H1 2022 Results

- Sales of €11.6bn, with strong organic outperformance
- Resilient operating margin of 3.7% in a volatile and inflationary environment
- Positive net cash flow of €102m
- Integration of HELLA on track
- FY 2022 guidance confirmed

July 25, 2022

Summary

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H1 2022
Key Highlights

H1 2022 Context and Priorities

Still low volumes and heightened inflationary context in H1:

- Worldwide automotive production of 37 million LVs, down 0.6% yoy (o/w Europe down 12%), penalized by:
  - Continued shortage of semiconductors
  - War in Ukraine starting end of February generating supply chain disruptions
  - Covid-related restrictions in China (two-month lockdown in Q2)

- High inflation worldwide

Focus on 4 priorities

- **Deleveraging**
- **Integrating & executing synergies**
- **Enhancing resilience & lowering breakeven point**
- **Optimizing cash vs. growth**

H1 2022 Key Highlights

› Successful closing of the acquisition of HELLA and major steps already achieved in H1:

- Closing on January 31 for a total amount of €5.4bn, of which only €1.7bn still to be refinanced (post capital increase)
- Creation of FORVIA, combining FAURECIA's and HELLA's operations and teams
- Successful capital increase of €705m in June, contributing to refinancing the acquisition and reducing debt leverage
- Integration and implementation of synergy plan on track

› Solid order intake > €15bn in H1 2022 focusing on our three strategic levers for growth, including:

- Major first orders for electrification (including hydrogen solutions) and automated driving
- Significant awards and partnerships for accelerating customized and sustainable cockpit experiences

› FORVIA at the forefront of ESG best practices, with strong focus on climate change

- First automotive company with SBTi validated Net Zero Targets
- Three strategic partnerships for recycled materials (with Veolia) and power purchase agreements (with ENGIE & EDP)
- Action plan for energy resilience

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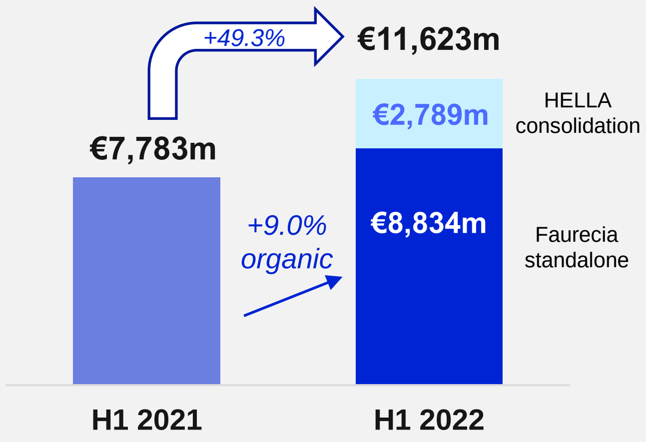
H1 2022 Key Figures

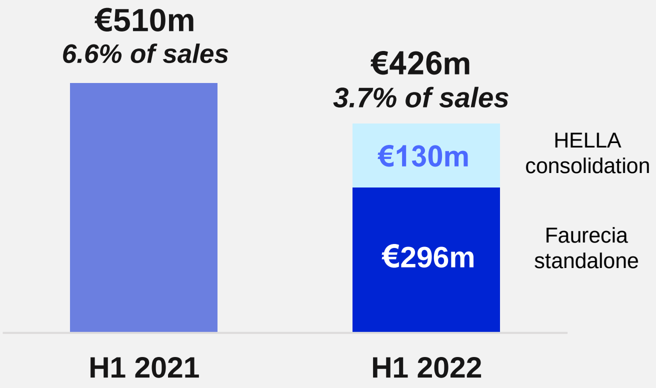
› **Resilient performance in H1 2022 despite volatile and inflationary environment:**

- **€11.6bn of sales, up +49.3% on a reported basis** (incl. 5-month of HELLA) and **+9.0% on an organic basis**
- **Strong organic sales outperformance of +960bps** (Faurecia stand-alone), o/w +790bps from volume, +520bps from inflation pass-through and -350bps from regional mix
- **Operating margin of 3.7%,** mainly reflecting strong inflation (net impact of c. -100bps), volatility in OEM programs (Stop & Gos) and two-month lockdown in China
- **Positive net cash flow of €102m**

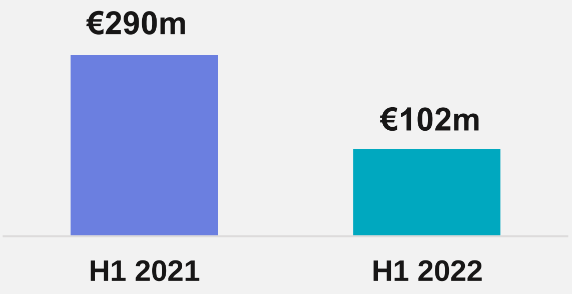
Sales



Operating income

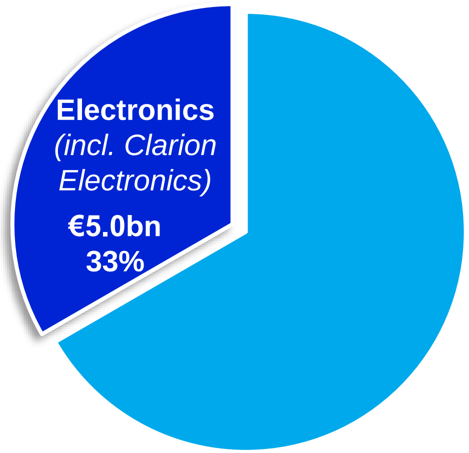


Net cash flow

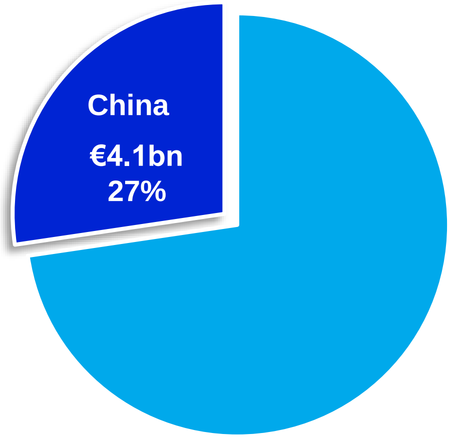


FORVIA achieved solid order intake in H1 2022
FY 2022 target is in line with sales ambition

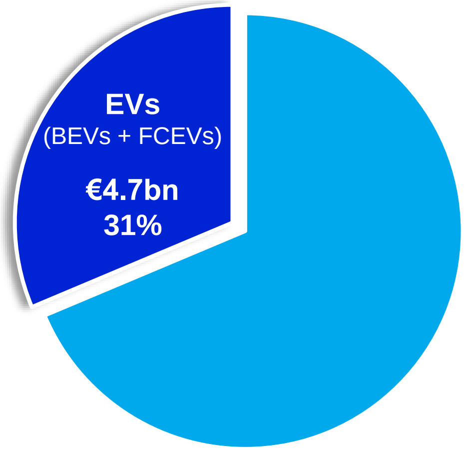
Solid order intake > €15bn in H1 2022 with profitability aligned with Group's ambition



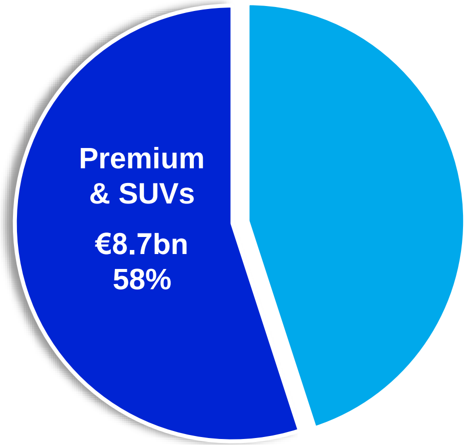
Strong order intake for Electronics confirming high growth potential



Continued strong order in China with Chinese and international OEMs



Acceleration of the Zero Emission Vehicles strategy



Strong positioning on segments with high CPV

H1 order intake allows reinforced selectivity in H2

Three strategic levers for growth

Electrification & Energy Management

- **BEV: battery & thermal management systems for hybrid & electric vehicles**

  - First orders for Coolant Control Hub

- **FCEV: advancing hydrogen mobility: 75% of the hydrogen value chain**

  - Hydrogen storage systems: 2 pilot projects for heavy duty trucks

  - First containerized hydrogen contract

  - Fuel cell stack systems: JV to boost production of bipolar plates (Schaeffler& Symbio)

Safe & Automated Driving

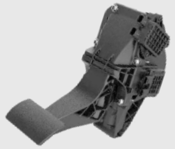
- **Sensors, perception software, data fusion and actuation/automation**

