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6.1. Legal information

COMPANY NAME AND ADDRESS

Company name: FORVIA
Registered office: 23-27, avenue des Champs-Pierreux
92000 Nanterre – France
Telephone: +33 (0) 1 72 36 70 00
Website: www.forvia.com

The information provided on the website is not part of the Universal Registration Document, unless it is incorporated by reference into it.

LEGAL FORM

FORVIA is a European company whose shares are admitted to trading on the regulated market of Euronext Paris. The Company is governed by the provisions of Council Regulation (EC) no. 2157/2001 of October 8, 2001 on the status of a European company, by the French Commercial Code and by related texts; FORVIA refers to the corporate governance regime provided for by the AFEP-MEDEF Code.

FORVIA abides by the legal and regulatory provisions that apply to the governing bodies of listed companies and reports in this Universal Registration Document on the application of the recommendations made in relation to the AFEP-MEDEF Code.

STATUTORY AUDITORS

The Company's financial statements are audited by two Statutory Auditors appointed in accordance with Articles L. 225-228 and L. 22-10-66 of the French Commercial Code.

DATE OF INCORPORATION AND TERM

Incorporated on July 1, 1929.

Company term expiry date: May 28, 2117.

INCORPORATION DETAILS

The Company is registered with the Nanterre Trade and Companies Register under number 542 005 376.

Its APE (business identifier) Code is: 7010Z.

Its NACE Code is: 7010.

CONSULTATION OF CORPORATE DOCUMENTS

During the period of validity of this Universal Registration Document, the following documents (or copies thereof) may be consulted, if required:

- a. the issuer's articles of incorporation and bylaws;
- b. all reports, letters and other documents, assessments and statements prepared by any expert at the Company's request, any part of which is included or referred to in the Universal Registration Document.

In addition, the following documents and information may also be consulted:

- a. the Universal Registration Documents and Registration Documents (including the annual financial reports) and interim financial reports filed with the *Autorité des Marchés Financiers* (AMF) for each of the past ten periods;
- b. the Group's annual and biannual presentations of the results and outlook, as well as the quarterly financial information.

The aforementioned documents, as well as the regulated information published during the last 12 months, can be consulted at the addresses indicated under the heading "Consultation address" below.

CONTACT DETAILS

FORVIA's Legal department, 23-27, avenue des Champs-Pierreux, 92000 Nanterre and on the Company's website at www.forvia.com.

CORPORATE PURPOSE

Under Article 3 of the bylaws, the Company's purpose is:

- to create, acquire, run, directly or indirectly manage, by acquisition of holdings, by rental or by any other means, in Europe and internationally, all forms of industrial companies, trading companies and tertiary sector companies;
- to research, obtain, acquire and use patents, licenses, processes and trademarks;
- to rent all types of real estate, bare or constructed;
- to provide administrative, financial and technical assistance to affiliated enterprises;
- to run plants and establishments which it owns or may acquire in the future;
- to manufacture, use and/or sell, regardless of form, its own products or those of affiliated enterprises;
- to manufacture and commercialize, by direct or indirect means, all products, accessories or equipment, regardless of their nature, intended for industrial use, and in particular by the automobile industry;
- to directly or indirectly participate in all financial, industrial or commercial operations that may relate to any one of the above-mentioned purposes, including but not limited to setting up new companies, making asset contributions, subscribing to or purchasing shares or voting rights, acquiring an interest or holding, mergers, or in any other way;

and, more generally, to conduct any industrial, commercial and financial operations, and operations relating to fixed or unfixed assets, that may relate, directly or indirectly, to any one of the above-mentioned purposes, totally or partially, or to any similar or related purposes, and even to other purposes of a nature to promote the Company's business.

ROLE OF THE COMPANY IN RELATION TO ITS SUBSIDIARIES

FORVIA is a holding company, whose assets are primarily made up of equity interests. The Company's industrial assets are held by the operating subsidiaries.

FORVIA provides, directly and indirectly, financial, accounting, management, administrative and other services to Group companies.

The list of consolidated companies as at December 31, 2023 is available in Chapter 1 "Financial and accounting information", Section 1.3 "Consolidated financial statements".

A simplified organizational chart of the Group's companies can be found in Section 6.2. "Simplified organizational chart" which illustrates the Company's positioning within the Group.

FISCAL YEAR

The Company's fiscal year covers the 12-month period from January 1 to December 31.

DISTRIBUTION OF PROFITS

Income available for distribution corresponds to net income for the year, less any losses carried forward from prior years and any amounts appropriated to reserves in compliance with the law or the bylaws, plus any retained earnings.

Out of this income, the General Meeting determines the portion attributed to shareholders in the form of dividends and deducts the amounts it considers appropriate to allocate to any reserve funds or to carry forward.

Except in the case of a capital reduction, no distributions may be made to shareholders if the Company's shareholders' equity represents – or would represent after the planned distribution – less than its capital stock plus any reserves which, according to the law or the bylaws, are not available for distribution.

The General Meeting may also decide to distribute amounts deducted from optional reserves in order to pay or increase a dividend or pay a special dividend.

The Company's bylaws provide that the Ordinary General Meeting approving the financial statements for the year may also decide to offer each shareholder, for all or part of the dividend to be paid or interim dividends, the option between the payment of the dividend or the interim dividend in cash or in shares.

DIVIDENDS – STATUTE OF LIMITATIONS

Dividends are lapsed after five years from the date of payment if uncollected. After this period, they are paid to the Treasury.

COMPANY'S REGISTRAR AND PAYING AGENT

The transfer service and coupon payments are provided by Uptevia, 90-110 Esplanade du Général de Gaulle – 92931 Paris La Défense Cedex.

FORVIA STOCK MARKET DATA

FORVIA shares (ticker code FRVIA) are listed on Compartment A of the regulated market of Euronext Paris (ISIN code FR0000121147). They are listed on the CAC Next 20 and CAC 40 SBT 1.5° indices of Euronext and the MSCI France index.

The LEI code is: 969500F0VMZLK2IULV85.

GENERAL MEETING OF SHAREHOLDERS

The rules governing the participation of shareholders in General Meetings are described in Articles 24 and 25 of the Company's bylaws which are available on the governance page of the Company's website (www.forvia.com).

General Meetings are held at the Company's registered office or at any other venue specified in the notice of meeting.

Holders of registered shares are convened by post or email if the e-notice process is accepted. The other shareholders are notified via the relevant banks and brokers through the financial notices provided for by the applicable regulations.

A continually updated schedule of all the Group's financial events, including the date of the General Meeting, is available on FORVIA's website at www.forvia.com.

The right to participate in General Meetings shall be substantiated in accordance with the current legal provisions.

The rights of shareholders, which may only be amended in accordance with the conditions laid down by applicable laws and regulations, are not affected by any other provision of the bylaws.

VOTING RIGHTS

Voting rights at Ordinary, Extraordinary and Special General Meetings are exercisable by the beneficial owner of the shares.

The bylaws (Article 24) assign double voting rights to all fully paid-up shares that have been registered in the name of the same holder for at least two (2) years. In the case of a capital increase through the capitalization of retained earnings, income or additional paid-in capital, the free shares allotted in respect of registered shares carrying double voting rights will also carry double voting rights as from the date of issue. Shares that are transferred or converted to bearer form are stripped of double voting rights in the cases provided for by law.

EXISTENCE OF AGREEMENTS WHOSE IMPLEMENTATION COULD RESULT IN A CHANGE OF CONTROL OF THE COMPANY OR COULD HAVE THE EFFECT OF DELAYING, DEFERRING OR PREVENTING A CHANGE OF CONTROL

To the best of the Company's knowledge, there are no agreements to date whose implementation could, at a later date, result in a change of control. There are currently no provisions in any Company deeds, bylaws, charters, regulations or provisions in place that could delay, postpone or prevent such a change in control.

CONTROL

As of the date of publication of this Universal Registration Document, the Company is not controlled within the meaning of applicable regulations.

FACTORS LIKELY TO HAVE AN IMPACT IN THE EVENT OF A PUBLIC TENDER OFFER OR EXCHANGE OFFER:

Company's capital structure

The capital structure is presented in Chapter 5 "Capital stock and shareholding structure", Section 5.1.1 "Changes in capital stock".

Direct or indirect equity investments in the Company's capital stock referred to in Articles L. 233-7 and L. 233-12 of the French Commercial Code of which the Company is aware

The direct or indirect investments in the Company's capital stock covered by Articles L. 233-7 and L. 233-12 of the French Commercial Code that the Company has knowledge of are presented in Chapter 5 "Capital stock and shareholding structure", Section 5.1.2 "Crossing of legal thresholds".

