



# 2023 Sustainability Report

Governance | Planet | Business | People

**FORVIA**  
Inspiring mobility

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# FORVIA

Inspiring mobility

## Our vision

Mobility is at the heart of people's lives and what matters to them: moving freely and caring for the planet, in their own way.

## Our mission

We pioneer technology for mobility experiences that matter to people.

## *Inspired to care*

our sustainability journey

Driven to inspire the future, we are ourselves inspired to care.

For the planet, our business and society, this is our approach to sustainability.



**Climate change is an existential challenge for all. It calls for a rapid and profound transformation of our industry and a great capacity for innovation to meet these challenges. It requires our transition to net zero, as well as supporting our customers in their drive to create more sustainable vehicles.**

2023 was a year of acceleration on both fronts. We are one year ahead of our planned schedule to be carbon neutral in scopes 1 and 2 by 2025. In our plants, we are improving energy efficiency and increasing the use of renewable power, either by generating it at our sites or purchasing it from providers. Building on existing deals, we boosted our renewable energy capacity to up to 70% across Europe.

When it comes to products, we are committed to reducing CO<sub>2</sub> emissions by 45% by 2030, with the design approach “using less, using better and using longer”. This involves working with fewer

raw materials, developing low-carbon materials, transitioning to frugal architecture, and creating products that last longer and are easier to recycle.

We are also advancing ultra-low and zero-emission mobility by pioneering hydrogen technologies and solutions for battery electric vehicles.

In 2023, in Fengcheng, China, we inaugurated our first net zero plant, which is an industry-leading example of sustainable production. To reduce the footprint of our sites worldwide, we follow eco-design standards encompassing every aspect of the environment, from energy efficiency, waste management and water use to preventing pollution and preserving biodiversity.

Our goal is to address future mobility needs with sustainable solutions that benefit our customers, consumers and the planet. This is a challenging but exciting task for all our teams, and we sincerely thank everyone who is working in or with the Group to advance our mission.




**PATRICK KOLLER**  
FORVIA Chief Executive Officer



**MICHEL DE ROSEN**  
FORVIA Chairman of the Board of Directors



**The fight against global warming and the quest for a more inclusive world are increasingly at the heart of societal concerns. Faced with these challenges, FORVIA is a pioneer among the automotive sector industrial players.**

The SBTi's approval of the Group's 2045 Net Zero roadmap is highly encouraging, and on this path, 2023 was another year of concrete actions.

On scopes 1 and 2, FORVIA's ambition and speed are faster than the industry average. On scope 3, which is more challenging as it involves the value chain, upstream and downstream, FORVIA is demonstrating significant breakthroughs, particularly due to its investment in sustainable materials. This is a key lever for transforming industrial products and making them sustainable. Beyond climate, the Group is committed to improving the environmental performance of its plants – waste and water management optimization, biodiversity –, building a responsible supply chain, promoting diversity and inclusion, and advancing societal engagement.

From the investment in technologies to the priorities set by the leadership team, FORVIA is walking the talk when it comes to sustainability – step by step. A lot has been achieved, and there is still work ahead. The journey continues.



**JEAN-BERNARD LÉVY**

Member of FORVIA Board of Directors,  
Chairman of the Governance, Nominations  
and Sustainability Committee



Sustainability is a global challenge to which we are deeply committed. Our efforts extend across various aspects of sustainability: we are reducing our ecological footprint and endeavouring to lower our CO<sub>2</sub> emissions. To contribute to this, we focus on our energy mix as well as sustainable product design.

In addition, we are committed to social responsibility. Promoting diversity and fair, attractive working conditions in our business operations as well as in our supply chains, and supporting local communities are cornerstones of our social commitment. In the economic sphere, we strive to integrate ethical principles in all our business decisions. We achieve this through responsible corporate governance, global process standards and transparent reporting.

This report provides insights into our sustainability efforts.

**We are proud of what we have achieved, but acknowledge that we are still at the beginning of our journey towards a sustainable future.**

Together, we can bring about positive change.



**BERNARD SCHÄFERBARTHOLD**

FORVIA HELLA Chief Executive Officer

# FORVIA in brief

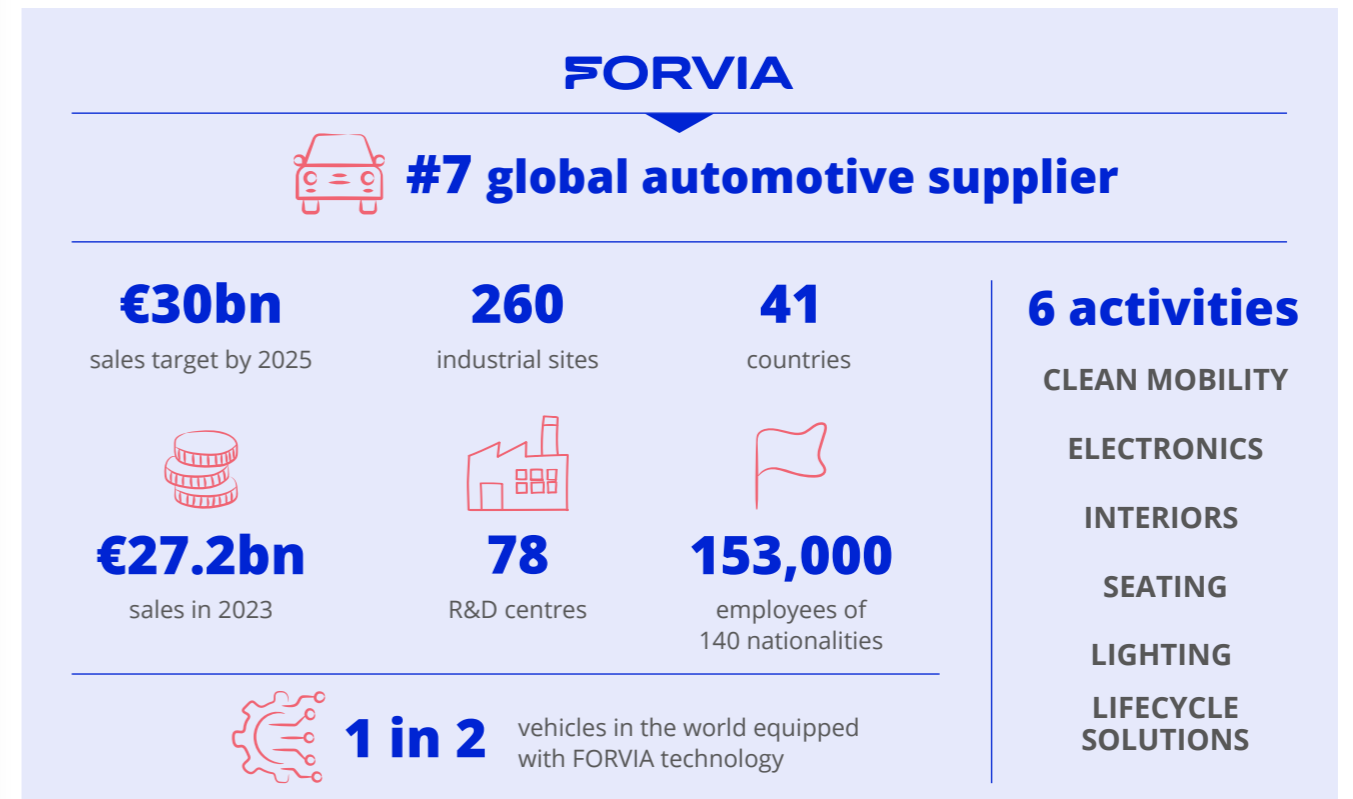
With the acquisition of a controlling interest in HELLA, Faurecia and HELLA have created FORVIA, a global automotive supplier with an advanced technology portfolio and innovation capability.

Aligned with key industry megatrends and fast-growing technology areas, FORVIA is uniquely placed to bring solutions for safe, sustainable, advanced and customized mobility. The company is organized into six Business Groups, which are accountable for operational performance and total customer satisfaction.

The Group's key initiatives for sustainable development, and in particular its ambition to become net CO<sub>2</sub> neutral by 2045, are based on its strong convictions and values. Its transformation is embedded in a robust, ethical and efficient corporate governance structure.

This document enables all stakeholders to better understand the company's vision and strategy for profitable growth. FORVIA's business model is focused on creating value for all its stakeholders, in terms of both financial and non-financial performance, over the short and long term.

Figures as of end 2023



**A transformative mindset**

At FORVIA, we believe that embracing a bold ambition inspires us **to push the boundaries** and play our part in driving positive change.

**A strong ESG commitment**

By placing **sustainability at the heart of our strategy**, we care for our planet, conduct business in a responsible way and positively contribute to society.

**A broad portfolio**

At FORVIA, we offer a unique and broad technology portfolio **for advanced and customized mobility experiences**.

**A people-centric approach**

United around a common passion, we leverage the diversity and expertise of our **150,000 employees** to offer mobility solutions **designed for people**.

For further information please consult the Group's website [www.forvia.com](http://www.forvia.com).

# Our sustainability convictions



Our world is in a state of permanent disruption and faces major environmental and social challenges. These include, among others, urbanization, population growth, climate change, scarce resources and technological change.

**As a company, we strongly believe that we play a key role in facing up to these challenges, and that we can make a difference.**

**We have started to have a positive impact on society and the planet by:**

- reducing our CO<sub>2</sub> footprint and offering solutions for sustainable mobility
- investing in technology and new business models
- engaging in open, responsible and balanced dialogue with our stakeholders
- contributing to economic development and the creation of social value through local hiring
- encouraging the broadest possible diversity in our recruitment processes and career management, while fostering workplace conditions that are tailored to individual needs
- providing training and career advancement for our employees.

And we will continue to move forward: this is the cornerstone of FORVIA's commitment to sustainability.



As of March 1, 2024

## Board of Directors



## Executive Committee



**FORVIA SE:** 1. Michel de ROSEN - Chairman of the Board. 2. Patrick KOLLER - Chief Executive Officer. 3. Daniel BERNARDINO - Employee representative. 4. Michael BOLLE - Board member. 5. Judy CURRAN - Head of Automotive Strategy of ANSYS. 6. Odile DESFORGES - Board member. 7. Esther GAIDE - Board member. 8. Penelope HERSCHER - Board member. 9. Valérie LANDON - CEO France and Belgium, Credit Suisse. 10. Jean-Bernard LÉVY - Board member. 11. Denis MERCIER - Deputy Chief Executive Officer of Fives Group. 12. Nicolas PETER - Board member. 13. Robert PEUGEOT - Permanent representative of Peugeot 1810, Chairman of the Board, Peugeot Invest. 14. Emmanuel PIOCHE - Employee representative.

15. Victoria CHANIAL - Executive Vice-President, Group Communications, Public Affairs and Sustainability. 16. Olivier DURAND - Executive Vice-President, Group Chief Financial Officer. 17. Nik ENDRUD - Executive Vice-President, Americas. 18. Jill GREENE - Executive Vice-President, Group General Counsel and Board Secretary. 19. Olivier LEFEBVRE - Executive Vice-President, Group Industrial Operations & Clean Mobility. 20. MA Chuan - Executive Vice-President, China. 21. Jean-Paul MICHEL - Executive Vice-President, Interiors. 22. Dr. Christopher MOKWA - Executive Vice-President, Strategy & Digital Transformation. 23. Thorsten MUSCHAL - Executive Vice-President, Sales & Program Management. 24. Christophe SCHMITT - Executive Vice-President, Seating. 25. Jean-Pierre SOUNILLAC - Executive Vice-President, Group Human Resources. 26. François TARDIF - Executive Vice-President, Asia Business Region & Faurecia Clarion Electronics.

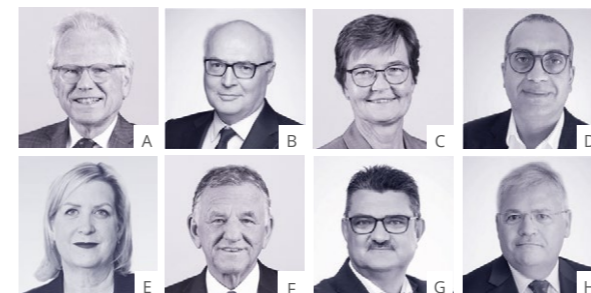
FORVIA

## Members of the FORVIA SE Board of Directors and Executive Committee and of the HELLA Shareholders' Committee and Management Board

FORVIA  
HELLA

As of March 1, 2024

## Shareholder Committee



## Management Board



**FORVIA HELLA:** A. Dr. Wolfgang ZIEBART - Chairman of the HELLA Shareholders' Committee, Independent Advisor. B. Patrick KOLLER - Vice Chairman of the Shareholders' Committee and Chief Executive Officer of FORVIA SE. C. Judith BUSS - Member of the HELLA Supervisory Board and Chairwoman of the Audit Committee, Independent Advisor. D. Olivier DURAND - Executive Vice President, Chief Financial Officer of FORVIA SE. E. Jill GREENE - Executive Vice President, General Counsel & Board Secretary of FORVIA SE. F. Andreas RENSCHLER - Chairman of the HELLA Supervisory Board, Independent Advisor. G. Christophe SCHMITT - Executive Vice-President, FORVIA SE Seating. H. Jean-Pierre SOUNILLAC - Executive Vice President, Group Human Resources of FORVIA SE.

I. Bernard SCHÄFERBARTHOLD - Chief Executive Officer. J. Yves ANDRES - Managing Director Lighting. K. Stefanie RHEKER - Managing Director Human Resources. L. Stefan VAN DALEN - Managing Director Lifecycle Solutions. M. Philippe VIENNEY - Chief Financial Officer. N. Jörg WEISGERBER - Managing Director Electronics.

# FORVIA's 2023 sustainability performance

At the date of publication of this report, Faurecia owns more than 80% of HELLA, and the two companies form the FORVIA Group. The consolidation of FORVIA Group data is underway for certain topics. To ensure a better understanding, it is important to note the following points:

- At the end of May 2023, the company Faurecia SE (European company) became FORVIA SE. When the term 'FORVIA SE' is used, it refers to the scope of the former Faurecia SE entity.
- When the term 'FORVIA' is used, it refers to the combined scope of Faurecia SE and HELLA.

## Governance<sup>(1)</sup>

A diverse, international, multidisciplinary Board of Directors

4

Executive Committee meetings on sustainable transformation initiatives per year



83%

independent Board members

14

Board members, including 2 employee representatives and 5 women (42%)

1

'Governance, Nominations & Sustainability' Board Committee

2

ESG criteria linked to remuneration (gender diversity and CO<sub>2</sub> emissions)

## Planet

0.69

CO<sub>2</sub> emissions scopes 1 & 2 (MtCO<sub>2</sub>eq)

13.5

CO<sub>2</sub> emissions scope 3 (MtCO<sub>2</sub>eq) (excluding use phase of sold products)

8.9

waste intensity (tons waste/€ millions of sales)

26

CO<sub>2</sub> intensity (tCO<sub>2</sub>eq scopes 1 & 2 / € million of sales)

120.3

water intensity (m<sup>3</sup>/€ million of sales)

24.9%

share of revenues aligned with the green taxonomy



## Business

97%

of targeted employees trained in the Code of Ethics

2.70

accidents with and without lost time per million hours worked (FR1t indicator)

84%<sup>(2)</sup>

of direct purchasing volume assessed for CSR performance (representing about 2,000 direct suppliers)

45/100

minimum score for suppliers assessed by EcoVadis



## People

27%<sup>(1)</sup>

of women among the top 300 leaders

28.6%

of women among managers and skilled professionals

26.9<sup>(1)</sup>

training hours per employee per year

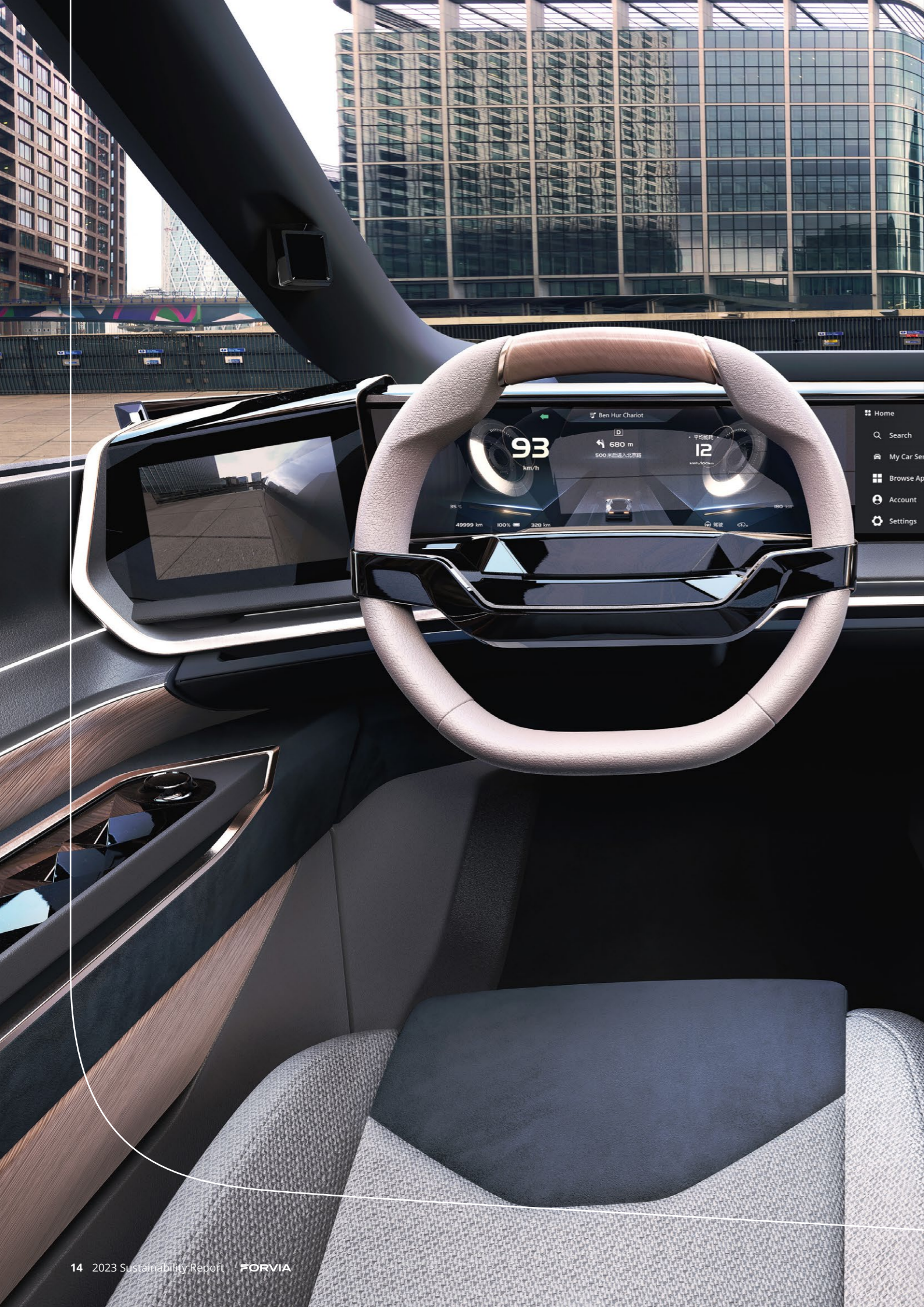
15%<sup>(1)</sup>

of employees involved in local societal actions



(1) FORVIA SE data (excluding HELLA)

(2) FORVIA scope including the top 200 suppliers in HELLA's panel



01

# Governance



Sustainability integrated into corporate governance

**FORVIA's governance structure relies on the best standards of independence, transparency, openness, inclusiveness and responsibility for the Group's strategic and operational business.**

The governance structure includes complementary governance bodies at FORVIA SE and HELLA with efficient decision-making processes at all levels of the Group. It takes into account every financial, societal, social and environmental challenge in light of the Group's convictions, values and commitments.



