

2025 FIRST-QUARTER SALES

DRIVING STRUCTURAL PERFORMANCE
IN A VOLATILE ENVIRONMENT

April 17, 2025

FORVIA
Inspiring mobility

AGENDA

- 01** ACTIONING
PERFORMANCE
LEVERS
- 02** Q1 PERFORMANCE
REVIEW
- 03** FORVIA'S
ROADMAP

01

ACTIONING PERFORMANCE LEVERS

Martin Fischer
CEO

A SOLID START TO THE YEAR

- ✓ ORGANIC REVENUE GROWTH OF +2.1% IN Q1
- ✓ OUTPERFORMANCE OF 80BPS VERSUS MARKET
DESPITE A STRONG UNFAVORABLE GEOGRAPHIC MIX

ACTION PLAN: PROTECTING PERFORMANCE & LIQUIDITY



ENHANCING OPERATIONAL EXCELLENCE

- ✓ EU-Forward on track
- ✓ Turnaround of underperforming platforms (Interiors NAO)



MITIGATING TARIFFS

- ✓ Objective to cover 100% of direct impact
- ✓ Flexing, cutting cost and capex to manage indirect volume impact



IMPROVING DEBT PROFILE

- ✓ Extension of average debt maturity
- ✓ No major maturity before 2027

GUIDANCE CONFIRMED

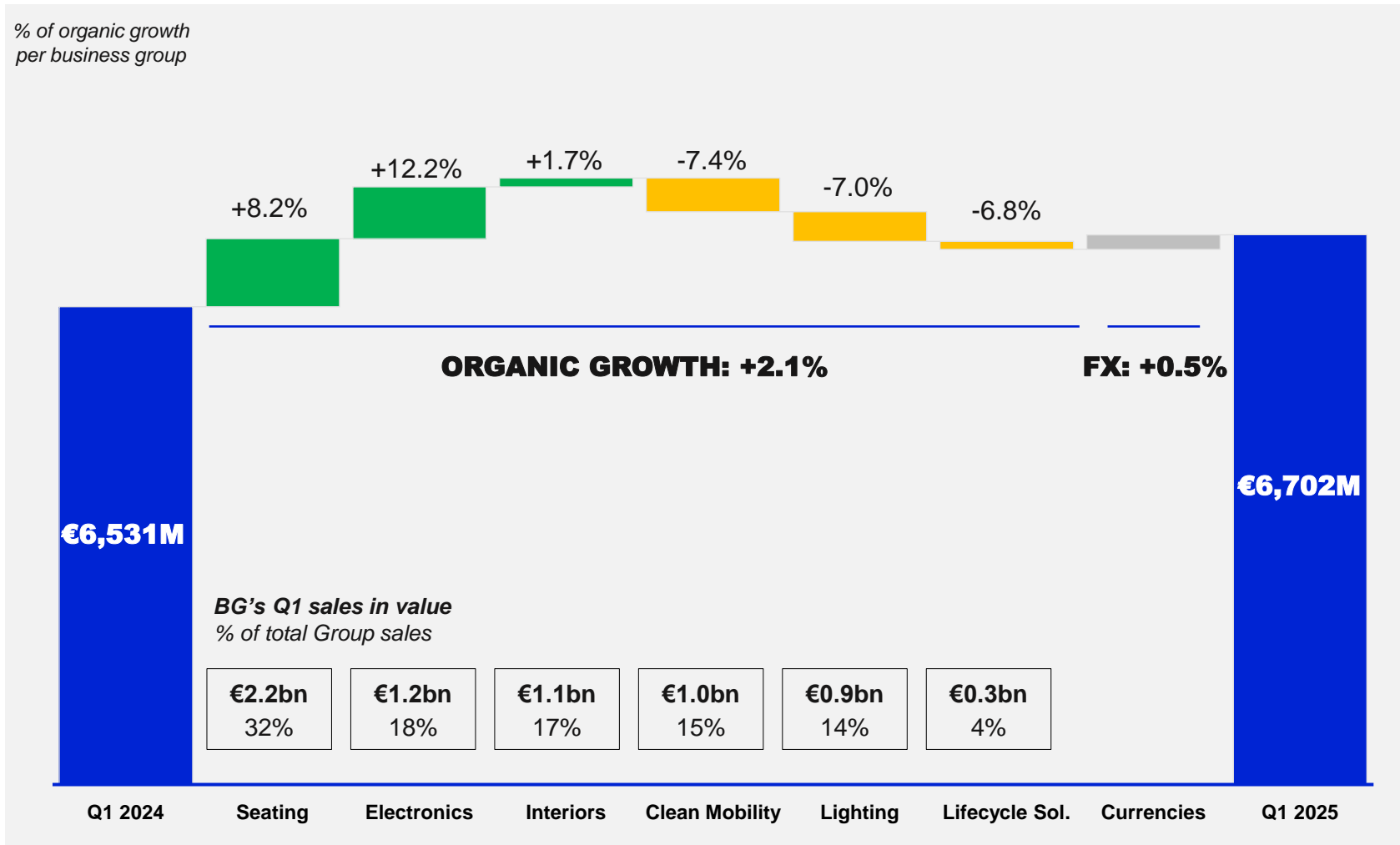
FINANCIAL FLEXIBILITY

02

Q1 2025 PERFORMANCE REVIEW

