PRESS RELEASE

Nanterre (France), July 25, 2022

FIRST-HALF 2022 RESULTS

- **STRONG ORGANIC SALES OUTPERFORMANCE OF +960bps**
- **RESILIENT PERFORMANCE WITH OPERATING MARGIN OF 3.7% OF SALES & NET CASH FLOW OF €102m**
- **CONFIRMED FULL-YEAR 2022 GUIDANCE**
- **INTEGRATION OF HELLA ON TRACK**

In €m		H1 2021*	**H1 2022***	**YoY change**
*Worldwide automotive production** (in m units)*		*37,459*	***37,246***	*-0.6%*
Sales		7,783	**11,623**	+49.3%
Of which:	*HELLA scope effect (5 months)*		***2,789***	*+35.8%*
	Organic growth (at constant scope & currencies)		***697***	*+9.0%*
Operating income		510	**426**	
As % of sales		*6.6%*	***3.7%***	
Net cash flow		290	**102**	

** H1 2021 are Faurecia stand-alone figures as reported in July 2021; H1 2022 are FORVIA (Faurecia + 5 m of consolidation of HELLA) figures*
*** Source: S&P Global Mobility (ex-IHS Markit) dated June 2022 (vehicles segment in line with CAAM for China)*

RESILIENT PERFORMANCE IN A VOLATILE ENVIRONMENT

- Automotive production continued to be impacted in H1 by low activity, resulting from shortage of semi-conductors and the war in Ukraine that generated volatility in OEMs programs and supply chain disruptions, as well as the two-month lockdown in China in April and May due to Covid restrictions.
- Strong organic sales outperformance of +960bps (Faurecia “stand-alone” perimeter), of which +790bps from volume, +520bps from inflation pass-through and -350bps from regional mix.
- Resilient operating margin of 3.7%, despite all headwinds, included accretive contribution from HELLA.
- Positive net cash flow of €102 million.

CONFIRMED FULL-YEAR 2022 GUIDANCE AS ANNOUNCED ON APRIL 26

All financial targets, as announced on April 26, are confirmed (assuming worldwide automotive production of c. 74 million light vehicles, i.e. c. 37 million LVs in H2 2022):

- **Sales between €23 billion and €24 billion,**
- **Operating margin between 4% and 5% of sales,**
- **Net cash flow at breakeven** (includes building of a safety stock of around €100m at year-end to secure supplies given energy shortage risks in Europe).

INTEGRATION OF HELLA ON TRACK

- HELLA is consolidated since February 1 and integration is fully on track.
- Implementation of synergies, including cost synergies of optimization > €250m in 2025, has started.

REFINANCING OF THE HELLA ACQUISITION LARGELY COMPLETED, INCLUDING THE RECENT SUCCESSFUL CAPITAL INCREASE

- The successful capital increase of €705m in June was a significant step in the refinancing process of the acquisition of HELLA.
- After this operation, €1.7bn out of the total investment of €5.4bn is to be refinanced.

PRIORITY TO DELEVERAGING AFTER THE ACQUISITION OF HELLA

- The divestment program of non-strategic assets of €1bn of proceeds to be closed by end 2023 is underway and will contribute to further deleveraging.
- The Group targets Net debt-to-Adjusted EBITDA ratio of 3x at the end of 2022.

Patrick KOLLER, Chief Executive Officer of FAURECIA, declared:

"In the first half, in addition to the persistent shortage of semiconductors, which continued to generate significant volatility in orders from our customers, two major events weighed on the macroeconomic environment: the start of the war in Ukraine in February and the lockdowns in China in April and May. Finally, the acceleration of inflation impacted significantly the global economy.

In this particularly tense context, the new FORVIA group, which has included HELLA since February 1, succeeded in achieving net organic sales outperformance of +960bp, protecting its operating margin and generating positive net cash flow.

Since the beginning of the year, in addition to implementing the actions necessary to mitigate the negative impacts of the global macroeconomic environment on our operations, we have pursued our major strategic axes. Thus, in the first half, we achieved 15 billion euros in order intake, with major first orders of technologies for electrification and automated driving, such as high voltage DC/DC converters, X-by-wire solutions and front panel vision systems. We also continued to be a go-to partner for a more customized and eco-designed cockpit, recording significant contract awards for interiors, seating, display and lighting solutions featuring lightweight, energy efficient, low CO_2 components and sustainable materials.

We have, since the finalization of the acquisition of HELLA at the end of January, accelerated the combination of FAURECIA and HELLA and we are deploying our program of synergies according to our plans. To participate in the refinancing of this major acquisition, now largely completed, we also carried out the planned capital increase for 705 million euros.

This capital increase operation has enabled us to improve our financial structure and contributes to our priority objective of rapid deleveraging for the Group, to which the ongoing one-billion divestment program of non-strategic assets by end 2023 will also contribute.

We are confident that the second half will allow us to improve our first half performance and fully confirm our objectives for the year. We also remain fundamentally committed to our values and convictions, particularly with regards to sustainable development. As such, we are very proud to be the first global automotive company to have recently received validation of our NET ZERO roadmap by SBTi (Science Based Target initiative), which recognizes our efficiency and foremost position to lead the urgent transformation of our industry."

