not provide any non-audit services prohibited by Article 5(1) of Regulation (EU) No 537/2014.

Emphasis of matter

Without qualifying our opinion, we draw your attention to the impacts of the first-time application of regulation ANC n°2022-06 set out in the accounting policies in the note to the financial statements.

Justification of assessments - Key audit matters

In accordance with the requirements of Articles L.821-53 and R.821-180 of the French Commercial Code relating to the justification of our assessments, we inform you of the key audit matters relating to the risks of material misstatement that, in our professional judgment, were the most significant in our audit of the financial statements, as well as how we addressed those risks.

These matters were addressed as part of our audit of the financial statements as a whole, and therefore contributed to the opinion we formed as expressed above. We do not provide a separate opinion on specific items of the financial statements.

Measurement of equity interests

(Notes 1.2 – "Investments" 8. "Gross fixed assets", 10. "Impairment of assets" and 11. "Portfolio values" to the financial statements)

Risk identified

The balance of equity interests at 31 December 2025 amounted to €7,737.2 million, representing 46.5% of the assets on the balance sheet.

As stated in note 1.2 to the financial statements, the gross value of these interests is equal to the historical acquisition cost. An impairment loss is recorded if the value in use of the interests held falls below their carrying amount.

Value in use is based on the subsidiary's revalued net assets, profitability and future outlook. Where appropriate, when the future sale of certain investments is being planned or considered, data from previous transactions are taken into account along with other evaluation criteria.

We deemed the assessment of equity interests to be a key audit matter due to the materiality of these assets to the balance sheet and the inherent uncertainty of specific inputs applicable to the assessment of their value in use, in particular the likelihood of achieving the discounted cash flows forecast by management.

Our response

We obtained an understanding of the methods used by management to determine the value in use of each of these equity interests.

We obtained management's most recent forecasts and the impairment tests for each of the significant equity interests in order to assess the valuations based on future outlook.

With asset valuation experts part of the audit team, we assessed the reasonableness of the key assumptions used to determine expected future cash flows and in particular:

- we compared the key assumptions used by management with independent market data, such as discount rates and long-term growth rate;
- we reperformed the calculations used in the impairment tests performed by management;
- we reconciled the main forecast data used in impairment testing with the specific data for each entity.

For the valuations based on historical data, we analysed the consistency of the equity values used with the financial statements of the entities concerned and verified that any adjustments to equity were based on documentary evidence.

We also assessed the appropriateness of the disclosures on equity interests provided in the relevant notes to the financial statements.

Specific verifications

In accordance with professional standards applicable in France, we have also performed the specific verifications required by French legal and regulatory provisions.

Information given in the management report and in the other documents provided to the shareholders with respect to the Company's financial position and the financial statements

We have no matters to report as to the fair presentation and the consistency with the financial statements of the information given in the Management Board's management report and in the other documents provided to the shareholders with respect to the Company's financial position and the financial statements.

We attest to the fair presentation and the consistency with the financial statements of the information about payment terms referred to in Article D.441-6 of the French Commercial Code.

Report on corporate governance

We attest that the Supervisory Board's report on corporate governance sets out the information required by Articles L.225-37-4, L.22-10-10 and L.22-10-9 of the French Commercial Code.

Concerning the information given in accordance with the requirements of Article L.22-10-9 of the French Commercial Code relating to compensation and benefits paid or awarded to corporate officers and any other commitments made in their favour, we have verified its consistency with the financial statements or with the underlying information used to prepare these financial statements, and, where applicable, with the information obtained by the Company from controlled companies within its scope of consolidation. Based on this work, we attest to the accuracy and fair presentation of this information.

Concerning the information given in accordance with the requirements of Article L.22-10-11 of the French Commercial Code relating to those items the Company has deemed liable to have an impact in the event of a takeover bid or exchange offer, we have verified its consistency with the underlying documents that were disclosed to us. Based on this work, we have no matters to report with regard to this information.

Other information

In accordance with French law, we have verified that the required information concerning the identity of shareholders and holders of the voting rights has been properly disclosed in the management report.

Other verifications and information pursuant to legal and regulatory requirements

Presentation of the financial statements to be included in the annual financial report

In accordance with professional standards applicable to the Statutory Auditors' procedures for annual and consolidated financial statements presented according to the single European electronic reporting format, we have verified that the presentation of the financial statements to be included in the annual financial report referred to in paragraph I of Article L.451-1-2 of the French Monetary and Financial Code (*Code monétaire et financier*) and prepared under the Chief Executive Officer's responsibility, complies with this format, as defined by European Delegated Regulation No. 2019/815 of 17 December 2018.

On the basis of our work, we conclude that the presentation of the financial statements to be included in the annual financial report complies, in all material respects, with the single European electronic reporting format.

It is not our responsibility to ensure that the financial statements to be included by the Company in the annual financial report filed with the AMF correspond to those on which we carried out our work.

Appointment of the Statutory Auditors

We were appointed Statutory Auditors of Forvia by the General Meetings held on 28 May 2019 for Forvis Mazars SA and 28 May 2025 for PricewaterhouseCoopers Audit.

At 31 December 2025, Forvis Mazars SA and PricewaterhouseCoopers Audit were in the seventh consecutive and first year of their engagement, respectively.

Responsibilities of Management and those charged with governance for the financial statements

Management is responsible for preparing financial statements giving a true and fair view in accordance with French accounting principles, and for implementing the internal control procedures it deems necessary for the preparation of financial statements that are free of material misstatement, whether due to fraud or error.

In preparing the financial statements, Management is responsible for assessing the Company's ability to continue as a going concern, disclosing, as applicable, matters related to going concern, and using the going concern basis of accounting, unless it expects to liquidate the Company or to cease operations.

The Audit Committee is responsible for monitoring the financial reporting process and the effectiveness of internal control and risk management systems, as well as, where applicable, any internal audit systems, relating to accounting and financial reporting procedures.

The financial statements were approved by the Board of Directors.

Responsibilities of the Statutory Auditors relating to the audit of the financial statements

Objectives and audit approach

Our role is to issue a report on the financial statements. Our objective is to obtain reasonable assurance about whether the financial statements as a whole are free of material misstatement. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with professional standards will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions taken by users on the basis of these financial statements.

As specified in Article L.821-55 of the French Commercial Code, our audit does not include assurance on the viability or quality of the Company's management.

As part of an audit conducted in accordance with professional standards applicable in France, the Statutory Auditors exercise professional judgment throughout the audit. They also:

- identify and assess the risks of material misstatement in the financial statements, whether due to fraud or error, design and perform audit procedures in response to those risks, and obtain audit evidence considered to be sufficient and appropriate to provide a basis for their opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control;
- obtain an understanding of the internal control procedures relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the internal control;
- evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates made by Management and the related disclosures in the notes to the financial statements;
- assess the appropriateness of Management's use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the Company's ability to continue as a going concern. This assessment is based on the audit evidence obtained up to the date of the audit report. However, future events or conditions may cause the Company to cease to continue as a going concern. If the Statutory Auditors conclude that a material uncertainty exists, they are required to draw attention in the audit report to the related disclosures in the financial statements or, if such disclosures are not provided or are inadequate, to issue a qualified opinion or a disclaimer of opinion;
- evaluate the overall presentation of the financial statements and assess whether these statements represent the underlying transactions and events in a manner that achieves fair presentation.

Report to the Audit Committee

We submit a report to the Audit Committee which includes, in particular, a description of the scope of the audit and the audit program implemented, as well as the results of our audit. We also report any significant deficiencies in internal control that we have identified regarding the accounting and financial reporting procedures.

Our report to the Audit Committee includes the risks of material misstatement that, in our professional judgment, were the most significant for the audit of the financial statements and which constitute the key audit matters that we are required to describe in this report.

We also provide the Audit Committee with the declaration provided for in Article 6 of Regulation (EU) No. 537/2014, confirming our independence within the meaning of the rules applicable in France, as defined in particular in Articles L. 821-27 to L. 821-34 of the French Commercial Code and in the French Code of Ethics for Statutory Auditors. Where appropriate, we discuss any risks to our independence and the related safeguard measures with the Audit Committee.

Neuilly-sur-Seine and Levallois-Perret, 27 February 2026

The Statutory Auditors

PricewaterhouseCoopers Audit

François Jaumain

Bardadi Benzeghadi

FORVIS MAZARS SA

Grégory Derouet

Anne-Laure Rousselou



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Other information

7.1. Legal information

Company name and address

Company name: FORVIA

Registered office: 23-27, avenue des Champs Pierreux

92000 Nanterre – France

Telephone: +33 (0) 1 72 36 70 00

Website: www.forvia.com

The information provided on the website is not part of the Universal Registration Document, unless it is incorporated by reference.

Legal form

FORVIA is a European company whose shares are admitted to trading on the regulated market of Euronext Paris. The Company is governed by the provisions of Council Regulation (EC) No 2157/2001 of October 8, 2001 on the statute for a European company, by the French Commercial Code and by related texts; the Company refers to the corporate governance regime provided for by the AFEP-MEDEF Code.

The Company abides by the legal and regulatory provisions that apply to the governing bodies of listed companies and reports in this Universal Registration Document on the application of the recommendations made in relation to the AFEP-MEDEF Code.

Statutory auditors

The Company's financial statements are audited by two Statutory Auditors appointed in accordance with Articles L. 225-228 and L. 22-10-66 of the French Commercial Code.

Date of incorporation and term

Company incorporation date: July 1, 1929.

Company term expiry date: May 28, 2117.

Incorporation details

The Company is registered with the Nanterre Trade and Companies Register under number 542 005 376.

Its APE (French business identifier) Code is 7010Z.

Its NACE (European business identifier) Code is 7010.

Consultation of corporate documents

During the period of validity of this Universal Registration Document, the following documents (or copies thereof) may be consulted, if required:

- a. the issuer's articles of incorporation and bylaws;
- b. all reports, letters and other documents, assessments and statements prepared by any expert at the Company's request, any part of which is included or referred to in the Universal Registration Document.

In addition, the following documents and information may also be consulted:

- a. the Company's Universal Registration Documents and Registration Documents (including the annual financial reports) and interim financial reports filed with the *Autorité des Marchés Financiers* (AMF) for each of the past ten fiscal years;
- b. the Group's annual and interim presentations of its results and outlook, as well as its quarterly financial information.

The aforementioned documents, as well as the regulated information published during the last 12 months, can be found at the addresses indicated under the heading "Contact details" below.

Contact details

FORVIA, Legal Department, 23-27 avenue des Champs Pierreux, 92000 Nanterre, France, and on the Company's website at www.forvia.com.

Corporate purpose

Under Article 3 of its bylaws, the Company's purpose is:

- to create, acquire, run, directly or indirectly manage, by acquisition of holdings, by rental or by any other means, in Europe and internationally, all forms of industrial companies, trading companies and tertiary sector companies;
- to research, obtain, acquire and use patents, licenses, processes and trademarks;
- to rent all types of real estate, bare or constructed;
- to provide administrative, financial and technical assistance to affiliated enterprises;
- to operate plants and establishments which it owns or may acquire in the future;
- to manufacture, use and/or sell, regardless of form, its own products or those of affiliated enterprises;
- to manufacture and commercialize, by direct or indirect means, all products, accessories or equipment, regardless of their nature, intended for industrial use, in particular by the automotive industry;
- to directly or indirectly participate in all financial, industrial or commercial operations that may relate to any one of the above-mentioned purposes, including but not limited to setting up new companies, making asset contributions, subscribing to or purchasing shares or voting rights, acquiring an interest or holding, mergers, or in any other way;

and, more generally, to conduct any industrial, commercial and financial operations, and operations relating to fixed or non-fixed assets, that may relate, directly or indirectly, to any one of the above-mentioned purposes, totally or partially, or to any similar or related purposes, and even to other purposes of a nature to promote the Company's business.

Role of the Company in relation to its subsidiaries

The Company is a holding company, whose assets are primarily made up of equity interests. The Company's industrial assets are held by its operating subsidiaries.

The Company provides, directly and indirectly, financial, accounting, management, administrative and other services to FORVIA Group companies.

The list of consolidated companies as of December 31, 2025 is available in Chapter 6 "Financial and accounting information", Section 6.3 "Consolidated statements".

A simplified organizational chart of the FORVIA Group's companies is available in Section 7.2 "Simplified organizational chart" and illustrates the Company's positioning within the Group.

Fiscal year

The Company's fiscal year covers the 12-month period from January 1 to December 31.

Distribution of profits

Income available for distribution corresponds to net income for the fiscal year, less any losses carried forward from prior years and any amounts appropriated to reserves in compliance with the law or the bylaws, plus any retained earnings.

Out of this income, the General Meeting determines the portion attributed to shareholders in the form of dividends and deducts the amounts it considers appropriate to allocate to any reserve funds or to carry forward.

Except in the case of a capital reduction, no distributions may be made to shareholders if the Company's shareholders' equity represents – or would represent after the planned distribution – less than its capital stock plus any reserves which, according to the law or the bylaws, are not available for distribution.

The General Meeting may also decide to distribute amounts deducted from optional reserves in order to pay or increase a dividend or pay a special dividend.

The Company's bylaws provide that the Ordinary General Meeting approving the financial statements for the fiscal year may also decide to offer each shareholder, for all or part of the dividend to be paid or interim dividends, the option to receive payment of the dividend or interim dividend in cash or in shares.

Dividends – statute of limitations

Dividends lapse after five years from the date of payment if unclaimed. After this period, they are paid to the Treasury.

Company's registrar and paying agent

The transfer service and coupon payments are provided by Uptevia, 90-110 Esplanade du Général de Gaulle – 92931 Paris La Défense Cedex – France.

FORVIA stock market data

FORVIA shares (ticker: FRVIA) are listed on Compartment A of Euronext Paris' regulated market (ISIN code: FR0000121147). They are included on the SBF 120 indice of Euronext.

The LEI code is: 969500F0VMZLK2IULV85.

General Meetings of shareholders

The rules governing the participation of shareholders in General Meetings are described in Articles 24 and 25 of the Company's bylaws which are available on the governance page of the Company's website (www.forvia.com).

General Meetings are held at the Company's registered office or at any other venue specified in the notice of meeting.

Holders of registered shares are convened by post or by email if they have agreed to the e-notice process. Other shareholders are notified via the relevant banks and brokers through the financial notices provided for by applicable regulations.

A continually updated schedule of all the Group's financial events, including the date of the General Meeting, is available on FORVIA Group's website at www.forvia.com.

The right to participate in General Meetings shall be substantiated in accordance with current legal provisions.

The rights of shareholders, which may only be amended in accordance with the conditions laid down by law, are not affected by any other provision of the bylaws.

Voting rights

In the event of split ownership of shares, voting rights at all Ordinary, Extraordinary and Special General Meetings are exercisable by the beneficial owner of the shares.

The bylaws (Article 24) assign double voting rights to all fully paid-up shares that have been registered in the name of the same holder for at least two years. In the case of a capital increase through the capitalization of retained earnings, income or additional paid-in capital, the free shares allotted in respect of registered shares carrying double voting rights will also carry double voting rights as from the date of issue. Shares that are transferred or converted to bearer form are stripped of double voting rights in the cases provided for by law.

Existence of agreements whose implementation could result in a change of control of the Company or could have the effect of delaying, deferring or preventing a change of control

To the best of the Company's knowledge, there are no agreements to date whose implementation could, at a later date, result in a change of control. There are currently no provisions in any Company articles of incorporation, bylaws, charters, regulations or provisions in place that could have the effect of delaying, deferring or preventing such a change in control.

Control

As of the date of publication of this Universal Registration Document, the Company is not controlled within the meaning of applicable regulations.

Elements likely to have an impact in the event of a public tender offer or exchange offer

Company's capital structure

The capital structure is presented in Chapter 5 "Capital stock and shareholding structure", Section 5.1.1. "Changes in capital stock".

Direct or indirect equity investments in the Company's capital stock referred to in Articles L. 233-7 and L. 233-12 of the French Commercial Code of which the Company is aware

The direct or indirect investments in the Company's capital stock referred to in Articles L. 233-7 and L. 233-12 of the French Commercial Code of which the Company is aware are presented in Chapter 5 "Capital stock and shareholding structure", Section 5.1.2 "Crossing of legal thresholds".

Owners of any stock with special rights of control

Article 24 of the bylaws stipulates that double voting rights are allocated to all shares that have been registered in the name of the same holder for at least two years. Subject to this condition, there are no securities which carry special control rights as referred to in Article L. 22-10-11, 4 of the French Commercial Code.

