UNIVERSAL REGISTRATION DOCUMENT 2024

INCLUDING THE INTEGRATED REPORT, THE ANNUAL FINANCIAL REPORT, THE CORPORATE GOVERNANCE REPORT, THE SUSTAINABILITY STATEMENT

OPmobility

ALWAYS ON THE MOVE

Summary

The items in the Annual Financial Report are identified in the summary using this pictogram /AFR/
The Sustainability Statement is identified in the summary using this pictogram /SST/

Universal Registrated Document 2024

Including the integrated report, the annual financial report,
the corporate governance report, the sustainability statement.

OPmobility is a world-leading provider of innovative solutions for a unique, safer and more sustainable mobility experience.

Driven by innovation since its creation, the Group designs and produces lighting and exterior systems, complex modules, energy storage systems and battery and hydrogen electrification solutions for all actors in the mobility sectors.

€11.6BN economic revenues

38,900 employees

150 plants

40 R&D centers

This Universal Registration Document was filed on March 14, 2025 with the French Financial Markets Authority (AMF - *Autorité des Marchés Financiers*), as the competent authority under Regulation (EU) No. 2017/1129, without prior approval pursuant to Article 9 of said Regulation.

The Universal Registration Document may be used for the purposes of an offering of securities to the public or the admission of securities for trading on a regulated market if accompanied by a transaction memorandum and, where applicable, a summary and all changes made to the Universal Registration Document. This set of documents is then approved by the AMF in accordance with Regulation (EU) No. 2017/1129.

Pursuant to Article 19 of Regulation (EU) 2017/1129, the following information is incorporated by reference in this Universal Registration Document:

- The consolidated financial statements and statutory financial statements for the fiscal year ended December 31, 2023 and the corresponding audit reports appearing on pages 278 to 391 of the 2023 Universal Registration Document filed with the AMF on March 15, 2024 under reference number D.24-0120;
- The consolidated financial statements and statutory financial statements for the fiscal year ended December 31, 2022 and the corresponding audit reports appearing on pages 250 to 374 of the 2022 Universal Registration Document filed with the AMF on March 24, 2023 under reference number D.23-0147.

This is a translation into English of the Universal Registration Document of the company issued in French and it is available on the website of the company: www.opmobility.com

1. Toward a new generation of mobility

Integrated report

MESSAGE FROM LAURENT BURELLE

Chairman of the Board of Directors of OPmobility

In 2024, OPmobility proved the merits and demonstrated the success of its long-term strategy and developed a profitable growth model based on innovation, complementary expertise and the diversification of its international presence.

Once again, the Group improved all its results in 2024.
To meet the needs of our long-standing customers and expand into new markets, we have considerably broadened our offerings in lighting, battery electric vehicles, hydrogen vehicles and on-board intelligence.

Underpinned by the dynamism of our long-standing activities, the development of these new growth drivers is a key part of our strategy, enabling us to support the major transformations of the mobility industry.

Over the last 80 years, the Group has always been known for its ability to adapt to a changing world. That's why we have fundamentally transformed from a diversified industrial Group to become a world leader in sustainable mobility in all its forms. That's what we chose to express by changing our name to OPmobility in early 2024. This name pays tribute to our past and our values, while looking to the future with our teams, our customers and our shareholders.

"As a leader in sustainable mobility, OPmobility developed a profitable growth model and successfully pursued its transformation in 2024, enabling it to look to the future with confidence."

With the support of our governance and its leadership and the dedication of our 39,000 employees around the world, we are looking to the future with confidence and determination as we pursue a long-term investment and innovation policy in response to current technological and geopolitical shifts.

Our strong and dedicated majority shareholder base supports this strategy.

MESSAGES

LAURENT FAVRE

Chief Executive Officer
of OPmobility

"In a market environment which continued to be challenging in 2024, we successfully combined performance and growth, without losing sight of our strategic focus."

In 2024, OPmobility confirmed its position as a leader in sustainable mobility.

Throughout the year, our Group reported **strong financial and operating performance,** in a difficult market, characterized by low production volumes within the automotive industry and lower-than-expected sales of electric vehicles. We outperformed the market in all the regions in which the Group operates, while continuing to pursue growth in all our activities.

These figures are the result of the unwavering commitment of the Group's 38,900 employees and confirm the importance of our strategy, focused on the 3 pillars of diversifying the Group's technologies, global presence and customers. With a stronger and diversified portfolio of products and technologies, we have accelerated our international development, primarily in the United States, which is now our biggest market, and Asia. New customers have trusted us with their business, from new players in electric and autonomous mobility to heavy and commercial mobility manufacturers.

These strategic successes are underpinned by **the operational and commercial successes of our Business Groups.** Exterior significantly increased its sales and received a considerable number of orders, particularly in the United States and China. Lighting finished the year with a full order book and plans to launch 60% more projects in 2025 than it did in 2024. The profitability of our Modules activity improved sharply in 2024, strengthening the activity for the coming years. C-Power, which produces fuel tanks, also had a good year, continuing to improve market share within the shrinking thermal vehicle market. Lastly, H_2-Power, our hydrogen activity, enjoyed significant commercial success in 2024, particularly with trains and buses.
By demonstrating unprecedented adaptability and strengthening both our competitiveness and our operational excellence, we efficiently accelerated our transformation strategy to contribute to more sustainable mobility which is accessible to all.

Just what we need to face the challenges of 2025 and beyond with confidence and enthusiasm!

FÉLICIE BURELLE

Managing Director
of OPmobility

"More than ever, innovation is the driving force behind the transformation of mobility. We must act quickly to provide our customers with increasingly disruptive solutions."

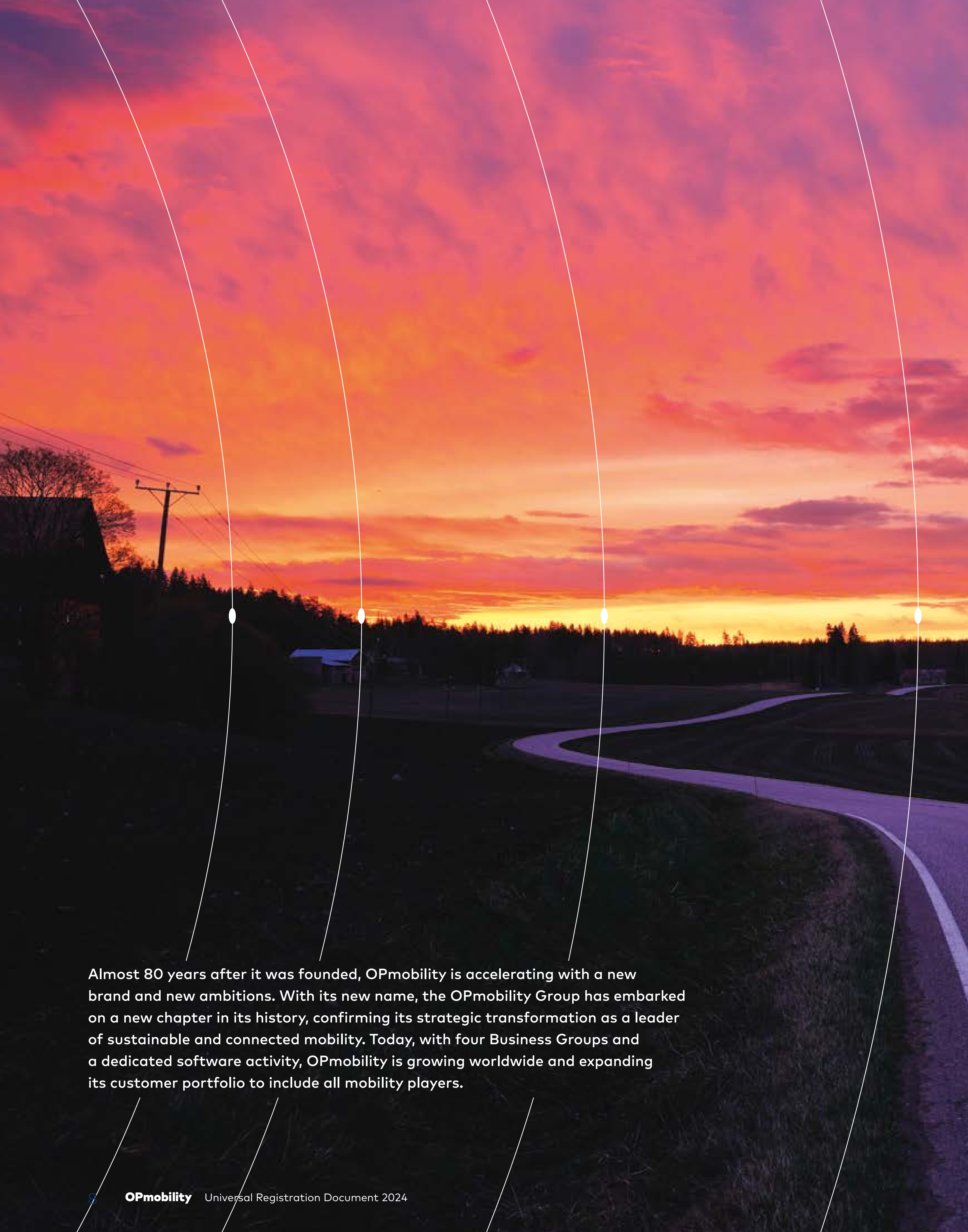
In response to the large-scale and rapid transformation of our industry, we are focusing all our energy on turning these changes into opportunities which will benefit our customers, society and future generations.

We are committed to innovation, because innovative solutions are essential if we are to rise to the formidable challenge of sustainable mobility, while continuing to offer products and solutions which are accessible to the widest possible audience. That's the objective behind our approach to innovation: sharing expertise between Business Groups, as we do at our Innovation Days, and working with an entire ecosystem of academic partnerships and start-ups.

We kicked off 2025 at the Consumer Electronics Show (CES) in Las Vegas, attending the event for the first time as OPmobility. At the heart of the world's most powerful innovation event, we confirmed our position as a major technology partner of a new generation of mobility.

Innovation also means being able to provide our customers with increasingly customized and differentiated solutions. That's the idea behind One4you, our integrated offer for vehicle exteriors which combines our expertise in exterior body parts, lighting, modules and software. With One4you, we are reinventing our relationships with our customers, providing customized and innovative technological solutions which will make them more competitive.

Lastly, we are more focused than ever on sustainable development because tomorrow's mobility must be more environmentally friendly for the planet and its inhabitants. Inspired by our purpose of "Driving a New Generation of Mobility", we have reached new milestones this year in terms of the energy transition, which are vital to ensure the future we all want. In 2025, OPmobility's operational activities will be carbon neutral. And we will continue to implement our roadmap to carbon neutrality to achieve our objectives across our entire value chain, providing a growing number of solutions for low-carbon powertrains and recycled materials.



Almost 80 years after it was founded, OPmobility is accelerating with a new brand and new ambitions. With its new name, the OPmobility Group has embarked on a new chapter in its history, confirming its strategic transformation as a leader of sustainable and connected mobility. Today, with four Business Groups and a dedicated software activity, OPmobility is growing worldwide and expanding its customer portfolio to include all mobility players.

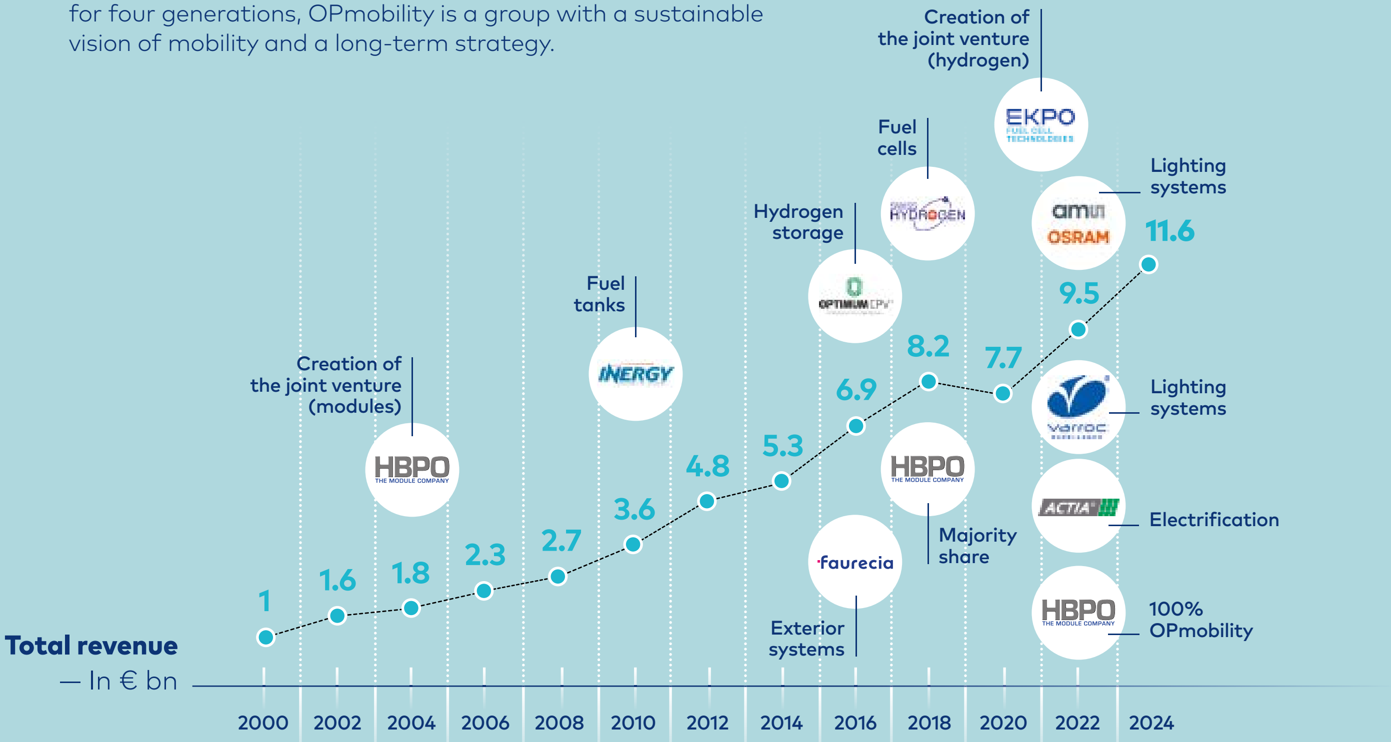
READY FOR NEW HORIZONS

OPMOBILITY, A WORLD LEADER IN SUSTAINABLE MOBILITY

In a world of profound transformation, in which the pace of change is accelerating and the challenges of climate change are influencing consumer habits and modes of transport, mobility is undergoing an unprecedented revolution. In keeping with its purpose of "Driving a New Generation of Mobility", OPmobility seeks to play a central role in this transformation of mobility and energy. The company continues to develop its technology offerings to become a major player in more sustainable and more connected mobility which is accessible to all.

Continued growth, supported by the strategy of a family-run company

In just a few years, OPmobility has implemented an ambitious strategic roadmap which has resulted in diversification through major acquisitions and the expansion of both its customer portfolio and its global presence. The Group has enjoyed rapid growth, driven by organic development and successful acquisitions and joint ventures. As a family-run company for four generations, OPmobility is a group with a sustainable vision of mobility and a long-term strategy.



A diversified and complementary technology portfolio

With an extensive and innovative range of technology offerings, divided into two main product lines, the Group has positioned itself as the leading technology partner for all forms of mobility around the world.

Exterior solutions

EXTERIOR & LIGHTING

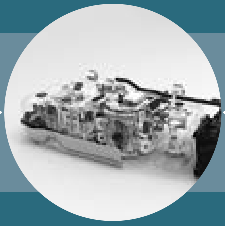
Exterior body systems and lighting

MODULES

Module design, development and assembly

Powertrain solutions

C-POWER



Energy and pollution control systems, batteries and electrification systems

H_2-POWER

Hydrogen

(1) Since February 1, 2025, OPmobility is made up of 4 Business Groups: Exterior & Lighting, Modules, C-Power and H_2-Power.

A diversified customer portfolio, reflecting today's mobility

Over the last few years, the Group has undergone a major transformation by expanding its activities around the world and diversifying its customer portfolio, including new players in electric mobility. OPmobility is able to meet the needs of all types of mobility and is determined to support its customers in their transition to decarbonized mobility.

Long-standing automotive manufacturers
Volkswagen Group, Stellantis, Mercedes-Benz Group, General Motors Group, BMW Group, Ford and more.

New players in electric mobility
BYD, Nio and more.

Looking beyond the automotive sector to key players in heavy and public mobility[1] **CRRC (China Railway Rolling Stock Corp.), Alstom, Stadler, Daimler Truck and more.**

(1) Buses, trucks, trains.

OUR GOVERNANCE

THE BOARD OF DIRECTORS protects the interests of the Group, its shareholders and its stakeholders, while ensuring an ethical and transparent approach. It is made up of a balanced group of representatives of the Burelle family and independent directors: 16 members with complementary managerial, industrial and financial skills. It establishes OPmobility's strategic priorities and oversees their implementation, with the support of 3 specialized committees: the Audit Committee, the Appointments and CSR Committee and the Compensation Committee.

LAURENT BURELLE
Chairman of the Board of Directors of OPmobility SE
Director since 1981

LAURENT FAVRE
Chief Executive Officer of OPmobility SE
Director since 2020

FÉLICIE BURELLE
Managing Director of OPmobility SE
Director since 2017

GONZALVE BICH(1)
Member of the Compensation Committee
Director since 2023

AMANDINE CHAFFOIS
Member of the Compensation Committee
Director representing Group employees since 2019

ANNE-MARIE COUDERC
Member of the Appointments and CSR Committee
Member of the Compensation Committee
Director since 2010

VIRGINIE FAUVEL(1)
Member of the Appointments and CSR Committee
Director since 2023

ALEXANDRE MÉRIEUX(1)
Chairman of the Compensation Committee
Director since 2018

CÉCILE MOUTET
Director since 2017

(1) Independent director.

50%
women

Average age of
58

42%
independent directors

MARTIN KRIVAN
Director representing Group employees since June 20, 2024

VINCENT LABRUYÈRE
Member of the Audit Committee
Director since 2002

PAUL HENRY LEMARIÉ
Chairman of the Board of Directors of Burelle Participations
Director since 1987

LUCIE MAUREL AUBERT[1]
Chairwoman of the Appointments and CSR Committee
Member of the Audit Committee
Director since 2015

ÉLISABETH OURLIAC[1]
Chairwoman of the Audit Committee
Director since 2022

JEAN BURELLE
Non-voting board member since February 17, 2021
Honorary Chairman of Burelle SA
Honorary Chairman of OPmobility SE
Director from 1970 to 2021

PROF. DR. BERND GOTTSCHALK
Non-voting board member since July 24, 2023
Director from 2009 to 2023

OUR GOVERNANCE

THE EXECUTIVE COMMITTEE assists with the implementation of the Group's strategy, oversees its transformation and manages its performance. It meets once a month to review the Group's activities, analyze its position and consider its options for the future.

THE EXECUTIVE COMMITTEE ON MARCH 14, 2025, FROM LEFT TO RIGHT:

CLARA CUNIOT, Senior VP, Communications – **DAMIEN DEGOS,** Senior VP, Purchasing Performance – **MARC PERRAUDIN,** Executive VP, President H_2-Power Business Group – **CHRISTOPHE MARCEAU,** Executive VP, President Modules Business Group – **YOUSSEF SOUIBA,** Executive VP, President C-Power Business Group –

LAURENT FAVRE, Chief Executive Officer – **HÉLÈNE DANTOINE,** Executive VP, General Counsel & Chief Compliance Officer – **FÉLICIE BURELLE,** Managing Director – **CHRISTIAN KOPP,** Senior Executive VP, President Exterior & Lighting Business Group – **DAVID MENESES,** Executive VP, People & Sustainability – **GÉRALD MENTIL,** Executive VP, Chief Performance Officer – **OLIVIER DABI,** Executive VP, Chief Financial Officer.

CONSTANTLY EVOLVING MOBILITY

An automotive market in an uncertain climate

TREND 1

Between 2019 and 2022, the global automotive market was confronted with successive crises – the pandemic, a shortage of semi-conductors, geopolitical tensions, a slowdown in growth and inflation, leading to low volumes. The market was also affected by slower-than-expected electrification and consumer uncertainties about which technology to choose. After volumes rose in 2023, global automotive production amounted to 86.8 million vehicles in 2024.

Cheaper vehicles

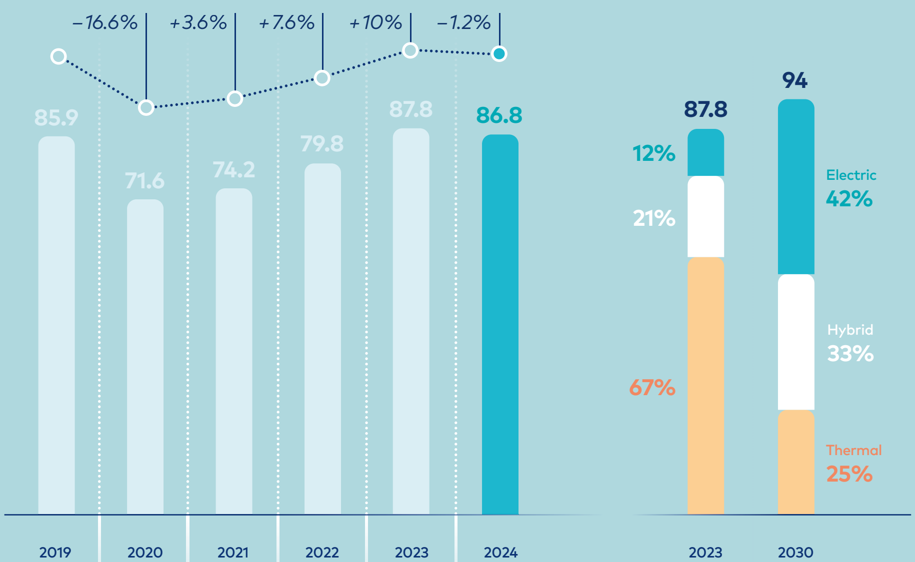
To respond to consumer demand, new mobility players are offering more affordable electric vehicles, particularly in China, while long-standing manufacturers are adapting their strategy to produce electric vehicles at lower prices, while reducing development time. Hybrid vehicles are proving very popular with consumers, particularly in the United States and China.

Increasingly connected vehicles and autonomous mobility

Mobility is becoming increasingly connected and the industry is embarking on the era of the Software Defined Vehicle[1] and Artificial Intelligence. In China and the United States, level 4 autonomous mobility (self-driving vehicles in certain areas) is becoming a reality, while Europe is lagging behind.

(1) A vehicle with features and functions which are primarily enabled through software.

The electrification of global automotive production is gathering pace in a declining market
— In millions of vehicles



Source: S&P Global Mobility, Vehicle Production, published in February 2025 – [0-3.5 t PC + LCV].

The age of agility

TREND 2

An uncertain regulatory environment

In Europe, Germany stopped providing financial support for electric vehicle purchases in late 2023, France has reduced financial aid for the low-cost leasing of electric vehicles and there is no single Europe-wide approach to boost investment in the industry. However, regulations, particularly the CAFE* standard, are forcing manufacturers to make ever greater efforts and investments, with a planned phase-out of combustion engines in 2035. In the United States, the Inflation Reduction Act boosted investment across the industry.

A wide range of technologies

Traditional combustion engines, combustion engines powered by alternative fuels, battery vehicles, hydrogen-powered vehicles: manufacturers, consumers and governments are faced with different technologies which continue to coexist.

*The European CAFE (Corporate Average Fuel Economy) standard aims to reduce the fuel consumption and carbon dioxide emissions (CO_2) of motor vehicles. In 2025, the aim is to reduce the global average to 93.6 gCO_2/km per new vehicle sold (electric, plug-in hybrid, hybrid, thermal).

A hyper-competitive environment

TREND 3

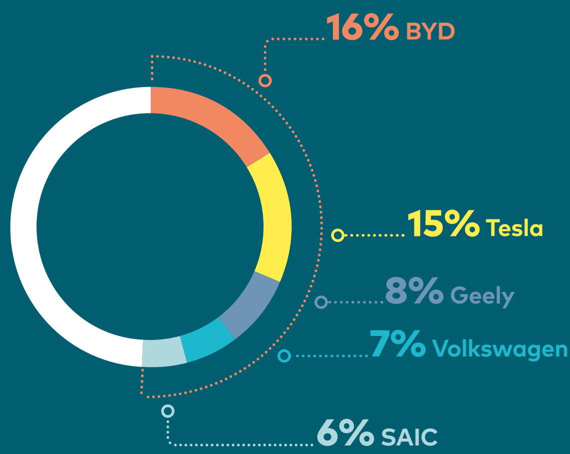
New players

Long-standing automotive manufacturers are facing unprecedented disruption to the market and consumer habits. In this landscape, new players, driven by the development of electric vehicles, have emerged and are now well-positioned, with very short development cycles of between 18 and 24 months.

Today, China is the world's leading automotive manufacturer (29.6 million vehicles in 2024, all powertrains combined) and the leading manufacturer of battery electric vehicles (7.6 million vehicles in 2024). The country has wide-ranging expertise across the entire electric vehicle value chain, from the extraction and refining of critical raw materials to the production of batteries.

The world's leading electric vehicle manufacturer is now BYD, a Chinese manufacturer which overtook the American company Tesla in late 2023

Top 5 electric manufacturers in 2024
— In automotive production market share



Source: S&P Global Powertrain, published in January 2025 – [0-3.5 t].

OUR BUSINESS MODEL

OUR PURPOSE

Driving a New Generation of Mobility

MEGATRENDS

- Environmental and energy transition in response to the climate emergency
- Stable global automotive production between 2019 and 2024
- Increasing electrification of mobility
- Increased international competition
- Digitalization and vehicle connectivity

RESOURCES

HUMAN CAPITAL

- **38,900 employees,**(1) 50% in Europe, 20% in North America, 24% in Asia, 3% in Africa and 3% in South America

ENVIRONMENTAL CAPITAL

- A network of **HSE**(2) **experts**
- 35 sites with **solar panels** or **wind turbines**

INDUSTRIAL CAPITAL

- **150 plants**(1) and **40 R&D centers**(1) in 28 countries
- Almost 5% of revenue **invested**

FINANCIAL CAPITAL

- Equity capital: €2,058 m
- Leverage of **1.7x EBITDA**

INTELLECTUAL CAPITAL

- **OP'nSoft,** software activity: 150 employees
- **International technological partnerships:** MIT(3), NICE (4) in China...

SHAREHOLDER CAPITAL

- **A family-run company** for 4 generations
- 60.6% of capital held by **Burelle SA**

A CORPORATE CULTURE BASED ON: INNOVATION – OPE

STRA

STRENGTHENING our technology leadership

BALANCING our global presence

DIVERSIFYING our customer portfolio

Sustainable development program

(1) All entities and joint ventures.
(2) Health, Safety, Environment.
(3) Massachusetts Institute of Technology.
(4) National Innovation Center par Excellence.