- ***The first-half 2022 consolidated financial statements have been approved by the Board of Directors at its meeting held on July 22, under the chairmanship of Michel de ROSEN.***

- ***These financial statements have been subject to a limited review and the external auditors have issued their report.***

- ***"Operating income" presented as Faurecia's main performance indicator is Operating income before amortization of intangible assets acquired in business combinations.***

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

- ***"Debt covenant" is the ratio "Net financial debt at the end of the period" vs. "Adjusted EBITDA over the last 12 months"; it is tested twice every year, at June 30 and at December 31 (except for June 30, 2022 when covenant is not tested as agreed during April 2022 negotiations with banks).***

- ***All other definitions are explained at the end of this Press Release, under the section "Definitions of terms used in this document".***

- ***All figures related to worldwide or regional automotive production refer to the S&P Global Mobility (ex-IHS Markit) forecast dated July 2022 (vehicles segment in line with CAAM for China, i.e. excluding vehicles > 3.5t).***

There is no full comparability between figures reported for H1 2021 and figures reported for H1 2022 as:

- **Figures reported for H1 2021 are figures related to Faurecia "stand-alone" as reported in July 2021,**
- **Figures reported for H1 2022 include a major scope effect, i.e. the consolidation of HELLA since February 1 (i.e. five months in H1 2022, representing 24% of total Group sales and 30% of total Group operating income during the period).**

H1 2022 KEY ACHIEVEMENTS

- **Solid order intake > €15 billion in H1 2022 allows reinforced selectivity in H2**

In H1, FORVIA (Faurecia + HELLA) recorded a solid order intake of above €15 billion, with operating margin aligned with Group's ambition.

New awards over the semester reflect FORVIA's strategy to focus on strategic and highly profitable activities; they included:

- **€5.0bn for Electronics in H1 2022** (including Clarion Electronics), representing 1/3 of the Group's total order intake and demonstrating the strong potential of Electronics,

- **€4.7bn for Electric Vehicles in H1 2022 (EVs + FCEVs),** representing 31% of the Group's total order intake and demonstrating acceleration on the Zero emission vehicles strategy,
- **€4.1bn for China in H1 2022,** representing 27% of the Group's total order intake and reflecting continued strong growth potential of the Chinese market, both with Chinese and international OEMs.
- **€8.7bn for Premium vehicles and SUVs in H1 2022,** representing over 55% of the Group's total order intake and reflecting the Group strong positioning on segments with high content per vehicle.

This strong commercial performance reflects the strong dynamic of both Faurecia and HELLA and allows reinforced selectivity in H2.

- ## Integration of HELLA and execution of cost synergy plan on track

On January 31, 2022, as planned, Faurecia closed the strategic and transformative acquisition of HELLA, creating the 7th largest automotive supplier in the world. Following this acquisition, Faurecia is holding a controlling stake of 81.6% in HELLA representing a total investment of €5.4bn.

The completion of this acquisition gave birth to FORVIA, which combines the two profitable and highly complementary companies in terms of technologies, customer portfolio and geographical coverage.

In May 2022, FORVIA celebrated the first 100 days of the new company, since the closing of the operation on January 31, 2022, with significant milestones reached in terms of integration and synergy execution:

- Cost synergies execution of >€250m run rate by 2025 is fully on track with c.200 synergy opportunities now being executed and the deployment of >500 people across 10 synergy projects and 6 functional projects. This execution is possible thanks to the legal structure of HELLA that allows Faurecia to have the control of the company,
- A clear governance model has been established along with appropriate legal frameworks to allow Faurecia and HELLA to work efficiently together in all domains and align the business models of both companies,
- Employee's engagement for the creation of FORVIA is very strong with a marked willingness and readiness to deliver change within the new group from both Faurecia's and HELLA's employees, well above benchmark,
- A clear roadmap for the execution of next major steps has been defined, including the realization of further synergy projects, (e.g., in electronics, information management), intensified alignment and standardization across systems and tools and further gradual roll-out of the new FORVIA brand identity.

- ## Pricing negotiations to mitigate high inflationary environment

Since the start of the year, activity was penalized by heightened inflationary environment on raw materials, on which contractual pass-through policies were already in place, but also energy, transportation and wages.

The gross impact of inflation in H1 2022 amounted to c. €500 million, which was mitigated in H1 2022 for c. €400 million, mainly through contractual pass-through policies on raw materials at

80% on average and negotiations with customers that will continue to mitigate inflationary impacts in H2 onwards.

Nevertheless, this inflation pass-through to customers at zero margin had a dilutive effect on operating margin of c. 100bps in H1 2022.

In H2, the net impact of inflation should be reduced as mitigation measures will continue to be effective with no time-lag vs. H1.

- **Successful €705 million capital increase as part of the refinancing of the HELLA acquisition**

On June 22, 2022, Faurecia successfully completed its capital increase with preferential subscription rights for an amount of €705m, partially refinancing the bridge to equity as part of the financing of the HELLA acquisition.

This operation corresponded to the issuance of 45,482,154 new shares with a par value of €7.00 at a subscription price of €15.50 per share. The total subscription rate of the operation was of c.187%. Following the settlement and delivery of the rights issue, Faurecia's share capital amounts to €1,379,625,380 comprised of 197,089,340 shares with a nominal value of €7.00 each.

It was strongly supported by Faurecia's core shareholders that all participated to the capital increase in proportion of their rights, excepted for the Hueck/Roepke Family pool that slightly increased their ownership in Faurecia's capital to 9.07% (vs. 8.95% before the operation).

- **Development of Hydrogen Zero Emission solutions**

During H1 2022, Faurecia accelerated further its hydrogen zero emission solutions strategy with key awards and partnerships in Europe and North America supporting the company's mid-term ambition to reach €500 million of sales from Hydrogen by 2025 and >€3.5 billion by 2030.