  - Launch of next gen 77GHz radar

  - E-mirror with 2 Chinese OEMS

  - New advanced driver assistance system contracts

- **By-wire applications & fail operational systems**



  - First contract for break by wire sensor
Steer by wire in OEM test vehicle

Digital & Sustainable Cockpit Experiences

- **Digital continuity**

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automotive app store

In 3m+ vehicles

2 new premium German OEMs

- **Brand customization & user experiences**

  - Launch of next gen lighting solutions

- **Eco-design & sustainable materials**

30% recycled content in cockpit by 2025

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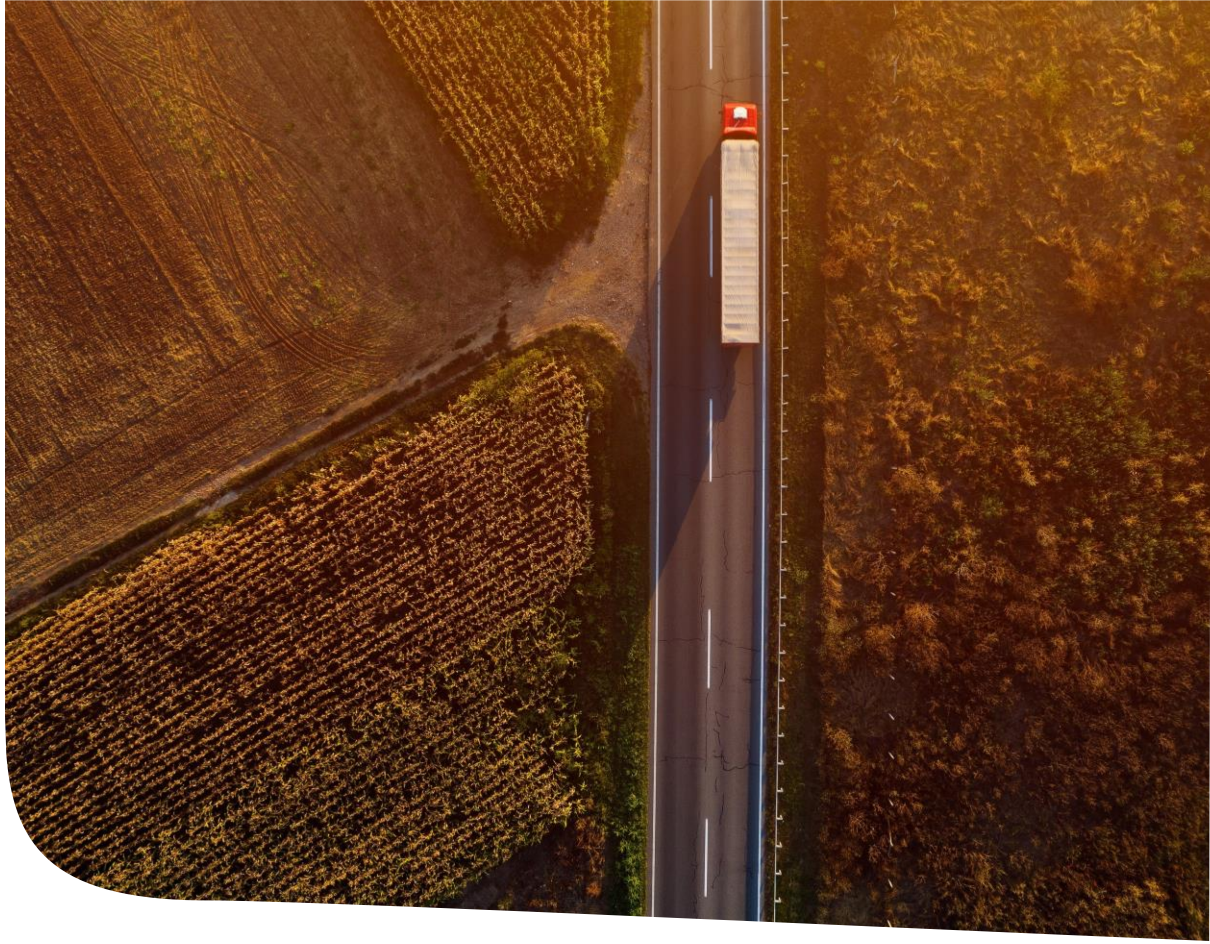
Advancing on Hydrogen Mobility

Supporting the company’s mid-term ambition to reach €500 million of sales from Hydrogen by 2025 and >€3.5 billion by 2030



- ✓ Two major achievements in H1 2022 for more than €500 million life-time sales:
  - The biggest European agreement between Symbio (Faurecia’s 50/50 JV with Michelin) and Stellantis for the production of fuel cell systems
  - A sizeable award signed by Faurecia with HYVIA for high volume production of hydrogen storage systems.
- ✓ Hydrogen storage systems: 2 pilot projects for heavy duty trucks (MAN in Germany, CEC in California)
- ✓ High-capacity hydrogen storage systems for refilling stations in the Zero Emission Valley project
- ✓ Fuel cell stack systems: JV (INNOPLATE, Schaeffler & Symbio) to boost production of bipolar plates

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FORVIA accelerating pace towards CO_2 neutrality with a recent major validation of its CO2 strategy

We are
THE FIRST AUTOMOTIVE COMPANY
with validated
Net Zero Targets

FORVIA approved targets by SBTi NET ZERO

2025 - 80% scopes 1&2
aligned with the ambition of the 2015 Paris Agreement of limiting global warming to 1.5°C

2030 - 45% scopes 1, 2, 3

2045 - 90% scopes 1, 2, 3
in absolute value, corresponding to the most ambitious standard of SBTi (10% left over is removed by sequestration through biomass)

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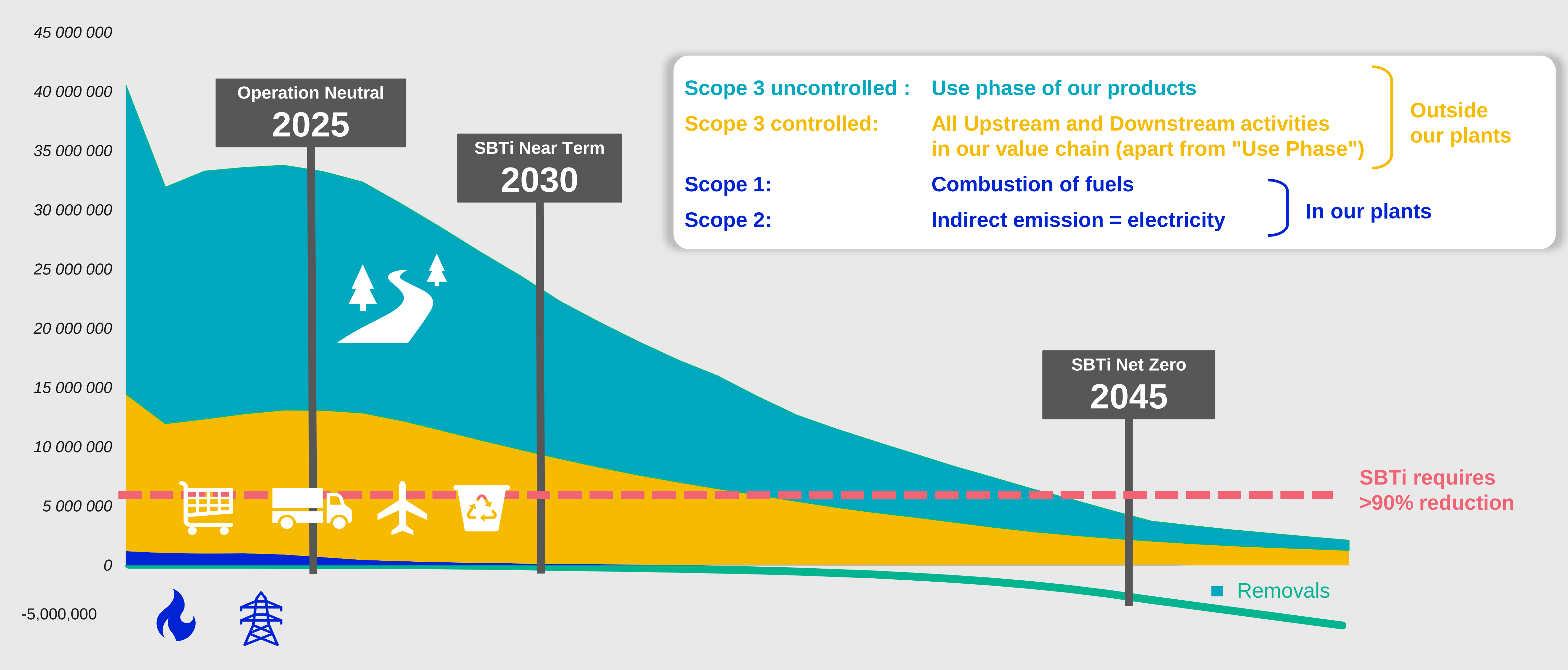
FORVIA Net Zero CO_2 Ambition

First Automotive Company Approved by SBTi

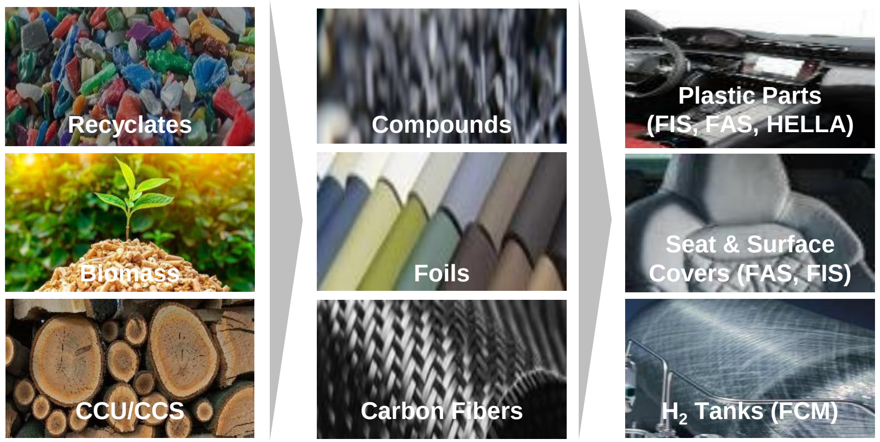


Creation of a powerful and ambitious Sustainable Materials division

Our focus

› **Raw materials**
recycled materials and bio-sourced

› **New materials**



› Construction of a **R&D center and pilot production site in France** dedicated to sustainable materials in 2023

› **>400 engineers** in 2025

› **Pioneering partnerships:**

- With VEOLIA to reach **30% of recycled plastics** in our vehicle interiors by 2025
- With the green steel maker **SSAB** to **develop ultra-low CO2 seat structures**
- Participation to the creation of **GravitHy,** future leader in green steel