OUR AMBITION

Meeting the needs of mobility which is **more sustainable, safer and affordable to all.**

RATIONAL EXCELLENCE – SUSTAINABLE DEVELOPMENT

TEGY

Integrated exterior solutions: Exterior & Lighting and Modules Business Groups

Solutions for all powertrains: C-Power and H_2-Power Business Groups

Growing in **North America** and **Asia**

Consolidating our presence in **Europe**

Retaining our **long-standing customers**

Accelerating our relationships with **electric mobility players**

Growing in **heavy and public mobility:** trains, trucks, buses, etc.

ACT FOR ALL: Act for People – Act for Planet – Act Responsibly

VALUE CREATION

EMPLOYEES

- **Fr2[5]:** 0.56[1]
- **Senior manager turnover rate:** 7.4%
- **31% women**
- **18% young people under the age of 30**
- **35% internal mobility[6]**
- **An average of 20 hours of training per year and per employee**

ENVIRONMENT

- **Scopes 1 and 2:** carbon neutrality in 2025 (excluding Lighting acquisition)
- **Scope 3:** –33.4% CO_2 emissions vs 2019
- **87.9% recycled or recovered waste**

CUSTOMERS

- 2 in 3 **orders received outside Europe in 2024**
- Customers in the **rail industry:** Alstom, Stadler, CRRC and more
- 1 in 3 vehicles **produced globally** is equipped by OPmobility

SHAREHOLDERS & INVESTORS

- **Dividend:** €0.60 per share[7]
- **Recognition for ESG[8]:**
  CDP Climate: **A**
  Ecovadis: **82/100, top 1%**
  MSCI ESG Ratings: **AA, top 10%**
- **Revenue:** €11.6 bn, +2.8% vs 2023
- **Operating margin:** +11.4% vs 2023
- **Free cash flow:** +8.3% vs 2023

SUPPLIERS

- **5,395 suppliers** (95% of purchasing expenditure) assessed as part of our sustainable purchasing program *Know Your Suppliers*

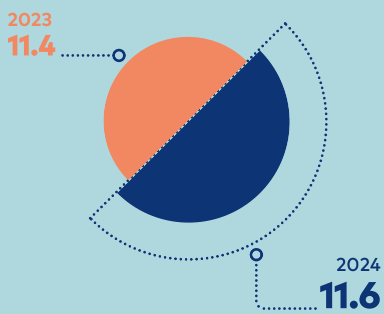
(5) Accident frequency rate with and without lost time. In number of accidents per million hours worked.
(6) Engineers and senior managers.
(7) Subject to approval at the Annual General Meeting on April 24, 2025.
(8) Environmental, social and governance criteria.

OUR PERFORMANCE

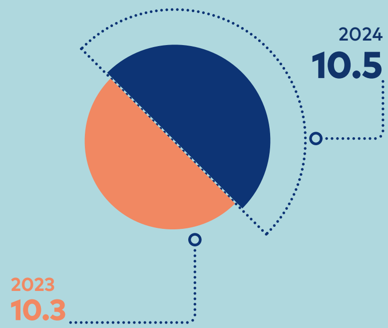
In 2024, the Group delivered a very solid performance, despite the automotive sector's highly complex context. With revenue of €11.6 billion, up +2.8%, OPmobility distinguished itself in a shrinking and particularly competitive market. The operating margin rose significantly by +11.4%, as did the net result, up +4.2%. With regard to extra-financial performance, the Group confirmed its decarbonization strategy and its aim to achieve carbon neutrality for scopes 1 & 2 emissions in 2025.

Financial indicators

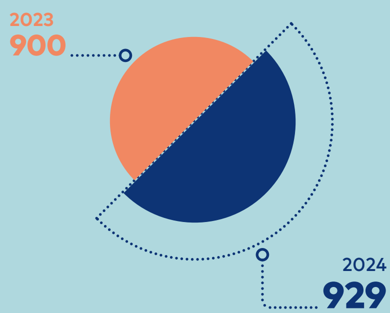
Economic revenue
— In € bn



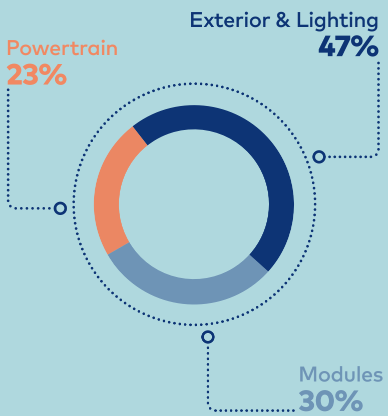
Consolidated revenue
— In € bn



EBITDA
— In € m



Breakdown of 2024 consolidated revenue by segment
— In %



Free cash flow
— In € m

2023	2024
227	246

Net debt
— In € m

2023	2024
1540	1577

Net result Group share
— In € m

2023	2024
163	170

Net debt/EBITDA

2023	2024
1.7x	1.7x

Operating margin
— In € m

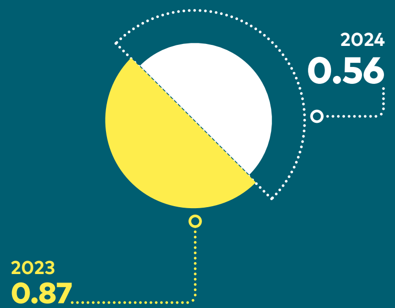
2023	2024
395	440

Liquidity
— In € bn

2023	2024
2.3	2.4

Extra-financial indicators

SAFETY
Accident frequency rate
with and without lost time (Fr2)(1)



TRAINING
Average number of hours of training per year and per employee

2024
20

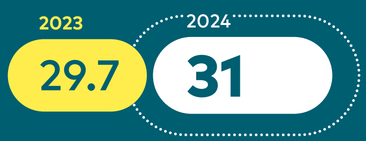
Employees who completed ACT FOR ALL Climate School training(2)

2024
900

CYBERSECURITY
Employees trained in cybersecurity

2024
10,700

DIVERSITY
Women in the Group
— In %



Female engineers and managers
— In %

2023	2024
24	25

Women on the Board of Directors
— In %

2023	2024
57	50

Employees with disabilities

2023	2024
425	413

Interns and apprentices

2023	2024
1,233	1,288

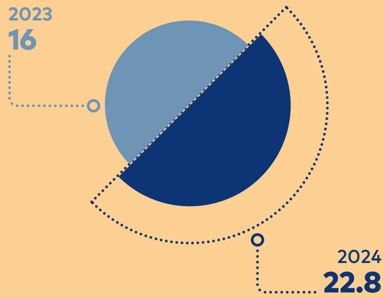
(1) In number of accidents per million hours worked. All entities and joint ventures.
(2) Training which provides the necessary knowledge and tools to have a positive impact on the environment.

Responsible procurement
Suppliers assessed as part of the Know Your Suppliers program(1)

2023	2024
Nearly 5,100	5,395

(1) A program to assess and support suppliers in their approach to sustainable development.

Renewable energy produced on sites
— In GWh



Carbon neutral plan
CO_2 emissions linked to operational activities

2024
−15.6% vs 2019
Scopes 1 & 2

2024
−33.4% vs 2019
Scope 3

Waste disposal
Recycled or recovered waste
— In %

2023	2024
86	87.9

OUR RISKS MANAGEMENT

OPmobility operates in a constantly changing environment, in terms of industry, economics, politics and regulations. The Group reviews and assesses the risks which could affect its activities. To protect against these risks and limit their potential consequences, OPmobility implements stringent internal controls.

Main risk factors

OPmobility's main risk factors are assessed on the basis of the probability of their occurrence and the estimated extent of their impact.

RISK CATEGORIES	Risk factors	Importance	Extra-financial risk
OPERATIONAL RISKS	Automotive programs	●●●	
	Quality of products and services sold	●●●	✓
	Shortage of raw materials or components	●●●	✓
	Health, safety and environment	●●	✓
	IT	●●	
STRATEGIC RISKS	Impact of climate change on the business model	●●●	✓
	Innovation	●●●	✓
	Acquisitions	●●●	
CREDIT AND/OR COUNTERPARTY RISKS	Customers	●●●	
	Suppliers	●●	✓
MARKET RISKS	Inflation	●●	
LEGAL RISKS	Business ethics	●●	✓
	Intellectual property	●●	

●●● High ●● Moderate ● Low

Control activity

To ensure responsibility and independent judgment, OPmobility has a three-level structure which oversees its operations and risk management processes: Operational Departments, General Functions and Internal Audit.

EMBRACING ALL FORMS OF MOBILITY

In a rapidly changing market, OPmobility has established a clear roadmap, focused on three key areas: diversifying its technologies, global presence and customers. The Group has opted for innovation, agility and proximity to seize all future opportunities and contribute to more sustainable, safer and more affordable mobility.

STRATEGIC PILLAR #1

STRENGTHENING our technology leadership

The mobility of today and tomorrow is multi-faceted: OPmobility has therefore made technological diversification its first strategic pillar.

To seize opportunities and anticipate global market trends, the Group is expanding and strengthening its technology offerings. In this way, it can cater to the needs of end customers, whatever their choice of powertrain, whether electric (hydrogen or battery), hybrid or thermal. The objective? To develop our portfolio by strengthening our long-standing technology leadership in exterior body parts, fuel tanks and complex models and through targeted acquisitions to incorporate new areas of expertise. As such, over the last three years, the Group has made major acquisitions in lighting, hydrogen and batteries, sectors which are complementary to our long-standing activities.

To innovate in software, as vehicles become increasingly connected, the Group created OP'nSoft in 2023. Focused solely on on-board software, this entity provides integrated solutions and services with which to support our customers as they move towards the Software Defined Vehicle.

In addition to our efforts to strengthen our technology offerings, we have embarked on increasing digitalization across our sites, capitalizing on the power of Artificial Intelligence to improve our manufacturing processes. Modeling, simulation, image processing: by using AI, the Group can make the most of available data to monitor the quality of our parts and the quantity of material inputs as closely as possible during the manufacture of our products.

To find out more about OPmobility's latest technological innovations, presented at CES Las Vegas 2025.

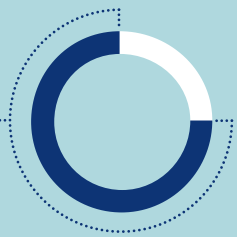
NEED TO KNOW

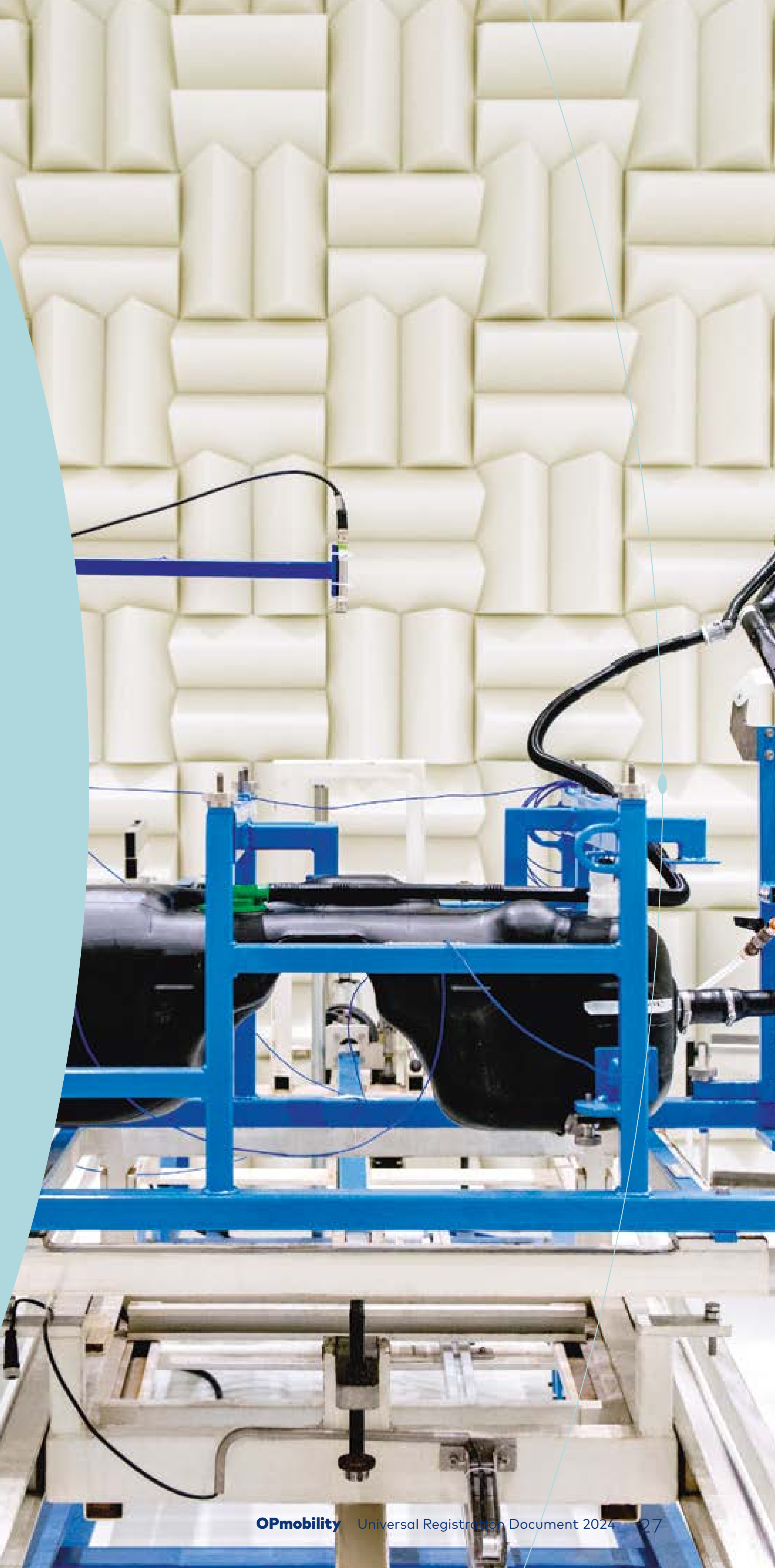
A comprehensive range of solutions for all powertrains to seize new market opportunities, such as the acceleration of hybrid vehicles. In 2024, around 10% of C-Power's orders were linked to programs for plug-in hybrid vehicles.

A significant proportion of the Group's revenue is unrelated to the type of powertrain.

Breakdown of 2024 revenue
— In %

More than 75% generated by the Exterior & Lighting and Modules Business Groups





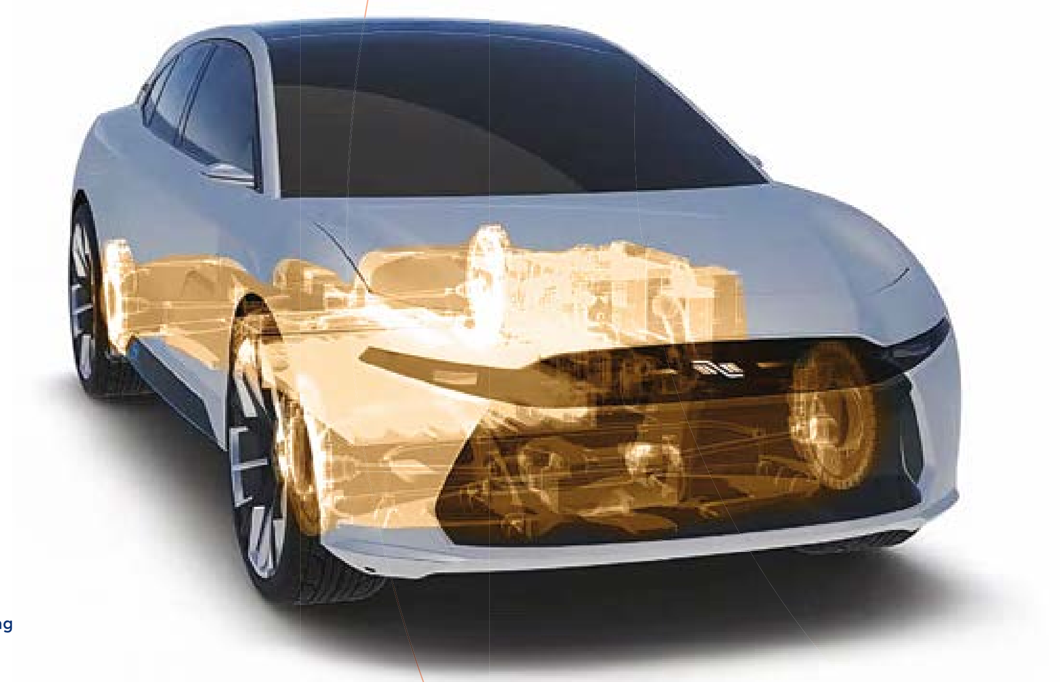
OUR TECHNOLOGIES AND EXPERTISE FOR A NEW GENERATION OF MOBILITY

SOLUTIONS FOR ALL POWERTRAINS

Fuel vessels and pollution control systems

High-pressure hydrogen tanks
Fuel cells
Integrated hydrogen systems

Battery systems and electrification solutions



Find out from Laurent Favre how OPmobility's innovative solutions are contributing to tomorrow's mobility.

INTEGRATED EXTERIOR SOLUTIONS

One4you

Exterior systems:
bumpers, tailgates, spoilers,
fender flares, rocker panels,
door trims

Interior lighting
Front and signal lighting
Custom lighting
Road surface light projection

Front-end modules
Cockpit modules

1 in 3
vehicles produced globally
is equipped by OPmobility

Source: S&P Global Mobility, Vehicle Production, published in January 2025 – [0-3.5 t PC + LCV].

By creating unprecedented synergies between its Exterior & Lighting and Modules Business Groups and its dedicated software activity, OPmobility provides innovative exterior solutions for both its long-standing customers and new mobility players.

THE NEW One4you OFFER TO DEVELOP CUSTOMIZED AND DIFFERENTIATED SOLUTIONS

New challenges

Vehicle electrification, changing regulations and new consumer habits have led to major changes in production processes.
Vehicle contents have evolved considerably, with more and more sensors, electronics and communication systems, while the number of versions of vehicles' various exterior parts has also increased.
The ability to integrate assembled solutions combining exterior parts, lighting and modules is becoming increasingly important for both new players and long-standing manufacturers. This is also an opportunity for more creativity and visual differentiation.

QUESTIONS FOR...

CHRISTIAN KOPP

Executive Vice President of OPmobility, President of the Exterior & Lighting Business Group

Why a global offer like One4you and why now?

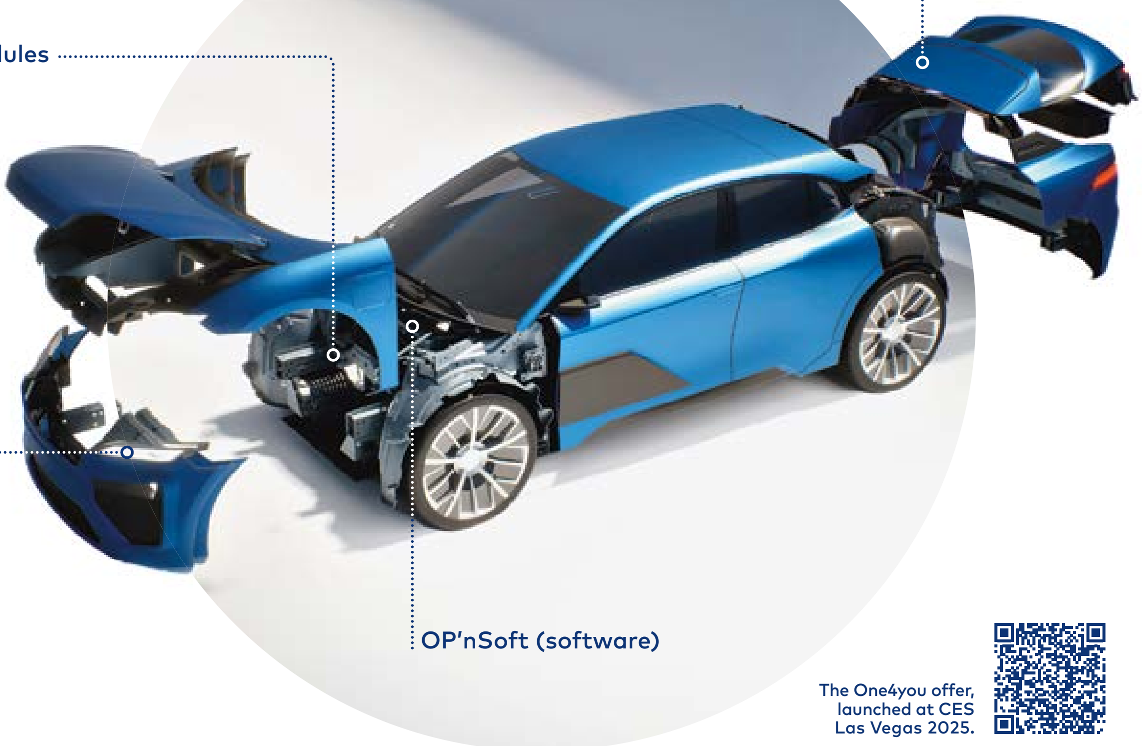
The automotive market is undergoing an unprecedented transformation, driven particularly by growing electrification. Both new players and long-standing manufacturers have changed the way in which they produce vehicles. They are increasingly looking to combine technologies and find production solutions which are optimized in terms of cost, simplicity and lead times. This is a new source of innovation and growth for OPmobility.

What is innovative about this offer?

One4you is of interest to manufacturers because this solution offers more than the sum of our various parts. It enables us to work with our customers to develop creative, new and innovative solutions which make them more competitive. This all-in-one solution provides customized technological solutions with new design options, simplifying and accelerating our customers' production processes and ensuring operational efficiency and agility. Few companies are able to provide these kinds of solutions, both in terms of technologies and global presence.

What are the objectives?

One4you aims to increase the value per vehicle in the products we sell and secure new contracts, both with existing customers and new players. It brings us closer than ever to our customers.



The One4you offer, launched at CES Las Vegas 2025.

Thermal, battery electric, hydrogen: OPmobility's technology portfolio provides support for all mobility players.

EXPERT UNDERSTANDING OF TECHNOLOGICAL DIVERSITY, A DISTINCTIVE ADVANTAGE

At OPmobility, we believe tomorrow's mobility will be multi-faceted and widely available, but only if all technological options are explored. What will the world's automotive fleet look like in 20 years? Although there will be lots more battery vehicles, we believe combustion engines will still be a reality, perhaps powered by alternative fuels. Hydrogen, which combines the advantages of an electric vehicle (no CO_2 emissions) and a combustion engine vehicle (extended range and rapid refueling), could therefore play an important role in the decarbonization of mobility, particularly heavy and commercial mobility.

The challenges of decarbonization require different approaches in different regions. OPmobility has therefore chosen to continue producing fuel tanks, maintaining its annual production of some 17 million parts for combustion engine, while investing in innovations for battery electric vehicles and hydrogen.

New milestones for hydrogen in 2024: increased industrial capacities

OPmobility invested very early in hydrogen, beginning in 2015, and has adapted its solutions to the specificities of this promising energy carrier. In France and Europe, this strategy has enabled the Group to meet the needs of automotive manufacturers, including Stellantis and Hyundai Motor Company, and rail mobility players, such as Alstom and Stadler. The Group is responding to invitations to tender for heavy mobility in China and the United States, including invitations from Ford.

Europe's biggest hydrogen vessels plant

In its brand new plant in Compiègne in France, the Group is launching production of high-pressure hydrogen storage systems for heavy and public mobility, near a former fuel tank. All employees on this historic site have been trained to manufacture hydrogen vessels. This is a wonderful example of a technological and people-centered transition. In 2025, OPmobility will launch production of high-pressure vessels for Hyundai in its South Korean plant in Wanju.

x7

between 2026 and 2030: the expected growth of the global hydrogen mobility market

The Last Man Standing strategy

In view of the decline of the combustion engine market, OPmobility is safeguarding its future with its Last Man Standing strategy: this positions the Group as a key partner for its customers, thanks to its expertise, its capacity, its operational excellence and its supply chain continuity. As such, in a consolidating market, the Group is adapting and plans to strengthen its position as the global leader by increasing its market share from 22% to 30% by the end of the decade.

New OPmobility plant to produce high-pressure hydrogen storage systems in Lachelle, France.

STRATEGIC PILLAR #2

BALANCING our global presence

Today, Europe accounts for half the Group's revenue. While maintaining its long-standing European focus, OPmobility has committed to its international expansion by accelerating its development in North America and Asia. This is the second pillar of its strategy.

Within the new global landscape of mobility, OPmobility is strengthening its international presence in growing mobility markets, particularly the United States, China, India and South-East Asia.

In the United States, the Group has a network of 12 plants, the most recent of which was opened in Austin (Texas) in 2024; it supplies the leading electric vehicle manufacturer in America with front-end modules and cockpit modules.

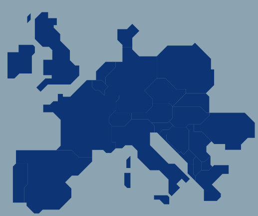
With a well-established presence in China, including 37 plants and 5 R&D centers, the Group is ready to capitalize on opportunities with local partners, particularly in view of the growing momentum of the hydrogen sector. In India, a regional hub which brings together several of OPmobility's activities was opened in 2024 in Pune, in the state of Maharashtra, one of the country's biggest automotive hubs. Two new plants will also be added to the existing network.

OPmobility's strategy, focused on 3 pillars, including global diversification, presented in relation to the Group's annual results in 2024, by Laurent Favre.

NEED TO KNOW

The United States has become OPmobility's biggest market in terms of revenue. All Business Groups operate in the country.