Two major achievements in H1 2022 for more than €500 million life-time sales: the biggest European agreement between Symbio (Faurecia's 50/50 JV with Michelin) and Stellantis for the production of fuel cell systems and a sizeable award signed by Faurecia with HYVIA for high volume production of hydrogen storage systems.

- **On January 3, 2022, Faurecia, has been selected for the equipment of a Bavarian fleet ("Bayernflotte") of heavy-duty trucks provided by MAN with complete hydrogen storage systems, as part of a state-supported fuel cell research project**. For this project, Faurecia will develop and seek certification for a new size of tank perfectly adapted to meet the requirements of heavy-duty vehicles and other applications with intensive use cases. This hydrogen storage system prototype will be developed in the R&D center of Augsburg (Germany). Starting mid-2024, five selected customers will test these hydrogen-powered fuel cell trucks in real-life operations for one year, operating in the Bavarian region between Nuremberg and Munich.
- **On April 15, 2022, through Symbio, Faurecia and Michelin along with GTI and other partners have been selected by the California Energy Commission (CEC) for hydrogen fuel cell truck development.** This award is a major contributor to a state-supported hydrogen mobility project for heavy duty transportation. Starting in the second half of 2023, the truck will run for 12 months on a challenging 400-mile route between the Inland Empire and Northern San Joaquin Valley. Located inside California natural gas investor-owned utility territory, it will utilize existing and future hydrogen infrastructure primarily provided by Air Liquide, Shell and Trillium's. This hydrogen truck project strives to support California's goal to achieve economy wide carbon neutrality by 2045.

- **On June 20, 2022, Faurecia has been awarded, in collaboration with Air Flow, a contract to supply of high-capacity hydrogen storage systems for refilling stations in the Zero Emission Valley project**, the leading renewable hydrogen mobility project in France for professional fleets with 1,200 vehicles and 20 refilling stations to be deployed by 2024. This project is co-financed with EU funding, Michelin, ENGIE, Auvergne-Rhône-Alpes region and their partners are steering the project through the company HYmpulsion.

- **FORVIA is accelerating its pace towards CO_2 neutrality and was the first global automotive company to receive validation of its carbon neutral roadmap by the SBTi (Science Based Target initiative)**

During H1 2022, FORVIA reached significant milestones to accelerate its carbon neutrality roadmap with ambitious targets:

- **Reduce absolute scope 1 and 2 GHG emissions 80% by 2025**,
- **Reduce absolute scope 3 GHG emissions 45% by 2030**,
- **Reach net-zero greenhouse gas (GHG) emissions across the value chain by 2045**, of which 90% form FORVIA emissions reductions and 10% from removals).

A major achievement happened in June, when FORVIA's joint CO_2 neutrality roadmap was validated by the Science Based Target initiative (SBTi). Together, Faurecia and HELLA will reach net zero emissions by 2045 – an objective corresponding to the most ambitious standard of SBTi. Only twenty companies worldwide have had their net zero commitments approved so far.

New major partnerships were also signed to contribute to reaching CO_2 neutrality for Faurecia's industrial operations, such as the 15-year power purchase agreements (PPA) signed with ENGIE and EDP to equip over 150 sites in 22 countries with solar panels.

Faurecia will purchase on-site produced solar electricity worth 7% of its global electricity needs. This action will support the ambition to become CO_2 neutral in industrial operation by 2025. Together with a targeted minimum of 20% energy intensity saving by 2023 against 2019, it will also contribute to make Faurecia less exposed to the future prices of energy, for a fraction of more than 27% of its past needs.

- **Creation of a powerful and ambitious Sustainable Materials division**

Faurecia reached new steps to enlarge its offer of Sustainable materials with two key partnerships:

- A pioneering cooperation with Veolia to achieve an average of 30% of recycled plastics for our automotive interior modules by 2025,
- A partnership with the green steel maker SSAB to develop ultra-low CO_2 seat structures.
- Participation in the GravitHy conglomerate, bringing together EIT InnoEnergy, Primetals, Engie, Plug, Idec and FORVIA around a €2.2 billion project for the design and construction from 2024 of a direct iron reduction plant hydrogen, at Fos-sur-Mer in France. This crucial commodity for the production of carbon-free steel can then be converted into steel in electric arc furnaces. GravitHy should be operational in 2027.

Faurecia has set strong ambitions following the creation of a division for sustainable materials, that aims to enrich the Group's portfolio with cutting-edge sustainable and smart materials, with a targeted sale of above €2 billion in 2030.

In addition, Faurecia, has been recognized in this year's German Innovation Award in the "Excellence in Business-to-Business" competition category: Faurecia Interiors' sustainable composite materials NAFILean-R and rCF NFPP received the "Winner" award in the "Automotive Technologies" category.

RECENT CHANGES IN EXECUTIVE COMMITTEE

- **Olivier Durand was appointed Executive Vice-President, Group Chief Financial Officer as of July 1.** He succeeded to **Michel Favre, who was appointed HELLA Chief Executive Officer** by the Shareholder Committee of HELLA, as of July 1.

- **Olivier Lefebvre was appointed Clean Mobility Executive Vice-President as of July 1.** He will succeed **Yves Andres, who joined the Management Board of HELLA to take over the Lighting Business Group** as of July 1.
  Olivier Lefebvre was previously Senior Vice-President in charge of the Seat Structure and Systems division within the Seating Business Group.

- **Christopher Mokwa was appointed Digital Transformation Executive Vice-President as of July 1.** Christopher Mokwa was previously in charge of the Corporate Strategy, M&A activity and Chief Digital Officer within HELLA.

