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Our engineering
drives you.
Every Mile.

FORVIA
Inspiring mobility

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FORVIA AT IAA TRANSPORTATION 2026

Our engineering
drives you.
Every Mile.

At IAA Transportation 2026, FORVIA presents a unified vision for the Commercial Vehicle industry (CVI). The Group brings together its key Business Groups around a portfolio of technologies designed to address the following industry's five trends: Sustainability, Driver Assistant / Automotive Driving, AI-defined Vehicle / e-Electric, Driver Comfort and Safety.

In a nutshell, FORVIA helps OEMs create vehicles that perform better today while remaining ready for tomorrow.

Backed by a uniquely comprehensive portfolio covering Seating, Interiors, Electronics, Lighting and zero-emission mobility solutions, a strong global footprint and FORVIA HELLA's more than 50 years of experience in this market segment, serving several hundred customers, FORVIA is unveiling its profitable growth ambitions for the commercial vehicle market at IAA Transportation 2026.

*An Integrated
Strategy for
Commercial
& Industrial
Vehicles*

PERSPECTIVE

Accelerating the Transformation of Commercial Vehicles

Commercial vehicles are entering a new era. Safety requirements, electrification, digitalization, connectivity and cost-efficiency demands are reshaping the industry and creating new expectations for manufacturers and fleet operators.

FORVIA entered this market as a committed long-term industrial partner, already working alongside OEMs and building the capabilities required to meet the industry's demanding requirements in reliability, uptime, durability, and total cost of ownership.



WHO IS FORVIA?

A Global **Automotive Technology** Leader

FORVIA brings together the complementary technologies and industrial strengths of Faurecia and HELLA.

FORVIA is focused on becoming the preferred innovation and integration partner for OEMs worldwide while helping shape the future of mobility through sustainable, safe and advanced technologies.



Employs
more than
137,500
people



Includes
over
12,000
R&D engineers



Operates
in more than
40
countries



Holds
more than
12,400
patents



Generates
€21.3b
in revenue in 2025
after IFRS5 application



Equips
1 out of 2
passenger cars
worldwide

WHY COMMERCIAL VEHICLES MATTER?

A Strategic **Growth Opportunity**

Commercial Vehicles represent one of the most attractive growth segments in the mobility industry.

FORVIA estimates the addressable market at approximately 8 million vehicles annually, driven by increasingly stringent regulations, rising digital content, decarbonization requirements, long vehicle lifecycles, and TCO performance. Unlike passenger cars, truck and bus programs typically remain in production for extended periods, creating opportunities for long-term value creation and technology scaling.

The Group aims to double its CVI revenues by 2030, leveraging a market characterized by:

- Long product lifecycles
- Strong regulatory drivers
- Growing technological content
- High demand for reliability
- Focus on Total Cost of Ownership (TCO)

FORVIA is investing in dedicated teams, dedicated product lines and a global local-for-local footprint to accelerate its development in this market.

IGNITE: THE STRATEGIC FRAMEWORK

Drive What Matters. Unlock What's Next.

A Two-Phase Transformation Roadmap

IGNITE is FORVIA's strategic roadmap designed to sharpen the Group's profile, reduce complexity, and strengthen financial flexibility through disciplined execution and portfolio optimization. The strategy is structured around two successive phases that will reinforce FORVIA's leadership in key technologies while creating the conditions for long-term profitable growth.

Phase 1 (2025–2028)

Focus & Strengthen

The first phase of IGNITE is focused on reinforcing FORVIA's operational and financial foundations through portfolio simplification, disciplined execution, and continued deleveraging. Supported by major performance initiatives, this phase aims to improve profitability, strengthen cash generation, and create a more agile and resilient organization.

By 2028, FORVIA targets:

- Sales of €21–22 billion at constant exchange rates
- An operating margin of at least 7.0%
- Net cash flow of around 3.5% of sales
- A leverage ratio reduced to 1.2x

This phase also includes the simplification of the portfolio through a new structure organized around two complementary clusters:

GROWTH CLUSTER

- Electronics
- Seating

VALUE CLUSTER

- Clean Mobility
- Clarion
- Lifecycle Solutions
- Lighting

Phase 2 (Beyond 2028)

Lead & Grow

Building on stronger foundations, a more focused portfolio and a reinforced balance sheet, FORVIA will enter the second phase of IGNITE: Lead & Grow.

The Group will leverage its technology leadership, strengthened market positions and global footprint to accelerate profitable growth and deliver sustainable long-term value creation.