A balanced **order book**

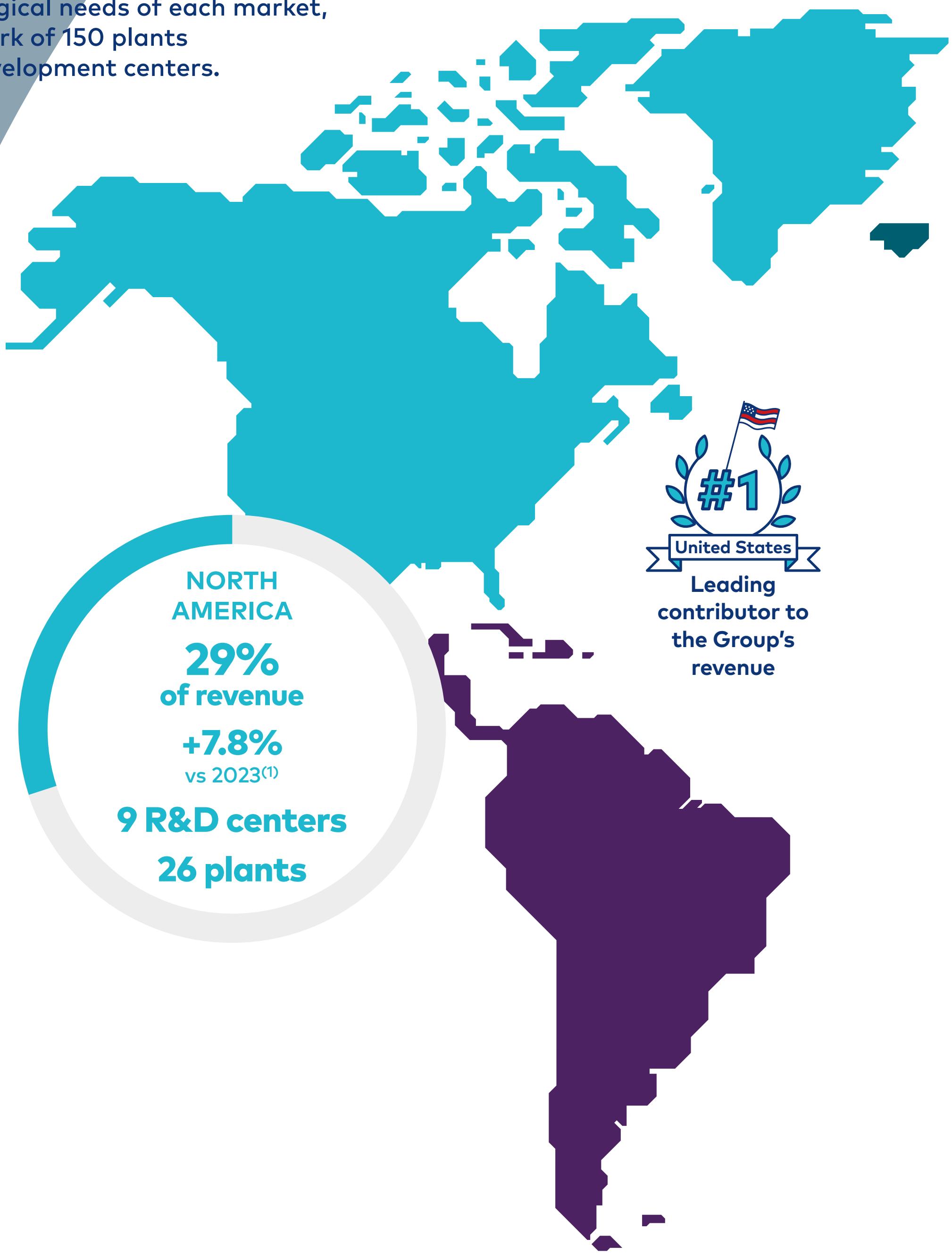


1 in 3
orders received in Europe

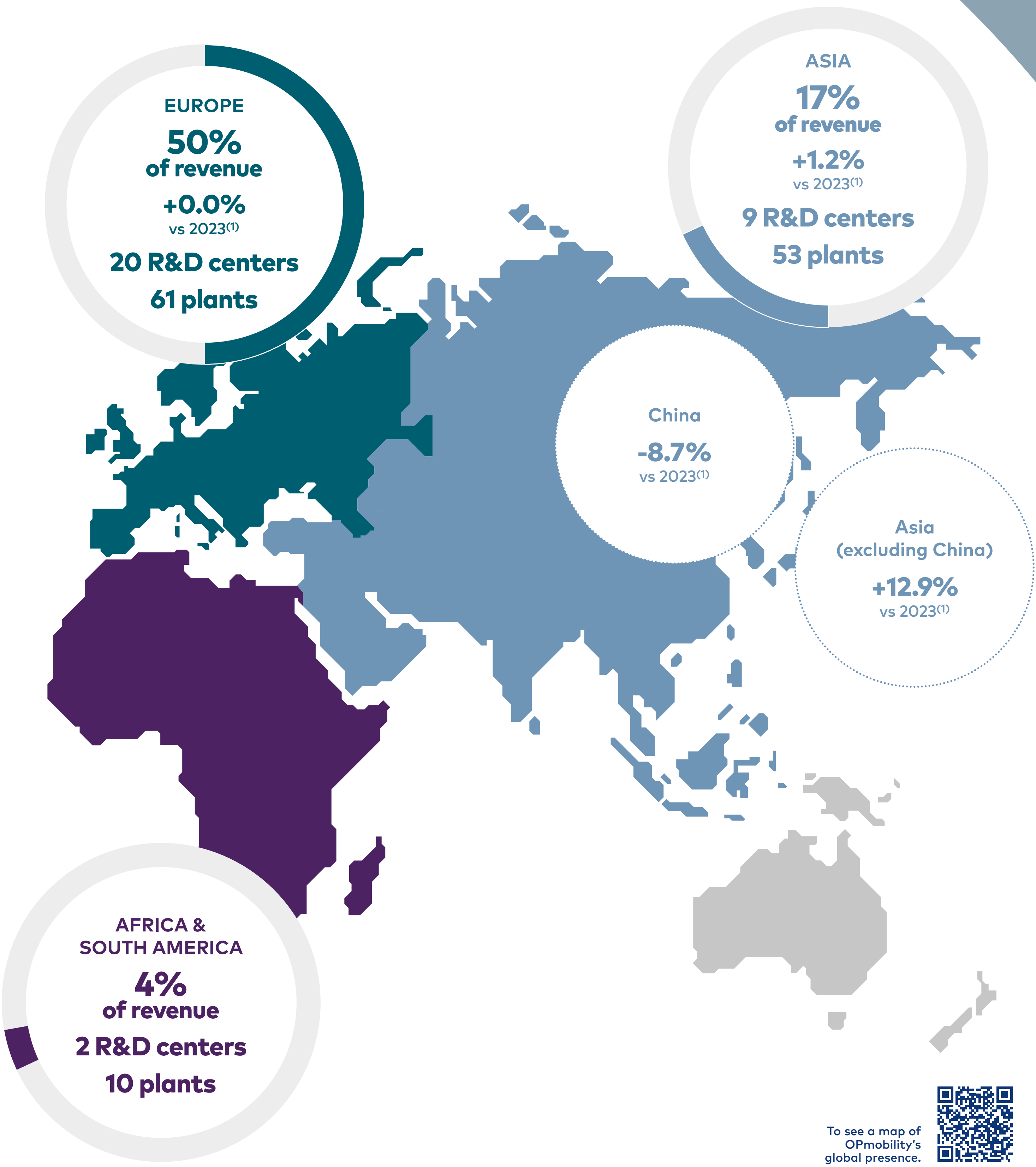
2 in 3
orders received in the Americas and Asia

OUR GLOBAL PRESENCE

OPmobility is a global group operating in 28 countries, at the heart of the world's major mobility markets. To support regional dynamics and meet the technological needs of each market, the Group has a network of 150 plants and 40 Research & Development centers.



(1) Constant scope and exchange rates



To see a map of OPmobility's global presence.

1/2

1 in 2 vehicles in India
is equipped by
OPmobility today

Operating in India since 2007, the Group continues to strengthen its local presence in this dynamic and promising country, which is both a global industrial player and a growing domestic market.

TAKING ROOT IN INDIA WITH AN AMBITIOUS VISION TO SHAPE MOBILITY

As the world's third-largest automotive market and a growing industrial power, the Indian market offers exciting opportunities for growth, with GDP which grew by more than 7% in 2024 and a low level of individual vehicle ownership.

One of OPmobility's leading regional hubs

To respond both to local demand and global market trends and support the development of automotive manufacturers operating in the country, OPmobility has already invested significantly in India, with 4 R&D centers and 4 plants in operation. In addition, we plan to open 2 other plants, including one in 2025. The opening of a new R&D center in Pune in 2024 was a milestone for the Group's operations in India. Pune is one of the Group's 3 existing regional hubs, along with Troy in the United States and Tangiers in Morocco, which bring together engineering teams from all 4 Business Groups at OPmobility.

OPmobility in India

4 **plants**

2 **plants under construction**

4 **R&D centers**

More than 1,500 employees in the country's main automotive hubs

A sustainable innovation hub

The Group's strategy in the country is supported by talented Indian engineers, growing demand and significant logistical capabilities. It is also aligned with the *Make in India* initiative launched by the Indian government, which aims to attract foreign investment and position the country as a leading industrial hub. The Group's ambition in India is not just to provide long-lasting, quality products to meet local needs, but also to improve our overall competitiveness in engineering and industrial production in all the Group's countries. The Group is confident that India will become a leading hub for technological innovation and sustainable mobility. In India, we want to develop hydrogen storage solutions, along with smart and lightweight materials, reflecting the country's commitment to more sustainable mobility. This strategy will make OPmobility a major player in the transformation of the Indian automotive industry.

Two new state-of-the-art sites

The construction of a new 40,000 m^2 plant, the Group's biggest plant in the country, will make it possible to supply exterior body systems for the domestic automotive market. In total, nearly 500 new jobs will be created in one of the country's most important technological and industrial hubs. Opening in 2025, the site will eventually produce up to 1 million automotive parts every year. In addition, the new R&D center, designed for up to 600 engineers, is strengthening and combining the Group's research capabilities in lighting and exterior body systems.

In 2024, the United States became OPmobility's largest market and a key focus for the Group, which plans to double its revenue in the country by 2028, building on solid foundations.

OPMOBILITY AT THE HEART OF AMERICA'S DYNAMIC MOBILITY MARKET

Having operated in the United States for almost 50 years, OPmobility is one of the country's leading mobility companies and has become a key partner of the "Big Three" (Ford, General Motors and Stellantis), for which it produces more than 50% of gasoline fuel tanks. The American market has evolved considerably and is very dynamic today. GDP per capita and the level of car ownership in the United States are almost double those of France. Focused on innovation, the United States is at the forefront of the mobility revolution, thanks to investors who are keen to support the increasing maturity of connected and autonomous vehicles.

In this competitive market, which is still dominated by combustion engines, OPmobility is able to support the development of all types of powertrain: thermal, hybrid, battery electric and hydrogen-powered. In addition, the majority of our activity, which is focused on exterior systems and models, is unaffected by changing trends in powertrains. With the opening of a new plant in Texas in 2024 to supply the country's leading electric vehicle manufacturer with modules, all the Group's Business Groups (Exterior & Lighting, Modules, C-Power and H_2-Power) now operate on American soil. The Group therefore has the means to support its ambitious vision: OPmobility, which generates almost 16% of its revenue in the United States, aims to double its revenue in the country by the end of the decade. The Group intends to achieve this growth in the automotive sector and in other forms of mobility, including trucks and rail.

OPmobility in the United States

12 plants

6 R&D centers

3,300 employees

16% of revenue

89%

increase in GDP per capita in the United States, between 2014 and 2024, compared to +46% in Europe

QUESTIONS FOR...

YOUSSEF SOUIBA

Executive Vice President
of OPmobility, President
of the C-Power Business Group

What impact is electrification having on the Group's C-Power activity in the United States?

By 2030, electric vehicle penetration should reach 30%; this leaves a significant market share for combustion engines. At a time when our customers are reducing their gasoline engine engineering teams or redeploying them to focus on electric vehicles, we continue to offer a core range of key expertise in combustion engines which our customers are going to need.
As such, we are ready to continue equipping thermal vehicles, including hybrid vehicles, while also targeting the electric market, via our e-Power battery activity.

"The combustion engine market still offers opportunities which we are ready to seize."

Are there any other opportunities?

Of course! The market is transforming and we are adapting, as we always have. For example, to equip hybrid vehicles, we are working on new concepts to create innovative pressurized tanks which are lighter and more competitive. And, to provide further opportunities for our manufacturing sites, we have also begun to diversify into new products, such as recreational vehicles, quads and underwater scooters, which operate with gasoline tanks. By 2027, this market alone will account for 500,000 vehicles.

In Austin, manufacturing excellence for the electric mobility sector

In 2024, OPmobility marked a major milestone in its American development with the opening of its first plant in Austin, Texas. This new module assembly plant was opened to fulfill a long-standing order with a major American player in electric mobility. Built in just a few months, the Texan site has already produced 100,000 modules since September 2023. With a capacity of 2.5 million modules (1.5 million front-end modules and 1 million cockpit modules) and more than 400 employees as of 2025, it will soon become the Group's largest plant in terms of revenue, expanding its activities to produce exterior body parts, such as tailgates.

STRATEGIC PILLAR #3

DIVERSIFYING our customer portfolio

In a mobility market undergoing a radical transformation, new players are emerging, notably in North America and Asia, and new opportunities are arising, particularly when it comes to decarbonized heavy and public mobility. OPmobility's third strategic pillar is focused on expanding the Group's customer portfolio to meet all mobility needs.

Today, long-standing manufacturers account for half of OPmobility's revenue. In a rapidly changing automotive market, the Group is implementing a strategy to provide an agile response to very wide-ranging customer needs. The challenge? Maintaining and developing our existing portfolio, while adapting our products and services to new players, particularly in North America and China, which are much more vertically integrated and which drive us to innovate, both in terms of our technologies and our practices. Moreover, OPmobility is looking beyond the automotive world to heavy mobility players, including leaders like Alstom and Siemens, and is developing battery electric and hydrogen solutions to support the sustainable transition of trains, tramways, trucks and buses.

OPmobility's strategy, focused on 3 pillars, including customer portfolio diversification, presented in relation to the Group's annual results in 2024, by Laurent Favre.

NEED TO KNOW

A strong portfolio of long-standing customers

Increased customer diversification, including electric vehicle players in the United States and China

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Development in heavy, public and commercial mobility (trucks, buses and trains)

In July 2024, Stadler chose OPmobility to equip its first hydrogen trains in Europe. This major contract, signed with one of the world's leading rail manufacturers, confirms OPmobility's technology leadership in a growth sector.

LEADING RAIL COMPANIES ARE CHOOSING OPMOBILITY'S HYDROGEN SOLUTIONS

The challenge of decarbonizing rail transport

Today, a large proportion of the world's rail networks are not electrified, including 95% of lines in the United States, 40% in Europe and 28% in China. At present, diesel-powered trains operate on these lines.

To decarbonize rail transport, operators are increasingly turning to hydrogen trains. Compatible with all kinds of lines, hydrogen trains do not require significant investments in infrastructure. And with considerable range and short refueling times, these trains are a powerful boost to the energy transition and offer major growth potential.

OPmobility and hydrogen

15 Stadler trains equipped by 2025

8 350 bar high-pressure storage systems per train, equivalent to **185 kg** of on-board hydrogen

H_2

The latest trends and innovations at OPmobility in the rail market, presented at InnoTrans 2024.

Combining energy storage and generation

In July 2024, OPmobility signed a contract with Stadler to equip 15 hydrogen-powered trains for use on regional lines in Italy. As a pioneer in hydrogen technologies, operating across the value chain of this energy source, the Group will also be responsible for the development and industrial production of 350 bar high-pressure hydrogen storage systems and 150 kW fuel cell systems. Featuring an optimized design, these compact systems include *NM12 Twin* fuel cell stacks from the joint venture EKPO[1]. To power the trains' electric motors, they will instantly generate electricity from hydrogen stored in the tanks and oxygen in the air. What's more, these hard-wearing systems will stand up to intensive use. This is just the beginning: in addition to the 15 trains which will be equipped by 2025, OPmobility plans to expand its deliveries in the coming years. With a strong order book and increased manufacturing capacity in Europe and Asia, we are ready to respond to our customers' growing needs which will characterize the transformations which lie ahead.

(1) EKPO Fuel Cell Technologies is a joint venture between ElringKlinger (60%) and OPmobility (40%).

OPmobility hydrogen systems on board Chinese tramways

With its joint venture PO-Rein, OPmobility signed a contract in 2024 with the world's leading railway manufacturer, CRRC (China Railway Rolling Stock Corporation Limited), becoming the first technology partner to sell its high-pressure storage technology for rail mobility. The contract covers the delivery and commissioning of 76 type 4 high-pressure storage systems, a leading technology in terms of quality and performance. These systems will be used in the latest-generation smart tramways which provide public transport in the city of Kuching in Malaysia. These autonomous tramways can transport more than 300 passengers and do not require any specific infrastructure: they follow a route defined by a virtual track on the ground. Hydrogen-powered, they take just 10 minutes to refuel, have a range of 245 kilometers and can reach a top speed of 70 km/hour.

Tomorrow's mobility will be sustainable. In 2022, OPmobility merged its People and Sustainability departments, recognizing that new generations – from employees and customers to consumers and citizens – expect companies to take greater social, societal and environmental responsibility. As a company which is committed to and a firm believer in decarbonization, OPmobility works closely with its stakeholders and its employees.

COMMITTED TO THE FUTURE OF MOBILITY

A COLLECTIVE COMMITMENT to ambitious sustainable development targets

OPmobility has organized its various commitments within a global program, ACT FOR ALL, which is central to the Group's performance and excellence. Designed to engage all stakeholders, this ambitious program is based around 3 strategic pillars: Act for People, Act for Planet and Act Responsibly. Performance indicators are monitored regularly and assessed annually, reflecting the Group's social, societal and environmental ambitions.

OPmobility takes an active role to help its employees and its stakeholders

Safety, diversity and equal opportunities are priorities for the Group and it is committed to protecting the health and working conditions of its employees. This is reflected in various initiatives, including Top Safety Visits, which are key opportunities to talk with employees about their workstations to help identify potential inherent risks, and the 6 non-negotiables (6 essential safety rules). OPmobility is also committed to promoting diversity within its teams, including the recruitment of more young people and women. Lastly, the Group actively supports initiatives which benefit local communities; in December 2024, it provided financial support for the rebuilding of two schools in Valencia, Spain, after devastating local floods.

The Fr2[1] is 0.56[2]

148 OPmobility sites reported zero accidents in 2024

+1,200 interns and apprentices

Recognition for ESG initiatives

A
Best score for the second year in a row

OPmobility is a responsible company

As a responsible and locally involved company, OPmobility focuses on the fundamentals of ethics, human rights, the fight against corruption, a Code of Conduct and responsible procurement.

E-learning about the Code of Conduct

E-learning about anti-corruption

OPmobility is committed to preserving the planet for future generations

OPmobility strives to reduce the environmental impact of its activities by implementing its roadmap to carbon neutrality and its Top Planet program. This includes improving the energy efficiency of its sites and producing and purchasing renewable energy. In 2024, OPmobility also launched its ACT FOR ALL Climate School, an internal training program on climate issues. In addition, the Group works actively to preserve biodiversity and ensure the environmentally friendly design and recyclability of its products.

900 employees completed ACT FOR ALL Climate School training in 2024

82/100
Among the top 1% of companies assessed

AA
Among the sector's top 10%

C+
Among the sector's leaders

(1) Accident frequency rate with and without lost time. In number of accidents per million hours worked.
(2) All entities and joint ventures.

DECARBONIZATION, ambitious objectives and a clear roadmap

Mobility produces more than 20% of global CO_2 emissions. OPmobility has a long-standing commitment to the proactive decarbonization of all its activities. Having set itself ambitious targets, the Group is continuing its efforts, balancing the challenges of transformation and the need to remain competitive, while involving all its stakeholders in this transition.

OPmobility aims to be carbon neutral across its entire value chain by 2050.

OUR OBJECTIVES

SCOPES 1 & 2
Emissions from our operations and energy procurement

NEUTRAL IN 2025
(excluding Lighting acquisition)

SCOPE 3
Upstream and downstream emissions

−30% IN 2030[1]

Scopes 1, 2 & 3:
COMMITTED TO NET ZERO IN 2050

Our objectives approved by

SCIENCE BASED TARGETS

and aligned with

BUSINESS AMBITION FOR 1.5°C

(1) Vs 2019.

Scopes 1 & 2 emissions, which cover OPmobility's activities and for which the Group is directly responsible, account for approximately 1% of its CO_2 emissions. The objective? Reducing the use of fossil fuel energy with green energy and offsetting residual emissions. To do this, the Group's sites are working to improve their energy efficiency and produce renewable energy. Green energy supply contracts (PPAs[1], VPPAs[2] and certificates) supplement our sites' decarbonized electricity requirements.
Residual emissions are offset by carbon credits from certified projects. The Group's sites are committed to optimizing their processes; when possible, a part of the gas system is converted to an electric system. Sites can use self-generated renewable energy (solar or wind turbines) or purchase renewable electricity under long-term energy supply agreements, including PPAs.

22% improvement in energy efficiency vs 2019

35 OPmobility sites with solar panels or wind turbines

(1) Power Purchase Agreement.
(2) Virtual Power Purchase Agreement.

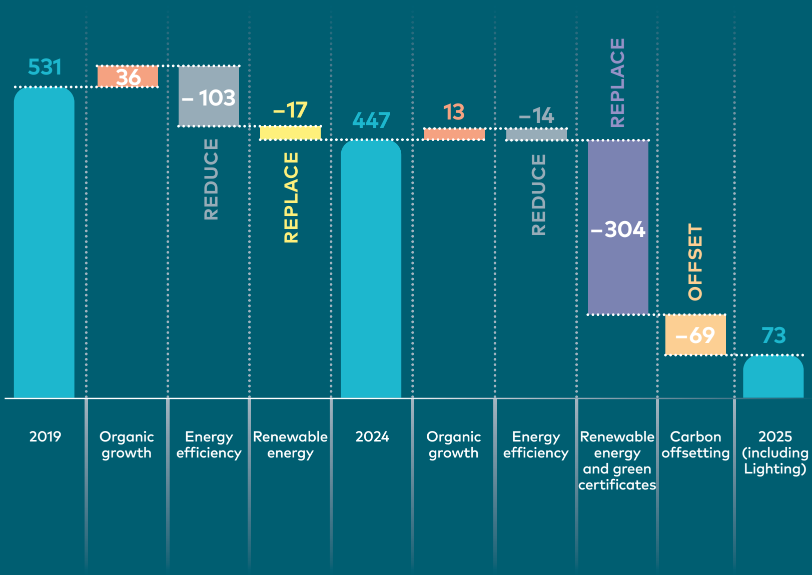
5,395 suppliers accounting for **95%** of OPmobility's revenue

Scope 3 emissions comprise upstream and downstream activities: upstream activities, including suppliers and the logistics chain, account for 12% of OPmobility's CO_2 emissions. Downstream activities, which cover emissions during product use and end-of-life, account for 87% of emissions.
With regard to upstream activities, OPmobility has provided training for its suppliers on the issues around decarbonization and is committed to helping them decarbonize their activities.
In 2024, 270 measures were identified to reduce the carbon footprint of the Group's suppliers.
OPmobility's product strategy is to equip a growing number of low-carbon vehicles, which contributes to lower CO_2 emissions during their use. The Group's solutions for lighter, more aerodynamic and recyclable parts also contribute to the reduction of scope 3 emissions from downstream activities.

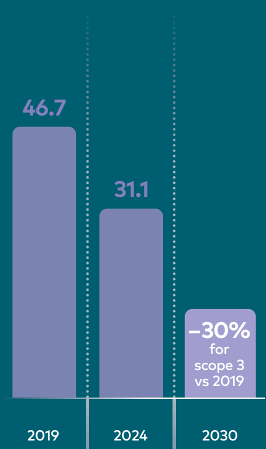
Digitalization, certification, sharing best practices, innovation and circularity: the cornerstones of the Group's sustainable performance

By implementing advanced digital solutions on its sites, OPmobility can accurately measure its energy consumption and constantly optimize performance. The Group is also actively working towards ISO 50001 certification which will ensure more efficient energy management and reduce the environmental impact of its plants.
Sharing best practices plays a vital role in the transformation's acceleration. By pooling skills, expertise and innovations and by promoting a collaborative approach, the Group is accelerating the implementation of efficient solutions for a more sustainable industry.
The Group's committed approach is also reflected in the design of its products. Vehicle aerodynamics are directly influenced by the parts used, particularly bumpers and tailgates. OPmobility has also integrated the circular economy into its activities by exploring the reuse of automotive plastics from end-of-life vehicles.

SCOPES 1 & 2
Roadmap implementation 2019-2025
— In ktCO_2e



SCOPE 3
Roadmap implementation 2019-2030
— In MtCO_2e



AN OPTIMAL workplace environment

In the constantly changing mobility sector, the commitment and motivation of the Group's talented workforce are vital to ensure the success of its growth strategy. OPmobility has developed an ambitious Human Resources policy for its 38,900 employees.

People and Culture: the values at the heart of our corporate culture

As a family-owned company for 80 years, OPmobility has developed a strong corporate culture which the Group shares with all its employees, all over the world.
In 2023, the Group defined its Leadership Model, based on OPmobility's corporate culture and DNA. Organized around core skills and directly inspired by our corporate values, the Leadership Model was rolled out in 2024 among leaders and all managers and engineers.

An average of 20 hours of training per year and per employee

25% female engineers and managers

31% women in the Group's workforce

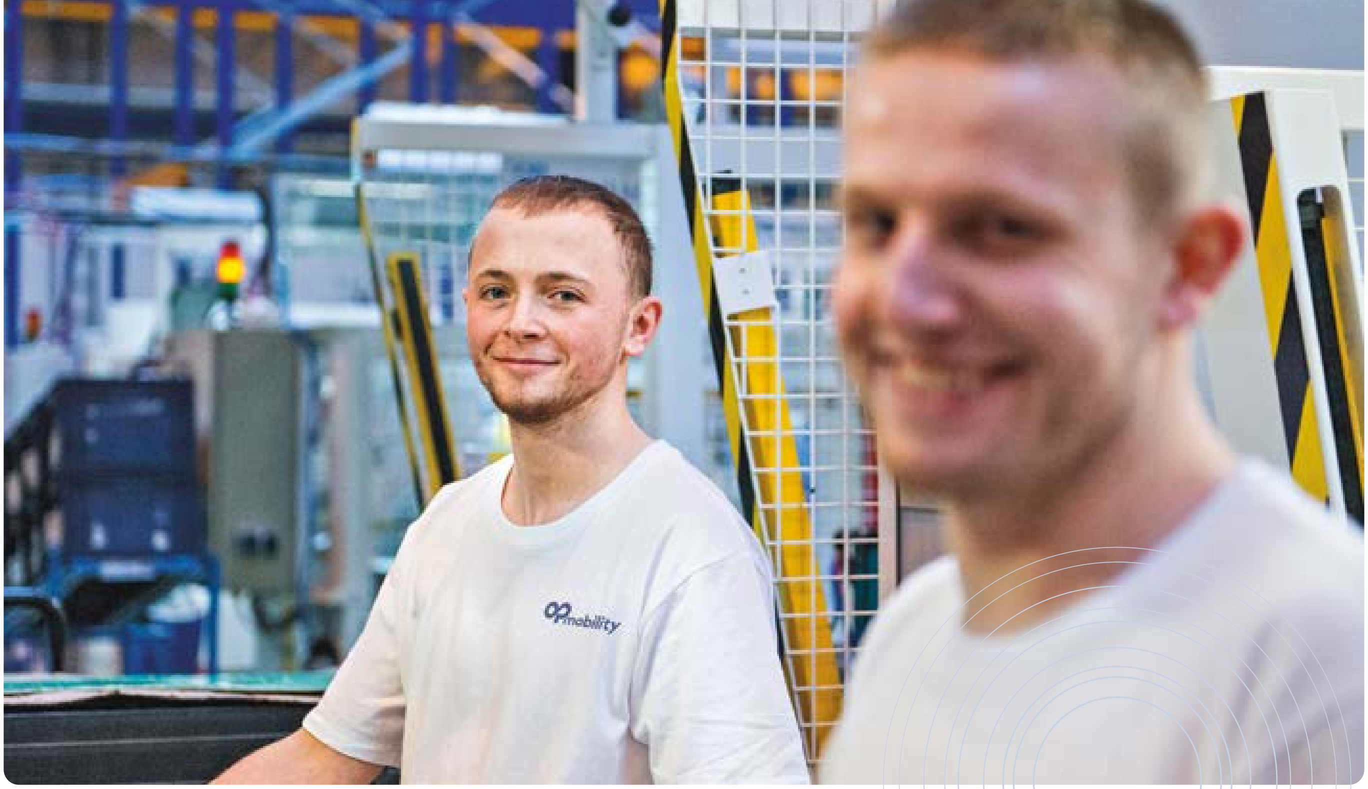
1,288 interns, apprentices and VIE

Human Resources: business partners

In the rapidly changing mobility sector, the Group's Human Resources teams work closely with our 4 Business Groups. This proximity to operational activities facilitates the development of rewarding career opportunities and makes it possible to anticipate the Group's future needs for skills, particularly when it comes to Artificial Intelligence and software. OPmobility has laid the foundations for its OPUniversity, organized around two main areas of focus: professions and departments on the one hand and geographic regions on the other, with OPUniversity sites planned in America, Europe and Asia.