Statutory restrictions on the exercise of voting rights

Under the terms of Article 30 of the bylaws, in addition to the obligations for disclosing the crossing of thresholds provided for by law, any person or legal entity acting alone or in concert within the meaning of Article L. 233-10 of the French Commercial Code who comes to own or to cease to own a number of shares, taking into account the cases of assimilation provided by the law applicable to the crossing of legal thresholds, representing 1% or more of the capital stock or voting rights or any further multiple of this percentage, including over and above the disclosure thresholds provided for by applicable laws and regulations, is required to notify the Company in writing of the total number of shares and voting rights held no later than four business days after occurrence.

Any shareholder failing to declare ownership as required above shall be deprived of voting rights for the non-declared fraction if one or several shareholders present or represented at a General Meeting, and collectively holding a fraction of the capital (or voting rights) of at least 1%, make a request to this effect, logged in the minutes of the General Meeting.

Agreements between shareholders, of which the Company is aware, that may give rise to restrictions on share transfers and the exercise of voting rights

On January 31, 2022, the Company acquired all of the shares held by the HELLA Family Pool in HELLA, at €60 per share, paid through a combination of €3.4 billion in cash and 13,571,385 newly-issued FORVIA shares. These new shares were issued on January 31, 2022.

The Company was informed by letter received on February 3, 2022 that the HELLA Family Pool had entered into a shareholders' agreement constituting a concerted action with regard to the Company. The main terms of this shareholders' agreement were published in accordance with the provisions of Article L. 233-11 of the French Commercial Code (see AMF D&I notice 222C0301 of February 4, 2022). Among others, this shareholders' agreement provides for preemptive rights for the benefit of the other members of the HELLA Family Pool on shares held by a member excluded from the shareholders' agreement.

Rules applicable to the appointment and replacement of members of the Board of Directors

As part of the HELLA acquisition, the Company made a commitment concerning representation of the HELLA Family Pool on the Company's Board of Directors, which will continue as long as the HELLA Family Pool holds at least 5% of the capital stock of the Company. Thus, in accordance with this commitment, the HELLA Family Pool proposed the appointment of Nicolas Peter as a member of the Board of Directors of the Company to replace Dr. Jürgen Behrend, who had been appointed as a Board Member by the General Meeting of June 1, 2022 on the proposal of the HELLA Family Pool. The appointment of Nicolas Peter, made by co-option in October 2023, was ratified at the Annual General Meeting of May 30, 2024. Nicolas Peter resigned with effect on April 30, 2025 due to his nomination for election as Chairman of the Supervisory Board of BMW Group. Linked to this resignation, the HELLA Family Pool proposed the appointment of Lutz Meschke. He was appointed as new Board Member by the Annual General Meeting of May 28, 2025, with effect on January 1, 2026.

Powers of the Board of Directors

The Board of Directors can, with prior authorization of the General Meeting, implement the Company share buy-back program, issue shares and/or securities giving access to capital stock with preferential subscription rights, with the removal of preferential subscription rights or without preferential subscription rights, and proceed with free performance share grants and the issue of shares and/or securities giving access to capital stock reserved for employees and a category of beneficiaries.

Agreements stipulating payments for members of the Board of Directors or employees if they resign or are dismissed without real and serious cause or if their employment is terminated due to a public tender offer or exchange offer

There are no agreements of the type referred to in Article L. 22-10-11, 10 of the French Commercial Code in favor of members of the Board of Directors or employees. For the commitments applicable in the event of the departure of the Chief Executive Officer, please refer to Chapter 4 "Corporate governance", Sections 4.3.1.2.2.5 "Termination payment", 4.3.1.2.2.6 "Non-competition indemnity, notice period and non-solicitation/non-poaching" and 4.3.4.1.3 "Compensation policy for the Chief Executive Officer".

Agreements entered into by the Company which are amended or terminated in the event of a change in control of the Company

The significant bank facility agreements (including the syndicated facilities, the *Schuldscheindarlehen* loans and some bilateral loans or facilities), along with the bond issues of the Group, amounting to €8,496 million on the balance sheet as of December 31, 2025, include early repayment clauses in the event of a change of control of the Company.

Major contracts

To date, the Company has not entered into any major contracts other than (i) those entered into in the normal course of business and (ii) the documents relating to the refinancing of the acquisition of a majority interest in HELLA's capital stock, conferring a major obligation or commitment on the entire Group.

Dependence

See Chapter 2 "Risk factors & Risk management", and especially the risks associated with the automotive supplier business.

Incorporation by reference

In accordance with Article 19 of Regulation (EU) 2017/1129, the following information is incorporated by reference in this Universal Registration Document:

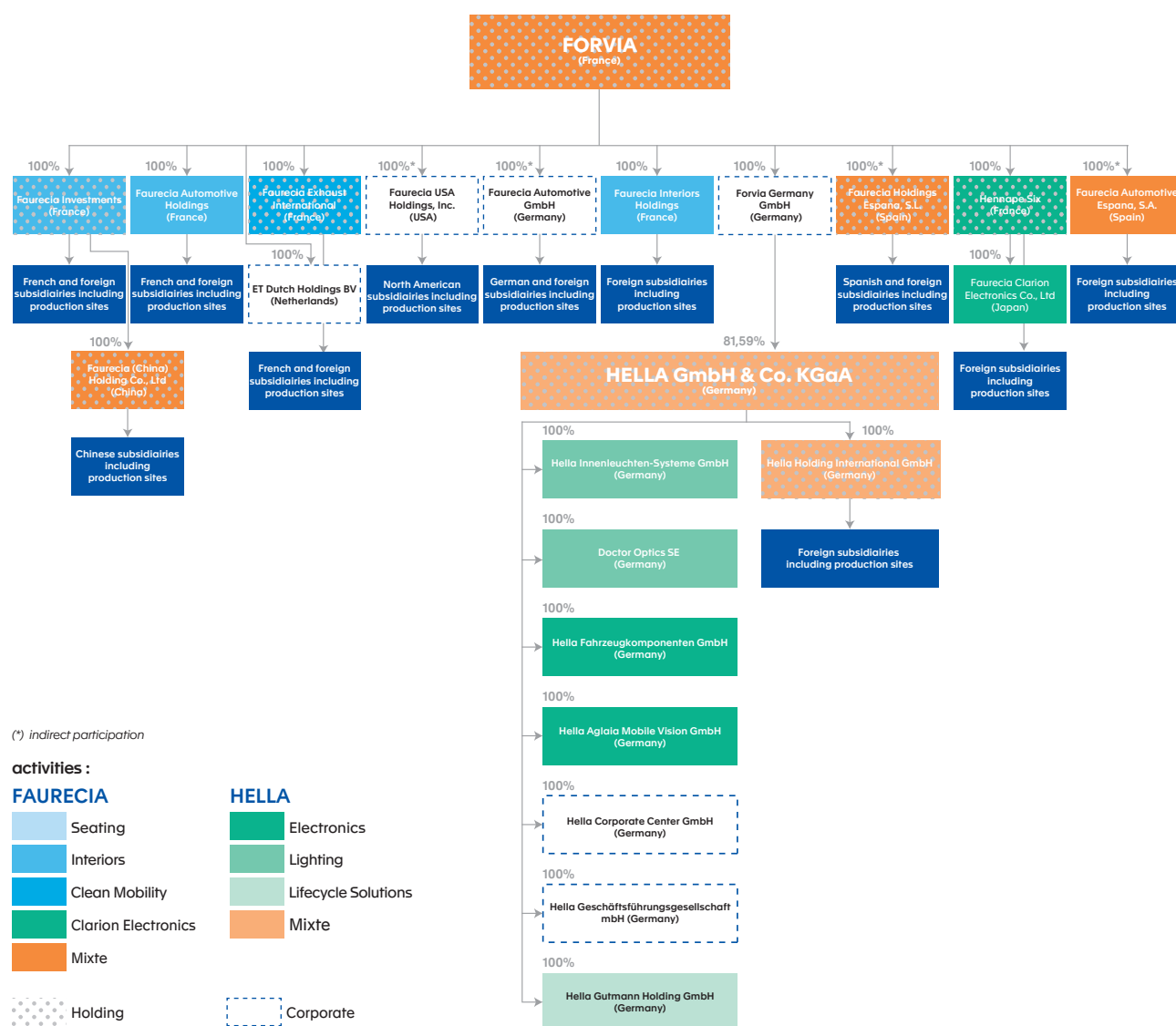
- the consolidated financial statements, annual financial statements, corresponding audit reports, comments on the consolidated financial statements and highlights by business segment and at Company level, as well as the Statutory Auditors' special report on related-party agreements appearing respectively on pages 312 to 387, 398 to 422, 388 to 393, 423 to 427, 294 to 310, 394 to 397 and 262 to 263 of the Universal Registration Document for the 2024 fiscal year filed with the AMF on March 7, 2025, under number D.25-0080 (<https://www.forvia.com/en/investors/regulated-information/universal-registration-document-half-year-financial-report>);
- the consolidated financial statements, annual financial statements, corresponding audit reports, comments on the consolidated financial statements and highlights by business segment and at Company level, as well as the Statutory Auditors' special report on related-party agreements appearing respectively on pages 90 to 159, 171 to 192, 160 to 166, 193 to 196, 70 to 88, 167 to 170 and 315 to 316 of the Universal Registration Document for the 2023 fiscal year filed with the AMF on February 27, 2024, under number D.24-0070 (<https://www.forvia.com/en/investors/regulated-information/universal-registration-document-half-year-financial-report>).

7.2. Simplified organizational chart

The simplified organizational chart below shows the general legal organization of the FORVIA Group as of December 31, 2025.

The full list of companies in the FORVIA Group's scope of consolidation as of December 31, 2025 is provided in Chapter 6 "Financial and accounting information", Section 6.3 under "List of consolidated companies as of December 31, 2025".

FORVIA Group simplified organizational chart as of December 31, 2025



(*) Indirect participation

activities :

FAURECIA

- Seating
- Interiors
- Clean Mobility
- Clarion Electronics
- Mixte

HELLA

- Electronics
- Lighting
- Lifecycle Solutions
- Mixte

Holding

Corporate

7.3. Historical background

1891. The first automobiles, in the modern sense, are made, powered by oil and gasoline engines. The first steel tubes follow, patented by Peugeot and manufactured primarily in Audincourt (Doubs, France).

1929. Bertrand Faure acquires the patent for the Epeda process. The patent allows the company to perfect its seats for the automotive industry.

1950. The Allibert company invests in an injection molding machine from the United States to mold large plastic parts from a single clamping unit and thus moves into the automotive industry.

1972. The Sommer company, specialized in automotive floor coverings, merges with the Allibert company. They combine their know-how in textiles and plastics to found the Sommer Allibert group.

1982. Epeda Bertrand Faure is listed on the Paris stock exchange on May 4, 1982. The Group goes on to specialize in the automotive industry (interior design), and experiences strong international growth.

1987. Cycles Peugeot merges with Aciers & Outillages Peugeot to form ECIA (Équipements et Composants pour l'Industrie Automobile), the PSA Peugeot Citroën group's specialist automotive equipment subsidiary. Over the next ten years, ECIA undergoes intensive industrial and geographical development.

1990. Epeda Bertrand Faure is the European leader in automotive seating trades and components following the acquisition of the Rentrop Group in Germany.

1992. ECIA sells its cycle business, then its tool business the following year, and makes significant acquisitions in European companies specializing in exhaust systems, with Tubauto and Eli Échappement in France, Leistrütz Abgastechnik in Germany and Silenciadores PCG in Spain. ECIA then becomes the European leader in exhaust systems. At the same time, its Automotive Seating division joins forces with Spanish automotive supplier Irausa and creates Ardasa. Its customers include Volkswagen, Renault, Daimler Chrysler, Opel, Honda and Mitsubishi.

1997. In December, ECIA makes a friendly takeover bid for Bertrand Faure, bringing its direct and indirect stake in the Group to 99%.

1998. While Bertrand Faure sells its luggage and aeronautics businesses, ECIA sells its motorcycle business to the PSA Peugeot Citroën group.

1999. ECIA and Bertrand Faure merge to form Faurecia on June 1. Bertrand Faure brings to ECIA a broader geographical and commercial presence, particularly in Germany where the Company forges strong partnerships with automakers such as Volkswagen and BMW. The merged entity generates sales of more than €4 billion with a workforce of 32,000. By the end of 1999, the PSA Peugeot Citroën Group is its main shareholder with a stake of 52.6%. At the end of 1999, the Faurecia group develops its exhaust systems business in North America by acquiring the US company AP Automotive Systems.

2000-2001. Faurecia purchases Sommer Allibert. The PSA Peugeot Citroën Group finances the transaction, thus increasing its shareholding in Faurecia to 71.5%. Now fully established in Germany and Spain, the Group has significant market shares in Europe in the vehicle interior sector.

2002-2007. Faurecia strengthens its operations in Asia, in particular in China and South Korea.

In Europe, the Group finalizes an agreement with Siemens-VDO to reinforce and extend their joint venture (SAS) to include cockpit assembly.

2009. Faurecia acquires Emcon Technologies (formerly Arvin Industries) and becomes the world leader in exhaust systems. Faurecia boosts both (i) its positions with German and American automakers, and (ii) its operations in South America, India and Thailand. Faurecia also ventures into the specialized commercial vehicles market (trucks and commercial vehicles). Following this all-equity acquisition, One Equity Partners (JP Morgan Chase & Co.'s private equity arm) holds a 17.3% stake in Faurecia and PSA Peugeot Citroën's interest is reduced to 57.4%.

Faurecia opens its first development center in India.

2010. Faurecia becomes European leader in external automotive parts by acquiring Plastal's German and Spanish businesses and continues the development of its interior and exterior businesses in China, in particular with a strategic alliance with the Geely and Limin groups.

In Europe, Faurecia Automotive Seating acquires the "seat comfort technology" business of Hoerbiger Automotive Komfortsysteme GmbH.

2011. Faurecia boosts its business in China with regard to the manufacture of external automotive parts and by expanding the range of products and services it provides in the manufacture of complete seats, interior systems, acoustic modules and interior linings.

2012. Faurecia acquires the interior components plant belonging to Ford ACH located in Saline, Michigan (United States).

2013. As part of its development in Asia, Faurecia Interior Systems signs (i) a joint venture agreement with Thai supplier Summit Auto Seats to support Ford and (ii) a joint-venture agreement with Chang'an Automobile Group.

2014. Faurecia sets up a joint venture, Faurecia Howa Interiors, to produce interior systems in Mexico for Renault-Nissan. The agreement signed opens up new commercial prospects for Faurecia with Nissan in Mexico, Thailand, Spain, Brazil and South Africa.

Faurecia sets up a joint venture, Automotive Performance Materials (APM), with Interval, a major French farming cooperative, to develop and produce bio-sourced raw materials in order to continue Faurecia's drive to make vehicles lighter while protecting the environment.

2015. Faurecia continues to expand in China by signing a global partnership agreement with Dongfeng Hongtai (a majority-owned subsidiary of Dongfeng Motor Corporation, one of China's largest automotive groups) covering all of the Faurecia group's businesses and a joint venture agreement with Beijing WKW Automotive Parts Co. Ltd, one of China's leading manufacturers of automotive interior and exterior trim parts.

2016. Faurecia and the Italian company Tabu S.p.A. sign a partnership agreement that results in the creation of the Ligneos S.r.l. joint venture which has developed a patented technology aimed at extending automotive wood trim applications.

Faurecia sells its Automotive Exteriors bumpers and front-end modules business in July 2016 to Plastic Omnium.

Faurecia and Borgward sign a partnership agreement to create a joint venture (Borgward Faurecia Auto Systems Co., Ltd) in Tianjin, China, to develop and produce complete automotive seats for the Borgward vehicles.

2017. Faurecia expands its innovations ecosystem and forges technological and industrial partnerships with:

- Parrot Automotive, a leading provider of connectivity and infotainment solutions for the automotive industry;
- ZF, to develop advanced seat-integrated safety solutions for various cockpit applications;
- Mahle, to develop innovative technologies for thermal management of the passenger compartment.

Faurecia acquires a majority interest in Chinese company Jiangxi Coagent Electronics Co. Ltd, which develops integrated and innovative in-car infotainment solutions.

2018. Faurecia continues to develop in the field of new technologies:

- by entering into new partnerships with Accenture, FAW Group (a Chinese car manufacturer) and HELLA;
- by making acquisitions or investments:
 - finalizing its 100% acquisition of Parrot Faurecia Automotive,
 - creating a new joint venture with Liuzhou Wuling Automotive Industry Co., Ltd,
 - investing in the French HumanFab center (a laboratory specializing in cognitive sciences), the French start-up Enogia (energy efficiency) and the American start-up Powersphyr (Cockpit of the Future),
 - acquiring 100% of the Swiss company Hug Engineering (purification of exhaust gases for very high-power engines).

On December 26, Faurecia changes its corporate form to become a European company.