Within this next phase, FORVIA expects:

- Electronics to grow at an annual organic rate of at least 12%
- Seating to accelerate growth to approximately 4% per year

FOCUS ON CVI

Through IGNITE, FORVIA is pursuing a clear roadmap built around three key principles:



1. Long-Term Commitment

Dedicated CVI teams, roadmaps, and product portfolios designed specifically for the requirements of commercial vehicles.



2. Real-World Performance

Technologies are engineered to improve uptime, durability, safety, and total cost of ownership throughout the vehicle lifecycle.



3. Global Reliability, Delivered Locally

A worldwide industrial footprint combined with localized engineering and manufacturing capabilities.



THE CEO VISION

A Clear Ambition for Commercial Vehicles

"Commercial Vehicles are not an adjacent diversification. They are becoming a strategic growth platform for FORVIA. Our objective is clear: double our CVI revenues by 2030 and build a business that combines the resilience of long product lifecycles with the innovation requirements of the next generation of connected and sustainable vehicles. FORVIA is accelerating its expansion into commercial vehicles, a market of approximately 8 million vehicles in 2025 where FORVIA has historically been underrepresented but where the fundamentals are structurally attractive.

We have a clear ambition: to become a committed, long-term partner already delivering at scale. We develop technologies designed for real-world performance—enhancing time-to-market, durability and total cost of ownership across the entire vehicle lifecycle.

Combining proven industrial reliability with a strong local-for-local footprint, FORVIA brings OEMs the confidence, consistency and innovation they need in the most demanding CVI environments."

Martin FISCHER

FORVIA Chief Executive Officer

ONE FORVIA FOR COMMERCIAL VEHICLES

A Unified Technology Platform

For the first time, FORVIA is presenting a fully integrated Commercial Vehicle story bringing together:

- Seating
- FORVIA HELLA Special Original Equipment
- Clarion
- Clean Mobility
- MATER'ACT
- Interiors

Together, these activities address the industry's major priorities:

- **Multi-energy mobility:** battery-electric, hydrogen, hybrid and future powertrains
- **Modular, upgradable platforms:** architecture that can evolve over time
- **Connected and digital ecosystems:** software-defined features and fleet-management capabilities
- **Driver-centric cabins:** comfort, ergonomics, safety and life on board
- **ADAS and autonomous readiness:** cameras, radar, road-condition sensing and regulatory compliance layers
- **Total cost of ownership:** energy efficiency, preventive maintenance, upgradeability and uptime

FORVIA HELLA

Established partner in the CV market

50+ years
of experience in CVI

Several hundred
customers

20+ million
intelligent battery sensors
produced last year

4 production
sites

5 R&D centers
worldwide



"The commercial vehicle business has long been a strategically important growth market for us, and we are expanding it with long-term commitment notably through our IGNITE strategy.

What sets us apart is our dedicated organization for the CVI segment, with designated development and product management. Together with our global production network and plants in Europe, Asia and the Americas, we offer our customers the local support, reliability and innovation they need throughout the entire vehicle lifecycle.

At IAA Transportation, we demonstrate both the breadth of that portfolio and the tangible value it delivers."

Prof. Dr. Peter LAIER

Chief Executive Officer of FORVIA HELLA

Seating



"Commercial vehicles open a major new chapter for Seating, which has a key role to play in enhancing durability, uptime and driver well-being. With one scalable seat architecture covering a broad range of configurations, we help OEMs reduce complexity while offering fleets and drivers a safer, more comfortable and more sustainable experience, mile after mile."

Sébastien LIMOUSIN

FORVIA Automotive Seating Executive Vice-President

Comfort, Safety & Driver Well-Being

Seating brings more than a century of seating expertise to the CVI market through a scalable seat platform designed to meet diverse customer needs. For fleet operators, these solutions help improve driver comfort, retention and productivity while supporting sustainability targets.



Powered Heavy-Duty Seat

This technology transforms the seat from a purely mechanical component into a powered software-enabled system, allowing it to be controlled either through the vehicle dashboard or directly from the seat.

OEMs benefit from a premium feature set without multiplying architecture, while future software-based upgrades create opportunities for lifecycle differentiation.

Fleet operators gain through improved driver comfort, lower fatigue and potentially higher vehicle attractiveness in recruitment and retention efforts.

For drivers, heating, ventilation, massage functions and personalized settings create a premium onboard experience.

KEY FEATURES

- Heating and ventilation
- Pneumatic massage programs
- Memory functions
- Belt-in-seat architecture
- Software-based design enabling future upgrades
- Modular architecture for lower costs and greater flexibility



FORVIA's most advanced truck seat

Heavy-Duty Truck Seat with Upper Backrest

For OEMs, the single-platform architecture reduces engineering complexity by enabling multiple seat variants from a shared structure, lowering development and tooling costs.