Targeting > €2bn of sales in 2030

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Energy Efficiency Program

SAVING

- **Current Group target = -11% 2022 full year (against 2019)**
  - o/w 1.5% ESaaS (Energy Saving as a Service)
- **Exit end of 2023: -16%**
  - o/w 6% ESaaS (invested & paid as a service @ historic price)
- **Additional target: -6% = week-end and night flexing**

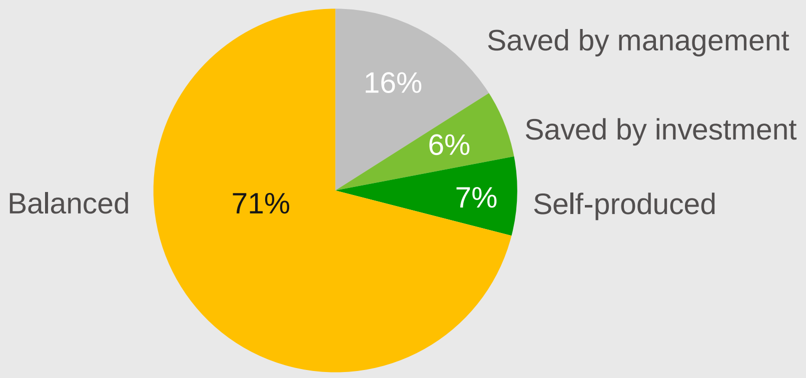
-22% (exit 2023)

SELF PRODUCTION

- **Solar Panels: 100 MWp = 120 GWh self-produced =**

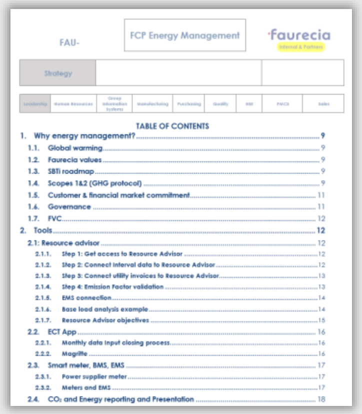
-7% (exit 2023)

TOTAL ELECTRICITY



GOVERNANCE

Defined in Group's scopes 1&2 core policy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FCP Energy Management

Faurecia

Strategy

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HELLA integration is fully on track and supported by employees

Synergy plans already implemented:

- **Revenue synergies of €600m** (LTS) **achieved**
- **Around 200 synergy opportunities** now being executed
- **Cost synergies and optimization of > €250m in 2025 on track**

Major next steps:

- Realization of **further synergy projects**, e.g. in electronics, information management and digital transformation
- Intensified **alignment and standardization across systems and tools**

Strong employee engagement*

The legal form of HELLA as a GmbH & Co. KGaA and the 82% stake held by Faurecia fully allow implementation of synergies

** >4,000 Faurecia and HELLA employees surveyed*

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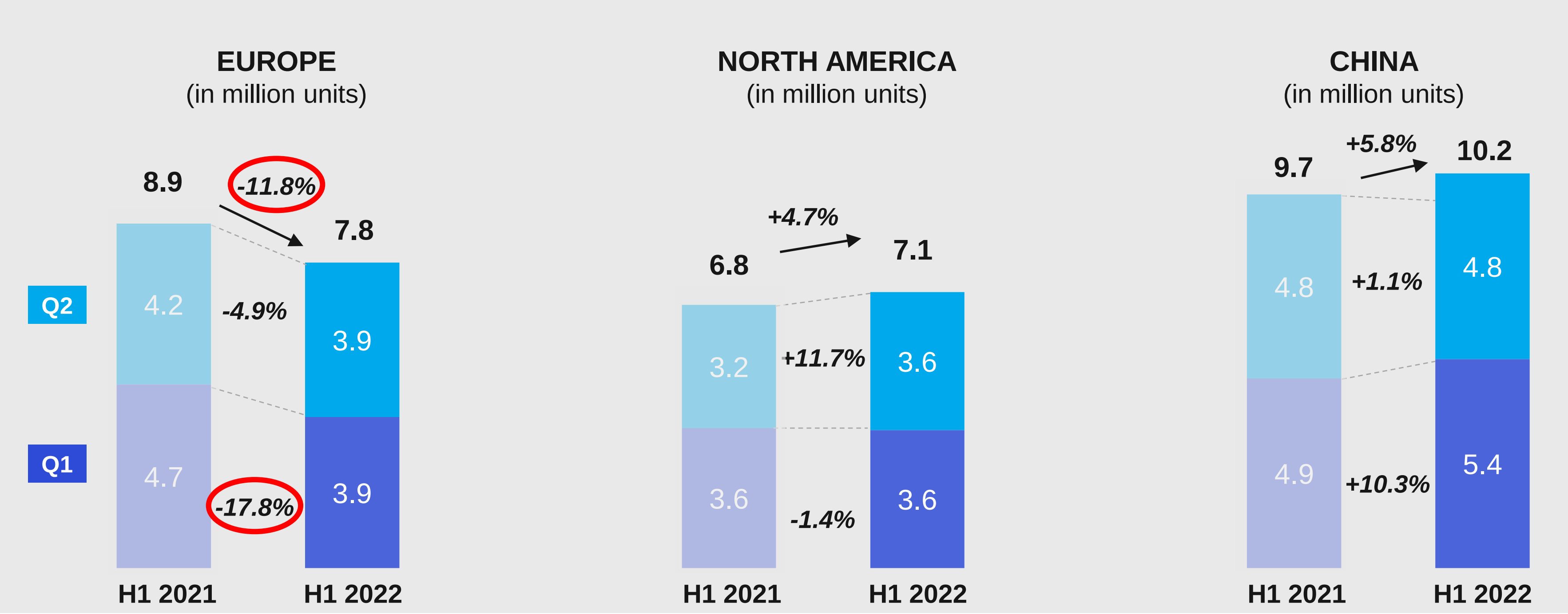
H1 2022 results review

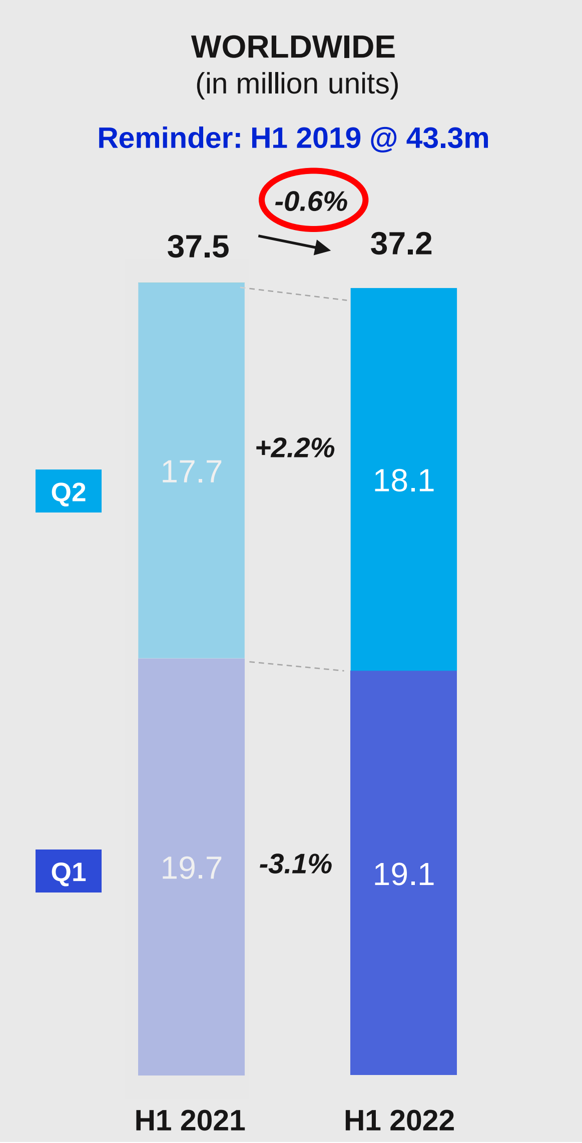
Worldwide automotive production down 0.6% in H1, mostly penalized by Europe in Q1 and China in Q2

Major disruptions in H1 2022 came from Europe and China (representing combined c. 2/3 of Group sales):

- **Europe** was strongly impacted by Stop & Gos related to supply chain disruptions due to the war in Ukraine and continuous shortage of semiconductors
- **China** was strongly penalized by the two-month lockdown (April & May) related to Covid restrictions mainly in the Shanghai and Changchun areas

North America was more resilient, impacted by Stop & Gos in Q1 while production recovered in Q2





* Source: S&P Global Mobility (ex IHS Markit) forecast dated July 2022 (vehicles segment in line with CAAM for China)