Powerful values behind our purpose

- We are passionate about what we do
- We feel responsible for future generations
- We dream big and deliver
- We trust each other
- We take risks to explore new opportunities



An employee experience which builds loyalty

OPmobility offers its employees a unique experience, providing long-term skills development opportunities throughout their careers. On arrival, new employees are given a personalized digital induction. To encourage internal mobility, the Group standardizes job descriptions to facilitate career changes between its 4 Business Groups. The Group also offers attractive compensation and benefits, including its Group-wide maternity and parental leave policy. The maternity leave policy provides for a minimum of 16 weeks, while the parental leave policy provides for 5 weeks more than applicable local regulations.

923
employees recruited in 2024

35%
internal mobility

An average of 9.5 years of service

Digitalization and pooled resources to improve efficiency

Digitalization ensures the rapid and robust homogenization of relevant data for the Group's Human Resources teams, as they focus on front-line issues and employee needs.
In addition, the Group has developed programs to centralize its support functions at national and regional levels for a cross-functional approach to benefit the Business Groups. When it comes to key areas such as training and recruitment, on-site Human Resources teams are therefore supported by regional expertise hubs.

SUPPORTING our workforce

International careers, skills development, diversity at all levels of the organization... OPmobility supports its workforce throughout their careers.

"OPmobility's CHARGER program is an excellent training course which is preparing me for future managerial roles."

Sébastien Courtois
Sales Manager,
H_2-Power, France

Having started at OPmobility in January 2018, I joined H_2-Power, the hydrogen-focused Business Group, as a Sales Manager in 2022. As a team, we develop hydrogen storage and conversion activities for several mobility applications, including buses, tow tractors and trains. I was delighted to join the CHARGER program, a training course which prepares managers for senior positions. The program is very diverse and comprehensive: leadership, management, finance, communication, personal development and more. We covered a wide range of the company's different roles. Thanks to the program's unique exercises, I've strengthened my managerial skills, improved my ability to take a step back in complex situations and significantly expanded my internal network. All these insights and skills will help me better understand the intrinsic challenges of tomorrow's mobility."

Maïlys Le Tinier
CAPEX Buyer
in VIE, C-Power,
United States

In May 2024, I moved to Detroit in the United States to work as a CAPEX Buyer for the C-Power Business Group. I had thought about working abroad for several years: in the United States, I work in a genuinely multicultural environment, alongside colleagues from Argentina, Mexico, Brazil and Canada. Working near Detroit, the heartland of the automotive industry, is an incredible adventure for me as a buyer: purchasing processes are vital in what is an extremely dynamic automotive sector. Today, it's my job to purchase the production machinery needed to manufacture fuel tanks in our American plants. In the future, I would be open to another role abroad, probably in Mexico!"

"My time in America has helped me grow professionally and broadened my horizons."

Emma Jones
Quality Director,
Exterior & Lighting,
United Kingdom

I began working as a quality engineer before being promoted to Quality Director for Western Europe for the Exterior & Lighting Business Group. In practice, my role involves overseeing the quality of our operations, development and supply in several countries. I spent the last six years working for OPmobility in France, before returning to the United Kingdom, where I'm from. At every stage of my career, I've seen how our teams' diversity has enabled us to identify risks much more accurately and make the right decisions as a result. That's absolutely vital in our industry, given the way in which mobility is transforming in response to the challenges of climate change."

"Together, diversity makes us more efficient because it encourages creativity and opens up new perspectives."

Emma Jones
Quality Director,
Exterior & Lighting,
United Kingdom

Rafael Sanjurjo
Project Manager,
C-Power, Spain

I'm a project manager at the Arevalo plant in Spain and I've spent my entire career at OPmobility: 29 years in total. When I look back on the last 29 years, I realize how deeply I care about this Group: it has helped me grow professionally and supported me through the different stages of my career within the C-Power and Exterior Business Groups. Innovation and agility are probably the two words which best describe OPmobility. They enable us to implement innovative projects, such as the installation of solar panels here at our plant, a team project I'm particularly proud of."

"A 29-year career at OPmobility... dedicated to innovation and excellence."

2. Risk factors and management

AFR

2.1 Main risk factors

OPmobility SE has reviewed and assessed the risks that could have an adverse effect on its business, financial position, results or reputation. These risks have been assessed based on the probability of occurrence and their estimated impact (after taking into account the mitigation measures implemented by OPmobility SE for these risks). In accordance with regulations, only those risks that are both significant and specific to OPmobility SE are described below. The table below classifies these risks by category and indicates their importance (high or moderate) based on their assessment.

Risk categories	Risk factors	Importance	Non-financial risk
Operational risks	Automotive programs	●●●	
	Quality of products and services sold	●●●	✓
	Shortage of raw materials or components	●●●	
	Health, Safety and Environment	●●	✓
	Information Technology	●●	✓
Strategic risks	Impact of climate change on the business model	●●●	✓
	Innovation	●●●	
	External growth transactions	●●●	
Credit and/or Counterparty risks	Customers	●●●	
	Trade payables	●●	✓
Market risks	Inflation	●●	
Legal risks	Business ethics	●●	✓
	Intellectual property	●●	

●●● High ●● Moderate ● Low

Non-financial risks are also described in chapter 4 "Sustainability Statement." An identical structure is used to describe each risk: description of the risk, policies and procedures put in place to mitigate the risk and publication of key performance indicators.

Operational risks

Risk related to automotive programs ●●●

Identification of risk

Each automotive program has risks which could reduce its profitability from that initially expected. The risk relates particularly to programs that incorporate product innovations or which implement new industrial processes. This risk is increased for programs whose launch coincides with the start of a new plant. These uncertainties may require OPmobility SE to invest and/or spend more than initially forecast in order to reach the rates and quality levels required by the customer.

In addition, each automotive program is subject to risks in terms of manufacturing volumes, which depend on a wide range of factors, some of which are regional in nature, such as economic activity, carmaker production strategy, consumer access to credit and the regulatory environment, but also on factors specific to each vehicle, such as the attractiveness of their design.

Ultimately, every automotive program is exposed to the risk of disruption of carmaker's demand, of variable duration. This disruption may be the result of hazards specific to the carmaker (fire in one of its plants, shutdown of the carmaker's plant due to a strike, etc.) or external hazards (pandemic or natural disaster affecting one or more plants of a carmaker). This disruption can also result from a similar hazard that would impact a supplier of components used in the manufacture of a vehicle, which could thus force the carmaker to permanently stop its production line for lack of components.

Risk management

OPmobility SE's commitment to diversifying its operations and increasing the number of automotive programs represents a key component of its strategic vision that significantly reduces exposure to geographic and other risks.

OPmobility SE has five main distinct product families and serves the majority of global carmakers. Its customer portfolio is diversifying, with new players in heavy and industrial (off-road) mobility. It continues to diversify its exposure to worldwide automotive production markets, with its activities spread across 28 countries globally and with the production launch of a large number of new programs each year (159 in 2024).

In terms of commitments, all new projects are subject to a highly detailed approval process. The largest projects must be authorized by OPmobility SE's Senior Executives. Once a project has been accepted, a structured operational and financial monitoring system is set up to track it.

Risks related to the quality of products and services sold ●●●

Identification of risks

OPmobility SE is exposed to the risk of warranty and liability claims from customers in respect of the products and services sold. This is particularly the case for the C-Power business group and the Lighting business group, most of whose products are sold to carmakers in the "safety parts" category. OPmobility SE is also exposed to the risk of third-party product and service liability claims. In terms of risk related to the quality of the products and services sold, OPmobility SE implements a policy described in chapter 4 "Sustainability Statement."

Risk management

In terms of product and process quality, the Group's activities have set up dedicated organizations and processes according to models that have been prevalent for many years in the automotive industry. These organizations and processes aim to prevent, identify and correct quality problems as soon as they occur. The robustness and efficiency of these organizations and processes are checked by annual internal audits and regular customer audits. They are also covered by a certification IATF 16949 certification procedure for all of the Group's plants and development centers.

These risks fall into the area of contractual liability and are covered by specific insurance policies.

Risk of shortage of raw materials or components ●●●

Identification of risk

The global automotive industry may be impacted by a long-term shortage of certain raw materials or components that are widely used for the production of sub-assemblies required for vehicle assembly by carmakers. This shortage, like that affecting semiconductors from the 2nd quarter of 2021, may lead to a significant and lasting decline in the activity of carmakers on a large number of vehicle models, and consequently, in the activity of equipment manufacturers. This decline in activity may have a significant impact on OPmobility SE's revenue, results and cash position.

Risk management

Faced with this type of situation, the Group is able to immediately implement significant expenditure reduction plans in order to limit the impact on its results and cash position. These plans are based in particular on the partial unemployment schemes that exist in most of the countries where the Group operates and on the non-renewal of temporary employees' contracts. However, these workforce adjustments may be hampered by a lack of visibility on the short-term business of customers following any production stoppages (stop & go). In addition to reducing expenses, the Group is in a position to enter into commercial negotiations with manufacturers in order to obtain financial compensation at least in part.

Risks related to health, safety and the environment ●●

Identification of risks

In the areas of health, safety and the environment, OPmobility SE's sites are exposed to:

- risks related to working conditions;
- health risks;
- risks related to environmental damage;
- risks related to the strengthening or changes in regulatory requirements.

A lack of anticipation to mitigate these risks could result in harm to individuals, the Group's image, or additional costs, and lead to possible sanctions.

Risk management

In terms of health, safety and the environment, OPmobility SE implements a policy described in chapter 4 "Sustainability Statement." Rolled out worldwide, this policy is based on a shared vision, a structured management system, regular reporting and an ongoing certification program.

This policy is overseen by OPmobility SE's Executive Committee, based on specific monthly reporting that shows the performance of each subsidiary. A dedicated organization comprised of front-line health, safety and environment (HSE) managers is responsible for supporting and coordinating its deployment.

This network of experts is led by OPmobility SE's People and Sustainability Department, backed functionally by central HSE Directors at business group level. Final responsibility for managing health, safety and environment risks lies with the activities Chief Executive Officers.

Ongoing corrective and improvement action plans have been introduced and included in the programs to obtain ISO 14001 and ISO 45001 certification for industrial facilities. These action plans encourage the widespread sharing of best practices within the Group's activities. They also include training on ergonomics, the man-machine interface and the tools of the in-house Top Safety program and bringing machinery and equipment into compliance.

Risks related to information technology ●●

Identification of risk

The day-to-day activity of OPmobility SE's operational functions (Research and Development, Production, Purchasing, Logistics, Commercial, etc.) and support functions (Finance, Human Resources, Legal, etc.) is highly dependent on the smooth running of the information systems used in these functions. This activity could be affected by the unavailability of critical information systems, mainly due to system breakdown, communication networks failure, damage to infrastructure or malicious actions carried out internally or externally.

Risk management

The Information Systems Department has implemented a systems standardization and consolidation approach, and is constantly upgrading IT and network production infrastructures, business applications and workstation services. Management pays special attention to the incorporation of new technologies and to the availability and integrity of Company data.

The security of technical systems, applications and networks is addressed at the outset of projects. It is constantly monitored and regularly audited.

Strategic risks

Risk related to the impact of climate change on the Company's business model (no mitigation of climate change) ●●●

Identification of risk

OPmobility SE, as an industrial group operating in the automotive sector, is strongly impacted by the challenges of climate change. In accordance with the expectations of all stakeholders and in order to preserve and develop its business model, the Group must drastically reduce its environmental impact across its entire value chain by aiming for a long-term objective of carbon neutrality. Failure to meet these objectives would expose the Group to consequences such as the loss of customers and markets, difficulties in obtaining financing for the development of its projects, and a significant increase in taxes linked to carbon emissions.

This topic is described in more detail in chapter 4 "Sustainability Statement."

Risk management

The Group has set itself the objective of carbon neutrality for its own activities (scope 1 and 2) by 2025 and a target of 30% reduction (vs. 2019) in all its scope 3 CO_2 emissions by 2030 (including those related to the use of products sold), as well as the objective of carbon neutrality across its entire value chain (scopes 1, 2 and 3) by 2050.

To achieve these goals, OPmobility is rolling out its roadmap operationally through its ACT FOR ALL™ program. This includes:

- development of solutions and products to support the energy transition and the reduction of the carbon footprint of manufacturers (weight reduction, aerodynamics and electrification of vehicles, in particular through the development of the hydrogen sector);
- optimization of the carbon footprint of OPmobility sites (energy efficiency program and use of renewable energy);
- integration of a growing share of recycled materials in the Group's production;
- collaboration with stakeholders to reduce the carbon impact of products across the entire value chain by prioritizing the circular economy and eco-design.

The *Risk related to the impact of climate change on the Company's business model*, together with the policies and procedures put in place to mitigate it, are described in chapter 4 "Sustainability Statement." This description is accompanied by the publication of key performance indicators.

Risk related to innovation and change in the technological environment ●●●

Identification of risk

The Company's development is based on its ability to anticipate technological and regulatory developments, as well as to adjust its strategy in the face of significant changes and disruptions in the automotive sector. This highly competitive industrial sector is marked by rapid technological change. The occurrence of technological acceleration in the market or difficulties encountered in the internal development of new technologies could hinder OPmobility SE's ability to seize opportunities related to technological breakthroughs, thus impacting its competitive position, growth and profitability.

Risk management

To meet customer demand and maintain its technological advantage, OPmobility SE is continually adjusting its product and system offering. Its Research and Development policy is based on anticipation, integration, localization, collaboration and focus on customer needs. It leverages a technological development process based on the analysis of major societal trends and long-term market expectations. Technological development areas are integrated into innovation roadmaps reviewed by the Group's Executive Committee and the Board of Directors.

OPmobility SE's open innovation approach builds on the creation of an ecosystem with numerous collaborations, particularly with the academic world, laboratories, start-ups and other major industrial groups. Strategic operations were carried out to support this value creation model. The order intake recorded in recent years confirms the success of the Group's innovations.

Risk related to external growth transactions ●●●

Identification of risk

OPmobility SE periodically carries out external growth transactions through acquisitions or partnerships that may be of a significant size across the Group.

These transactions are decided on the basis of assumptions, notably, objectives of market growth, synergies and future results, which may not be achieved in the timescales or to the extent initially expected.

In 2024, OPmobility SE did not carry out any major partnership transactions.

In particular, OPmobility SE could encounter difficulties in integrating the companies acquired, their technologies and product ranges, as well as integrating and retaining their employees. It may also be unable to retain or develop strategic clients of the acquired companies.

Risk management

OPmobility SE takes great care to put dedicated resources in place to oversee partnerships or integrate acquired companies and sets detailed objectives for these, broken down into action plans. Particular attention is given to the swift implementation of OPmobility's systems in acquired entities, in order to effectively manage these action plans and measure the achievement of objectives.

Credit and/or counterparty risks

Customer risk ●●●

Identification of risk

Due to its business as an automotive supplier, OPmobility SE has a limited number of customers and cannot rule out the possibility that one of its customers might find itself in financial difficulty, thus preventing it from respecting certain commitments.

Risk management

The balanced division of revenue by carmaker has improved in recent years.

In all the Group's businesses, review procedures are carried out before any response to calls for tender, in particular to ensure a balanced portfolio of customer receivables, in line with a target profile defined and continually monitored by OPmobility SE's Senior Executives.

In terms of risk management, the Group's activities have set up structured customer risk monitoring and debt collection processes.

As of December 31, 2024 the risk of non-recovery was low and involved only a non-material amount of receivables more than twelve months past due (see section 5.2 "Consolidated financial statements at December 31, 2024" of this document – Note 6.3.1.1 to the consolidated financial statements).

Risks related to suppliers ●●

Identification of risk

Default by a major supplier, in particular a supplier of specific components for which rapid substitution is difficult, given the work and time necessary to approve a new supplier, could disrupt OPmobility SE's production. This default could also generate additional investments or costs impacting OPmobility SE's operating margin. The principal default scenarios are a supplier's bankruptcy, a supplier's failure to meet quality specifications, a raw material or component shortage, or even a fire, natural disaster, strike or pandemic, which could impact a supplier's plant, causing reductions or disruption to its production over the long term.

Risk management

With a view to reducing these risks, all suppliers of specific automotive components must be accredited according to meticulously defined operational, financial and non-financial criteria. The *Responsible purchasing/supplier* risk is described in chapter 4 "Sustainability Statement." It contains the various policies and procedures put in place to mitigate this risk as well as the publication of key performance indicators.

For approved suppliers, these criteria are then regularly monitored by the Purchasing and Quality Departments. At-risk suppliers are subject to special monitoring and, when necessary, safety stocks are put in place.

Lastly, Operational departments are especially vigilant in this area. They focus on effectively anticipating and managing breakdowns in the supply chain that, while infrequent, can ultimately develop rapidly.

In 2024, OPmobility SE had no major supplier failures that had a significant impact on its own operations or those of its customers.

Market risks

Disclosures about market risks are also provided in the notes to the consolidated financial statements.

Inflation risk ●●●

Identification of risk

OPmobility SE's business requires the purchase of large quantities of raw materials (plastics and paints), the purchase of energy (electricity and gas) and the purchase of logistics services (often indexed to the price of petroleum). These purchases are subject to market price fluctuations and could impact the Group's operating margin and cash position.

OPmobility SE's production activity requires a high level of industrial labor in its plants and could face significant wage increases in countries where wages are indexed to inflation.

Risk management

To limit the impact of price fluctuations, OPmobility SE has implemented at least partial price indexation clauses with most of its customers or, failing that, regularly renegotiates selling prices. In addition, OPmobility SE has set up, at the level of its Senior Executives and its Finance Department, a detailed and comprehensive monitoring of price changes so that the sales and purchasing teams of the business groups carry out regular negotiations with customers and suppliers.

Legal risks

OPmobility SE's central Legal Affairs Department is supported, as needed, by local advisors and a network of correspondents in the main countries. This Department helps Operational and Functional departments, in all their on-going and exceptional operations, to prevent, anticipate and manage legal risks relating to the activities, as well as being responsible for claims and litigation.

At the date of this report, there is no dispute or lawsuit and no governmental, legal or arbitration proceeding (including all proceedings of which OPmobility SE is aware, which are pending or threatened) that might have, or has had during the past twelve months, a negative material effect on the financial position or profitability of the OPmobility SE Group.

Risk related to business ethics ●●

Identification of risk

This risk covers several topics such as fraud, corruption, conflicts of interest, insider trading or anticompetitive practices. It may concern isolated acts that do not comply with the regulations in force or the Company's internal policies and procedures, which could then see the Company exposed to financial sanctions by the authorities and its image tarnished. Although the Group has established bodies, codes, policies and procedures, training and controls, it cannot guarantee that standards are not violated.

Risk management

OPmobility SE's ethics commitments are formalized in a detailed Code of Conduct, applicable to all Company employees, illustrated with concrete examples. Each new employee is made aware of this Code, which is accessible on the Group's intranet and websites. All employees must respect the Code of Conduct and contribute to its dissemination. The Group also has a risk mapping, a Code of Conduct relating to compliance with the rules of competition law, a stock market ethics charter, a set of policies and procedures, and online and in-person training programs, in particular for the most exposed people according to the risk mapping, and a whistleblowing system. First, second and third level controls ensure compliance with the system. The Company's management bodies and a network of compliance correspondents help to raise awareness among all employees.

Business ethics and tax avoidance risk is described in chapter 4 "Sustainability Statement."

Risks related to intellectual property

Identification of risk

OPmobility SE's growth mainly depends on its capacity for innovation. OPmobility SE is exposed to a risk of misappropriation of know-how, as both a victim and an offender, which may be challenged.

Risk management

In the areas of Research and Development, OPmobility SE has implemented a structured approach of monitoring and investigating prior claims, enabling it to manage and protect its intellectual property rights. Extensive policies have been established in respect of patent filings for the innovations that result from Research and Development. Despite the measures taken, including research into prior claims, OPmobility SE cannot rule out the possibility of prior intellectual property claims and of the risks of litigation that might result.

Insurance and risk coverage

OPmobility SE has put in place a global program of insurance benefiting all the subsidiaries in which it has a majority interest. This program is coupled with local coverage in all countries where the Company is located. The program is intended to cover the main risks that can affect its activities, results or assets and includes:

- property, casualty and business interruption insurance;
- operating and product liability insurance;
- environmental liability insurance; and
- insurance against specific risks such as shipping, travel, vehicles, etc.

The levels of coverage and the insured amounts are appropriate for the types of risk insured and take into account conditions in the insurance market.

2.2 Internal control procedures and risk management

Objectives of the Company concerning internal control and risk management

Definition and objectives of internal control and risk management

Internal control and risk management are the responsibility of Senior Executives and require the involvement of all stakeholders in the Company, in accordance with the tasks assigned to them. OPmobility SE's internal control and risk management systems are designed to ensure:

- compliance with applicable laws and regulations;
- effective and controlled implementation of guidelines and objectives set by Senior Executives, particularly with regard to risk;
- the smooth running of OPmobility SE's internal processes, particularly those relating to the safeguarding of the Group's assets in the broadest sense;
- the reliability of financial information;
- the commitment of Company employees to shared values and a shared vision of the risks they are helping to control.

Internal control and risk management systems play a critical role in the management of OPmobility SE's activities. However, they cannot provide an absolute assurance that the Company's objectives will be achieved or that all risks will be eliminated.

OPmobility SE works to strengthen its internal control and risk management systems as part of a continuous improvement process that relies in particular on the Implementation Guide to the Reference Framework of the French Financial Markets Authority (AMF - *Autorité des Marchés Financiers*).

Scope of this report

This report describes OPmobility SE's internal control system. It describes in particular the procedures intended to guarantee the reliability of the consolidated financial statements and the Company's control over entities in which it has a majority interest.

OPmobility SE regularly reviews and assesses the operations of significant investments over which it exercises joint control, and uses all of its influence to ensure that these entities comply with its internal control requirements.

Summary description of the internal control and risk management system

General organization

OPmobility SE is made up of five business groups: Exterior, C-Power, Modules, H2-Power and Lighting.

Under the supervision and control of OPmobility SE's Senior Executives, these five business groups have independent responsibility for implementing the means and resources necessary to achieve the targets set in their annual budgets validated by Senior Executives.

Organization of the internal control and risk management system

The internal control and risk management system within the Group is based partly upon compliance with the rules and principles of its Internal Control Framework. This system is also based on the use of procedures enabling it to continuously improve the management of the main risks it may face.

The organization of the system involves all Company employees. However, its oversight and controls are performed by the following 7 key functions:

- the Senior Executives, the Risk Management Department and the Internal Control and Compliance Committee, which monitor the system;
- the Operational departments of each activity, the central functional departments and the Internal Audit Department, which represent three distinct levels of control;
- the Board of Directors.

The Senior Executives of OPmobility SE set the guidelines for organizing and running the internal control and risk management system.

They are assisted in this task by the Executive Committee, which has management and decision-making powers with regard to the Company's business. It is composed of the Chief Executive Officer, Managing Director, Chief Operating Officer and Purchasing Performance Director, Chief Financial Officer, Corporate Secretary and Legal Director and Chairwoman of the Internal Control and Compliance Committee, People and Sustainability Director, Innovation Director and the Chief Executive Officers of the activities. It meets once a month to review the Group's business performance and recent developments, analyze the Group's position and to discuss its outlook. It addresses cross-business issues such as Group sales and marketing, organization, investment, legal and human resources issues, health, safety and the environment, Research and Development, mergers and acquisitions, and financing. Each month, it analyzes the results and balance sheets of all activities and subsidiaries, including trends in respect of capital expenditure and working capital compared with the prior year's position and monthly budget projections. It also reviews three-month forecasts for the consolidated income statement and balance sheet and plays a proactive role in steering the Group's management. It also validates updates of current-year forecasts. It analyzes the multi-year strategic plans for the business groups and the Group annually. These plans are then used in preparing the budget, which is definitively adopted in November each year.

The internal control framework

The cornerstone of OPmobility SE's internal control system is its Internal Control Framework, which sets out the rules and principles applicable to the companies it controls. It comprises a Code of Conduct, the Group's Internal Control Rules and Procedures and an Accounting and Financial Procedures Handbook.

The Code of Conduct: in addition to its economic responsibilities, OPmobility SE attaches great importance to Human Rights and rules conducive to Sustainability. OPmobility SE is a signatory of the UN Global Compact, a set of principles that stand alongside OPmobility SE's Code of Conduct, exemplifying the spirit of responsible commitment that has always driven it. They set out the values that govern the individual and collective behavior that OPmobility SE aims to promote, and which determine the fundamental principles underpinning its internal control rules and procedures. Since 2010, OPmobility SE has had a Code of Conduct on practices governed by competition law, which has been rolled out across the Group as part of a compliance program.

The Code of Conduct applies to OPmobility SE and to all the affiliates in which it holds a majority stake. OPmobility SE does everything in its power to encourage other affiliates to establish rules of conduct consistent with the provisions of the Code. It is the responsibility of executive corporate officers, members of the Executive Committee, Activities Directors and site managers to ensure that all employees are aware of the contents of the Code, and that they have sufficient resources to comply with its provisions. In return, the Code requires individual employees to behave in a way that demonstrates a personal and ongoing commitment to complying with the prevailing laws and regulations, and with the ethical rules it lays down.

