



Driving forward with speed and agility

Corporate Profile Japan 2025

FORVIA
Inspiring mobility

A sustainable mobility technology leader

→ FORVIA was formed in 2022 from the combination of two automotive technological leaders: Faurecia and HELLA. FORVIA's mission is to pioneer technology for mobility experiences that matter to people. Our unique, comprehensive approach to present and future automotive challenges enables us to drive real change in the world.

Our mission

At FORVIA, we believe that mobility is at the heart of people's lives and what matters to them: moving freely and caring for the planet, in their own way. More than 150,000 of us around the world work tirelessly to pioneer technology for mobility experiences that matter to people. Across our six businesses, our diverse and talented teams deliver expert solutions that improve life for car users, all around the world. Our technologies help the automotive industry achieve ever-higher levels of sustainability, safety, customization and affordability.

Our values

United by our six values—drive, accountability, teamwork, agility, respect and open-mindedness—we are constantly pushing the limits of technology and creating constructive relationships that generate value across our entire ecosystem.

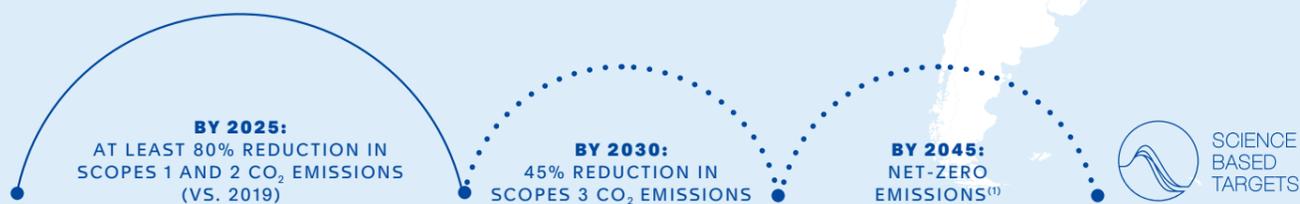
150,000
EMPLOYEES

140
NATIONALITIES
IN 40 COUNTRIES

29%
WOMEN MANAGERS AND
SKILLED PROFESSIONALS IN 2024
(32% EXCLUDING THE HELLA SCOPE)

Objective: net-zero emissions by 2045

→ OUR NET-ZERO ROADMAP, APPROVED BY SBTi



(1) 90% reduction in absolute GHG emissions from scopes 1, 2 & 3 compared to 2019, with the remaining 10% to be offset by removals.