For fleet operators, improved upper-body support reduces driver fatigue on long-haul routes, helping improve comfort and potentially contributing to driver retention in a market facing chronic driver shortages.

For drivers, the adjustable backrest creates a more comfortable resting position during long hauls and mandatory break periods, improving overall well-being on long journeys.

KEY FEATURES

- Upper Backrest, improving support during long-haul operations and rest periods
- Enhanced upper-body support & ergonomic adjustment package
- Seat foam contains up to 15% bio-based content
- Components contain up to 27% of recycled materials
- Up to 85% recyclability
- Low-carbon steel frames include up to 50% recycled steel content



FORVIA HELLA Special Original Equipment (Electronics)



"The next generation of commercial vehicles will require robust electronics architecture, precise sensing and reliable energy management. FORVIA HELLA brings technologies developed for the realities of commercial applications — from radar to intelligent power distribution in zonal architectures, battery monitoring and high-voltage power electronics. These solutions are designed to support safer, more efficient and more future-ready vehicles, while helping OEMs reduce complexity and improve uptime."

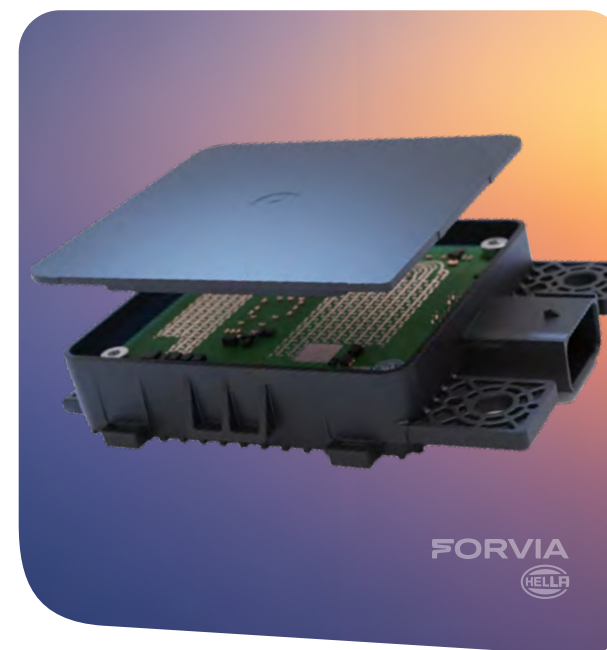
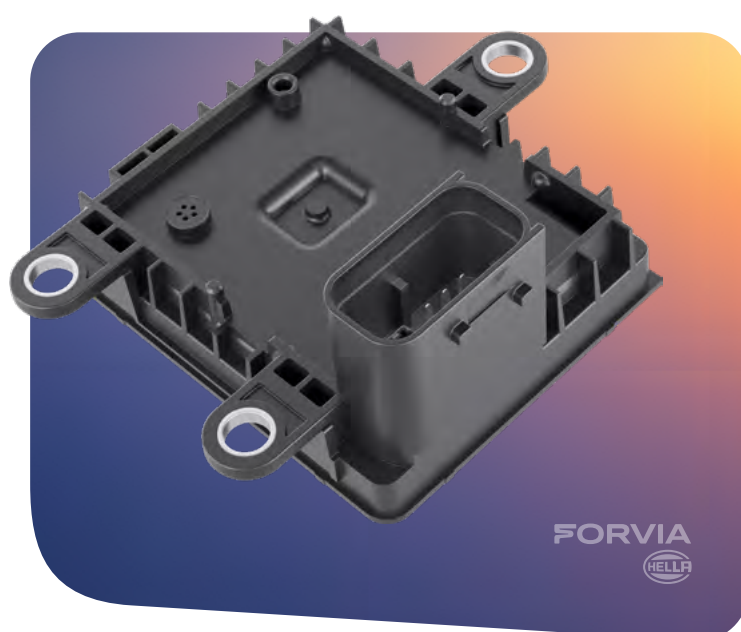
Stefan van DALEN

Managing Director Lifecycle Solutions, FORVIA HELLA

Future-Ready Electronic Architectures

FORVIA HELLA develops dedicated electronics solutions for commercial vehicles. FORVIA HELLA operates:

- More than 2,000 employees dedicated to the CVI sector
- Four production facilities in Europe, Asia and the Americas
- Five dedicated R&D centers focused on commercial vehicle applications



77GHz Radar

A high-resolution radar solution for advanced driver assistance and automated driving, built on FORVIA HELLA's scalable 77GHz sensor portfolio and more than 20 years of radar expertise.