Group Internal Control Rules and Procedures: OPmobility SE has Rules that define the roles and responsibilities of Senior Executives, OPmobility SE's central departments and the Operational departments of its activities and subsidiaries in the following areas:

- Legal Affairs and Corporate Governance;
- Health, Safety and Environment;
- Human Resources;
- Treasury (financing and routine transactions);
- Sales;
- Purchasing (operations and capital expenditure);
- Inventory and Supply Chain;
- Accounting and Taxation;
- Real Estate;
- Information Systems.

The rules cover routine and non-routine business operations alike. They are a single and comprehensive reference framework designed to ensure that the internal control procedures implemented by the Group are both consistent and appropriate. In a number of cases, they include procedures that describe their application.

The Accounting and Financial Procedures Handbook: OPmobility SE has an Accounting and Financial Procedures Handbook prepared in accordance with IFRS standards. These accounting procedures are applicable to all consolidated companies.

As part of a process of continuous improvement in terms of internal control, the Internal Control Framework is subject to additions, and regular updates to reflect established practices, as well as changes in organization and the applicable regulations.

Risk management

The main risks to which OPmobility SE is exposed are described in section 2.1 "Main Risk Factors." This section also describes the key measures and processes used to effectively prevent and manage these risks.

The risk management system incorporates, as part of the organizational framework presented in this report, a process of mapping and analyzing the main risks facing the Company. The purpose of this is to verify the pertinence of approaches implemented at Group level and to take action to strengthen or complement existing approaches. At Group level, this process is led by the Risk Management Department in conjunction with the Operational departments and Functional departments.

The system is overseen by the Senior Executives.

Control activities

OPmobility SE seeks to combine the responsibility and independence of judgment of the three levels of control over its operations and its risk-control procedures: the Operational departments, central Functional departments and Internal Audit.

The Operational departments implement the structures and resources necessary for the satisfactory implementation of the rules and principles governing internal control in their respective activities. In particular, they include dedicated Internal Control resources in charge of independent reviews of Internal Control in the entities (Level 2 controls) and monitoring the relevance of the corrective actions implemented following the assignments carried out by internal audit. The Operational departments are also responsible for identifying the risks inherent to their own activity and for taking reasonable steps to control them.

The central Functional departments, namely People and Sustainability, Finance and Information Systems, Legal, and Purchasing Performance, have the broadest powers in their areas of expertise, and under the supervision of Senior Executives, to establish rules and procedures applying within OPmobility SE. They are tasked with coordinating and monitoring the activities of their functional networks with a view to protecting the interests of the Group and all its stakeholders.

In the field of internal control and risk management in particular, they are responsible for analyzing the risks specific to their functions and producing the plans required for their smooth running. They produce and update the Internal Control Framework and the cross-company procedures for risk control. In doing so, they are required to ensure the adequacy of the Internal Control Framework in respect of prevailing standards, regulations and laws, and to implement the appropriate means for relaying the information they produce.

OPmobility SE has a centralized Internal Audit Department, which is part of Group Risk Management Department, and reports to the General Secretary of OPmobility SE. It also reports regularly on its work to the Internal Control and Compliance Committee, which is responsible for overseeing internal control procedures. It conducts assessments of the general system and ensures the efficiency of its implementation.

The Internal Audit Department conducts audits on a scope covering all OPmobility subsidiaries, whether or not OPmobility SE exercises control. At the conclusion of each audit, Internal Audit makes recommendations to the audited entities, which respond with appropriate action plans subject to systematic monitoring by the management teams of the Group's activities. The annual internal audit plan is based on criteria relating to how often audits are performed and to each entity's risk and control environment. Each new entity is audited within one year following its formation or acquisition. None of the audits performed in 2024 revealed any serious weaknesses in the internal control and risk management systems.

Lastly, the application of international safety, environmental and quality assurance standards, in addition to the audit of our insurance companies and our customers, gives rise to regular specialized audits conducted by independent bodies.

Information and communication

The Internal Control Rules and Procedures are available to employees on the homepage of the Group's intranet portal. However, the internal control system is deployed largely through formal documents, awareness raising, training programs and reporting processes conducted by the central Functional departments. These activities demonstrate to local management the importance that Senior Executives attach to control processes.

Finally, the relaying of information on the preparation of financial and accounting data is subject to specific processes described later in this report.

Oversight

The Senior Executives, assisted by the Risk Management Department, are responsible for the overall oversight of the Company's internal control and risk management processes.

The Risk Management Department exercises a critical oversight role concerning the internal control system as part of its specific remit. It reports its analyses and recommendations to the Senior Executives, as well as the Internal Control and Compliance Committee.

The Internal Control and Compliance Committee coordinates and oversees the internal control system, and ensures that it runs smoothly. The Internal Control and Compliance Committee is chaired by the Corporate Secretary of OPmobility SE. Its members include the People and Sustainability Director, Chief Operating Officer and Purchasing Performance Director, Chief Financial Officer, Internal Control Director, Internal Audit and Risk Management Director, Corporate Compliance Director, Operational Compliance Director, Internal Audit Manager, and the Chief Executive Officers and Chief Financial Officers of the Group's business groups. It is tasked with ensuring the quality and effectiveness of the system. It relays the decisions and recommendations of the Chief Executive Officer, to whom it reports its findings. Its composition gives it the authority to coordinate the efforts of all actors involved in internal control and risk management in each business line or corporate function.

Lastly, the Board of Directors reviews all of the major assumptions and strategies laid down for OPmobility SE by the Senior Executives. It reviews the broad outlines of the internal control and risk management system and acquires an understanding of the various procedures involved in the preparation and processing of overall and financial information.

Internal control relating to the preparation of the Company's financial and accounting information

Basis of preparation of the Group's financial information

Concerning the preparation of the Group's financial information and its consistency, the Finance Department has the following tasks:

- laying down financial and accounting standards for the Group, in accordance with international standards;
- determining the policy in respect of the preparation of financial information;
- coordinating information systems used for the preparation of financial and accounting data;
- reviewing subsidiaries' financial information;
- preparing financial information for the Group's consolidated financial statements.

The consistency of the Group's financial statements is guaranteed by the use of the same accounting standards and a single chart of accounts by all Group entities. These standards and this chart of accounts take into account the specific characteristics of the subsidiaries' various businesses. They are defined by the Group Accounting and Standards Department, which has sole authority to modify them.

This consistency is then ensured by the coordinated management of the information systems which combine to produce the financial information for each subsidiary of the Group. The reporting and accounts consolidation processes are standardized and unified by the use of a single software program. Also, based on a software package recommended by the Group, the activities have developed integrated management systems, deployed at almost all of their industrial, Research and Development and administrative sites, thus contributing to the control of information necessary to prepare the financial statements.

Consolidated Group financial information is prepared for the following key processes:

- weekly cash reporting;
- monthly reporting;
- interim consolidated reporting;
- annual budget.

These four processes apply to all subsidiaries controlled by OPmobility SE.

Financial reporting and control procedures

OPmobility Group's accounting function is decentralized in the subsidiaries. A first level of control and analysis of the financial statements is carried out at the local level, then at the central level in each activity. Third-tier controls are performed by the Finance Department.

Reporting is done on a monthly basis. It is submitted to the Senior Executives eight business days after the close of the monthly accounts and is reviewed at the Executive Committee meeting. The reporting package comprises in particular an income statement broken down by function, with an analysis of production costs, overheads, and Research and Development expenditure. It also includes a full cash flow statement, business forecasts for the subsequent three months and a set of environmental and safety indicators. The information is prepared at Group, activity and subsidiary level. The reporting provides comparisons between the various items: monthly actual, year-to-date actual compared with prior-year actual and current year budget. It provides an analysis of material differences.

The budget process begins in September each year. Prepared by each subsidiary and consolidated at the Group Activities level, it is submitted to the Senior Executives in November and validated by end-November before being presented to the Board of Directors of OPmobility SE. The budget comprises an income statement, cash flow statement and data concerning capital employed by subsidiary and by activity for the year N+1.

"Revised" forecasts are regularly produced to allow remedial measures to be made with a view to ensuring that initial budget targets are met. They also allow the Senior Executives to report reliably on changes in the situation.

The budget is based on the rolling strategic and financial plan, approved each year by the Senior Executives. It includes income statement and balance sheet projections for the four years following the fiscal year in progress. It also takes into account the sales, industrial and financial strategies of the Group and its activities.

Regarding cash management, OPmobility SE is responsible for managing the medium-term financing requirements of all the subsidiaries controlled by the Group. Plastic Omnium Finance SNC covers short-term financing needs. Through the latter, the Group centralizes its cash management and has set up a daily cash-pooling and netting system for all Group subsidiaries in all countries where local rules allow this practice. In addition, intragroup receivables and payables are netted monthly. In this way, it manages funding streams and verifies cash positions on a daily basis.

In general, subsidiaries cannot negotiate external financing arrangements without the prior authorization of the Group's Central Treasury.

Plastic Omnium Finance is also responsible for controlling all currency and interest rate hedging transactions.

Cash reports are sent to the Senior Executives on a weekly basis. They include an analysis of the cash position of each activity, and of the Group, together with comparisons with the prior year and the budget for the current year.

No material incidents or significant changes occurred in 2024 that could have compromised the effectiveness of the internal control system described above.

Work planned in 2025

Committed to a process of continuous improvement of its internal control system, OPmobility SE will supplement certain procedures in order to make them more relevant, on the one hand, and to facilitate their appropriation by operational staff, on the other. This approach, in which the Risk Management Department and Internal Control Department are fully involved, covers our internal control procedures, accounting and financial procedures, and risk management procedures.

The Internal Audit Department plans to carry out 37 assignments in 2025.

To improve the internal control and risk management system, the Company will continue to apply the procedure for tracking progress on implementing recommendations from the internal audit assignments. In all of its segments, the Company will supplement the Internal Control review process (level 2 controls) introduced in 2023 with new controls. These reviews are undertaken using dedicated Internal Control resources in the business groups and at Group level.

3. Corporate governance

AFR

The information presented in this section constitutes the report of the Board of Directors on corporate governance prepared in accordance with the provisions of Articles L. 225-37 et seq., L. 22-10-9 and L. 22-10-10 of French Commercial Code. This report was presented to the Audit Committee, the Appointments and CSR Committee and the Compensation Committee for the sections that fall under their areas of responsibility. Thereafter it was approved by the Board of Directors at its meeting of February 19, 2025.

It describes in particular the conditions for the preparation and organization of the work of the Board of Directors, including in particular the organizational principles guaranteeing a balance of powers. It also includes the Board's diversity policy. The components of the compensation of directors are also specified, as well as the transactions in OPmobility shares declared by the directors in 2024 and the compensation policy pursuant to the aforementioned provisions of the French Commercial Code.

3.1 Composition and conditions for the preparation and organization of the work of the Board of Directors

3.1.1 Composition of the Board of Directors

3.1.1.1 Balance of the composition of the Board of Directors

Pursuant to Articles 11 and 11a of the Company's bylaws and in accordance with the provisions of Articles L. 225-17 and L. 22-10-6 of the French Commercial Code, the Board of Directors of OPmobility SE is composed of up to eighteen members, two of whom represent the Group's employees when the number of directors is greater than or equal to eight.

The term of office of each director is three years and is renewable. Directors are appointed by the General Meeting for three-year terms expiring at the close of the General Meeting called during the year in which their term expires to approve the accounts for the previous fiscal year.

The balance of powers within the Board of Directors is based mainly on its consistent composition, the role of its Chairman and the qualities of its directors.

As of the date of this report, the Company is governed by a Board of Directors composed of fourteen members and a panel of two censors:

- 12 directors elected by the General Shareholders' Meeting in accordance with the provisions of the *French Commercial Code*, including the Chairman of the Board of Directors (Mr. Laurent Burelle), the Chief Executive Officer (Mr. Laurent Favre) and the Managing Director (Ms. Félicie Burelle);
- 2 directors representing the employees appointed in accordance with the provisions of Articles L. 22-10-6 et seq. of the *French Commercial Code*.

General Meeting of April 24, 2024,

- acknowledged the non-renewal of the director of Burelle SA, represented by Ms. Éliane Lemarié,
- ratified the co-option made by the Board of Directors on December 6, 2023 of Mr. Gonzalve Bich as director
- reappointed Ms. Anne-Marie Couderc and Ms. Lucie Maurel Aubert as directors,
- reappointed as director Mr. Laurent Burelle, Mr. Paul Henry Lemarié Mr. Gonzalve Bich and Mr. Alexandre Mérieux, and
- duly noted the resignation of Ms. Martina Buchhauser from her directorship.

At December 31, 2024, the Board of Directors comprised five independent directors (see section 3.1.1.5); the percentage of independent directors was 42%. These independent directors fulfill their role well, given their profile and experience. They hold high-level responsibilities in international groups, which enables them to understand all aspects of the OPmobility Group's activities, to inform discussions and to interact effectively with Senior Executives. It is specified here that, in accordance with the AFEP-MEDEF Code, the number of directors representing employees is not included in the calculation of the percentage of independent directors.

Each member of the Board of Directors of OPmobility SE is involved in the discussions and is a source of proposals. The diversity and complementarity of the directors' experience (managerial, financial, non-financial including ESG, digital, industrial, etc.) enables a rapid and in-depth understanding of OPmobility's development challenges.

3.1.1.2 Diversity policy applied to the Board of Directors: profiles, experience and expertise of current directors

In accordance with the provisions of Article L. 225-17 of the *French Commercial Code*, which establishes a principle of balanced representation of women and men on Boards of Directors, the Board of Directors of OPmobility SE comprises seven female directors out of fourteen. For the assessment of the proportion of women and men on the Boards of Directors, Order No. 2024-934 of October 15, 2024 on a better balance between women and men among the directors of listed companies provides that directors representing employees who are not elected by the General Meeting are not taken into account. As the Board of Directors of OPmobility SE includes two directors representing employees at December 31, 2024, the assessment is made on the basis of 12 directors, of whom six are women, *i.e.* 50%.

In addition, the principle of balanced representation of women and men among directors representing employees, introduced by Order No. 2024-934 of October 15, 2024 and whose entry into force has been set for January 1, 2026 is already respected by OPmobility SE.

The Board of Directors of OPmobility SE endeavors have diverse profiles for its directors in terms of skills and nationalities.

SUMMARY TABLE OF THE DIVERSITY POLICY APPLIED TO THE BOARD OF DIRECTORS

Criteria	Policy and target objectives	Implementation methods and position at December 31, 2024
Age and length of service of directors	Seeking a generational balance in compliance with the Internal Rules of the Board and the Company's bylaws: • limitation of the number of directors over the age of 75 to half of the directors.	The directors of OPmobility SE are between 42 and 77 years old, with an average age of 58. The Board considers that its composition is balanced, with directors having a historical knowledge of OPmobility and directors who have joined the Board more recently.
Gender parity	• Compliance with the "Copé-Zimmermann" French law of January 27, 2011 on gender balance on boards of directors and supervisory boards, imposes a minimum quota of 40% of directors of the same gender these bodies. • Compliance with the Order of October 15, 2024 transposing the so-called "Women on Boards" directive, which extends the gender balance mechanism to directors representing employees. • Respect for gender balance on the Committees.	The Board of Directors of OPmobility SE has a gender parity of 50% men and women. Although applicable from January 1, 2026, the obligation for parity in the composition of the panel of employee directors has already been met. Two Committees out of three are chaired by a woman (Audit Committee and the Appointments and CSR Committee).
Nationality	Recruitment of international profiles: • Seeking directors of foreign nationality or international culture. • Seeking directors with international experience.	The Board has three different nationalities (United States, France, Slovakia) and the majority of Board members have an international background and/or responsibilities.
Qualifications and professional experience	• Seeking complementary directors' experiences. • Definition of a core of skills and expertise shared by all directors. • Highly sought-after skills in line with OPmobility's strategy and development objectives.	The Appointments and CSR Committee has identified a set of skills and expertise within the Board.

SELECTION OF NEW DIRECTORS

The appointment of directors, put to the vote of the General Meeting, is subject to a transparent selection process.

When one or more directors' seats become vacant, and after considering the size of the Board of Directors, the Appointments and CSR Committee, together with the Chairman of the Board of Directors, defines the profile(s) sought, having regard in particular to the diversity policy and to ensure that the composition of the Board of Directors is in line with the Group's activities, challenges and strategic orientations, as well as with the rule of gender balance.

The skills matrix includes in particular the following criteria:

- management skills acquired in large French or foreign international companies;
- knowledge of the Group or its division sector;
- professional experience;
- financial and accounting expertise;
- CSR, R&D and digital skills;
- availability and commitment to perform their office.

On the basis of these profiles, the Chairman of the Appointments and CSR Committee, together with the Chairman of the Board of Directors, organizes the search and selection process for new independent directors, with, where appropriate, assistance from an external firm. Candidates are interviewed at the end of the process with a view to making a recommendation to the Board. During these interviews, the Appointments and CSR Committee ensures in particular the independence, availability and motivation of the prospective candidate(s) and their adherence to the Group's values.

The replacement of directors appointed by the General Meeting whose position has become vacant during their term of office due to death or resignation is subject to the legal and regulatory provisions in force, it being specified that these provisions are not applicable in the event of a vacancy for any reason whatsoever of the seat of a director elected by the employees.

Thanks to the selection work by the Appointments and CSR Committee and the Board of Directors, the General Meeting can appoint responsible directors, able to exercise their total freedom of judgment and participate independently in the work and the collegial decisions of the Board as well as the activities of the Committees. The balance of powers put in place within the Board allows its members to exercise independent judgment with the presence of:

- the Chief Executive Officer and the Managing Director, who enrich the work and discussions of the Board;
- the Chairman of the Board, who takes care to develop a regular and trusting relationship between the Board and the Senior Executives, given, in particular, his expertise in governance matters and the quality of the exchanges with the Chief Executive Officer, based on a relationship of trust;
- directors who are particularly concerned about the long-term interests of the Company;
- five independent directors with a high level of experience, independence of mind, perspective and freedom of speech;
- two directors representing employees who have in-depth knowledge of the Company.

SELECTION PROCESS FOR NEW INDEPENDENT DIRECTORS APPOINTED BY THE GENERAL SHAREHOLDERS' MEETING

1 Profile

- Review of expiring terms of office or resignations
- Definition of the profile sought, with regard to:
  - skills and expertise ensuring the complementarity of directors
  - professional and personal qualities
  - laws establishing gender parity
- Analysis, where applicable, of the profiles of the candidates presented by a member of the Board of Directors representing a significant portion of the Company's share capital and/or voting rights

2 Applications: Work of the Appointments and CSR Committee

- Proposed reappointments
- Proposal for external recruitment
- Selection of a recruitment firm if necessary
- Discussions and debate within the Appointments and CSR Committee
- Establishment of a list of candidates to be submitted

3 Selection: Recommendations of the Appointments and CSR Committee

- Discussion of proposed profiles: suitability for identified needs, verification of compliance with AFEP-MEDEF Code recommendations (multiple offices, independence criteria, skills)
- Individual interviews with the Chairman of the Board of Directors and the members of the Appointments and CSR Committee
- Discussions at committee meetings with a view to making a recommendation to the Board of Directors, the Chairman of the Board of Directors may participate in meetings of the Appointments and CSR Committee, in accordance with the AFEP-MEDEF Code

4 Proposed appointments: Decision of the Board of Directors

- Proposed reappointments
- Proposed appointments of new directors
- Decisions to co-opt new directors
- Drafting of the draft resolutions to be submitted to the General Shareholders' Meeting

5 Appointments: Vote at the General Meeting

- Appointment of new directors
- Renewal of the terms of office of directors
- Ratifications of the co-option of new directors decided by the Board of Directors

When joining the Board of Directors, each director receives a copy of the Board's Internal Rules, the bylaws of OPmobility SE, the Stock Market Ethics Charter and the Charter on identification and assessment of related-party agreements and unrestricted agreements. This corpus of rules adopted by the Company serves as a reference for the directors regarding the level of requirements expected by OPmobility SE. As soon as they take office, directors also receive support in the form of personalized discussions with the Chairman of the Board of Directors, the Chief Executive Officer, the Managing Director, the Chairmen of the Committees and the Board Secretary. Training is also offered to directors, particularly in terms of CSR, and directors who so wish can benefit from personalized support.

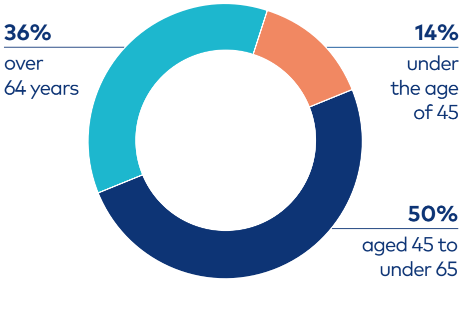
At December 31, 2024, the main characteristics of the composition of the Board of Directors were as follows:

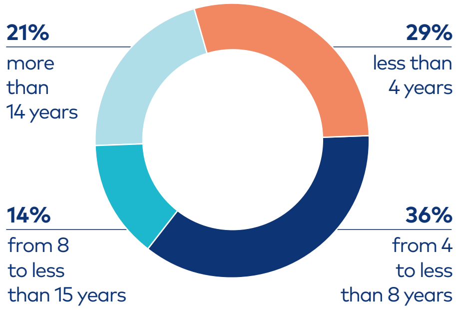
58 years
average age of directors

50%
women directors

42%
independent directors

BREAKDOWN BY AGE – MEN AND WOMEN – YEARS IN OFFICE





3

Qualifications and professional experience of the directors in office

The Board of Directors is committed to promoting gender equality and diversity in its composition regarding the qualifications, professional experience, nationality and age of its members. All directors bring the following qualities to the Board of Directors:

Strategic vision	Sense of innovation and entrepreneurial dimension
Quality of judgment	International openness
Ethics	Defense of the Group's interests

The directors have additional experience (international, financial, industrial, commercial expertise, etc.), with some having former, in-depth knowledge of OPmobility SE and its environment.

Regarding directors' professional qualifications and experience, the Board's objective is to ensure that its composition is appropriate to the activities of OPmobility SE, the challenges raised and its strategic orientations, thus contributing to the quality of the Board's decisions. The subjects dealt with by the Board of Directors are becoming more complex, such as ESG issues, which are part of OPmobility's strategy. It is therefore essential for the Board to continue to rely on competent directors who are committed to sustainability challenges.

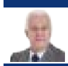
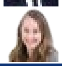
The wide range of directors' experiences should enable the Board to address ESG issues in a collegial manner and to analyze them with the help of internal and external experts. Thus, the Group's climate strategy requires the support of experts in the climate science field to be able to examine the strategic implications of the main decarbonization levers identified, such as the supply chain strategy with regard to supplier commitment.

The table below summarizes the diversity and complementarity of the skills brought to the Board. This matrix is monitored and reviewed by the Appointments Committee and the Board of Directors, in particular to determine the profiles to be identified in the context of changes in Board composition. In this context, the Committee ensures that it incorporates a forward-looking vision, from short- to medium- and long-term in the development of skills, in line with the Company's strategic orientations, by complementing or strengthening those already present on the Board.

	Senior Executives	Digital, Innovation, New technologies	Industry sector	International profile	CSR	Finance, Audit	Automotive sector	Human Resources	Knowledge of the Group
Laurent Burelle	✓		✓	✓	✓	✓	✓	✓	
Laurent Favre	✓		✓	✓			✓	✓	✓
Félicie Burelle	✓	✓	✓	✓		✓	✓	✓	
Gonzalve Bich	✓	✓	✓	✓		✓		✓	
Anne-Marie Couderc	✓		✓		✓			✓	
Virginie Fauvel	✓	✓			✓	✓			
Vincent Labruyère	✓	✓		✓		✓			✓
Paul Henry Lemarié	✓		✓			✓	✓		✓
Lucie Maurel Aubert	✓				✓	✓			
Alexandre Mérieux	✓	✓	✓	✓	✓			✓	
Cécile Moutet				✓					✓
Élisabeth Ourliac			✓	✓		✓			
Amandine Chaffois			✓		✓		✓		✓
Martin Krivan (1)			✓	✓			✓		✓
Ireneusz Karolak (2)			✓				✓		✓
	67%	**33%**	**73%**	**60%**	**40%**	**53%**	**47%**	**40%**	**47%**

(1) Director representing employees since June 20, 2024
(2) Director representing employees until June 20, 2024

SUMMARY PRESENTATION OF THE BOARD OF DIRECTORS AS OF DECEMBER 31, 2024

First and last name	Age	Male/ Female	Nationality	No. of offices and positions in listed companies [(1)]	Date of initial appointment	End of current term	Board seniority in terms of time in office	Study committees: Audit	Study committees: Appointments and CSR	Study committees: Compensation
Chairman of the Board of Directors										
 Laurent Burelle	75	M		1	06/18/1981	2027	43			
Senior Executives										
 Laurent Favre	53	M		1	01/01/2020	2027	5			
 Félicie Burelle	45	F		2	04/27/2017	2026	7			
Independent directors [(2)]										
 Gonzalve Bich	45	M		1	12/06/2023	2027	1			•
 Virginie Fauvel	50	F		1	04/26/2023	2026	2		•	
 Lucie Maurel Aubert	62	F		0	12/15/2015	2027	9	•	★	
 Alexandre Mérieux	50	M		1	04/26/2018	2027	6			★
 Élisabeth Ourliac	65	F		0	12/07/2022	2025	2	★		
Non-independent directors										
 Anne-Marie Couderc	74	F		1	07/20/2010	2027	14		•	•
 Vincent Labruyère	74	M		0	05/16/2002	2026	22	•		
 Paul Henry Lemarié	77	M		1	06/26/1987	2027	37			
 Cécile Moutet	51	F		0	04/27/2017	2026	7			
Directors representing employees										
 Amandine Chaffois	44	F		0	07/04/2019	2025	5			•
 Martin Krivan	42	M		0	06/20/2024	2025	0.5			
Censors and Honorary Chairman										
 Jean Burelle, Censor and Honorary Chairman	85	M		1	02/17/2021	2027	4			
 Prof. Dr. Bernd Gottschalk, Censor	81	M		0	07/24/2023	2027	1			

(1) Number of offices, excluding OPmobility SE, held in listed companies.
(2) Independence within the meaning of the AFEP-MEDEF Code criteria
• Member of the Committee ★Chairman of the Committee

CHANGES IN THE COMPOSITION OF THE BOARD OF DIRECTORS AND ITS SPECIALIZED COMMITTEES IN 2024

	Departure	Appointments/Co-options/ Ratifications of co-options	Renewal
Board of Directors	Martina Buchhauser (04/24/2024) Burelle SA, represented by Éliane Lemarié (04/24/2024) Ireneusz Karolak (06/20/2024)	Gonzalve Bich (04/24/2024) Martin Krivan (06/20/2024)	Laurent Burelle (04/24/2024) Laurent Favre (04/24/2024) Paul Henry Lemarié (04/24/2024) Gonzalve Bich (04/24/2024) Anne-Marie Couderc (04/24/2024) Lucie Maurel Aubert (04/24/2024) Alexandre Mérieux (04/24/2024)
Compensation Committee		Gonzalve Bich (12/11/2024)	
Audit Committee	Lucie Maurel Aubert (Chairwoman-12/11/2024)	Élisabeth Ourliac (Chairwoman-12/11/2024)	Audit Committee
Appointments and CSR Committee	Anne-Marie Couderc (Chairwoman-12/11/2024)	Lucie Maurel Aubert (Chairwoman-12/11/2024)	Appointments and CSR Committee

Two directors representing employees

Two directors representing the employees have been members of the Board of Directors since 2019. With a particular viewpoint linked to their knowledge of the business, they provide additional insight and enhance the quality of the Board's discussions through their ability to understand the Group's interests and define its risks in their capacity as employees. The directors representing the employees enrich the discussions of the Board of Directors in the service of a sustainable and long-term governance of the Company.

