

FORVIA HELLA AT A GLANCE

Company presentation

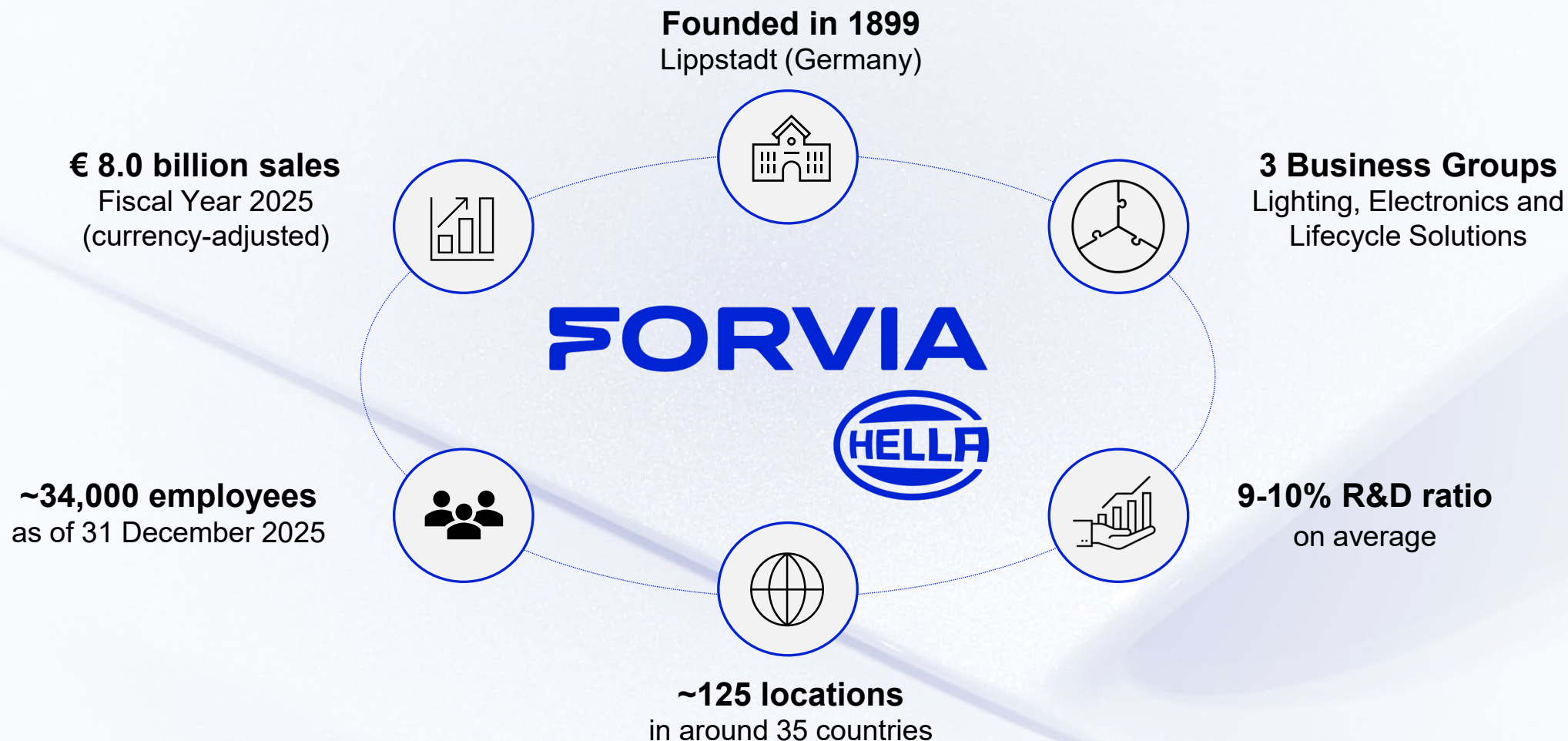
May 2026

FORVIA



FORVIA HELLA HAS BEEN SHAPING MOBILITY FOR 125 YEARS

Company overview



BROAD POSITIONING WITH THREE STRONG BUSINESS GROUPS

Company portfolio

Lighting	Electronics	Lifecycle Solutions
		
Product groups: ▪ Headlamps ▪ Rear combination lamps ▪ Interior lighting ▪ Car body lighting	Product groups: ▪ Sensors and actuators ▪ Automated driving ▪ Lighting and body electronics ▪ Energy management	Product groups: ▪ Independent aftermarket ▪ Workshop solutions ▪ Special Original Equipment
 € 3.7 billion	€ 3.4 billion	€ 1.0 billion
 ~16,750	~11,500	~4,000

*Sales figures for Fiscal Year 2025 (1 January to 31 December 2025); total segment sale (before consolidation)
headcount as of: 31 December 2025, not including employees in corporate functions*

A CONSTANT FOCUS ON INNOVATION AND ADAPTABILITY

Company history



1899
Founded as
"Westfälische
Metall Industrie
AG"



1908
Acetylene
headlamp
"System Hella":
HELLA becomes
a trademark



1965
The first
electronics
product: the fully
electronic flasher
unit

1961
Start of inter-
nationalization:
first factory
outside Germany

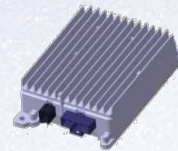
1971
World's first
approval for an
H4 main
headlamp