For OEMs, scalable radar solutions provide a foundation for future ADAS and autonomous functions. For fleets, improved sensing capabilities can help reduce accident risks and vehicle downtime. For drivers, enhanced object detection improves safety in complex traffic situations and adverse weather conditions.

HIGHLIGHTS

- High-resolution environment detection and dynamic object tracking for ADAS and automated driving
- Dedicated truck radar variant engineered for harsh operating and environmental conditions
- Proven radar expertise with advanced antenna technology, high range resolution and robust interference mitigation

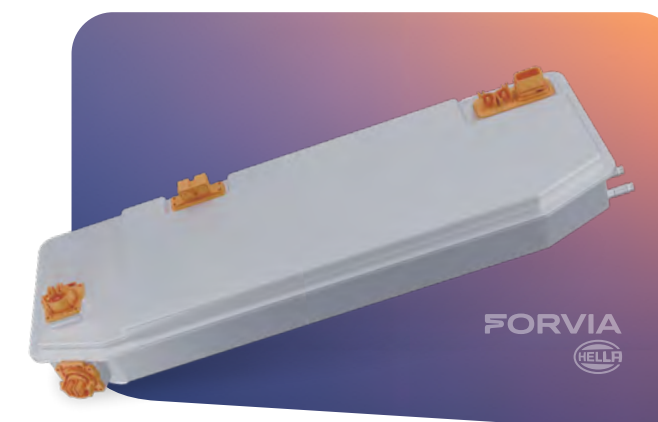
EnergyCore

EnergyCore is a compact, integrated power and battery management concept for next-generation electric commercial vehicles, combining FORVIA HELLA's expertise in power and battery electronics within a scalable architecture.

For OEMs, a flexible X-in-1 design can help reduce system complexity and support scalable EV architectures. For fleet operators, optimized energy management can contribute to higher efficiency and operational robustness. For drivers, intelligent energy management aims to ensure reliable vehicle operation and a seamless electric driving experience.

HIGHLIGHTS

- Modular X-in-1 concept for scalable integration across different EV platforms
- Combines power conversion and battery management functions in one compact architecture
- Designed to support more efficient, robust and future-ready electric vehicle systems



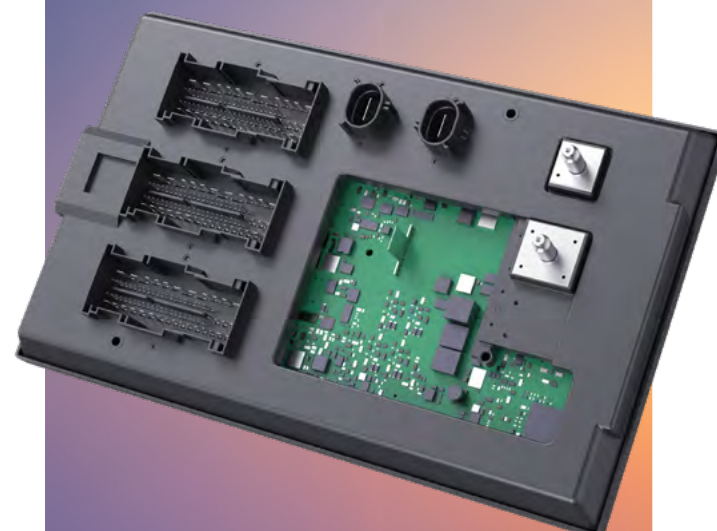
Intelligent Power Distribution Module (iPDM)

The iPDM is a next-generation power distribution solution for commercial vehicles, combining intelligent eFuses with software-controlled power management to improve reliability, safety and efficiency.

For OEMs, the iPDM enables scalable integration into centralized and decentralized E/E architectures, supports software-defined vehicle concepts and ensures fail-operational power supply for safety-critical applications. For fleet operators, the iPDM reduces downtime and total cost of ownership through predictive maintenance, continuous system monitoring and a maintenance-free eFuse design. For drivers, increased system reliability means fewer disruptions and safer operation.

HIGHLIGHTS

- Intelligent eFuses enable software-controlled power distribution and predictive maintenance
- Fail-operational design supports safety-critical and automated driving functions
- Reduces wiring complexity, weight and installation space while supporting SDV architectures



FORVIA
HELLA

Intelligent Battery Sensor (IBS)

Battery failures remain one of the most common causes of vehicle immobilization.

For OEMs, the IBS delivers precise battery health information and enables smarter energy management. For fleets, predictive battery replacement reduces breakdowns and maintenance costs. For drivers, higher battery reliability means greater vehicle availability and fewer unexpected disruptions.