Owners of any stock with special rights of control

Article 24 of the bylaws stipulates that double voting rights are allocated to all shares that have been registered in the name of the same holder for at least two years. Subject to this reserve, there are no securities which carry special control rights referred to in Article L. 22-10-11, 4 of the French Commercial Code.

Statutory restrictions on the exercise of voting rights

Under the terms of Article 30 of the bylaws, in addition to the obligations for notifying thresholds provided for by law, any person or legal entity acting alone or in concert within the meaning of Article L. 233-10 of the French Commercial Code who comes to own or to cease to own a number of shares taking into account the cases of assimilation provided by the law applicable to the crossing of mandatory thresholds representing 1% or more of the capital stock or voting rights or any further multiple of this percentage, including over and above the legal thresholds, is required to notify the Company in writing of the total number of shares and voting rights held no later than four (4) business days after occurrence.

Any shareholder failing to declare ownership as required above shall be deprived of voting rights for the non-declared fraction if one or several shareholders present or represented at a general meeting, and collectively holding a share capital fraction (or voting rights) of at least 1%, make a request to this effect, logged in the minutes of the General Meeting.

Agreements between shareholders that, if the Company becomes aware of them, may give rise to restrictions on share transfer and the exercise of voting rights

On January 31, 2022, the Company acquired all of the shares held by the HELLA Family Pool in HELLA, at €60 per share, paid through a combination of €3.4 billion in cash and up to 13,571,385 newly-issued FORVIA shares. These new shares were issued on January 31, 2022.

In the context of this transaction and in accordance with the agreement entitled "Investment Agreement" dated August 14, 2021 (as amended thereafter), the HELLA Family Pool has undertaken not to transfer:

- during a period of 18 months starting from the date of completion of the acquisition, i.e. until July 31, 2023, the above-mentioned 13,571,385 FORVIA shares, as well as any additional FORVIA shares that the HELLA Family Pool may subscribe in accordance with the subscription undertakings set out in the Investment Agreement;
- during a period of 12 months as from the expiration of the preceding period described above, i.e. until July 31, 2024, more than 5% of the FORVIA capital stock (as outstanding on July 31, 2023).

These lock-up undertakings are subject to standard exceptions for such type of agreements (e.g. in case of transfers among members of the HELLA Family Pool or estate transfer) and were set out in an agreement governed by German law entered into between FORVIA and the members of the HELLA Family Pool on January 27, 2022, entitled the "Blocking Agreement".

Moreover, the Company has been informed by letter received on February 3, 2022 of the execution by the HELLA Family Pool of a shareholders' agreement constituting a concert action (action de concert) towards FORVIA. The main terms of this shareholders' agreement were published in accordance with the provisions of Article L. 233-11 of the French Commercial Code (see notice D&I AMF222C0301 of February 4, 2022). Among others, this shareholders' agreement provides for preemptive rights to the benefit of the other members of the HELLA Family Pool on shares held by a member excluded from the shareholders' agreement.

Rules applicable to the appointment and replacement of members of the Board of Directors

As part of the HELLA acquisition, FORVIA made a commitment concerning representation of the HELLA Family Pool on the Company's Board of Directors, which will continue as long as the HELLA Family Pool holds at least 5% of the capital stock of the Company. Thus, in accordance with this commitment, the HELLA Family Pool proposed the appointment of Nicolas Peter as a member of the Board of Directors of FORVIA to replace Dr. Jürgen Behrend, who had been appointed as a Board member by the General Meeting of June 1, 2022 on the proposal of the HELLA Family Pool. The appointment of Nicolas Peter, made by co-option in October 2023, will be subject to ratification at the Annual General Meeting scheduled for May 30, 2024.

Powers of the Board of Directors

The Board of Directors can, with prior authorization of the General Meeting, implement the Company share buy-back program, issue shares and/or securities giving access to capital stock with, with removal or without preferential subscription rights, and proceed to free performance share grants and issue of shares and/or securities giving access to capital stock reserved for employees and a category of beneficiaries.

Agreements stipulating payments for members of the Board of Directors or employees if they resign or are dismissed without real and serious cause or if their employment is terminated due to a public takeover bid or exchange offer

There are no agreements of the type referred to in Article L. 22-10-11, 10 of the French Commercial Code in favor of members of the Board of Directors or employees. For the commitments applicable in the event of the departure of the Chief Executive Officer, please refer to chapter 3 "Corporate governance", sections 3.3.1.2.2.5. "Termination payment" to 3.3.1.2.2.7 "Notice and non-solicitation" and 3.3.4.1.3 "Compensation policy for the Chief Executive Officer".

Agreements entered into by the Company which are amended or terminated in the event of a change in control of the Company

The significant bank facility agreements (including the syndicated loan, the *Schuldscheindarlehen*, the 2023 Term Loan and some bilateral loans), along with the bond issues of the Group, amounting to €9,069 million on the balance sheet as of December 31, 2023, include early repayment clauses in the event of a change of control of the Company.

MAJOR CONTRACTS

To date, FORVIA has not entered into any major contracts, other than (i) those entered into in the normal course of business and (ii) the documents relating to the refinancing of the acquisition of a majority interest in HELLA's capital stock, conferring a major obligation or commitment on the entire Group.

DEPENDENCE

See Chapter 2 "Risk factors & Risk management", and especially risks associated with the automotive supplier business, supplier default and intellectual property.

INCORPORATION BY REFERENCE

In accordance with Article 19 of European Commission Regulation no. 2017/1129, the following information is incorporated by reference in this Universal Registration Document:

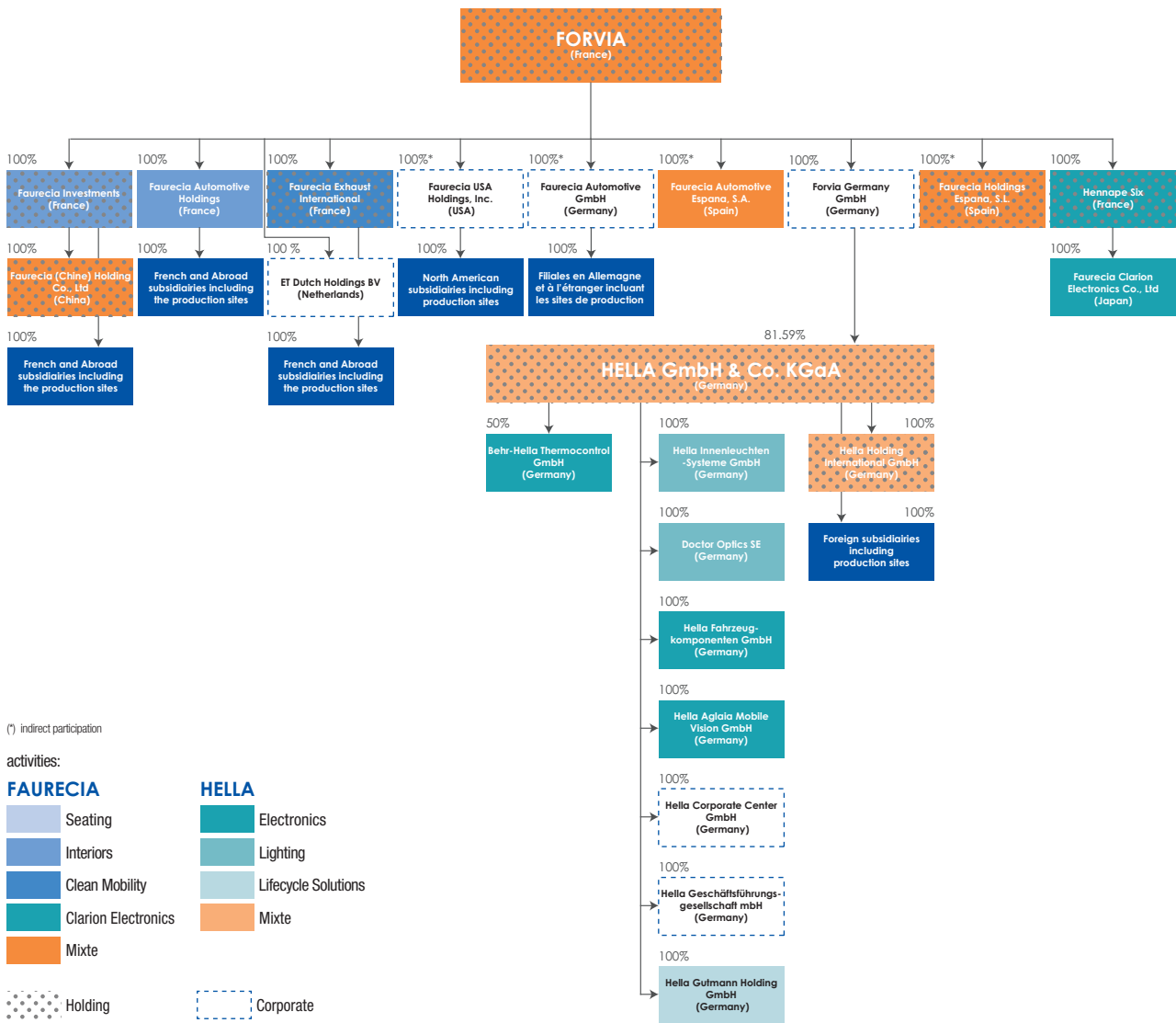
- the consolidated financial statements, the annual financial statements, the corresponding audit reports and the comments on the consolidated financial statements, significant events by business segment and at Company level, as well as the Statutory Auditors' special report on related-party agreements appearing respectively on pages 82 to 150, 161 to 183, 151 to 157, 158 to 160, 184 to 187, 68 to 80 and 311 to 312 of the Universal Registration Document for the 2022 fiscal year filed with the AMF on February 28, 2023 under number D.23-0064 (<https://forvia.fr/digital-report.net/content/amf-rapport-integre>);
- the consolidated financial statements, the annual financial statements, the corresponding audit reports and the comments on the consolidated financial statements, significant events by business segment and at Company level, as well as the Statutory Auditors' special report on related-party agreements appearing respectively on pages 71 to 136, 148 to 171, 137 to 143, 144 to 147, 172 to 175, 56 to 68 and 301 of the Universal Registration Document for the 2021 fiscal year filed with the AMF on April 6, 2022 under number D.22-0246 (https://www.faurecia.com/sites/groupe/files/documents/FAU_URD_FR_PDF.pdf).

