2025
Q3 SALES

October 20, 2025

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01

Q3 2025 Highlights

Martin Fischer
CEO

FORVIA
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CONTINUED EXECUTION ON OUR THREE PRIORITIES

Best in Class Performance

- **9M revenue of €19.6bn,** up 0.8% organically
- **Strict discipline on cost and cash**
- **On track to achieve 2025 targets**

Business Transformation

- **Target portfolio being finalized**
- **Disposals: strong inbound interests** on several assets received

Invigorating Culture

- **New organization model** roll-out
- **Strengthening accountability across the Group**

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LEVERAGING TECHNOLOGY
TO CAPTURE MARKET GROWTH

Electronics driving growth

- Q3 double-digit growth in all regions supported by **Radars and In-vehicle Infotainment (IVI)**
- **ForWave7*** **latest radar generation** (77 GHz) first award

Clean Mobility strengthening leadership position

- **Hybridization** commanding Higher Content per Vehicle in Europe
- **Business take over** from a large European OEM

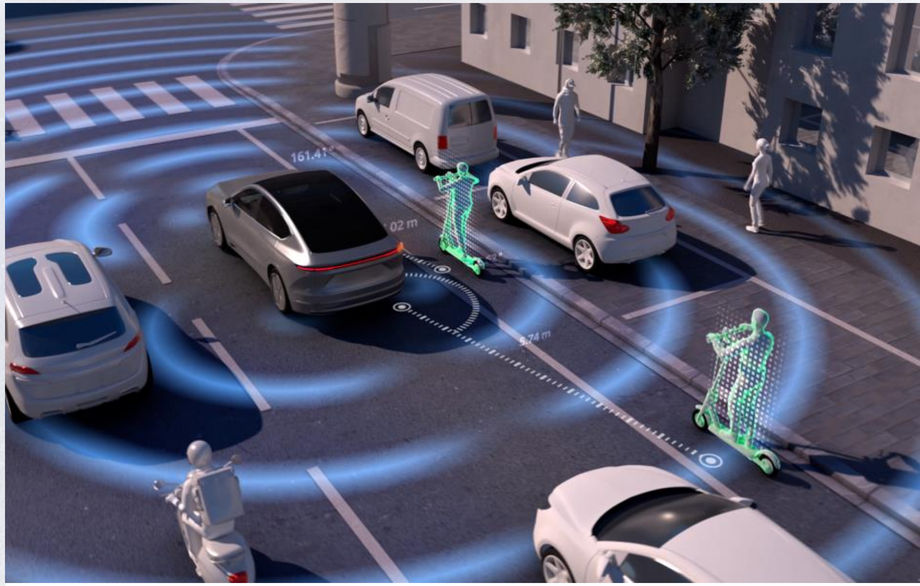
New Seating technology awarded in China

- **Zen Massage** innovation featured on IM Motors' new six-seat LS9

Promising Lighting innovation and awards

- **FlatLight*** innovation entering the market for front applications
- Accelerating **mass market penetration**

*FORVIA HELLA products



Based on FORVIA HELLA 77 GHz technology, the latest ForWave7 sensors provide the necessary environmental data for highly advanced automated driving systems

DRIVING CUSTOMER DIVERSIFICATION
WITH ASIAN OEMs

Supporting Asian OEMs internationally

› First business award with **Toyota** for an EV car in Europe

› First business awards with **HKMC** in Europe and North America

› Extending partnership with **Chery** for international expansion*

Broadening our customer base in China

› Awards in Seating and Interiors with a **Chinese fast-growing EV car maker**

› Lighting strengthening relationships with C-OEMs, notably **Geely**

Building momentum in India

› Fast development in **Electronics**

› Leverage on our local **engineering capabilities** (c. 2,600 engineers)

FORVIA HELLA created the "Rising Sun" rear lamp for Geely's Galaxy M9, featuring a 1.5 m light curtain that blends advanced technology with Chinese design aesthetics