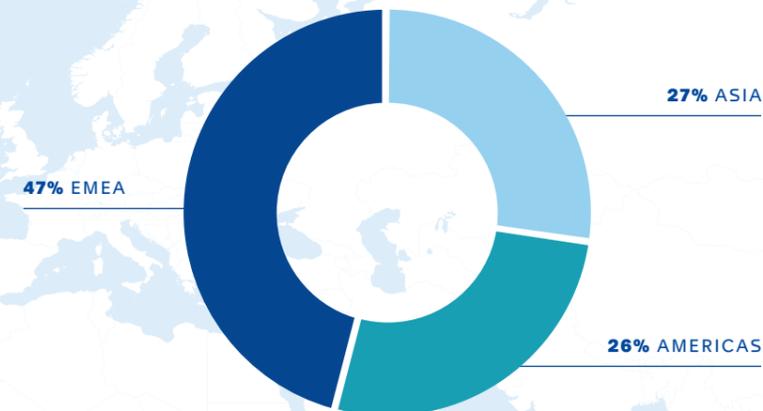
FORVIA in figures

€27bn

2024 sales

By region

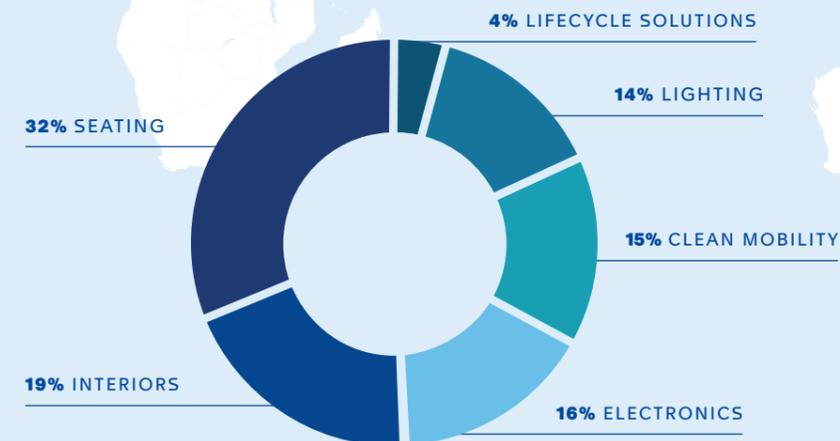
→ STRATEGIC POSITIONING IN ALL MAJOR MARKETS



One in two vehicles worldwide is equipped with FORVIA technologies

By business activity

→ A DIVERSE PORTFOLIO ALIGNED WITH THE GROWTH SECTORS OF THE AUTOMOTIVE INDUSTRY



15,000
R&D ENGINEERS

~900
PROGRAMS IN 2024

12,900
PATENTS IN THE PORTFOLIO IN 2024

FORVIA in Japan

Faurecia Japan K.K. was established in 2005. It currently has sites in Yokohama and Atsugi to provide advanced technologies to a wide range of automobile manufacturers, with three business groups in charge of: Seating, Interiors, and Clean Mobility. In March 2019, Faurecia Group acquired Clarion, a Japanese cockpit electronics manufacturer which had 80 years of history and established Faurecia Clarion Electronics as the fourth business group. Furthermore, in February 2022, Faurecia Group integrated a German auto supplier, HELLA and formed a new group called FORVIA. Today, FORVIA has five legal entities in Japan: Faurecia Japan K.K., Faurecia Clarion Electronics Co., Ltd., Clarion Lifecycle Solutions Co., Ltd., FSVAP Japan Co., Ltd. and HELLA Japan Inc.

FORVIA
Inspiring mobility


1,200+
Employees


30+
Nationalities


3+
Plant

FORVIA
faurecia
Faurecia Japan K.K.
Faurecia Clarion Electronics Co., Ltd.
Clarion Lifecycle Solutions Co., Ltd.
FSVAP Japan Co., Ltd.

FORVIA

HELLA Japan Inc.



FORVIA
faurecia

- 1 Faurecia Japan K.K.** Interiors, Seating, Clean Mobility
Headquarters and R&D center
- 2 Atsugi Customer Office**
- 3 Koriyama plant** (Clean Mobility)
- 4 Tochigi Plant** (Interiors)
- 5 Faurecia-NHK Co., Ltd.**
- 6 Faurecia Howa Interiors Co., Ltd.**
- 7 Faurecia Clarion Electronics Co., Ltd.** Electronics
Headquarters and Technology Center
- 3 Tohoku Office**
- 8 Hamamatsu Office**
- 9 Nagoya Office**
- 7 Clarion Lifecycle Solutions Co., Ltd.**
Headquarters and Kanto Sales Dept.
- 10 Hokkaido Sales Dept.**
- 11 Tohoku Sales Dept.**
- 12 Kansai Sales Dept.**
- 13 Chushikoku Sales Dept.**
- 14 Kyushu Sales Dept.**
- 7 FSVAP Japan Co., Ltd.**
Headquarters and Technology Center

FORVIA

15 HELLA Japan Inc. Electronics, Lighting
Headquarters

16 Hiroshima Office

● Headquarters ■ Plant ▲ Sales Dept., Branch Office ▼ Joint Venture



Pioneering technology that shapes the mobility of tomorrow

→ The automotive sector is currently undergoing the biggest transformation in its history, driven by powerful megatrends such as digitalization, strong growth in Asia and the need for more sustainable mobility. These forces are driving us to rethink the way automotive equipment is designed, manufactured and experienced. The solutions developed by FORVIA, in line with our mission to pioneer technology for mobility experiences that matter to people, directly address these challenges. Safety, energy management, zero-emission mobility, connectivity, automated driving, sustainability: through our six activities and our wide range of technologies, we cover all the key areas for tomorrow's mobility. Our holistic approach to these different areas allows us to provide safe, sustainable, customized and affordable technology solutions to all markets and segments of global mobility.