2019. Faurecia consolidates its expansion in the field of new technologies with the acquisition of 100% of the Japanese company Clarion Ltd. and the creation of a fourth activity "Faurecia Clarion Electronics" dedicated to cockpit electronics and software.

As part of this new activity, Faurecia:

- acquires all of the Chinese company Faurecia Coagent Electronics S&T Co. (infotainment and interior electronic solutions);
- takes a majority interest in the Swedish company Creo Dynamics (innovative acoustic systems and active noise control solutions);
- invests in the Israeli company Guardknox (cyberdefense for connected and autonomous vehicles);
- creates a 50/50 joint venture with the Portuguese company Aptuide (Android application store);
- enters into partnerships with Japan Display Inc. to improve the digital experience of users inside the cockpit.

Faurecia and Michelin create a joint venture, Symbio, which brings together all Michelin and Faurecia hydrogen fuel cell activities

Faurecia creates a global center of expertise dedicated to the development of hydrogen storage systems at its R&D center in Bavans, France.

2020. Faurecia acquires:

- from Continental, the remaining 50% of its joint venture SAS, a major player in the assembly and logistics of complex modules for vehicle interiors;
- 100% of IRYStec Inc., a Canadian start-up that developed the world's first software platform using perception and physiology to optimize the display system within the cockpit.

2021. As part of the merger between PSA and FCA, in March 2021 Stellantis distributes the shares it held in Faurecia up to 39.3% of its capital. Following this distribution, Faurecia's free float increases significantly to represent approximately 95% of its capital stock as of December 31, 2021. Faurecia also completes a first employee shareholding plan corresponding to 2% of the capital stock, raising employee share ownership to more than 2.6% of the capital stock.

Faurecia also accelerates its approach to carbon neutrality by setting up partnerships with Palantir Technologies Inc., Engie, Schneider Electric and KPMG in order to implement its CO₂ neutrality strategy for scopes 1 and 2 in 2025, the trajectories of which have been validated by the Science Based Targets Initiative (SBTi).

2022. Faurecia finalizes the acquisition of a majority interest in HELLA GmbH & Co. KGaA, making it one of the largest automotive suppliers in the world. HELLA brings to Faurecia recognized know-how in electronics (automated driving cockpit, energy management, sensors and actuators, etc.), lighting (headlamps, taillights, interior and exterior lighting) and after-sales solutions (spare parts and diagnostic accessories).

To seal the merger between Faurecia and HELLA, the two companies create the FORVIA brand. The new entity comprises six divisions: "Seating", "Interiors", "Clean Mobility", "Electronics", "Lighting" and "Lifecycle Solutions".

Faurecia creates MATERI'ACT, a new entity focused on developing and commercializing sustainable materials.

In June, the FORVIA Group has its roadmap for "net zero emissions" validated by the Science Based Target initiative (SBTi).

The FORVIA Group accelerates its hydrogen strategy by entering into several development projects.

2023. Faurecia's General Meeting of May 30, 2023 changes Faurecia's company name to FORVIA. This new name marks a new stage in the creation of the group combining Faurecia and HELLA.

In 2023, the FORVIA Group completes the €1 billion asset disposal program launched in 2022 intended to accelerate its debt reduction following the acquisition of a majority interest in HELLA. This program comprises:

- the sale by HELLA of its 33% interest in HBPO to its co-shareholder Plastic Omnium (2022),
- the acquisition by Stellantis of an interest in Symbio, a company previously 50/50 owned with Michelin and now equally owned by the three companies (2023),
- the sale of the Interiors business in India to TAFE (2022),
- the sale of the SAS Cockpit Modules division to the Motherson group (2023),
- the sale of the commercial vehicle exhaust business in Europe and North America to Cummins (2023).

The FORVIA Group announces the launch of a new €1 billion disposal program in October 2023.

The FORVIA Group steps up its decarbonization efforts by signing a ten-year supply contract with Renewable Power Capital to secure nearly 70% of its European consumption through the purchase of renewable electricity.

The FORVIA Group also makes further progress towards its objective of reducing CO₂ emissions in its supply chain (scope 3):

- MATERI'ACT inaugurates its world-class R&D center in Villeurbanne to develop the materials of tomorrow with the objective of reducing their carbon footprint by 85% by 2030, including the development of plastics made from 70% recycled materials;
- the FORVIA Group starts a partnership with the Nordic company SSAB to develop seats incorporating 90% decarbonized steel structures, with series integration planned for 2026.

2023 is also marked by major advances in the field of hydrogen:

- the FORVIA Group launches the mass production of Type IV hydrogen tanks from the Allenjoie plant. This plant has obtained "BREEAM Excellent" certification, a first in France;
- in December, Symbio inaugurates SymphonHy, the largest fuel cell manufacturing plant in Europe, in Saint Fons;
- lastly, the FORVIA Group wins its first two Type IV hydrogen tank programs for medium-duty commercial vehicles in North America, confirming its status as an international player.

2024. The FORVIA Group pursues its strategic priority to reduce its debt by carrying out the first stages of its second asset disposal program: (i) the effective sale by HELLA of its 50% interest in BHTC, co-owned with MAHLE, to AUO Corporation and (ii) the sale by the FORVIA Group of its fully-owned subsidiary Hug Engineering, specialized in depollution systems for high-power engines within the Clean Mobility business, to Ogepar. These two transactions combined total approximately €250 million.

MATERI'ACT pursues its development by setting up in North America through MATERI'ACT Dallas, a joint venture with PCR Recycling.

The FORVIA Group also makes further progress in the field of hydrogen by joining forces with Faw Jiefang and Air Liquide to equip trucks with liquid hydrogen storage systems. Moreover, FORVIA is to supply Hyvia, the joint venture between the Renault group and Plug Power, with complete hydrogen storage systems for the Renault Master H2-Tech.

The FORVIA Group continues to develop in the field of new technologies by:

- signing a joint venture agreement with CHERY, one of China's leading automakers, to deepen their strategic cooperation in the field of smart and sustainable cockpits by using low-CO₂ materials and processes;
- taking over full control of Faurecia Aptode Automotive and reinforcing its position as the leading player in automotive applications distribution;

- by joining forces with Smart Eye to develop new applications to make the driving experience safer and more personalized.

FORVIA and BYD, through their joint venture, inaugurate their new seat assembly plant in Rayong, Thailand.

2025. The FORVIA Group continues its decarbonization milestones:

- MATERIACT unveils NAFILean Vision, a major breakthrough in sustainable bio composite injection technology for the automotive industry. This innovation maximizes the decarbonization of plastics and introduces them to visible automotive parts;
- Forvia Group, with MATERIACT playing a decisive role, is recognized as "Carbon Footprint reduction Supplier of the Year" by Stellantis, highlighting the strength of their partnership;
- MATERIACT is named Top Innovator in the green category at the 2025 CLEPA Innovation Awards for IniCycled-P end-of-life (ELV) designed for automotive interiors.

The FORVIA Group carries on its development in the field of new technologies:

- It becomes the first Tier 1 supplier to successfully integrate Zoom Workplace, the AI first work platform, into its leading automotive Apps Market Appning;
- Appning, a FORVIA brand, partners with 4screen in order to enrich driver and passenger experiences with personalized context-aware recommendations while ensuring automakers retain full control over the user interface;

- FORVIA collaborates with Rightware, a pioneer in automotive graphics software, to deploy Forvia's software into Rightware Kanzi Studio ecosystem and HMI toolkit;
- FORVIA is also intensifying its activities in the area of software-based business models and in advancing the development with a new company created at the beginning of 2025, HELLA IGNITE GmbH ("IGNITE by FORVIA HELLA) dedicated to accelerating the development of software-only products through rapid and agile methods;
- FORVIA receives the German Innovation Award 2025 in the category "Excellence in Business to Business - Automotive Technologies" for its innovative "Cockpit UX Engine", a software platform that enhances vehicle safety and comfort by leveraging the Driver Monitoring System (DMS) to reduce driver distraction and improve focus;
- FORVIA also wins the Innovation Award from the Society of Plastics Engineers (SPE) for Microject Advanced, a breakthrough injection molding technology redefining what's possible in lightweight, visible automotive components. This recognition underscores FORVIA's commitments to developing sustainable technologies that help automakers reduce vehicle weight, cost and CO₂ emission.

In the area of hydrogen, FORVIA partners with H2 Energy, a Swiss private company, to develop joint solution for hydrogen transportation. FORVIA will supply H2 Energy with optimized 38MPa Hydrogen composite Type III tanks to equip Multiple Element Gas Containers (MEGCs).

7.4. Non-material complementary sustainability information

As part of its broader commitment to sustainability, the FORVIA Group is deploying an extended sustainability roadmap that goes beyond material CSRD-related topics and voluntarily discloses complementary information on its environmental, social, and governance actions. This includes its strategies and commitments related to:

- environment - policy & management system (7.4.1)
- environment - water & marine resources (7.4.2),
- environment - pollution during operations : air, water and soil (7.4.3),
- environment - biodiversity (7.4.4),
- social - own workforce : training, social protection and inclusion (7.4.5),
- social - affected communities (7.4.6)
- governance - political influence and lobbying (7.4.7).

7.4.1. Environment – Policy & management system

7.4.1.1. Policy

From an environmental standpoint, the Group's overall ambition is to become the most environmentally friendly automotive technology company, aiming toward "zero waste", "zero air, water and soil pollution" and a minimal impact on biodiversity.

The Environmental Policy sets principles to be respected by the Group, to minimize Group products and activities environmental impacts, preventing pollution, combating global warming, preserving biodiversity, ensuring compliance with regulation and exceeding expectations of its customers and other stakeholders, and creating a positive impact on communities.

To mitigate Global Warming, the Group has taken commitments to Science-Based Target initiative (SBTi) net zero standard, to reduce its scopes 1&2 emissions by 80% by 2025, its scope 3 emissions by 45% by 2030 and its scopes 1, 2, and 3 emissions by 90% by 2045 compared to the reference year 2019.

To reduce its other environmental impacts, the Group is also measuring waste generation and water withdrawal, and checking application by its sites of environmental best practices aggregated into an internal audit standard, the 10 Green Fundamentals. These practices aim at reducing all environmental impacts, including impacts on biodiversity.

The Group Environmental Policy expresses expectations to the organization that include:

- ensuring regulatory compliance and meeting external and internal stakeholders' environmental standards;

- preventing and reducing air, water and soil pollution, by limiting the use of chemical substances of concern throughout the supply chain and avoiding accidental discharges into water and soil on Group sites;
- cascading targets of reduction of waste generation & water withdrawal, and increase of recycling rate and setting in place an effective governance to drive improvement;
- identifying sites located in hydric-stressed areas, and implementing specific adaptation actions;
- identifying Key Biodiversity Areas (KBA) and Areas for Zero Extinction (AZE) close to the sites the Group operates, and implement actions to limit impacts of its activities;
- training employees to develop a personal sense of environmental responsibility;
- implementing continuous reduction of Environmental Impacts as per expectations defined in the Group Operations Management System, called the FORVIA Excellence System;
- deploying an Environmental Impact Management System and obtaining ISO 14001 certification across all production sites;
- obtaining new sites certification by BREEAM or LEED standards, at Gold or Excellent level.

The Business Groups implement this policy in their respective scope. Proper application of the Policy by the sites is audited by ensuring compliance with the 10 Green Fundamentals Audit questionnaire.

In 2025, 179 sites were audited against the 10 Green Fundamentals questionnaire, vs. 74 in 2024.

7.4.1.2. The 10 Green Fundamentals for FORVIA Group plants

Protecting the climate	Management directives – Ensure that a CO₂ roadmap has been established along with an action plan – Anticipate energy consumption when selecting new equipment – Climate change adaptation plan Instructions for employees – I turn off my workstation, lights and computer during breaks	Protecting biodiversity	Management directives – Identify areas of interest for biodiversity in the plant's vicinity – Act accordingly – Do not use herbicides & pesticides – Launch a communication campaign Instructions for employees – I practice the 5S's ⁽¹⁾ in outdoor areas, no plastic or cardboard should blow away, to prevent animals from ingesting it – I only print if necessary
Keeping the land and water clean	Management directives – Keep hazardous substances secure throughout the process (loading, storage, production, waste) – List hazardous substances and reduce their use as much as possible – Protect rainwater using appropriate means Instructions for employees – I ensure that the chemicals are stored over a collector – I clean plastic granules after delivery (external areas)	Complying with regulations	Management directives – Comply with the operating permit – Comply with local regulations – Instructions for employees – I comply with my work instructions
Preserving water	Management directives – Know the network, water withdrawals and identify water uses – Reduce your water consumption with an appropriate action plan Instructions for employees – I do not leave water running – I immediately report any leaks at my workstation or in the bathroom	Managing impacts	Management directives – Complete the assessment of the plant's environmental impacts and identify the most significant ones (including management of chemicals and pollution, energy, waste, water, biodiversity, adaptation to climate change) – Address all significant risks/adverse impacts through an action plan Instructions for employees – I know the impacts related to my workstation
Reducing waste & improving recycling	Management directives – Identify the type and quantity of waste (waste analysis) – Sort waste by type to increase its recycling rate – Reduce scrapping and other types of waste – Separate all types of waste – Maintain dumpsters and waste areas in good condition Instructions for employees – I separate the different types of waste, and I can help my new colleagues – I do not waste food	Managing performance	Management directives – Monitor performance with KPIs (e.g. electricity, gas, oil, water, waste, emissions, chemicals, etc.) – Identify leaks (e.g. compressed air, oil, water) and take immediate action – Define an action plan to achieve the targets Instructions for employees – I know the environmental indicators that we monitor at the level of the Autonomous Production Unit

Protecting the air	Management directives – Identify process emissions (solvent and VOC in the paint line, welding gases, etc.), as well as emissions from refrigerant gases, boiler combustion gases, etc. – Reduce emissions with an appropriate action plan Instructions for employees – I close canister lids – I immediately inform my supervisor in the event of a problem with a cooling unit, an extractor, etc.	Training	Management directives – Train employees according to their impact on environmental aspects – Communicate/teach instructions at the workstation for the various positions Instructions for employees – I am trained in the environmental impacts and risks related to my workstation

(1) The 5S method: a systematic approach that aims to create and maintain an organized, clean and efficient working space.

The environmental policy applies to all the Group's Business Groups and regions. It is designed and updated considering the expectations expressed by the Group's internal and external stakeholders.

It is managed by the Group's CO₂ Neutrality and Environmental Impact Director. This director reports to FORVIA Group Operations senior Vice President, who steers the activity. This senior Vice President reports to the Chief Operating Officer, Executive Vice President in charge of operations. A network of HSE Directors in each Business Group and divisions, and a network of HSE managers reporting to plant managers, ensure application of the policy to continuously reduce environmental impacts.

The HSE organization at HELLA is also based on an HSE department and an HSE network, and will be gradually integrated with that of FORVIA Group.

7.4.1.3. Environmental management system

The FORVIA Excellence System (FES): an operations management tool

The FES is a lean manufacturing operations management system developed by FORVIA. The FES defines how plants must operate to comply with quality, environmental, and safety standards of the automotive industry. The FES includes more than 60 fundamentals, each consisting of multiple criteria. The application of the requirements expressed in the FES prepares for IATF 16949, ISO 14001, ISO 50001, ISO 45001 certifications.

The FES capitalizes on more than 20 years of experience. Its foundation, "People development & stable conditions", aims at enhancing workplace safety and environmental protection. In 2024, a chapter dedicated to environmental care was added into the FES.

Complying with the FORVIA Excellence System requirement guarantees for FORVIA plants that operational performance is at the highest level, regardless of the geographical position and local specificities

On Environmental Aspects, to comply with FES requirements, Sites must:

- identify the environmental impacts of their activity;

- control and reduce the most Significant Environmental Impacts, implementing technical solutions and standards, and visual management on the shopfloor;
- ensure compliance with the Environmental regulation;
- manage properly chemical substances used on site;
- share best practices & communicate on a regular basis internally on environmental topics;
- reduce energy consumption, greenhouse gas emissions, water withdrawal, waste generation and improve recycling rate;
- get audited against the 10 Green Fundamentals and develop an action plan to improve;
- obtain the ISO14001 certification.

FES fundamentals application is audited in different ways:

- the sites carry out a monthly self-assessment and an in-depth review every three months;
- the divisions conduct annual internal mock audits of the sites they control;
- the Group conducts annual internal audits on a representative sample of plants.

Thereby, these official audits verify compliance with the "Seven Mandatory Safety Rules" and assess the level of risk at all sites. In 2025, 145 official FES audits were carried out, representing 59% of operational sites.

The Group compares plants Audit results on their score on Environmental Fundamental and identifies the best-performing plants and those in need of improvement.