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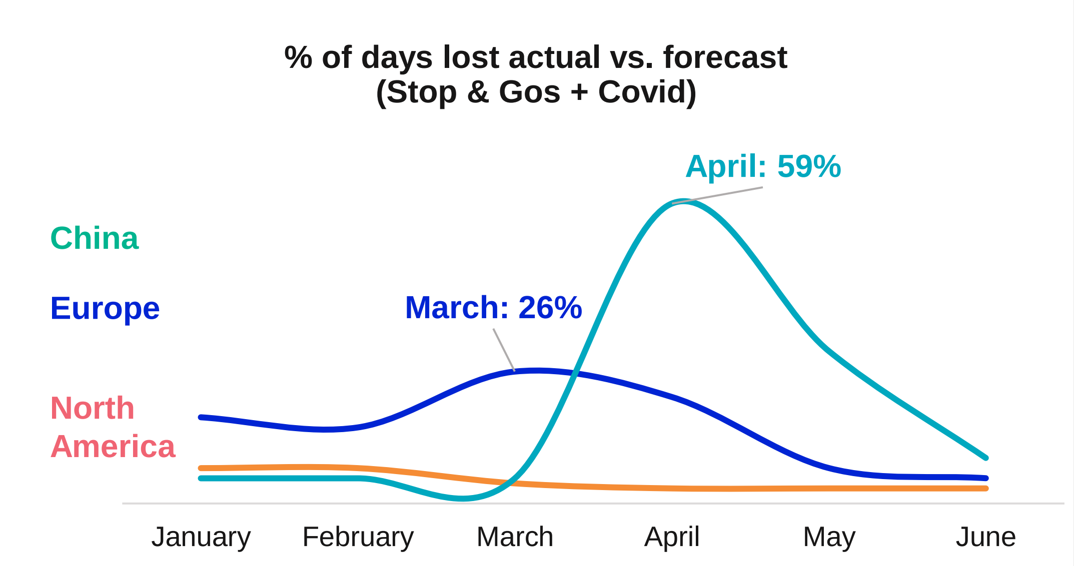
H1 2022 was strongly impacted by high inflation
Europe and China most impacted, respectively by Stop & Gos and Covid

HIGH INFLATION

- **Heightened inflationary environment since the start of 2022**
  - Raw materials (contractual pass-through policies already in place)
  - Energy
  - Transportation
  - Wages
- **Gross impact of inflation in H1 2022 amounted to c. €(500)m**
- **This gross impact was mitigated in H1 2022 for c. €400m through:**
  - Contractual pass-through policies on raw materials at 80% on average
  - Negotiations with customers during H1 that will continue to mitigate inflationary impacts in H2 onwards
- **Pass-through of inflation to customers (@ zero margin) had a dilutive effect on operating margin of c. -100bps in H1 2022**
- **Net impact of inflation in H2 should be reduced as mitigation measures will continue to be effective with no time-lag vs. H1**

IMPACT ON ACTIVITY OF STOP & GOS AND COVID

- **High volatility in OEMs programs in Europe related to the start of the war in Ukraine end of February 2022 with peak in March**
- **China impacted by two-month lockdown in April and May**



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H1 2022 sales of €11.6bn, up 49.3% incl. the consolidation of HELLA since February 1, and up 9.0% on an organic basis

- **Positive currency effect of €355m or +4.6%**
- **Scope effect of €2,789m or +35.8%, related to the 5-month consolidation of HELLA** (since February 1, 2022)
- **Organic sales growth (Faurecia stand-alone) of +9.0% vs. worldwide automotive production of -0.6%, an outperformance of +960 bps that reflected:**
  - +790bps from volume
  - +520bps from inflation pass-through
  - -350bps from regional mix

** Source: S&P Global Mobility (ex IHS Markit) forecast dated July 2022 (vehicles segment in line with CAAM for China)*

Operating margin proved resilient in H1 despite headwinds and should recover in H2 thanks to the full effect of measures taken during H1

› Operating margin of 3.7% in H1 (with sequential improvement in Q2 vs. Q1) reflected:

- Drop in volumes related to the war in Ukraine and its consequences and the Covid-related restrictions in China
- Reduced cost flexibilization related to Stop & Gos from OEMs and supply chain disruptions
- Net cost inflation on raw materials, energy, transportation and wages
- Extra-costs of €45m from the Michigan Seating program, o/w €30m as planned due to operational issues (vs. €100m in H2 2021) and €15m due to Stop & Gos
- Accretive contribution from HELLA that generated €130m of operating income (4.7% of sales) for 5 months, even if HELLA's profitability was also impacted by Stop & Gos and Covid-related restrictions in China

H1 2022 OPERATING INCOME

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Seating

30% of Group consolidated sales in the period

	H1 2021	H1 2022	
Sales (€m)	**2,967**	**3,530**	*Excl. €(45)m impact from the Michigan program*
YoY reported		*+19.0%*	
YoY organic		*+13.6%*	
Operating income (€m)	**196**	**65**	**110**
% of sales	*6.6%*	*1.8%*	*3.1%*

Strong organic sales outperformance of 1,420bps, driven by:

- Organic sales drop of -3.4% in Europe (c. 50% of the BG sales in H1), mainly related to German OEMs
- Strong organic sales growth of +44.5% in China, reflecting strong activity with Chinese OEMs (notably BYD), new entrants and a major US EV carmaker

Operating margin of 1.8% reflected:

- €(45)m due to operational issues and Stop and Gos from the Michigan Seating program (USA); no extra costs should occur in H2 2022
- Strong negative impact of inflation and Stop & Gos related to supply chain disruptions in Europe and North America

Interiors

22% of Group consolidated sales in the period

	H1 2021	H1 2022
Sales (€m)	**2,376**	**2,562**
YoY reported		*+7.8%*
YoY organic		*+5.0%*
Operating income (€m)	**117**	**91**
% of sales	*4.9%*	*3.6%*

Solid organic sales outperformance of 560bps, driven by:

- Double digit sales growth of +18.1% in North America, reflecting strong commercial activity with Ford, a major US EV maker and new entrants
- Europe grew by 1.6%, strongly outperforming the 11.3% drop in European automotive production

Operating margin of 3.6% reflected:

- Negative impact of inflation and Stop & Gos related to supply chain disruptions
- Strong sequential improvement in Q2 vs. Q1 (operations + inflation pass-through)

Clean Mobility

20% of Group consolidated sales in the period

	H1 2021	H1 2022
Sales (€m)	**2,040**	**2,285**
YoY reported		*+12.0%*
YoY organic		*+6.7%*
Operating income (€m)	**198**	**152**
% of sales	*9.7%*	*6.6%*

Strong organic sales outperformance of 730ps, driven by:

- Organic sales drop of -11.9% in China in H1, due to Covid lockdown (April stood at close to -60%)
- Strong organic sales growth of +15.3% in North America, mainly reflecting sales with American OEMs (notably Ford), Stellantis and commercial vehicles
- Organic sales growth of 4.8% in Europe, mainly with commercial vehicles

Operating margin of 6.6% reflected:

- Negative impact of inflation and Stop & Gos related to supply chain disruptions
- Higher impact from China lockdown due to regional exposure

Clarion Electronics

4% of Group consolidated sales in the period

	H1 2021	H1 2022
Sales (€m)	**438**	**458**
YoY reported		*+14.6%*
YoY organic		*+9.2%*
Operating income (€m)	**(1)**	**(11)**
% of sales	*-0.2%*	*-2.4%*

Strong organic sales outperformance of 980bps, with +9.2% organic growth, driven by:

- Organic sales growth in Asia of +2.8% (c. 2/3 of the BG sales in H1) was impacted by shortage of semiconductors and lockdown in China
- Strong organic sales growth of +36.8% in North America (c. 20% of the BG sales in H1), mainly reflecting sales with RNM and new entrants

Operating margin of -2.4% reflected:

- Negative impact from shortage of semiconductors leading to higher input prices + 2-month lockdown in China that impacted the entire activity in Asia

Accretive contribution from the consolidation of HELLA, despite similar headwinds in H1 2022

24% of Group consolidated sales in the period

	H1 2022
Sales (€m)	**2,789**
Europe	*1,624*
North America	*602*
Asia	*527*
Rest of the World	*36*
Operating income (€m)	**130**
% of sales	*4.7%*

- **HELLA is consolidated since February 1**
- **HELLA 5-month contribution to consolidated sales amounted to €2,789m**
  - Since the start of the year, HELLA faced vehicle production declines as a result of component shortages in Europe, to which HELLA has a high exposure (notably German OEMs), and Covid lockdown in China but HELLA significantly outperformed the market
- **HELLA 5-month contribution to operating income amounted to €130m or 4.7% of sales**
  - Since the start of the year, HELLA's profitability has also been impacted by significant cost burdens, mainly due to supply bottlenecks and noticeable inflation

HELLA reported preliminary FY 2021/2022 results (ending May 31, 2022) on July 20 and will report final FY 2021/2022 results (ending May 31, 2022) on August 18

Europe

46% of Group consolidated sales in the period

	H1 2021*	H1 2022*
Sales (€m)	**3,806**	**5,357**
YoY reported		*+40.8%*
Scope effect		*+42.7%*
YoY organic		*-0.3%*
Operating income (€m)	**206**	**115**
% of sales	*5.4%*	*2.1%*

Sales were flat organically in H1 (outperformance of 1,150bps):

- -8.7% in Q1 (outperformance of 910bps) and +8.6% in Q2 (outperformance of 1,350bps)
- All Business Groups posted strong outperformance

Operating margin of 2.1% reflected:

- Europe was the region the most impacted by lower volumes in H1
- Negative impact of inflation and Stop & Gos related to supply chain disruptions

North America

26% of Group consolidated sales in the period

	H1 2021*	H1 2022*	*Excl. €(45)m impact from the Michigan program*
Sales (€m)	**1,780**	**2,973**	
YoY reported		*+67.0%*	
Scope effect		*+33.8%*	
YoY organic		*+20.8%*	
Operating income (€m)	**61**	**25**	**70**
% of sales	*3.4%*	*0.8%*	*2.3%*

Strong organic growth of +20.8% in H1 (outperformance of 1,610bps):

- +6.4% in Q1 (outperformance of 780bps) and +37.4% (outperformance of 2,570bps)
- All Business groups posted strong outperformance > 1,000bps

Operating margin of 0.8% reflected:

- €(45)m related to residual impacts of the greenfield program in Michigan; no extra costs should occur in H2 2022
- Negative impact of inflation and Stop & Gos related to supply chain disruptions

** H1 2021 are Faurecia stand-alone figures as reported in July 2021; H1 2022 are FORVIA (Faurecia + 5m consolidation of HELLA) figures*