**Letter of Intent signed in September 2025*

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02

Q3 2025 Sales

Olivier Durand
CFO

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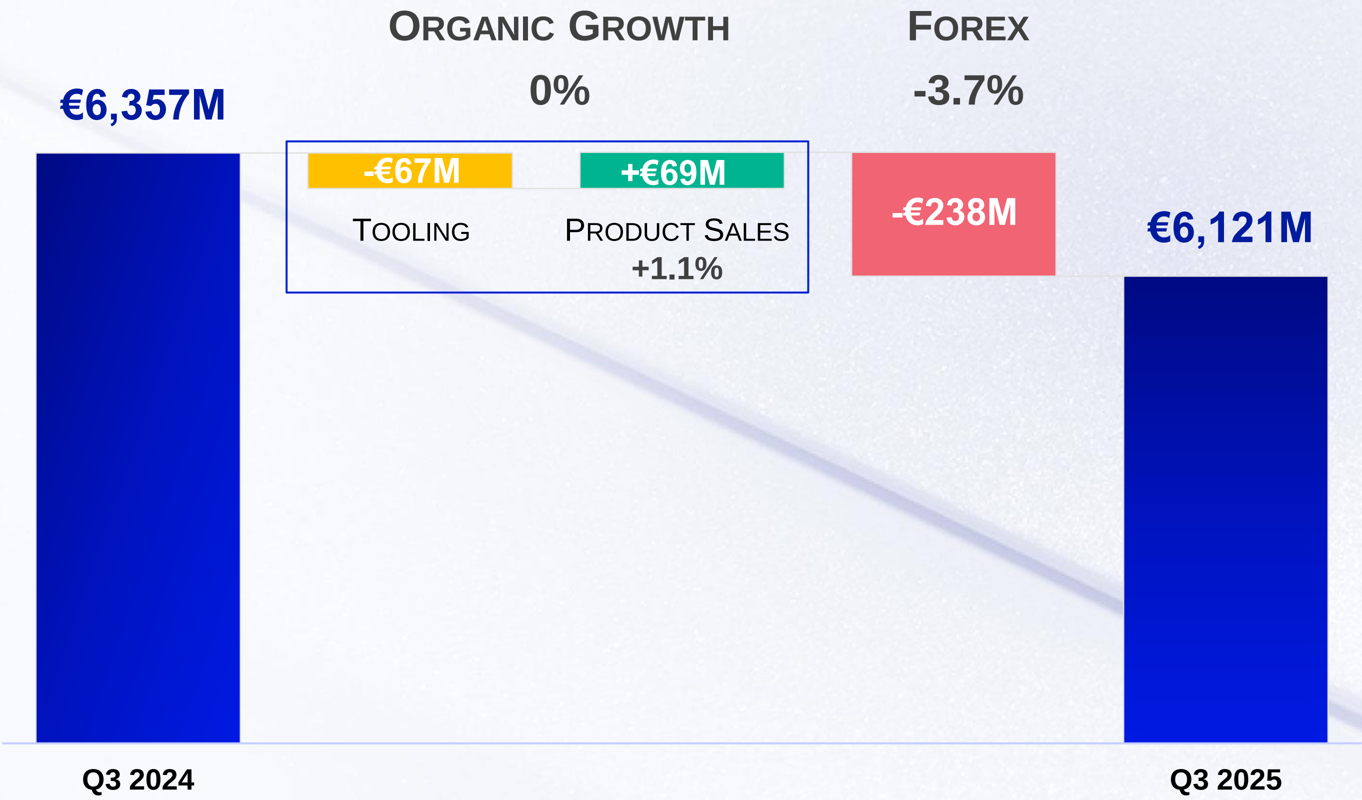
Q3 SALES OF €6.1BN
STABLE ON AN ORGANIC BASIS

Q3 2025 vs. Q3 2024 Sales



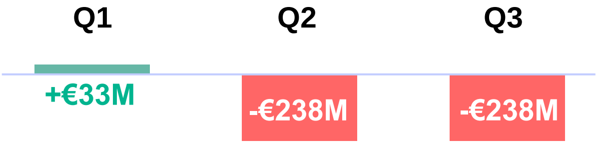
9 MONTHS: SALES OF €19.6BN

Organic growth of +0.8%

- Product sales up +2.2%
- Normalization of tooling* sales after an extraordinary 2024