6.2. Simplified organizational chart

The simplified organizational chart below shows the general legal organization of the Group as at December 31, 2023.

The full list of companies in the Group's scope of consolidation as of December 31, 2023 is provided in Chapter 1 "Financial and accounting information", Section 1.3.6 "List of consolidated companies as of December 31, 2023".

Group simplified organizational chart as at December 31, 2023



6.3. Historical background

1891. The first automobiles, in the modern sense, are made, powered by gasoline engines. The first steel tubes follow, patented by Peugeot and manufactured primarily in Audincourt (Doubs, France).

1929. Bertrand Faure acquires the patent for the Epeda process. The patent allows the Company to perfect its seats for the automotive industry. After the Second World War, Bertrand Faure's customers include Renault, Peugeot, Citroën, Talbot, Panhard-Levassor, Berliet and Simca.

1950. Bernard Deconinck, the son-in-law of Joseph Allibert who founded the Allibert company, invests in an injection molding machine from the United States to mold large plastic parts from a single clamping unit. He moves into the automotive industry.

1955. A Peugeot subsidiary starts manufacturing automotive equipment (seats, exhausts, steering columns) and expands internationally.

1972. François Sommer merges his automotive floor coverings company with Bernard Deconinck's company, Allibert. They combine their know-how in textiles and plastics to found the Sommer Allibert group.

1982. Epeda Bertrand Faure is listed on the Paris stock exchange on May 4, 1982. The Group goes on to specialize in the automotive industry (interior design). It also experiences strong international growth.

1987. Cycles Peugeot merges with Aciers & Outillages Peugeot to form Ecia (*Équipements et Composants pour l'Industrie Automobile*), the PSA Peugeot Citroën group's specialist automotive equipment subsidiary. Over the next ten years, Ecia undergoes intensive industrial and geographical development.

1990. Epeda Bertrand Faure is the European leader in automotive seating trades and components following the acquisition of the Rentrop Group in Germany. It opts to focus on its expertise as an automotive supplier.

1992. Ecia sells its cycle business, then its tool business the following year and makes significant acquisitions in European companies specializing in exhaust, with Tubauto and Eli Échappement in France, Leistriz Abgastechnik in Germany and Silenciadores PCG in Spain. Ecia then becomes the European leader in exhaust systems. At the same time, its Automotive Seating division joins forces with Spanish automotive supplier Irausa and create Ardas. Its customers include Volkswagen, Renault, Daimler Chrysler, Opel, Honda and Mitsubishi.

1997. In December, Ecia makes a friendly takeover bid for Bertrand Faure, bringing its direct and indirect stake in the Group to 99%.

1998. While Bertrand Faure sells his luggage and aeronautics businesses, Ecia sells its motorcycle business to the PSA Peugeot Citroën group.

1999. Ecia and Bertrand Faure merge to form Faurecia on June 1. Bertrand Faure brings to Ecia a broader geographical and commercial presence, particularly in Germany, where the Company forges strong partnerships with automakers such as Volkswagen and BMW. The merged entity generates sales of more than €4 billion with a workforce of 32,000. By the end of 1999, the PSA Peugeot Citroën Group is its main shareholder with a stake of 52.6%. At the end of 1999, the Faurecia group develops its exhaust systems business in North America by acquiring the US company AP Automotive Systems.

2000-2001. Faurecia purchases Sommer Allibert. The PSA Peugeot Citroën Group finances the transaction, thus increasing its shareholding in Faurecia to 71.5%. Now fully established in Germany and Spain, the Group has significant market shares in Europe in the vehicle interior sector. It then achieves sales of €9.6 billion.

2002-2007. Faurecia strengthens its operations in Asia. In 2002, it creates a joint venture with GSK, a Taiwanese automotive supplier, to produce seats in Wuhan, China, and in 2003 it acquires the South Korean company Chang Heung Precision, which specializes in exhaust systems. In 2005, Faurecia increases its stake in Daeki, a company specializing in exhaust systems acquired in 2002, from 49% to 100%. It signs a joint-venture agreement with the South Korean company Kwang Jin Sang Gong, dedicated to the production of door modules for Hyundai Motors and Kia Motors.

In Europe, the Group signs an agreement with Siemens-VDO, which strengthens and expands their joint venture (a joint stock company): this company assembles cockpits for BMW, Daimler Chrysler, the Ford group, Renault-Nissan and the Volkswagen group.

2009. Faurecia acquires Emcon Technologies (formerly Arvin Industries), and becomes the world leader in exhaust systems. Faurecia boosts both (i) its position with German and American automakers (notably Ford), and (ii) its operations in South America, India and Thailand. Faurecia also ventures into the specialized commercial vehicles market (trucks and off-road). Following this all-equity acquisition, One Equity Partners (JP Morgan Chase & Co.'s private equity arm), holds a 17.3% stake in Faurecia and PSA Peugeot Citroën's interest is reduced to 57.4%.

Faurecia buys out its joint-venture partner Tata to become the sole owner of Taco Faurecia Design Center. The company is renamed Faurecia Automotive Engineering India and becomes Faurecia's development center in India.

2010. Faurecia becomes European leader in external automotive parts by acquiring Plastal's German and Spanish businesses. It was able to expand internationally, setting up a joint venture in China with Huaxiang, supplier of exterior parts to FAW-Volkswagen.

A strategic alliance with the Geely and Limin groups marks a significant new development stage for Faurecia Interior Systems and Faurecia Automotive Exteriors in China.

In Europe, Faurecia Automotive Seating acquires the "seat comfort technology" business of Hoerbiger Automotive Komfortsysteme GmbH, while Faurecia Interior Systems acquires Angell-Demmel Europe GmbH, world leader in metal interior trim parts for the automotive sector.

2011. Faurecia boosts its business in China by (i) signing a new joint-venture agreement with Ningbo Huazhong Plastic Products Co., Ltd to manufacture external automotive parts and (ii) extending its cooperation agreement with Changchun Xuyang group signed in 2010 whereby Faurecia takes an 18.75% stake in the company. This allows the Group to expand the range of products and services it provides in the following strategic areas: complete seats, interior systems, acoustic modules and interior linings.

2012. Faurecia acquires the interior components plant belonging to Ford ACH located in Saline, Michigan (United States) and signs a joint venture agreement with Rush Group Ltd. This joint venture, Detroit Manufacturing Systems (DMS), supports activities such as the assembly and sequencing of interior parts in a new plant in Detroit.