Amandine Chaffois, appointed by the France Group Works Council, is the Group's Vice President of Environmental Sustainability.

Martin Krivan, appointed by the European Works Council, serves as Manufacturing Manager for the Exterior & Lighting business group in Slovakia.

Directors representing OPmobility employees are entitled to training and are offered an individualized program to enhance their knowledge of the company, understand their rights and obligations as directors and, if necessary, prepare them for membership on a specialized Board committee.

The term of office of Amandine Chaffois was renewed in 2022 for a new three-year term. Martin Krivan was appointed in June 2024 following the retirement of his predecessor, Ireneusz Karolak. Amandine Chaffois and Martin Krivan receive compensation as members of the Board of Directors in accordance with the same distribution rules as the other directors and censors. The components of their compensation as employees are not published.

LIST OF OFFICES AND POSITIONS OF DIRECTORS AND CENSORS HELD DURING THE FISCAL YEAR ENDED DECEMBER 31, 2024

Nationality: French

Business address:
OPmobility
1, allée Pierre Burelle
92300 Levallois-Perret

First appointment:
06/18/1981

End of current term:
2027

Shares held at 12/31/2024:
609,142

Laurent Burelle

Chairman of the Board of Directors of OPmobility SE and Chairman and Chief Executive Officer of Burelle SA

BIOGRAPHY

Laurent Burelle is a graduate of the Federal Institute of Technology (ETH) in Zurich, and holds a Master of Science Degree in Chemical Engineering from the Massachusetts Institute of Technology (MIT).

He began his career with the Plastic Omnium Group, now named OPmobility, as a production engineer and assistant to the director of the Langres plant.

In 1977, he was appointed Chief Executive Officer of Plastic Omnium SA in Valencia (Spain). He was Director of the Environment Division from 1981 to 1988 before becoming Vice-Chairman and Chief Executive Officer of Compagnie Plastic Omnium, since renamed OPmobility SE, in 1988, and then Chairman and CEO in 2001, a position he held until December 31, 2019. On this date, the functions of Chairman of the Board of Directors and Chief Executive Officer were separated. Laurent Burelle has been Chairman of the Board of Directors of OPmobility SE since January 1, 2020, and Chairman and CEO of Burelle SA since January 1, 2019.

Laurent Burelle has been Chairman of AFEP (*Association Française des Entreprises Privées*) from May 2017 to July 2023. Laurent Burelle is also a director-founder of the Jacques Chirac Foundation.

Laurent Burelle is a *Grand Officier de l'Ordre National du Mérite* and *Commandeur de la Légion d'Honneur*.

Companies	Positions and offices held	Listed company	OPmobility Group company/Burelle SA Group company
FRENCH COMPANIES AND ASSOCIATIONS			
Burelle SA	Chairman and CEO	●	●
Sofiparc	Chairman and CEO		●
Sofiparc Hotels	Chairman		●
Burelle Participations	Director		●
Jacques Chirac Foundation (association)	Director – Founder		
INTERNATIONAL COMPANIES			
Plastic Omnium Holding (Shanghai) Co. Ltd (China)	Director		●
Sogec 2 (Belgium)	Managing Director		
Compagnie Financière de la Cascade SA (Belgium)	Chairman of the Board of Directors Managing Director		

Skills related to OPmobility SE's strategy and development objectives

- Knowledge of the OPmobility Group
- Experience of the Senior Executives
- Knowledge of the automotive industry
- International profile
- Financial expertise
- Industrial expertise
- ESG expertise, of which Governance

Nationality: French

Business address:
OPmobility
1, allée Pierre Burelle
92300 Levallois-Perret

First appointment:
01/10/2020

End of current term:
2027

Shares held at 12/31/2024:
17,831

Laurent Favre

Chief Executive Officer of OPmobility SE

BIOGRAPHY

Laurent Favre has an engineering degree from the *École Supérieure des Techniques Aéronautiques et de Construction Automobile* (ESTACA). He began his career in the automotive industry in Germany.

For more than twenty years, he has held various positions of responsibility with leading German automotive equipment suppliers such as ThyssenKrupp (steering systems), ZF (gearboxes and steering columns) and Benteler (structural components), where he was Chief Executive Officer of the Automotive Division.

Laurent Favre has been Chief Executive Officer of OPmobility SE since January 2020. He has also been Chairman of the Franco-German Economic Club since September 2023.

3

Companies	Positions and offices held	Listed company	OPmobility Group company/Burelle SA Group company
FRENCH COMPANIES AND ASSOCIATIONS			
OPmobility Exterior Holding	Chairman and CEO		●
OPmobility C-Power Holding	Chairman		●
Plastic Omnium Finance	Manager		●
OPmobility Lighting Holding	Chairman and Chairman of the Supervisory Committee		●
Plastic Omnium Software House	Chairman and Chairman of the Supervisory Committee		●
Imerys	Independent director	●	
Franco-German Economic Club (association)	Chairman		
INTERNATIONAL COMPANIES			
Plastic Omnium GmbH [(1)] (Germany)	Manager		●
Plastic Omnium New Energies (Belgium)	Director		●
Yanfeng Plastic Omnium Automotive Exterior Systems Co. Ltd (China)	Director		●
Plastic Omnium Holding (Shanghai) Co. Ltd (China)	Chairman of the Board of Directors		●
OPmobility Holding USA Inc. (USA)	Chairman		●

Skills related to OPmobility SE's strategy and development objectives

- Knowledge of the OPmobility Group
- Experience of the Senior Executives
- Financial expertise
- Knowledge of the automotive industry
- HR: Labor relations

(1) Company name change in January 2025: OPmobility Holding Germany GmbH

Nationality: French

Business address:
OPmobility
1, allée Pierre Burelle
92300 Levallois-Perret

First appointment:
04/27/2017

End of current term:
2026

Shares held at 12/31/2024:
20,127

Félicie Burelle

Managing Director of OPmobility SE

BIOGRAPHY

Félicie Burelle graduated from the ESCE Business School and holds a graduate degree in Business-Finance from South Bank University of London and an MBA from the *Instituto de Empresa* (IE) Business School of Madrid.

After beginning her career in 2001 within the Plastic Omnium Group, since renamed OPmobility, as Accounting Manager of a subsidiary of the Auto Exteriors Division in Spain (Madrid), Félicie Burelle joined the Mergers & Acquisitions Department of Ernst & Young Transaction Services in 2005. In 2010, she rejoined Compagnie Plastic Omnium, since renamed OPmobility SE, and took over the Strategic Planning and Commercial Coordination Department of the Auto Exteriors Division. She also became member of the Executive Committee of this Division.

Félicie Burelle has been a member of the Burelle SA Board of Directors since 2013.

In 2015, she was appointed Strategy and Development Director of OPmobility SE and has been member of the Executive Committee since then.

Appointed Chief Operating Officer of OPmobility SE on January 1, 2018, Félicie Burelle has been Managing Director since January 1, 2020.

Félicie Burelle is a *Chevalier de la Légion d'Honneur*.

Companies	Positions and offices held	Listed company	OPmobility Group company/Burelle SA Group company
FRENCH COMPANIES			
Burelle SA	Director	●	●
Burelle Participations	Director		●
OPmobility Exterior Holding	Director		●
CIC Lyonnaise de Banque	Director		
Plastic Omnium Software House	Member of the Supervisory Committee		●
Bouygues S.A.	Director	●	
INTERNATIONAL COMPANIES			
Compagnie Financière de la Cascade SA (Belgium)	Director		
Plastic Omnium New Energies (Belgium)	Director		●
PLASTIC OMNIUM HOLDING (Shanghai) Co. Ltd (China)	Vice-Chairwoman of the Board of Directors (since April 2024)		●

Skills related to OPmobility SE's strategy and development objectives

- Experience of the Senior Executives
- Knowledge of the OPmobility Group
- Knowledge of the automotive industry
- Financial expertise
- CSR expertise
- Digital/New technologies

Nationalities:
American & French

Business address:
Société BIC
12 boulevard Victor Hugo
92110 Clichy

First appointment:
12/06/2023

End of current term:
2027

Shares held at 12/31/2024:
900

Gonzalve Bich

Chief Executive Officer of Bic Group

BIOGRAPHY

Gonzalve Bich is a graduate of Harvard University, where he obtained a Bachelor of Arts in History in 2001.

He began his career in management consulting at Deloitte, then joined the BIC group in 2003. Over the next fifteen years, he held regional and international positions in Human Resources, Marketing, Innovation and Business Operations. In 2018, he was appointed Chief Executive Officer of BIC SA.

Gonzalve Bich was also, until March 2024, Chairman of Enactus, a platform that aims to inspire tomorrow's leaders to use innovation and business organization to create a better and more sustainable world.

Gonzalve Bich sits on the international advisory board of EDHEC, a French business school.

Companies and associations	Positions and offices held	Listed company	OPmobility Group company/Burelle SA Group company
FRENCH COMPANIES			
BIC SA	Chief Executive Officer and Director	●	
BIC International Development SAS	Chairman		
EDHEC Business School	Director (International Advisory Board)		
FOREIGN COMPANIES AND ASSOCIATIONS			
Cello Writing Instruments & Containers Pvt Ltd (India)	Director		
Cello Pens Pvt Ltd (India)	Director		
Pentek Pens & Stationery Pvt Ltd (India)	Director		
BIC - Cello Exports Pvt Ltd (India)	Director		
BIC UK Ltd (Great Britain)	Director		
Weber LLC (USA)	Director		
BIC International Co. (USA)	Chairman Chief Operating Officer and Director		
Stewardship Foundation (USA)	Director		
Enactus Global (USA)	Chairman of the Board and Director (until March 2024)		

Skills related to OPmobility SE's strategy and development objectives

- General management experience
- Human Resources/Labor relations
- Financial expertise
- International experience
- Digital/New technologies
- Industrial knowledge

Nationality: French

Business address:
Air France KLM
7 rue du Cirque
75008 Paris

First appointment:
07/20/2010

End of current term:
2027

Shares held at 12/31/2024:
1,350

Anne-Marie Couderc

Chairwoman of the Board of Directors of Air France KLM

BIOGRAPHY

After starting her professional career in 1973 as an attorney in Paris, Anne-Marie Couderc joined the Hachette Group in 1982 as Deputy Corporate Secretary. She then became the Group's Deputy Chief Executive Officer in 1993.

A Paris city councilor, then Deputy Mayor and member of Parliament for Paris, she was appointed Secretary of State for Employment in the office of the Prime Minister in 1995, then Minister attached to the Ministry of Labor and Social Affairs with responsibility for employment until 1997.

At the end of 1997, Anne-Marie Couderc was appointed Chief Executive Officer of Hachette Filipacchi Associés and, from 2006 to 2010, General Secretary of Lagardère Active (press and audiovisual activities). From 2011 to 2017, she was Chairwoman of the Presstalis group (press distribution business).

Anne-Marie Couderc has been Chairwoman of the Board of Directors of Air France-KLM since 2018.

Anne-Marie Couderc is an *Officier de la Légion d'Honneur* and an *Officier de l'Ordre national du Mérite*.

Companies	Positions and offices held	Listed company	OPmobility Group company/Burelle SA Group company
FRENCH COMPANIES AND FOUNDATIONS			
Air France KLM	Chairwoman of the Board of Directors	●	
Air France	Chairwoman of the Board of Directors		
Transdev	Director Member of the Audit Committee Member of the CSR Committee		
Ramsay – Générale de Santé	Director Chairwoman of the Compensation Committee Member of the Audit and Risk Committee		
C.E.S.E	Member		
Veolia Foundation	Director		

Skills related to OPmobility SE's strategy and development objectives

- Experience of the Senior Executives
- Industry knowledge
- CSR expertise
- Human Resources/Labor relations

Nationality: French

Business address:
Harvest
5 rue de la Baume
75008 Paris

First appointment:
04/26/2023

End of current term:
2026

Shares held at 12/31/2024:
900

Virginie Fauvel

Chairwoman and Chief Executive Officer of the Harvest Group

BIOGRAPHY

An engineer by training, a graduate of the *École des Mines de Nancy*, Virginie Fauvel began her career at Cetelem in 1997, where she worked in risk forecasting. There, she discovered the world of digital technology and its ability to change industry and the economy.

In 2008, Virginie Fauvel took over management of online banking and created Hellobank!.

In 2013, she joined Allianz as a member of the Management Committee, where she led a digital transformation, before joining the Management Board of Euler Hermes in 2018.

In 2020, she became CEO of Harvest, TechForFin specializing in wealth management, and thus succeeded the founders of this digital sector company.

Companies	Positions and offices held	Listed company	OPmobility Group company/Burelle SA Group company
FRENCH COMPANIES			
Harvest SAS	Chairwoman and CEO		
Pernod Ricard	Director Member of the Strategy Committee	●	
CERES	Chairwoman and CEO		
Medef	Co-Chairwoman of the Innovation and Digital Commission		
Numeum	Director		
Les Transformers	Vice-Chairwoman		

Skills related to OPmobility SE's strategy and development objectives

- Experience of the Senior Executives
- Digital/New technologies
- Financial expertise
- Industrial expertise/Research and innovation
- CSR expertise

Nationality: French

Business address:
Groupe Labruyère
70, avenue Édouard-Herriot
71009 Mâcon

First appointment:
05/16/2002

End of current term:
2026

Shares held at 12/31/2024:
12,932

Vincent Labruyère

Chairman of the Labruyère Group

BIOGRAPHY

An engineering graduate of ETH Zurich (Swiss Federal Institute of Technology), Vincent Labruyère started his professional career in 1976 with Établissements Bergeaud Mâcon, a subsidiary of Rexnord Inc. USA, manufacturer of equipment for the preparation of materials.

In 1981, he became head of Imprimerie Perroux, a printer of checkbooks and bank forms, which he diversified in 1985 by creating DCP Technologies, a subsidiary specializing in credit card manufacture and encoding.

In 1989, he founded the SPEOS Group, specialized in desktop publishing and electronic archiving of management documents and the manufacture of means of payment, which he sold to the Belgian Post Office in 2001.

Vincent Labruyère then became Chief Executive Officer and later Chairman of the Management Board, and subsequently Chairman of the Supervisory Board of the Labruyère Group, a family-owned company operating vineyards in France and the United States, which also operates in commercial real estate, hotels and growth capital in France and abroad.

Companies	Positions and offices held	Listed company	OPmobility Group company/Burelle SA Group company
FRENCH COMPANIES			
Groupe Labruyère	Chairman of the Supervisory Board		
Société Financière du Centre	Chairman		
SC Domaine Jacques Prieur Meursault	Manager		

Skills related to OPmobility SE's strategy and development objectives

- Knowledge of the OPmobility Group
- Experience of the Senior Executives
- Digital/New technologies
- Financial expertise
- Industrial expertise/Research and innovation
- International profile

Nationality: French

Business address:
Burelle Participations
42, rue Paul-Vaillant Couturier
92300 Levallois-Perret

First appointment:
06/26/1987

End of current term:
2027

Shares held at 12/31/2024:
315,900

Paul Henry Lemarié

Chairman of the Board of Directors of Burelle Participations

BIOGRAPHY

Paul Henry Lemarié holds a doctorate in physics from University of Paris-Orsay and a post-graduate degree (*Diplôme d'Études Approfondies* [DEA]) in Management and Finance from University of Paris-Dauphine.

After completing a doctorate in physics at CEA, he began his career in the Finance Department of Paribas bank in 1973. He then joined Sofresid, an engineering group (steel, mining, offshore), before moving to the Plastic Omnium Group in 1980 as Head of the 3P (Performance Plastics Products) Division. In 1985, he became Chairman of the Automotive Division. In 1987, he was appointed Chief Operating Officer of Compagnie Plastic Omnium SE, then Chief Executive Officer in 1988 and Managing Director from 2001 to December 31, 2019. He was appointed Chief Executive Officer of Burelle SA in April 1989, then Managing Director from 2011 until December 31, 2020.

Paul Henry Lemarié was Chairman and Chief Executive Officer of Burelle Participations from July 2021 to December 31, 2023, then became Chairman of the Board of Directors on January 1, 2024.

Companies	Positions and offices held	Listed company	OPmobility Group company/Burelle SA Group company
FRENCH COMPANIES			
Burelle Participations	Chairman of the Board of Directors		●
Burelle SA	Director	●	●
Sofiparc	Director		●
INTERNATIONAL COMPANY			
Garamond (Belgium)	Director		

Skills related to OPmobility SE's strategy and development objectives

- Knowledge of the OPmobility Group
- Experience of the Senior Executives
- Knowledge of the automotive industry
- Financial expertise

Nationality: French

Business address:
Rothschild Martin Maurel
29, avenue de Messine
75008 Paris

First appointment:
12/15/2015

End of current term:
2027

Shares held at 12/31/2024:
910

Lucie Maurel Aubert

Chairwoman of the Board of Directors of Rothschild Martin Maurel/Vice-Chairwoman of the Supervisory Board of Rothschild & Co

BIOGRAPHY

After starting her professional career in 1985 as a business attorney in the law firm Gide Loyrette Nouel, Lucie Maurel Aubert joined, in 2002, the family bank Martin Maurel, of which she has been a director since 1999.

In 2007, Lucie Maurel Aubert was appointed Managing Director of Compagnie Financière Martin Maurel, followed by Vice-Chairwoman and Managing Director in 2011. In 2013, she was appointed Chief Executive Officer of Banque Martin Maurel.

Since 2020, Lucie Maurel Aubert has been Vice-Chairwoman of the Supervisory Board of Rothschild & Co and Chairwoman of the CSR Committee.

Since 2023, Lucie Maurel Aubert has been Chairwoman of the Board of Directors of Rothschild Martin Maurel.

Lucie Maurel Aubert is a *Chevalier de la Légion d'Honneur* and *Officier de l'Ordre National du Mérite*.

Companies	Positions and offices held	Listed company	OPmobility Group company/Burelle SA Group company
FRENCH COMPANIES AND ASSOCIATIONS			
Rothschild Martin Maurel	Chairwoman of the Board of Directors		
Rothschild & Co	Vice-Chairwoman of the Supervisory Board		
Association Française des Banques	Vice-Chairwoman		
SNEF	Director		
Robertet	Director		
Foundation for the Festival of Aix en Provence - Academy of Fine Arts	Member of the Board of Directors		

Skills related to OPmobility SE's strategy and development objectives

- Experience of the Senior Executives
- CSR expertise
- Financial expertise

Nationality: French

Business address:
bioMérieux
376, chemin de l'Orme
69280 Marcy l'Étoile

First appointment:
04/26/2018

End of current term:
2027

Shares held at 12/31/2024:
1,000

Alexandre Mérieux

Executive Chairman of bioMérieux

BIOGRAPHY

Alexandre Mérieux graduated from the University of Lyon-I with a degree in biology and from HEC Montreal Business School.

From 1999 to 2004, Alexandre Mérieux was responsible for marketing in the United States and Europe at Silliker Group Corporation, then Director of Marketing and Business Unit Head.

He has held various operational positions within bioMérieux. Managing Director in 2014 after having headed the Industrial Microbiology unit between 2005 and 2011, and then the Microbiology unit between 2011 and 2014.

He was Chairman and Chief Executive Officer of bioMérieux from December 2017 to 2023. On July 1, 2023, he passed on the General Management of bioMérieux and remained Executive Chairman of the company.

Alexandre Mérieux is also Vice-Chairman of the Institut Mérieux and Chairman of Mérieux Développement. He also chairs the Board of Directors at Mérieux NutriSciences.

Companies	Positions and offices held	Listed company	OPmobility Group company/Burelle SA Group company
FRENCH COMPANIES AND FOUNDATIONS			
bioMérieux SA	Executive Chairman and Director	●	
Institut Mérieux	Vice-Chairman, Managing Director and director		
Finance Senior Mendel SAS	Representative of Mérieux Participation 2, director		
Christophe et Rodolphe Mérieux Foundation	Director		
Mérieux Foundation	Director		
Mérieux Développement SAS	Chairman		
Mérieux Equity Partners	Chairman		
Compagnie Mérieux Alliance	Chief Executive Officer		
SCI ACCRA	Manager		
Jacques Chirac Foundation	Director		
INTERNATIONAL COMPANY			
Mérieux NutriSciences Corporation (USA)	Chairman		

Skills related to OPmobility SE's strategy and development objectives

- Experience of the Senior Executives
- Digital/New technologies
- CSR expertise
- Human Resources/Labor relations
- Industrial expertise
- International profile

Nationality: French

Business address:
OPmobility
1, allée Pierre Burelle
92300 Levallois-Perret

First appointment: 04/27/2015

End of current term:
2026

Shares held at 12/31/2024: 8,160

Cécile Moutet

Director of OPmobility SE

BIOGRAPHY

Cécile Moutet has a Specialized Master's degree in Market Research and Marketing Management from NEOMA Business School (formerly ESC Rouen) and from the Institut Européen des Affaires.

She started her career as a communication consultant in the IRMA Communication agency, where she assumed the responsibility of the Client Division, designed press relations campaigns of various groups and organized public relations events.

Between 2006 and 2008, Cécile Moutet was self-employed in Spain as a communications consultant.

In 2009 and 2010, Cécile Moutet worked at IRMA Communication (which became Cap & Cime PR in 2010) and coordinated various consulting assignments.

Companies	Positions and offices held	Listed company	OPmobility Group company/ Burelle SA Group company
INTERNATIONAL COMPANY			
Financière Protea SA (Belgium)	Director		

Skills related to OPmobility SE's strategy and development objectives

- Knowledge of the OPmobility Group
- International profile
- Industrial knowledge

Nationality: French

Business address:
Toulouse School
of Management
2 rue du Doyen Gabriel Marty
31042 Toulouse Cedex 9

First appointment:
12/07/2022

End of current term:
2025

Shares held at 12/31/2024:
900

Élisabeth Ourliac

Chairwoman of Toulouse School of Management

BIOGRAPHY

Élisabeth Ourliac is a graduate of the *Grande Ecole* Program of Toulouse Business School, has a law degree from the University of Toulouse and holds a diploma from the Franco-German Chamber of Commerce and the Executive Program from Stanford University School of Business.

Élisabeth Ourliac started her career in an audit firm, and then joined Airbus in 1983. After holding several positions of responsibility within the Finance Department, she became Director of Audit in 2000 and then Director of Audit and Risk Management until 2007. In 2008, Élisabeth Ourliac became Director of Commercial Aircraft Business Strategy, where she participated in the establishment of the Airbus final assembly plant on the American continent. From 2016 to 2022, Élisabeth Ourliac has been Vice-President Strategy at Airbus.

Élisabeth Ourliac is also Chairwoman of the Board of Directors of the Toulouse School of Management and a member of the Board of Directors of the International Women Forum.

Élisabeth Ourliac is a *Chevalier de la Légion d'Honneur* and an *Officier de l'Ordre National du Mérite*.

Companies	Positions and offices held	Listed company	Group company OPmobility/Burelle SA
FRENCH COMPANIES			
Toulouse School of Management	Chairwoman of the Board of Directors		
EO Advisory	Chairwoman		
INTERNATIONAL COMPANIES			
International Women Forum (USA)	Vice Chairwoman of the Board of Directors and Director		

Skills related to OPmobility SE's strategy and development objectives

- Expertise of the Senior Executives
- Financial expertise / Audit
- Industrial knowledge
- International profile

Amandine Chaffois

Director representing the employees of OPmobility SE

BIOGRAPHY

Amandine Chaffois is a graduate engineer from the Institut National des Sciences Appliquées in Lyon and holds a Diploma of Higher Specialized Studies in Purchasing from the Institut d'Administration des Entreprises de Lyon, from which she graduated at the top of her class.

She joined the Plastic Omnium Group in 2004 as part of her end-of-studies internship in the Exterior Systems segment in the Plastic Omnium Industries activity. She then held various positions in the purchasing departments in France, Brazil and the United States.

Appointed Director of Launches for Europe in September 2018, then Innovation Director for the Exterior Systems segment, Amandine Chaffois has been Group VP Environmental Sustainability since 2021.

Amandine Chaffois has been appointed Group VP OP'nsoft on March 1, 2024.

The term of office of Amandine Chaffois as employee director of OPmobility SE was renewed for a further three years by the France Group Works Council on July 6, 2022.

Nationality: French

Business address:
OPmobility
1, allée Pierre Burelle
92300 Levallois-Perret

First appointment:
07/04/2019

End of current term:
2025

Skills related to OPmobility SE's strategy and development objectives

- Knowledge of the OPmobility Group
- International profile
- Knowledge of the automotive industry
- CSR expertise

Martin Krivan

Director representing the employees of OPmobility SE

BIOGRAPHY

Martin Krivan is a graduate engineer of the University of Matéj Bel in Slovakia and holds a Master's degree in International Industrial Project Management from the École Nationale des Arts et Métiers in Cluny, France.

His studies in France led him to integrate French companies with international activities, first within the Dirickx Group, where he was in charge of production performance projects and the restructuring of the administration of the sites located in France, Slovakia and the Czech Republic. He then became Purchasing Manager for the Beijing site in China.

In 2011, Martin Krivan joined OPmobility, and more specifically the Exterior & Lighting business broup, in the heart of the R&D center in Bratislava, Slovakia, where he carried out project management assignments, then managed the Manufacturing Process Development team. In 2014, he left for China and OPmobility's R&D sites for the manufacture of composite products, where he spent two years. Since 2021, he has been a member of the Operations Management team, as Technical Team Manager and Continuous Improvement for the Poland and Slovakia Region.

Martin Krivan was appointed employee director of OPmobility SE by the European Works Council on June 20, 2024 for the duration of his predecessor's term of office, *i.e.* until 2025.