Asia

24% of Group consolidated sales in the period

	H1 2021*	H1 2022*
Sales (€m)	**1,857**	**2,807**
YoY reported		*+51.1%*
Scope effect		*+28.4%*
YoY organic		*+14.1%*
Operating income (€m)	**201**	**257**
% of sales	*10.8%*	*9.1%*

Double-digit organic growth of +14.1% in H1 (outperformance of 1,180bps):

- Strong performance in China, with organic growth of +14.6% in H1 (outperformance of 880bps)
- In Q2 (impacted by two-month Covid lockdown) organic sales growth reached remarkable +11.1% in a market that was up only by 1.3% (outperformance of 1,010bps) boosted by sales to BYD and new entrants

Highly resilient operating margin at 9.1% reflected:

- Strong catch-up in June after the 2-month lockdown in China
- Resilient margin outside China

Rest of the world

4% of Group consolidated sales in the period

	H1 2021*	H1 2022*
Sales (€m)	**340**	**486**
YoY reported		*+43.1%*
Scope effect		*+10.7%*
YoY organic		*+22.6%*
Operating income (€m)	**42**	**30**
% of sales	*12.3%*	*6.3%*

In South America, which represented c. 3/4 of the total:

- Organic sales of +25.0% (outperformance of 2,550bps), mainly driven by sales to Stellantis and VW
- Operating margin was resilient at 6.2% vs. 8.5% in H1 2021 restated from a €13m profit due to PIS-Cofins tax recovery

** H1 2021 are Faurecia stand-alone figures as reported in July 2021; H1 2022 are FORVIA (Faurecia + 5m consolidation of HELLA) figures*

Operating margin at 3.7% included a negative impact from inflation of c. -100bps

** H1 2021 are Faurecia stand-alone figures as reported in July 2021; H1 2022 are FORVIA (Faurecia + 5m consolidation of HELLA) figures*

in €m	H1 2021*	**H1 2022***
Sales **Organic growth**	**7,783**	**11,623** **+9.0%**
Cost of sales	(6,738)	(10,181)
% of sales	-86.6%	-87.6%
Gross margin	**1,044**	**1,442**
% of sales	**13.4%**	**12.4%**
R&D costs, gross	(608)	(1,034)
Capitalized dev. costs & depreciations	427	580
R&D costs, net	(181)	(453)
% of sales	-2.3%	-4.0%
Selling and administrative expenses	(353)	(563)
% of sales	-4.5%	-4.8%
Operating income (before amort. of acquired intangible assets)	**510**	**426**
% of sales	**6.6%**	**3.7%**

Gross margin of 12.4% was mainly impacted by net impact of inflation and included accretive contribution from HELLA (20.7% of sales in the period)

Net R&D expenses of €453m:

- €185m for Faurecia (2.1% of sales, down 20bps yoy)
- €268m from HELLA (9.5% of sales)

reflected:

- HELLA's higher R&D intensity compared to Faurecia's and high order intake on Electronics
- Improved FORVIA's level of R&D Capitalization

Selling and administrative expenses of €563m:

- €384m for Faurecia (4.3% of sales, down 20bps yoy)
- €180m from HELLA (6.4% of sales)
- Synergies will contribute to reducing SG&A expenses

Operating income at 3.7% of sales included:

- c. -100bps net impact from inflation
- c. -40bps from the Michigan Seating program (€45m)

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Net income impacted by higher restructuring expenses, costs related to the acquisition of HELLA and operations in Russia

** H1 2021 are Faurecia stand-alone figures as reported in July 2021; H1 2022 are FORVIA (Faurecia + 5m consolidation of HELLA) figures*

in €m	H1 2021*	**H1 2022***
Sales	**7,783**	**11,623**
Organic growth (%)		**9.0%**
Operating income (before amort. of acquired intangible assets)	**510**	**426**
Amort. of int. assets acquired in business combinations	(45)	(95)
Operating income (after amort. of acquired intangible assets)	**465**	**331**
Restructuring	(46)	(155)
Other non-recurring operating income and expense	(6)	(79)
Net interest expense & Other financial income and expense	(106)	(282)
Income before tax of fully consolidated companies	**308**	**(183)**
Income taxes	(82)	(49)
as % of pre-tax income	*-27%*	*n/s*
Net income of fully consolidated companies	**226**	**(233)**
Share of net income of associates	(8)	(12)
Net income from continued operations	**219**	**(244)**
Net income from discontinued operations	**(31)**	**-**
Consolidated net income before minority interest	**188**	**(244)**
Minority interest	(42)	(52)
Consolidated net income, Group share	**146**	**(296)**

Amortization of acquired intangible assets of €(95)m included €(51)m from the amortization of the GW related to the acquisition of HELLA (5 months)

Restructuring expenses of €(155)m reflected further restructuring actions in Russia for €(45)m and other countries to face current environment

Other non-recurring expenses of €(79)m included:

- Costs related to the acquisition of HELLA for €(41)m
- Other costs related to operations in Russia for €(29)m

Net interest expenses included:

- Financial charge related to the acquisition of HELLA for €(72)m
- Financial charge related to operations in Russia for €(9)m

Total impacts on net income:

- From integration and financial costs related to the acquisition of HELLA: €(113)m
- From one-off charges related to operations in Russia: €(87)m

Reminder: H1 2021 net loss from discontinued operations reflected the divestment of AST

Adjusted EBITDA of €1.3bn in H1 2022 or 11.4% of sales NCF of €102m

*** H1 2021 are Faurecia stand-alone figures as reported in July 2021; H1 2022 are FORVIA (Faurecia + 5m consolidation of HELLA) figures***

in €m	H1 2021*	**H1 2022***
Operating income	**510**	**426**
Depreciation and amortization, of which:	599	895
- Amortization of R&D intangible assets	*228*	*320*
- Other depreciation and amortization	*371*	*575*
Adj. EBITDA	**1,109**	**1,321**
% of sales	*14.2%*	*11.4%*
Capex	(214)	(523)
Capitalized R&D	(310)	(470)
Change in WCR	57	22
Change in factoring	19	234
Restructuring	(74)	(93)
Financial expenses	(109)	(182)
Taxes	(149)	(220)
Other (operational)	(39)	13
Net cash flow	**290**	**102**

Capex of €523m in H1, of which:

- €211m for Faurecia (2.4% of sales, down 30bps yoy)
- €312m for HELLA (11.1% of sales)
- Increase as % of sales is due to HELLA's higher capex intensity compared to Faurecia's
- Capex level offers potential of synergies

Limited change in WCR of €22m in a context of peak in inventories at the end of April

Change in factoring of €234m mainly reflected extension to the entire FORVIA scope of Faurecia's receivables factoring program and mitigated time-lag in cash conversion of inflation management + higher inventories as of June 30

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Net debt as of June 30, 2022 included the acquisition of HELLA

*** H1 2021 are Faurecia stand-alone figures as reported in July 2021; H1 2022 are FORVIA (Faurecia + 5m consolidation of HELLA) figures***

in €m	H1 2021*	**H1 2022***
Net cash flow	**290**	**102**
Dividends paid incl. mino.	(160)	(5)
Share purchase	(129)	-
Net financial investment & other	(53)	(4,863)
Discontinued operations	(26)	-
IFRS16 impact	(93)	(162)
Change in net debt	**(172)**	**(4,928)**
Net debt at the beginning of the period	(3,128)	(3,467)
Net debt at the end of the period	**(3,300)**	**(8,394)**
Net-debt-to-Adj. EBITDA ratio	**1.5x**	**3.1x**

Decision not to pay dividend in 2022 approved at the Shareholders' meeting of June 1, 2022

Net financial investment & other mainly reflected the €4.9bn paid in cash for the acquisition of HELLA and the €690m net proceeds from the successful €705m capital increase in June

Net debt of €8,394bn as of June 30, 2022 included:

- €516m net debt from HELLA
- €1.1bn Faurecia IFRS16 debt

Net-debt-to-LTM-Adj. EBITDA ratio at 3.1x at June 30 (covenant not tested at this date)

Targeting net-debt-to-Adj. EBITDA at 3x at the end of the year

Major refinancing steps of the HELLA acquisition already achieved Further deleveraging includes asset divestment program for €1bn by 2023

Refinancing of the acquisition of HELLA on track:

- **€2.5bn already pre-financed in H2 2021 mainly through two debt issuances for a combined amount of €1.9bn**

- **Successful capital increase of €705m in June 2022, to refinance the bridge-to-equity:**
  - Strong support from core shareholders that all participated to the capital increase in proportion of their rights
  - High demand with subscription rate of 187%, for a total issuance of 45,482,154 new shares (Faurecia’s new share capital now comprises 197,089,340 shares)

- **Remaining €1.7bn refinancing underway through additional debt instruments** *(bridge-to-bond provides headroom until August 2023)*

Priority to deleveraging:

- **Asset divestment program of €1bn underway**
- **Full program to be cashed at the latest by end 2023**
- **Protecting balance sheet structure and credit rating**