The FES Fundamentals are continuously improved. Annually best internal and external lean manufacturing practices (Lean Manufacturing) are assessed and eventually integrated as Expectations.

FORVIA also drives a reduction of the environmental impacts of its supply chain. All FORVIA Group plants are IATF 16949 certified for quality management. This certification provides evidence of the Group compliance with the automotive sector's quality standards, including the establishment of an industrial culture of continuous improvement, prevention of defects, prevention of non-compliance, reduction of waste in operations, and in the Group's supply chain.

ISO 45001

In 2025, 63% of FORVIA Group eligible sites were certified ISO 45001 (vs. 56% in 2024).

ISO 14001

FORVIA Group is committed to ISO 14001 certification for all its sites referred as “Techno-plants” – technologically intensive plants – with more than 18 months of activity, they represent 172 plants out of 227 production plants in total. The percentage of sites with ISO 14001 certification is tracked every six months and communicated to the Group Risk Committee.

In 2025, 94% of FORVIA Group eligible sites were certified ISO 14001 (vs. 93.1% in 2024).

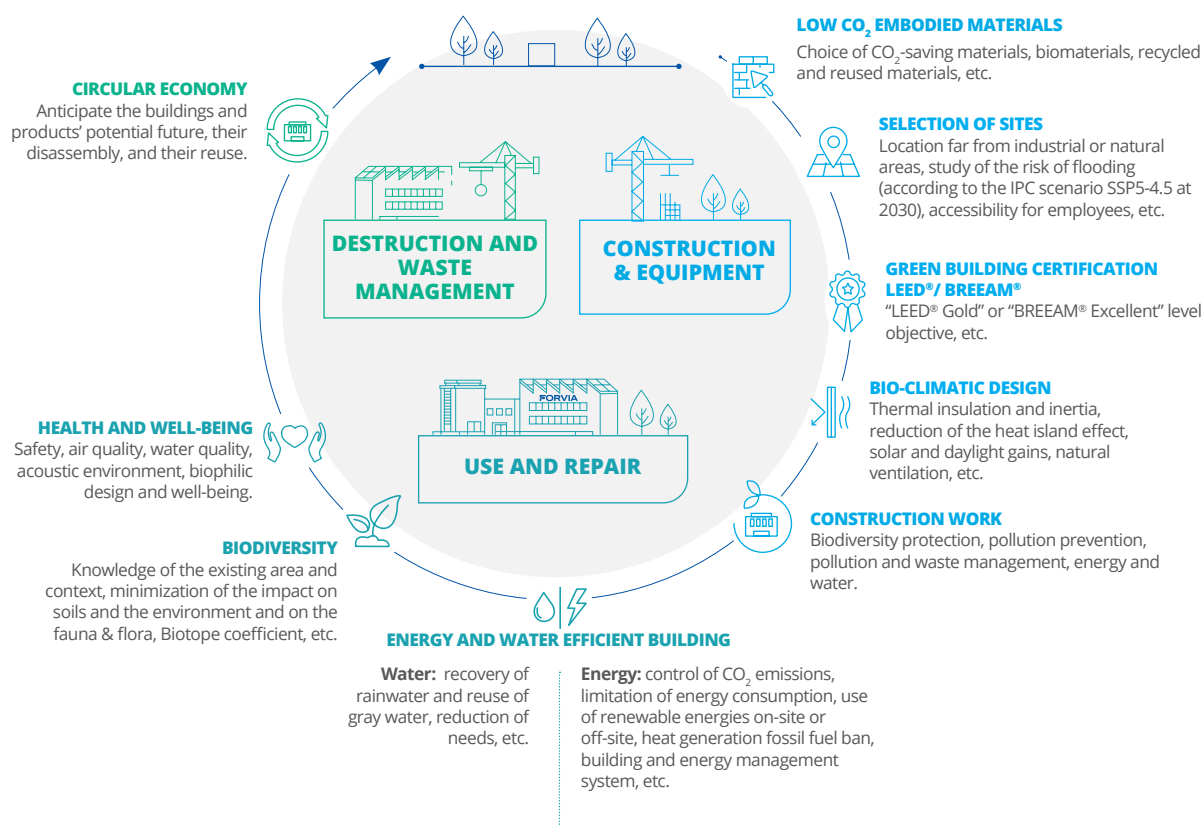
Percentage of eligible sites certified ISO 14001 (as %)



7.4.1.4. The Green Factory White Book: a design & construction standard for new sites

FORVIA Group published the Green Factory White Book in 2022, a standard applicable for all new sites, either under construction or extension. This guide brings together all the Environmental criteria translated into the technical specifications of new projects.

FORVIA'S GREEN FACTORY WHITE BOOK



7.4.2. Environment – Water and marine resources

7.4.2.1. Management of impacts, risks and opportunities

About water management, FORVIA Group aims at reducing overall water withdrawals on its sites, with a special attention to sites operating in areas of hydric stress.

The non-exhaustive list of actions engaged by the sites includes:

- checking and repairing water network;
- replacing open networks by closed networks;
- adding devices to reduce withdrawal in the sanitary areas;
- Installing connected meters to better understand how water is used and detect anomalies and opportunities of reduction;
- recovering condensed water from HVAC systems;
- installing rainwater harvesting systems for gardening (when local regulation allow).

To map the sites operating in areas of hydric stress, the Group has selected a partner, Aqueduct, who has developed a set of indicators to disclose, among other indicators, the exposure to hydric stress.

Hydric stress, also called “water-stress”, measures the ratio of total water demand to available renewable surface and groundwater supplies. Water demand includes domestic, industrial, irrigation, and livestock use. Available renewable water supplies include the impact of upstream consumptive water users and large dams on downstream water availability. Higher values indicate more competition among users.

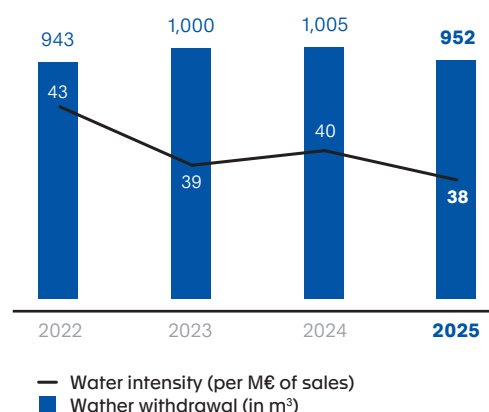
The hydric stress indicator evolves in time as per global warming effects scenarios. FORVIA have integrated the evolution of this indicator as per GIEC pessimistic scenario SSP5 RCP8.5. into a combined indicator of hydric stress risk. The “pessimistic” scenario (SSP5 RCP8.5) represents a future where temperatures have increased to 3.3°C to 5.7°C by 2100. SSP5 describes fossil-fueled development: rapid economic growth and globalization powered by carbon-intensive energy, strong institutions with high investment in education and technology but a lack of global environmental concern, and the population peaking and declining in the 21st century

The combined risk indicator enables FORVIA to identify sites exposed today to hydric stress and sites that will soon be. Exposed sites must take specific actions to increase their resilience to the limited resource and reduce their impact on the environment and local communities.

In 2025, FORVIA Group is operating 45 sites referred as “Techno-plants” – technologically intensive plants - in areas of extreme water stress, 31 in areas of high water stress.

These sites are implementing concrete actions to reduce their water withdrawal, starting with the systematic search for leaks, the monthly monitoring and analysis of consumption, the definition of an action plan to reduce the main sources of consumption, and reuse greywater and recover rainwater.

Evolution of water withdrawal (in Km³) and water intensity (m³/ € millions of sales) on sites under extreme water stress and high water stress



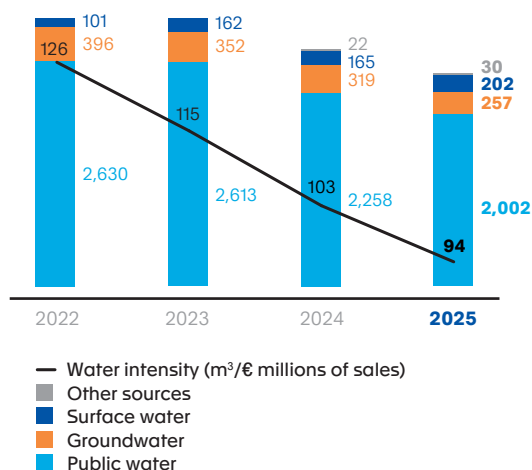
The Group Alert Management System covers events related to environmental impact, including abnormal increases in water withdrawals and wastewater discharge pollution that exceed regulatory thresholds. In 2025, two alerts related to water withdrawal exceeding 100% were raised. The sites have reported within 24 hours of it in the system and have implemented containment actions within 48 hours. Sites have then 60 days to complete corrective actions or define long term action plans if significant work is required.

Water withdrawal by source of supply

On all FORVIA sites, employees have guaranteed direct access to drinking water in their workplace. Most water withdrawals are taken from drinking water networks. FORVIA sites are developing adaptation plans to better use the drinking water resource. Using lower sanitary quality groundwater, recovering gray water (domestic wastewater) or rainwater for non-drinking water uses, are opportunities to reduce environmental impacts, to preserve the clean water resources for local communities.

In 2025, FORVIA reports a total volume of water withdrawn of 2 491 101 m³, a reduction of 273 691 m³ and 10% compared to 2024. In 2024, the Group had already reduced the withdrawal by 344,711 m³ compared to 2023.

Water withdrawal (in km³) by source of supply and water intensity (m³/€ millions of sales)



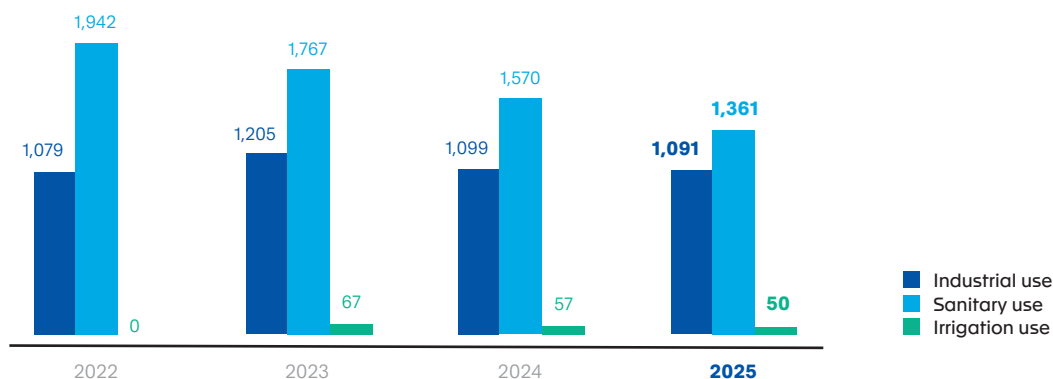
7.4.2.2. Actions to reduce water withdrawn & control water discharge

Since 2023, FORVIA Group (excluding the HELLA scope) has established monthly water withdrawal monitoring. Public network and groundwater meters have been deployed across its sites. By 2025, more than 80% of public water collection points at FORVIA sites were equipped with meters. The increased frequency of meter readings, combined with the growing number of meters, allows for better analysis of withdrawals and more effective responses to potential issues.

Water withdrawal by usage

46% of FORVIA Group's water consumption is used for industrial purposes (including irrigation of green areas); 54% is for sanitary use (showers, catering, toilets).

Water withdrawal (in km³) by usage



Water withdrawal reduction actions

FORVIA Group encourages sites to ensure their existing facilities function properly while implementing measures to identify and reduce water withdrawal. These initiatives have led to the decrease of water withdrawal. Furthermore, the Group identifies and promotes the application of best practices across all sites:

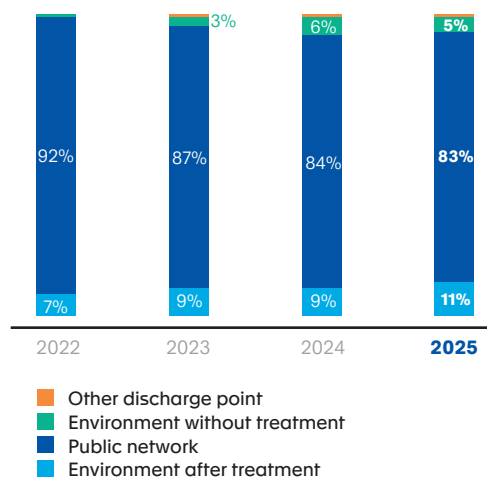
- at Group, Business Group, Division and site, monthly monitoring of water withdrawals. Systematic review of off takers;
- benchmarking between sites within same product lines, considering hydric stress conditions and questioning performance gaps;
- leak detection: in 2025, 82% of FORVIA sites conducted leak detection, compared with 76% in 2024;
- installation of connected meters and sub-meters: In 2025, 69% of sites were equipped with industrial water meters (vs. 48% in 2024), and 67% with sanitary water meters (vs. 48% in 2024);
- implementation of water recycling solutions for sprinkler system tests: In 2025, 41% of sites installed a closed loop for weekly tests, compared with 37% in 2024;
- installation of faucet flow reducers and ecological toilets;
- filtration and depollution of grey water for internal reuse (gardening): In 2025, 5% of FORVIA sites implemented this solution. The HELLA site in Lippstadt, Germany, collects rainwater for use in cooling processes.

When best practices are deemed relevant and applicable to many sites, they are incorporated into the 10 Green Fundamentals. Sites must self-assess their maturity against the 10 green Fundamentals. Divisions must audit their sites at least one time per year against the 10 Green Fundamentals questionnaire.

All new site projects, new construction or extensions, deploy effective water resource management. The Green Factory white book, completed in 2022, presents the installations to reduce water consumption: permanent and connected water sub-meters, sanitary equipment with water consumption control, rainwater harvesters, and grey water for sanitary purposes. Thanks to the implementation of the 10 Green Fundamentals, the existing sites will also set up actions to reduce water withdrawal.

Water discharged

Destination of released water (as %)



In 2025, 95% of discharged water is going to the public wastewater network or is pre-treated.

The 5% of water discharged into the natural environment without treatment is mostly water coming from cooling units or used to irrigate the green spaces at the plants. Wastewater is monitored and analyzed in accordance with regulations or industrial park requirements. The water released into the natural environment is not contaminated by manufacturing processes.

Discharged water quality control

FORVIA Group incorporates the regulatory requirements in terms of water discharge, including the Group's specific requirements on the protection of rainwater against plastic granulates spills. In 2024, Interior Business Group launched a program to protect the stormwaters from plastic granulate pollution.

In 2025, 43% of sites are equipped with equipment to prevent plastic pollution into stormwater, vs 37% in 2024.

7.4.2.3. Metrics and targets

Water withdrawals

	2019 (year of reference)	2024	2025	Targets
(m³/€ million of sales)	FORVIA Group	FORVIA Group	FORVIA Group	FORVIA Group 2030
Water intensity	174.9	103	94	-50%

	2024	2025	2025 vs. 2024
	FORVIA Group	FORVIA Group	FORVIA Group

Breakdown of quantities of water consumed by use

Domestic use of water	58%	54%	-4pts
Industrial use	42%	46%	+4pts
Total amount of water recycled and reused (m³)	73,593	51,702	-21,891

Water consumption by source of supply (m³)

City water network	2,258,294	2,001,903	(256,391)
Water table	319,453	257,063	(62,390)
Surface water	164,802	202,089	+37,287
Other	22,243	30,046	+7,803
TOTAL	2,764,792	2,491,101	(273,691)

Destination of released water

Released into the environment without on-site treatment (irrigation)	6%	5%	-1pts
Released into the environment without on-site treatment (used for open loop water cooling system)	0%	0%	0pts
Discharged into the natural environment with on-site treatment	9%	11%	+2pts
Released to the Public Wastewater network	84%	83%	-1pts
Release to others discharge point	1%	1%	0pts

Discharges of heavy metals and COD (kg)

COD discharges	171,403	136,779	(34,624)
Heavy metal discharges	100	160	+60

7.4.3. Environment – Pollution during operations: air, water and soil

7.4.3.1. Management of impacts, risks and opportunities

To prevent and reduce air, water, and soil pollution, FORVIA Group limits the use of substances of concern throughout its supply chain and avoids discharges to water and soil.

Introduction of new chemical products is checked and validated individually by the site's HSE manager, who carries out a risk assessment regarding both employee exposure and possible environmental impacts and recommends preventive measures.

The Group systematically carries out an environmental study (Environmental Due Diligence) prior to any construction and extension of a site, to preventively detect possible presence of contamination in soil and groundwater.

Through the integration of a chapter on environmental impact reduction into the FES standard and the development of the 10 Green Fundamentals assessments, site requirements for pollution prevention and regulatory compliance are now more strictly enforced and harmonized.