Olivier Durand
CFO

+2.1% ORGANIC GROWTH IN Q1, DRIVEN BY ELECTRONICS AND SEATING



Outperformance of **Electronics** in all three major regions

Seating growth driven by launches in Europe and the rebound with BYD

Growth at **Interiors** despite high prior-year comparable related to tooling

Clean Mobility penalized in Europe, notably by commercial vehicles segment

Lighting affected by an end of program with a major American player

GROWTH IN ASIA AND EUROPE

OUTPERFORMANCE DRIVEN BY EUROPE

in €m	EMEA	AMERICAS	ASIA	o/w CHINA	GROUP
Q1 2024	3,135	1,782	1,615	1,247	6,531
Regional auto production*	-7.8%	-3.5%	+7.3%	+11.5%	+1.3%
YoY Organic change	+3.6%	-3.8%	+5.8%	+2.6%	+2.1%
Outperformance (bps)	+1,140	-30	-150	-890	+80
Q1 2025	3,240	1,733	1,729	1,304	6,702
% of sales	48%	26%	26%	19%	100%

* S&P Mobility April 2025

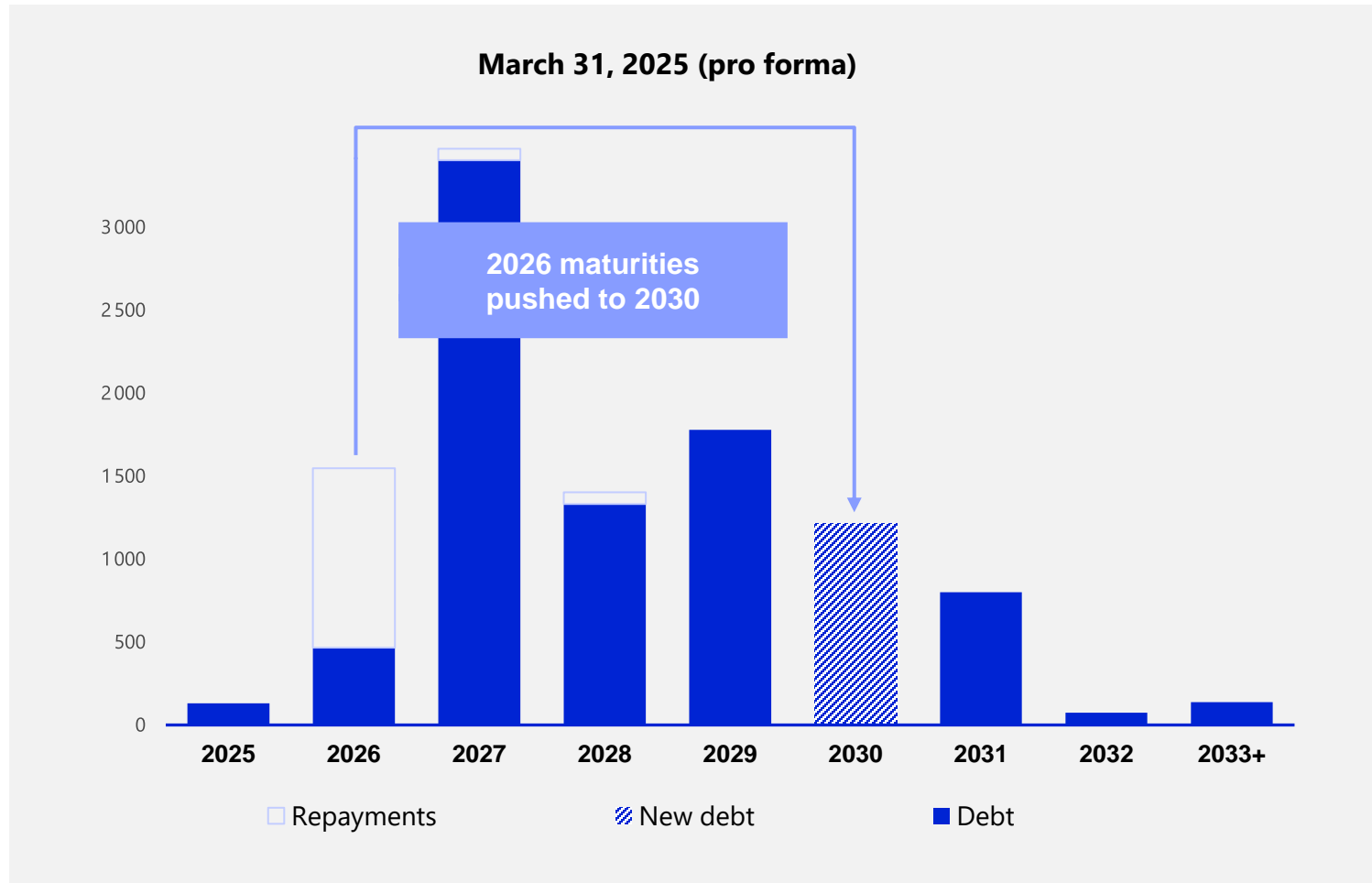
Europe: significant outperformance driven by **Electronics and Seating**