1986
"Hella" becomes
the company
name

1995
First locations in
China;
subsequent inter-
national-
ization also in
Eastern Europe

2008
First full-LED
headlamp from
FORVIA HELLA



2010
First voltage
converter

2011
Expansion, e.g.
to Mexico, Brazil
and Dubai

2013
World's first LED
matrix
technology



2014
FORVIA HELLA
goes public



2016
Multibeam LED
headlamp

2017
750 millionth
position sensor
with CIPOS®
technology

2020
Production launch
of 77 GHz radar
sensors and
"world headlamp"
SSL100

FORVIA
Inspiring mobility

2022
Majority
acquisition by
Faurecia;
together forming
FORVIA, a global
supplier for
automotive
technologies

Company Highlights

Product Highlights

HIGH CUSTOMER PROXIMITY IN ALL CORE REGIONS

International presence



Sales by region
Fiscal Year 2025



Employees by region
as of 31 December 2025

worldwide
34,046

Europe

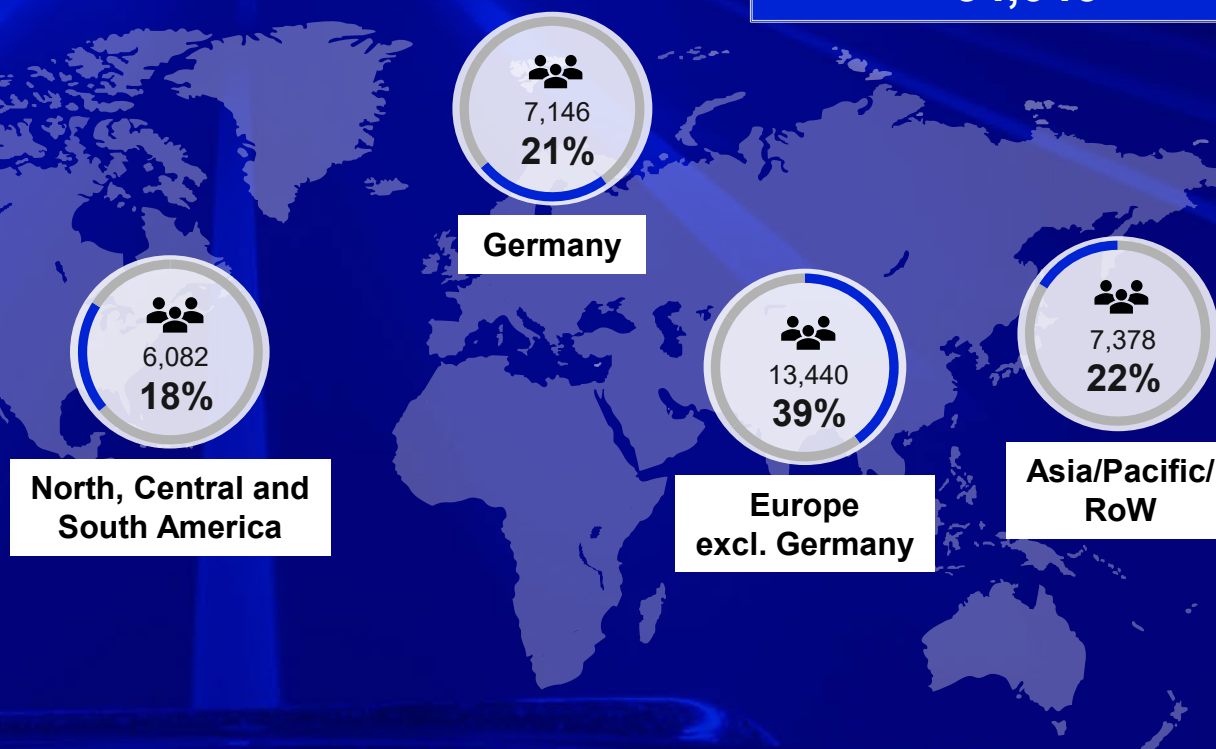
56%
€ 4,377 mill.

North, Central and South America

22%
€ 1,748 mill.

Asia/Pacific/RoW

22%
€ 1,731 mill.



HIGHLY EXPERIENCED MANAGEMENT TEAM

Management Board



**Prof. Dr.
Peter Laier**
Chief Executive
Officer (CEO)



**Juan Manuel
Mollá**
Lighting



**Stefan van
Dalen**
Lifecycle Solutions



**Stefanie
Rheker**
Human Resources
(CHRO)



**Philippe
Vienney**