# 1.1 Robust & committed governance

## 1. FORVIA SE Board of Directors

The Board of Directors determines FORVIA SE's business, financial and economic strategies and oversees their implementation, in accordance with corporate aims and taking social and environmental challenges into consideration. The Board meets at least four times a year.

### Enhanced independence

As a result of the FCA and PSA merger, the distribution by Stellantis in 2021 of its stake in FORVIA SE to its shareholders allowed the Group to affirm its business strategy as an independent company. The resulting enhanced independence was reflected in a change in governance, with a large majority of independent members sitting on the Board of Directors.

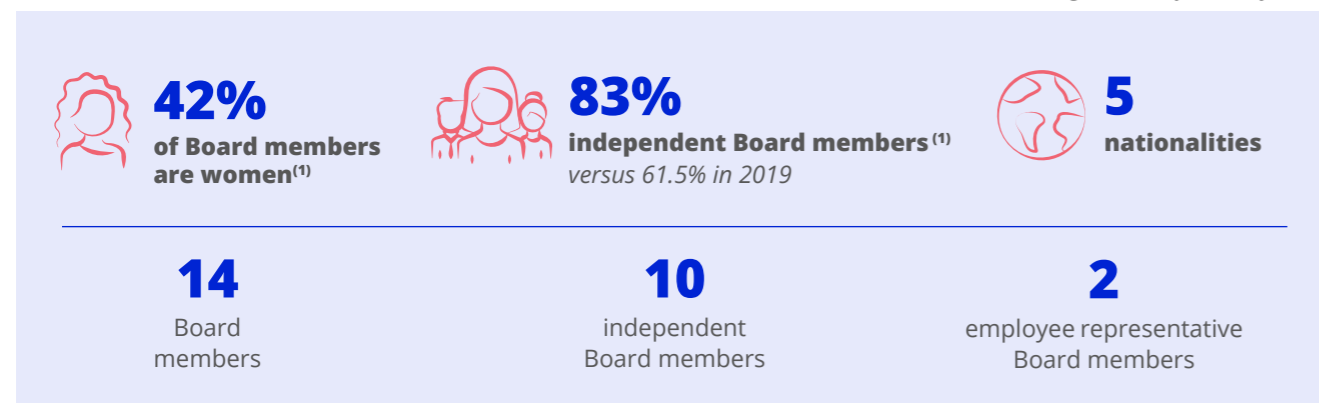
### Three dedicated committees

Three permanent committees are tasked with preparing discussions on specific topics. They issue proposals,

opinions and recommendations within their areas of expertise, with a sustainability issue integrated into each:

- **Audit Committee**  
Reviews the Group's risk mapping
- **Compensation Committee**  
Reviews the compensation policy for top management
- **Governance, Nominations and Sustainability Committee**  
Steers and assesses the company's ethics and compliance policies as regards good governance practice, and reviews the social and environmental responsibility roadmap and action plans.

Figures as of January 2024



(1) Excluding employee representative Board members

## 2. FORVIA SE Executive Committee

The Executive Committee has an international, diverse membership. It meets at least once a month to review the Group's results and discuss operations and strategy. Operating under the responsibility of the Chief Executive Officer, the FORVIA SE Executive Committee is composed of the CEO and 13 Executive Vice Presidents from the Group's international Business Groups and support roles.



## 3. Full involvement of FORVIA SE employees in company shareholding

The employee shareholding scheme and the existing top managers' shareholdings bring employee share ownership to over 2.4% of the company's capital.

### HELLA governance

On August 14, 2021, FORVIA SE and HELLA publicly announced their intention to combine their businesses. Since January 2022, FORVIA SE has held a controlling interest, with 81.6% of HELLA shares, becoming HELLA's new controlling shareholder.



### HELLA governance bodies

- **Management Board:** oversees the strategic and operational management of the HELLA Group.
- **Shareholders' Committee:** monitors and advises the Executive Board management, decides on management issues, decides on measures requiring management's approval.
- **Supervisory Board:** supervises and advises management.
- **Annual General Meeting:** exercises control rights, elects shareholder representatives to the Supervisory Board and Shareholders' Committee.

### 12 key skills and areas of expertise that set the company apart

Members of both Boards and the Executive Committee hail from a wide range of backgrounds and contribute diverse and complementary skills.

- Experience in FORVIA's core businesses
- Knowledge of the market in a specific geography
- Experience in an industrial company
- Risk management
- Leadership & crisis management
- Banking/ Finance
- Governance/ management of a large company
- Automotive technologies
- International experience
- CSR
- Data-based technology/digital expertise
- Energy/ Electrification



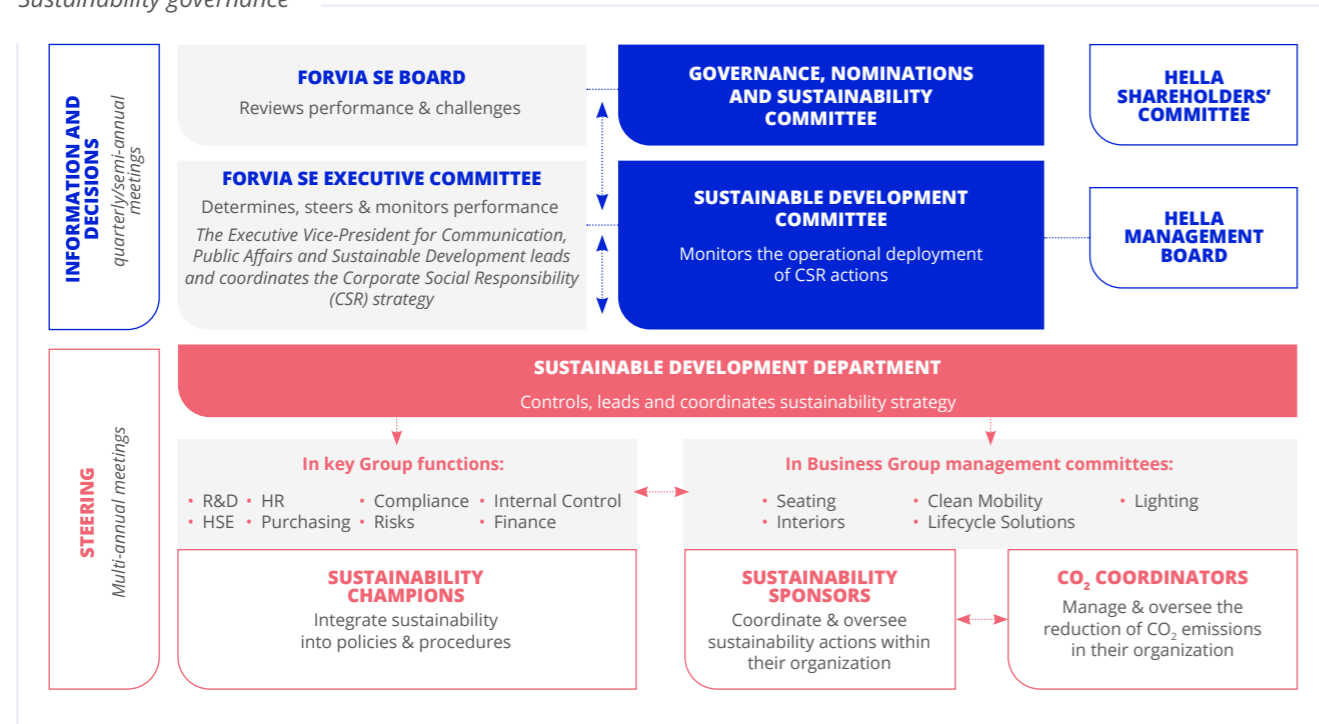
# 1.2 Sustainability governance

## 1. Driving the Group's sustainability strategy

Over the years, sustainability has become an integral part of FORVIA's decision-making process. Given the importance and scope of the sustainability issues involved in many strategic decisions, each governance body handles these issues within its area of expertise.

At FORVIA SE's Executive level, sustainability is led by Victoria Chanial, Executive Vice President for Communication, Public Affairs and Sustainability, working together with the Sustainable Development Executive Committee, which includes one HELLA representative.

Sustainability governance

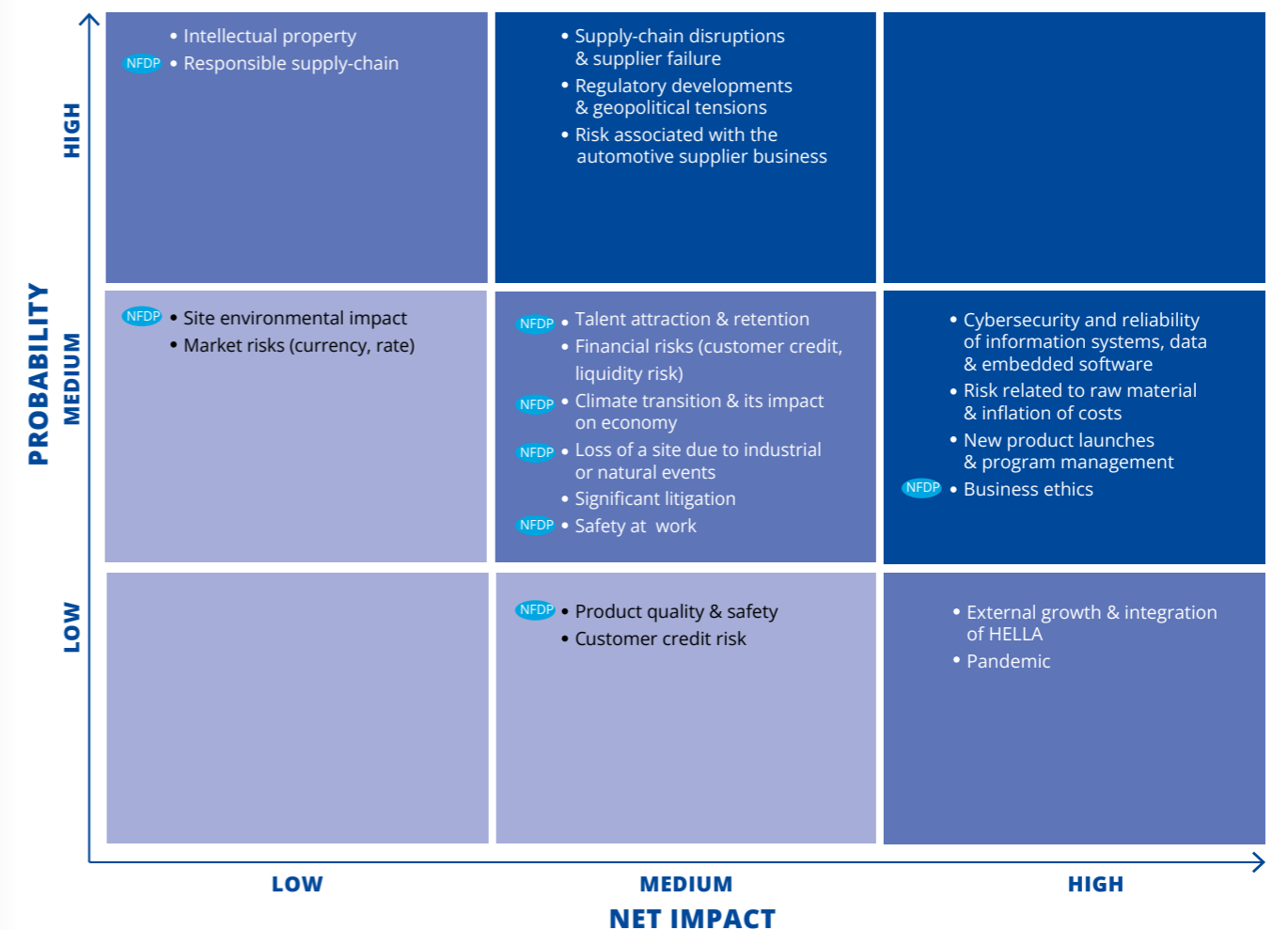


## 2. Sustainability embedded in the Group's processes & decision-making

### Group risk mapping integrating extra-financial risks

FORVIA SE's list of extra-financial risks is based on an in-house materiality analysis carried out in 2018 by a multidisciplinary working group from various departments. Comparisons were drawn with a risk universe for peers within the automotive sector. The preliminary list of risks was based on a methodology linked to frequency of occurrence and

degree of seriousness, which was then discussed in around 20 interviews with external stakeholders. The Executive Committee then approved a final list of risks and opportunities. These are updated on a yearly basis, and supplemented by the sustainability roadmap monitoring indicators.



### FORVIA's sustainability-linked remuneration criteria

	Short-term variable compensation	Long-term variable compensation
<b>FORVIA SE Chief Executive Officer</b>	<b>15%</b> of variable compensation linked to <b>scope 1 &amp; 2 CO<sub>2</sub> neutrality</b> results  Qualitative objective linked to the <b>implementation of sustainability convictions</b> and the sustainability roadmap in the execution of the strategy	<b>10%</b> of performance shares linked to <b>gender diversity objectives</b>  <b>15%</b> of the allocation of performance shares is linked to <b>CO<sub>2</sub> neutrality results on scope 1 &amp; 2 objectives</b>
<b>FORVIA SE top 300 senior executives</b>	<b>15%</b> of variable compensation linked to <b>scope 1 &amp; 2 CO<sub>2</sub> neutrality</b> results	<b>10%</b> of performance shares linked to <b>gender diversity objectives</b>  <b>15%</b> of the allocation of performance shares is linked to <b>CO<sub>2</sub> neutrality results on scope 1 &amp; 2 objectives</b>
<b>FORVIA SE 4,800 managers</b>	<b>15%</b> of variable compensation linked to <b>scope 1 &amp; 2 CO<sub>2</sub> neutrality</b> results	
<b>HELLA Management Board</b>	<b>7.5%</b> of 2023 variable compensation linked to the <b>accident rate and to CO<sub>2</sub> intensity scopes 1 &amp; 2</b>	<b>25%</b> of compensation targets are linked to <b>CO<sub>2</sub> and gender diversity targets</b>

### Internal strategic plan process: Business Groups & functions integrating sustainability

As part of an annual internal process, Business Groups present their 3-year strategic plan to FORVIA SE Executive Committee members, integrating the greenhouse gas footprint reduction roadmap and more broadly the sustainability roadmap, including implementation strategies (planning, budget, resources, KPIs, etc.).

### Investment decisions steered by an internal CO<sub>2</sub>e price

Global warming, regulations, taxes and incentives will soon impact the CO<sub>2</sub>e footprint of vehicles. Since 2021, the Group has thus included a CO<sub>2</sub>e footprint price in new product development. The aim is to be in a position to make the right decisions and look ahead to the first vehicle production by 2025. The internal CO<sub>2</sub>e price will also be applied to the current product portfolio, incentivizing serial CO<sub>2</sub>e improvements.

**Internal CO<sub>2</sub>e price**  
**€100/tCO<sub>2</sub>e**

### Group strategy integrating climate risk transition



### Applying the 11 Task Force on Climate-related Financial Disclosure (TCFD) recommendations

FORVIA SE has integrated the 17 TCFD recommendations, broken down into four reporting categories: governance, strategy, risk management, and indicators and objectives.