PROVIDES

- Battery health monitoring
- Predictive maintenance capabilities
- Increased vehicle availability
- Reduced downtime
- More than 20 million units delivered in 2025
- Over 25 years of development expertise



FORVIA
HELLA

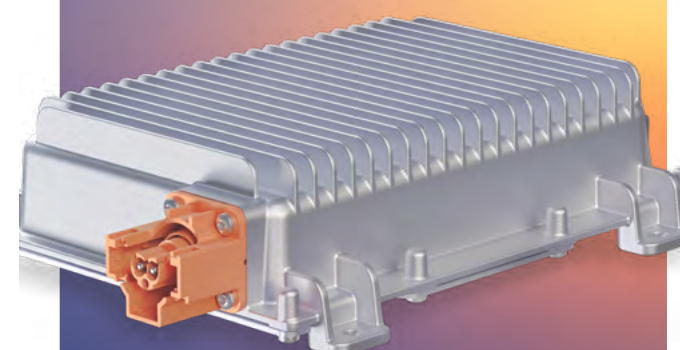
High-Voltage DC/DC Converter

As electrification expands into commercial vehicles, stable power management becomes essential.

For OEMs, the converter provides reliable low-voltage power for safety-critical systems. For operators, improved efficiency contributes to maximizing the value of onboard energy resources. For drivers, critical functions such as steering, braking, displays and ADAS remain operational under all conditions.

HIGHLIGHTS

- Peak conversion efficiency exceeding 96%
- Supports lighting, braking, steering, ADAS and infotainment functions in electrified trucks and buses



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FORVIA HELLA Special Original Equipment (Lighting)



"Lighting is becoming an essential interface between the vehicle, the driver and the road environment. For commercial vehicles, this means more than design: it means safety, efficiency, differentiation and lifecycle value. FORVIA HELLA combines scalable lighting technologies with dedicated CVI expertise to help OEMs create robust, recognizable and intelligent vehicles that perform in demanding operating conditions."

Stefan van DALEN

Managing Director Lifecycle Solutions, FORVIA HELLA



Interior Lighting

Interior lighting is evolving from a purely functional and aesthetic feature into an important part of the commercial-vehicle cabin experience, supporting comfort, orientation, safety and intuitive interaction.

For OEMs, modular lighting concepts enable distinctive cabin designs while supporting common components across different applications.

For fleet operators, robust lighting solutions can contribute to safer operation and a more comfortable working environment for drivers.

For drivers, lighting can improve orientation and comfort while communicating warnings, charging status and vehicle information in an intuitive and non-intrusive manner.

HIGHLIGHTS

- Modular RGB concept for different cabin applications
- Supports design differentiation, driver comfort and safety-related communication
- Combines ambient lighting with human-machine interaction functions



Clarion

Connected, Safe & Software-Defined

Clarion supports three key industry shifts:

- Connected vehicles
- Autonomous driving
- Fleet digitalization



"Commercial vehicles are becoming connected, software-defined platforms. Clarion supports this transformation with technologies that improve safety, visibility and fleet efficiency — from interior monitoring and e-Mirror systems to connected cockpit and fleet-management solutions. Our objective is to deliver scalable electronics that help OEMs meet current and future regulations while creating tangible value for fleets and a safer, more intuitive experience for drivers."

Yves DUMOULIN

Faurecia Clarion Electronics Executive Vice-President

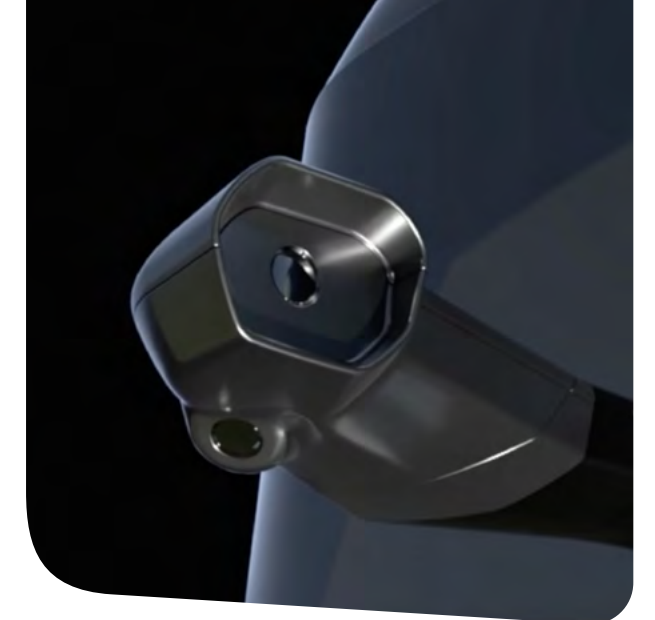
e-Mirror

Traditional mirrors generate aerodynamic drag and create blind spots.