- **Frank Huber was appointed Seating Executive Vice-President as of July 19.** Frank Huber was previously Executive Vice-President of the Lighting Business Group within HELLA.

H1 2022 KEY FIGURES

- **Market environment in H1 2022 remained very volatile, impacted by low volumes and high inflation**

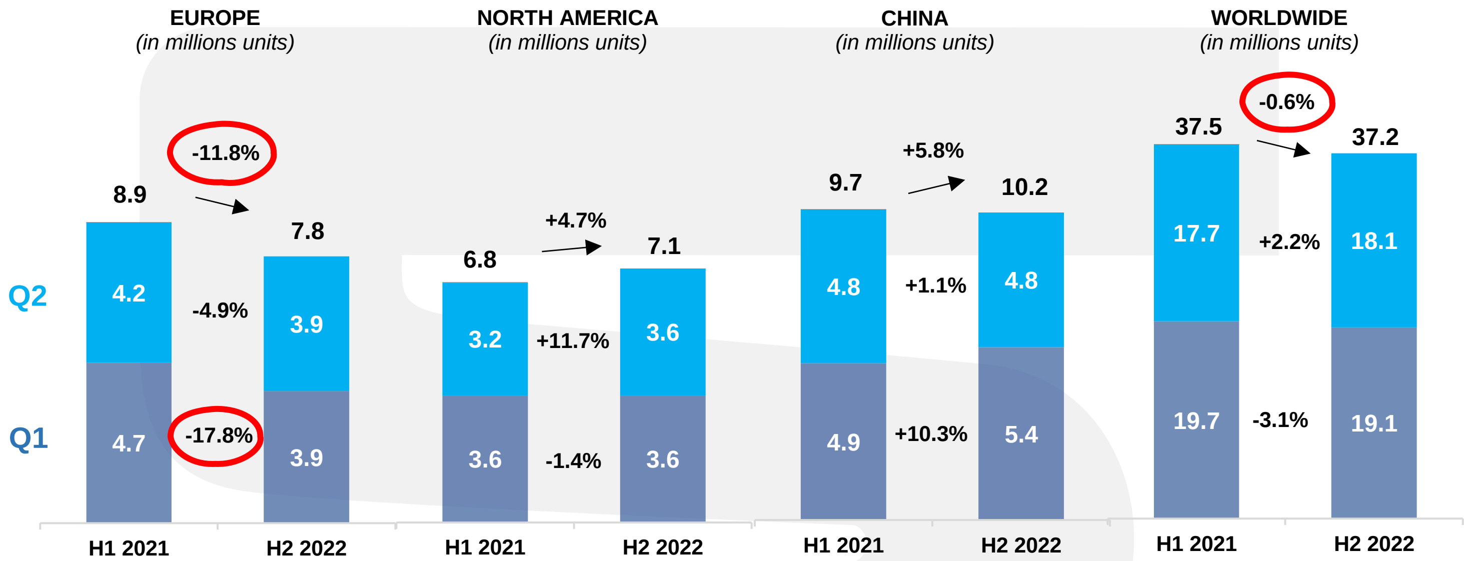
During H1 2022, the worldwide automotive production was penalized by Stop and Gos from OEMs consequent to supply chain disruptions due to the war in Ukraine that started end of February and by continued shortage of semiconductors. In addition, Q2 2022 was strongly impacted by the Covid restrictions that have been implemented in China starting in April, notably in Shanghai and Changchun, and that lasted until June 1.

Consequently, worldwide automotive production in H1 2022 was down 0.6% at 37.2 million light vehicles, i.e. below H1 2021 (down 6 million LVs or 14% vs. the 43.3 million LVs produced in H1 2019):

- **Europe** was strongly impacted by Stop & Gos related to supply chain disruptions due to the war in Ukraine and the continuous shortage of semiconductors with Q1 automotive production down 17.8% vs. last year and an overall drop of 11.8% in the half-year,
- **China** was strongly penalized by the Covid-related restrictions implemented in April and May in the Shanghai and Changchun areas, with automotive production up only 1.1% in Q2 and a gradual improvement from June onwards.

Europe & China represent around two third of total Group's sales.

North America was more resilient, up 4.7% in H1 2022 vs. last year, although still impacted by Stop & Gos in Q1 while production recovered in Q2.



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

- **H1 2022 Group consolidated sales and operating income**

in €m	H1 2021	Currency effect	Organic growth (Faurecia standalone)	Scope effect (HELLA 5 months)	H1 2022	Reported change
Worldwide auto. production (m units)	37,459				37,246	-0.6%
Sales	**7,783**	355	697	2,789	**11,623**	**49.3%**
% last year's sales		*4.6%*	***9.0%***	*35.8%*		
Outperformance (bps)			*960*			

H1 2022 consolidated sales amounted to €11,623 million, up 49.3% on a reported basis and up 9.0% on an organic basis.

Sales included:

- A positive currency effect of €355 million or +4.6% of last year's sales, mainly US dollar and Chinese yuan,
- A scope effect of €2,789 million or + 35.8% of last year's sales, corresponding to the consolidation of HELLA for 5 months (starting February 1, 2022),
- An organic sales growth of €697 million or +9.0% of last year's sales, representing a strong organic outperformance of +960bps compared to the worldwide automotive production that was down 0.6% in H1 2022, of which

+790bps from volumes, +520bps from inflation pass-through and -350bps from regional mix.

All Business Groups recorded a strong organic outperformance.