Seating

At the forefront of seat design and assembly, we offer manufacturers around the world a comprehensive range of innovative and high-tech products. Our expertise covers all the *métiers* and technologies of the complete automotive seat, from design to the assembly of the complete seat, including the production of components. All our solutions are developed and produced for maximum safety and the highest level of comfort on board.

Transformer Seat: the ultimate innovation in vehicle comfort

A world first, this new smart seat, presented at Auto Shanghai in April 2025, combines our market-leading expertise in sensors with our most advanced safety technology to create a seat that automatically adjusts based on the morphology of its occupant (weight, height, seating position) and on the vehicle's driving conditions (urban traffic, mountain road, parking, etc.). It analyzes up to 10 parameters to improve comfort and support exactly where needed, integrating high-end features (lighting, massage...) to offer unparalleled comfort.



#3

worldwide for complete seats



#1

worldwide for seat structure systems, essential for safety on board

FORVIA
faurecia

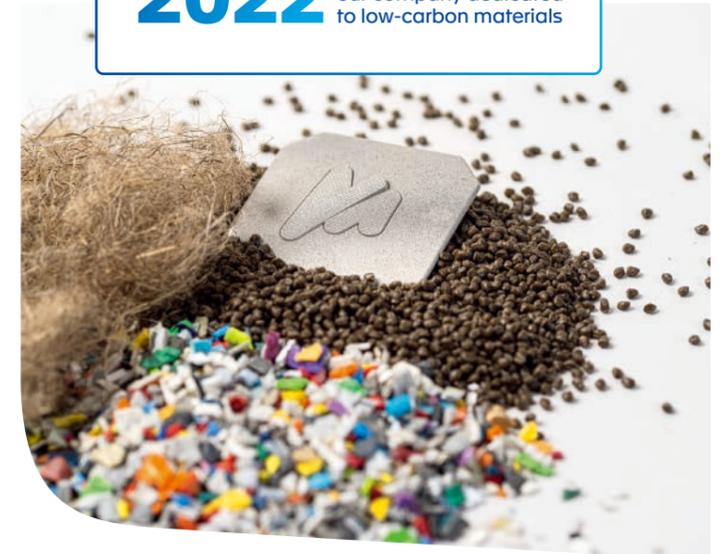
Interiors

As the world's leading supplier of vehicle interiors—instrument panels, door panels, and center consoles—our Interiors business offers seamless, premium quality integration of sustainable materials and smart functionalities. Our ambition is to lead in digital and sustainable cockpit experiences through cutting-edge innovations that address the major technological transformations shaping the automotive industry.

Already more than 10 million vehicles equipped with our sustainable materials

Combining innovation and sustainability, MATERI'ACT pioneers sustainable materials that reduce the weight and CO₂ emissions of our products. Leveraging AI to maximize performance and environmental benefits, our solutions are constantly evolving, such as our NAFILean® range (100% recyclable bio-composite made from hemp fibers, now incorporating polypropylene from post-consumer waste and available for visible applications), IniCycled (which incorporates up to 100% recycled plastic) and Piñatex Advanced (a surface coating made from pineapple fibers).

2022 creation of MATERI'ACT, our company dedicated to low-carbon materials



MATERI'ACT  designed for **SCOPE 3**



#1 in the world in vehicle interiors

↑ **OPALE**: Sustainable & premium interior

Electronics

Our Electronics business combines the portfolios of FORVIA Faurecia and FORVIA HELLA to provide complete electronics offering. FORVIA HELLA develops position and environment sensors such as the new 77 GHz radar family ForWave7^e, actuators, advanced control modules, smart car access systems, lighting electronics, energy management and thermal management solutions. On the FORVIA Faurecia side, Clarion Electronics enhances driver safety and comfort with, for example, the latest generation of eMirror, and improves the user experience in the cockpit with innovative displays such as the Skyline Immersive Display or infotainment with Appning by FORVIA (see below).