Replacing them with camera-monitor systems helps OEMs improve vehicle efficiency and differentiate future vehicle platforms.

Thanks to a scalable platform, the system brings digital mirror technology close to the cost level of traditional mirrors. For fleet operators, improved aerodynamics can contribute to reduced energy consumption and lower operating costs.

For drivers, wider fields of view, better night-time visibility and reduced blind spots increase confidence and safety in everyday driving.



KEY FEATURES

- Improved aerodynamics
- Better visibility
- Lower TCO
- Enhanced energy efficiency
- Cost-competitive alternative to conventional mirrors

Connected Cockpit & Fleet Management

Commercial vehicles are increasingly becoming software-defined platforms.

For OEMs, connected architecture enables feature upgrades throughout the lifecycle of the vehicle instead of only at SOP.

For fleet operators, real-time fleet management can improve utilization, uptime and operational efficiency.

For drivers, enhanced connectivity simplifies daily operations and improves access to vehicle information and digital services.



Interior Monitoring System (IMS)

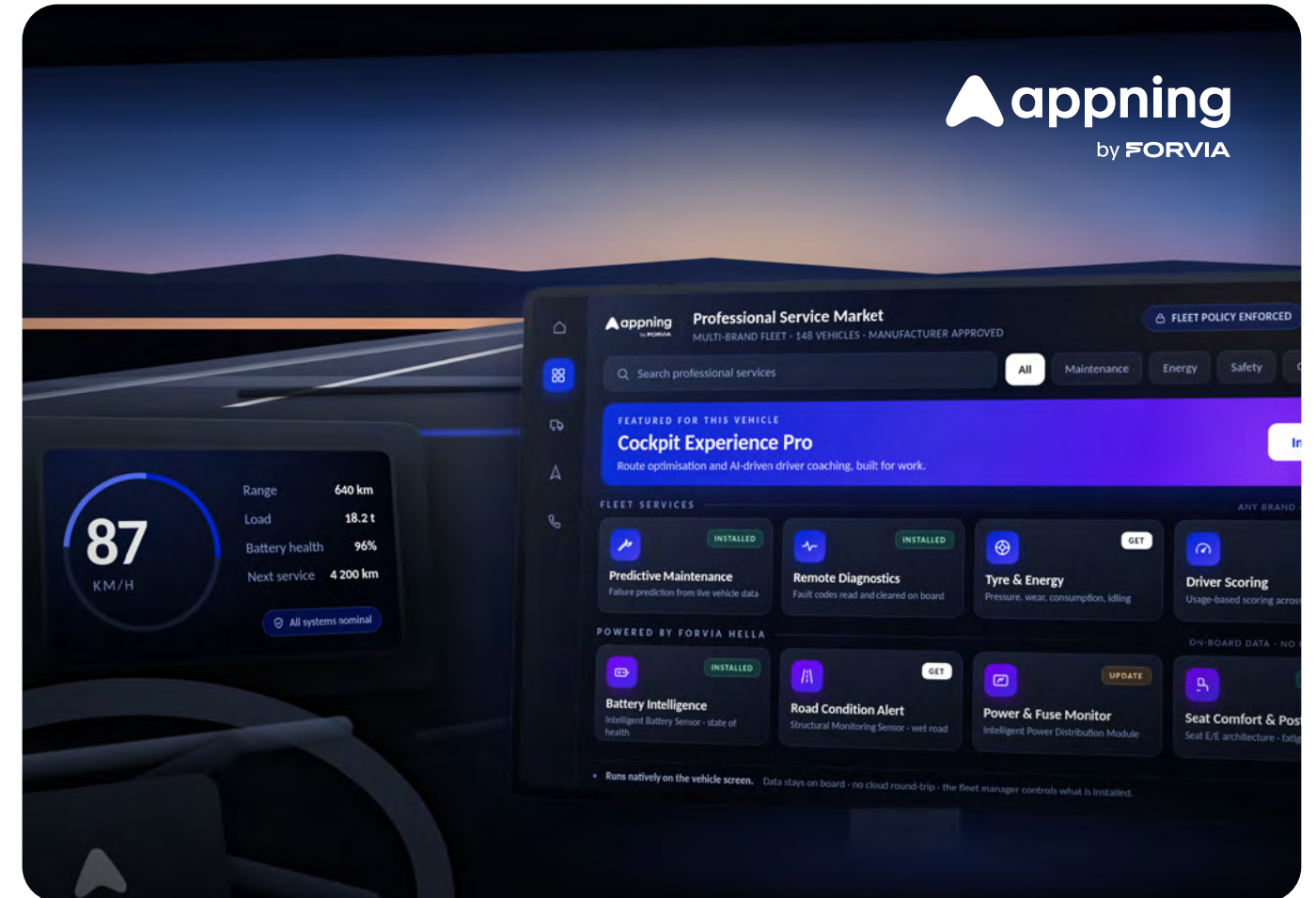
Safety regulations are creating new requirements for driver and occupant monitoring.