H1 2022 consolidated operating income proved resilient and amounted to €426 million or 3.7% of sales.

It mostly reflected:

- Lower volumes due to supply chain disruptions related continued shortage of semiconductors and the war in Ukraine, as well as Covid restrictions in China in Q2 for an estimated total negative impact of €122 million,
- Extra-costs for €45 million form the Seating program in Michigan, of which €30 million as expected from residual operational issues and €15 million from Stop & Gos,
- Net inflation cost for an estimated negative impact of €100 million,
- Resilience actions mitigating the above effects for an estimated positive impact of €53 milllion,
- And the accretive contribution of HELLA (consolidated since February 1) for €130 million (representing 4.7% of HELLA's sales during the period).

H1 2022 SALES AND PROFITABILITY BY BUSINESS GROUP

- **SEATING (30% of Group consolidated sales in the period)**

in €m	H1 2021	Currency effect	Organic growth	H1 2022	Reported change
Worldwide auto. production (m units)	37,459			37,246	-0.6%
Sales	**2,967**	160	404	**3,530**	**19.0%**
% last year's sales		*5.4%*	***13.6%***		
Outperformance (bps)			*1,420*		

Sales

- **Strong organic sales outperformance of 1,420 bps driven by:**
  - Organic sales drop of -3.4% in Europe (c. 50% of the BG sales in H1), mainly related to German OEMs
  - Strong organic sales growth of +44.5% in China, reflecting strong activity with Chinese OEMs (notably BYD), new entrants and a major US EV carmaker

Operating income

- **Operating margin of 1.8% reflected:**
  - €(45) million due to the Michigan program (USA), of which €30 million as expected from residual operational issues and €15 million from Stop & Gos; no extra costs should occur in H2 2022
  - Strong negative impact of inflation and Stop & Gos related to supply chain disruptions in Europe and North America

- Excluding the €(45) million impact from the Michigan program, operating income would have represented 3.1% of sales

- **INTERIORS (22% of Group consolidated sales in the period)**

in €m	H1 2021	Currency effect	Organic growth	H1 2022	Reported change
Worldwide auto. production (m units)	37,459			37,246	-0.6%
Sales	**2,376**	66	120	**2,562**	**7.8%**
% last year's sales		*2.8%*	***5.0%***		
Outperformance (bps)			*560*		

Sales

- **Solid organic sales outperformance of 560 bps, driven by:**
    - Double digit sales growth of +18.1% in North America, reflecting strong commercial activity with Ford, a major US EV maker and new entrants
    - Europe grew by 1.6%, strongly outperforming the 11.8% drop in European automotive production

Operating income

- **Operating margin of 3.6% reflected:**
    - Negative impact of inflation and Stop & Gos related to supply chain disruptions
    - Strong sequential improvement in Q2 vs. Q1 (operations + inflation pass-through)

- **CLEAN MOBILITY (20% of Group consolidated sales in the period)**

in €m	H1 2021	Currency effect	Organic growth	H1 2022	Reported change
Worldwide auto. production (m units)	37,459			37,246	-0.6%
Sales	**2,040**	108	136	**2,285**	**12.0%**
% last year's sales		*5.3%*	***6.7%***		
Outperformance (bps)			*730*		

Sales

- **Solid organic sales outperformance of 730 bps, driven by:**
    - Organic sales drop of -11.9% in China in H1, due to Covid lockdown (April stood at close to -60%)
    - Strong organic sales growth of +14.9% in North America, mainly reflecting sales with American OEMs (notably Ford), Stellantis and commercial vehicles
    - Organic sales growth of 4.8% in Europe, mainly with commercial vehicles

Operating income

- **Operating margin of 6.6% reflected:**
  - Negative impact of inflation and Stop & Gos related to supply chain disruptions
  - Higher impact from China lockdown due to regional exposure

- **CLARION ELECTRONICS (4% of Group consolidated sales in the period)**

in €m	H1 2021	Currency effect	Organic growth	H1 2022	Reported change
Worldwide auto. production (m units)	37,459			37,246	-0.6%
Sales	**400**	22	37	**458**	**14.6%**
% last year's sales		*5.4%*	***9.2%***		
Outperformance (bps)			*980*		

Sales

- **Strong organic sales outperformance of 980 bps, driven by:**
  - Organic sales growth in Asia of +2.8% (c. 2/3 of the BG sales in H1) was impacted by shortage of semiconductors and lockdown in China
  - Strong organic sales growth of +36.8% in North America (c. 20% of the BG sales in H1), mainly reflecting sales with RNM and new entrants

Operating income

- **Operating margin of -2.4% reflected:**
  - Negative impact from shortage of semiconductors leading to higher input prices + two-month lockdown in China that impacted the entire activity in Asia

- **HELLA, consolidated since February 1 (24% of Group consolidated sales in the period)**

HELLA five-month contribution to consolidated sales amounted to €2,789m

- Since the start of the year, HELLA faced vehicle production declines as a result of component shortages in Europe, to which HELLA has a high exposure (notably German OEMs), and Covid lockdown in China but HELLA significantly outperformed the market
- Hella's breakdown of sales for the five-month period was: 58% in Europe, 22% in North America, 19% in Asia and 1% in the rest of the world

HELLA five-month contribution to operating income amounted to €130m or 4.7% of sales

- Since the start of the year, HELLA's profitability has also been impacted by significant cost burdens, mainly due to supply bottlenecks and noticeable inflation
- HELLA's contribution was accretive to the Group's operating margin