2013. As part of its development in Asia, Faurecia Interior Systems signs a joint venture agreement with Thai supplier Summit Auto Seats to support Ford. Faurecia also signs a joint-venture agreement with Chang'an Automobile Group, one of China's largest automakers.

Faurecia and Magneti Marelli sign a cooperation agreement for the design, development and manufacture of human-machine interface (HMI) products for vehicle interiors.

2014. Faurecia sets up a joint venture, Faurecia Howa Interiors, with Japanese automotive supplier Howa, for the Mexican production of interior systems for Renault-Nissan. The agreement signed opens up new commercial prospects for Faurecia: with Nissan in Mexico, Thailand, Spain, Brazil and in South Africa.

Faurecia sets up a joint venture, Automotive Performance Materials (APM), with Interval, a major French farming cooperative, to develop and produce bio-sourced raw materials in order to continue Faurecia's drive to make vehicles lighter while protecting the environment.

2015. Faurecia continues to expand in China and signs a global partnership agreement with Dongfeng Hongtai (a majority-owned subsidiary of Dongfeng Motor Corporation, one of China's largest automotive groups) covering all of the Faurecia group's businesses. The first step of this partnership is the formation, in May 2015, of two joint ventures, one with a view to the development, manufacturing and delivery of automotive interior components (Dongfeng Faurecia Automotive Interior Co., Ltd) and the other with a view to the development, manufacture and delivery of automotive exterior components (Dongfeng Faurecia Automotive Exterior Co., Ltd).

Faurecia and Beijing KW Automotive Parts Co. Ltd, one of the Chinese leading manufacturers of automotive interior and exterior trim parts, sign a joint-venture agreement. Together, the two partners aim to unlock synergies in the area of aluminum interior trim parts for light vehicles.

2016. Faurecia and the Italian company Tabu S.p.A., which is specialized in the production of flexible wood trims, sign a partnership agreement that results in the creation of the Ligneos S.r.l. joint venture. The two partners have developed a patented technology aimed at extending automotive wood trim applications to a wider range of surfaces.

In line with the agreement signed in December 2015, in July 2016, Faurecia sells its Automotive Exteriors bumpers and front-end modules business to Plastic Omnium (excluding the Faurecia Smart plant in Hambach and two joint ventures in Brazil and China).

Faurecia and German premium automaker Borgward sign a partnership agreement to create a joint venture (Borgward Faurecia Auto Systems Co., Ltd) in Tianjin, China, to jointly develop and produce complete automotive seats for the new Borgward vehicles.

2017. Faurecia expands its innovations ecosystem and forges technological and industrial partnerships with:

- Parrot Automotive, a leading provider of connectivity and infotainment solutions for the automotive industry. Faurecia gradually acquires shareholdings in the company, thereby enabling it to accelerate the development of electronic solutions for the connected car;
- ZF, for the development of advanced seat-integrated safety solutions for various cockpit applications;
- Mahle, to develop innovative technologies for thermal management of the passenger compartment.

Faurecia acquires a majority interest in Chinese company Jiangxi Coagent Electronics Co. Ltd, renamed Faurecia Coagent Electronics S&T Co. Ltd, which develops integrated and innovative in-car infotainment solutions.

2018. Faurecia continues to develop in the field of new technologies:

By entering into new partnerships with Accenture, FAW Group (Chinese car manufacturer) and HELLA.

By making acquisitions or investments:

- finalizing its 100% acquisition of Parrot Faurecia Automotive;
- creation of a new joint-venture with Liuzhou Wuling Automotive Industry Co., Ltd;
- investment in the French HumanFab center (laboratory specializing in cognitive sciences), the French start-up Enogia (energy efficiency) and American start-up Powersphyr (cockpit of the future);
- acquisition of 100% of the Swiss company Hug Engineering (purification of exhaust gases for very high-power engines).

On December 26, Faurecia changes its corporate form to become a European company.

2019. Faurecia consolidates its expansion in the field of new technologies with the acquisition of 100% of the Japanese company Clarion Ltd. and the creation of a fourth activity "Faurecia Clarion Electronics" dedicated to electronics and software within the cockpit. This new division completes Faurecia's portfolio of "Faurecia Automotive Seating", "Faurecia Interiors Solutions" and "Faurecia Clean Mobility".

As part of this new activity, Faurecia:

- acquires all of the Chinese company Faurecia Coagent Electronics S&T Co. (infotainment and interior electronic solutions);
- takes a majority interest in the Swedish company Creo Dynamics (innovative acoustic systems and active noise control solutions);
- invests in the Israeli company Guardknox (cyber defense for connected and autonomous vehicles);
- creates a 50/50 joint venture with the Portuguese company Aptoide (Android application store);
- enters into partnerships with Japan Display Inc. to improve the digital experience of users inside the cockpit.

Faurecia and Michelin create a joint venture around Symbio, which brings together all Michelin and Faurecia hydrogen fuel cell activities.

Faurecia creates a global center of expertise dedicated to the development of hydrogen storage systems at its R&D center in Bavans, France.

2020. Faurecia acquires:

- with Continental, the remaining 50% of its joint-venture SAS, a major player in the assembly and logistics of complex modules for vehicle interiors;
- 100% of IRYS tec Inc., a Canadian start-up that developed the world's first software platform using perception and physiology to optimize the display system within the cockpit, and consequently the user experience.

Faurecia has chosen Schneider Electric as a preferred partner for the implementation of its CO₂ neutrality strategy for scopes 1 and 2 in 2025, the trajectories of which have been validated by the Science Based Targets initiative (SBTi).

2021. As part of the merger between PSA and FCA, in March 2021 Stellantis distributed the shares it held in Faurecia up to 39.3% of its capital. Following this distribution, Faurecia's free float increased significantly to represent approximately 95% of its share capital as of December 31, 2021. Faurecia also successfully completed a first employee shareholding plan for 2% of the capital stock, raising employee shareholding to more than 2.6% of the capital stock.

Faurecia announces a strategic and transformative acquisition with the takeover of the German equipment manufacturer HELLA, making it the seventh largest supplier in the world. HELLA brings to Faurecia recognized know-how in electronics (automated driving, cockpit, energy management, sensors and actuators, etc.), lighting (headlamps, tail lights, interior and exterior lighting) and after-sales solutions (spare parts and diagnostic accessories).

In 2021, Faurecia carried out the following transactions to support its strategy focused on the Cockpit of the Future and Sustainable Mobility:

- development of partnerships with Renault, SAIC and Air Liquide in the field of hydrogen;
- the acquisition of (i) a majority interest in CLD, one of the main Chinese manufacturers of hydrogen tanks, (ii) the intellectual property assets of uMist Ltd, a Swedish start-up specializing in biomimetic spraying technology, (iii) designLed, a Scottish company specializing in advanced backlighting technologies and (iv) a 50% stake in Beijing BAIC DAS Automotive System Co., main supplier of seats for BAIC Hyundai;
- the sale of the AST (Acoustics and Soft Trim) division.

Faurecia has also continued and accelerated its approach to carbon neutrality by setting up partnerships with Palantir Technologies Inc., Engie, Schneider Electric and KPMG.

2022. The major event of the year was the finalization of the acquisition of a majority interest in HELLA GmbH & Co. KGaA.

To seal the merger of Faurecia and HELLA, which together form the seventh-largest automotive supplier in the world, the two companies created the FORVIA brand. The new entity comprises six divisions: "Seating", "Interiors", "Clean Mobility", "Electronics", "Lighting" and "Lifecycle Solutions". The Combined Group presented, at its Capital Market Day, its new medium-term strategic plan, Power25, aimed at generating profitable growth, strengthening cash generation and accelerating the Group's debt reduction.

The refinancing of this acquisition was partly ensured by:

- a capital increase with preferential subscription rights in the amount of €705 million, including the issue premium, carried out in June 2022;
- the issue of senior bonds linked to sustainable development in the amount of €700 million.

As part of the FORVIA Group's €1 billion asset disposal program to be completed by the end of 2023, HELLA sold its 33.33% stake in HBPO to its co-shareholder Plastic Omnium for €290 million.