The ultra-personalized connected experience

Guaranteeing digital continuity between the inside and outside of the vehicle, Appning offers over 200 applications—from games and productivity to music, news and more—enabling drivers and passengers to use their favorite apps inside the cockpit. Our applications marketplace is currently used by 32 automotive brands. Facial recognition software connected to our Driver Monitoring System (DMS) camera gives users access to new features that enhance the on-board experience.



APPNING AMBITION:
In 2025, Appning aims to achieve a +20% market share of connected vehicles



Intelligent Power Distribution Modules (iPDM) and Advanced Control Modules (ACM) with iConF

Based on 30+ years of expertise in electronic controls, FORVIA HELLA launched iConF, the eFuse solution that advances from cable protection to proactive energy distribution, crucial for vehicles with automated driving functions. Unlike traditional fuses, iConF, which can be integrated into FORVIA HELLA ECUs or OEM devices, uses semiconductor elements to actively monitor and control power distribution in 12V and 48V systems, ensuring fail-operational functionality, critical for maintaining system availability. AI-based predictive maintenance, using AI and digital twins, prevents failures, improving system stability. By reducing wiring harness length and diameter by up to 30%, it enhances space, weight, and efficiency.

Comprehensive radars portfolio serving the individual needs of every customer

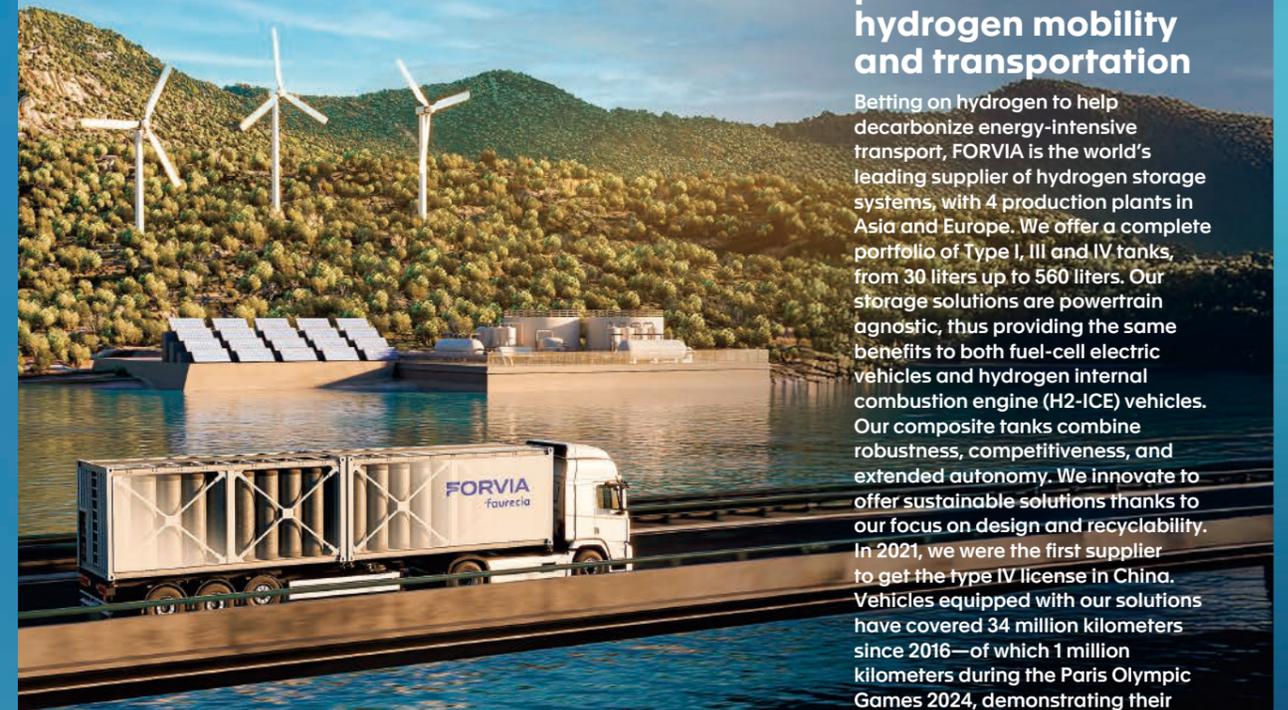
FORVIA HELLA, with over 20 years' experience, is a well-established and trusted radar supplier, with leading market positions and a loyal customer base. We are constantly improving and developing our radar sensors, now offering a complete 360° range (angle, front, side and rear)—from cost-optimized to high-resolution solutions.