Nationality: Slovakian

Business address:
OPmobility
Lozorno 995,

SK-900 55 Lozorno, Slovakia

First appointment:
06/20/2024

End of current term:
2025

Skills related to OPmobility SE's strategy and development objectives

- Knowledge of the OPmobility Group
- International profile
- Knowledge of the automotive industry
- Human Resources

INFORMATION ABOUT THE HONORARY CHAIRMAN OF THE PANEL OF CENSORS

Honorary Chairman

The Honorary Chairman is appointed on an honorary basis on the proposal of the Chairman of the Board of Directors. Unless otherwise decided by the Board, this appointment is made for an indefinite period.

The Honorary Chairman is invited to attend Board meetings without voting rights. He participates in the Group's major events.

The Honorary Chairman does not receive any compensation for his position. Travel expenses incurred by the Honorary Chairman are reimbursed upon presentation of the corresponding receipts.

Panel of censors

Pursuant to Article 17 of the bylaws, the Board of Directors may appoint one or more censors. Their term of office is three years and renewable.

Censors are invited to the meetings of the Board of Directors and take part in the deliberations in an advisory capacity. They may be consulted by the Chairman of the Board of Directors on the Group's strategic orientations and, more generally, on all subjects concerning the organization or development of the Company. Committee Chairmen may also request their opinions on subjects falling within their respective areas of responsibility.

Their absence does not affect the validity of the deliberations of the Board of Directors.

OPmobility SE currently has two censors: Mr. Jean Burelle, director of OPmobility from 1970 to 2021, who provides the Board of Directors with his in-depth knowledge of the Group and the international environment, and Prof. Dr. Bernd Gottschalk, director of OPmobility SE from 2009 to 2023, who contributes in particular to the Board of Directors' discussion on the evolution of the automotive market as well as on the environmental challenges related to the Group's activities.

The term of office of Mr. Jean Burelle as a censor was renewed by a decision of the Board of Directors on February 21, 2024 for a new period of three years, and Prof. Dr. Bernd Gottschalk was appointed a censor by decision of the Board of Directors on July 21, 2023 for a period of three years, *i.e.* both until the end of the Board of Directors meeting which will approve the 2026 financial statements.

Jean Burelle

Censor and Honorary Chairman of OPmobility SE

BIOGRAPHY

Jean Burelle is a graduate of the Federal Institute of Technology (ETH) in Zurich, and holds an MBA from Harvard Business School.

He started his career in 1966 with L'Oréal and left for the Plastic Omnium Group in 1967 as Department Director. In 1986, he was appointed Executive Vice-President, and in 1987 became Chairman and Chief Executive Officer, a position that he occupied until June 30, 2001. Jean Burelle was a director of Compagnie Plastic Omnium SE from 1970 to 2021. He has been Honorary Chairman since July 1, 2001.

From July 1, 2001 to December 31, 2018, Jean Burelle was Chairman and CEO of Burelle SA, of which he was a director until December 2023. He was also a member of the Supervisory Board of Soparexo SCA until June 2023. Since December 2023, Jean Burelle has been Honorary Chairman of Burelle SA.

Jean Burelle was the Chairman of MEDEF International from November 2005 until May 2016, when he became Honorary Chairman and director. From 1977 to 2009, he was a director of Essilor International and Chairman of the Directors Committee.

Jean Burelle is an *Officier of the Légion d'Honneur* and an *Officier de l'Ordre National du Mérite*.

Nationality: French

Business address:
Burelle SA
1, allée Pierre Burelle
92300 Levallois-Perret

First appointment:
02/17/2021

End of current term:
2027

Shares held at 12/31/2024:
416,378

Companies	Positions and offices held	Listed company	Group company OPmobility/Burelle SA
FRENCH COMPANIES AND FOUNDATIONS			
Burelle SA	Honorary Chairman	●	●
Burelle Participations	Director		●
Sofiparc	Director		●
MEDEF International	Honorary Chairman Director		
Association pour le Rayonnement de l'Opéra National de Paris (AROP)	Director		
INTERNATIONAL COMPANIES			
Sogec 2 SA (Belgium)	Chairman of the Board of Directors Managing Director		
Financière Protea SA (Belgium)	Chairman of the Board of Directors Managing Director		

Nationality: German

Business address:
AutoValue GmbH
Feldbergstraße 51
60325 Frankfurt-am-Main

First appointment:
07/21/2023

End of current term:
2027

Shares held at 12/31/2024:
2,400

Prof. Dr. Bernd Gottschalk

Founder and Chairman of AutoValue GmbH

BIOGRAPHY

Doctorate in economics, Prof. Dr. Bernd Gottschalk studied economics at the University of Hamburg and Saarbrücken, then at Stanford (California). He began his career in Finance at Daimler Benz AG Group, and then became Plant Manager, before being appointed Chairman of Mercedes-Benz Brasil.

In 1992, he was appointed to the Executive Committee of the Daimler Benz AG Group, Global Vice-President of the Commercial Vehicles Division.

In 1997, Prof. Dr. Bernd Gottschalk was appointed Chairman of the Federation of German Automotive Industry (VDA) and, in 2007, created AutoValue GmbH, an automotive consultancy that he has headed since that date.

Companies	Positions and offices held	Listed company	Group company OPmobility/Burelle SA
INTERNATIONAL COMPANIES			
AutoValue GmbH (Germany)	Chairman		
Schaeffler AG (Germany)	Director		
Bentler international AG (Austria)	Director		
Aeye Inc. (USA)	Director Member of the Audit Committee Chairman of the Appointments and Governance Committee		

3.1.1.3 Changes in the terms of office and positions of the Board of Directors

Changes in 2024

RATIFICATION OF THE CO-OPTION OF A DIRECTOR: MR. GONZALVE BICH

The General Meeting of April 24, 2024 ratified the co-option made by the Board of Directors on December 6, 2023, of Mr. Gonzalve Bich as director for the duration of his predecessor's term of office, *i.e.* until the end of the General Meeting called to approve the 2023 financial statements.

RENEWAL OF THE TERM OF OFFICE OF SEVEN DIRECTORS: MR. LAURENT BURELLE, MR. LAURENT FAVRE MR. PAUL HENRY LEMARIÉ MR. GONZALVE BICH, MS. ANNE-MARIE COUDERC, MS. LUCIE MAUREL AUBERT AND MR. ALEXANDRE MÉRIEUX

The General Meeting of April 24, 2024 renewed the terms of office for a period of three years of Mr. Laurent Burelle, director of OPmobility SE since 1981, Mr. Laurent Favre, director of OPmobility SE since 2020, Mr. Paul Henry Lemarié, director of OPmobility SE since 1987, Mr. Gonzalve Bich, director of OPmobility SE since 2023, Ms. Anne-Marie Couderc, director of OPmobility SE since 2010, Ms. Lucie Maurel Aubert, director of OPmobility SE since 2015 and Mr. Alexandre Mérieux, Director of OPmobility SE since 2018.

END OF TERM OF OFFICE OF THREE DIRECTORS: BURELLE SA, REPRESENTED BY MS. ÉLIANE LEMARIÉ, MS. MARTINA BUCHHAUSER, MR. IRENEUSZ KAROLAK

Burelle SA, director since 1987, represented by Ms. Éliane Lemarié, director since 2009, not wanting to renew its term of office, the General Meeting of April 24, 2024 acknowledged this decision.

The Board of Directors meeting of February 21, 2024 acknowledged the resignation of Ms. Martina Buchhauser effective April 24, 2024.

Mr. Ireneusz Karolak, director representing employees since 2019, having decided to retire, resigned from his position with OPmobility SE on June 20, 2024.

APPOINTMENT OF A NEW DIRECTOR REPRESENTING EMPLOYEES: MR. MARTIN KRIVAN

The European Works Council of OPmobility of June 20, 2024 appointed Mr. Martin Krivan as director representing employees for the remainder of the term of office of his predecessor, Mr. Ireneusz Karolak, *i.e.* until June 2025.

Changes to the composition of the Board of Directors and Committees in 2025

RENEWAL OF THE TERM OF OFFICE OF A DIRECTOR: MS. ÉLISABETH OURLIAC

The term of office of Ms. Élisabeth Ourliac will expire at the end of the General Meeting of April 24, 2025.

The Appointments and CSR Committee recommends the reappointment of Ms. Élisabeth Ourliac as director for a term of three years.

Ms. Élisabeth Ourliac has been a director of OPmobility SE since December 2022. She has been Chairwoman of the Audit Committee since December 2024. She began her professional career in an audit firm before joining Airbus in 1983. After holding several positions of responsibility within the Finance Department, she became Director of Audit in 2000 and then Director of Audit and Risk Management until 2007. In 2008, Élisabeth Ourliac was appointed Director of Commercial Aircraft Business Strategy, where she helped establish the Airbus final assembly plant on the American continent. From 2016 to 2022, Élisabeth Ourliac was Vice-President Strategy at Airbus.

Ms. Élisabeth Ourliac acts as an independent director with commitment and freedom of judgment. She brings to the Board her recognized financial expertise, combined with international business experience. She makes an active contribution, particularly as Chairwoman of the Audit Committee, to the development of a sustainable business model based on both economic as well as environmental and societal excellence.

Over the two years of her term of office as Director, Ms. Élisabeth Ourliac's attendance rate was 100% for Board meetings and 100% for the Audit Committee.

COMPOSITION OF THE BOARD OF DIRECTORS AND COMMITTEES FOLLOWING THE GENERAL MEETING OF APRIL 24, 2025

Subject to the approval of the resolutions submitted to the vote of the General Meeting to be held on April 24, 2025, at the end of this General Meeting, the Board of Directors of OPmobility SE will be composed of 14 members. The percentage of independent directors will be 42% and the percentage of women, 50%, with directors representing the employees not being taken into account in calculating these rates.

The composition of the Committees of the Board of Directors would be as follows:

- the Audit Committee is chaired by Ms. Élisabeth Ourliac. Ms. Lucie Maurel Aubert and Mr. Vincent Labruyère are members;
- the Compensation Committee is chaired by Mr. Alexandre Mérieux. Ms. Anne-Marie Couderc, Ms. Amandine Chaffois, director representing employees, and Mr. Gonzalve Bich are members;
- the Appointments and CSR Committee is chaired by Ms. Lucie Maurel Aubert. Ms. Anne-Marie Couderc and Ms. Virginie Fauvel are members.

	Age	Male/Female	Independent director	Audit Committee	Compensation Committee	Appointments and CSR Committee
Laurent Burelle	75	M				
Laurent Favre	53	M				
Félicie Burelle	45	F				
Gonzalve Bich	46	M	✓		●	
Amandine Chaffois	44	F			●	
Anne-Marie Couderc	75	F			●	●
Virginie Fauvel	50	F	✓			●
Martin Krivan	42	M				
Vincent Labruyère	74	M		●		
Paul Henry Lemarié	78	M				
Lucie Maurel Aubert	63	F	✓	●		★
Alexandre Mérieux	51	M	✓		★	
Cécile Moutet	52	F				
Élisabeth Ourliac	65	F	✓	★		

✓ *Independence within the meaning of the AFEP-MEDEF Code criteria*

● *Member of the Committee* ★ *Chairman of the Committee*

3.1.1.4 Responsible directors

Within the scope of the law and the rights and duties of directors as defined in the Internal Rules of the Board of Directors of OPmobility SE and in accordance with the AFEP-MEDEF Code, directors and censors are subject to compliance with the rules applicable to the situation of conflict of interest and stock exchange *Code of Ethics*.

Statements on the position of directors

EXISTING FAMILY TIES BETWEEN DIRECTORS

Mr. Laurent Burelle and Mr. Jean Burelle are brothers; Mr. Paul Henry Lemarié is the brother-in-law of Mr. Laurent Burelle and Mr. Jean Burelle.

Ms. Félicie Burelle is the daughter of Mr. Laurent Burelle.

Ms. Cécile Moutet is the daughter of Mr. Jean Burelle.

There are no family ties between the other directors of OPmobility SE.

NO CONVICTION OR INCRIMINATION OF DIRECTORS

Each director has declared, as they do every year, that he/she:

- has not been convicted of fraud in the last five fiscal years;
- has not been involved as a director in a bankruptcy, receivership or liquidation during the last five years;
- is not the subject of an official public offense and/or sanction pronounced by a statutory or regulatory authority;
- has not been prevented by a court from acting as a member of a management, administrative or supervisory body of an issuer, nor from participating in the management or conduct of the affairs of an issuer during the last five years.

MANAGEMENT OF CONFLICTS OF INTEREST

Directors are required to act in the interests of the Company in all circumstances.

Each year, the Board of Directors examines potential situations of conflicts of interest and the agreements reported to it pursuant to Article 6.2 of its Internal Rules.

The Appointments and CSR Committee conducts an annual review of the summary table, prepared by the Company, of financial flows during the fiscal year between OPmobility SE and interested parties within the meaning of the regulations to report to the Board of Directors as part of the regular assessment procedure for current agreements entered into under normal conditions pursuant to Article L. 22-10-12 of the *French Commercial Code*. If there is any doubt as to whether an agreement qualifies as a related-party agreement, the Committee verifies that it is of an ordinary nature and complies with normal conditions, so that the Board can apply the procedure applicable to related-party agreements. In this case, the persons directly or indirectly concerned in this agreement do not take part in this assessment.

In addition to the provisions of the *French Commercial Code* applicable to related-party agreements, the Internal Rules of the Board of Directors set out the specific rules for preventing conflicts of interest applicable to directors in the following terms:

"6.2 Duty of loyalty, non-competition and disclosure of conflicts of interest

Directors undertake to act in good faith in all circumstances and in the interests of the Company. They also undertake to ensure that the decisions of the Board of Directors do not favor one category of shareholders to the detriment of another.

This duty of loyalty obliges directors to comply with a non-competition commitment. Throughout their term of office, each member of the Board of Directors is prohibited from holding any position whatsoever in a company that competes with OPmobility SE and the companies it controls.

In a situation that gives rise to or could give rise to a conflict between the interests of the Company and a director's direct or indirect personal interests or the interests of the shareholder or group of shareholders he or she represents, the director concerned must:

- inform the Board of Directors as soon as he or she becomes aware of such conflict,
- and draw any appropriate conclusions therefrom for the exercise of his or her office. Thus, depending on the case, directors must:
  - abstain from participating in the discussions and voting on the corresponding resolutions, or
  - not attend the meetings of the Board of Directors during the period in which he/she is in a situation of conflict of interest, or
  - resign from his or her duties as a director.

Failure to comply with these abstention or withdrawal rules could result in the director being held liable.

In addition, the Chairman of the Board of Directors will not be required to provide any information or documents relating to the subject at issue to the director(s) if he has serious grounds for believing that said director is in a situation of conflict of interest, and will inform the Board of Directors that such documents have not been provided."

On the basis of the declarations prepared by each director in application of the delegated regulation (EU) no. 2019/980 supplementing regulation (EU) no. 2017/1129 called "Prospectus 3," the Board of Directors has not identified any potential conflict of interest between the duties of the directors with respect to OPmobility SE and their private interests and/or other duties. In particular, based on the work of the Appointments and CSR Committee, the Board of Directors found no business relationships of any nature between the OPmobility Group and any of its directors which could lead to conflicts of interest.

INFORMATION ON SERVICE CONTRACTS BINDING MEMBERS OF THE ADMINISTRATIVE BODIES

No director is bound either to the Company or to its subsidiaries through service contracts providing benefits of any kind.

Stock Exchange ethics

The Board of Directors is aware of the applicable rules on the prevention of insider misconduct, in particular the periods during which trading in securities of the Company is prohibited. It ensures that its Internal Rules and the Stock Exchange Ethics Charter are regularly updated. The stock exchange ethics charter was reviewed by the Board of Directors on February 19, 2024, specifying certain wordings to make the charter more explicit.

On the basis of laws, regulations and market recommendations, OPmobility SE's Stock Market Ethics Charter sets out the legal and regulatory framework applicable to insider information in order to enable each director to avoid breaching these rules.

Insider information is specific non-public information which, if it were to be made public, could have an appreciable influence on the share price. This insider information can be of three main types in particular: strategic, linked to the definition and implementation of the Group's development policy; recurring, linked to the annual calendar for the production and publication of annual and interim financial statements, regular communications or periodic meetings dedicated to financial information; or *ad hoc*, linked to a given project or financial transaction.

This Charter explains what is prohibited when holding inside information, in particular when it involves carrying out or having carried out financial transactions in OPmobility shares on the stock market. It reiterates that misconduct in this area is subject to criminal penalties.

Directors with permanent insider status are particularly requested not to carry out transactions on the securities of OPmobility during certain periods if they have insider information. The Internal Rules of the Board of Directors mention the obligation for all members of the Board of Directors and all censors of OPmobility SE to comply with the terms of the Charter. Members are periodically reminded of these obligations by the Company.

In the meeting of the Board of Directors of December 11, 2024, each director and censor received the schedule of closed periods for 2025 outside of which they may trade in OPmobility shares.

The confidentiality obligations for inside information are also defined in the Internal Rules of the Board of Directors of OPmobility SE.

Furthermore, the directors notify the French Financial Markets Authority (AMF – *Autorité des Marchés Financiers*) of each transaction carried out by themselves, or by persons closely related to them, involving OPmobility securities (*see section 3.2.5 "Summary of transactions reported by executive corporate officers and directors during fiscal year 2024"*).

3.1.1.5 Independent directors

Directors who exercise their judgment freely

All the directors of OPmobility SE have access to permanent information and resources adapted to the performance of their duties. Each has a duty of care and participates independently in the work and decisions of the Board and, where applicable, its review Committees. Each director is subject to compliance with the rules in force on conflicts of interest.

Directors qualified as independent according to the criteria defined by the AFEP-MEDEF Code

Article 6.6 of the Internal Rules provides that the Board of Directors must carry out an annual assessment of the independence of each director with regard to the criteria of the AFEP-MEDEF Code to which it refers, *i.e.*:

Criterion 1: Employee or director during the past five years

Is not or has not been during the past five years:

- employee or executive corporate officer of the Company;
- employee, executive corporate officer or director of a company consolidated by the Company;
- employee, executive corporate officer or director of the Company's parent company or of a company consolidated by this parent company.

Criterion 2: Cross-directorships

Is not an executive corporate officer of a company in which the Company directly or indirectly holds an office of director or in which an employee designated as such or an executive corporate officer of the Company (at present or having been at any time in the past five years) holds an office of director.

Criterion 3: Significant business relations

Is not a significant customer, supplier, investment banker, corporate banker or adviser:

- of the Company or its Group;
- or for which the Company or its Group represents a significant part of its activity.

The assessment as to whether or not the relationship with the Company or its Group is significant is discussed by the Board, and the quantitative and qualitative criteria leading to this assessment (continuity, economic dependence, exclusivity, etc.) are explained in the annual report.

Criterion 4: Family ties

Does not have close family ties with a director.

Criterion 5: Statutory Auditors

Has not been Statutory Auditor of the Company during the past five years.

Criterion 6: Term of office over twelve years

Has not been a director of the Company for more than twelve years. Loss of status as independent director occurs on the twelfth anniversary of the start of the term of office.

Criterion 7: Status of non-executive corporate officer

A non-executive corporate officer cannot be considered independent if he or she receives variable compensation in cash or shares, or any compensation linked to the performance of the Company or of the Group.

Criterion 8: Status of major shareholder

Directors representing major shareholders in the Company or its parent company may be considered as independent providing these shareholders do not participate in the control of the Company. However, above a threshold of 10% of the capital or voting rights, the Board, based on a report by the Appointments Committee, systematically reviews the classification as independent, taking account of the composition of the Company's capital and the existence of any potential conflict of interest.

At its meeting of February 19, 2025, the Board of Directors, on the proposal of the Appointments and CSR Committee, examined the independence of the directors as of December 31, 2024. On the proposal of this committee, the Board considered, in accordance with the AFEP-MEDEF Code to which the Company refers, that a director is independent when *"he or she has no relationship of any kind with the Company, its Group or its management that could compromise the exercise of his or her freedom of judgment."*

As of December 31, 2024, in addition to Mr. Laurent Favre and Ms. Félicie Burelle, executive corporate officers, it is specified that the following directors cannot be considered as independent:

- Mr. Laurent Burelle, Mr. Paul Henry Lemarié and Ms. Cécile Moutet are related to at least one of the executive corporate officers;
- Mr. Vincent Labruyère and Ms. Anne-Marie Couderc, by virtue of their length of service as directors of OPmobility SE, which amounts respectively to 22 years and 14 years;
- Ms. Amandine Chaffois and Mr. Martin Krivan, directors representing the employees appointed in accordance with the provisions of Articles L. 22-10-6 et seq. of the French Commercial Code.

INDEPENDENCE OF DIRECTORS AS OF DECEMBER 31, 2024 WITH REGARD TO THE AFEP-MEDEF CODE INDEPENDENCE CRITERIA

	Employee/ director in the previous five years	Cross -directorships	Significant business relations	Family ties	Statutory Auditor	Term of office over 12 years	Status of non -executive corporate officer	Status of major shareholder
Independent directors								
Gonzalve Bich	✓	✓	✓	✓	✓	✓ (1 year)	✓	✓
Virginie Fauvel	✓	✓	✓	✓	✓	✓ (2 years)	✓	✓
Lucie Maurel Aubert	✓	✓	✓	✓	✓	✓ (9 years)	✓	✓
Alexandre Mérieux	✓	✓	✓	✓	✓	✓ (6 years)	✓	✓
Élisabeth Ourliac	✓	✓	✓	✓	✓	✓ (2 years)	✓	✓
Non-independent directors								
Laurent Burelle	✘	✘	✓	✘	✓	✘ (43 years)	✘	✓
Félicie Burelle	✘	✘	✓	✘	✓	✓ (7 years)	✓	✓
Anne-Marie Couderc	✓	✓	✓	✓	✓	✘ (14 years)	✓	✓
Laurent Favre	✘	✓	✓	✓	✓	✓ (5 years)	✓	✓
Vincent Labruyère	✓	✓	✓	✓	✓	✘ (22 years)	✓	✓
Paul Henry Lemarié	✘	✓	✓	✘	✓	✘ (37 years)	✓	✓
Cécile Moutet	✓	✓	✓	✘	✓	✓ (7 years)	✓	✓
Employee directors								
Amandine Chaffois	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a
Martin Krivan	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a

✓ Criterion for independence met. ✘ Criterion for independence not met.

As of December 31, 2024, five directors out of twelve (excluding directors representing employees) were considered independent:

- Mr. Gonzalve Bich
- Ms. Virginie Fauvel
- Ms. Lucie Maurel Aubert
- Mr. Alexandre Mérieux
- Ms. Élisabeth Ourliac

This gives 42% independent directors, in accordance with the provisions of the AFEP-MEDEF Code recommending, for controlled listed companies, a minimum of one-third independent directors, the number of directors representing employees not being included in establishing the percentage of independent directors.

3.1.1.6 Multiple directorships held by directors

The number of corporate offices held by directors in companies outside the Group, including international companies, was assessed as of February 19, 2025 in accordance with the recommendations of the AFEP-MEDEF Code, according to which "*executive corporate officers must not hold more than two other directorships in listed companies outside their Group, including international companies […]. Directors must not hold more than four other corporate offices in listed companies outside their Group, including international companies.*"

SUMMARY OF MULTIPLE DIRECTORSHIPS HELD BY MEMBERS OF THE BOARD OF DIRECTORS

As of February 19, 2025	Number of offices in listed companies external to the OPmobility Group	Compliance with the AFEP-MEDEF Code criteria
Laurent Burelle	1	✓
Laurent Favre	1	✓
Félicie Burelle	2	✓
Gonzalve Bich	1	✓
Anne-Marie Couderc	1	✓
Virginie Fauvel	1	✓
Vincent Labruyère	0	✓
Paul Henry Lemarié	1	✓
Lucie Maurel Aubert	0	✓
Alexandre Mérieux	1	✓
Cécile Moutet	0	✓
Élisabeth Ourliac	0	✓
Amandine Chaffois	0	✓
Martin Krivan	0	✓

3.1.2 Conditions for the preparation and organization of the work of the Board of Directors

3.1.2.1 Functioning of the Board of Directors

The Board of Directors met four times in 2024. A meeting was organized on December 11, 2024 , at the Alphatech site, a research and innovation center located in Venette, France, to present innovations and products from different segments of the Group to the members of the Board of Directors.

Three committees prepare the Board's discussions and deliberations, and eight meetings were organized in 2024:

- 3 meetings of the Audit Committee;
- 3 meetings of the Appointments and CSR Committee, and
- 3 meetings of the Compensation Committee.

Directors may propose any subject relevant to good governance on the agenda of the Board and its Committees. The directors of OPmobility SE are regularly informed of all of the Company's activities and its performance.

Discussions within the Board, led by its Chairman, are conducted in a transparent and in-depth manner.

Frequency, duration and participation in meetings

The functioning of the Board is set out in Article 12 of the bylaws, and its organization is described in Article 3 of the Internal Rules of the Board of Directors.

The Board of Directors meets as often as the interests of the Company require and, pursuant to the Internal Rules, at least four times per year. Board meetings may be held by any means of videoconferencing or telecommunication allowing the identification of directors and ensuring their effective participation in accordance with the terms and conditions laid down in the Internal Rules.

In accordance with Article 11 of the bylaws, all directors must own at least 900 shares of the Company, to be acquired during open periods. This obligation does not apply to directors representing employees.

The functions of Chairman of the Board of Directors and Chief Executive Officer have been separate since 2020. Mr. Laurent Burelle is Chairman of the Board of Directors, Mr. Laurent Favre is Chief Executive Officer and Ms. Félicie Burelle is Managing Director.

The Board Secretary assumes the responsibilities of the secretariat of the Board and draws up the minutes of its meetings.

EXECUTIVE SESSIONS

The directors meet at least once a year without the presence of executive corporate officers, to conduct an overview of the functioning of governance and to assess the performance of the Chairman of the Board of Directors, Chief Executive Officer and Managing Director. The Chairwoman of the Appointments and CSR Committee chairs this meeting. She informs the members of the Board of Directors of the holding of these meetings and of their main conclusions. An executive session was held on October 25, 2024.

ATTENDANCE

The preparation and holding of Board meetings require significant investment and availability on the part of the directors. In 2024, the average attendance rate at Board meetings was 94%. The individual rate at Board and Committee meetings is detailed below. The breakdown of the compensation awarded to the directors, established according to the attendance of each of them at the meetings of the Board and the various committees, is detailed in section 3.2.1 "Compensation of directors in 2024" of this report.