Americas: In line performance despite strong prior-year comparable in tooling

China: Increasing sales driven by double-digit growth with Chinese OEMs, notably **BYD**

Rest of Asia: **16.4% organic growth** driven **Electronics** with Japanese OEMs

EXTENDED DEBT MATURITY THROUGH ACTIVE DEBT MANAGEMENT



€750m 5-year note issued in March 2025 to fully refinance the 3.125% 2026 maturity

Inaugural \$500m 5-year note to fully refinance the 7.25% SLB 2026 maturity and other high coupon bank loans

- **Diversification of financing sources**
- **2026 maturities largely cleared**
- **Average debt maturity: 3.4y**

2025 GUIDANCE CONFIRMED

SALES

BETWEEN

€26.3bn
AND **€27.5bn**

AT CONSTANT EXCHANGE RATES

OPERATING MARGIN

BETWEEN

5.2% AND 6.0%
OF SALES

NET CASH FLOW

≥2024
LEVEL
i.e. €655M

BASED ON :

- > S&P's latest downward revision of 2025 production from 89.5 to 87.9 million LVs
- > The tariffs already enacted to date
- > No other major disruption materially impacting production or retail sales in any major automotive region during the year
- > All mitigation and cost reduction measures being implemented by FORVIA

NET DEBT/ADJ. EBITDA RATIO

≤1.8x
BEFORE DISPOSALS

BEYOND THIS ORGANIC DELEVERAGING TARGET, THE GROUP IS COMMITTED TO RESTORE A SOLID BALANCE SHEET WITH THE OBJECTIVE TO REDUCE NET DEBT/ADJUSTED EBITDA RATIO BELOW 1.5x IN 2026, SUPPORTED BY DISPOSALS

03

FORVIA'S ROADMAP

Martin Fischer
CEO

TURNING VISION INTO ACTION - MY ROADMAP



BEST IN CLASS PERFORMANCE

- ✓ Solid Q1 sales performance
- ✓ Operational excellence supporting organic deleveraging



BUSINESS TRANSFORMATION

- ✓ Assets disposal processes are ongoing
- ✓ Strategy on core portfolio presented at CMD



INVIGORATING CULTURE

- ✓ Preparing simplified structure & operating model
- ✓ Presented during H1 results