The Group also continued and strengthened its sustainable development strategy, aiming to become CO₂ neutral in industrial operations by 2025:

- two major electricity purchase contracts were signed, setting up an 85.8 MW Swedish Rodene wind project in Alingsås, in partnership with Octopus Energy Generation and Mirova Eurofideme 4, with the support of Schneider Electric, and a 15-year solar energy project was launched with ENGIE and EDP to equip more than 150 sites across 22 countries with solar panels;
- Faurecia also announced the creation of MATER'ACT, a new entity focused on sustainable materials, with expected revenue of more than €2 billion in 2030 and a team of 400 people by the end of 2025.

In June, the Group had its roadmap for "net zero emissions" validated by the Science Based Target initiative (SBTi). Faurecia and HELLA will reach zero net emissions by 2045 (Scope 1, 2 and 3). Only 20 companies worldwide have had their net zero emission commitment approved to date.

The Group is accelerating and supporting its hydrogen strategy with the following development projects:

- Faurecia will equip the truck fleet supplied by MAN for the Bavarian region with complete hydrogen storage systems;
- Faurecia, Michelin and Symbio have been selected by the California Energy Commission for the development of a hydrogen truck through the "Symbio H2 Central Valley Express" project;
- Faurecia won a contract to supply high-capacity hydrogen storage systems to supply charging stations located in the "Zero Emission Valley (ZEV)", the first French project for sustainable hydrogen mobility for professional fleets;
- Faurecia signed a partnership with HYVIA (joint venture between the Renault group and Plug) to supply new generation hydrogen storage systems for the mass production of the Renault Master H2-TECH, manufactured in France;
- the hydrogen activities of Faurecia, as well as those of Symbio (50/50 joint venture with Michelin), have been selected as being of common European interest by the European Commission as part of the "IPCEI Hy2Use" project aimed at supporting research and innovation, the first industrial deployment and the construction of relevant infrastructure in the hydrogen value chain.

2023. Faurecia's General Meeting of May 30, 2023 changed Faurecia's company name to FORVIA. This new name marks a new stage in the creation of the group combining Faurecia and HELLA and aims to strengthen the reputation and attractiveness of the FORVIA brand within its ecosystem.

In 2023, FORVIA completed the €1 billion asset disposal program announced and started in 2022 intended to accelerate the Group's debt reduction following the acquisition of a majority interest in HELLA, completed in early February 2022. This program, completed in less than 15 months, includes:

- approximately 40% of transactions relating to non-consolidated joint ventures:
 - sale by HELLA of its 33% interest in HBPO to its co-shareholder Plastic Omnium (completed in 2022),
 - acquisition by Stellantis of an interest in Symbio, a company previously 50/50 owned with Michelin and now equally owned by the three companies (finalized in the third quarter of 2023);
- approximately 60% of transactions resulting from the sale of consolidated non-strategic assets to players in the automotive industry:
 - sale of the Interiors business in India to TAFE (finalized in 2022),
 - sale of the SAS Cockpit Modules division to the Motherson group (finalized in the third quarter of 2023),
 - sale of the commercial vehicle exhaust business in Europe and North America to Cummins (completed in the fourth quarter of 2023).

Taking into account the successful execution of the first disposal program and the need to reduce the Group's debt and financial costs in a context of persistently high interest rates, in October 2023, FORVIA announced the launch of a new €1 billion disposal program. The first step of this new program is the sale by HELLA of its 50% interest in BHTC, co-owned with MAHLE, for a value of €600 million (i.e. €300 million for each of the two shareholders), with the completion scheduled for the first half of 2024.

FORVIA steps up its decarbonization efforts by signing a ten-year supply contract with Renewable Power Capital. This agreement ensures nearly 70% of its European consumption through the purchase of renewable electricity from the Klevberget onshore wind farm in Sweden, thus contributing to its net zero target approved by SBTi.

The Group has also made further progress in its objective of reducing CO₂ emissions in its supply chain (Scope 3):

- MATERI'ACT, an entity of the Interiors business, inaugurated its world-class R&D center in Villeurbanne (Auvergne-Rhône-Alpes region) to develop the materials of tomorrow with the objective of reducing their carbon footprint by 85% by 2030, with the development of plastics made from 70% recycled materials;
- the Group has started a partnership with the Nordic company SSAB to develop seats incorporating 90% decarbonized steel structures, with series integration planned for 2026.

2023 was also marked by major advances in the field of hydrogen:

- the Group has launched the mass production of Type IV hydrogen tanks from the Allenjoie plant (Bourgogne-Franche Comté region), aiming to produce 100,000 tanks per year, intended to supply the hydrogen distribution and storage market for the automotive industry in Europe. This plant obtained "BREAM Excellent" certification, a first in France symbolizing the reduction in energy consumption and serving as a model for the Group's global production standards;
- in July, FORVIA and Michelin sold part of their interest in Symbio to Stellantis, helping to strengthen the resources and growth prospects of the hydrogen fuel cell specialist. In December, Symbio inaugurated SymphonHy, the largest fuel cell manufacturing plant in Europe, in Saint Fons (Auvergne-Rhône-Alpes region). This "BREAM Very Good" certified plant employs more than 450 engineers and plans to deploy an annual production capacity of 50,000 batteries by 2026;
- lastly, the Group won its two first Type IV hydrogen tank programs for medium-duty commercial vehicles in North America, confirming its status as an international player.

6.4. Additional information on audits of financial statements

AUDIT OF FINANCIAL STATEMENTS

In accordance with French company law, FORVIA's Statutory Auditors certify the parent company and Group financial statements and review the situation of its significant consolidated subsidiaries through members of their networks.

For the 2023 fiscal year, Ernst & Young Audit received €5.7 million for its audit assignments; while Mazars also received €8.1 million for its audit assignments.

The table showing the breakdown of fees that FORVIA and its fully consolidated subsidiaries recognized in their 2023 financial statements for work assigned to the Statutory Auditors appears in Chapter 1 "Financial and accounting information", Note 34 in Section 1.3.5 "Notes to the consolidated financial statements".

PERSONS RESPONSIBLE FOR AUDITING THE FINANCIAL STATEMENTS

	Start of the first corporate office	Date of expiry of the mandate
STATUTORY AUDITORS		
Ernst & Young Audit represented by Guillaume BRUNET-MORET member of the Versailles Regional Association of Statutory Auditors Tour First TSA 14444 92037 Paris La Défense Cedex France	June 17, 1983	OGM in 2025
Mazars represented by Anne-Laure ROUSSELOU and Grégory DEROUET member of the Versailles Regional Association of Statutory Auditors Tour Exaltis 61, rue Henri Regnault 92400 Courbevoie France	May 28, 2019	OGM in 2025

6.5. Declaration by the person responsible for the Universal Registration Document and the information officer

Person responsible for the Universal Registration Document

Patrick Koller

Chief Executive Officer (CEO)

I hereby declare that the information contained in the Universal Registration Document is, to the best of my knowledge, in accordance with the facts and contains no omission likely to affect its import.

I further declare that, to the best of my knowledge, the financial statements have been prepared in accordance with the applicable accounting standards and give a true and fair view of the assets and liabilities, the financial position and the results of the Company and the consolidated companies making up the Group, and that the management report, for which the cross-reference table is shown on page 494, provides a true and fair picture of the changes in the business, the results and financial position of the Company and its consolidated companies, as well as a description of the main risks and uncertainties they face.

Patrick Koller

Signed in Nanterre, on February 27, 2024

Information officer

Olivier Durand

Executive Vice President, Group Chief Financial Officer

FORVIA 23-27, avenue des Champs-Pierreux
92000 Nanterre
France
Tel.: +33 (1) 72 36 70 00

6.6. Cross-reference tables

Cross-reference table with Annexes 1 and 2 of Delegated Regulation (EU) no. 2019/980 of the European Commission of March 14, 2019

In order to make this Universal Registration Document easier to understand, the cross-reference table below makes it possible to identify the key items of information required by Annexes 1 and 2 of Delegated Regulation no. 2019/980 of March 14, 2019.