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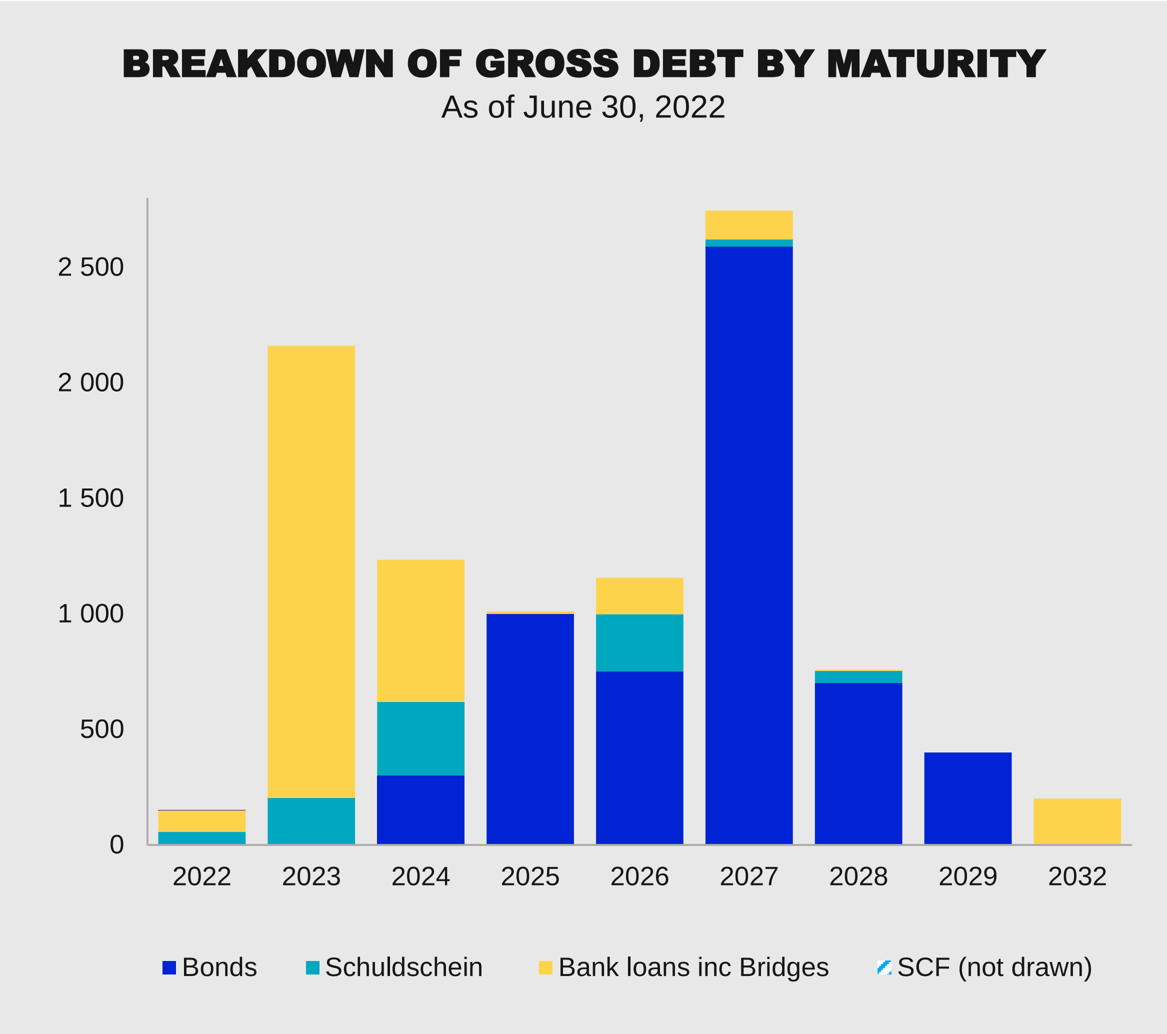
Strong liquidity of €6.1bn as of June 30, 2022



Average cost of long-term debt < 2.8%
excl. IFRS16 debt

Interest rate on gross debt c. 2/3 fixed and c. 1/3 variable

Liquidity of €6.1bn as of June 30, 2022:

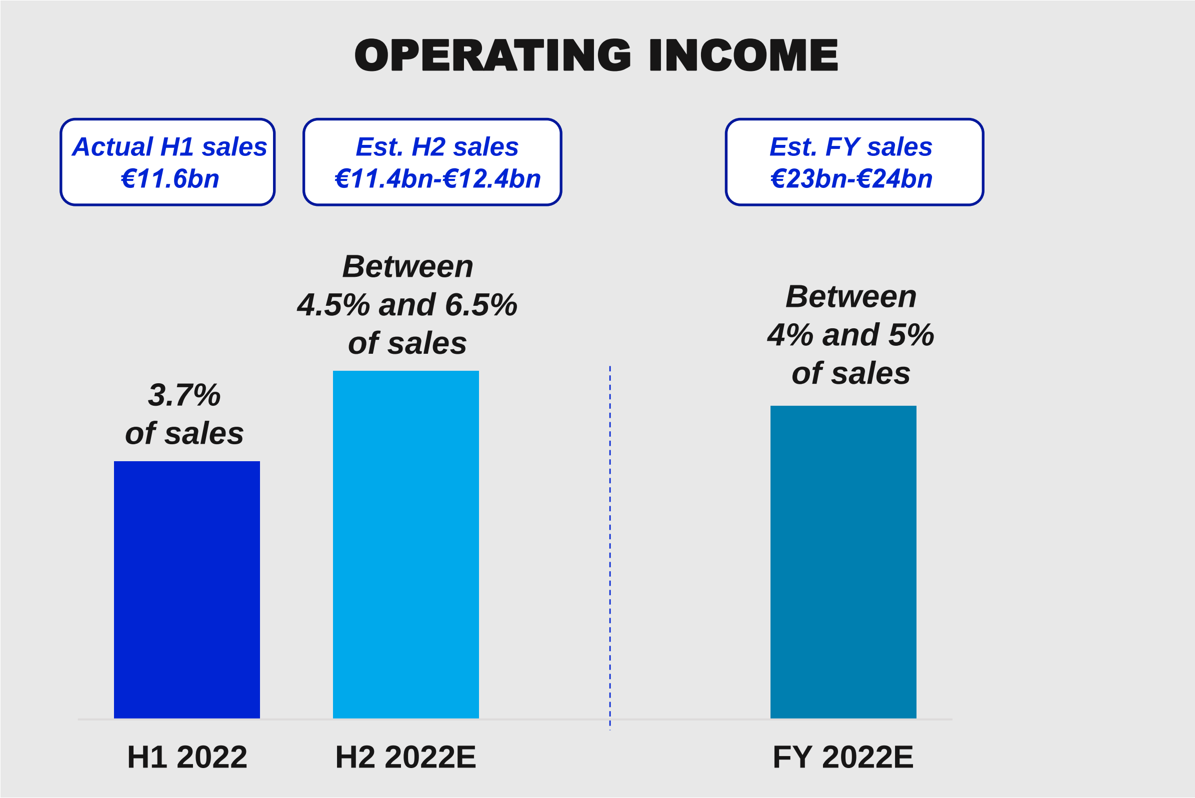
- €4.2bn of available cash
- €1.5bn from fully undrawn Faurecia Senior Credit Facility (maturity May 2026 with options up to 2028)
- €0.45bn HELLA Senior Credit Facility

Maintained credit rating with the three agencies, including the impact of the acquisition of HELLA

03

FY 2022 guidance

Strong profitability momentum in H2 driven by increased effectiveness of inflation mitigation measures and improved operational efficiency



- **Drivers for improvement in profitability of c. 160bps in H2 vs. H1:**
  - Improved operating leverage on volumes through increased cost control and improved cost flexibilization for c. 60 bps
  - Full impact in H2 from inflation management actions taken in H1 for c. 50 bps
  - Improvement in Seating operations, in particular operational issues fixed in the Michigan Seating program for c. 50 bps

Confirmed FY 2022 guidance of operating margin between 4% and 5%

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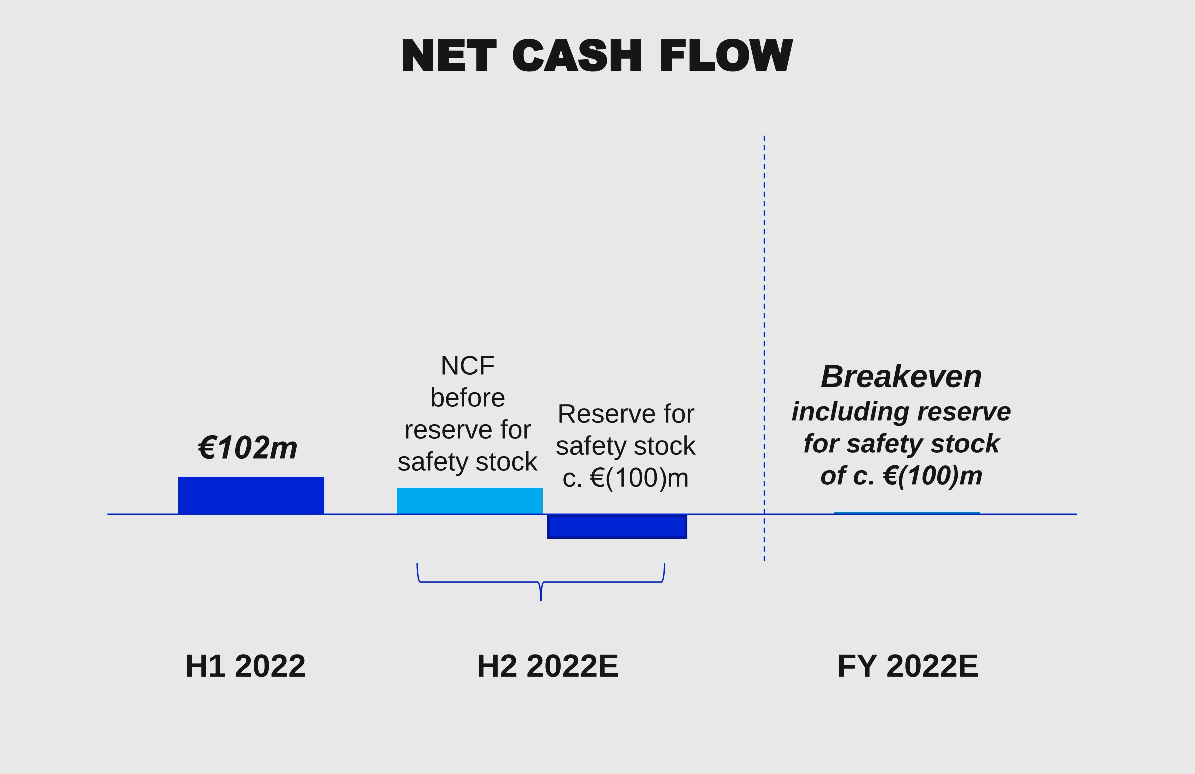
Strong focus on cash generation across the FORVIA Group