Chief Financial
Officer (CFO)



**Jörg
Weisgerber**
Electronics

MULTIDIMENSIONAL MATRIX STRUCTURE

Company management

	CEO Prof. Dr. Peter Laier		
	Business Group Lighting Juan Manuel Mollá	Business Group Electronics Jörg Weisgerber	Business Group Lifecycle Solutions Stefan van Dalen
	Finance, Controlling, Risk Management and Internal Control System Philippe Vienney	Executive Board: Stefanie Brettin Boštjan Furlan Robert Grienemberger Dr. Christof Hartmann	Executive Board: Adnan Cemal Inga Haßenewert Saskia Schumacher Ulf Steinberg
	Human Resources Stefanie Rheker	Didier Keskas Dr. Michael Kleinkes Dr. Max Klingender Silke Krome Svenja Laurie Tobias Pohlschmidt	Executive Board: Dr. Marcel Wiedmann Dr. Mario Winkelhaus
Sustainability, Quality, Legal and Compliance Prof. Dr. Peter Laier	Ernesto Segura-Mendez Kai Tiftik Alexander Werner	Andreas Lütkes Johannes Müller Lennart Pletziger Felix Schmauch Kay Talmi Andreas Vizirakis Heike Wessels Dr. Michael Winkler Joachim Ziethen	
International FORVIA HELLA Companies			

General Partner: Hella Geschäftsführungsgesellschaft mbH

Managing Directors of Hella Geschäftsführungsgesellschaft mbH: Prof. Dr. Peter Laier (Chair), Stefan van Dalen, Juan Manuel Mollá, Stefanie Rheker, Philippe Vienney, Jörg Weisgerber