Strong currency impact of -2.2%

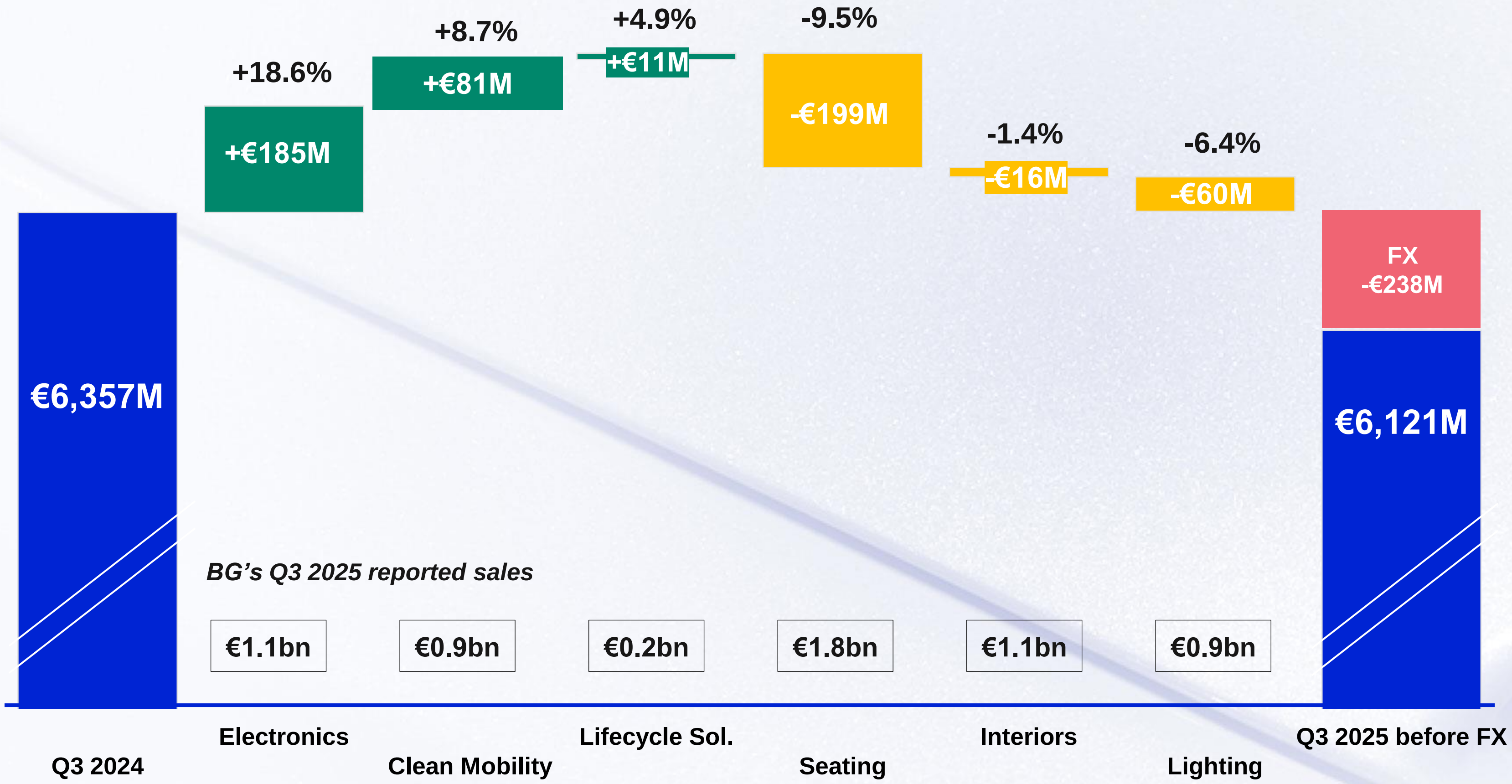
- Started in Q2 with anticipated carry over in Q4 and Q1 2026



- Limited impact on Operating margin

*Tooling are specific equipments developed for the customer. Tooling sales are usually recognized shortly before production starts. Tooling and other sales amounted to c. €1.55bn in 2024 vs. a yearly average of €1.2bn.