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

H1 2022 SALES AND PROFITABILITY BY REGION

- **EUROPE (46% of Group consolidated sales in the period)**

in €m	H1 2021	Currency effect	Organic growth	H1 2022	Reported change
Worldwide auto. production (m units)	8,887			7,843	-11.8%
Sales	**3,805**	-59	-13	**5,357**	**40.8%**
% last year's sales		*-1.5%*	***-0.3%***		
Outperformance (bps)			*1,150*		

Sales

- **Sales were broadly flat organically in H1 (organic outperformance of 1,150 bps):**
  - -8.7% in Q1 (organic outperformance of 910bps) and +8.6% in Q2 (organic outperformance of 1,350bps)
  - All Business Groups posted strong outperformance

Operating income

- **Operating margin of 2.1% reflected:**
  - Europe was the region the most impacted by lower volumes in H1
  - Negative impact of inflation and Stop & Gos related to supply chain disruptions

- **NORTH AMERICA (26% of Group consolidated sales in the period)**

in €m	H1 2021	Currency effect	Organic growth	H1 2022	Reported change
Worldwide auto. production (m units)	6,800			7,121	4.7%
Sales	**1,780**	220	371	**2,973**	**67.0%**
% last year's sales		*12.3%*	***20.8%***		
Outperformance (bps)			*1,610*		

Sales

- **Strong organic growth of +20.8% in H1 (organic outperformance of 1,610 bps):**
  - +6.4% in Q1 (organic outperformance of 780bps) and +37.4% (organic outperformance of 2,570bps)
  - All Business groups posted strong organic outperformance > 1,000bps

Operating income

- **Operating margin of 0.8% reflected:**
  - €(45) million due to the Michigan Seating program (USA), of which €30 million as expected from residual operational issues and €15 million from Stop & Gos; no extra costs should occur in H2 2022
  - Negative impact of inflation and Stop & Gos related to supply chain disruptions

- Excluding the €(45) million impact from the Michigan Seating program, operating income would have represented 2.3% of sales

- **ASIA (24% of Group consolidated sales in the period)**

in €m	H1 2021	Currency effect	Organic growth	H1 2022	Reported change
Worldwide auto. production (m units)	19,427			19,865	+2.3%
Sales	**1,857**	162	261	**2,807**	**51.1%**
% last year's sales		*8.7%*	***14.1%***		
Outperformance (bps)			*1,180*		

Sales

- **Double-digit organic growth of +14.1% in H1 (organic outperformance of 1,180 bps):**
  - Strong performance in China, with organic growth of +14.6% in H1 (organic outperformance of 880bps)
  - In Q2 (impacted by two-month Covid lockdown) organic sales growth reached remarkable +11.1% in a market that was up only by 1.3% (organic outperformance of 1,010bps) boosted by sales to BYD and new entrants

Operating income

- **Highly resilient operating margin at 9.1% reflected:**
  - Strong catch-up in June after the 2-month lockdown in China
  - Resilient margin outside China

- **REST OF THE WORLD (4% of Group consolidated sales in the period)**

in €m	H1 2021	Currency effect	Organic growth	H1 2022	Reported change
Worldwide auto. production (m units)	2,432			2,417	-0.6%
Sales	**340**	33	77	**486**	**43.1%**
% last year's sales		*9.7%*	***22.6%***		
Outperformance (bps)			*n/s*		

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

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

H1 2022 CONSOLIDATED STATEMENT OF COMPREHENSIVE INCOME

In €m	H1 2021*	H1 2022*
Sales	**7,783**	**11,623**
Organic growth (%)		**9.0%**
Operating income (before amort. of acquired intangible assets)	**510**	**426**
Amort. of int. assets acquired in business combinations	(45)	(95)
Operating income (after amort. of acquired intangible assets)	**465**	**332**
Restructuring	(46)	(155)
Other non-recurring operating income and expense	(6)	(79)
Net interest expense & Other financial income and expense	(106)	(282)
Income before tax of fully consolidated companies	**308**	**(183)**
Income taxes	(82)	(49)
As % of pre-tax income	-27%	n/s
Net income of fully consolidated companies	**226**	**(233)**
Share of net income of associates	(8)	(12)
Net income from continued operations	**219**	**(244)**
Net income from discontinued operations	**(31)**	**-**
Consolidated net income before minority interest	**188**	**(244)**
Minority interest	(42)	(52)
Consolidated net income, Group share	**146**	**(296)**

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

Group operating income stood at €426 million (3.7% of sales) vs. an operating income of €510 million (6.6% of sales) in H1 2021

- **Amortization of intangible assets acquired in business combinations:** net charge of €95 million vs. a net charge of €45 million in H1 2021, reflected the €51 million of goodwill amortization (for the five-month period) due to the acquisition of HELLA

- **Restructuring expenses of €(155) million vs. €(46) million in H1 2021 reflected further restructuring actions in Russia for €(45) million and other countries to face current environment**

- **Other non-recurring operating expenses of €(79) million vs. €(6) million in H1 2021 included:**
  - Costs related to the acquisition of HELLA for €(41) million
  - Other costs related to operations in Russia for €(29) million

- **Net financial result of €(282) million vs. €(106) million in H1 2021 included:**
  - A net charge of €72 million related to the acquisition of HELLA
  - A net charge of 9 million related to operations in Russia

- **Net income of continued operations was a loss of €244 million vs. a profit of €219 million in H1 2021 and included the following impacts:**
    - Costs from integration and financial expenses related to the acquisition of HELLA for €(113) million
    - Costs from one-off charges related to operations in Russia for €(87) million