For OEMs, the integrated platform simplifies compliance with current and upcoming safety regulations while reducing system complexity.

For fleet operators, driver attention monitoring can support driver awareness and contribute to improved safety. For drivers, the system acts as an additional safety layer capable of detecting distraction or fatigue situations before they become critical.

COMBINES

- Driver Monitoring System
- One infrared camera can simultaneously monitor both driver and occupants
- Radar and camera fusion improve occupant detection accuracy
- Integrated mirror or display mounted camera solutions can deliver up to 30% cost savings versus conventional approaches
- Data-fusion software to improve for fleets safety, future regulatory compliance and lower integration costs



Appning

Appning is redefining the connected cockpit by turning it into a marketplace for professional services. Through Appning, fleet operators will be able to access value-added services directly onboard, including predictive maintenance, remote diagnostics, energy management and driver assistance.

By leveraging vehicle data across multi-brand fleets without requiring additional hardware, FORVIA helps fleet operators improve efficiency, safety and operational performance while accelerating the digital transformation of commercial transport.

Its open ecosystem supports the digital transformation of commercial transport while creating new opportunities for service providers and fleet operators alike.

Clean Mobility

Long range without compromise

Hydrogen is increasingly recognized as a complementary solution to battery-electric mobility for demanding applications such as long-haul transport, refrigerated logistics and coach operations, where long range, high onboard power demand, rapid refueling and maximum vehicle uptime are essential.



"Hydrogen will play a key role where commercial vehicles need a long range, payload preservation or fast refueling. Clean Mobility brings one of the broadest certified hydrogen storage portfolios on the market, already proven in real operating conditions. Our focus is to make hydrogen mobility and transport more affordable, so OEMs and fleets can decarbonize demanding duty cycles without compromising operational continuity."

MA Chuan

FORVIA Clean Mobility Executive Vice-President

For OEMs, large-capacity hydrogen storage enables longer driving ranges while preserving payload.

For fleet operators, hydrogen offers fast refueling times and operational flexibility close to current diesel operations while supporting decarbonization objectives without compromising efficiency.

For drivers, hydrogen-powered vehicles offer familiar driving and refueling experience comparable to conventional diesel vehicles, helping to facilitate the transition to cleaner mobility.

Making hydrogen storage more affordable

Building on more than 70,000 cylinders delivered and over 34 million kilometers accumulated in real-world operation, FORVIA's latest generation of Type IV cylinders combines increased storage capacity with significantly improved affordability. Production costs have been reduced by up to 80%, making FORVIA's solution one of the most competitive compressed hydrogen storage offerings on the market.

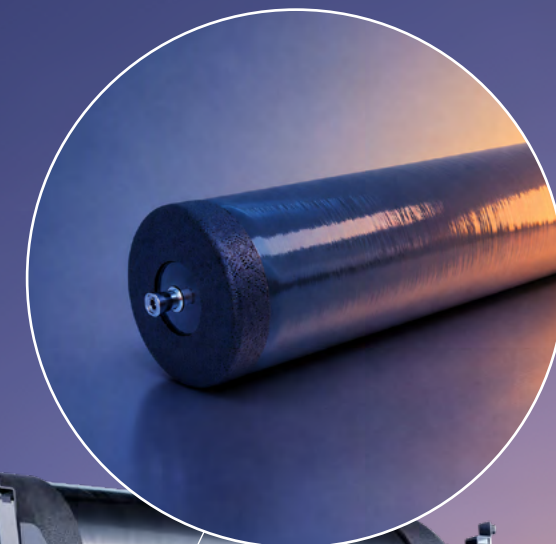
To support market adoption, FORVIA has established a global manufacturing footprint across four production plants in France, China and South Korea, combining a certified quality management system and advanced industrial processes to deliver competitive hydrogen storage solutions at scale for customers worldwide.