Chairman of the Supervisory Board: Andreas Renschler

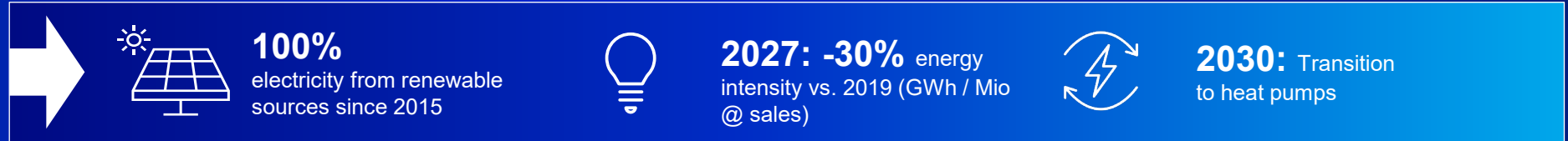
Shareholder Committee: Dr.-Ing. Wolfgang Ziebart (Chair), Dr. Martin Fischer, Judith Buss, Olivier Durand, Dr. Jill Greene, Olivier Lefebvre, Andreas Renschler, Jean-Pierre Sounillac

FORVIA HELLA SUSTAINABILITY ROADMAP

CLIMATE CHANGE



ENERGY



CIRCULAR ECONOMY



WASTE & WATER



HEALTH & SAFETY / HR



PURCHASING & GOVERNANCE



KEY FINANCIAL FIGURES AT A GLANCE

Overview of KPIs

Selected key figures

in € million

	Fiscal year 2025 1 January to 31 December 2025	Fiscal year 2024 1 January to 31 December 2024
Currency-adjusted sales	8,017	8,025
Sales	7,855	8,025
Operating income	474	446
Operating income margin	6.0%	5.6%
Earnings for the period	93	371
Net cash flow	318	189
Net cash flow in relation to sales	4.0%	2.4%
R&D expenses	733	803
R&D ratio	9.3%	10.0%
	31 December 2025	31 December 2024
Net financial liquidity	381	213
Equity ratio	42.7%	43.4%

An aerial photograph of a winding asphalt road through a dense, green forest. The road curves from the bottom left towards the top right. Several cars are visible on the road. The image is split vertically by a white line. The left panel shows the road and forest in a more natural, slightly desaturated green. The right panel shows the same scene but with a more vibrant, saturated green, and the word 'FORVIA' is overlaid in large white letters.

FORVIA

FORVIA: A GLOBAL LEADER IN AUTOMOTIVE TECHNOLOGIES

6

Business Groups

€27bn

sales

900

Close to
programs in 2024

13,000

Close to
patents

1 in 2

vehicles worldwide equipped
with FORVIA products

€31bn

order intake

including

400+

new launches

78

R&D centers

150,000

employees

15,000

R&D engineers

80+

automotive customers

40

countries

All figures as of December 31, 2024

A COMPREHENSIVE PORTFOLIO

Six international business groups with differentiating product lines



Seating

- > Seat structures
- > Complete seats



Interiors

- > Instrument Panels
- > Door Panels
- > Center Consoles
- > Sustainable Materials
- > Surface activation



Clean Mobility

- > Ultra low emissions solutions for passenger and light commercial vehicles
- > Zero emission hydrogen solutions for mobility, energy storage and distribution



Electronics

- > Sensors & Actuators
- > Automated Driving
- > Lighting/Body Electronics
- > Energy Management
- > Cockpit Electronics
- > Cockpit Experiences



Lighting

- > Headlamps
- > Rear Lamps
- > Interior Lighting
- > Car Body Lighting



Lifecycle Solutions

- > Independent Aftermarket
- > Workshop Solutions
- > Special Original Equipment

 FORVIA Faurecia

 FORVIA HELLA

 FORVIA Faurecia & FORVIA HELLA

A LEADING ESG COMPANY

Sustainability

Environmental



- › **Ambitious CO₂ neutrality roadmap:** CO₂ neutral at sites (-80% vs. 2019 and compensation) by 2025 and CO₂ net zero as of 2045 (-90% vs. 2019 and 10% bound in materials)
- › **Sustainable product solutions** with eco-design, sustainable materials, energy efficiency and circular economy
- › **Solutions for zero emissions vehicles:** strong expertise in BEV and FCEV