ORGANIC SALES GROWTH SUPPORTED BY ELECTRONICS AND CLEAN MOBILITY



ELECTRONICS

Double-digit growth in all regions

CLEAN MOBILITY

Hybridization and business take-over from a large OEM

LIFECYCLE SOLUTIONS

Back to growth

SEATING

Unfavourable customer mix in China & softness of premium brands in Europe

INTERIORS

+6.9% product sales growth driven by China and North America

LIGHTING

Ongoing repositioning

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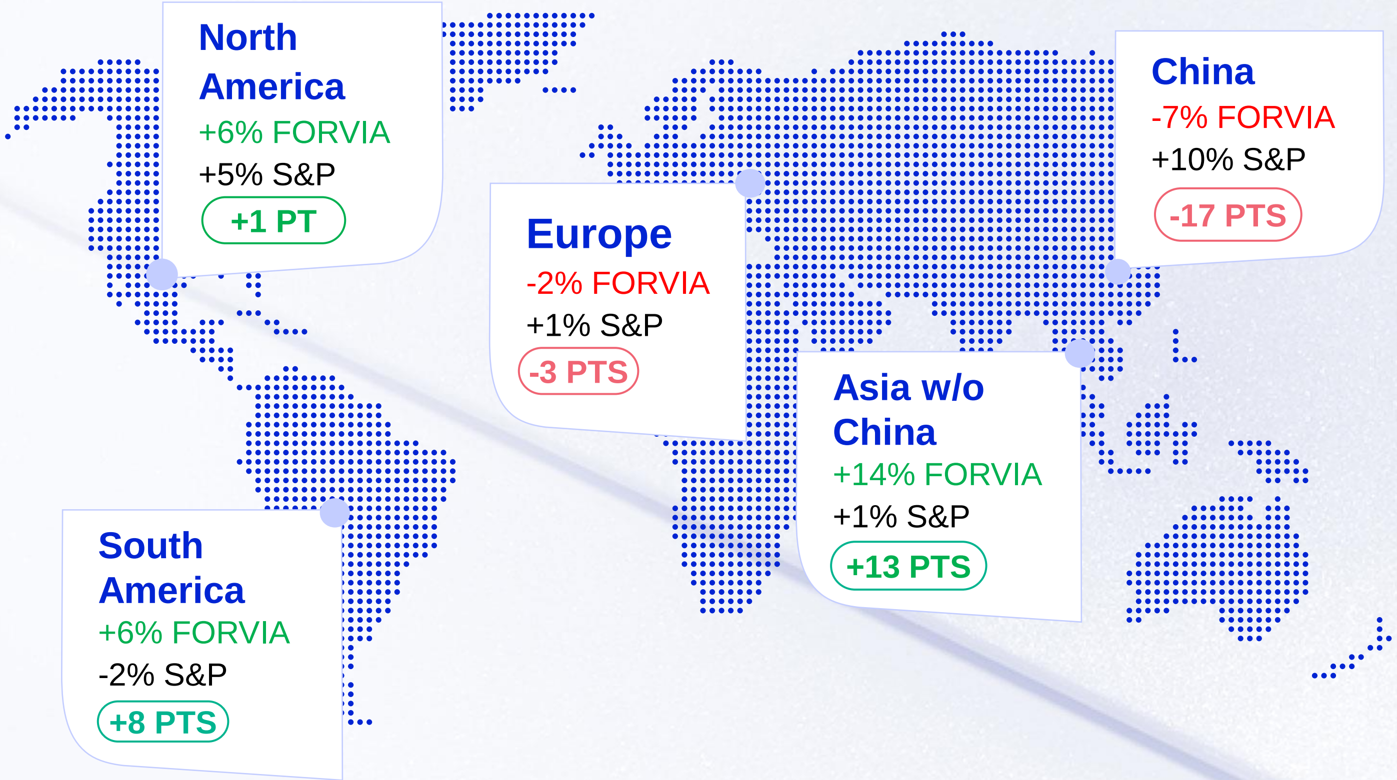
MIXED PERFORMANCE
BY REGION IN Q3



Q3 Auto production*	**+4.4%**
FORVIA organic growth	**0.0%**
Product sales organic growth	**+1.1%**

- **North America** driven by Clean Mobility with US OEMs and Electronics with Japanese OEMs
- **Rest of Asia** now representing 7% of Group sales with double-digit growth driven by Japanese and Korean OEMs
- **Europe**: temporary softness of premium brands and impact of JLR production shutdown
- **China:** strong momentum with Chery but unfavourable customer mix
  - Market growth driven by Geely and Chery
  - Production decline of BYD and Li Auto

X% FORVIA — *FORVIA's organic growth*
S&P — **Evolution of the automotive production, S&P Mobility October 2025*
+X PTS — *Outperformance vs. auto production*