2nd generation Type IV Cylinders – 70 MPa

- **563 L (ref. 70-XL4_IV)**
The world's largest storage-capacity Type IV cylinder, R134.02-certified, storing 22.7 kg of hydrogen in a single cylinder. Designed for wheelbase integration in long-haul heavy-duty trucks
- **329 L (ref. 70-XL6_IV)**
Designed for rear-of-cab integration in heavy-duty trucks, with a hydrogen storage capacity of more than 13.2 kg

2nd generation Type IV Cylinders – 35 MPa

- **229 L (ref. 35-M10_IV)**
Developed for bus applications (city or coach), providing 5.5 kg of hydrogen storage capacity



FORVIA is helping accelerate the adoption of hydrogen mobility by making high-capacity storage more affordable and ready for mass deployment.

MATERI'ACT



"Sustainability in commercial vehicles has to be industrial, scalable and affordable. With MATERI'ACT, FORVIA brings recycled and bio-based materials that are designed for real automotive performance — from structural applications to visible surfaces. This allows OEMs to reduce embedded CO₂, prepare for future circularity requirements and preserve the robustness required by fleets and drivers."

Élise MOREAU
MATERI'ACT President

Sustainable Materials at Scale

Regulatory pressure on recycled content and carbon footprint is increasing worldwide.

For OEMs, materials such as IniCycled and NAFiLean provide a practical route to reducing Scope 3 emissions and preparing for future regulatory requirements.

For fleet customers, these solutions support sustainability commitments without compromising durability.

For society, increased use of recycled and bio-based materials helps reduce dependence on virgin plastics and supports a circular economy.



IniCycled-P

A post-consumer recycled polypropylene (PCR) material, potentially including automotive end-of-life streams, suitable for structural and visible interior applications, with up to 42% CO₂ emission reduction.



MATERI'ACT



NAFiLean

Natural-fiber reinforced polypropylene delivering:

- Reduced carbon footprint: NAFiLean materials have been installed in more than 10 million vehicles worldwide since 2011
- Weight reductions of up to 20% are achievable versus traditional solutions
- Certain recycled-matrix NAFiLean grades can reduce cradle-to-gate CO₂ emissions by up to 90% compared with conventional plastics
- Industrial robustness

The portfolio is designed to support OEMs in meeting future sustainability and circularity requirements.

Interiors



"For commercial vehicles, the cabin is not only a cockpit — it is a working and living environment.

At IAA Transportation, Interiors shows how modularity, lightweight materials and smart interfaces can help OEMs make cabins more adaptable, efficient and sustainable without adding unnecessary cost or complexity. Our ambition is simple: turn the truck cab into a life-on-board space that creates value throughout the vehicle lifecycle."

Thorsten MUSCHAL

FORVIA Interiors Executive Vice-President

From Cab to Life-on-Board Environment

Truck cabins are increasingly becoming living spaces.

For OEMs, modular interfaces such as HideLock and MoodPlug allow new accessories and functions to be introduced during the vehicle lifecycle without redesigning the entire cabin.

For fleets, cabins can evolve with changing operational requirements while extending vehicle lifetime.

For drivers, storage, refrigeration and modular living-space features improve comfort during long-haul operations and overnight stays.



The Truck Interior Concept

On our Truck Wall we will show case a cabin vision with several interior technologies:

- Lightweight design with Microject Essential & Advanced
- Modular interfaces: HideLock & MoodPlug
- Plug-and-play functional upgrades
- Smart storage solutions
- Enhanced onboard comfort and convenience



Lightweighting Technologies

Reducing weight remains one of the most effective ways to improve vehicle efficiency.

For OEMs, a 20% reduction in component weight helps reduce overall vehicle mass while maintaining visual quality, reduce CO₂ emissions under controlled costs.

For fleet operators, lower vehicle weight can translate into either higher payload capacity or lower energy consumption.

For end users, improved perceived quality creates a more premium cabin environment without increasing vehicle costs.



FORVIA AT IAA TRANSPORTATION 2026

Our engineering
drives you.
Every Mile.

At IAA Transportation 2026, FORVIA demonstrates how a unique combination of industrial expertise and advanced technologies can help shape the future of commercial mobility.

Through seating, interiors, sustainable materials, hydrogen storage, connected electronics, intelligent power management and lighting technologies, FORVIA is building a comprehensive ecosystem designed to improve safety, efficiency, sustainability and profitability across the entire vehicle lifecycle.

With a clear ambition to double its Commercial Vehicle revenues by 2030, FORVIA is positioning itself as a long-term innovation and integration partner for truck, bus and industrial vehicle manufacturers worldwide.



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