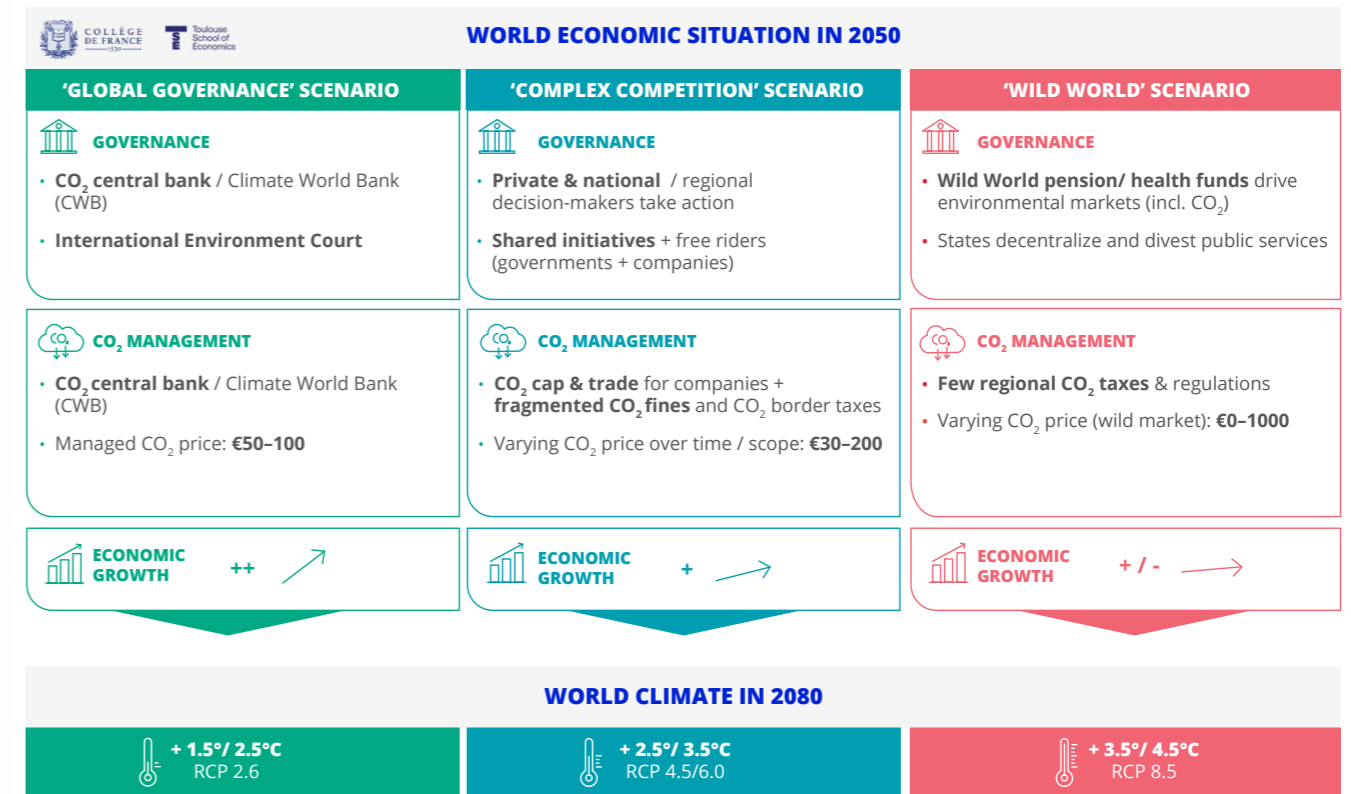


### Climate-based scenarios: assessing the effects of climate transition for the Group

As part of these TCFD recommendations, FORVIA SE has developed three prospective climate-based scenarios (economic, social and environmental) in partnership with the Toulouse School of Economics. These scenarios are all related to the impacts of climate change. They take into account the disruptive effects of the climate transition and assess the resilience of the Group's strategy.

## Three climate-based scenarios are used to test the resilience of the Group's strategic plan

As per TCFD recommendations



# 1.3 Sustainability ecosystem

The Group adheres to international norms and standards, reflecting its commitment to best environmental, social and societal practices.

## PLANET

<b>SCIENCE-BASED TARGETS INITIATIVE (SBTi)</b> Defines and promotes best practices for setting science-based emission reduction targets aligned with the goals of the Paris Agreement.	<b>TCFD TASK FORCE ON CLIMATE-RELATED FINANCIAL DISCLOSURE</b> International initiative aimed at enhancing transparency regarding climate-related risks and opportunities through a reporting framework.	
World's first automotive company to be certified under the new net-zero standard CO <sub>2</sub> neutrality goal set by 2045	Recommendations implemented since 2019	
<b>HYDROGEN COUNCIL</b> A global initiative of leading energy, transport, and industrial companies sharing a long-term ambition for hydrogen to drive the energy transition.	<b>MOVIN'ON LAB</b> Innovative and collaborative Think and Do Tank established by Michelin to promote a better life through sustainable mobility.	<b>WE MEAN BUSINESS COALITION</b> A coalition led by seven NGOs (BSR, CDP, CERES, CLG Europe, Climate Group, The B Team, and WBCSD) aiming to catalyse business leadership and drive policy goals towards a net-zero economy.
Executive member of the Hydrogen Council and the French Hydrogen Council	Board member for over 6 years	Member since 2021

## BUSINESS

<b>ENTREPRISES POUR L'ENVIRONNEMENT (EPE)</b> A French organization bringing together 50 large French and international companies committed to better integrating environmental stakes into their strategic decisions and daily management.	<b>ISO 14001</b> International standard for the analysis and control of local environmental risks.	<b>ISO 9001 &amp; IATF 16949</b> International standard for quality management systems in the automotive industry.
Member	88% of production sites certified in 2023	100% of sites certified in 2023

## PEOPLE

<b>UN GLOBAL WOMEN'S EMPOWERMENT PRINCIPLES</b> Initiative established by the United Nations Global Compact and UN Women to promote gender equality and women's empowerment in the workplace.	<b>HAPPY INDEX TRAINEES</b> Certification recognizing companies' approach to the onboarding, support and management of their interns, apprentices and VIEs (volunteers for international experience).
Signatory since 2020	Certified

The Group also relies on recognized partners and methodologies to develop and monitor its sustainability strategy. It uses international reporting frameworks and certifications to ensure its transparency and guarantee the quality of its management systems and processes.

## TRANSVERSAL

<b>UNITED NATIONS SUSTAINABLE DEVELOPMENT GOALS (SDGs)</b> 17 global goals aimed at eradicating poverty, protecting the planet, and ensuring prosperity for all by 2030.	<b>10 PRINCIPLES OF THE UNITED NATIONS GLOBAL COMPACT</b> Initiative launched in 2000 by the United Nations to promote respect for human rights, international labour standards, environmental preservation and the fight against corruption.	
Support through CSR strategy: SDGs integrated into the Group's materiality analysis	Signatory since 2004	
<b>GLOBAL REPORTING INITIATIVE (GRI)</b>	<b>SUSTAINABILITY ACCOUNTING STANDARDS BOARD (SASB)</b>	<b>ECOVADIS</b>
Non-financial performance disclosure and reporting prepared following GRI standards, Core option	Analysis of non-financial challenges: <ul style="list-style-type: none"> <li>In comparison with a risk universe for automotive sector peers</li> <li>Based on recommendations made by SASB</li> </ul>	Annual in-depth assessment of the Group's suppliers since 2017

### FORVIA's ESG ratings

<b>CDP</b> CLIMATE ..... <b>A</b> SUPPLIERS ..... <b>A</b> WATER ..... <b>B</b> Scale: A to D	<b>SUSTAINALYTICS</b> <b>NEGLECTIBLE RISK</b> N°9 in the automotive parts sector	<b>MSCI</b> <b>A</b> Scale: AAA to CCC	<b>MOODY'S   ESG</b> <b>62/100</b>
<b>ecovadis</b> FORVIA SE: <b>74/100</b>	<b>FTSE4Good</b> <b>4/5</b> Listed in the FTSE4Good Index Series	<b>ISS ESG</b> <b>C</b> Scale: A+ to D-	



# 02 Planet

Care for the planet



## Commitments for the planet

KEY PERFORMANCE INDICATORS

FORVIA OBJECTIVES

	FORVIA IN 2023	2025	2027	2030
<b>Environmental footprint of operations</b>				
CO <sub>2</sub> emissions scopes 1 & 2 (MtCO <sub>2</sub> eq)	-41% ✓	Neutrality		
Waste intensity (metric tons/€ millions of sales)	Equal vs 2022 ✓	-28%	-34%	
Water intensity (m <sup>3</sup> /€ millions of sales)	-31%			
<b>Circular economy of products</b>				
CO <sub>2</sub> emissions full scopes (1, 2, 3) (MtCO <sub>2</sub> eq)	-5% ✓			-45%



Reference year: 2019

✓ Key performance indicators audited by an independent third-party organization

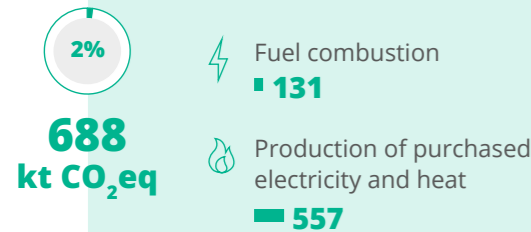
# 2.1 FORVIA's 2023 CO<sub>2</sub> emissions breakdown

## GREENHOUSE GAS EMISSIONS BREAKDOWN IN 2023 (FORVIA)

In kt of CO<sub>2</sub> equivalent

OBJECTIVES  SCIENCE BASED TARGETS | THE NET-ZERO STANDARD 

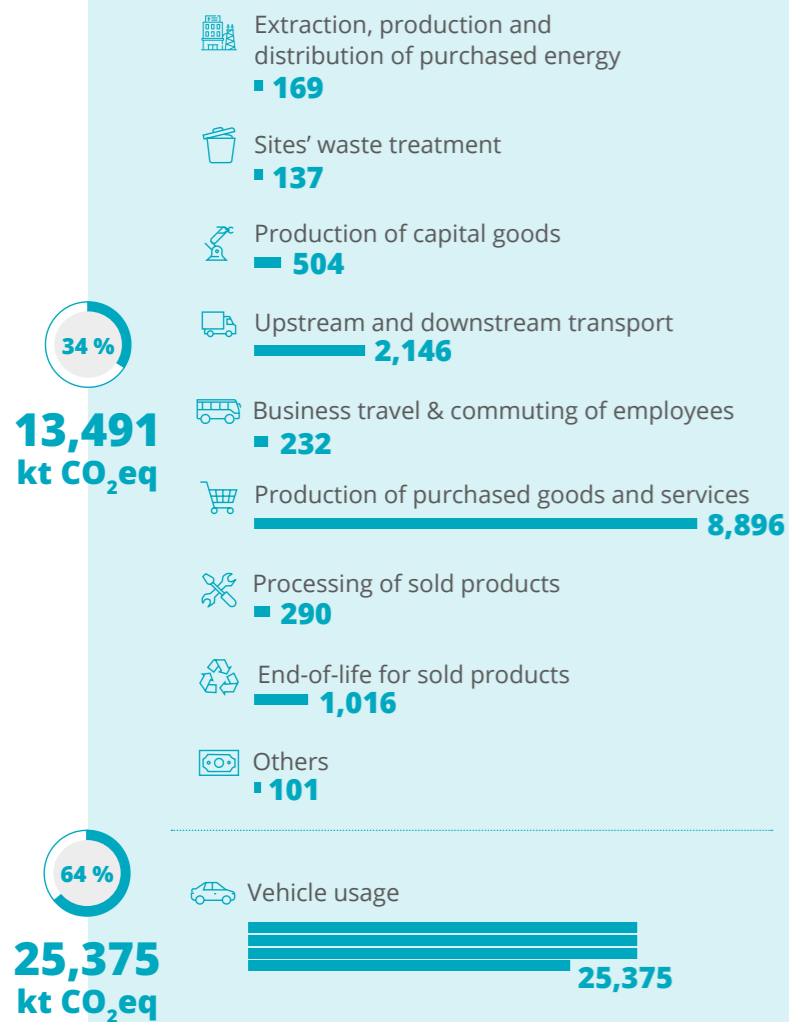
### SCOPES 1 AND 2



### CO<sub>2</sub> neutrality

- Clean energy**
- On-site production of **renewable energy**
  - External sourcing of **renewable energy**
- Energy efficiency**
- Digitalization** and smart meters
  - Electrification** of processes and heat production
- 2025**

### SCOPE 3



### -45% CO<sub>2</sub> emissions

- Use less**
- Lightweight solutions
  - Eco-design
- Use better**
- Green manufacturing
  - Recycled materials
  - Bio-based materials
- Use longer**
- Recyclability
  - Modularity
- 2030**

## FORVIA's SBTi net-zero commitments



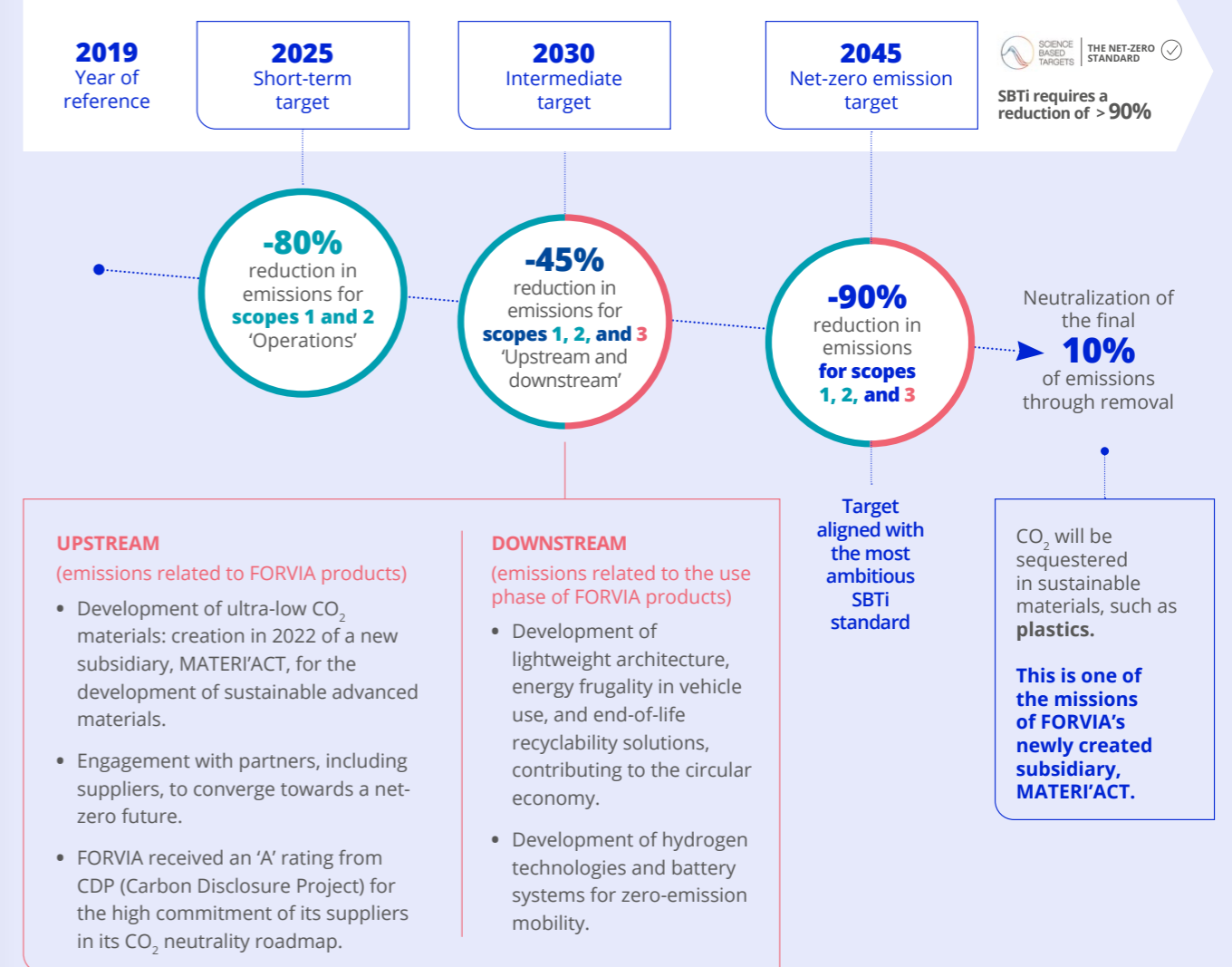
In June 2022, FORVIA became the first French company and the first global automotive company to receive the new SBTi Net-Zero Standard certification.



Recent years have seen an influx of net-zero commitments from companies. The SBTi Net-Zero Standard was launched to combat criticisms about the consistency of the quality and goals of these commitments. It provides a credible, independent assessment of corporate short- and long-term net-zero targets in line with climate science.

The Net-Zero Standard requires companies to become CO<sub>2</sub> net zero no later than 2050, and to show evidence of a common, robust, science-based understanding of what this entails. Certification is a way for companies to demonstrate to stakeholders that their emissions reduction targets are of a pace and scale required to limit long-term global warming to 1.5°C by the end of the century compared to the pre-industrial period.

### FORVIA's SBTi Net-Zero Standard-approved roadmap



# 2.2 Reduction of CO<sub>2</sub> (scopes 1 & 2) & environmental footprint in operations

## OUR VISION

Reducing FORVIA's environmental footprint involves neutralizing the greenhouse gas footprint in all of the Group's activities. FORVIA is also committed to applying international environmental standards in all of its sites, and works on a daily basis to reduce, recover or recycle waste generated throughout the production chain, wherever possible.

Similarly, the company is committed to using water more efficiently and to closely monitoring the use of chemicals and volatile organic compound emissions.