- **Sequential improvement of EBITDA in H2 2022**
- **WCR optimization**
- **Strict cash management focus across the entire FORVIA group including:**
  - Rationalization of CAPEX and R&D
  - WCR management and operational discipline
  - Launch of the program “Managed by the cash”

Confirmed FY 2022 guidance of net cash flow at breakeven including a reserve for safety stock of around €100m at year-end to secure supplies given energy shortage risks in Europe

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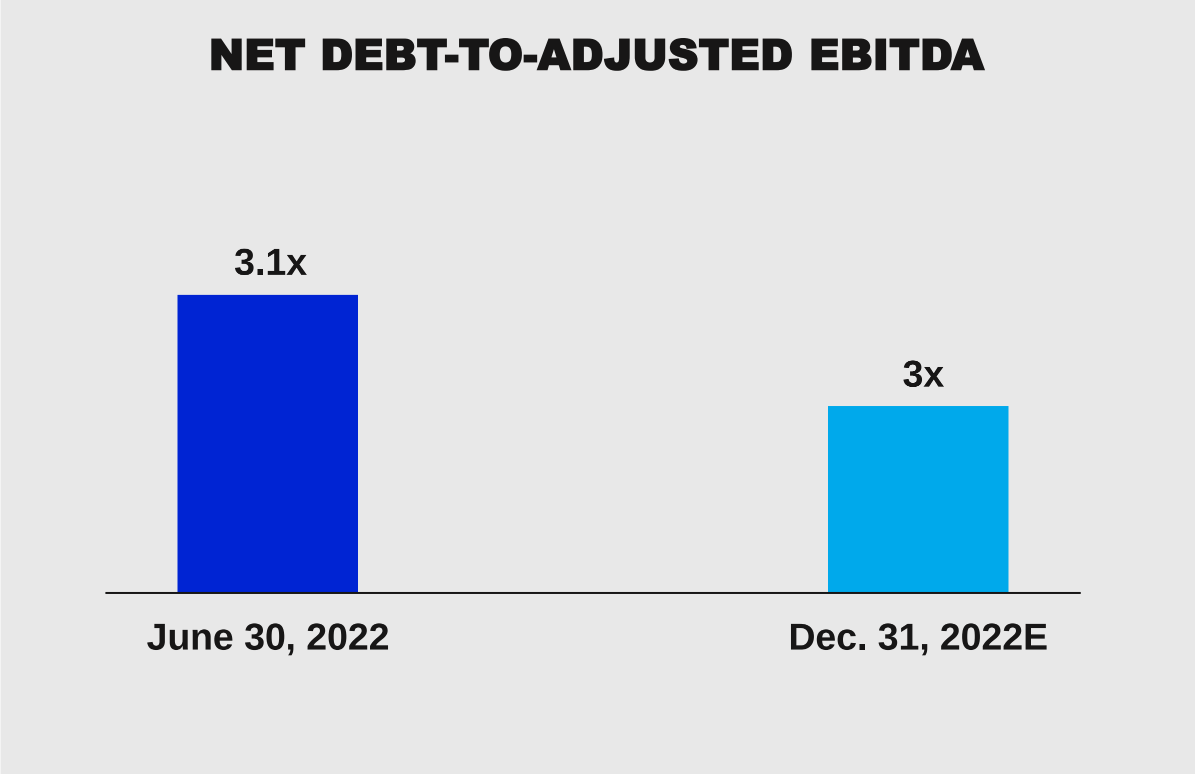
Fully committed in reducing debt leverage including asset divestment program for €1bn by end 2023



- **Improved cash generation in H2 2022**
- **Covenant not tested as of June 30, as renegotiated with banks in April 2022**
- **As of December 31, targeted net debt-to-adj. EBITDA ratio of 3x:**
  - Well below the extraordinary covenant of 3.75x renegotiated in April
  - Close to the usual covenant before renegotiation
- **Asset divestment program of €1bn by end 2023 on track:**
  - Program fully cashed by end 2023

Net debt-to-Adjusted EBITDA of 3x at the end of 2022
Strong commitment for deleveraging accelerated by asset divestment program underway for €1bn

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Confirmed FY 2022 guidance

› **This guidance is based on worldwide automotive production of c. 74m vehicles in 2022 or c. 37m in H2** (unchanged vs. assumption of April 26)

Sales between €23bn and €24bn

(including c.€1.5bn from the combined effect of currencies and raw materials)

Operating margin between 4% and 5%

Net cash flow at breakeven

(incl. building of a safety stock of around €100m at year-end to secure supplies given energy shortage risks in Europe)

This guidance is based on full-year average currency rates of 1.13 for USD/€ and of 7.20 for CNY/€, assumes no major lockdown impacting production or retail sales in any automotive region in H2 and takes into account the Group's latest update of net impact from cost inflation.

** Vehicles segment in line with CAAM, i.e. excluding vehicles > 3.5t*

04

FORVIA’s Way Forward

FORVIA H1 2022 Key Highlights

Combining growth, innovation and sustainability

> €15bn
Order Intake
with major first orders of technologies for electrification and automated driving

#1
First automotive company with **STBi validated Net Zero targets**

100 %
sites assessed on **biodiversity**

#1
First to market **decarbonized steel production** in Europe through GravitHy

€705m
successful **capital increase** with a subscription rate of **187%**

135
program launches

3
strategic partnerships
Veolia – recycled materials
ENGIE & EDP – power purchase agreements

1
leading JV
(Schaeffler – Symbio) to produce fuel cell **bipolar plates**

3 Innovation recognitions
German Innovation award: Faurecia sustainable composite materials
Faurecia PACE finalist for two technology solutions
HELLA Lighting voted best brand by readers of EuroTransportMedia

The New Normal

Climate change	A more **regionalized world**	From a **planned world** to an **event-driven world**
Technology	**Inflation** for a while	**Talent war** and **attractiveness** a pre-requisite

Four priorities

Focus on 4 priorities

- Deleveraging
- Integrating & executing synergies
- Enhancing resilience & lowering breakeven point
- Optimizing cash vs. growth

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CAPITAL MARKETS DAY

November 3

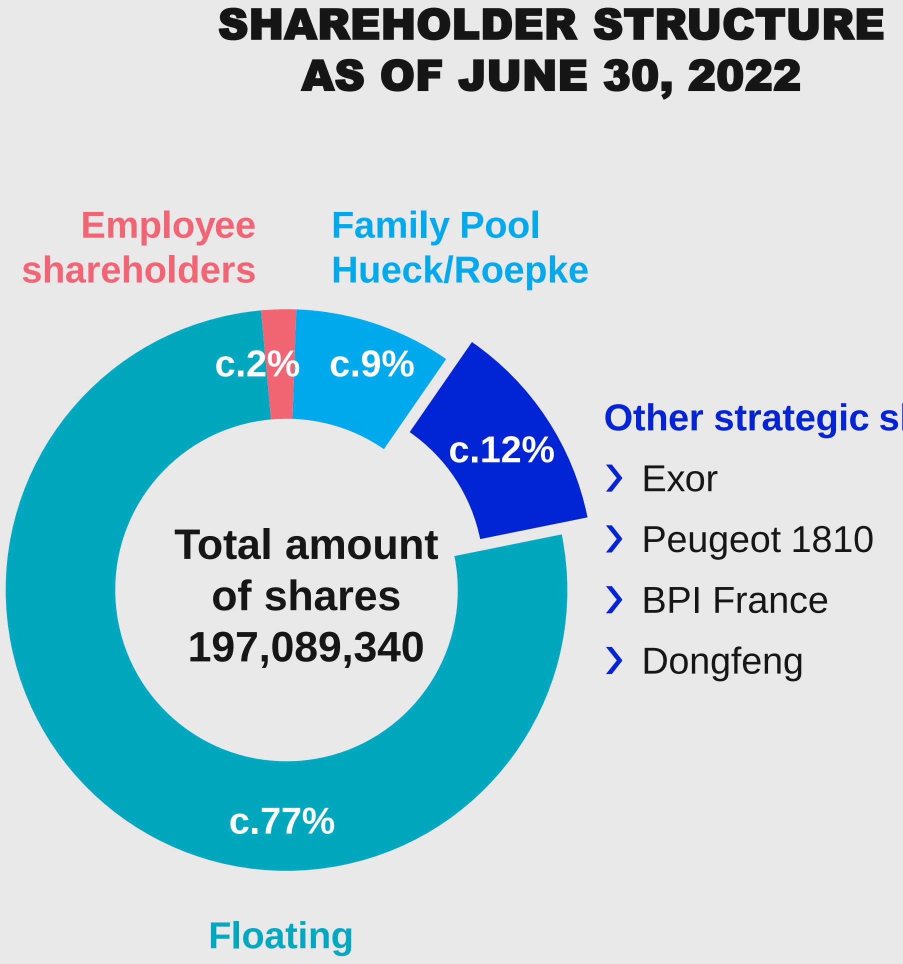
SUSTAINABILITY DAY

November 4

Questions & Answers

APPENDICES

Shareholding structure as of June 30, 2022 post capital increase



Other strategic shareholders

Exor	*5.05%*
Peugeot 1810	*3.02%*
BPI France	*2.16%*
Dongfeng	*1.97%*

- **Total share count increased by 45,482,154 new shares post the capital increase of €705m realized in June 2022**
- **The Hueck/Roepke Familly pool, Exor, Peugeot 1810, Bpifrance and Dongfeng participated to the capital increase in proportion of their rights**
- **The Family pool increased its ownership in Faurecia's capital from 8.95% to 9.07% of the total capital**
- **All strategic shareholders agreed to a lock-up period following the delivery date of the new shares:**
  - Exor, Peugeot 1810, BPI France and Dongfeng have agreed for a 120 days lock-up period
  - The Hueck/Roepke Familly pool have already agreed to a lock up period of 18 months from January 31, 2022 followed by a further 12-month lock up period for the portion of their Faurecia's shares exceeding 5% of the capital