Information	Headings	Sections
1	PERSONS RESPONSIBLE, INFORMATION FROM THIRD PARTIES, EXPERT REPORTS AND APPROVAL OF THE COMPETENT AUTHORITY	
1.1	Persons responsible for the information	6.5
1.2	Statement by the persons responsible for the document	6.5
1.3	Expert statement	N/A
1.4	Other statements if information comes from third parties	N/A
1.5	Statement without the prior approval of the relevant authority	Preamble
2	STATUTORY AUDITORS	6.4
3	RISK FACTORS	2.1
4	INFORMATION ABOUT THE ISSUER	
4.1	Legal and commercial name	6.1
4.2	Registration with the trade and companies register (RCS) and legal entity identifier (LEI)	6.1
4.3	Date of incorporation and term	6.1
4.4	Registered office – legal form – applicable legislation – website – other	6.1
5	BUSINESS OVERVIEW	
5.1	Principal activities	Introductory chapter; 1.1.1; 1.5
5.1.2	New product and /or services	Introductory Chapter
5.2	Principal markets	Introductory chapter; 1.1
5.3	Important events	Introductory chapter; 1.1.; 1.5
5.4	Financial and non-financial strategy and objectives	Introductory chapter; 1.1.2; 1.1.3; 1.2; 1.6.3, Note 2; 4.1.1 ; 4.1.3
5.5	Level of dependence	6.1; 2.1.1.3; 2.1.1.9
5.6	Competitive position	Introductory chapter
5.7	Investments	
5.7.1	Material investments made	Introductory chapter; 1.1.6.2; 1.3.5, Notes 4, 11, 12A and 26.3; 1.5; 1.6.3, Note 17; 6.3
5.7.2	Ongoing material investments or firm commitments	1.1.6.2; 1.3.3; 1.3.5, Notes 4, 11 and 12A
5.7.3	Joint ventures and significant interests	1.1.1.2; 1.3.6; 1.5; 1.6.5; 6.2; 6.3
5.7.4	Environmental impact of the use of property, plant and equipment	4.2.5
6	ORGANIZATIONAL STRUCTURE	
6.1	Brief description of the Group/Organizational chart	1.3.6; 1.6.5; 6.2
6.2	List of significant subsidiaries	1.3.6; 1.6.5

Information	Headings	Sections
7	OPERATING AND FINANCIAL REVIEW	
7.1	Financial position	Introductory chapter, Chapter 1
7.1.1	Presentation of the development and performance of the business	Introductory chapter; 1.1.3 to 1.1.5; 1.3.5, Note 4
7.1.2	Future changes and activities in research and development	1.1.1.2; 1.2; Introductory chapter; 1.3.5, Note 5.4
7.2	Net operating income	Introductory chapter; 1.1.4
7.2.1	Significant factors	1.1.1; 1.3.5, Note 2; 1.5
7.2.2	Significant changes in sales or net income	1.1.3; 1.1.5; 1.3.5, Note 2; 1.5
8	CAPITAL RESOURCES	
8.1	Issuer's capital	1.3.4; 1.3.5, Note 22; 1.6.3, Note 15
8.2	Cash flows	Introductory chapter (figures); 1.1.6.1; 1.3.3; 1.3.5, Note 21
8.3	Borrowing requirements and funding structure	1.1.6; 1.3.5, Note 26; 1.5 (Financial structure and net debt); 1.6.3, Note 17
8.4	Restriction on the use of capital	1.5; 1.3.5, Note 26; 1.6.3, Note 17
8.5	Anticipated sources of funds	1.1.1.2; 1.3.5, Note 26; 1.6.3, Note 17
9	REGULATORY ENVIRONMENT	
9.1	Description of the regulatory environment and influencing exterior factors	2.1.1.2; 2.1.1.11; 2.1.3.1, 6.1
10	TREND INFORMATION	
10.1	a) Main recent trends	Introductory chapter; 1.1.1.2; 1.2
	b) Significant change in the Group's financial performance since the closing or a negative statement	N/A
10.2	Factor likely to have a material effect on the outlook	Introductory chapter; 1.1.1.2; 1.2; 2.1
11	PROFIT FORECASTS OR ESTIMATES	1.2
12	ADMINISTRATIVE, MANAGEMENT AND SUPERVISORY BODIES AND EXECUTIVE MANAGEMENT	
12.1	Information on members of the Company's administrative and management bodies	3.1.2.2
12.2	Conflicts of interest or negative statement	3.6
13	COMPENSATION AND BENEFITS	
13.1	Compensation and benefits paid or granted	3.3
13.2	Provisions for pensions and other benefits	1.3.5, Note 25
14	WORKING METHODS OF ADMINISTRATIVE AND MANAGEMENT BODIES	
14.1	Terms of office	3.1.2.1; 3.1.2.2
14.2	Service contracts or appropriate statement	3.8.3
14.3	Committees	3.1.3.1; 3.1.4
14.4	Compliance with corporate governance rules	3.4
14.5	Potential material impacts on and future changes in corporate governance	3.1.2.5
15	EMPLOYEES	
15.1	Breakdown of employees	Introductory chapter; 4.3 (introduction) ; 4.3.1
15.2	Equity investments and stock options	3.1.2.1; 3.1.2.2; 3.3.1.2.2.3; 3.3.1.2.3; 3.3.1.4.2; 4.3.1.4; 5.1.1; 5.2.4
15.3	Employee profit-sharing agreements	3.3.3; 4.3.1.4; 5.2.4

Information	Headings	Sections
16	MAJOR SHAREHOLDERS	
16.1	Breakdown of capital or appropriate statement	5.1
16.2	Different voting rights or appropriate statement	5.1; 6.1
16.3	Control of the issuer	5.1; 6.1
16.4	Shareholders' agreement	6.1
17	RELATED-PARTY TRANSACTIONS	
17.1	Details of transactions	1.3.5, Note 32; 3.8.1
18	FINANCIAL INFORMATION CONCERNING THE ISSUER'S ASSETS, LIABILITIES, FINANCIAL POSITION AND RESULTS	
18.1	Historical financial information	
18.1.1	Audited historical financial information	1.3; 1.4; 1.6; 1.7; 6.1
18.1.2	Change of accounting reference date	N/A
18.1.3	Accounting standards	1.3.5, Note 1; 1.6.3, Note 1
18.1.4	Change of accounting framework	1.3.5, Note 1
18.1.5	Minimum content of audited financial information	1.3; 1.6; 6.1
18.1.6	Consolidated financial statements	1.3
18.1.7	Date of latest financial information	1.3; 1.6
18.2	Interim and other financial information	
18.2.1	Quarterly or half-yearly financial information	N/A
18.3	Audit of historical annual financial information	
18.3.1	Audit report	1.4; 1.7; 6.1
18.3.2	Other audited information	N/A
18.3.3	Unaudited financial information	N/A
18.4	Pro forma financial information	
18.4.1	Significant change in gross values	N/A
18.5	Dividend policy	
18.5.1	Description or negative statement	1.3.5, Note 35; 5.4.4; 6.1
18.5.2	Amount of dividend per share	1.3.5, Note 35; 5.4.3
18.6	Legal and arbitration proceedings	1.3.5, Note 24; 2.1.3.2
18.7	Significant change in the issuer's financial position	1.1.1.2; 1.2; 1.3.5, Note 2; 1.6.3, Note 2
19	ADDITIONAL INFORMATION	
19.1	Capital stock	
19.1.1	Amount of capital issued	5.1.1
19.1.2	Shares not representing the capital	N/A
19.1.3	Treasury shares	5.1.1; 5.3
19.1.4	Securities	N/A
19.1.5	Vesting conditions and/or any obligations	N/A
19.1.6	Option or agreement	6.1
19.1.7	History of the capital stock	5.1.1; 5.2.3
19.2	Memorandum and bylaws	
19.2.1	Registration and corporate purpose	6.1
19.2.2	Existing share categories	5.1.1
19.2.3	Provisions affecting a change in control	6.1

Information	Headings	Sections
20	MAJOR CONTRACTS	
20.1	Summary of each contract	6.1
21	DOCUMENTS AVAILABLE	
21.1	Statement on documents available for consultation	6.1

Cross-reference table on information required in the annual financial report

For ease of reading, the cross-reference table below identifies information in this Universal Registration Document that also appears in the annual financial report that listed companies are required to publish under Article L. 451-1-2 of the French Monetary and Financial Code and Article 222-3 of the AMF's General Regulation.

No.	Information	Sections
1.	Financial statements	1.6
2.	Consolidated financial statements	1.3
3.	Management report (minimum information within the meaning of Article 222-3 of the AMF General Regulation)	See cross-reference table of the management report below
4.	Declaration by the persons responsible for the annual financial report	6.5
5.	Statutory Auditors' reports on the parent company and consolidated financial statements	1.4; 1.7

Cross-reference table on information required in the management report

For ease of reading, the cross-reference table below identifies information in this Universal Registration Document that makes up the management report (including the corporate governance report), pursuant to Article L. 225-100 of the French Commercial Code.