## OUR APPROACH

### 1. CO<sub>2</sub> neutrality in operations (scopes 1 & 2) by 2025

#### Actions to accelerate the energy transition and increase energy savings

To reach its goal of operational CO<sub>2</sub> neutrality, FORVIA launched a global energy transition plan for 2020–2025. The Group has identified four levers to achieve its goal:

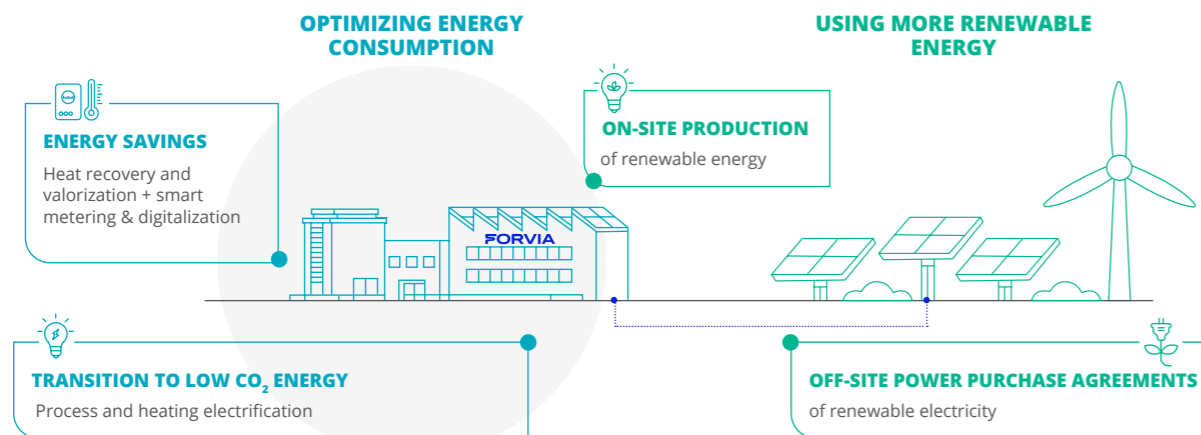
- Energy savings, in particular through smart meters, digitization, and the recovery and recycling of heat from manufacturing processes
- Production of renewable energy on site (solar)
- Development of renewable energy through long-term electricity purchase contracts (Power Purchase Agreements: PPAs)
- Electrification of processes and heat production

#### 2023 FIGURES

**2,471 GWh**  
global energy consumption in 2023

**-26%**  
in energy intensity from 2019 to 2023

FORVIA's actions to meet the target of CO<sub>2</sub> neutrality across its sites by 2025 (scopes 1 & 2)



## FORVIA Power Purchase Agreements (PPAs)

FORVIA is stepping up its strategy to become CO<sub>2</sub> neutral by signing Power Purchase Agreements (PPAs) with strategic partners in the medium and long term. On-site PPAs involve setting up facilities and producing renewable energy on FORVIA sites. In parallel, off-site PPAs will allow the Group to source renewable energy from externally located assets. Leveraging these strategic collaborations with leading global partners will allow FORVIA to speed up and improve its energy resilience.

### On-site PPAs with Engie and EDP 15-year contract signed in 2022



### Off-site PPAs 10-year contract signed in 2022



100 hectares of solar panels on  
**150 sites in 22 countries**

**130 MWp**  
of cumulative capacity ultimately

**7%**  
of FORVIA's global electricity consumption

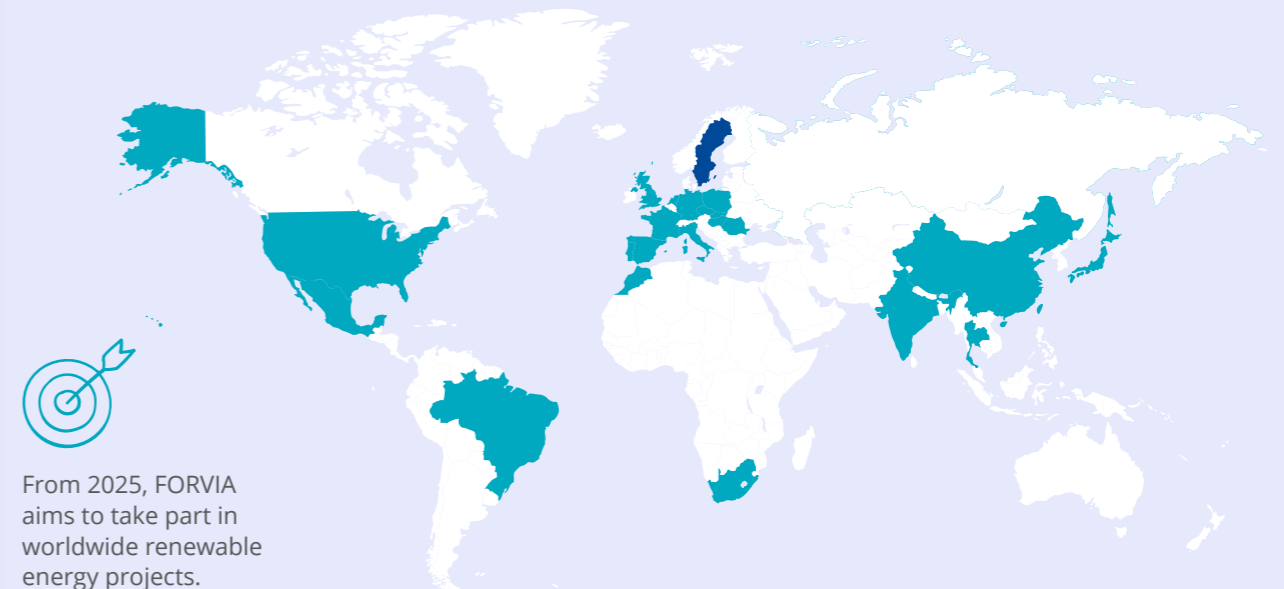
**50 sites**  
contracted for a projected capacity of 61 MWp at end 2023

**37**  
wind turbines in two locations in Sweden

**643 GWh/year**  
now in production

**25%**  
of FORVIA's global electricity consumption

■ On-site PPAs ■ Off-site PPAs



### Building a CO<sub>2</sub> neutrality plan with a strong ecosystem

From planning to action – measuring the Group’s CO<sub>2</sub> footprint, developing a roadmap and implementing action plans – FORVIA relies on an ecosystem of expert partners to achieve its CO<sub>2</sub> neutrality goals and ensure compliance with the most advanced requirements.

### Sustainable Development department

The CO<sub>2</sub> neutrality project is managed as part of the Sustainable Development department, reporting to the Executive Committee. Its holistic implementation includes an operational interface network for all Business Groups and support functions. A monthly and global dashboard of key indexes is used to closely monitor the roadmap and react appropriately.

### Compensation for managers that integrates CO<sub>2</sub> neutrality criteria

To involve all teams in achieving CO<sub>2</sub> neutrality, the managers’ compensation scheme includes a CO<sub>2</sub> reduction component:

Top 300 senior executives: 15% of short-term compensation is linked to CO<sub>2</sub> neutrality results of scope 1 & 2 objectives

- All 4,800 managers eligible for variable compensation have 15% of their short-term compensation linked to CO<sub>2</sub> neutrality results of scope 1 & 2 objectives.

FORVIA’s ecosystem of expert partners

## Deloitte. sustainability leadership advisor



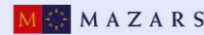
### FOOTPRINT



the protocol used to publish all scopes (with assessment of uncertainties)

### Deloitte.

calculates footprints (scopes 1, 2, 3) since 2019



audits results for all scopes



### ROADMAP



advises on disclosure of roadmaps for scopes 1 & 2



used to assess and validate the roadmaps for scopes 1 & 2 as 1.5°C compliant



### ACTION PLANS



advises on on-site PPAs



advises on off-site PPAs and developing energy-saving solutions

### accenture

sets industry benchmarks; identified first action plans (scopes 1, 2, 3); supports project management



develops energy-saving solutions and installs solar panels on site



installs solar panels on site

## 2023 HIGHLIGHTS

### ‘Energy Efficiency as a Service’ program

Partnering with Engie, Schneider Electric and Green Yellow, FORVIA assessed the energy-saving potential of over 100 sites, leading to detailed optimization studies. By the end of 2023, over 60 plants worldwide had signed ‘Energy Performance Contracts’, translating identified optimization opportunities into concrete actions through investment in efficiency measures.

### Climate adaptation

FORVIA entrusted AXA-Climate with the analysis of potential climate hazards at its sites by 2030 and 2050, depending on two IPCC scenarios.

### Developing the skills of our on-site teams

To better apply its best practices, in 2023, the Group developed a digital role-playing game with CiViTime, placing players in a global competition between sites. Plunged into the heart of a climate crisis scenario, participants must adapt and guide the transformation of their site towards CO<sub>2</sub> neutrality. This role-playing game is intended for all site management committees around the world. Since its launch in 2023, it has been made available to more than 200 sites.



Solar rooftop on a FORVIA production site, Allenjoie, France



## 2. Environmental footprint

### Improving sites' environmental performance

FORVIA has committed to ISO 14001 environmental certification for its production plants that have been operational for more than two years, based on the principle of continuous improvement.

### Avoiding, managing and recovering waste

Sites implement local initiatives to improve the reduction, sorting and recovery of product waste and to reincorporate production scraps into processes as much as possible. Actions range from reducing production waste, strengthening sorting practices, setting up recycling systems to recover waste externally, and reusing packaging.



### Making better use of water resources

FORVIA industrial processes consume a modest amount of water:

**2/3** of the Group's consumption for sanitary use (showers, catering, toilets)

**82%** of total water consumption is released to the public wastewater network

Improved water management is based on accurate monitoring, leak prevention and closed-loop use. The Group is preparing a plan to reduce the water consumed from the city network by prioritizing 'water stress' areas and installing rainwater harvesting systems at new FORVIA sites (around 15-20 sites per year).

### Preventing environmental pollution

#### Limiting the use of hazardous chemical products

FORVIA has implemented a data system for managing substances throughout the supply chain for all its procured products (based on the International Material Data System [IMDS] OEM declaration system specific to the automotive sector). It performs upfront lifecycle analysis and prevention for process byproducts that may impact the environment. Among other benefits, this system provides the Group with complete information about the substances entering its products in compliance with directives such as the European Union's REACH (Registration, Evaluation and Authorization of Chemicals) regulation. Its actions consist initially of identifying substances of concern, then anticipating and proposing substitutes.

#### Limiting volatile organic compound (VOC) emissions from production

FORVIA monitors and limits atmospheric VOC emissions related to its business.

### Avoiding accidental discharge into water and soil

To eliminate the risk of accidental discharge inherent to industrial activity, FORVIA trains all site operators in anticipating risks and reacting correctly in the event of an accidental spill, in particular via its '10 green fundamentals' training program. All ISO 14001-certified sites integrate the prevention of this risk into their management system. FORVIA assesses the environmental risks of its industrial projects by systematically conducting environmental audits and subsoil studies when appropriate. In the case of industrial restructuring resulting in plant closures, the Group systematically assesses the environmental impact and carries out a soil and subsoil study when appropriate.

#### 2023 HIGHLIGHTS

The Group pays particular attention to the quality of its wastewater. Analyses are systematically carried out on all sites, in accordance with local standards and regulations. FORVIA then consolidates the data at Group level to be able to manage this effectively. In 2023, the Group consolidated the quantities of heavy metals and chemical oxygen demand (COD) discharged at the exit of a site; these parameters are identified in the environmental permits of certain sites.

#### Quantity of wastewater discharge:

**95,000 kilos** of chemical oxygen demand (COD)      **48 kilos** of heavy metals

### Reducing impacts on biodiversity

FORVIA is committed to limiting its impact on biodiversity by reducing the effects of its activities on the soil and the air. The Group has mapped its sites located close to protected areas, and takes action to reduce the pressure on these areas. Protected areas close to FORVIA sites include:

- natural areas containing fauna and flora (interest type 1 or 2)
- areas containing protected species that are endangered or liable to become endangered (e.g. leopards, ground squirrels, etc.)
- protected natural water areas (rivers and streams).

From 2023, every FORVIA site has been required to implement actions to preserve biodiversity as one of the '10 green fundamentals', which involves identifying impacts on biodiversity and taking measures to limit these, such as banning the use of herbicides or insecticides, controlling light pollution and raising employee awareness.

#### Biodiversity mapping

Of FORVIA's 300 sites worldwide, four were identified close to an 'Area of Zero Extinction' and drew up a plan for restoration actions with an external expert.

### Partners for biodiversity



To reduce the footprint of its sites, FORVIA joined Act4Nature in 2022. This international alliance, led by the French organization Enterprises for the Environment (EpE), was launched to accelerate concrete action by companies to promote biodiversity. Within this framework, the Group has set SMART (Specific, Measurable, Attainable, Relevant and Time-bound) targets for biodiversity, water, waste and the environment.



#### FORVIA Green Factory White Book

FORVIA has created a guide listing the environmental constraints to be considered and the best practices to be applied when developing a new site (the Group develops about 15 to 20 new sites per year). It includes the identification and management of potential impacts on biodiversity.

#### 2023 FIGURES

**88%**

of production plants were ISO 14001 certified

**227,000 t**

of waste generated by sites (of which 63% was non-hazardous)

**68%**

waste recycling rate

**3,055,000m<sup>3</sup>**

of water consumption

**794t**

of volatile organic compound (VOC) emissions



FORVIA Technology & Customer Center - Hanover, Germany

## FORVIA Act4nature commitment

### BIODIVERSITY

Improve knowledge of natural habitat and biodiversity conservation areas around sites to reduce local footprint



2023 ACTIONS		ROADMAP	
<p><b>100%</b> of Group sites</p> <ul style="list-style-type: none"> <li>are <b>mapped</b> using the <b>Integrated Biodiversity Assessment Tool (IBAT) database</b><sup>(1)</sup></li> <li>have a <b>biotope coefficient</b><sup>(3)</sup></li> <li>have implemented recommendations from the <b>10 green fundamentals</b>, particularly regarding <b>surrounding biodiversity</b></li> </ul>		<p><b>2024</b></p> <p><b>Impact studies:</b></p> <ul style="list-style-type: none"> <li>On <b>surrounding biodiversity</b> as part of the <b>10 green fundamentals</b></li> <li><b>Biodiversity</b> of the most relevant value chain <b>market segments</b></li> </ul>	<p><b>2025</b></p> <p>In the framework of the <b>10 green fundamentals</b>, implementation of <b>biodiversity actions</b> for relevant sites</p>
<p><b>25 sites</b> identified within <b>15 km</b> of at least <b>three Key Biodiversity Areas (KBAs)</b><sup>(2)</sup></p>	<p><b>4 sites</b> near <b>Alliance for Zero Extinction (AZE)</b><sup>(4)</sup> locations have developed a <b>biodiversity conservation and restoration plan</b> with an external partner</p>		

### WATER

Improve knowledge and identification of sites according to their level of exposure to the risk of water stress and promote a system-wide culture of water conservation

2023 ACTIONS		ROADMAP	
<p><b>100%</b> of Group sites</p> <ul style="list-style-type: none"> <li>have been assessed based on the level of <b>water stress criticality</b> using the World Resource Institute's (WRI) Aqueduct database</li> <li>have implemented adaptation <b>plans to climate change</b>, incorporating flood and <b>water stress risk</b> assessed</li> <li>have integrated recommendations from the <b>10 green fundamentals on water management</b></li> </ul>		<p><b>2025</b></p> <p><b>Reduction in water intensity</b><sup>(*)</sup> (vs 2019)</p> <p><b>-10%</b></p>	<p><b>2030</b></p> <p><b>-30%</b><sup>(*)</sup></p>
<p><b>100%</b> of sites in <b>water stress areas</b> have been internally evaluated to analyze <b>the implemented water-saving plans</b></p>			

### WASTE

Sharing best practices throughout the Group

2023 ACTIONS		ROADMAP	
<p>Systematization of <b>best practices</b> on <b>100%</b> of industrial sites as part of the deployment of the <b>10 green fundamentals</b></p>		<p><b>2025</b></p> <p><b>Reduction in waste intensity</b> (vs 2019)</p> <p><b>-28%</b></p>	<p><b>2027</b></p> <p><b>-34%</b></p>

### ENVIRONMENT (water, biodiversity, waste, climate)

Accelerate awareness among all employees: communication, actions, sharing best practices, digital and in-person training

2023 ACTIONS		ROADMAP	
<p><b>100%</b> of employees were able to attend monthly <b>'Green Moments'</b> at their site</p>	<p>Employees at <b>2 pilot sites</b> in France benefited from awareness <b>activities on wild pollinators</b> with the NGO Noé</p>	<p><b>2024</b></p> <p><b>Annual assessment</b> of the maturity of <b>100%</b> of sites on the <b>10 green fundamentals</b></p>	

(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 surface area of a plot (soil cover, 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  
 (\*) FORVIA SE scope



## 2.3 Reduction of CO<sub>2</sub> footprint from products (scope 3)

### OUR VISION

FORVIA's commitment to the circular economy is reflected in the design of its products, taking into account their entire lifecycle (eco-design, use of resources and raw materials, use phase, end-of-life and recycling).

The Group has developed an efficient management strategy for its materials and resources. The materials that FORVIA SE uses are mainly metals (75% by weight of total raw materials purchased) and plastic (25%).

### OUR APPROACH

FORVIA is focusing its scope 3 decarbonization strategy on the use of sustainable materials, the development of eco-design and the lifecycle analysis of vehicles. These tools enable the CO<sub>2</sub> neutrality strategy to be managed across the entire supply chain.

### 1. Using environmentally friendly materials

The Group is reorganizing its purchasing process for low-carbon raw materials and services (controlled scope 3) and has launched a project to measure and reduce CO<sub>2</sub> emissions.