At all sites, any observed abnormal pollution must be reported via the Alert Management System, which handles alerts related to environmental impacts. Sites are required to report anomalies within 24 hours, implement containment measures within 48 hours, and complete corrective actions within 60 days.

To avoid soil and groundwater contamination, the Group does not allow the storage of hazardous substances in underground storage tanks in the new sites.

7.4.3.2. Action: assess its effluents

The Group pays particular attention to the quality of its wastewater. Analysis is systematically carried out on all sites, in accordance with local standards and regulations. FORVIA Group then consolidates the data at Group level to be able to manage them effectively.

Quantities of wastewater discharges

	2023	2024	2025
Chemical Oxygen Demand	95,000 kg	171,403 kg	136,779 kg
Heavy metals	48 kg	100 kg	160 kg

7.4.3.3. Action: avoid accidental discharges into water and soil

To eliminate the risk of accidental discharges inherent to industrial activity, FORVIA Group trains all site operators to anticipate any risk and to react in the event of an accidental spill, through the training program on 10 Green Fundamentals. All ISO 14001 certified sites integrate the prevention of this risk into their certified management system.

The existing sites will generally implement actions to protect soil and groundwater as well as surface water through systems for the retention and recovery of plastic granulates in rainwater filters or hydrocarbons/oil separators.

FORVIA Group assesses the environmental risks of its real-estate construction projects by systematically conducting environmental audits and subsoil studies when appropriate.

Lastly, in the context of industrial restructuring that led to plant closures, the FORVIA Group systematically carried out an environmental diagnosis that could go as far as a detailed study of the soil and subsoil and conducted decontamination operations when necessary.

Limiting emissions of Volatile Organic Compounds (VOCs) from production

FORVIA Group monitors atmospheric emissions of VOCs related to its business across all production sites. In 2025, The sites have emitted 1,054 metric tons of VOC vs 1,051 metric tons in 2024.

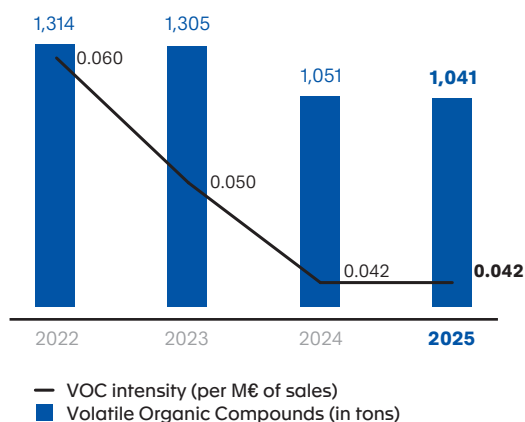
Limiting the use of chemicals of concern

FORVIA Group has implemented a system for managing substances throughout the supply chain, from suppliers to manufacturing customers, for all its products delivered. Among other benefits, this approach gives the Group access to complete information on the substances entering into its products, in compliance with regulations such as the European Union's REACH (Registration, Evaluation and Authorization of Chemicals) regulation (cf. Section 3.3. Note on Taxonomy regulations and the alignment of FORVIA Group's activities).

Identifying substances of concern

FORVIA Group (excluding the HELLA scope) has developed an anticipatory approach to the identification and sharing of information within the supply chain on substances of concern, based on a list of substances considered as potentially of concern for its products and their use. In some cases, such as catalyst protectors in exhaust systems (ceramic fibers), FORVIA Group (excluding the HELLA scope) has defined an internal procedure that is more stringent than REACH. FORVIA Group legal watch allows the quick identification on limit of emissions values for chemicals.

Evolution of VOC emissions (as metric tons)



7.4.4. Environment – Biodiversity

7.4.4.1. Strategy: Global warming mitigation & “DNSH” criteria

FORVIA Group is committed to reducing its impact on biodiversity through assessments and action plans.

The new European Regulation on green taxonomy recognizes the protection of biodiversity as a priority objective among the six objectives listed. The Group’s economic activities contributing to the fight against climate change are therefore assessed and audited for compliance with the Do No Significant Harm (DNSH) criteria, particularly in terms of biodiversity.

FORVIA Group’s HSE department launched a biodiversity assessment, so its sites commit to a progress action plan aimed at reducing the Group’s impact on biodiversity.

Transition plan and consideration of biodiversity and ecosystems in the strategy and business model

In 2022, FORVIA Group included its biodiversity transition plan in the Act4Nature approach. In this context, the Group has made commitments and has set itself targets for biodiversity, water, waste, and the environment. This strategy guides the Group’s actions to reduce the pressure of its activity on fauna and flora.

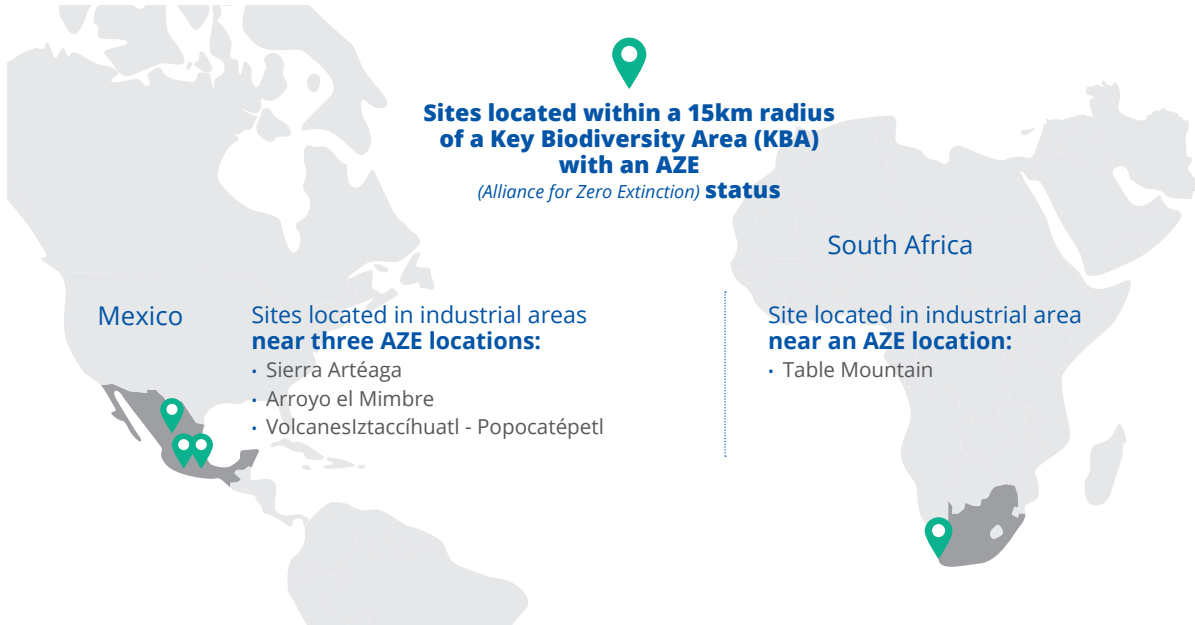
Since 2023, one of the 10 Green Fundamentals requires FORVIA Group sites to implement actions to preserve biodiversity. These actions have two components:

- the identification and assessment of areas of interest for biodiversity near the sites. This enables FORVIA Group to understand the impact of its activities on biodiversity and to take measures to limit it;
- the implementation of operational actions on all sites, in particular the ban on the use of herbicides or insecticides, the control of invasive species, the implementation of nesting areas, control of light pollution, and raising awareness of employees.

Significant impacts, risks and opportunities and their interaction with the strategy and business model

FORVIA Group has mapped the sites located near protected areas that are most likely to have an impact on biodiversity.

Four sites are close to critical habitat areas out of more than 300 FORVIA Group sites worldwide.



In Mexico, on the sites of Ramos (FIS) and Puebla (FIS), an analysis of the existing biodiversity was carried out by a specialized consultant. Action plans were then defined and implemented to preserve and restore, when possible, local biodiversity from 2023. Actions such as replanting local species and removing exotic ones, cleaning river nearby the site were implemented.

Starting in 2024, all sites must report the different types of green areas in the Real estate and Environment database called FRED, to calculate the biotope coefficient. This data will be analyzed to define a Group target.

7.4.4.2. Management of impacts, risks and opportunities

To analyze the biodiversity impact of its sites, FORVIA Group mapped its sites located near protected areas. The Group used the Integrated Biodiversity Assessment Tool (IBAT). IBAT is a research service that provides access to data on biodiversity referenced by reliable international databases such as the World Database of Key Biodiversity Areas, or the International Union for Conservation of Nature (IUCN), which provide information on natural areas with significant biodiversity.

As part of the 10 Green Fundamentals, assessment of the impact on Fauna & Flora is now mandatory in all environmental aspects and impact studies.

7.4.4.3. Actions implemented to preserve biodiversity

To reduce the impact of the footprint of its sites and preserve biodiversity, FORVIA Group joined Act4Nature in 2022. This international alliance, led by the French association of "Enterprises for the Environment" (EpE), was initiated to accelerate the concrete actions of companies in favor of biodiversity. In this context, the Group has made commitments and has set itself targets for biodiversity, water, waste, and the environment.





Biodiversity

Improve knowledge of natural habitat and biodiversity conservation areas around the sites to reduce the local footprint.



2025 ACTIONS			ROADMAP
100% of Group sites			2026
are mapped using the Integrated Biodiversity Assessment Tool (IBAT) database⁽¹⁾ to identify sites near a Key Biodiversity Area (KBA)	have a biotope coefficient⁽³⁾ The biotope coefficient is now incorporated into the IT database system used by sites.	implementation of biodiversity actions in the 10 green fundamentals program for all relevant sites	- Develop guidelines enabling sites to improve their biodiversity action plans. Analysis of the results from the biodiversity section integrated into the 2025 Suppliers Questionnaire (2,000 suppliers). The questionnaire included six questions assessing the integration of biodiversity into suppliers' practices and how they address biodiversity, deforestation, and water protection in their Code of Conduct.
18 sites identified within 15 km of at least three Key Biodiversity Areas (KBAs) ⁽²⁾	4 sites near Alliance for Zero Extinction (AZE)⁽⁴⁾ locations have developed a biodiversity conservation and restoration plan with an external partner		



Water

Improve knowledge and identification of sites according to their level of exposure to the risk of water stress and systematize a culture of water preservation.

2025 ACTIONS			ROADMAP
100% of Group sites			2030
have been assessed annually based on the level of water stress criticality using the World Resource Institute's (WRI) Aqueduct database	adaptation plans to climate change , incorporating flood, have been implemented	Implementation of a monthly green moment integrating water management topic at least twice a year, with collective communication and time dedicated to a subject in the factory	(*) Reduction in water intensity (vs 2019) -50% Implement water stress risk modelling for all sites at the 2030 and 2050 horizons
100% of sites in extremely high water stress areas have been internally evaluated and action plans have been implemented -30% Water intensity (vs 2019*)			



Waste

Systematize the sharing of best practice.

2025 ACTIONS	ROADMAP
Systematization of best practices on 100% of industrial sites as part of the deployment of the 10 green fundamentals	2030
	Reduction in waste intensity (vs 2019) -34%



Environment (water, biodiversity, waste, climate)

Accelerate awareness among all employees: communication, mobilization, sharing best practices, digital and in-person training.

2025 ACTIONS		ROADMAP
		2026
100% of employees were able to attend monthly "Green Moments" at their site	Employees at 5 pilot sites in France benefited from awareness activities on wild pollinators with the NGO Noé	Expand the implementation of the 10 green fundamentals across sites , with a priority focus on the most relevant ones.
179 sites were audited against the 10 green fundamentals questionnaire		

(1) Integrated Biodiversity Assessment Tool (IBAT): a research service that provides access to biodiversity data referenced by reliable international databases.

(2) Key Biodiversity Areas (KBA): a program supporting the identification, mapping, monitoring and conservation of KBAs to help safeguard the most critical sites for nature on the planet.

(3) Biotope coefficient: indicator that measures the proportion of natural or semi-natural surfaces of a plot (soil covering, presence of vegetation and eco-construction).

(4) Alliance for Zero Extinction (AZE): joint initiative of biodiversity conservation organizations created to effectively identify, conserve, and safeguard the most important sites to prevent species extinction on a global scale.

(*) Ex Faurecia scope.

Non-material complementary sustainability information

In addition, the white book, Green Factory, oversees the identification and management of potential impacts on biodiversity for all new units.

For existing sites, the identification of neighboring areas of interest for biodiversity (Key biodiversity areas) has been carried out. The sites are in progress of integrating the list of related associations as interested parties in their ISO 14001 Management system.

The FORVIA Group Foundation has also established a partnership with the Noé association, which works to protect endangered species, manage protected areas, and restore biodiversity and natural environments. The Foundation supports their pollinator protection program in France, through the restoration of grasslands, the improvement of scientific knowledge on pollinators and the promotion of a change in agricultural practices.

As part of a partnership with this association, five FORVIA Group sites in France rolled out a pilot program to preserve biodiversity – four production plants and an administrative site. At its Caligny plant (Seating), Henin-Beaumont plant (Interiors), Bavans and Allenjoie (Clean Mobility) in France, the Group assessed the existing biodiversity, and concrete actions were put in place. For example: creating nesting areas, reducing grass mowing and hedging, raising employee awareness, and reducing night-time light pollution. After first audit carried out in April 2023 by the Noé association on the Caligny site and in April 2024 in Henin-Beaumont site, to assess the site's existing biodiversity before the implementation of actions and a second audits were carried out and have highlighted for Caligny the increase of pollinizing insects, showing the effectiveness of the measures taken and for Henin-Beaumont are continuing their actions against the expansion of highly invasive flora specie (the Japanese knotweed), organized biodiversity week to increase awareness of the plant team and created nesting areas, installation of hives.

The Bavans and Allenjoie (Clean Mobility) sites, after having performed the diagnosis in July 2025, are currently working on a global project to strengthen their ongoing approach to promote the development of the site's fauna and flora and increase the awareness of the employees.

The association awarded the Group's registered office in Nanterre and Caligny sites, the "Jardins de Noé" distinction, for their commitment to biodiversity in the management of its green spaces. This distinction is based on the implementation of a charter of ten actions to protect and welcome biodiversity in urban areas. The sites comply with eight. It is part of the objective of the Group to have more sites awarded in the next years.

With these five initiatives, FORVIA Group wants to identify best practices to be deployed, where possible, at all its sites around the world.

Many projects are also launched at different sites to assess and promote actions towards biodiversity such as Peine (Interiors).

In addition, Group employees can propose solidarity initiatives to receive support from the FORVIA Group Corporate Foundation. Since its creation in 2020, the Foundation has supported around 15 employee-led projects focused on biodiversity preservation in Mexico, Argentina, India, South Africa, France, the Czech Republic, Slovakia, Spain and Portugal.

For example, in Spain, a team from the Valencia site launched a project in 2025 to restore the Albufera Natural Park – a protected freshwater lake and surrounding rice fields near Valencia – severely impacted by the 2024 DANA storm. Volunteers from FORVIA will help clean and restore affected areas, conduct environmental monitoring (soil, water, and fauna analysis), and support local farmers essential for landscape recovery. The initiative aims to remove accumulated mud, waste, and debris from vital channels.

In India, FORVIA volunteers, together with local communities, initiated a project to restore two ponds near the Coimbatore site. The effort includes removing invasive species and desilting the ponds to improve water storage and groundwater recharge, while planting trees and palm saplings to boost biodiversity and strengthen ecological balance.

7.4.5. Social – Own workforce : training, social protection and inclusion

7.4.5.1. Characteristics of temporaries in the undertaking's own workforce

The total number of non-employees corresponds to FORVIA Group's temporary workforce, comprising 23,605 employees (consolidated from 19,013 ex-Faurecia and 4,592 HELLA employees), decreased by -15.2% compared to 2024. This represents 17.1% of the Group's total workforce at year-end 2025 (-1.5 pts vs 2024).

In Europe, the temporary workforce decreased by 534 employees vs 2024. At the same time, the total workforce in Europe decreased by 10,469 employees. As a result, the temporary workforce rate in Europe increased slightly from 9.7% in 2024 to 10.6% in 2025.

Number of non employees

	2023	2024	2025
Total number of temporary employees	27,832	27,839	23,605

People with disabilities

	2023	2024	2025
Disabled headcount	1,605	1,685	1,720

7.4.5.2. Training and skills development metrics in 2025

FORVIA Group is committed to supporting its employees in their learning and development. The Group ensures that employees acquire new skills through challenging positions. FORVIA Group also implements monitoring, coaching and training programs.