- As a reminder, net income of discontinued operations was a loss of €31 million in H1 2021, due to the divestment of AST

- **Consolidated net income was a loss of €244 million vs. a profit of 188 million in H1 2021 and, after minority interests that amounted to €52 million vs. €42 million in H1 2021, net income Group share was a loss of €296 million vs. a profit of €146 million in H1 2021**

H1 2022 CONSOLIDATED CASH FLOW STATEMENT

In €m	H1 2021*	H1 2022*
Operating income	**510**	**426**
Depreciation and amortization, of which:	*599*	*895*
- *Amortization of R&D intangible assets*	*228*	*320*
- *Other depreciation and amortization*	*371*	*575*
Adjusted EBITDA	**1,109**	**1,321**
% of sales	*14.2%*	*11.4%*
Capex	(214)	(523)
Capitalized R&D	(310)	(470)
Change in WCR	57	22
Change in factoring	19	234
Restructuring	(74)	(93)
Financial expenses	(109)	(182)
Taxes	(149)	(220)
Other (operational)	(39)	13
Net cash flow	**290**	**102**
Dividends paid incl. minorities	(160)	(5)
Share purchase	(129)	-
Net financial investment & other	(53)	(4,863)
Discontinued operations	(26)	-
IFRS 16 impact	(93)	(162)
Change in net debt	**(172)**	**(4,928)**
Net debt at the beginning of the period	(3,128)	(3,467)
Net debt at the end of the period	(3,300)	(8,394)
Net-debt-to-Adjusted EBITDA ratio	**1.5x**	**3.1x**

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

Adjusted EBITDA stood at €1,321 million in H1 2022 and represented 11.4% of sales (vs. an adjusted EBITDA of €1,109 million and 14.2% of sales in H1 2021).

- **Capex of €523 million included:**
  - €211 million for Faurecia (2.4% of sales, down 30bps yoy)
  - €312 million for HELLA (11.1% of sales)
  - Increase as % of sales is due to HELLA's higher capex intensity compared to Faurecia's
  - Capex level offers potential of synergies

- **Change in WCR was a limited inflow of €22 million in a context of peak in inventories at the end of April**

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

Net cash flow stood at €102 million in H1 2022 (vs. €290 million in H1 2021).

- **No dividend was paid in 2022 to Faurecia's shareholders**, as approved at the Shareholders' meeting of June 1, 2022 and as a part of the measures taken in order to increase the Group's financial flexibility after the acquisition of HELLA and in the current very volatile environment

- **Net financial investment & other mainly reflected the €4.9 billion paid in cash for the acquisition of HELLA (out of the €5.4bn total investment) and the €690 million net proceeds from the successful €705 million capital increase in June**

As of June 30, 2022, the Group's net debt stood at €8,394 million (vs. €3,300 million as of June 30, 2021 and €4,928 million as of December 31, 2021), **mainly reflecting the payment of the acquisition of HELLA on January 31, 2022.**

It included:

- €516 million net debt from HELLA
- €1.1 billion Faurecia IFRS16 debt

As a result of the covenant renegotiation that took place in April 2022 to increase the Group's financial flexibility to get through the current very volatile environment, covenant is not tested as of June 30, 2022 (nevertheless, calculation should have resulted in a Net debt-to-Adjusted EBITDA ratio of 3.1x).

According to the April 2022 renegotiation, the temporary covenant limit agreed with banks as of December 31, 2022 is 3.75x.

Faurecia targets a Net debt-to-Adjusted EBITDA ratio of 3x at the end of 2022.

REFINANCING OF THE HELLA ACQUISITION LARGELY COMPLETED, INCLUDING THE RECENT SUCCESSFUL CAPITAL INCREASE

On June 22, 2022, Faurecia successfully completed a €705 million capital increase with preferential subscription rights.

This operation benefited from a subscription rate of 187% and was supported by core shareholders that all participated at their shareholdings in Faurecia's capital, excepted for the Hueck/Roepke Family pool that increased their ownership in Faurecia's capital to 9.07% (vs. 8.95% before the operation), sign of strong confidence in the future of FORVIA.

Thanks to this €705m capital increase, Faurecia reached a significant milestone in the refinancing program of the HELLA acquisition.

As a reminder, out of the €5.4 billion paid for the HELLA acquisition on January 31, 2022, €4.9 billion were paid in cash (the remaining €500m were paid to the Family pool through the issuance of new Faurecia shares).

In H2 2021, Faurecia already refinanced part of the bridge facility for €2.5 billion, mainly through debt issuances for €1.9 billion. The proceeds of the capital increase have been used to refinance partly the bridge to equity of €800m.

After the capital increase, the remaining part to be refinanced is €1.7 billion out of the total investment of €5.4 billion. It will be refinanced through additional debt instruments, including bonds; bridge to bond provides headroom until August 2023.

This operation was an important step in the deleveraging strategy of FORVIA. In addition, the announced divestment program of non-strategic assets of €1bn of proceeds to be closed by end 2023 is underway and will contribute to further deleveraging.

CONFIRMED FULL-YEAR 2022 GUIDANCE AS ANNOUNCED ON APRIL 26

FORVIA 2022 guidance is based on worldwide automotive production of c. 74 million light vehicles in 2022, i.e. c. 37 million light vehicles in H2 2022 (unchanged vs. the assumption released on April 26).