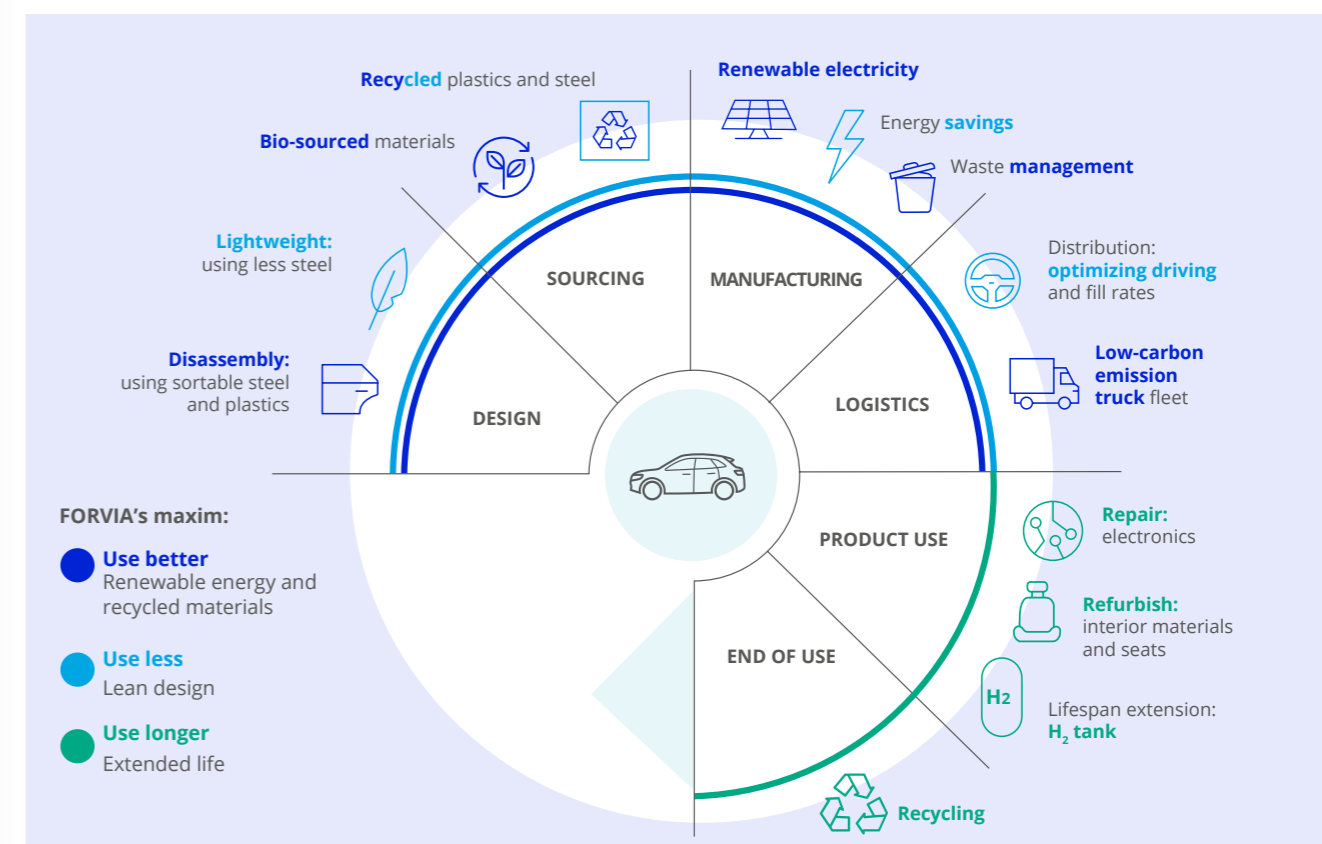
### 2. Improving eco-design

For each innovation project, the Group has implemented an eco-design assessment to address the following points: avoiding substances of concern, recyclability, environmental impact and interior air quality. The possibilities for end-of-life recycling are an ongoing consideration.

FORVIA systematically studies plastics substitutes that are not easily recyclable (PVC, thermoset or composite plastics such as glass-fibre reinforced polypropylenes).

The Group innovates for greater frugality via:

- lean cockpit architecture & seat design
- reduction of materials
- use of CO<sub>2</sub>-negative material
- scrap reduction.



### 3. Lifecycle analysis (LCA)

FORVIA conducts a simplified LCA of all its innovations on the impact of CO<sub>2</sub> eq. Based on the ISO 14040 and 14044 standards, it measures impacts including greenhouse gas emissions, consumption of non-renewable resources and materials, and water eutrophication. The Group is also an active participant in 5 Lifecycle Assessment working groups led by the main industry associations. The purpose is to discuss relevant issues and establish a common methodology.



#### 2023 HIGHLIGHTS

##### Electronic systems recycling: the RepairLab

Clarion Electronics (FCE) offers a multi-brand repair service throughout Europe.

In 2020, in partnership with Stellantis and Renault, FCE launched an electronic repair offer based on a circular economy model.

##### DECORE partnership: sustainable design that supports the circular economy

The DECORE (DEcarbonation, COckpit, REcycling/REconditioning) program was created by FORVIA SE with Renault, the French Atomic Energy Commission (CEA) and MTB Recycling.

Its goal is to decarbonize the vehicles of the future using technologies that emit the least CO<sub>2</sub>, are more sustainable, and increase vehicle lifetime through retrofitting and refurbishment. The target is to provide cockpits designed with 40% recycled materials and a CO<sub>2</sub>eq impact reduced by 85% by 2030.



### 4. Sustainable materials

#### MATERI'ACT

##### A new division to develop materials for CO<sub>2</sub> neutral products

FORVIA created MATERI'ACT, a new division that develops, sources, produces and sells advanced sustainable materials with a low and ultra-low CO<sub>2</sub>eq footprint. The new entity brings more than 10 years of expertise in the formulation and processing of recycled and bio-sourced materials. All sustainable materials from MATERI'ACT are aligned with the European green taxonomy.



#### 3 product lines with materials whose CO<sub>2</sub>eq footprint is reduced by 20%–85% compared to current materials:

##### Recycled and bio-sourced composite plastics for interiors, seats and lighting

Renewable polymers are made from recycled plastics or biomass. If they come from biomass, they sequester the CO<sub>2</sub> in the atmosphere through photosynthesis. They are also offered outside the automotive industry.

##### Low CO<sub>2</sub>-footprint covers for seats and interiors

They have a premium feel and appearance, offering an alternative to traditional leather. They can also be used in other sectors, such as fashion and furniture.

##### Low CO<sub>2</sub>-footprint carbon fibers for hydrogen pressure vessels

In the long term, this will include bio-sourced elements. This technological innovation will drastically reduce emissions from carbon fiber production processes.



#### AN OPEN INNOVATION CENTRE

in Lyon, France became operational in 2023

#### 2030 TARGETS

**400**  
engineers

**€2bn**  
in sales

#### GravitHy

#### SSAB

##### Green steel, produced by reducing iron oxides using hydrogen and low-carbon electricity

FORVIA is a founding partner of GravitHy, which will produce hydrogen-reduced iron ('direct reduced iron') in Fos-sur-Mer, France, in 2027. The Group is also working with the steelmaker SSAB to use the first European green steel in its seats from 2025.



# 2.4 Green taxonomy-aligned business activities

## OUR VISION

The EU taxonomy for sustainable activities is a classification system issued by the European Commission that sets out a list of environmentally sustainable economic activities. It provides a common framework for investors to determine which investments are seen as contributing to EU environmental objectives, for instance, a climate-friendly economy.

As a key partner helping automotive manufacturers meet CO<sub>2</sub> neutrality targets and committed to protecting the environment, FORVIA has analyzed the eligibility and alignment of its activities under the green taxonomy.

## 2023 FIGURES

### 24.9%

of FORVIA's turnover was taxonomy-aligned under five climate change mitigation activities:

- 3.2. Manufacture of equipment for the production and use of hydrogen
- 3.3. Manufacture of low carbon technologies for transport
- 3.4. Manufacture of batteries
- 3.6. Manufacture of other low carbon technologies
- 3.18 Manufacture of automotive and mobility components

### €6m

of FORVIA's turnover was taxonomy-eligible under the new transition to a circular economy (activity 5.1 'Repair, refurbishment and remanufacturing'). Alignment will be assessed in 2024.

### €2,198m

in gross R&D expenditure (8% of sales)

## OUR APPROACH

As a company fully committed to the climate transition, FORVIA is developing sustainable technologies that contribute to climate change mitigation and adaptation.

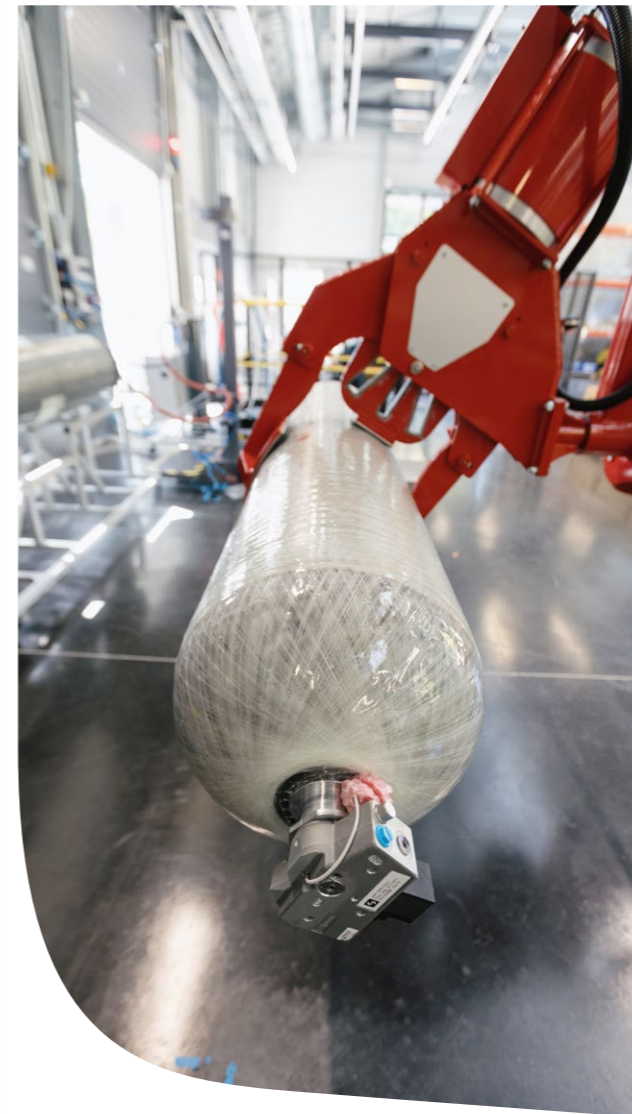
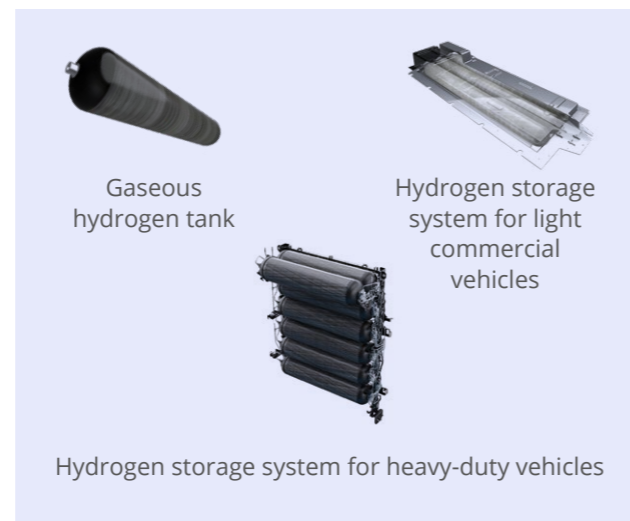
### 1. Hydrogen storage system technologies

Climate change mitigation activity (3.2)

FORVIA believes that hydrogen-powered mobility and fuel cell technology will occupy a significant place in the powertrain energy mix in the next 10–15 years. It supports automakers by providing complete hydrogen storage system integration for vehicle architecture that meets industry requirements, with just-in-time delivery of end-of-line tested turnkey systems.

FORVIA's carbon-fiber homologated tanks (350 and 700 bar) are designed to optimize weight reduction and fuel consumption. They are developed at the Group's Centre of Expertise for Hydrogen Storage Systems in Bavans, France, and are produced at our first hydrogen tank mass production plant in Allenjoie, France. Additional production locations are already operating in South Korea and China. FORVIA has signed major contracts to produce hydrogen storage systems for light commercial vehicles and heavy-duty commercial vehicles.

#### Hydrogen storage system (HSS)



## KEY HIGHLIGHTS



### Hydrogen fuel cell systems

Together with Symbio, its equally owned joint venture with Michelin and Stellantis, FORVIA covers 75% of the hydrogen drivetrain value: from fuel cell stacks to hydrogen storage systems. By 2030, its target is for its global systems to be no more costly than an equivalent battery pack. A key part of its plan is Symbio's gigafactory, SymphonHy, inaugurated in 2023. It is Europe's largest integrated site producing hydrogen fuel cells.

## KEY HIGHLIGHTS

### Investing in green hydrogen

Green hydrogen is easily produced by water electrolysis using electricity from renewable energy. It is a key tool for zero-pollution and zero-CO<sub>2</sub>-emission mobility. Hydrogen also allows the storage of overproduced renewable energy, such as that from wind turbines operating at night.

### 2. Battery components

Climate change mitigation activity (3.4)

The rapid growth of electric vehicles is driving the need for integrated battery solutions; lightweight construction will also make electric driving more economical.

FORVIA's battery management systems (BMS) ensure the safe and reliable functioning of lithium-ion batteries for fully electric vehicles, as well as for plug-in and hybrid vehicles (PHEVs). These systems monitor the voltage, temperature and current of the battery and provide various safety functions, including those related to high voltage. The BMS design is modular and scalable for integration into different drive electronics, independent of the cell technology used. This ensures a high degree of variability for use in a wide range of batteries and vehicle models.

The Group is also an expert in the thermal management of cooling circuits for batteries, electric motors and vehicle interiors. Its intelligent battery sensors measure the state of charge and health of vehicle batteries.

### → 48V DC/DC converter

FORVIA's 48V DC/DC converter enables bidirectional power transmission between 48V and 12V networks for mild hybrid vehicles, while powering fuel-saving options such as electric power-steering actuators and windshield heaters. It also enables CO<sub>2</sub>-reducing functionalities such as recuperation (energy recovery during braking), improved start-stop behaviour, and sailing mode (coasting in idle with the engine switched off).

### 3. Technologies for zero-emission and low-carbon vehicles<sup>(1)</sup>

#### Climate change mitigation activities (3.18 & 3.3)

FORVIA develops components for sustainable automotive design focusing on the selection of materials, energy efficiency, extending product lifetime and increasing recyclability. This contributes to reducing CO<sub>2</sub> emissions and improving the environmental performance of vehicles.

#### Full interior systems capability

FORVIA develops sustainable materials for instrument panels, door panels and middle consoles, as well as the seamless integration of smart functionalities. The use of bio-sourced materials (vegetable fibers mixed with a resin) can reduce the weight of vehicle parts and significantly lower environmental impacts.

#### → 'Interior for the Planet'

FORVIA's 'Interior for the Planet' innovation program is based on three pillars: use less, incorporate recyclable and recycled materials to create alternatives to fossil-fuel products, with no impact on cost. By 2030, FORVIA aims to reduce the CO<sub>2</sub> footprint of its new interiors by up to 85% throughout their lifecycle versus 2019.

#### Seats and seating systems

FORVIA develops eco-designed technologies for complete seats: seat mechanisms and frames, covers and comfort solutions are aimed at optimizing safety, comfort and well-being. The Group is working on textiles with a low carbon footprint for seat covers as alternatives to leather. It is also innovating to reduce the complexity of its seat design from 80 to 20 elements. This frugality-based innovation will facilitate personalization and refurbishment over the seats' lifetime, as well as end-of-life recycling.

#### → 'Seat for the Planet'

FORVIA's 'Seat for the Planet' innovation program is based on lifecycle management and five requirements: use sustainable materials (natural, reduced CO<sub>2</sub> footprint, recycled or recyclable), use less (and reduce waste in manufacturing), avoid mixed materials, focus on consumer experience and needs, and design for easy assembly and disassembly. By 2030, FORVIA aims to reduce the CO<sub>2</sub> footprint of its seats by up to 68% vs 2019, throughout their entire lifecycle.



#### Electronics

The electrification of vehicles is a major lever to reduce CO<sub>2</sub> in mobility. FORVIA offers a comprehensive portfolio, including sensors and actuators, automated driving, lighting, body electronics, cockpit electronics, HMI displays and energy management. FORVIA's Advanced Driver Assistance Systems (ADAS) also help to reduce emissions when driving.

#### → E-mirror range

FORVIA's e-mirror range replaces conventional door mirrors. An intelligent sensor provides drivers with a dynamic view and safety alerts, improving fuel consumption by up to 1.6% and reducing CO<sub>2</sub> emissions by up to 4.6 g/km.



(1) Zero-emission vehicles are defined by the EU and include battery electric vehicles. Low-carbon vehicles are hybrid (hydrogen or electric) vehicles with emissions of less than 50 CO<sub>2</sub>/kg. FORVIA is reporting its activities under this category (CCM 3.3) to enable a better comparison to automakers as a voluntary additional disclosure.

#### Clean mobility

One-third of the energy currently produced by automotive drivetrains is lost as heat through the exhaust system. FORVIA's Exhaust Heat Recovery System (EHRS) is adapted for use in hybrid vehicles, allowing them to operate in electric mode more often, improving fuel economy and reducing CO<sub>2</sub> emissions.

#### → Compact EHRS

FORVIA's compact EHRS can be installed close to the engine for maximum heat recovery. It reduces fuel consumption by 3-7% in cold conditions due to faster engine warmup and increased use of the electric mode.



### 4. Sustainable technologies over the product lifecycle

#### Climate change mitigation activity (3.6)

FORVIA develops sustainable materials demonstrating substantial lifecycle greenhouse gas emission reductions compared to the best performing alternative technologies available on the market.

#### → NAFILean®

FORVIA's NAFILean® technologies incorporate hemp fibers in non-visible plastic interior components. In addition to being fully recyclable, they offer up to 40% reduction in weight and reduce CO<sub>2</sub> emissions up to 95% compared to the market reference. Around 9 million vehicles are equipped with NAFILean® products.