FORVIA Group is committed to supporting its employees in their learning and development. The Group ensures that employees acquire new skills through challenging positions. FORVIA Group also implements monitoring, coaching and training programs. FORVIA Group has set a training target of 25 hours per employee in 2030.

Training policy

Supporting the Group's strategy

Training serves to implement the Group's strategic orientations. It also supports changes in organizational methods and operating principles in force within the Group. Changes induced by the Being FORVIA Group approach are integrated into the Group's training programs.

Among the priorities of the training plans, FORVIA Group has set itself the goal of improving the performance of plants, enhancing the appeal of its offerings to customers, increasing the technological expertise of products and processes, and strengthening the common culture and ethics, and combining the use of appropriate working methods.

Supporting the development and employability of employees

Training supports the development and employability of employees at all levels of responsibility. In conjunction with career management, it is a factor in terms of employee commitments.

The training plans aim notably to increase the professionalization of employees, promote their career development and strengthen their employability, develop managerial skills in line with FORVIA Group's managerial skills model and develop the ability to work in a global context.

Training system

FORVIA Group training offer is intended for all employees. It is organized by major theme (leadership, finance, sales, HR, diversity, inclusion, etc.), then rolled out by targets with appropriate methods.

The formats are adapted to the pace and requirements of the business lines: action-training methods, internal training, use of adapted digital tools, workshops around the sharing of experience and expertise. To be accessible to all, numerous training courses are available in face-to-face and digital format.

The main areas of training are:

1. plant performance and optimal production start-up;
2. offers to customers;
3. technological expertise;
4. managerial skills;
5. value creation and enterprising spirit;
6. working methods for excellence and creativity.

FORVIA Group University

The university is present on five regional campuses: in Europe (Nanterre), in China (Shanghai), in North America (Auburn Hills and Puebla) and in India (Pune). 23,000 managers and professionals have access to FORVIA Group University's programs and services. It aims to promote the development of managerial skills necessary for the Group's transformation by:

1. successful integration into the Group's culture;
2. acquisition of skills necessary for professional development in each function: sales, purchasing, human resources, HSE, etc.;
3. strengthening their management skills and leadership;
4. preparation for key positions: plant manager, program manager, engineering teams manager, etc.

It is enhanced by the constant presence of FORVIA managers or Executive Committee members who take part, speak to, or interact with participants.

FORVIA Group University accompanies Group-wide transformations associated with its strategic priorities through transversal trainings: digital and AI, sustainability, diversity and inclusion, agility, geopolitics. FORVIA Group University proposes its training offers to HELLA employees.

Since 2019, FORVIA Group University has been Corporate Learning Improvement Process (CLIP) accredited by the European Foundation for Management Development (EFMD). It is one of the 25 most mature corporate universities of major global groups (Siemens, L'Oréal, Telecom Indonesia, Grupo Santander, etc.). These companies share

joint ambitions and best industry practices. They considered as a reference the strength of top management's alignment with the role and mission of the FORVIA Group University, as well as the quality and speed with which the FORVIA Group University offer is being put online. This FORVIA Group University accreditation, issued for a period of five years, was successfully renewed in 2023.

The Learning Lab

The Learning Lab is a digital learning platform. Its library has over 1,200 courses available in more than 23 languages. Accessible to as many people as possible, the platform is available on professional and personal computers or smartphones. Since this year, the platform is directly accessible on Teams, and has been opened to all HELLA managers and professionals.

The offer includes business and managerial training courses, as well as many discovery modules (digitization, artificial intelligence, etc.). Some knowledge is validated by internal certificates, on subjects such as communication, artificial intelligence, creativity, time management and sustainable development. It also offers training on the Group's strategy and financial results.

Metrics

In 2025, FORVIA Group exceeded the threshold of 25 training hours per employee. While the average number of training hours remained broadly stable, the share of employees benefiting from training increased by 6 points, reaching 71%. This reflects a balanced mix of classroom training, virtual classrooms, and e-learning formats.

FORVIA Group trainings	2023	2024	2025
Number of training hours per employee ⁽¹⁾ per year	24.1h	24.4h	25.3h
Training hours	2,905,860h	2,888,543h	2,831,073h
Number of employees receiving training	80,727	77,493	79,053
Percentage of total employees receiving training	67%	65%	71%
Training & Development Expenditure	€9,5 million	€11,8 million	€9,4 million
Percentage of employees trained on specific environmental issue	1%	6%	19%

(1) Metrics include part time and full time employees.

7.4.5.3. Other information on labor management

Career & development

Annual performance appraisal of managers and professionals

In 2025, 99% of managers were assessed through performance appraisals.

Discrimination

Code of Ethics training

FORVIA has introduced various training sessions for all FORVIA employees (including part-time employees, interns, consultants, etc.). These courses are tailored to FORVIA's risk profile and address the risks that local teams may face.

They include online mandatory MOOCs (ethics, antitrust, anti-corruption), regular refresher sessions at industrial sites, practical guides on anticompetitive practices, reporting and managing conflicts of interest, and the internal whistleblowing procedure.

The Code of Ethics and the Code of Ethics training MOOC are distributed to each new employee.

2025

Percentage of targeted employees trained on the Code of Ethics	97.75%

Working conditions

Social Protection

Number of FORVIA Group employees (excluding the HELLA scope) benefitting:

	2023	2024	2025	2024 vs 2025
Maternity leave	882	946	1031	The number of employees who benefited from maternity leave in 2025 increased by +9.0 % vs 2024, mainly in Central Europe and the rest of the world. Those who benefited from paternity leave decreased by -13.0%, primarily in Asia and North America. Parental leave slightly decreased by -1.0% (decrease in Asia partially offset by increase in Europe). The conditions and the length of maternity, paternity, and parental leave are governed by legislation in each country.
Paternity leave	1216	1310	1140	
Parental leave	867	1401	1387	
TOTAL	2965	3657	3558	

7.4.6. Social – Affected communities

For the FORVIA Group, corporate citizenship is expressed at all levels:

- through employee projects or partnerships with associations financially supported by the FORVIA Foundation;
- through the Foundation's digital engagement platform, where each employee can take part in volunteer activities with local associations;
- at industrial site level, through collective solidarity actions organized by the sites themselves;
- during the FORVIA day.

7.4.6.1. The FORVIA Corporate Foundation



Created in March 2020, the FORVIA Corporate Foundation (the "FORVIA Foundation") aimed at all employees worldwide including those of HELLA. It makes a positive contribution to society by supporting solidarity projects carried out by the Group's employees to promote education, mobility and the environment. Thanks to the expertise and collective energy of its employees, the FORVIA Foundation supports projects and associations in

the countries where the Group operates. At the end of 2025, it was estimated that more than 18,000 people in need had benefited from assistance through the Foundation's solidarity projects.

7.4.6.2. Projects led by employees

With more than 145 projects submitted by employees worldwide during the three-month application period, the FORVIA Foundation's 2024/2025 call for solidarity projects successfully engaged FORVIA Group employees for the sixth consecutive year.

Within the Foundation's areas of intervention, 14 projects were selected in 2025:

- 13 aim to advance education;
- 7 focus on environmental protection;
- 4 provide support to improve mobility.

All these 2025 initiatives will be implemented by the Group's employees in partnership with non-profit organizations and funded by the Foundation for a total amount of approximately €1.06 million. They are expected to benefit more than 10,000 people across ten countries.

The FORVIA Foundation's new 2025/2026 campaign of call for solidarity projects was launched for the employees at the end of 2025. At the end of January 2026, the sites have shortlisted promising projects, currently being selected by the FORVIA Group Foundation's Board of Directors for a final selection in May 2026.

THE EMPLOYEES' PROJECTS SELECTED IN 2025 BY THE FORVIA FOUNDATION

EDUCATION 13 projects

ENVIRONMENT 7 projects

MOBILITY 4 projects

USA

- Expand Detroit Youth Automotive Careers Exploratory Academy with BUF for over 2 years.
- Free books & interactive events for multicultural children across the Midwest.

Mexico

- ReFAUResta, reforestation project consolidation.

Spain

- Volunteers mobilized to clean up, restore, and monitor the Albufera Natural Park following damage from flooding in Valencia, while also supporting local farmers.

France

- Kolibri workshops, the digital traveling to learn differently for children in institutions/hospitals.
- Employees charity aims to promote beekeeping and biodiversity in Bavans & Allenjoie sites.
- Develop a solidarity network for the reuse and repair of in-car electronics, with social garages, and develop the MécaMobile, a dedicated mobile garage, all in collaboration with FORVIA ReparLAB.

Italy

- Improving accessibility and disability awareness in Terni, through training, participatory mapping, public events, and communication.

Germany

- Inclusive playground in a village.
- Volunteer-run village library expands its children's book collection.
- Develop Augsburg's Repair Cafés network & volunteers training.

Czech republic

- Plant 9,000 trees to create new biodiverse forests with children from six local schools.

Romania

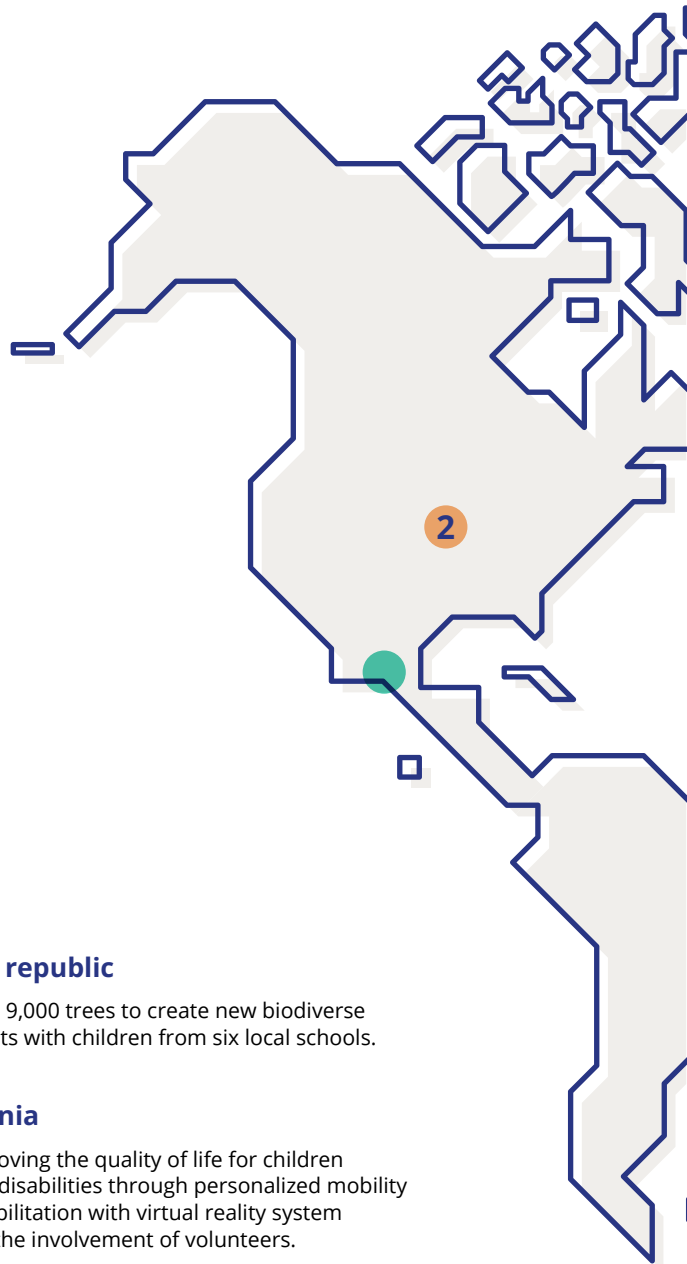
- Improving the quality of life for children with disabilities through personalized mobility rehabilitation with virtual reality system and the involvement of volunteers.

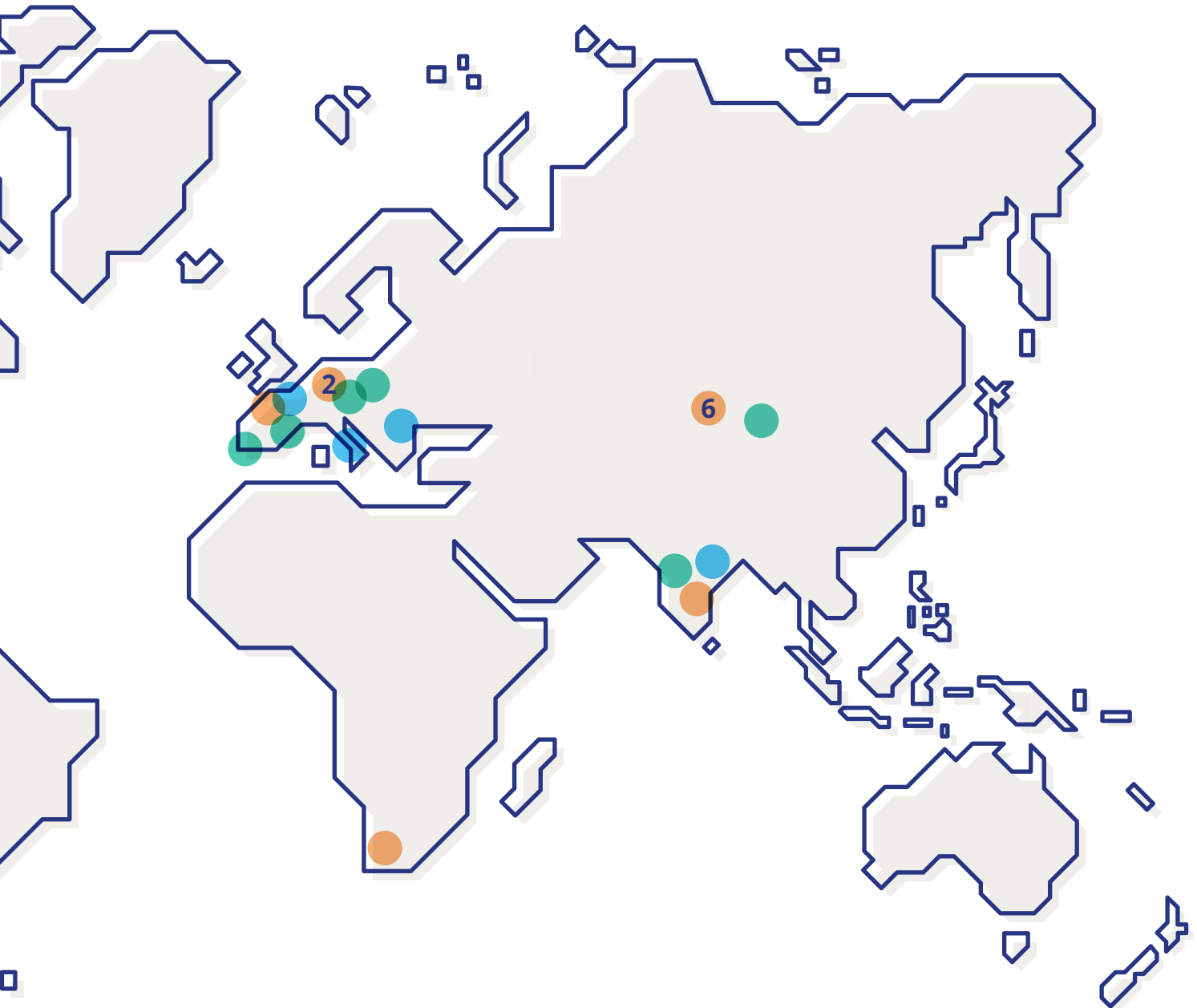
South Africa

- Extend a center in a township community facing extreme hardship with a space for mental health support to unlock their potential for education & development.

India

- Donate digital equipment to create digital classrooms & provides mentorship, for underprivileged students.
- Restore 2 ponds, invasive species will be removed, the banks will be naturally reinforced, and trees and palms will be planted to boost biodiversity and water management for local communities.
- Donate Assistive Devices for persons with disabilities and adapt devices through a Disability Hackathon.





China

- Reduce digital divide with Green IT classrooms for rural/migrant students. Expanding access, training and coding over 3 years.
- Training 60 young women to mentor 6,000 girls (aged 6-16), from mountain and border regions.
- 700 underprivileged children in China will receive socio-emotional education, delivered by volunteers, to improve their well-being and social skills.
- Boosting digital literacy & STEM education for under-resourced migrant children through volunteers, joint training, factory visits & STEM competitions.
- Donating 5,000 books & building 30 reading corners in 5 rural schools.
- Support migrant worker children with after-school programs providing protection, education and social integration.
- Beach clean-up with FORVIA Volunteers.

7.4.6.3. Societal action partnerships

In addition to inspiring projects led by the employees, the FORVIA Foundation has forged ten partnerships with external players to strengthen its impact. In total, in 2025, funding of about €1,300,000 was dedicated to these associations recognized for their societal action.