Clean Mobility

While maintaining its leading position in ultra low emissions (ULE) systems, which are essential for depolluting internal combustion vehicles, Clean Mobility is actively advancing its strategy to develop hydrogen storage solutions for mobility and hydrogen transportation. Thanks to Symbio, our joint venture with Michelin and Stellantis, we control most of the hydrogen mobility value chain, including storage systems and fuel cell stacks.

A complete tank portfolio for hydrogen mobility and transportation

Betting on hydrogen to help decarbonize energy-intensive transport, FORVIA is the world's leading supplier of hydrogen storage systems, with 4 production plants in Asia and Europe. We offer a complete portfolio of Type I, III and IV tanks, from 30 liters up to 560 liters. Our storage solutions are powertrain agnostic, thus providing the same benefits to both fuel-cell electric vehicles and hydrogen internal combustion engine (H2-ICE) vehicles. Our composite tanks combine robustness, competitiveness, and extended autonomy. We innovate to offer sustainable solutions thanks to our focus on design and recyclability. In 2021, we were the first supplier to get the type IV license in China. Vehicles equipped with our solutions have covered 34 million kilometers since 2016—of which 1 million kilometers during the Paris Olympic Games 2024, demonstrating their reliability. In January 2025, we also partnered with H2 Energy, a private Swiss company, to develop a joint hydrogen transport solution (MEGCs) integrating our optimized tanks.



AMBITION TO BE #1
in hydrogen storage systems

#1
in ultra low emissions, with 22 million vehicles depolluted each year

Lighting

Lighting is at the core of both vehicle identity and safety. As a leader for high-tech lighting solutions, FORVIA HELLA's Lighting business covers all aspects of vehicle lighting. Our portfolio includes four product lines: headlamps, rear combination lamps, car body lighting (including radomes, illuminated logos, and Front Phygital Shields), and interior lighting.

Digital lighting innovation in the Audi Q6 e-tron

In 2024, FORVIA HELLA brought advanced digital lighting to the Audi Q6 e-tron. Its fully digital rear lamp integrates display technology, allowing for dynamic animations and personalized lighting effects. This not only enhances the car's design but also improves visibility and communication on the road.

#1 player in electronics and software-based high-end LED solutions



Lifecycle Solutions

FORVIA HELLA's Lifecycle Solutions business group is dedicated to preserving the value of vehicles and extending their lifespan. It develops, produces and distributes products for the independent parts trade and for workshops. Also, the business group serves a wide range of other customers groups, including manufacturers of agricultural and construction vehicles, buses, trucks and trailers, as well as customers in the municipal and marine sectors. By leveraging its technological leadership, the business group aims to prolong vehicle lifetimes, thereby conserving natural resources.

#1
TIER
PLAYER
in Europe for spare parts trade and independent workshops



AMONG THE TOP 3
in Europe for Special Original Equipment

Automatic diagnostics: big data—massive savings

When it comes to repairing a car, time is the major issue. Hella Gutmann Solutions, a subsidiary of FORVIA HELLA specializing in advanced automotive diagnostic equipment, has therefore created an automated system harnessing big data and artificial intelligence to identify faults faster than ever before. Available in 17 languages across 24 countries and available to all workshops already equipped with a Hella Gutmann Solutions diagnostic device, this technology checks the vehicle identification number (VIN), accesses already stored fault codes, evaluates their relevance and compares actual and target values in the system parameters. It then looks at two billion data records from diagnostic histories, drawing parallels using AI to isolate the faulty component. This process is completed in less than five minutes, and directs workshop mechanics to the right place, significantly reducing repair time—and therefore costs. This solution won a 2023 Innovation Award from CLEPA, the European Association of Automotive Suppliers.