### 5. Repair and remanufacturing

#### Transition to a circular economy (5.1)

FORVIA repairs and remanufactures vehicle components such as navigation systems, radios, monitors, control modules, bodywork control units, engine control units and clusters at its production site in Custines, France.



# 03

# Business

Responsible performance



## Business commitments

KEY PERFORMANCE INDICATORS

FORVIA OBJECTIVES

	FORVIA IN 2023	2025	2027	2030
<b>Business ethics</b> Percentage of targeted employees trained in the Code of Ethics	97% ✓	100%		
<b>Safety</b> Number of accidents with and without lost time per million hours worked (FR1t indicator)	2.70 ✓		1.5	
<b>Responsible value chain</b> Percentage of direct purchasing volume assessed for CSR performance (representing about 2,000 direct suppliers)	84% <sup>(1)</sup> ✓	85% <sup>(2)</sup>		
Minimum Ecovadis score of the suppliers in the panel	45/100 ✓	55/100		

Reference year: 2019

(1) FORVIA scope including the top 200 suppliers in HELLA's panel

(2) FORVIA scope including all suppliers in HELLA's panel

✓ Key performance indicators audited by an independent third-party organization



# 3.1 Business ethics

## OUR VISION

In today's business environment, organizations need to be increasingly agile and reactive. FORVIA's new internal compliance dashboard reflects its belief in the importance of promoting a culture of integrity, safety and vigilance wherever the Group operates, while ensuring compliance with the highest ethical standards.

FORVIA has been a member of the United Nations Global Compact since 2004. It is committed to respecting and promoting the conventions of the International Labour Organisation (ILO) on human rights, labour standards and the environment in its business practices.

FORVIA's Code of Ethics contains all of its rules and principles, which must be understood and respected in all countries by all employees across all business lines, and by all business partners.

## OUR APPROACH

### 1. Building an ethics and compliance culture

The Group's ethics and compliance program seeks to implement an extensive system of policies, processes, training programs and communications. FORVIA's leaders have a personal commitment to integrity. They are supported by a robust compliance process that drives a Group-wide culture of integrity.

The Code of Ethics aims to develop accountability and employee empowerment based on respect for fundamental human rights, economic and social dialogue, skills development, and ethics and rules of conduct, including those related to detecting and preventing corruption.

The principles set out in the Code of Ethics are translated into operational requirements by the Management Code and other systems, such as the Anti-Corruption Code of Conduct and the Best Practices Guide aimed at combating anti-competitive practices.



### 2023 FIGURES

The Code of Ethics is published in different languages:

12 for FORVIA SE

15 for FORVIA HELLA



### 2. Strong compliance governance

The implementation of the Group compliance program is based on specific organization and governance:

- **Group compliance committee**, chaired by the Chief Executive Officer, for priorities and strategic decisions
- **Risk committee** for compliance risk discussions
- **Audit committee** for disclosure of the annual compliance roadmap
- **Regional Compliance Officers (RCOs) and Business Group Compliance Leaders** for implementing the compliance program, sharing priorities and drafting action plans

### 3. Continuous risk assessment

FORVIA defines and implements systems, processes and risk assessment plans to continuously improve its ethics and compliance program.

The Group Compliance Officer works closely with the Risk Officer and the Internal Control and Internal Audit network. Their role is to identify and monitor non-compliance risks and to update compliance risk mapping on a regular basis, using feedback from the population exposed to identified risks.

### 2023 FIGURES

100% Tier-1 compliance risks included in the Group's risk universe

## 4. Training and communication on ethics and compliance

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, anti-trust, anti-corruption), regular refresher sessions at industrial sites, practical guides on anti-competitive practices, reporting and managing conflicts of interest, and the internal whistle-blowing procedure. Significant efforts have been made to disseminate these guidelines throughout the Group.

Along with the Human Resources, Internal Audit and Control teams, the Compliance department ensures that all identified employees receive proper training in internal rules.

### FORVIA's Duty of Care plan

In 2022, FORVIA enhanced its Duty of Care plan. Its purpose is to identify risks and prevent serious violations of human rights and fundamental freedoms or the health and safety of people and the environment resulting from the Group's activities or those of its subcontractors and suppliers in the various countries where it operates.

### KEY HIGHLIGHTS

#### FORVIA SE's Speak Up line: a way to escalate ethics and compliance issues

Employees (including temporary workers, subcontractors, etc.), partners, suppliers, and civil society (NGOs), civil society organizations and local communities can raise concerns or report violations of FORVIA SE's internal policies, processes and applicable laws via an independent whistle-blowing hotline: [www.faurecia.ethicspoint.com](http://www.faurecia.ethicspoint.com)

#### Human rights policy

The FORVIA SE human rights policy is part of a set of framework documents aimed at guaranteeing human rights: the Code of Ethics, the Code of Conduct for suppliers and service providers, and the Vigilance Plan.

#### Anti-trust law: FORVIA HELLA employee training

FORVIA HELLA is using a new e-learning tool to train relevant employee groups on anti-trust issues, challenges and laws. Available in four languages, the course addresses rules and offers tips relating to contact with competitors.



## 3.2 Safety

### OUR VISION

**FORVIA undertakes to guarantee a safe work environment for all staff working on its sites, whether they are employees, temporary employees or external parties, while placing quality and service at the heart of operational excellence.**

Policies and measures are implemented to anticipate, reduce and manage the main safety risks identified by FORVIA (physical injury related to production; occupational illnesses related to workstation ergonomics) based on two priorities: protecting employees' health and improving workplace safety.

The Group's Hygiene, Health and Safety policy is overseen by the HSE department. It translates into a set of simple, practical principles set out in the '7 mandatory safety rules'.

FORVIA is also committed to its products being beyond reproach in terms of quality and safety, including the active and passive safety of drivers and passengers, with the goal of achieving Total Customer Satisfaction. The Group's safety policy applies to its entire value chain: sourcing, development, production, customer satisfaction monitoring and, where applicable, product recalls.

The FES incorporates the quality, environmental and safety standards of the automotive industry, enabling compliance with IATF 16949, ISO 14001 and ISO 45001. It benefits from FORVIA's 15 years of experience and is continually supplemented with the best internal and external practices relating to lean manufacturing.

### Creating a culture of safety with the CARE program and the '7 mandatory safety rules'



The CARE program is deployed at nearly 300 sites worldwide. Its function is to raise awareness and increase commitment of all employees and subcontractors as they go about their

day-to-day work. The program is based on four fundamental principles:

- **Compliance:** compliance with HSE rules through training and audits
- **Attitudes:** reactions and practices that ensure the safety of all employees
- **Risk mitigation:** detecting and preventing risks
- **Everyone's Commitment:** from operators to executives, including all levels of leadership

In addition, to guarantee the safety of all, the Group applies the '7 mandatory safety rules'.

### Training, communication and internal audits

The FES ensures that all employees are continuously trained according to HSE rules. On site, a variety of channels are used (videos, messaging, presentations, etc.) to remind all employees of the '7 mandatory safety rules' on a daily basis. All meetings systematically begin with a safety topic.

An online platform has also been set up to discuss and share best practices. Each month, a specific topic is chosen to highlight one of the Group's best practices and celebrate employees' commitment to safety issues.

### Annual in-plant audits and risk assessment

Each year, an internal team conducts FES audits to assess compliance with the '7 mandatory safety rules' and the level of risk at all sites.

The Group also launches regular actions to detect and prevent occupational safety risks in all its plants. Each Autonomous Production Unit aims to detect one risk per day. To better anticipate accidents, employees participate directly in the daily identification of risks.

### 2023 FIGURES

**Accident severity rate**  
(lost days per million hours worked)

**21<sup>(1)</sup>**

(1) FORVIA SE data (excluding HELLA perimeter).

### OUR APPROACH

## 1. Safety at work

### Workplace health and safety, driven by excellence

FORVIA's Hygiene, Health and Safety policy is implemented via the **FORVIA Excellence System (FES)**. Based on active risk prevention, this management tool uses metrics that can be regularly checked and their effectiveness measured.





### Preventing musculoskeletal disorders

The Group has implemented measures to better take into account and reduce the physically demanding nature of its workstations, with each workstation being classified according to its level of arduousness. Workstation ergonomics are integrated into the FES tool. These are systematically taken into account from the design stage of new products and production tools, and checked both on a daily basis and during production plant audits.

## 2. Product safety

### A zero-defect strategy

FORVIA is committed to ensuring that all its products are of impeccable safety. To this end:

1. Quality criteria are used to ensure the intrinsic safety of products and systems with regard to their materials, their design, and their production processes (VOC emissions, mechanical resistance, etc.).
2. Products are designed to ensure the active and passive safety of drivers and passengers.

FORVIA's safety approach is applied throughout its value chain: from sourcing, to development, production and monitoring of customer satisfaction and, where applicable, product recalls. Information is centralized at Group level, enabling mistakes to be learned from and to anticipate issues that come to light.

Beyond ensuring its products comply with the regulations in force, FORVIA is committed to designing the safest products in light of independent assessments of driver and passenger safety: for example, international New Car Assessment Programs (NAPCs). These tests focus on safety criteria such as accident avoidance and the consequences of different types of impact. FORVIA is equally committed to meeting the requirements defined by equipment manufacturers, which go beyond regulatory frameworks.

To achieve this, FORVIA has mandatory quality and safety rules for its processes governed by 14 fundamental criteria, including essential criteria, preventive criteria and continuous improvement criteria. These criteria are managed by the FORVIA Excellence System.

### Creating a product safety culture

#### Total Customer Satisfaction (TCS)

Quality and safety are central to the Total Customer Satisfaction strategy of FORVIA. The Group puts a continued focus on customer satisfaction and the strengthening of its quality and safety approach by centralizing customer feedback at Group level and developing a digital end-to-end reporting tool that provides an overall view of customer satisfaction at each point of contact. In this way, the quality team can deal quickly with problems reported by customers, identify defective products internally and implement action plans without delay.

#### Training and awareness

On joining FORVIA, all employees are required to undergo training in work standards, including product safety. The FORVIA University Quality Academy is present at all Group sites to ensure that all employees are aware of and apply quality and safety rules through face-to-face and online training and through communication campaigns and events dedicated to sharing best quality-control practices from its sites around the world.

#### Compliance with standards

Compliance with standards is a cornerstone of FORVIA's quality culture. Employees must take applicable standards into account when creating products and services. Any problem or anomaly must be reported to the Group's Alert Management System, which includes more stringent environmental criteria as well as new security and cybersecurity criteria. This generates a corrective action plan.

### Ensuring 'Built-in quality'

FORVIA's priority is the protection of vehicle users. The Group's Safety and Regulation (S&R) system sets quality milestones at all product development stages that must be monitored, traced and verified throughout the value chain.

- **Safety of components and materials:** zero-defects requirement for suppliers
- **Safety in design:** preventive analysis of the total safety of the product throughout the design process
- **Safety during production:** systematic checkpoints for each part produced

The safety compliance of each part is digitally traced at each checkpoint, allowing any issues to be precisely analyzed and anticipate recall campaigns, if necessary. Audits of standards at all sites are carried out to verify compliance and used to inform an approach of continuous improvement.

### Innovating for the future

With the rise of automated and autonomous driving modes, FORVIA is developing active safety management solutions that protect occupants. Sensor- and camera-based detection technology allows a 360° view of a constantly changing environment, vigilance systems make it possible to monitor driver alertness or the presence of a person or animal in the car when it is locked, and e-mirrors reduce cognitive load and help drivers evaluate risk.

As autonomous vehicles expand the use of the car interior, seats will no longer need to be fixed, vertical and forward-facing. FORVIA is also developing passive safety systems that protect passengers in case of a crash, devising seat belts and airbags for traveling in complete safety regardless of the seat position.



### FORVIA product quality & safety certifications

- **IATF 16 949 and ISO 9001@:** quality management in the automotive industry
- **ISO 26 262:** functional safety & data security
- **TISAX® Trusted Information Security Assessment eXchange** (based on the ISO 27 001 standard)

### KEY HIGHLIGHTS

#### Quick Response Continuous Improvement (QRCI)

FORVIA SE has developed a system that analyzes the frequency of work-related accidents to measure the effectiveness of actions in a specific area. After each accident, a QRCI analysis is performed using a problem-solving method to ensure that the primary causes of the accident are understood, that corrective actions have been effectively implemented, and that preventive measures are in place and shared across the various sites.

#### Blockchain project

FORVIA is committed to combating fraud and counterfeiting, and is working with several suppliers and customers on a blockchain system to certify the compliance of a vehicle's components. As well as product safety, this system will measure the environmental and carbon impact of products across the value chain.

#### Air quality

FORVIA participates in United Nations working groups on vehicle interior air quality in collaboration with vehicle manufacturers. The aim is to ensure the health of those onboard and improve the sector's knowledge of measuring air quality and the impacts of products inside the vehicle.

#### Product cybersecurity

New regulations and standards such as UNECE R-155 and ISO/SAE 21434 require vehicles and their electronic control units to be protected against malicious cyberattacks. FORVIA HELLA is integrating strict cybersecurity controls that meet these requirements in smart car access systems, electronic power steering units, radar sensors and battery management systems for vehicle manufacturers.

### 2023 FIGURES

**100%** of FORVIA sites are certified with international quality management standards **IATF 16 949 and ISO 9001**



# 3.3 Responsible supply chain

## OUR VISION

Social, environmental and fair economic business practices are key aspects of the Group's relationship with its partners. Based on the Group's convictions and its Code of Ethics, FORVIA has developed a sourcing and supply chain Code of Conduct that sets out its expectations for responsible business practices from a social, environmental and economic point of view.

FORVIA or a third party regularly audits suppliers to ensure compliance with this code. A sustainability assessment is fully integrated into the Group's supplier management strategy to ensure that their respective aims are fully aligned.

In addition, FORVIA engages in ongoing dialogue with suppliers to maintain close ties and share knowledge and best practices. This includes a Supplier Council organized twice a year and chaired by the CEO, regular supplier conventions, and an annual supplier satisfaction survey.

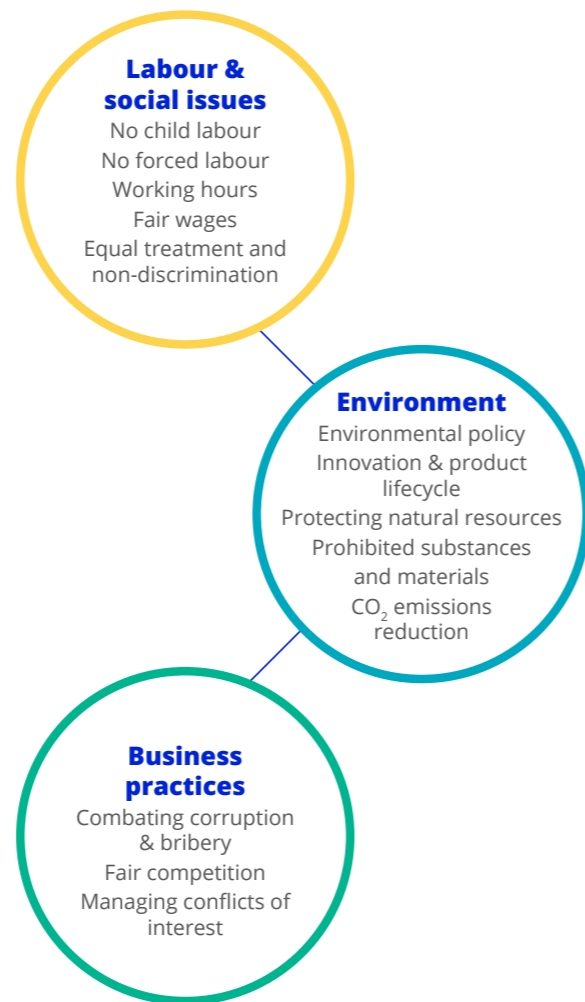


## OUR APPROACH

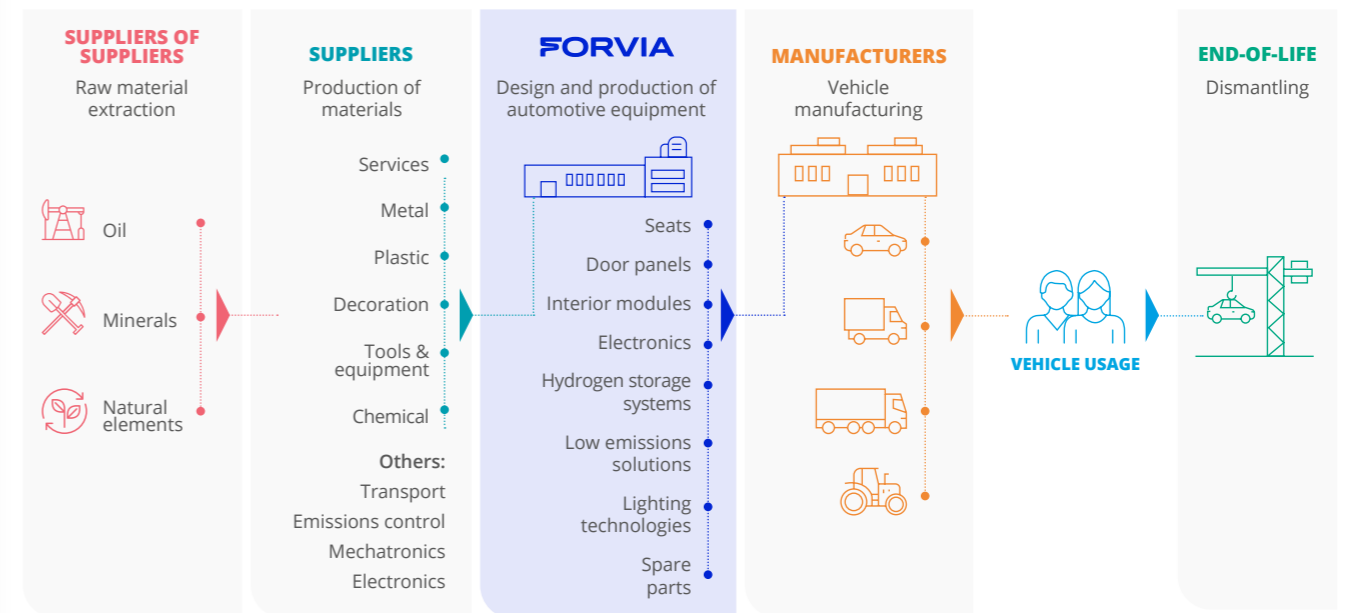
### 1. The sourcing and supply chain Code of Conduct

Since 2013, the Group has required its suppliers to comply with its sustainable purchasing policy, which includes the four fundamental principles of the ISO 26000 international standard for procurement: protecting the environment; respecting human and labour rights; ethical business conduct; and sharing best practices across the Group's global supply chain. The responsible purchasing policy reflects FORVIA's commitment to respect:

- Universal Declaration of Human Rights
- International Labour Organisation (ILO) Declaration on Fundamental Principles and Rights at Work
- Rio Declaration on Environment and Development
- United Nations Convention against Corruption



FORVIA value chain

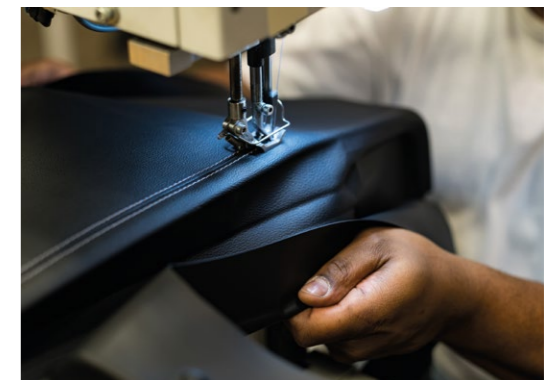


### 2. Assessing suppliers' sustainable practices

Since 2017, the Group has worked with EcoVadis to carry out an in-depth assessment of its suppliers, focusing on their ethical, social and environmental practices. The assessment is a prerequisite to joining FORVIA's panel of "direct" suppliers. Suppliers with an EcoVadis score above 62 are audited every three years; the others are audited annually.