In 2025, in line with its strategy of sustainable transformation and more specifically carbon neutrality, the FORVIA Foundation continued its two major partnerships for the protection of the oceans with the Maud Fontenoy Foundation and the Plastic Odyssey Foundation. With these two partners, the FORVIA Foundation wants to raise awareness among its stakeholders about protecting the oceans, which are the planet's main reservoir of biodiversity. Their preservation and restoration are therefore a key focus in the fight against climate change.

These two partnerships will encourage the education of young people in the protection of marine biodiversity, better knowledge of the challenges of plastic pollution in the oceans, and in the long term, the development of ever more environmentally friendly industrial applications.

Education of young people to protect marine biodiversity with the Maud Fontenoy Foundation

Thanks to the partnership with FORVIA Foundation, the Maud Fontenoy Foundation can strengthen its initiatives to educate future generations about the importance of preserving marine ecosystems. This support includes about 500 sea school & ocean education programs for 15,000 disadvantaged children.

In 2023, the Maud Fontenoy Foundation and the FORVIA Foundation launched the Climate and Biodiversity Awards. This initiative aims to support doctoral students and researchers in developing solutions that contribute to ocean preservation. Through these awards, both foundations seek to identify promising solutions for ocean conservation and the development of environmentally friendly industrial and technological approaches inspired by marine biodiversity.

A panel of renowned researchers and leading scientific and technological institutional partners (including the French Museum of Natural History, Ceebios, and Biomim'expo) evaluates the candidates.

Under the theme "Ocean: Innovate to Preserve," the second edition of the International Climate and Biodiversity Trophies, honored, in May 2025, four doctoral students and researchers committed to innovative environmental solutions. They received a total grant of €55,000 (allocated to their research institutions) to further develop their groundbreaking ideas.

- 1st Prize (€25,000): Aurélie AQUA (Doctoral student at CRIOBE, Moorea) for pioneering research on using endemic sea urchins to control algae threatening coral reefs.

- 2nd Prize (€15,000): William ZOZAYA (Doctoral student at CRIOBE, Moorea) for vital work identifying "super-corals" resistant to climate warming, crucial for reef restoration efforts.
- 3rd Prize (€10,000): Mathieu FOULQUIÉ (Doctoral student at the University of Toulon) for essential research on the Mediterranean noble pen shell, a critically endangered species, and its resistance mechanisms.
- Special Prize (€5,000): Mya RENAUD (Doctoral student, ABIES) for impactful work supporting communities of women shell collectors in Senegal in their quest for sustainable resource management.

The 3rd edition of the Trophies was launched in July 2025 with winners to be announced in June 2026.

Knowledge of the challenges of plastic pollution in the oceans and more responsible use of plastic resources with the Plastic Odyssey Foundation

Plastic Odyssey's mission is to combat plastic pollution by promoting the circular economy through various initiatives. These initiatives include education on plastic pollution along the coasts, which accounts for more than 75% of ocean waste, awareness of recycling through professional communities, and the development of entrepreneurship in plastic waste recovery and transformation. Thanks to its partnership with the FORVIA Foundation, Plastic Odyssey can accelerate its activities while benefiting from FORVIA Group's technological and scientific expertise to optimize the quality of materials recycled from plastic waste. By exploring new paths, it will be possible to optimize manufacturing processes that will promote an increasingly sustainable use of plastic waste by giving it a second life.

In 2024, the FORVIA Foundation and Plastic Odyssey collaborated with MATERI'ACT, the sustainable materials subsidiary of FORVIA Group, to present a concept car integrating instrument and door panels made with Ocean Bound Plastics (OBP), plastic material collected by Plastic Odyssey on beaches. The pioneering concept car was exhibited for the first time during the FORVIA Group Sustainability Day in Paris at the end of March 2024. This sustainable car interior, integrating ocean bound plastics served as a proof of concept to illustrate the capabilities of FORVIA Group to valorize more complex but also more meaningful waste sources.

This project proves ocean-bound plastics can be recycled responsibly and reintroduced into a high value industry and a closed-loop system. Using ocean-bound plastics for doors and instrument panels can reduce the CO₂ footprint of these car parts by 20%.

Mobile school for street children, with Mobile School

Mobile School is an international NGO whose mission is to provide an educational and social connection for street children. Since 2021, the FORVIA Foundation has provided financial support to mobile schools that organize regular visits to disadvantaged neighborhoods in Mexico, Brazil, Romania and Poland. These sessions, run by volunteers, help to create a local social and health link (education, prevention of drug-use and prostitution, etc.) with street children.

In 2025, the Foundation supported the development of its partner actions and impact in six Asian countries.

Preservation of biodiversity and ecosystems with NOÉ

In 2025, the FORVIA Foundation continued its support to NOÉ, a French association that works for the protection of endangered species, the management of protected areas and the restoration of biodiversity and natural environments in France and abroad.

Since 2022, the FORVIA Foundation has supported the *les prairies de NOÉ* program dedicated to the protection of wild pollinators in France. With the help of NOÉ, the Foundation developed a wild pollinator restoration project on three FORVIA Group sites in France: its production plants in Caligny and Henin-Beaumont and its registered office in Nanterre. The project focuses on the rehabilitation of natural spaces, changes in green space management practices, and employee awareness. In 2025, this project was developed at two new sites in France: Bavans and Allenjoie.

Combining culture and inclusion with the Théâtre des Amandiers de Nanterre

Since 2022, the FORVIA Foundation has supported the Théâtre Nanterre-Amandiers located near the Group's registered office. As a national drama center, the mission of the Théâtre Nanterre-Amandiers is to support creations by young people that will be the theater of tomorrow. The FORVIA Foundation contributed to the *La Belle Troupe des Amandiers* program, a two-year training course in acting for twelve young artists. Starting in September 2024, the FORVIA Foundation channeled its support to *La tête dans les nuages*, a program that aims to empower Nanterre's youth (the city where the headquarter of FORVIA Group is located) by fostering self-confidence and providing tools for expression and social inclusion. This participatory project is divided into two parts: one for children aged 9 to 12 and another for adolescents and young adults aged 15 to 25. Both parts involve creating participatory performances. Through theater workshops and artistic collaborations, participants will develop their voices, explore social issues, and contribute to the creation of thought-provoking shows.

Preventing school dropout in vocational schools with C'Possible

In 2024, the FORVIA Foundation has joined forces with C'Possible, a French non-profit supporting student in vocational schools. This partnership aims to empower students, guide them on their career paths, and connect them with potential employers, ultimately helping to prevent school dropouts. FORVIA Group employees will actively contribute by mentoring students to offer personalized support, facilitating industry-focused workshops, hosting open days at FORVIA Group sites, showcasing daily operations and supporting skills development initiatives. The partnership was first deployed at the FORVIA Group Heanin-Beaumont site and in 2025 at its Caligny site.

Promoting equal opportunities in employment with Mozaïk foundation

In 2025, the FORVIA Foundation signed a partnership with Mozaïk Foundation, a French non-profit organization whose mission is to promote equal opportunities in employment by fighting discrimination, supporting diversity, and fostering access to jobs and training for individuals from underrepresented communities.

This partnership focused on the "Propulsion" program, which offers tailored coaching to recent graduates seeking their first job or an apprenticeship. As part of this initiative, 15 young talents were welcomed for a two-day workshop at FORVIA's headquarters in Nanterre, where employees provided guidance on CV writing, interview preparation, networking, and – most importantly – building self-confidence.

The program included interactive sessions led by FORVIA employees, covering topics such as CV optimization, improving personal pitch, and handling challenging interview questions.

Supporting education and employment for students with Disabilities with ARPEJEH and Tremplin Handicap

In 2025, the FORVIA Foundation partnered with ARPEJEH and Tremplin Handicap, two French non-profit organizations committed to strengthening access to education and employment for students with disabilities.

ARPEJEH focuses on promoting equal opportunities for young people with disabilities by facilitating access to education, internships, and professional networks.

Tremplin Handicap specializes in supporting students and graduates with disabilities in their transition to employment through personalized coaching, job placement, and partnerships with companies.

These partnerships aimed to prevent school dropouts and encourage secondary education through site visits, short internships, and career guidance fairs. As well as supporting students in their transition to employment via job fairs, recruitment platforms, and promotion of internship opportunities.

The Disability hackathon: driving inclusive innovation for people with disabilities

In 2025, the FORVIA Foundation mobilized employees worldwide during the Disability hackathons, with the conviction that innovation should serve a greater purpose – empowering people, strengthening communities, and transforming mobility for those who need it most.

The Disability hackathon is a space where FORVIA employees, across all roles and expertise, come together with people with disabilities to co-create real accessibility solutions.

In a standard format of 3 days, 3 teams answer 3 challenges applying the principle of design thinking and rapid prototyping techniques, the teams to develop practical solutions for individuals living with disabilities. .

The first edition, organized with its partner the Learning Planet Institute (LPI), united more than 40 employees worldwide in June 2025 in a hybrid format, combining online collaboration with on-site prototyping at the LPI MakerLab in Paris, France. Guided by design thinking and supported by experts, three teams transformed ideas into prototypes using advanced tools such as 3D printers and electronics kits.

Three projects were selected among FORVIA employees' relatives for accelerated development:

- an adjustable support structure enabling safe play for a disabled child;
- a wheelchair reversing camera, a rear-view system to enhance safety and independence;
- a voice-controlled remote for medical bed for autonomous bed adjustments.

The second edition, held in December 2025, brought together around 30 employees worldwide. The Foundation partnered with the HumanLab of the Saint-Pierre Foundation near Montpellier, France. Three teams worked on three challenges designed for two children with disabilities:

- a solution to help a teenager gain more autonomy in his basic morning routine;
- a support system to enable a teenager to manipulate and open food packaging independently;
- a prototype to adapt a child's wheelchair so he can play football with his schoolmates during recess in the playground.

The Disability Hackathon is designed to become a bi-annual event and duplicated locally in countries where the Group operates. Indeed, a third Disability Hackathon was organized in the Czech Republic in December 2025 to create an adapted bike for a 9-year-old children.

"The Disability Hackathon showcases FORVIA's strengths: turning our global expertise and creativity into inclusive innovations that truly change lives. Every one of our 150,000 employees has the potential to contribute. Their combined talent can generate a remarkable positive impact on people's lives." Martin FISCHER, FORVIA Foundation Chairman and FORVIA CEO.

* The Learning Planet Institute, a leading innovation hub focused on education and social impact, provides its expertise and resources to foster a creative and supportive environment for participants.

* The Fondation Saint-Pierre (affiliated with the Saint-Pierre Institute – a pediatric institute), a French foundation dedicated to improving the quality of life for children and adolescents with disabilities.

Exceptional support in response to floods in Spain

In 2025, the FORVIA Foundation decided to provide exceptional support to populations affected by the severe flooding caused by the DANA storm in October 2024 in Valencia, Spain. It donated €50,000 to the Fundació Horta Sud, a local Spanish association identified by FORVIA Group employees, acting on long-term aid locally.

The objective of this donation is to restore educational environments and promote sustainability in the affected region. The initiative focuses on reforesting school grounds in Catarroja, which were significantly damaged during the disaster.

7.4.6.4. Commitment of local sites

FORVIA Group encourages solidarity initiatives at all its sites by facilitating the solidarity and local involvement of its employees, and by making its expertise available to the regions where the Group operates. Each site is invited to design its own local and annual societal action plan. Employees make a significant contribution to local communities through local solidarity actions, which can take the form of programs, events or fundraising campaigns.

For example, the Solidarity Days (formerly called "FORVIA Group Unites with Employees for Local Services – FUELS") was created in 2010 by the North American employees to fight hunger. It has gradually spread to more causes and countries.

Among all the actions carried out in 2025, in China, 25 sites joined the "Green Community" program, driving environmental actions such as e-waste recycling, tree planting, and beach cleanups – over 700 electronic items were properly processed. Additionally, 27 sites organized "Volunteer Month," engaging 4,000 employees in fundraising, blood donation, and charity walks, resulting in 800 backpacks and 3,200 items donated to children in rural areas.

In Germany, employees supported local communities through volunteer projects. At Augsburg, teams refurbished a childcare center and built child-friendly furniture, while in Hannover, volunteers assisted an animal shelter with construction and landscaping. Six sites also participated in the FUELS campaign, collecting Christmas donations for people in need.

In Japan, over 250 employees participated in various activities, such as cleaning up Lake Inawashiro – where they removed harmful aquatic plants to help protect Japan's fourth-largest lake – and clean-up the areas surrounding the headquarters and the Koriyama and Tochigi plants. Other initiatives included food donations and distributions, as well as employment support for high school students.

7.4.6.5. Solidarity engagement platform

To strengthen its societal impact and encourage employee engagement in community initiatives, the FORVIA Foundation has its digital volunteering platform, the FORVIA Solidarity Hub. This platform centralizes and promotes solidarity actions throughout the year, offering employees volunteer opportunities with non-profit organizations during their personal time.

Launched in 2021, it is now available across all Group sites worldwide, bridging the gap between employees' willingness to act and local association needs.

In 2025, the FORVIA Solidarity Hub recorded over 800 participations in solidarity actions worldwide, totaling nearly 6,000 volunteer hours. The platform also hosted major initiatives, including:

- the FORVIA Foundation's annual employee call for projects;
- volunteer recruitment for Disability Hackathons;
- the first Social Week at the Lippstadt site.

7.4.6.6. Metrics and targets

	2019	2023	2024	2025
Number of employee-led projects sponsored by the FORVIA Foundation (created in 2020)	-	60	75	99

7.4.7. Governance – Political influence and lobbying activities

In 2023, FORVIA Group adopted a policy on government relations and advocacy⁽¹⁾ which sets out its commitment to responsible lobbying and political commitment. This policy aims to ensure that FORVIA Group's advocacy and government relations activities are conducted in an ethical, transparent and honest manner, and in compliance with applicable laws and regulations. This policy applies globally and for the entire Group. FORVIA Group engages with governments and other public players to support the Company's strategy, in particular with regard to:

- the strengthening of its industrial and technological centers, in order to support its competitiveness and its ability to meet market needs;
- its commitment to sustainability and climate action, supported by its roadmap to achieve net zero emissions by 2045;
- the promotion of research and innovation, in order to support its future development;
- the protection of fundamental human rights.

FORVIA Group's lobbying strategy includes interaction with its stakeholders, including political decision-makers and other public authorities in the regions where FORVIA Group operates. The Group takes into account the impact studies of draft regulations or legislation on a series of important issues for its activities, in particular:

- industrial policies;
- the environment, including measures to combat climate change;
- tax rules;
- social issues.

FORVIA Group communicates its positions on policy, regulatory and legislative proposals to policy-makers directly or through its professional associations to answer their questions or propose adjustments that take into account the interests of all FORVIA Group's stakeholders.

FORVIA Group maintains regular discussions with its professional associations: CLEPA in Brussels, PFA in France, VDA in Germany and MEMA in the USA.

FORVIA Group is committed to conducting its lobbying activities in an ethical and responsible manner. Its anti-corruption Code of Conduct requires risk-based due diligence for intermediaries who are considered to be at high risk of corruption. Depending on the information obtained, it may be decided not to enter into relations with these intermediaries, in particular lobbyists. Training on the Anti-Corruption Code of Conduct is mandatory for the entire Group. In accordance with its internal rules on the management of third parties in terms of compliance, the main internal stakeholders must share the relevant information in order to implement the required prior assessment.

Within the Board of Directors and the Executive Committee, the Executive Vice President in charge of Communications, Public Affairs and Sustainable Development is responsible for monitoring lobbying activities.

In order to ensure the dissemination of information on subjects that may be considered sensitive, the Group is registered in the European Union Transparency Register under the number 963186850826-94.

FORVIA Group does not fund political parties, does not make financial contributions to political campaigns and is not actively involved in political campaigns.

(1) The policy is available on the Group's website: <https://www.forvia.com/en/sustainability/responsible-business>.