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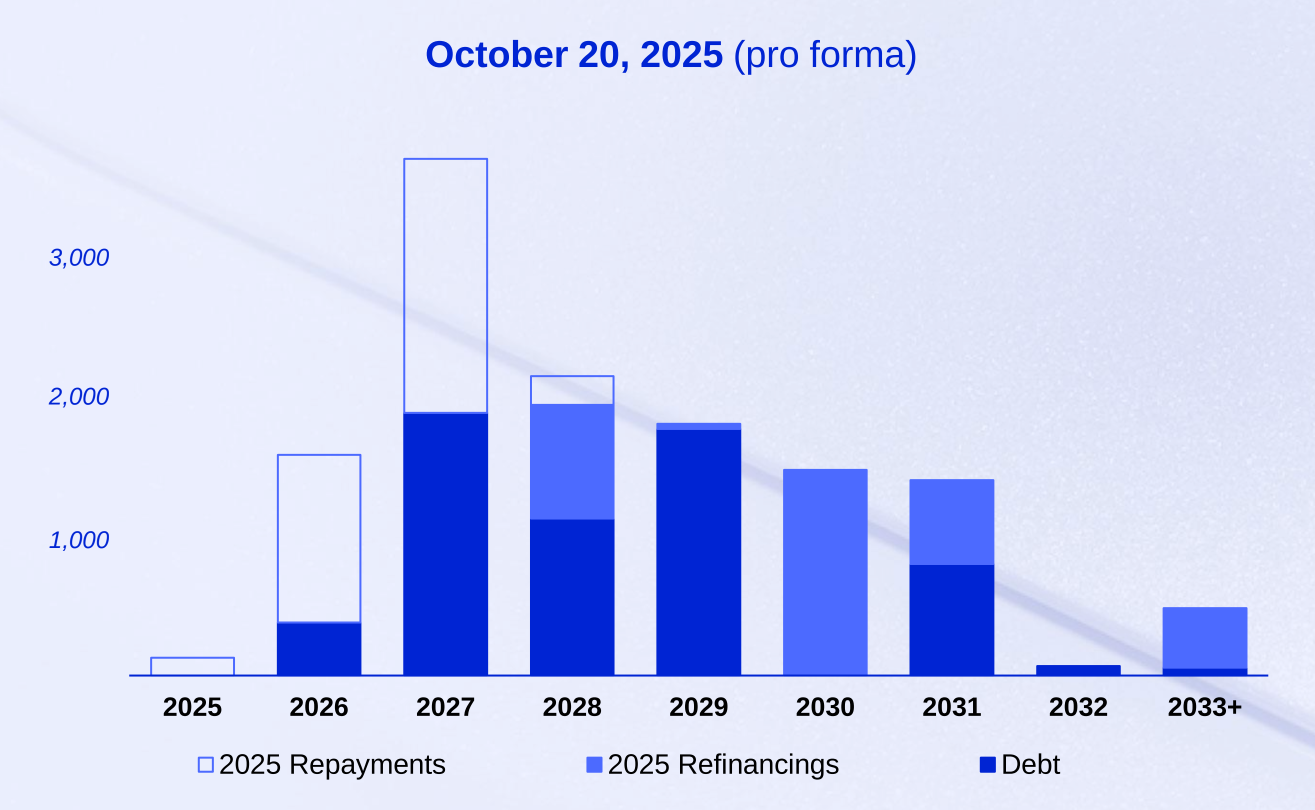
ENHANCED FINANCIAL PROFILE

in €M



€2.7Bn in new financings secured in 2025 (o/w €1.3Bn in Q3)

- **Eurobond market**
- **US bonds**
  - Inaugural USD500M bond due 2030 in Q1 2025
  - Second USD500M issuance due 2033 in Q3
- **Schuldschein**

Average debt maturity of 3.6y

- **2026 maturities largely cleared**
- **Balanced maturities distribution**

Gross debt excl. IFRS16 leases, commercial paper and overdrafts

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03

FY 2025 Outlook

Martin Fischer
CEO

FORVIA
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TRAJECTORY UNCHANGED
DESPITE MARKET HEADWINDS

Volumes uncertainties in Q4 2025

- Light vehicle production* expected down 2.8%
- Volume volatility
- Tensions on global supply and logistic chains

Constant focus on cost and cash discipline

- Reap additional benefits from **EU-FORWARD** in Europe
- **SIMPLIFY:** short-term measures and longer-term initiatives
- **Flex production costs** and reduce **indirect spend**
- Strict **Capex monitoring**

** S&P Mobility October estimates*

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2025 GUIDANCE CONFIRMED

Sales	Operating Margin	Net Cash-Flow	Net DEBT/ Adj. EBITDA Ratio
Between €26.3BN and €27.5BN at constant exchange rates*	Between 5.2% and 6.0% of Sales	≥€655M i.e. 2024 level	≤1.8x In **2025**, on an organic basis**

*2024 average exchange rates: EUR/USD = 1.08; EUR/CNY = 7.79

**With no net contribution from asset disposals

<1.5x

in **2026**,
supported by disposals

Based on

- **S&P's October estimates of 91.4m LVs for 2025**
- **The tariffs** already enacted to date
- **No major disruption** materially impacting production or retail sales in any major automotive region during the year

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