Social



- › **A responsible employer**, promoting gender diversity and inclusiveness, working extra-hard to attract talents
- › **A learning organization** that encourages employee training and development
- › **Supporting local communities** with a foundation acting in education, mobility & environment

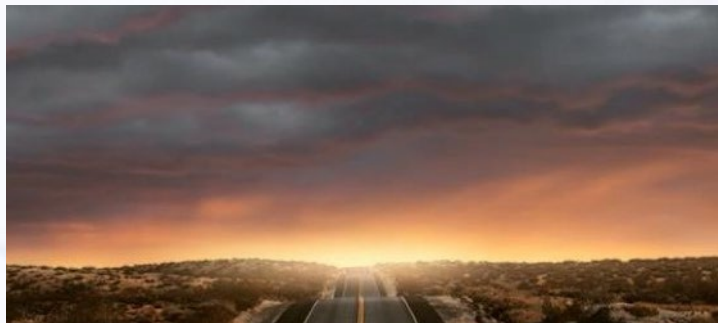
Governance



- › **Robust and sustainable governance**
- › **A strict respect for compliance** and strong value for ethics
- › **A safe work environment** to all our employees
- › **A responsible supply chain** with sustainable partners & suppliers

CO₂ NEUTRALITY AT THE HEART OF OUR STRATEGY

Environmental and climate protection



Climate change, poor air quality

in cities, vulnerable ecosystems... these disturbances affect every single person and are posing an increasing threat to humanity.

As a company, we believe that **we can act today to reverse the trend**. Translating this conviction, FORVIA is putting into motion a comprehensive action plan for the planet.



3 key steps

- › **By 2025:** CO₂ neutrality for our internal emissions (scopes 1 and 2)
- › **By 2030:** -45% for scope 3 emissions
- › **From 2045:** CO₂ net zero for all our emissions (scopes 1-2-3)