7.4.8. Cross-reference table of the Women's Empowerment Principles-

In support of

WOMEN'S EMPOWERMENT PRINCIPLES

Established by UN Women and the
UN Global Compact Office

Women's Empowerment Principles	Chapter number
Principle 1: Establish high-level corporate leadership for gender equality.	3.7.2.5. "Diversity & Inclusion"
Principle 2: Treat all women and men fairly at work respect and support human rights and nondiscrimination.	3.7.2.5. "Diversity & Inclusion" – "Gender equality" 3.7.3.3. "Diversity Metrics" 3.2.2.2. "Development of corporate culture" 3.7.2.1. "Human Rights policy" 3.7.3.6. "Human rights incidents metrics"
Principle 3: Ensure the health, safety and wellbeing of all women and men employees.	3.7.2.2. "Health and safety at work policy" 3.7.3.5 "Health and safety metrics"
Principle 4: Promote education, training and professional development for women.	3.7.2.5. "Diversity & Inclusion" – "Gender equality" 3.7.3.3. "Diversity Metrics"
Principle 5: Implement enterprise development, supply chain and marketing practices that empower women.	3.7.2.4. "Culture: "Being FORVIA"" 3.7.3.3. "Diversity Metrics"
Principle 6: Promote equality through community initiatives and advocacy.	3.7.2.4. "Culture: "Being FORVIA"" 3.7.3.3. "Diversity Metrics"
Principle 7: Measure and publicly report on progress to achieve gender equality.	3.7.2.5. "Diversity & Inclusion" – "Gender equality" 3.7.3.3. "Diversity Metrics"

7.5. Additional information on audits of financial statements

Audit of financial statements

In accordance with French company law, FORVIA's Statutory Auditors certify the parent company and Group financial statements and review the situation of its significant consolidated subsidiaries through members of their networks.

For the 2025 fiscal year, PricewaterhouseCoopers Audit received €5.7 million for its audit assignments; Forvis Mazars received €10.7 million for its audit assignments. This

compensation includes the compensation for the sustainability information audit presented in section 7.6.

The table showing the breakdown of fees that FORVIA and its fully consolidated subsidiaries recognized in their 2025 financial statements for work assigned to the Statutory Auditors appears in Chapter 6 "Financial and accounting information", Note 36 in Section 6.3.5. "Notes to the consolidated financial statements".

Persons responsible for auditing the financial statements

	First audit mandate commencement date	Audit mandate expiry date
Statutory Auditors		
PricewaterhouseCoopers Audit represented by Bardadi BENZEGHADI and François JAUMAIN member of the Versailles Regional Association of Statutory Auditors 63, rue de Villiers 92200 Neuilly-Sur-Seine France	May 28, 2025	2031 OGM
Forvis Mazars represented by Anne-Laure ROUSSELOU and Grégory DEROUET member of the Versailles Regional Association of Statutory Auditors 45, rue Kléber 92300 Levallois-Perret France	May 28, 2019	2031 OGM

7.6. Additional information on audits of sustainability information

Audit of sustainability information

In accordance with French company law, the Company's sustainability information auditors are appointed and certify the sustainability information of the Company and the Group and ensure an examination of the significant fully integrated subsidiaries through the members of their network.

For the 2025 fiscal year, PricewaterhouseCoopers Audit received €440,000 for sustainability information audit; Forvis Mazars received €460,000 for sustainability information audit.

The table showing the breakdown of fees that the Company and its fully consolidated subsidiaries recognized in their 2025 financial statements for work assigned to the Statutory Auditors appears in Chapter 6 "Financial and accounting information", Note 36 in Section 6.3.5. "Notes to the consolidated financial statements".

Persons responsible for auditing the sustainability information

	First audit mandate commencement date	Audit mandate expiry date
Statutory Auditors		
PricewaterhouseCoopers Audit represented by Barbadi BENZEGHADI and François JAUMAIN member of the Versailles Regional Association of Statutory Auditors 63, rue de Villiers 92200 Neuilly-sur-Seine France	May 28, 2025	2031 OGM
Forvis Mazars represented by Anne-Laure ROUSSELOU and Grégory DEROUET member of the Versailles Regional Association of Statutory Auditors 45, rue Kléber 92300 Levallois-Perret France	May 30, 2024	2031 OGM

7.7. Sources regarding competitive position

This Universal Registration Document contains statements regarding market trends, market share, market position and products and businesses. Unless otherwise noted

herein, market estimates are based on external market intelligence sources in combination with internal estimates.

7.8. Declaration by the person responsible for the Universal Registration Document

Person responsible for the Universal Registration Document

Chief Executive Officer

I hereby declare that the information contained in this Universal Registration Document is, to the best of my knowledge, in accordance with the facts and contains no omission likely to affect its import.

I further declare that, to the best of my knowledge, the parent company's financial statements and the consolidated financial statements have been prepared in accordance with the applicable set of accounting standards and give a true and fair view of the assets and liabilities, the financial position and profit or loss of the issuer and all the companies included in the consolidation, and that the management report, for which the cross-reference table is shown on pages 507 *et seq.*, provides a true and fair view of the development and performance of the business and of the financial position of the issuer and all the companies included in the consolidation, together with a description of the principal risks and uncertainties that they face and that it has been prepared in accordance with the applicable sustainability reporting standards.

Martin Fischer

Signed in Nanterre, on March 13, 2026

7.9. Cross-reference tables

Cross-reference table with Annexes 1 and 2 of Commission Delegated Regulation (EU) 2019/980 of March 14, 2019

In order to make this Universal Registration Document easier to understand, the cross-reference table below makes it possible to identify the key items of information required by Annexes 1 and 2 of Delegated Regulation 2019/980 of March 14, 2019.

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1.2	Declaration by those responsible for the document	7.8
1.3	Expert statement	N/A
1.4	Other statements if information has been sourced from third parties	N/A
1.5	Statement without the prior approval of the competent authority	Preamble
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21.1	Statement on documents that can be inspected	7.1

Cross-reference table on information required in the annual financial report

For ease of reading, the cross-reference table below identifies information in this Universal Registration Document that also appears in the annual financial report that listed companies are required to publish under Article L. 451-1-2 of the French Monetary and Financial Code and Article 222-3 of the AMF's General Regulation.

N°	Information	Sections
1.	Annual accounts	6.6
2.	Consolidated accounts	6.3
3.	Management report including the corporate governance report	See cross-reference table of the corporate management report below
4.	Statement by the natural persons taking responsibility for the annual financial report	7.8
5.	Report of the statutory auditors on the annual accounts of the parent company and the consolidated accounts	6.4; 6.7
6.	Report on the certification of sustainability information	3.12

Cross-reference table on information required in the management report

For ease of reading, the cross-reference table below identifies information in this Universal Registration Document that makes up the management report (including the corporate governance report), pursuant to Article L. 225-100 of the French Commercial Code.

N°	Information	Reference texts	Sections
1.	GROUP SITUATION AND BUSINESS		
1.1.	Situation of the Company during the past period and objective and exhaustive analysis of the business development, results and financial position of the Company and the Group, and in particular its borrowings relative to the volume and complexity of the business	Articles L. 232-1, II, L. 233-6 and L. 233-26 Comm. Code	Chapter 1; 6.1.1 to 6.1.6; 6.2; 6.5; 6.6.3, Note 2
1.2.	Key performance indicators of a financial nature	Article L. 232-1, II, Comm. Code	Chapter 1; 6.1.1 to 6.1.6; 6.2; 6.5
1.3.	Key performance indicators of a non-financial nature which relate to the specific business of the Company and the Group, such as information pertaining to environmental issues and personnel matters	Article L. 232-1, II, Comm. Code	Chapter 1; Chapter 3; 7.4
1.4.	Important events which have occurred between the end date of the financial year and the date when this report is prepared	Articles L. 232-1, II, and L. 233-26 Comm. Code	6.1.1; 6.3.5, Note 2 and 3; 6.6.3, Note 2
1.5.	Identity of the main shareholders and holders of voting rights at General Meetings, and changes during the accounting period	Article L. 233-13 Comm. Code	5.1
1.6.	Names of subsidiaries under the Company's control and the shareholding percentage they hold in the Company's capital	Article L.213-13 Comm. Code	N/A
1.7.	Existing branches	Article L. 232-1, II Comm. Code	N/A
1.8.	Significant holdings in companies whose registered office is in the territory of the French Republic	Article L. 233-6 para. 1 Comm. Code	6.3.5, Note 2; 6.6.4
1.9.	Alienation of cross-shareholdings	Articles L. 233-29, L. 233-30 and R. 233-19 Comm. Code	N/A
1.10.	Anticipated changes in the situation of the Company and the Group and future outlook	Articles L. 232-1, II and L. 233-26 Comm. Code	6.2
1.11.	Activities in terms of research and development	Articles L. 232-1, II and L. 233-26 Comm. Code	Chapter 1; 6.3.5, Notes 5.4 and 11
1.12.	Table showing the Company's results for each of the last five periods	Article R. 225-102 Comm. Code	6.5
1.13.	Information on supplier and customer payment terms	Article D. 441-4 Comm. Code	6.5
1.14.	Amount of intercompany loans granted and statement by the Statutory Auditor	Articles L. 511-6 and R. 511-2-1-3 Mon. and Fin. Code	N/A
1.15.	Impact of activities on the fight against tax evasion	Article L. 22-10-35, 1 Comm. Code	N/A
1.16.	Information on actions to promote the link between the Nation and its armed forces	Article L. 22-10-35, 2 Comm. Code	N/A
1.17.	Information on the Company's material intangible resources, the extent to which its business model fundamentally relies on such resources, and how they constitute a source of value creation for the Company	Article L. 232-1, L233-26, L22-10-35, D 230-1 Comm. Code	3.7; 3.8; 6.3.5 Note 11, 6.6.3 Note 8
1.18.	Information on the actions undertaken to promote citizen participation in local democracy and, where applicable, the Company's entitlement to the "Local Democracy Partner Employer" label referred to in Article L.1621-6 of the General Code of Local Authorities	Article L.22-10-35 Comm. Code	N/A
2.	INTERNAL CONTROL AND RISK MANAGEMENT		
2.1.	Description of the main risks and uncertainties facing the Company	Article L. 232-1, II, Comm. Code	2.2
2.2.	Information on the objectives and policy regarding the hedging of each main category of transactions and on exposure to price, credit, liquidity and cash risks, including the use of financial instruments	Article L. 232-1, II, Comm. Code	6.3.5, Note 32; 6.6.3, Note 22; 2.2.2;
2.3.	Anti-corruption system	Law No. 2016-1691 of December 9, 2016 known as "Sapin II"	2.3.3.2 and 2.3.3.4
2.4.	Vigilance plan and report on its effective implementation	Article L. 225-102-1, I, Comm. Code	2.2.3; Chapter 3; 7.4

N°	Information	Reference texts	Sections
3. CORPORATE GOVERNANCE REPORT			
Compensation information			
3.1.	Compensation policy for corporate officers	Articles L. 22-10-8, I., paragraph 2 and R. 22-10-14 Comm. Code	4.3
3.2.	Compensation and all benefits paid during the financial year or allocated for the financial year to each corporate officer	Articles L. 22-10-9, I., 1 and R. 22-10-15 Comm. Code	4.3.1; 4.3.2
3.3.	Relative proportion of fixed and variable compensation	Article L. 22-10-9, I., 2 Comm. Code	4.3.1
3.4.	Use of the option to request the return of variable compensation	Article L. 22-10-9, I., 3 Comm. Code	N/A
3.5.	Commitments of any kind made by the Company for the benefit of its corporate officers, corresponding to elements of compensation, indemnities or benefits due or likely to be due as a result of the assumption, termination or change of their duties or after the exercise of these	Article L. 22-10-9, I., 4 Comm. Code	4.3.1; 4.3.4
3.6.	Compensation paid or allocated by a company included in the scope of consolidation within the meaning of Article L. 233-16 Comm. Code	Article L. 22-10-9, I., 5 Comm. Code	N/A
3.7.	Ratios between the level of compensation of each executive and non-executive corporate officer and the average and median compensation of employees of the Company	Article L. 22-10-9, I., 6 Comm. Code	4.3.1.4
3.8.	Annual change in compensation, Company performance and average Company employee compensation and the above-mentioned ratios over the five most recent periods	Article L. 22-10-9, I., 7 Comm. Code	4.3.1.4
3.9.	Explanation of how total compensation complies with the adopted compensation policy, including how it contributes to the long-term performance of the Company and how the performance criteria were applied	Article L. 22-10-9, I., 8 Comm. Code	4.3.1
3.10.	Method of taking into account the vote of the last Ordinary General Meeting provided for in I of Article L. 22-10-34 Comm. Code	Article L. 22-10-9, I., 9 Comm. Code	4.3.4
3.11.	Deviation from the procedure for implementing the compensation policy and any exceptions	Article L. 22-10-9, I., 10 Comm. Code	4.3.1
3.12.	Application of the provisions of the second paragraph of Article L. 225-45 Comm. Code (suspension of payment of compensation to directors in case of non-compliance with gender equality on the board of directors)	Article L. 22-10-9, I., 11 Comm. Code	N/A
3.13.	Allotment of options to corporate officers and holding period	Articles L. 225-185 and L. 22-10-57 Comm. Code	4.3.1.2.2.3; 4.3.1.2.3; 4.3.1.5.1; 4.3.1.5.2; 4.6
3.14.	Allotment of free shares to corporate officers and holding period	Articles L. 225-197-1 and L. 22-10-59 Comm. Code	4.3.1.2.2.3; 4.3.1.2.3; 4.3.1.5.1; 4.3.1.5.2; 4.3.4.1.3; 4.6
Governance information			
3.15.	List of all remits and functions performed in any company by each of the corporate officers during the period	Article L. 225-37-4, 1 Comm. Code	4.1.2.2
3.16.	Agreements entered into between an officer or significant shareholder and a subsidiary	Article L. 225-37-4, 2 Comm. Code	N/A
3.17.	Table summarizing the current delegations of authority granted by the general meeting to increase the capital	Article L. 225-37-4, 3 Comm. Code	5.2.1
3.18.	Workings of the Executive Management	Article L. 225-37-4, 4 Comm. Code	4.1.2.4
3.19.	Members and conditions for the preparation and organization of the Board's work	Article L. 22-10-10, 1 Comm. Code	4.1.2; 4.1.3
3.20.	Description of the diversity policy implemented for Board members in terms of gender, and other criteria including age, disability, qualifications and professional background	Article L. 22-10-10, 2 Comm. Code	4.1.2.5

N°	Information	Reference texts	Sections
3.21.	Any limitations that the Board places on the powers of the chief executive officer	Article L. 22-10-10, 3 Comm. Code	4.1.2.4; 4.1.3.3
3.22.	Reference to a corporate governance code and application of the comply or explain principle	Article L. 22-10-10, 4 Comm. Code	Chapter 4 (introductory paragraph); 4.4
3.23.	Specific procedures for shareholder participation in the general meeting	Article L. 22-10-10, 5 Comm. Code	7.1
3.24.	Assessment procedure for current agreements – Implementation	Article L. 22-10-10, 6 Comm. Code	4.8.2
3.25.	Main characteristics of the internal control and risk management procedures implemented by the Company and the Group relating to the preparation and processing of accounting and financial information	Article L. 225-102-1 Comm. Code	2.3
3.26.	Information likely to have an impact in the event of a public tender offer or exchange offer: • Company's capital structure; • statutory restrictions on the exercise of voting rights and on share transfers or agreement clauses brought to the attention of the Company in accordance with Article L. 233-11; • direct or indirect shareholdings in the Company of which it is aware pursuant to Articles L. 233-7 and L. 233-12; • list of holders of any securities with special control rights and a description of these rights; • agreements between shareholders that, if the Company becomes aware of them, may give rise to restrictions on share transfers and the exercise of voting rights; • rules on the appointment and replacement of members of the Board of Directors and the amendment of the Company's bylaws; • powers of the Board of Directors, especially regarding share issues or buy-backs; • agreements entered into by the Company which are amended or terminated in the event of a change in control of the Company; • agreements stipulating payments for members of the Board of Directors or employees if they resign or are dismissed without real and serious cause or if their employment is terminated due to a public tender offer or exchange offer.	Article L. 22-10-11 Comm. Code	7.1
4.	Capital and shareholding structure		
4.1.	Structure, change in the Company's share capital and crossing of thresholds	Article L. 233-13 Comm. Code	5.1.1; 5.1.2; 5.2.3
4.2.	Acquisition and disposal by the Company of its own shares	Articles L. 225-211 and R. 225-160 Comm. Code	5.3
4.3.	Report on the shares of the Company's capital held by employees at the last day of the financial year (proportion of share capital represented)	Article L. 225-102, paragraph 1 Comm. Code	5.1.1; 5.2.4
4.4.	Statement of any adjustments for securities giving access to the share capital in the event of share buy-backs or financial transactions	Articles R. 228-90 and R. 228-91 Comm. Code	N/A
4.5.	Information on transactions by executives and related persons in the Company's shares	Article L. 621-18-2 Mon. and Fin. Code	4.5.2
4.6.	Amounts of dividends distributed in respect of the three previous periods	Article 243 bis of the French General Tax Code	5.4.3
5.	Sustainability Statement		Chapter 3
6.	Other information		
6.1.	Additional tax information	Articles 223 quater and quinquies of the French General Tax Code	N/A
6.2.	Injunctions or financial penalties for anti-competitive practices	Article L. 464-2 Comm. Code	N/A



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