Definitions of terms

Used in this document (1/3)

SALES GROWTH

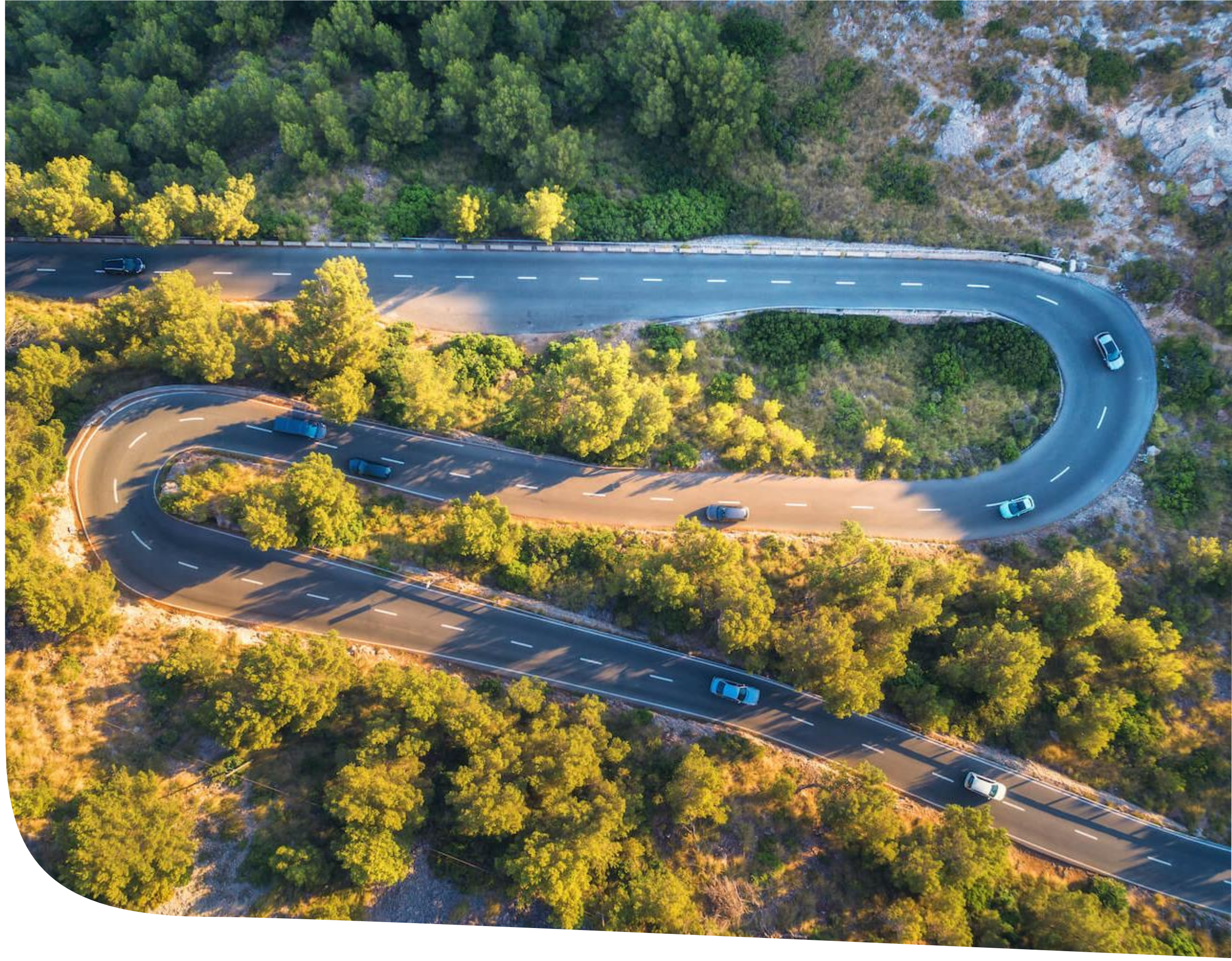
Faurecia’s year-on-year sales evolution is made of three components:

- A “**Currency effect**”, calculated by applying average currency rates for the period to the sales of the prior year,
- A “**Scope effect**” (acquisition/divestment),
- And “**Growth at constant currencies**”.

As scope effect, Faurecia presents **all acquisitions/divestments**, whose sales on an annual basis amount to more than €250 million.

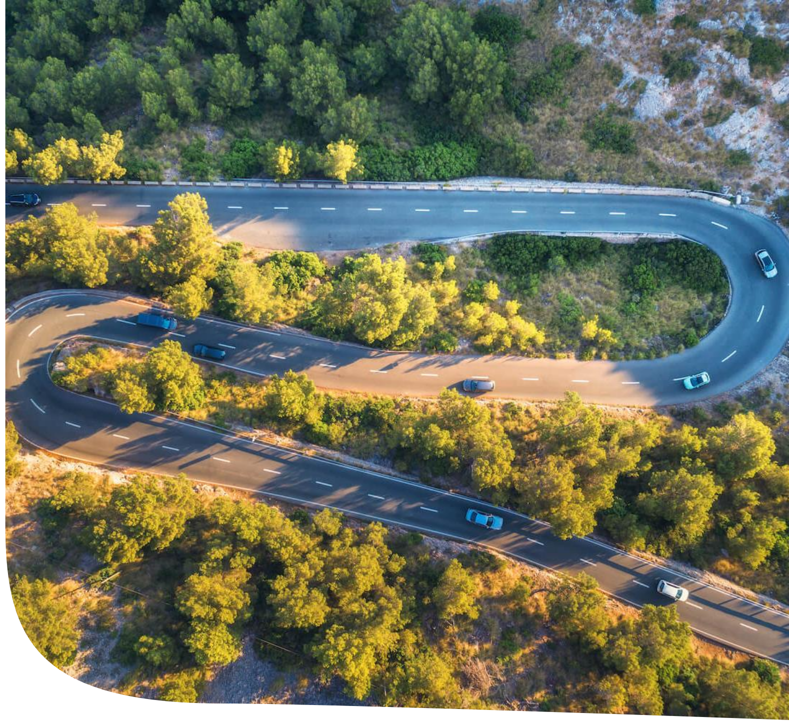
Other acquisitions below this threshold are considered as “**bolt-on acquisitions**” and are included in “**Growth at constant currencies**”.

In 2020, there was no effect from “bolt-on acquisitions”; as a result, “Growth at constant currencies” is equivalent to **sales growth at constant scope and currencies** also presented as **organic growth.**



Definitions of terms

Used in this document (2/3)



ADJUSTED EBITDA

Adjusted EBITDA is Operating income as defined above + depreciation and amortization of assets; to be fully compliant with the ESMA (European Securities and Markets Authority) regulation, this term of "Adjusted EBITDA" will be used by the Group as of January 1, 2022 instead of the term "EBITDA" that was previously used (this means that "EBITDA" aggregates until 2021 are comparable with 'Adjusted EBITDA" aggregates as from 2022).

OPERATING INCOME

Operating income is the Faurecia group's principal performance indicator. It corresponds to net income of fully consolidated companies before:

- Amortization of intangible assets acquired in business combinations;
- Other non-recurring operating income and expense, corresponding to material, unusual and non-recurring items including reorganization expenses and early retirement costs, the impact of exceptional events such as the discontinuation of a business, the closure or sale of an industrial site, disposals of non-operating buildings, impairment losses 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 expense, 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 relationship cannot be demonstrated under IFRS 9, and gains and losses on sales of shares in subsidiaries;
- Taxes.

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Definitions of terms

Used in this document (3/3)

NET CASH-FLOW

Net cash-flow is defined as follow: Net cash from (used in) operating and investing activities less (acquisitions)/disposal of equity interests and businesses (net of cash and cash equivalents), other changes and proceeds from disposal of financial assets. Repayment of IFRS 16 debt is not included.

NET FINANCIAL DEBT

Net financial debt is defined as follow: Gross financial debt less cash and cash equivalents and derivatives classified under non-current and current assets. It includes the lease liabilities (IFRS 16 debt).

DEBT COVENANT

Debt covenant is the ratio Net financial debt at the end of the period vs. Adjusted EBITDA over the last 12 months; it is tested twice every year as of June 30 and as of December 31.

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2022 Financial Agenda

October 21 **Q3 2022 sales**| before market hours

November 3 **Capital Markets Day** | in Paris

November 4 **Sustainability Day** | in Paris

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Share Data

Bloomberg Ticker:	EO:FP
Reuters Ticker:	EPED.PA
Datastream:	F:BERT
ISIN Code:	FR0000121147

Bonds ISIN Codes

2025 bonds: XS1785467751
2026 bonds: XS1963830002
2027 bonds: XS2081474046
Additional 2027 bonds: XS2290556666*
2027 bonds: XS2405483301
2028 bonds: XS2209344543

**Consolidated into 2027 bonds ISIN XS2081474046 from 15 March 2021*

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The historical figures related to HELLA included in this presentation have been provided to Faurecia by HELLA within the context of the acquisition process. These historical figures have not been audited or subject to a limited review by the auditors of Faurecia. HELLA remains a listed company. For more information on HELLA, more information is available on www.hella.com.

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