No.	Information	Reference texts	Sections
1.	GROUP SITUATION AND BUSINESS		
1.1.	Situation of the Company during the past period and objective and exhaustive analysis of changes to the business, the results and the financial position of the Company and the Group, in particular its debt position, with regard to the volume and complexity of business	Articles L. 225-100-1, I., 1 ^o , L. 232-1, II, L. 233-6 and L. 233-26 Comm. Code	Introductory chapter; 1.1.1 to 1.1.6; 1.2; 1.5; 1.6.3, Note 2
1.2.	Key financial performance indicators	Article L. 225-100-1, I., 2 Comm. Code	Introductory chapter; 1.1.1 to 1.1.6; 1.2; 1.5
1.3.	Key non-financial performance indicators relating to the specific business of the Company and the Group, in particular information relating to environmental and personnel issues	Article L. 225-100-1, I., 2 Comm. Code	4.1.3.1; 4.1.3.2; 4.1.1.1 ; 4.2; 4.3 and 4.4
1.4.	Significant events occurring between the closing date and the date on which the management report was prepared	Articles L. 232-1, II, and L. 233-26 Comm. Code	1.1.1; 1.3.5, Note 2 and 3; 1.6.3, Note 2
1.5.	Identity of the main shareholders and holders of voting rights at General Meetings, and changes made during the financial year	Article L. 233-13 Comm. Code	5.1
1.6.	Existing branches	Article L. 232-1, II Comm. Code	1.3.6
1.7.	Significant equity investments in companies with their registered office in France	Article L. 233-6 par. 1 Comm. Code	1.3.5, Note 2; 1.6.5
1.8.	Cross-shareholdings	Articles L. 233-29, L. 233-30 and R. 233-19 Comm. Code	N/A
1.9.	Foreseeable changes in the situation of the Company and the Group and future outlook	Articles L. 232-1, II and L. 233-26 Comm. Code	1.2
1.10.	Research and development activities	Articles L. 232-1, II and L. 233-26 Comm. Code	Introductory chapter; 1.3.5, Notes 5.4 and 11
1.11.	Table showing the Company's results for each of the last five periods	Article R. 225-102 Comm. Code	1.6.4
1.12.	Information on supplier and customer payment terms	Article D. 441-4 Comm. code	1.5
1.13.	Amount of inter-company loans granted and statement by the Statutory Auditor	Articles L. 511-6 and R. 511-2-1-3 Mon. and Fin. Code	N/A
2.	INTERNAL CONTROL AND RISK MANAGEMENT		
2.1.	Description of the main risks and uncertainties facing the Company	Article L. 225-100-1, I., 3 Comm. Code	2.1.
2.2.	Information on the financial risks related to the effects of climate change and presentation of the measures taken by the Company to reduce them by implementing a low-carbon strategy in all aspects of its activity	Article L. 22-10-35, 1 Comm. Code	2.1.1.2; 4.2.3
2.3.	Main characteristics of the internal control and risk management procedures implemented by the Company and the Group relating to the preparation and processing of accounting and financial information	Article L. 22-10-35, 2 Comm. Code	2.2
2.4.	Information on the objectives and policy regarding the hedging of each main category of transactions and on exposure to price, credit, liquidity and cash risks, including the use of financial instruments	Article L. 225-100-1., 4 Comm. Code	1.3.5, Note 30; 1.6.3, Note 21; 2.1.2;
2.5.	Anti-corruption system	Law no. 2016-1691 of December 9, 2016 known as "Sapin II"	2.2.2.4 and 2.2.2.5
2.6.	Vigilance plan and report on its effective implementation	Article L. 225-102-4 Comm. Code	w2.1.3.3; 4.3.2.5; 4.3.4.4

No.	Information	Reference texts	Sections
3.	CORPORATE GOVERNANCE REPORT		
	COMPENSATION INFORMATION		
3.1.	Compensation policy for corporate officers	Articles L. 22-10-8, I., paragraph 2 and R. 22-10-14 Comm. Code	3.3
3.2.	Compensation and all benefits paid during the financial year or allocated for the financial year to each corporate officer	Articles L. 22-10-9, I., 1 and R. 22-10-15 Comm. Code	3.3.1; 3.3.2
3.3.	Relative proportion of fixed and variable compensation	Article L. 22-10-9, I., 2 Comm. Code	3.3.1
3.4.	Use of the option to request the return of variable compensation	Article L. 22-10-9, I., 3 Comm. Code	N/A
3.5.	Commitments of any kind made by the Company for the benefit of its corporate officers, corresponding to elements of compensation, indemnities or benefits due or likely to be due as a result of the assumption, termination or change of their duties or after the exercise of these	Article L. 22-10-9, I., 4 Comm. Code	3.3.1; 3.3.4
3.6.	Compensation paid or allocated by a company included in the scope of consolidation within the meaning of Article L. 233-16 Comm. Code	Article L. 22-10-9, I., 5 Comm. Code	N/A
3.7.	Ratios between the level of compensation of each executive corporate officer and the average and median compensation of employees of the Company	Article L. 22-10-9, I., 6 Comm. Code	3.3.1.3
3.8.	Annual change in compensation, Company performance and average Company employee compensation and the above-mentioned ratios over the five most recent periods	Article L. 22-10-9, I., 7 Comm. Code	3.3.1.3
3.9.	Explanation of how the total compensation complies with the adopted compensation policy, including how it contributes to the long-term performance of the Company and how the performance criteria were applied	Article L. 22-10-9, I., 8 Comm. Code	3.3.1
3.10.	Method of taking into account the vote of the last Ordinary General Meeting provided for in I of Article L. 22-10-34 Comm. Code	Article L. 22-10-9, I., 9 Comm. Code	3.3.4
3.11.	Deviation from the procedure for implementing the compensation policy and any exceptions	Article L. 22-10-9, I., 10 Comm. Code	3.3.1
3.12.	Application of the provisions of the second paragraph of Article L. 225-45 (suspension of payment of compensation to Board members in case of non-compliance with gender equality on the Board of Directors)	Article L. 22-10-9, I., 11 Comm. Code	N/A
3.13.	Allocation and retention of options by corporate officers	Articles L. 225-185 and L. 22-10-57 Comm. Code	3.3.1.4.1; 3.3.1.4.2
3.14.	Allocation and retention of free shares to executive corporate officers	Articles L. 225-197-1 and L. 22-10-59 Comm. Code	3.3.1.2.2.3; 3.3.1.2.3; 3.3.1.4.2; 3.3.4.1.3
	GOVERNANCE INFORMATION		
3.15.	List of all mandates and functions exercised in any company by each of the corporate officers during the period	Article L. 225-37-4, 1 Comm. Code	3.1.2.2
3.16.	Agreements entered into between an officer or a significant shareholder and a subsidiary	Article L. 225-37-4, 2 Comm. Code	N/A
3.17.	Table summarizing the current delegations of authority granted by the General Meeting to increase the capital	Article L. 225-37-4, 3 Comm. Code	5.2.1
3.18.	Modalities of the Executive management	Article L. 225-37-4, 4 Comm. Code	3.1.2.4
3.19.	Members, conditions for the preparation and organization of the work of the Board of Directors	Article L. 22-10-10, 1 Comm. Code	3.1.3
3.20.	Application of the principle of balanced representation of women and men on the Board	Article L. 22-10-10, 2 Comm. Code	3.1.2.5
3.21.	Any limitations that the Board places on the powers of the Chief Executive Officer	Article L. 22-10-10, 3 Comm. Code	3.1.2.4; 3.1.3.3