Based on this assumption, FY 2022 guidance (including 11 months consolidation of HELLA) as announced on April 26 is confirmed:

- **Sales between €23 billion and €24 billion**
- **Operating margin between 4% and 5% of sales**
- **Net cash flow at breakeven**

✓ **Sales guidance for the FY 2022 includes c. €1.5 billion from the combined effect of currencies and raw materials**

✓ **Operating margin guidance for the FY 2022 takes into account momentum in H2 vs. H1, driven by increased effectiveness of measures taken to mitigate inflation and improved operational efficiency**

✓ **Net cash flow guidance for the FY 2022 includes building of a safety stock of around €100m at year-end to secure supplies given energy shortage risks in Europe**

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

SAVE THE DATES

- **October 21, 2022: Q3 2022 sales**
- **November 3, 2022: Capital Markets Day** to be held in Paris
- **November 4, 2022: Sustainability Day** to be held in Paris

Faurecia's financial report will be available at 8:30am today (Paris time) and the financial presentation at 10.45am (Paris time) on the Faurecia website: www.faurecia.com

A webcasted meeting will be held today at 11:00am (CET) at Faurecia's HQ in Nanterre.

If you wish to follow the presentation using the webcast, please access the following link: *https://www.sideup.fr/webcast-forvia-faurecia-h12022results*

A replay will be available as soon as possible.

You may also follow the presentation via conference call:

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About Faurecia
Faurecia, company of the Group FORVIA, is a global automotive technology leader. With 257 industrial sites, 39 R&D centers and 111,000 employees in 33 countries, Faurecia operates through four areas of business: Seating, Interiors, Clarion Electronics and Clean Mobility.
In 2021, the Group reported total turnover of €15.6 billion. Faurecia is listed on the Euronext Paris market and is a component of the CAC Next 20 index. www.faurecia.com

About FORVIA
FORVIA comprises the complementary technology and industrial strengths of Faurecia and HELLA. With over 300 industrial sites and 77 R&D centers, 150,000 people, including more than 35,000 engineers across 40+ countries, FORVIA provides a unique and comprehensive approach to the automotive challenges of today and tomorrow. Composed of 6 business groups with 24 product lines, and a strong IP portfolio of over 14,000 patents, FORVIA is focused on becoming the preferred innovation and integration partner for OEMS worldwide. FORVIA aims to be a change maker committed to foreseeing and making the mobility transformation happen. www.forvia.com

DISCLAIMER

This presentation contains certain forward-looking statements concerning Faurecia. Such forward-looking statements represent trends or objectives and cannot be construed as constituting forecasts regarding the future Faurecia's results or any other performance indicator. In some cases, you can identify these forward-looking statements by forward-looking words, such as "estimate," "expect," "anticipate," "project," "plan," "intend," "objective", "believe," "forecast," "foresee," "likely," "may," "should," "goal," "target," "might," "would,", "will", "could,", "predict," "continue," "convinced," and "confident," the negative or plural of these words and other comparable terminology. Forward looking statements in this document include, but are not limited to, financial projections and estimates and their underlying assumptions including, without limitation, assumptions regarding present and future business strategies (including the successful integration of HELLA within the Faurecia Group), expectations and statements regarding Faurecia's operation of its business, and the future operation, direction and success of Faurecia's business.

Although Faurecia believes its expectations are based on reasonable assumptions, investors are cautioned that these forward-looking statements are subject to numerous various risks, whether known or unknown, and uncertainties and other factors, including the ongoing global impact of the COVID-19 pandemic outbreak and the duration and severity of the outbreak on Faurecia's business and operations, all of which may be beyond the control of Faurecia and could cause actual results to differ materially from those anticipated in these forward-looking statements. For a detailed description of these risks and uncertainties and other factors, please refer to public filings made with the *Autorité des Marchés Financiers* ("AMF"), press releases, presentations and, in particular, to those described in the section 2."Risk factors & Risk management" of Faurecia's 2021 Universal Registration Document filed by Faurecia with the AMF on April 6th, 2022 under number D. 22-0246 (a version of which is available on www.faurecia.com).
Subject to regulatory requirements, Faurecia does not undertake to publicly update or revise any of these forward-looking statements whether as a result of new information, future events, or otherwise. Any information relating to past performance contained herein is not a guarantee of future performance. Nothing herein should be construed as an investment recommendation or as legal, tax, investment or accounting advice.

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

This presentation does not constitute and should not be construed as an offer to sell or a solicitation of an offer to buy Faurecia securities.

APPENDICES

DEFINITIONS OF TERMS USED IN THIS DOCUMENT

1. Sales growth

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

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

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

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

In 2021, there was no effect from "bolt-on acquisitions"; as a result, "Growth at constant currencies" is equivalent to sales growth at constant scope and currencies also presented as organic growth.

2. Operating income

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

- Amortization of intangible assets acquired in business combinations;
- Other non-recurring operating income and expense, corresponding to material, unusual and non-recurring items including reorganization expenses and early retirement costs, the impact of exceptional events such as the discontinuation of a business, the closure or sale of an industrial site, disposals of non-operating buildings, impairment losses recorded for property, plant and equipment or intangible assets, as well as other material and unusual losses;
- Income on loans, cash investments and marketable securities; Finance costs;
- Other financial income and expense, which include the impact of discounting the pension benefit obligation and the return on related plan assets, the ineffective portion of interest rate and currency hedges, changes in value of interest rate and currency instruments for which the hedging relationship does not satisfy the criteria set forth in relationship cannot be demonstrated under IFRS 9, and gains and losses on sales of shares in subsidiaries;
- Taxes.

3. Adjusted EBITDA

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

4. Net cash-flow

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

5. Net financial debt

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