At the operational level, FORVIA also has a robust process in place to ensure that its suppliers meet sustainability commitments, in strict compliance with:

- **REACH** (the European Registration, Evaluation and Authorization of Chemicals)
- **IMDS** (International Material Data Collection System – the automotive industry's material data system)
- **Conflict minerals regulations:** to curtail trade in some metal and minerals in conflict zones and high-risk areas, FORVIA implements a process to provide transparency and certainty about the supply practices of importers, smelters and refiners. Thanks to an international declaration platform, FORVIA is able to identify all the products containing these minerals (gold, tin, tantalum and tungsten) as well as the suppliers using them. FORVIA uses the Conflict Mineral Reporting Template (CMRT) questionnaire of the Responsible Minerals Initiative (RMI) for its annual supplier risk assessment campaign, and thus check the sources of supply validated by RMI. The Group also ensures that suppliers use channels approved by the automakers who are FORVIA customers.



#### Responsible leather sourcing

FORVIA SE takes care to use responsible sourcing, particularly for its leather-related activities for seat manufacturing. For this activity, the Group mainly works with around ten direct suppliers assessed by the manufacturer. These suppliers market byproducts of the food chain and are assessed via EcoVadis.

In addition, FORVIA SE is developing products to replace leather.

#### 2023 FIGURES

**100%**  
of sourcing covered by a no-go sustainability criterion

**2,000**  
suppliers assessed for their sustainability performance

**84%<sup>(1)</sup>**  
of direct purchasing volume assessed for CSR performance

(1) FORVIA scope including the top 200 suppliers in HELLA's panel



### 3. Mitigating procurement risk

FORVIA'S risk mapping integrates key suppliers' risk management, overseen by the Risk Committee on a quarterly basis. FORVIA uses an ongoing supplier risk assessment process. An external data analytics tool alerts the Group about any material, financial, reputational or compliance risk, at all stages of supplier relationship management:

- **Listing in the supplier panel**  
The entry process includes a general risk assessment and a CSR assessment.
- **Supplier qualification**  
Depends on the supplier's level of risk and the results of the EcoVadis analysis.
- **Corrective action plans for at-risk suppliers**  
Monitored on a daily basis by buyers, and monthly by the Commodities Director since 2021.
- **Risk analysis of materials used by suppliers**  
Systematic inclusion in the International Material Data System (IMDS: the automotive sector's data collection system) from the design phase.

#### FORVIA recognized as a Supplier Engagement Leader in 2023 by CDP



The Group was rated 'A' by CDP for its excellent supplier engagement since the launch of its CO<sub>2</sub> neutrality program in 2019. The Group has been recognized for the way it has mobilized its partners to converge towards a net-zero future across its entire value chain. In 2023, the Group offered to make a financial contribution to 500 of its suppliers for their first participation in the CDP Supply Chain, an accelerator for climate issues. More than 300 suppliers responded positively to this invitation.

#### The FORVIA Supplier Council: sharing priorities with suppliers

Since 2020 and the start of the Covid-19 health crisis, FORVIA SE has had a Supplier Council. Twice a year, it brings together representatives from 10 suppliers to share strategy and to discuss future challenges, changing markets and trends, as well as the carbon reduction policy. In 2021, in addition to discussions on strategy, the Council met to discuss three priority topics in terms of sustainable development:

Power Purchase Agreements (PPAs), best practices in energy management to achieve CO<sub>2</sub> neutrality, and alternative materials. In 2022 and 2023, the Council paid particular attention to best practices in energy management and control. At the end of 2023, the Council was extended to include HELLA partners.

### 4. A CO<sub>2</sub>-neutral supply chain

FORVIA'S purchases represent about 70% of controlled emissions in its scope 3. Thus the suppliers, whose CO<sub>2</sub> targets align with FORVIA's, are key to achieving FORVIA's target of -45% of CO<sub>2</sub> emissions for scope 3 (in absolute value) by 2030. This is a cornerstone in the development of the supplier relationship which is based on four pillars:

- Supplier's commitment to CO<sub>2</sub> targets
- CO<sub>2</sub> impact assessment using a common IT platform
- Sharing of best practices and existing data on energy efficiency and CO<sub>2</sub> emissions in factories
- Shared action plan to reduce the total CO<sub>2</sub> footprint.

In 2021, FORVIA asked its suppliers to take part in the Group's climate strategy:

- A CO<sub>2</sub> commitment led by Executive Management
- A gradual increase in the minimum requisite EcoVadis score (35 in 2021, 55 in 2025 and 66 in 2030)
- An incentive to participate in the Carbon Disclosure Project (CDP). In 2023, the Group offered to make a financial contribution to 500 of its suppliers for their first participation in the CDP Supply Chain, an accelerator for climate issues. More than 300 suppliers responded positively to this invitation.
- Innovations in sustainable and recyclable materials, the circular economy, and waste and byproduct management.

#### KEY HIGHLIGHTS

##### EcoVadis rating

ecovadis FORVIA SE score is of 74/100 in the 2023 EcoVadis sustainability rating.

##### FORVIA's Speak Up line and supplier alerts

The alert procedure was opened to all Group suppliers via the website. A systematic reminder is sent during business reviews with each supplier.

##### Financial program

Since 2017, FORVIA has set up a reverse factoring program for some of its suppliers, which allows them to access additional liquidity.

##### Buyer training

In 2023, more than 500 buyers took part in six online training courses on sustainable development, integrating human rights and fundamental rights.

##### Supplier training courses

In 2023, nearly 300 suppliers were invited to two online training sessions on sustainable development.

##### Sustainability Day

FORVIA organizes a Sustainability Day, an annual meeting to present its non-financial roadmap and performance to which the Group's suppliers are invited.








# 04

# People

Contribute to society



## Commitments for people

KEY PERFORMANCE INDICATORS	FORVIA IN 2023	FORVIA OBJECTIVES	
		2027	2030
 <b>Learning organization</b>			
Number of training hours per employee per year	26.9h <sup>(1)</sup>		25h
 <b>Diversity &amp; inclusion</b>			
Percentage of women among the top 300 leaders	27% <sup>(1)</sup>	25%	30%
Percentage of women among managers and skilled professionals	28.6%	30%	35%
Percentage of non-European employees among the top 300 leaders	33% <sup>(1)</sup>		
Employee engagement index based on the annual survey conducted with all employees	75% ✓		
 <b>Local solidarity actions</b>			
Percentage of employees involved in local societal actions	15% <sup>(1)</sup>		

Reference year: 2019

(1) FORVIA SE data (excluding HELLA perimeter).

✓ Key performance indicators audited by an independent third-party organization



# 4.1 Learning organization

## OUR VISION

FORVIA's core businesses are undergoing a rapid transformation. The Group strives to ensure its staff remain employable throughout their working lives via learning, professional mobility and on-the-job training. This is the best way to guarantee that everyone can reap the benefits of technological advances, innovation and changing work practices, while being prepared for change and challenges.

**Talent management is a key component of employee development, and FORVIA's HR strategy and best practices are aimed at attracting and retaining talent to meet business needs and foster employee growth.**

## OUR APPROACH

### 1. Training to support the Group's strategic orientations

FORVIA's training offer is aimed at all employees across all levels of responsibility.

- **FORVIA University:** 23,000 managers and skilled professionals have access to FORVIA's corporate

university programs and services to grow the skills required for the Group's transformation. FORVIA University has five campuses worldwide, and provides both face-to-face and online training.

- **Learning Lab:** all employees have access to this digital learning platform, including a library of over 620 business courses and managerial courses available in more than 23 languages.
- **All on Board Connect:** the Group has created a learning community based on monthly webinars. The aim is to give all employees a better understanding of key issues and to involve everyone in the Group's transformation.

### Main training areas

- Plant performance and optimal production start-up
- Customer offer
- Technological expertise
- Managerial skills
- Value creation and entrepreneurial spirit
- Working methods for excellence and creativity



## 2. Managing talent

FORVIA's talent management policy supports employees in their career development. From the time of hiring, employees are offered professional opportunities including mobility options and promotions.

The Group uses international volunteer programs as a key driver for its graduate recruitment aims.

It also offers all new hires a personal induction program to learn about its values, its strategy, its organization, its culture and its operational systems.

FORVIA conducts annual assessments to ensure that its package remains competitive compared to local markets.

### Culture: 'Being FORVIA'

'Being FORVIA' defines the Group's culture and its management model, which is shared with all employees through:

- The Group's six values: **energy, responsibility, team spirit, agility, respect and open-mindedness.** These values form the foundation of FORVIA's culture and have been defined to meet current and future challenges in a constantly changing environment. They define FORVIA, unite its employees and guide collaboration and interactions with all of the Group's stakeholders.
- The Management Code for managers outlines the expected exemplary behaviour. Training sessions are regularly organized for managers.
- Organizational principles encourage decentralized decision-making processes in the different levels of the organization in order to strengthen the autonomy of teams and facilitate decision-making.



## 2023 FIGURES

**26.9<sup>(1)</sup>**  
training hours per employee and per year

**8.6%**  
resignation rate of managers and skilled professionals

(1) FORVIA SE data (excluding HELLA perimeter).

## KEY HIGHLIGHTS

### Ensuring FORVIA's attractiveness and retaining the talent of tomorrow

FORVIA's recruitment management centres, called 'talent hubs', implement local recruitment programs for young graduates and early-career professionals. One of the key tools used by the Group to achieve its objectives of hiring young graduates is the international volunteer scheme in companies (VIE).

In 2023

**1,600**  
young people worldwide benefited from apprenticeship contracts

**> 750**  
hires of international volunteers in companies (VIE)

### Onboarding new employees

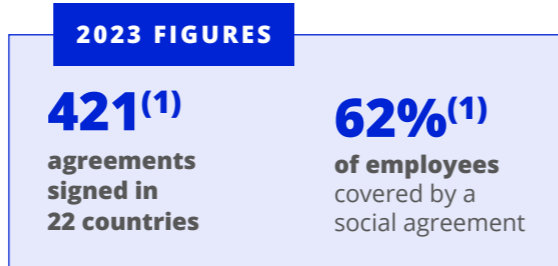
All new hires follow a specific onboarding program called 'Welcome On Board' to discover the Group, its values, its strategy, its organization and to familiarize themselves with FORVIA culture and its operational systems. This application is integrated into Microsoft Teams, which offers them personalized notifications every day, adapted to their needs.

Some countries have held special events, such as orientation days, to expedite the integration of new hires.

### 3. Strengthening social dialogue

FORVIA SE pursues an active policy of dialogue and negotiation with employee representative bodies. In 2018, it created a European company committee composed of 25 members that proportionally represent the workforce of the European countries in which the Group has a presence. The committee is committed to strengthening economic and social dialogue.

In 2022, FORVIA SE created the Group Works Council in France. This new committee is a forum for information and discussion on the FORVIA Group's strategic orientations and activities in France. It consists of 17 members appointed by national trade unions.



(1) FORVIA SE data (excluding HELLA perimeter).



## 4.2 Diversity and inclusion

### OUR VISION

**Diversity is one of FORVIA's strengths. It is both a source of motivation for employees and a source of innovation. It has a positive impact on FORVIA's performance and on the development of its employees. FORVIA promotes diversity as a real strength and asset, to act for inclusion and to fight against all forms of discrimination and harassment.**

Diversity is a multi-dimensional concept that includes a person's origin, religion, gender, disability status, sexual orientation, training experience, or any other difference.

It is already part of FORVIA's culture and identity: employees spanning 140 nationalities and backgrounds have been central to the company's success.

The Group has adopted a gender diversity target and inclusion action plans to create an inclusive culture in which all forms of diversity are seen as a genuine source of value. Plans are also in place to set up an internal Board Committee.

### OUR APPROACH

#### 1. Promoting gender diversity

##### Implementing the diversity and inclusion policy

The Vice President of FORVIA SE responsible for the University and HR Transformation coordinates the deployment of the diversity and inclusion policy. A Group Diversity and Inclusion Champion sponsors the program and leads an internal network of around 40 diversity and inclusion ambassadors around the world. Their role is to promote diversity and inclusion within their business scope and in their country, in particular through training.

##### Promoting gender equality in recruitment and careers

FORVIA SE encourages the recruitment of female talent. The Group carries out actions to improve its attractiveness among female engineering students with the initiative 'Women in technology'. FORVIA SE also encourages its partner recruitment agencies on the issue of gender diversity, with an objective of increasing the representation of women among the shortlisted candidates. Two out of four profiles must be women.

A review of female talent is also planned every quarter. Two training programs to strengthen women's leadership have also been launched by FORVIA University, centred on mentoring, coaching and sponsorship.

### KEY HIGHLIGHTS

#### RISE program

The Group launched the RISE program, a nine-month course to prepare female talent identified as having the potential to join the Group's top 300 leaders in the short or medium term.



### Attracting talent to the industrial sector

In 2023, the Group joined forces with the 12<sup>th</sup> edition of the Women in Industry Awards. The Group sponsored the 'Production Women' category in order to promote women in industrial jobs and make these positions more attractive to women. This initiative made it possible to highlight the Group's women in various areas.

### Integrating gender equality in compensation

As a way of involving FORVIA SE's 300 top executives in our diversity strategy, 10% of their long-term variable compensation is linked to meeting gender diversity targets.

#### 2023 FIGURES

**28.6%**

of women **managers and skilled professionals**

**34.1%**

of **external hires** of managers and skilled professionals were women

**27%<sup>(1)</sup>**

of women in FORVIA SE **top 300 leaders**

(1) FORVIA SE data (excluding HELLA perimeter).

## 2. Diversity training

Several training modules are in place to raise manager awareness and grow an inclusive culture. The issues addressed include understanding unconscious bias and achieving greater efficiency via a diverse team.

#### 2023 FIGURES

**7,000<sup>(1)</sup>**

employees received **diversity training**

**75%**

employee engagement index

**92%<sup>(1)</sup>**

of managers and skilled professionals were recruited locally

(1) FORVIA SE data (excluding HELLA perimeter).

## 3. Monitoring employee engagement

For several years, FORVIA has monitored employee engagement via an annual satisfaction survey. This survey collects and measures employee feedback. It focuses on four key indices: employee engagement (level of motivation of employees), employee enablement (ability of employees to carry out their work), well-being at work, and diversity and inclusion. This survey provides information on several perspectives including: ethics and the whistle-blowing system, training and career development, compensation, health, safety, the environment, and the sustainable development strategy. The survey is designed to give an overview of all permanent employees' engagement, providing key insights that are shared at site level.

## 4. Promoting local employment with local managers

FORVIA SE 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.





# 4.3 Local solidarity actions

## OUR VISION

**FORVIA is a member of the community in each region where it operates worldwide. The Group contributes to local economic development and creating local social value. It has a responsibility to maintain a frank, ongoing dialogue with the communities near its sites to ensure that its operations are harmoniously integrated in each region.**

The Group aims to strengthen its commitment to local communities by initiating or contributing to projects and programs that address local needs, and by offering its expertise and resources in support of these actions. The Group's societal engagement is based on local economic development and local solidarity actions initiated by employees and the FORVIA Foundation.

## OUR APPROACH

### 1. The FORVIA Corporate Foundation



In 2020, the Group officially launched its corporate Foundation, which invests significant resources to support projects in countries where the Group operates. These actions are centred on three pillars: mobility, the environment and education. Employees are asked to submit their ideas to the Foundation for projects with a tangible social impact. They can then develop and deploy these initiatives on a larger scale.

## KEY HIGHLIGHTS

### Fourth edition of the FORVIA Foundation's call for projects

After successfully implementing 34 projects since 2020, the FORVIA Foundation launched its fourth call for projects in 2023.