Accelerating together towards sustainability

→ At FORVIA, we want to play a leading role in sustainability. Designed with a holistic approach based on three main pillars (Planet, Business, People), this mission is at the heart of our strategy: to pioneer technology for mobility experiences that matter to people. We believe that in an interconnected world, small changes can have big impacts: everyone can make a difference at their own level. That's why, in 2024, we launched a collective movement to amplify our positive impact on the planet and society: The Blue Effect.

Our progress



Whether in environmental, social or governance matters, we achieved concrete results in 2024 that reinforce our commitment to sustainability.

→ PLANET

-30%

ENERGY INTENSITY (MWH/€M) OF OUR SITES (SCOPES 1 & 2) IN 2024 VS. 2019 (-26% IN 2023)

78%

OF FORVIA SITES HAVE CARRIED OUT A SELF-DIAGNOSIS ON BIODIVERSITY

93%

OF PRODUCTION SITES CERTIFIED ISO 14001 IN 2024 (VS. 72.5% IN 2019)

→ BUSINESS

96%

OF THE VOLUME OF DIRECT PURCHASES EVALUATED BY ECOVADIS FOR THEIR CSR PERFORMANCE*

* Scope of the FORVIA Group representing nearly 2,000 direct suppliers.

2.02

ACCIDENTS WITH AND WITHOUT LOST TIME PER MILLION HOURS WORKED (INDICATOR FR1T)

98.1%

OF TARGETED EMPLOYEES TRAINED ON THE CODE OF ETHICS

→ PEOPLE

29%

OF MANAGERS AND PROFESSIONALS ARE WOMEN (32% EXCLUDING THE HELLA SCOPE)

27%

OF WOMEN IN THE TOP 300**
** Excluding the HELLA scope.

24.4

HOURS OF TRAINING PER EMPLOYEE

Talent

As a leader in mobility technology, FORVIA values the diversity and excellence of its employees. With a unique business portfolio and operations in all major automotive markets, FORVIA offers attractive and varied career prospects to talented individuals who want to help make mobility sustainable, safe, customized and affordable, and who thrive in an innovative, constantly evolving environment. Additionally, with operations in 40 countries and employees from 140 nationalities, we promote diversity and inclusion. We are committed to fostering female leadership and increasing the number of women in management positions in factories, having signed the UN's Women's Empowerment Principles. These initiatives should enable us to make more and more room for women at the core of our activities. Our performance depends on it.

Responsibility Foundation

Beyond decarbonization, we at FORVIA are actively working to preserve the environment. Concretely, we aim to achieve zero waste and have a minimal impact on air, water, soil and biodiversity, with particular targets of reducing our water intensity by 30% and our waste intensity by 34% by 2027. Our teams around the world are leading initiatives to achieve these goals, starting with the implementation of FORVIA's "10 Green Fundamentals", which include biodiversity actions around the sites.

Furthermore, FORVIA respects the International Labour Organization (ILO) conventions on human rights, labor standards, and the environment, integrating them into business practices. Our Code of Ethics requires all employees and business partners to adhere to the highest ethical standards and human rights. In 2024, we assessed the ESG performance of approximately 2,000 suppliers through EcoVadis to accelerate sustainable transitions across our entire value chain.

FORVIA Foundation

The FORVIA Foundation addresses social and environmental challenges by collaborating with local organizations, focusing on education, mobility, and the environment. Celebrating its 5th anniversary, the foundation plans to establish new partnerships over the next five years to further promote inclusion. Since 2020, it has supported 8,000 beneficiaries in 19 countries, 75 employee projects, with an annual budget of €3.5 million.



Faurecia Japan K.K.

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Atsugi Customer Office
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Faurecia Clarion Electronics Co., Ltd.

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Clarion Lifecycle Solutions Co., Ltd.

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