3 key levers

- › Use **Less**
- › Use **Better**
- › Use **Longer**

Recycling & circular economy



Vision

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

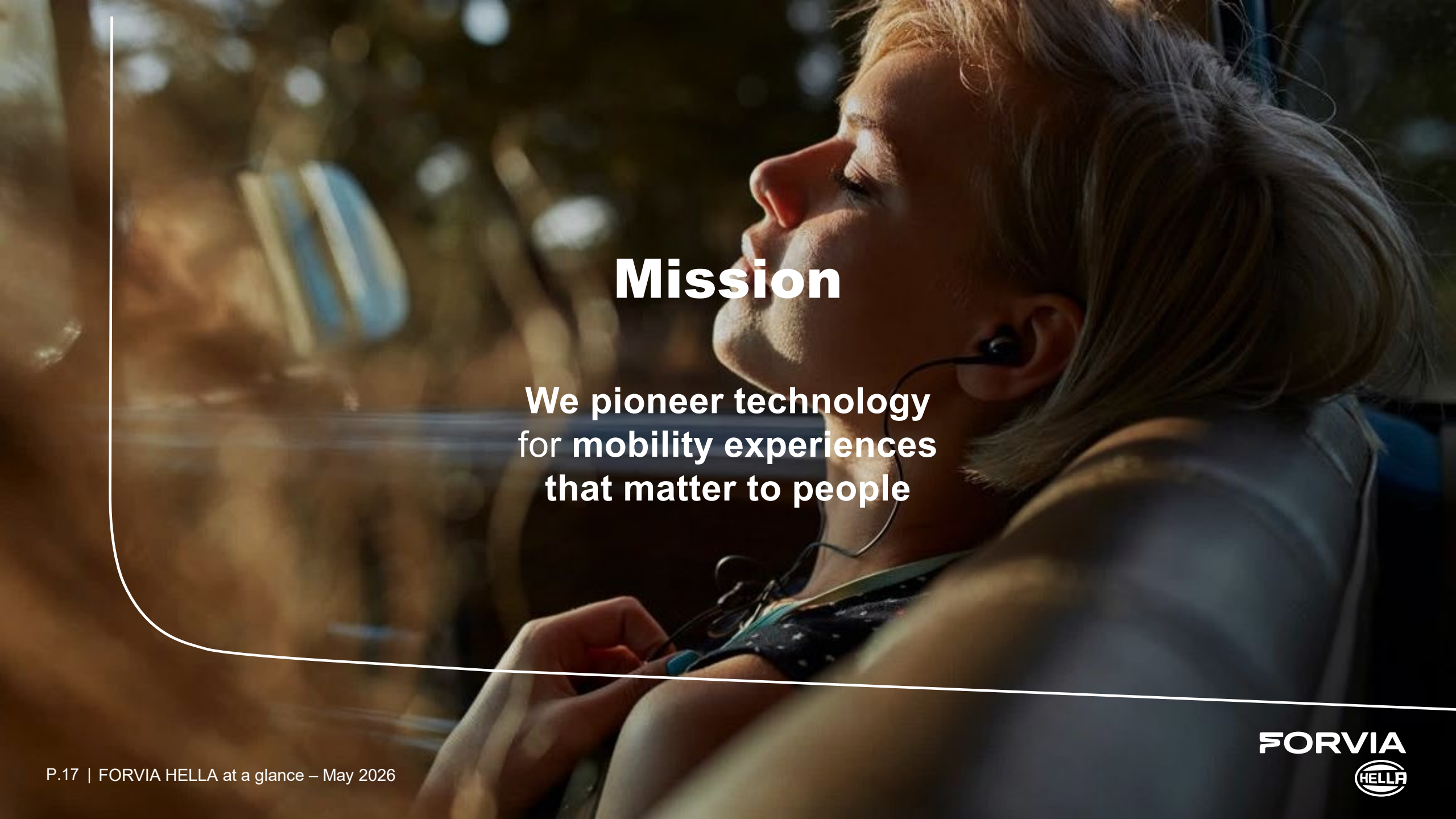
Vision

Mobility is at the heart of people's life and of what matters to them:

- › **Mobility empowers people's life:** freedom of movement, access to a world of opportunities, proximity with loved ones, connectivity
- › Today, the world faces tremendous **challenges impacting mobility:** climate change, access to development, technology. These challenges matter to people.

moving freely, caring for the planet, their own way

- › **Mobility is not just about how we move; it's about how we live**
- › Today, people expect more from mobility than a standard journey: they expect a **safer, more sustainable, more connected and more personalized experience**

A woman with blonde hair is shown in profile, looking out of a car window. The scene is bathed in the warm, golden light of a sunset or sunrise, with blurred trees and foliage visible outside. She is wearing black earbuds. The overall mood is serene and aspirational.

Mission

**We pioneer technology
for mobility experiences
that matter to people**

Mission

We pioneer technology for mobility experiences that matter to people

- › **Reveals our leadership and our visionary dimension**, at the forefront of an era of transformation:
 - Electrification & Energy management
 - Safe and Automated Driving
 - Digital & Sustainable Cockpit Experiences
- › Highlights **our innovation capabilities and our transformative mindset** to impact the world positively
- › Expresses **our technological expertise**, the key driver of our customer relationship
- › Expresses the promise of a **new mobility**: people expect more than a standard journey
- › Focuses on the **end-user benefits**
- › Emphasizes that we propose a **comprehensive approach**, encompassing safety, sustainability, affordability, connectivity, well-being and customization.
- › Clearly states our strong **connection to people** and our determination to lead **positive change**
- › People: our employees, our partners, our suppliers, our customers, our end-users

FORVIA