In 2023:

**26**  
employee-led solidarity projects selected

**€1,135,000**  
grant to support projects

## 2023 FIGURES

**€3m**  
yearly budget

Since 2020:

**5 calls for projects**  
for employee-led initiatives

**60 solidarity projects**  
led by employees have been financed

 **6,000 people**  
supported

### 2. Implementing societal action programs

FORVIA encourages solidarity initiatives at all of its sites by facilitating employees' involvement in projects that benefit society, and by offering its expertise to the regions where the Group operates. Each site is invited to design its own local and annual societal action plan, and employees make significant contributions to local communities through voluntary initiatives in the form of events or donation campaigns.



'Refauresta' project in Mexico sponsored by the FORVIA Foundation in 2020

### 3. The Solidarity HUB volunteering platform



One example is the initiative 'FORVIA Unites with Employees for Local Services' (FUELS), created in 2010 by North American employees to fight hunger. It has gradually spread to other causes and countries.

In addition to other actions carried out in 2023, teams in the United States, Mexico and Canada were encouraged to perform two hours of community service during the FUELS campaign 'Solidarity Days'.

More than 3,000 employees took part in this campaign, organizing 150 activities. Together, they volunteered more than 12,000 hours, planting trees, cleaning parks and rivers, setting up reading corners in schools, working in food banks, collecting plastics for recycling and writing letters to isolated seniors.

To expand its societal impact and facilitate employee engagement, the Group has a digital tool that centralizes FORVIA's solidarity actions throughout the year. Launched in 2021, the Solidarity HUB also offers 'private' volunteer work with non-profit organizations, bridging the gap between employees' desire to act and the volunteer missions offered by local non-profits.



## Two new partnerships to develop initiatives on marine education and conservation



In 2023, in line with its strategy of sustainable transformation and more specifically its CO<sub>2</sub> neutrality objective, the FORVIA Foundation forged two major partnerships for the protection of the oceans with the Maud Fontenoy Foundation and the Plastic Odyssey Foundation.

With these two new partners, the FORVIA Foundation seeks to raise awareness among its stakeholders about protecting the oceans, which are the planet's main reservoir of biodiversity. Their preservation and restoration is a key focus in the fight against climate change.

These two new 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.

### PLASTIC ODYSSEY



### Improving knowledge of the challenges of plastic pollution in the oceans and more responsible use of plastic resources with the Plastic Odyssey Foundation

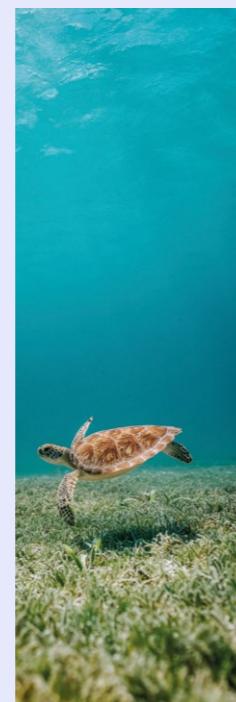
Plastic Odyssey's mission is to combat plastic pollution by promoting the circular economy through various initiatives. These initiatives include education on plastic pollution along the coasts, which accounts for more than 75% of ocean waste, awareness of recycling through professional communities, and the development of entrepreneurship in plastic waste recovery and transformation.

Through its partnership with the FORVIA Foundation, Plastic Odyssey will be able to accelerate its activities while benefiting from FORVIA'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 the increasingly sustainable use of plastic waste by giving it a second life.

### Education of young people to protect marine biodiversity with the Maud Fontenoy Foundation

Through the partnership with FORVIA, the Maud Fontenoy Foundation will be able to strengthen its initiatives to educate future generations about the importance of preserving marine ecosystems. This will help to support more than 150 sea school programs for disadvantaged children.

In November 2023, the Maud Fontenoy Foundation and FORVIA set up the Climate and Biodiversity Awards. The objective of this initiative is to support student researchers focused on the research and development of solutions for and from the ocean. The winners of the first edition of the awards will be announced in June 2024.



Maud Fontenoy Foundation

## Societal action partnerships



The FORVIA Foundation has enhanced its impact by forging eight partnerships with external organizations recognized for their societal actions.

**€1,410,000** global funding in 2023

### Humanitarian aid



#### Providing emergency assistance - food, basic necessities, psychological assistance - and long-term educational support to students affected by the Covid-19 crisis in France

Since 2020, the Foundation has supported projects addressing post-Covid issues. This includes mental health support for young people, suicide prevention, daycare for children from families in difficulty in order to promote a return to employment, emergency shelters for women victims of violence and their children, and the financing of scholarships for young adults without family support.

### Education



#### Supporting young digital workers and improving the prospects of those with little or no qualifications to find digital jobs

The FORVIA Foundation funds the Siplon Foundation's program 'Bac(k) on track', an intensive learning program for people with few or no qualifications that helps prepare them before they resume their studies, as well as offering emergency scholarships for the most vulnerable students.

### Environment



#### Giving a second life to medical equipment for people with permanent or temporary disabilities

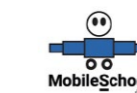
Since 2021, the FORVIA Foundation has supported the launch of two new operating sites in France while working jointly with the Accenture skills-based Foundation to help Envie Autonomie structure its approach to the secondary market for spare parts and its logistics management and assessment of the environmental footprint of its activities.

### Culture



#### Combining culture and inclusion with the Théâtre des Amandiers de Nanterre

As a national drama centre, the mission of the Théâtre Nanterre-Amandiers is to support creations by young people that will be the theatre of tomorrow. The Foundation contributes to the La Belle Troupe des Amandiers program, a two-year training course in acting for 12 young artists. During this training program, the apprentice actors perform their own creations across the Nanterre area and the Greater Paris region to reach the widest and most dispersed audience possible in order to make culture accessible to all.



#### Providing educational and social connections for 'street children'

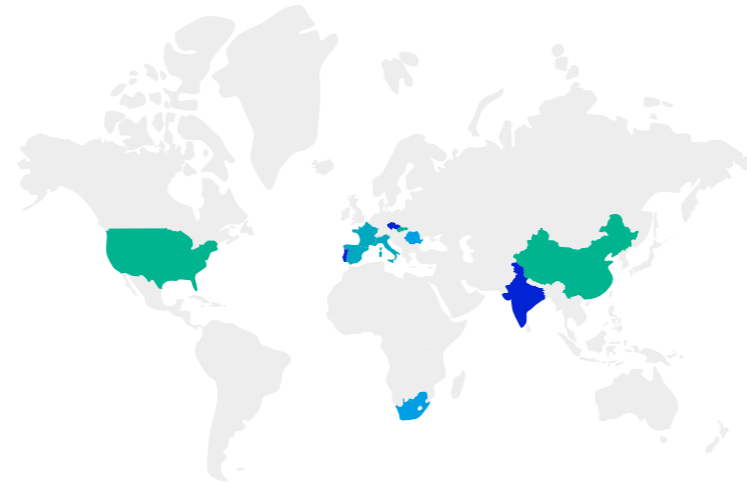
The FORVIA Foundation supports three mobile schools that organize regular visits to disadvantaged neighbourhoods in Mexico and Romania, providing an educational and social connection for 'street children'. In 2023, the Foundation supported the opening of a new mobile school in South Africa.



#### Supporting actions that promote biodiversity and protect ecosystems

The FORVIA Foundation supports the Les Prairies de NOÉ program dedicated to the protection of wild pollinators in France. With the help of NOÉ, in 2023, the Foundation developed a wild pollinator restoration project on two FORVIA pilot sites in France: its production plant in Caligny and its headquarters in Nanterre. The project focuses on the rehabilitation of natural spaces, changes in green space management practices, and employee awareness.

**Employee-led solidarity projects sponsored by the FORVIA Foundation in 2023**



**14** Education projects

**6** Environmental projects

**6** Mobility projects

**80** children will play in their orphanage's **new eco-friendly playground**



**SLOVAKIA**

**60** students with mental and physical disabilities will be able to use their **new computer lab**



**16** children benefit from the **renovation and provision of educational materials** in their small rural preschool

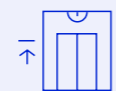


**150** children from Bragança schools will be **sensitized through reforestation actions** (planting 2,000 indigenous trees), **riverbank cleanup**, and **preservation of wild pollinators** (5 green corridors)



**PORTUGAL**

**50** children with disabilities benefit from the **adaptation of their school** (elevator, extended bathrooms and adapted furniture)



**60** children with disabilities and their families enjoy **new activities in summer camps**

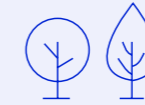


**CZECH REPUBLIC**

**8** children with disabilities have been provided with **adapted bikes**



**300** primary and secondary school students participate in **excursions to plant 12,500 trees** in a deforested local area



**35** children with disabilities have improved mobility thanks to their centre's **new electric minibus**



**SPAIN**

**50** children with cancer receive **educational and emotional support** in their primary schools



**5** children from rural primary schools improve their reading and writing skills with **new reading corners and donated books**



**CHINA**

**700** students from rural areas migrating to big cities benefit from digital inclusion **support with the creation of computer rooms** equipped with recycled 'green IT' equipment and the renewal of two existing IT classrooms

**35** young migrant minors benefit from the expansion (boys) and creation (girls) of **dormitories within a centre** for education and vocational training



**FRANCE**

**95** children in institutions/hospitals benefit from **support in learning and connection** through physical and digital visits



**SOUTH AFRICA**

**1** tunnel has been funded to **facilitate the migration of frogs** under road infrastructure in an area where their habitat is threatened by human activity



**100** young adults with disabilities benefit from a **new learning program** in their training centre, through the **funding of a wildflower garden** and a delivery van



**UNITED STATES**

**100** disadvantaged students will develop new skills in the new **'trade school' located in a high school**



**50** children are protected from street violence as volunteer teachers **safely take them home** after extracurricular activities in a **new minibus**



**10** autistic children develop **computer skills to take advantage of opportunities in the field of information technology**



**ROMANIA**

**87** children benefit from a **computer lab with new equipment** adapted to their specific needs in their rural school



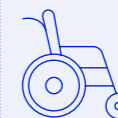
**46** children with disabilities use the **new elevator** in their day centre



**150** children from a rural area benefit from the **installation of solar panels in their boarding school**, now energy independent



**300** people with disabilities from low economic backgrounds will receive **wheelchairs** designed and manufactured by HELLA



**INDIA**

**2,000** indigenous trees will be planted to create **an urban forest**



**1,000** villagers will benefit from a **new 100 kW solar farm**



**700** children from 20 isolated villages will enjoy a year of **visits from a mobile library in an electric truck** and receive a **book as a gift**



**ITALY**



# Appendix

# Key performance indicators table

**FORVIA** FORVIA Figures

**FORVIA SE** FORVIA SE Figures

✓ Key performance indicators audited by an independent third-party organization

## PLANET

### ENVIRONMENTAL FOOTPRINT OF OPERATIONS (SCOPES 1 & 2)

		FORVIA OBJECTIVES					
		2019	2022	2023	2025	2027	2030
<b>CO<sub>2</sub> emissions scopes 1 and 2</b> (Mt CO <sub>2</sub> eq)	<b>FORVIA</b>	1.17	0.81	0.69 ✓	Neutrality		
	<b>FORVIA SE</b>	0.82	0.58	0.45 ✓			
<b>CO<sub>2</sub> intensity</b> (tCO <sub>2</sub> eq scopes 1 & 2/€ millions of sales)	<b>FORVIA</b>	49	34	26 ✓			
	<b>FORVIA SE</b>	47	34	23 ✓			
<b>Energy intensity of sites</b> (MWh scopes 1 & 2/€ millions of sales)	<b>FORVIA</b>	125	104	92 ✓			
	<b>FORVIA SE</b>	122	99	88 ✓			
<b>Waste intensity</b> (metric tons/€ millions of sales)	<b>FORVIA</b>		8.9	8.9 ✓	-28%	-34%	
	<b>FORVIA SE</b>	14.7	10.6	10.7 ✓			
<b>Water intensity</b> (m <sup>3</sup> /€ millions of sales)	<b>FORVIA</b>	174.9	126.3	120.3			
	<b>FORVIA SE</b>	176	122.3	122	-10%*		-30%*

\*Represents 88% of the FORVIA scope, including HELLA

### CIRCULAR ECONOMY OF PRODUCTS (SCOPE 3)

		FORVIA OBJECTIVES					
		2019	2022	2023	2025	2027	2030
<b>CO<sub>2</sub> emissions scope 3</b> (Mt CO <sub>2</sub> eq) (excluding the use phase of sold products)	<b>FORVIA</b>	12.8	12.9	13.5 ✓			-45%
	<b>FORVIA SE</b>	9.9	10.2	10.5 ✓			

### INVESTMENT FOR SUSTAINABLE TECHNOLOGIES

		FORVIA OBJECTIVES					
		2019	2022	2023	2025	2027	2030
<b>Share of revenue aligned with taxonomy</b>	<b>FORVIA</b>		21.6%	24.9%			
	<b>FORVIA SE</b>						

## BUSINESS

### BUSINESS ETHICS

		FORVIA OBJECTIVES					
		2019	2022	2023	2025	2027	2030
<b>Percentage of targeted employees trained in the Code of Ethics</b>	<b>FORVIA</b>			97% ✓	100%		
	<b>FORVIA SE</b>	93%	96.7%	98.1% ✓			

### SAFETY

		FORVIA OBJECTIVES					
		2019	2022	2023	2025	2027	2030
<b>Number of accidents with and without lost time per million hours worked</b> (FR1t indicator)	<b>FORVIA</b>		2.06	2.70 ✓		1.5	
	<b>FORVIA SE</b>	2.05	1.44	1.14 ✓			

### RESPONSIBLE VALUE CHAIN

		FORVIA OBJECTIVES					
		2019	2022	2023	2025	2027	2030
<b>Percentage of direct purchasing volume assessed for CSR performance</b> (representing about 2,000 direct suppliers)	<b>FORVIA</b>			84%* ✓	85%**		
	<b>FORVIA SE</b>	80%	93%				
<b>Minimum EcoVadis score of the suppliers in the panel</b>	<b>FORVIA</b>			45/100	55/100		
	<b>FORVIA SE</b>	30/100	40/100				

\*FORVIA scope including the top 200 suppliers in HELLA's panel

\*\*FORVIA scope including all suppliers in HELLA's panel

## PEOPLE

### LEARNING ORGANIZATION

		FORVIA OBJECTIVES					
		2019	2022	2023	2025	2027	2030
<b>Number of training hours per employee per year</b>	<b>FORVIA</b>						25h
	<b>FORVIA SE</b>	21.6h	22.9h	26.9h			

### DIVERSITY AND INCLUSION

		FORVIA OBJECTIVES					
		2019	2022	2023	2025	2027	2030
<b>Percentage of women among the top 300 leaders</b>	<b>FORVIA</b>					25%	30%
	<b>FORVIA SE</b>	15%	23%	27%			
<b>Percentage of women among managers and professionals recruited externally</b>	<b>FORVIA</b>			34.1%			
	<b>FORVIA SE</b>	30%	35.4%	38.5%			
<b>Percentage of women among managers and professionals</b>	<b>FORVIA</b>			28.6%		30%	35%
	<b>FORVIA SE</b>	24.4%	28.9%	30.8%			
<b>Percentage of non-European employees among the top 300 leaders</b>	<b>FORVIA</b>						
	<b>FORVIA SE</b>	34%	35%	33%		39%	
<b>Employee engagement index based on the annual survey conducted with all employees</b>	<b>FORVIA</b>			75% ✓			
	<b>FORVIA SE</b>	64%	73%	75% ✓			

### LOCAL AND SOLIDARITY ACTIONS

		FORVIA OBJECTIVES					
		2019	2022	2023	2025	2027	2030
<b>Percentage of employees involved in local societal actions</b>	<b>FORVIA</b>						
	<b>FORVIA SE</b>	10%	15%	15%			20%

# FORVIA's contribution to the SDGs

FORVIA's sustainability strategy is aligned with the United Nations Sustainable Development Goals (SDGs).



## 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 waste management



**13. CLIMATE ACTION**  
Reduction of FORVIA's greenhouse gas emissions to achieve CO<sub>2</sub> neutrality by 2045

## Business



**3. GOOD HEALTH AND WELL-BEING**  
Reduce safety risks in plants and road injuries via FORVIA's product quality and safety policy



**11. SUSTAINABLE CITIES AND COMMUNITIES**  
Air quality innovations that are particularly suited to urban areas



**13. CLIMATE ACTION**  
Development of solutions for zero-emissions mobility over the full vehicle lifecycle



**8. DECENT WORK AND ECONOMIC GROWTH**  
Respect for and promotion of international principles relating to human rights and labour law throughout the value chain



**12. RESPONSIBLE CONSUMPTION AND PRODUCTION**  
Eco-design of products and circular economy



**17. PARTNERSHIP FOR THE GOALS**  
Partnerships for sustainable innovation with key players in the industrial and technological ecosystem



**10. REDUCED INEQUALITIES**  
Fight against discrimination

## People



**3. GOOD HEALTH AND WELL-BEING**  
Implementation of uncompromising workplace safety and risk prevention policies  
  
Supporting employees and families during the pandemic



**5. GENDER EQUALITY**  
Promotion and career development of women  
  
Fight against discrimination and for professional equality



**10. REDUCED INEQUALITIES**  
Development of local societal actions



**4. QUALITY EDUCATION**  
Training and skills development for FORVIA's employees, in particular via FORVIA University  
  
Support for solidarity and local initiatives that promote education



**8. DECENT WORK AND ECONOMIC GROWTH**  
Active prevention of accidents at work and occupational diseases



**17. PARTNERSHIP FOR THE GOALS**  
Active societal engagement with local communities and NGOs

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For more information see the  
**Universal Registration Document 2023**

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