No.	Information	Reference texts	Sections
3.22.	Reference to a Corporate Governance Code and application of the comply or explain principle	Article L. 22-10-10, 4 Comm. Code	Chapter 3 (introductory paragraph); 3.4
3.23.	Procedures for shareholder participation in the General Meeting	Article L. 22-10-10, 5 Comm. Code	6.1
3.24.	Assessment procedure for current agreements – Implementation	Article L. 22-10-10, 6 Comm. Code	3.8.2
3.25.	Information likely to have an impact in the event of a public tender offer or exchange offer: <ul style="list-style-type: none"> ■ company's capital structure; ■ bylaw restrictions on the exercise of voting rights and on share transfers or agreement clauses brought to the attention of the Company in accordance with Article L. 233-11; ■ direct or indirect shareholdings in the Company of which it is aware pursuant to Articles L. 233-7 and L. 233-12; ■ list of holders of any securities with special control rights and a description of these rights; ■ agreements between shareholders that, if the Company becomes aware of them, may give rise to restrictions on share transfers and the exercise of voting rights; ■ rules on the appointment and replacement of members of the Board of Directors and the amendment of the Company's bylaws; ■ powers of the Board of Directors, especially regarding share issues or buybacks; ■ agreements entered into by the Company which are amended or terminated in the event of a change in control of the Company; ■ agreements stipulating payments for members of the Board of Directors or employees if they resign or are dismissed without real and serious cause or if their employment is terminated due to a public takeover bid or exchange offer. 	Article L. 22-10-11 Comm. Code	6.1
4.	CAPITAL STOCK AND SHAREHOLDING STRUCTURE		
4.1.	Structure, change in the Company's share capital and crossing of thresholds	Article L. 233-13 Comm. Code	5.1.1; 5.1.2; 5.2.3
4.2.	Acquisition and disposal by the Company of its own shares	Articles L. 225-211 and R. 225-160 Comm. Code	5.3
4.3.	Statement of employee shareholding on the last day of the period (proportion of capital stock represented)	Article L. 225-102, paragraph 1 Comm. Code	5.1.1; 5.2.4
4.4.	Statement of any adjustments for securities giving access to the capital stock in the event of share buy-backs or financial transactions	Articles R. 228-90 and R. 228-91 Comm. Code	N/A
4.5.	Information on transactions by executives and related persons on the Company's shares	Article L. 621-18-2 Mon. and Fin. Code	3.5.2
4.6.	Amounts of dividends distributed in respect of the three previous periods	Article 243 bis of the French General Tax Code	5.4.3
5.	NON-FINANCIAL PERFORMANCE DECLARATION (NFPD)		
5.1.	Business model	Articles L. 225-102-1 and R. 225-105, I Comm. Code	Introductory chapter
5.2.	Description of the main risks ensuing from the Company's or the Group's business, including, when relevant and proportionate, risks generated by business relationships, products, or services	Articles L. 225-102-1 and R. 225-105, I 1° Comm. Code	Chapter 2, 4.2.3; 4.2.3.2; 4.3.4; 4.3.4.4; 4.3.2; 4.4.1

No.	Information	Reference texts	Sections
5.3.	Information about how the Company or the Group takes into account the social and environmental consequences of its business, the impacts of its business on human rights and the fight against corruption and tax evasion (description of the policies implemented and reasonable diligence procedures carried out in order to prevent, identify and mitigate the main risks linked to the Group's or the Company's business)	Articles L. 225-102-1, III, L. 22-10-36 and R. 22-10-29, R. 225-104 and R. 225-105, I 2° Comm. Code	4.1.3.1; 4.1.3.2; 4.1.1.1; 4.2; 4.3; 4.4
5.4.	Results of the policies implemented by the Company or the Group, including key performance indicators	Articles L. 225-102-1 and R. 225-105, I 3° Comm. Code	4.1.3.1; 4.1.3.2; 4.1.1.1; 4.2; 4.3; 4.4
5.5.	Social information (employment, work organization, health and safety, social relationships, trainings, equality of treatment)	Articles L. 225-102-1 and R. 225-105, II. A. 1° Comm. code	4.1.3.1; 4.3.1
5.6.	Environmental information (general environment policy, pollution, circular economy, climate change)	Articles L. 225-102-1 and R. 225-105, II. A. 2° Comm. Code	4.1.3.1; 4.2
5.7.	Societal information (societal commitments in favor of a sustainable development, subcontracting and suppliers, practices loyalty)	Articles L. 225-102-1 and R. 225-105, II. A. 3° Comm. Code	4.1.3.1; 4.3.2; 4.3.3; 4.4
5.8.	Information on the fight against corruption and tax evasion	Articles L. 225-102-1, L. 22-10-36 and R. 22-10-29 and R. 225-105, II. B. 1° Comm. Code	4.3.2; 4.4.1
5.9.	Information related to actions in favor of fundamental human rights	Articles L. 225-102-1, L. 22-10-36 and R. 22-10-29 and R. 225-105, II. B. 2° Comm. Code	4.3.2; 4.4.1
5.10.	Specific information: <ul style="list-style-type: none"> ■ technological accident risk prevention policy implemented by the Company; ■ capacity of the Company to cover its civil liability towards persons and goods as a result of such facilities exploitation; ■ means provided for by the Company to ensure the management of victim compensation should it be held liable in the event that a technological accident occurs. 	Article L. 225-102-2 Comm. Code	N/A
5.11.	Collective Agreements executed within the Company and their impacts on the Company's economic performance and employee labor conditions	Articles L. 225-102-1, III and R. 225-105 Comm. Code	4.3.1; 4.3.1.2; 4.3.2.5
5.12.	Statement of the independent third party on the information contained in the NFPD	Articles L. 225-102-1, III and R. 225-105-2 Comm. Code	4.5.1
6.	OTHER INFORMATION		
6.1.	Additional tax information	Articles 223 quarter and quinquies of the French General Tax Code	N/A
6.2.	Injunctions or financial penalties for anti-competitive practices	Article L. 464-2 Comm. Code	N/A

Cross-reference table on information constituting the Group's Non-Financial Performance Declaration required by Article L. 225-102-1 of the French Commercial Code

Information	Sections
Business model	Introductory chapter
Description of the main risks ensuing from the Company's or the Group's business , including, when relevant and proportionate, risks generated by business relationships, products, or services	Chapter 2, Chapter 4, sections: <ul style="list-style-type: none"> ■ 4.2.3 Climate change ■ 4.2.3.2 Management of impacts, risks and opportunities ■ 4.3.4 Consumers and end users ■ 4.3.4.4 Actions and assessment of their effectiveness ■ 4.3.2 Value chain ■ 4.4.1 Business conduct
Information about how the Company or the Group takes into account the social and environmental consequences of its business, the impacts of its business on human rights and fight against corruption (description of the policies implemented and reasonable diligence procedures carried out in order to prevent, identify and mitigate the main risks linked to the Group's or the Company's business)	Chapter 4, sections: <ul style="list-style-type: none"> ■ 4.1.3.1 Sustainable development strategy ■ 4.3.1 Company's own headcount ■ 4.2 Environment ■ 4.3.2 Value chain ■ 4.3.2.5 Vigilance plan ■ 4.4.1 Business conduct
Results of the policies implemented by the Company or the Group, including key performance indicators	Chapter 4, sections: <ul style="list-style-type: none"> ■ 4.1.3.1 Sustainable development strategy ■ 4.1.3.2 Stakeholders's interests and points of view ■ 4.1.1.1 General basis for preparing the sustainability performance declaration ■ 4.2 Environment ■ 4.3 Social ■ 4.4 Governance
Social information (employment, work organization, health and safety, social relationships, trainings, equality of treatment)	Chapter 4, sections: <ul style="list-style-type: none"> ■ 4.1.3.1 Sustainable development strategy ■ 4.3.1 Company's own headcount
Environmental information (general environment policy, pollution, circular economy, climate change)	Chapter 4, sections: <ul style="list-style-type: none"> ■ 4.1.3.1 Sustainable development strategy ■ 4.2 Environment
Societal information (societal commitments in favor of a sustainable development, subcontracting and suppliers, practices loyalty)	Chapter 4, sections: <ul style="list-style-type: none"> ■ 4.1.3.1 Sustainable development strategy ■ 4.3.2 Value chain ■ 4.3.3 Affected Communities ■ 4.4 Governance
Information related to the fight against corruption	Chapter 4, sections: <ul style="list-style-type: none"> ■ 4.3.2 Value chain ■ 4.4.1 Business conduct
Information related to actions in favor of fundamental human rights	Chapter 4, sections: <ul style="list-style-type: none"> ■ 4.3.2 Value chain ■ 4.3.2.5 Vigilance plan
Specific information: <ul style="list-style-type: none"> ■ Technological accident risk prevention policy implemented by the Company ■ Capacity of the Company to cover its civil liability towards persons and goods as a result of exploiting such facilities ■ Means provided for by the Company to ensure the management of victim compensation should it be held liable in the event that a technological accident occurs 	N/A

Information

Collective agreements concluded within the Company and their impact on the Company's economic performance as well as on employees' working conditions

Report by the independent third-party

Sections

Chapter 4, sections:

- 4.3.1 Company's own headcount
- 4.3.1.2 Interactions with company workers and their representatives
- 4.3.2.5 Vigilance plan


Chapter 4, section:

- 4.5.1 Report by one of the independent third-party organization on the verification of the consolidated non-financial statement included on a voluntary basis in the Group management report



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