INDIVIDUAL ATTENDANCE OF DIRECTORS AND CENSORS AT BOARD AND COMMITTEE MEETINGS IN 2024

	Board of Directors		Audit Committee		Compensation Committee		Appointments and CSR Committee	
Directors	**Number of meetings**	**Attendance rate**	**Number of meetings**	**Attendance rate**	**Number of meetings**	**Attendance rate**	**Number of meetings**	**Attendance rate**
Laurent Burelle	4/4	100%	-	–	–	–	–	–
Laurent Favre	4/4	100%	–	–	–	–	–	–
Félicie Burelle	4/4	100%	–	–	–	–	–	–
Gonzalve Bich	3/4	75%	–	–	–	–	–	–
Martina Buchhauser (1)	1/1	100%	–	–	–	–	–	–
Amandine Chaffois	4/4	100%	–	–	3/3	100%	–	–
Anne-Marie Couderc	4/4	100%	–	–	3/3	100%	3/3	100%
Virginie Fauvel	4/4	100%	–	–	–	-	3/3	100%
Ireneusz Karolak (2)	1/1	100%	–	–	–	-	–	–
Martin Krivan (3)	2/2	100%						
Vincent Labruyère	4/4	100%	3/3	100%	–	–	–	–
Paul Henry Lemarié	4/4	100%	–	–	–	–	–	–
Éliane Lemarié, permanent representative of Burelle SA (1)	1/1	100%	–	–	–	–	1/1	100%
Lucie Maurel Aubert	4/4	100%	3/3	100%	–	–	3/3	100%
Alexandre Mérieux	3/4	75%	–	–	3/3	100%	–	–
Cécile Moutet	3/4	75%	–	–	–	–	–	–
Élisabeth Ourliac	4/4	100%	3/3	100%	–	–	–	–
Censors								
Jean Burelle	3/4	75%	–	–	–	–	–	–
Prof. Dr. Bernd Gottschalk	4/4	100%	–	–			–	–
OVERALL ATTENDANCE RATE		**94%**		**100%**		**100%**		**100%**

(1) Director until April 24, 2024
(2) Director representing employees until June 20, 2024
(3) Director representing employees since June 20, 2024

Senior Executive procedures

OPmobility SE has a corporate governance method adapted to its specificities and which is part of a constant process of progress. The procedures used by the Senior Executives to manage OPmobility SE have always been decided in the best interest of the Company and with the constant concern to enable the corporate governance method chosen to optimize the economic and financial performance of the Group and create the most favorable conditions for its long-term development.

At its meeting of September 24, 2019, the Board of Directors resolved to split the positions of Chairman of the Board of Directors and Chief Executive Officer. This split of positions took effect on January 1, 2020. Since that date, Laurent Burelle has been Chairman of the Board of Directors, Laurent Favre is Chief Executive Officer and Félicie Burelle is Managing Director.

The organization of the Senior Executives guarantees the sustainability of the Group's performance and commitments, as well as the quality of its governance.

Mr. Laurent Burelle brings to the Board of Directors and the Senior Executives his successful and recognized experience in both positions. The Board can count on its expertise in governance matters to meet the expectations of stakeholders.

Role of the Chairman of the Board of Directors

Mr. Laurent Burelle, as Chairman of the Board of Directors, organizes and directs the work of the Board, on which he reports to the General Meeting. He chairs Board meetings, directs the discussions and ensures compliance with the provisions of the Internal Rules. In this respect, the Chairman:

- convenes meetings of the Board according to a schedule of meetings communicated to the directors and decides whether to convene the Board at any other time, if necessary;
- prepares the agenda, supervises the creation of the Board file and ensures the completeness of the information contained therein;
- ensures that certain topics are discussed by the committees in preparation for Board meetings and ensures that they have the power to make proposals to the Board;
- leads and directs the discussions of the Board;
- ensures that directors comply with the provisions of the Board's Internal Rules;
- prepares and organizes, in conjunction with the Appointments and CSR Committee, the periodic assessment of the Board;
- ensures the smooth organization of the General Shareholders' Meeting, which he chairs.

He seeks to ensure the quality of discussions and to promote collective decision-making. He also ensures that the Board devotes sufficient time to its discussions, giving each item on the agenda time proportionate to the importance it represents for the Company. The directors collectively ensure that there is a correct balance in the speaking time of each one of them. The Chairman ensures that the questions asked in line with the agenda receive appropriate answers.

The Chairman of the Board takes care to develop and maintain a relationship of trust between the Board and Senior Executives in order to guarantee the permanence and continuity of the implementation of the orientations defined by the Board.

The Chairman ensures that Board meetings and committees operate smoothly, the meetings of which he may attend and submit questions for opinion, and that principles of good governance apply. In particular, he ensures that the directors are provided with the clear and appropriate information necessary to the performance of their duties in a timely manner.

The Chairman ensures the proper organization of the General Shareholders' Meeting which he chairs, answers shareholders' questions and more generally ensures good shareholder relations.

Should the Chairman be unable to attend, he is replaced by the Chief Executive Officer or the Managing Director, themselves directors, or, in their absence, by another director chosen by the Board at the beginning of the meeting.

Relations between the Chairman of the Board of Directors and Senior Executives

Taking into account the experience and expertise of Mr. Laurent Burelle, as well as his in-depth knowledge of the Group and automotive industry markets, the Chairman acts in close collaboration with the Chief Executive Officer who, with the support of the Managing Director, is responsible for the management and operational management of the Company. The Board of Directors decided to extend the missions entrusted to the Chairman. At its meeting on December 11, 2024, on the recommendation of the Appointments and CSR Committee, the Board of Directors defined the organization of relations between the Chairman and Senior Executives as follows for 2025, thus confirming decisions made previously. The Chairman of the Board of Directors approves:

- the annual budget and the five-year strategic plan, after being regularly informed by the Chief Executive Officer of the progress of its preparation;
- proposed disposals and acquisitions with a value of more than €50 million or revenue exceeding €100 million;
- movements within the Executive Committee;
- the raising or cancellation of loans and banking agreements;
- strategic changes related to the Corporate Social Responsibility (CSR) policy.

In close collaboration with the Chief Executive Officer, he is also responsible for banking relations with the Senior Executives of banking institutions and choices in relation to tax matters for the OPmobility Group and its subsidiaries.

The Chairman of the Board of Directors coordinates with the Chief Executive Officer, who is responsible for the steering and operational management of the Group. In addition to the exercise of the powers conferred on him by French law, the Chairman may be consulted by the Chief Executive Officer on any matter relating to the running of the Company.

He is kept regularly informed by the Chief Executive Officer of significant events in the life of the Group, particularly with regard to strategy, organization, investments and divestments.

The Chairman of the Board of Directors ensures that the OPmobility Group's values and culture are respected.

The Board of Directors considers that this organization guarantees the sustainability of the Group's performance, values and commitments as well as the quality of its governance.

Relations between the Board of Directors and Senior Executives

The Senior Executives communicate transparently with the directors and keep them regularly informed of the Company's operations and its performance.

The Board has the means to deal freely with issues that concern it, in particular the Company's strategic orientations, to monitor and ensure their implementation and to control their proper management.

The Chairman of the Board of Directors is kept regularly informed by the Chief Executive Officer of significant events in the Group. If necessary, he informs members of the Board in between meetings. Only the Chairman is entitled to speak on behalf of the Board. He conducts the work of the Board in order to obtain the support and commitment of the directors for the actions of the Chief Executive Officer and to ensure the development of the Company with complete confidence.

The Board of Directors may meet at any time, depending on current events.

DIRECTORS' RIGHTS AND OBLIGATIONS

The Internal Rules of the Board of Directors provide that its members are subject to obligations such as to:

- act in the corporate interest;
- inform the Chairman of the Board and the Board of any situation of conflict of interest, even a potential one, and refrain from voting on any deliberation for which such a situation of conflict of interest exists;
- perform their duties in compliance with legal provisions, in particular those relating to limits on the number of terms of office, and attend Board and Committee meetings;
- be informed so that they can make a useful contribution to the topics on the agenda;
- consider themselves bound by true professional secrecy and be bound by an obligation of loyalty;
- comply with the Company's Stock Exchange Ethics Charter, in particular with regard to securities transactions;
- inform the Chairman of the Board of Directors without delay of any agreement entered into by the Company in which they are directly or indirectly interested or which has been entered into by an intermediary.

DIRECTORS' INFORMATION

The Chairman of the Board of Directors shall provide the directors with sufficient time to enable them to fully perform their duties. In addition, the Chairman of the Board of Directors constantly communicates to the members of the Board any material information concerning the Company. Each director receives and may request all information necessary for the performance of their duties. For this purpose, the directors may meet with the key executive corporate officers of the Company and the Group as soon as the Chairman of the Board of Directors has been informed in advance.

At the request of the Chairman of the Board of Directors or a director, an operational director may be invited to any meeting of the Board devoted to the prospects and strategies of their sphere of business.

A digital platform is available to directors to assist them in carrying out their duties. This tool is accessible *via* a tablet application provided by the Company to all members of the Board of Directors and allows in particular documents to be securely provided relating to the meetings of the Board of Directors and Committees.

3.1.2.2 Assessment of the Board of Directors' organization and functioning

- **Annual assessment** process for the Board of Directors within the framework of the AFEP-MEDEF Code, to which the Company refers, and market recommendations such as those of the AMF (French Financial Markets Authority).

  The Board of Directors also conducts a **formal assessment** of its own operations at regular intervals, not exceeding three years. This assessment is carried out under the direction of the Chairman of the Appointments and CSR Committee, with or without the assistance of an external consultant.

  In 2024, a new formal assessment took place under the direction of the Chairwoman of the Appointments Committee, with the assistance of an external consultant. It took the form of a detailed questionnaire, which all directors completed.
- **Main objectives:**
  - verify that important issues are properly prepared and discussed within the Board; measure the contribution of each member to the work of the Board;
  - make suggestions for improvements;
  - improve the effectiveness of the Board of Directors.
- **Support and procedure:**
  - steering of the assessment process by the Chairwoman of the Appointments and CSR Committee;
  - reminder of the principles set out by the AFEP-MEDEF Code and stock market expectations so that each director analyzes the proper functioning of the Board and his or her personal contribution to its work and decisions;
  - questionnaire prepared in 2021 with the assistance of an external consultant and reviewed annually;
  - annual individual meetings between the directors and the Board Secretary;
  - feedback on the responses provided at the Appointments and CSR Committee meeting, followed by a discussion between directors, and decisions made for 2025.

- **Main themes of the assessment:**
  - composition of the Board of Directors, its organization and functioning;
  - quality and relevance of the information provided and the agendas;
  - Board of Directors' commitment to defining the Group's strategy;
  - activity of the Committees, in particular the procedure for assessing current agreements, analysis of the independence of directors and any conflicts of interest;
  - main governance issues.

Concerning **the composition of the Board**, the directors consider that it is satisfactory and balanced. The diversity in terms of profiles, age, gender and expertise makes it possible to actively discuss with Senior Executives the strategic challenges facing the Group and to make independent decisions. The number of independent directors is appropriate given their profile and the shareholding structure. The expected skills are well represented in relation to the needs defined by the Board, particularly the experience of directors in international companies. The **composition of Committees** is also considered appropriate, with competent directors within each of them.

Concerning **the organization of Board discussions**, it was stressed that each director fully plays his or her role by questioning Senior Executives. Discussions are open, and the directors express themselves in a positive climate of trust. The Chairman of the Board of Directors promotes exchanges and the quality of debates. Senior Executives communicate transparently and respond in detail to all questions.

Directors considered that **Board of Directors' meeting agendas** are adapted to the economic situation and cover all subjects. The in-depth presentation of revenue, the automotive market and new technologies allow directors to be immersed in OPmobility's operational business.

The **frequency and duration of meetings** was deemed sufficient, the time set aside for debates quite satisfactory.

Directors emphasized the **quality of information**, which is provided in full and is detailed, and which is communicated to them before each meeting of the Board and committees and which promotes the quality of discussions. The digital platform is well used. The topics addressed in 2024 were very diverse and aligned with the Group's issues. The managers' presentations provided a good understanding of the challenges. Information on changes in the market and the competitive environment was of good quality. The directors also noted a good level of information on the main strategic challenges, including those related to CSR. Concerning **acquisitions and restructuring**, the directors are satisfied with the way in which the discussions are presented and discussed in the Board. They are in line with the Group's strategy. The Senior Executives listen to the opinions of the directors.

The directors also believe that the attention paid to **conflicts of interest** is well managed by the rules in force. The confidentiality of the discussions is well respected.

The current holding of one **executive session** per year is considered appropriate.

The dynamics of the Board are quite satisfactory, with excellent interaction between the various directors. Regarding **governance issues**, the procedures used by the Senior Executives, in particular the separation of the functions of Chairman and Chief Executive Officer, work very satisfactorily, with the complementarity of the Chairman of the Board of Directors and the Chief Executive Officer being considered a particular asset. Furthermore, regarding **the Chairman of the Board, the Chief Executive Officer and the Managing Director** individually, the transparency of the Chief Executive Officer and the Managing Director, their competence and their knowledge of projects were highlighted, and the way discussions are led by the Chairman of the Board of Directors and the operating procedures used by the Senior Executives were also singled out in particular. The balance of powers is well ensured. The directors do not consider it necessary to appoint a **lead director**, in light of the composition and functioning of the Board. This appointment would be of limited interest, as the directors wished to maintain a direct relationship with the Chairman and Senior Executives.

The **panel of Censors** was also assessed by the Board of Directors. The expertise of the censors, in particular in terms of knowledge of the Group and the international context in which it operates, exercised within the Board in order to protect the interests of the Company and the Group, were considered very positive. Without being able to take part in votes on decisions, their freedom of speech and judgment contributes to enriching the discussions within the Board.

Concerning **the work of the Committees**, their operation is satisfactory, the projects are well constructed. The directors, members of these committees, believe that the subjects are dealt with in a serious and solid manner. The Board of Directors can make its decisions with complete confidence on the basis of the recommendations of the Committees.

The **Audit Committee** fulfills its missions precisely, with work based on the detailed information provided by the Company's management. The balance between compliance and business issues is particularly appreciated. CSR topics and the monitoring of non-financial data are well addressed, and specific attention was paid to risk issues. The monitoring of acquisitions and the integration of acquired companies processed by the Audit Committee was greatly appreciated.

The **Compensation Committee** is well prepared and the work is well anticipated. The alignment of compensation with the strategic objectives pursued is verified. The inclusion of quantifiable criteria related to the Company's climate objectives, in particular the carbon neutrality strategy, is given particular attention by the Committee (see section 3.1.4).

The quality of the work of the **Appointments and CSR Committee** is highlighted. CSR issues are now widely addressed and include the Company's Climate and Carbon Neutrality strategy, the review of the CSRD, the Group's Health and Safety policy, gender diversity within management bodies, for which OPmobility is regularly recognized for its strong commitment, and diversity within the Group.

In addition, **points for improvement** identified by the Board of Directors concern the composition of the Board of Directors to maintain and strengthen the level and diversity of skills, in particular on sustainability issues as well as international experience. Discussions on market developments, advances in technology and their impact on the automotive industry could be the subject of a dedicated meeting. The contributions from Senior Executives deserve to be expanded upon.

3.1.2.3 Responsibilities and powers of the Board of Directors

Responsibilities of the Board

By virtue of the legal and regulatory provisions and of Article 11 of the bylaws, the Board of Directors sets the Group's strategies and ensures their implementation in accordance with its corporate interest, taking into consideration social and environmental challenges. It also exercises the following powers:

Strategy	• reviews, at least once a year, the Group's industrial and financial strategy • determines the strategy, development model and long-term outlook, ensures that shareholders and investors receive relevant, balanced and informative information on the strategy, including the way significant non-financial challenges facing the Company are taken into account
CSR	• promotes long-term value creation by the Company by taking into consideration the social and environmental challenges facing its activities • ensures compliance with strategic climate guidelines and the achievement of objectives set in a specific timetable
Governance	• selects the method of exercising Senior Executive procedures
Appointments and compensation	• appoints the executive corporate officers and sets their compensation • reviews, at least once a year, the policy on equal pay and equal opportunity in the workplace

Subject to the powers expressly conferred on Shareholders' Meetings and within the limits of the Company's purpose, the Board examines any question in connection with the smooth running of the Company and through its deliberations settles matters concerning it. It is committed to promoting the long-term creation of value by the business.

The Board ensures that shareholders receive relevant and informative information on the Company's strategy, development model and the account taken of the significant non-financial challenges facing the Company as well as its long-term outlook.

The Board of Directors carries out the controls and verifications that it deems necessary. The directors control the Company's economic and financial management, and they review and approve the broad lines of actions considered by the Senior Executives, which implement them.

To this end, the Board constantly seeks a working method which, while strictly complying with the law and regulations, is conducive to the conditions of good corporate governance.

The work of the Board of Directors is based on its Internal Rules, which are intended to supplement the legal, regulatory and statutory rules and the market recommendations to which the Board refers.

Powers of the Board of Directors

The balance of powers within the Board of Directors is based mainly on its consistent and harmonious composition and on the qualities of its members. The diversity and complementarity of the directors' experiences and expertise (entrepreneurial, international, financial, industrial, digital, etc.) enables quick and in-depth understanding of the challenges associated with the OPmobility Group's development.

The balance between long-serving, seasoned directors and those more recently appointed allows a new vision to be combined with the consistency of long-term decisions.

Senior Executives have the broadest powers to act under any circumstances in the name of the Company, within the limits of the corporate purpose and subject to the powers that the law expressly grants to Shareholders' Meetings and to the Board of Directors. The Internal Rules of the Board of Directors contain limits on their powers to make certain decisions which, on account of their purpose or their amount, are notably subject to the prior approval of the Board of Directors.

Thus, the Board of Directors must approve material transactions likely to affect the Group's strategy or significantly change its financial structure or scope of businesses. These transactions are defined in point 5 of the Board of Directors' Internal Rules.

"**5. Senior Executive Powers**

Either by the Chairman of the Board who holds the title of Chairman and Chief Executive Officer, or another natural person holding the title of Chief Executive Officer is responsible for running the Company.

Whether this function is assumed by a Chairman and Chief Executive Officer or by a Chief Executive Officer, he or she is vested with the broadest powers to act in all circumstances on behalf of the Company. He or she exercises these powers within the limits of the corporate purpose and subject to the powers expressly granted by French law to General Meetings of Shareholders and to the Board.

The Chief Executive Officer also exercises these prerogatives within the framework defined, where applicable, in application of Article 4 of the Internal Rules.

At least once a year, the Senior Executives submit to the Board of Directors the forecasts for the income statement, investments, changes in debt and working capital requirements, as well as significant transactions, the draft management report, the financial statements and the report on the composition of the Board of Directors and conditions for the preparation and organization of its work and internal control and risk management procedures, as well as the status of the bank credit lines available to the Company.

The members of the Board of Directors are also informed of changes in the markets, the competitive environment and the main challenges, including in the area of the Company's corporate social and environmental responsibility.

Material transactions likely to affect the strategy of the Company or the Group or significantly modify its financial structure or its scope of activity or consolidation are subject to prior approval by the Board of Directors, such as:

- acquisitions, mergers, disposals, equity investments and withdrawals likely to significantly change the financial structure;
- global investments;
- any significant transactions that fall outside the strategy announced by the Company;
- the approval of the OPmobility SE budget.

The Board of Directors is responsible for assessing the material nature of a transaction.

Senior Executives represent the Company in its relations with third parties. On the proposal of the Chief Executive Officer, the Board may appoint one or more natural persons to assist the Chief Executive Officer, with the title of Managing Director.

Notwithstanding the foregoing, when a sale is planned, in one or more transactions, involving at least half of the Company's assets over the last two fiscal years, the Board of Directors must, prior to the completion of this disposal, present a report on the context and process for such transactions to the General Meeting. This presentation is followed by an advisory vote of shareholders under the conditions of quorum and majority for the Ordinary General Meeting. If the Meeting issues a negative opinion, the Board of Directors must meet as soon as possible and immediately publish a release on the Company's website on the follow-up it intends to give to the transaction."

Each year, the Board authorizes the Senior Executives to issue sureties, endorsements and guarantees and to issue bonds in amounts for which the Board determines the total sum.

3.1.3 Activities of the Board of Directors

4 meetings of the Board of Directors

including 1 executive session

50% women

50% men

94% attendance rate

42% independent directors

During fiscal year 2024, the Board of Directors met four times. The attendance rate at Board meetings was 94%. The attendance rate at the meetings of the Committees of the Board of Directors was 100%. The average individual attendance rate for Board of Directors' and Committee meetings for 2024 is shown, for each director, in section 3.1.2.1.

The agenda of the Board of Directors is drawn up by the Chairman of the Board of Directors in consultation with the Chief Executive Officer.

The Board is regularly informed of the work of the various Committees by their Chairman and makes its decisions based on their recommendations.

In 2024, the Board's activity mainly focused on the following topics:

Group strategic orientations and monitoring of its divisions

- operational implementation of new strategic orientations;
- the hydrogen mobility and H2-Power business group development strategy;
- the strategic outlook of the C-Power business group;
- presentation of the changes in the Group's organization, the new corporate name and the new brand;
- research and innovation;
- the impact on the Group's activities of changes in environmental laws and regulations;
- the review of the various issues relating to the Group's industrial activities;
- the impact of increased production costs, particularly energy costs.

Investments and asset sales

- monitoring the acquisitions, their integration into the Group, the synergies developed, the implementation of the business plan and the value created for the OPmobility Group;
- other investments, particularly in the Exterior & Lighting business group and in operations;
- progress reports on ongoing projects.

Finance, audit and risks

- approval of the statutory and consolidated financial statements, the proposed appropriation of net income and draft press releases;
- approval of management planning documents;
- approval of the 2025 budget and medium-term business plan;
- analysis of the annual review of the Group's risks and the assessment of internal control, as well as the operations put in place to combat cyber-attacks and associated risks;
- renewal of the annual authorizations granted to Senior Executives to issue bonds and to issue sureties, endorsements and guarantees;
- analysis of financial studies and analysts' notes;

- statement of asset impairments made in 2024;
- distribution of an interim dividend;
- analysis of current agreements entered into during the year or in previous years, but which remained in force during the fiscal year;
- analysis of related-party agreements entered into and authorized during the fiscal year or during previous fiscal years, but which continued to be executed during the last fiscal year, or whose execution has not yet taken place at the time of the review;
- reclassification or downgrading of any related-party agreement to a regulated agreement or a current agreement, as the case may be, in view of the qualification criteria defined by law, case law and professional organizations and used by the Group.

Governance, appointments and compensation

- the proper conduct of the Group's governance;
- assessment by the Board of its own functioning and its development (without the presence of the executive corporate officers and directors belonging to the family group);
- the compensation policy for directors and corporate officers for 2024, in particular that of the Chairman of the Board of Directors, the Chief Executive Officer and the Managing Director;
- Setting the compensation of the corporate officers for 2023 and assessment of the performance of the Chief Executive Officer and the Managing Director;
- Adoption of the free performance share plans of April 25, 2024 and July 22, 2024;
- Information on the Group's Human Resources policy, including the compensation policy, the diversity and gender equality policy, equal opportunity policy, the attractiveness of OPmobility and talent retention;
- Setting gender diversity objectives in strategic positions;
- preparation of the Combined General Meeting;
- the competence and independence of the directors in office;
- the reappointment of the Chairman of the Board of Directors and the Chief Executive Officer;
- the reappointment of the members of the Board of Directors;
- the renewal and appointment of members of the Specialized committees.

Corporate social responsibility

- regular monitoring of CSR objectives for 2050: net zero emissions and climate strategy;
- review of the adequacy of proposed investment with each of the Group's CSR criteria, taking into consideration social, ethical and climate challenges;
- review of the Vigilance Plan drawn up by the operational departments;
- the presentation of the reporting set up by the Company in the context of CSRD reporting obligations;
- the Group's diversity and gender balance policy;
- professional and salary policy;
- annual "health and safety" at work review.

3.1.4 Activities of the Board of Directors' Committees

Discussions and decisions of the Board of Directors are assisted by the work of its specialized committees, which report to it after each of their meetings. The details of the missions of each committee are given in the Internal Rules of the Board of Directors.

The Board of Directors' committees are responsible for studying all matters relating to the Company that the Board or its Chairman submits for them to examine and issue an opinion, preparing the tasks and decisions of the Board relating to these subjects or projects and reporting their conclusions to the Board in the form of minutes, proposals, opinions, information memorandums or recommendations. The committees carry out their duties under the responsibility of the Board of Directors, and in their own domain. Committees do not have decision-making power.

The Board of Directors, on the proposal of its Chairman, and following the recommendation of the Appointments and CSR Committee, appoints members of the committees as well as the committees' Chairpersons, taking into account the skills and experience of the directors.

To carry out their work, after having informed the Chairman of the Board of Directors and subject to reporting to the Board of Directors, the committees may hear any responsible person within the Group and/or request technical studies on subjects falling within their areas of responsibility, at the expense of the Company. In the event of recourse by the committees to the services of external consultants, the committees must ensure the objectivity of the consultant concerned.

Three committees support the Board of Directors: the Audit Committee, the Appointments and CSR Committee and the Compensation Committee. Secretarial services for Board committees are provided by the Corporate Secretary.

Audit Committee

Chairwoman: **Ms. Élisabeth Ourliac**

The Audit Committee is composed of three members: ***Élisabeth Ourliac****,* ***Lucie Maurel Aubert*** *and* ***Vincent Labruyère****.*

3
meetings

2
women

1
man

100%
attendance rate

67%
independent directors

The Audit Committee met three times during fiscal year 2024 with an attendance rate of 100%. The Statutory Auditors attended all meetings, as did the Group's Finance Department. The Internal Audit and Risk Management Director participated in one meeting.

Principal missions

The principal missions of the Audit Committee are:

- monitoring the basis of preparation for the Group's financial information;
- monitoring the legal audit of the annual financial statements and consolidated financial statements by the Statutory Auditors;
- reviewing the Statutory Auditors' audit plans and engagement program and the outcome of their verifications;
- monitoring the independence of the Statutory Auditors;
- monitoring the effectiveness of internal control and risk management systems and internal audit concerning the procedures relating to the preparation and processing of financial and non-financial accounting information put in place by Senior Executives that may have an impact on the financial statements;
- monitoring the Group's major exposures and sensitivity to risks;
- monitoring and approval of the Group's compliance program;
- warning the Chairman of the Board in the event of detection of a major risk, which the Committee believes has not been treated appropriately;
- reviewing the program and objectives of the Internal Audit Department, as well as the methods and procedures of the internal control systems used;
- reviewing the scope of consolidation and reasons why some companies would not be included;
- reviewing the main accounting options used, the significant off-balance sheet commitments as well as the financial position and the cash position;
- reviewing any proposed change in accounting standards or changes in accounting policies;
- reviewing matters likely to have a significant impact on the Group's financial situation.

Main activities in 2024

The activities of the Audit Committee focused on the following topics:

- approval of the 2023 statutory and consolidated financial statements;
- review of interim statutory and consolidated financial statements at June 30, 2024;
- review of the Statutory Auditors' reports on the statutory and consolidated financial statements;
- review of the Statutory Auditors' 2024 audit plan and the results of the audits carried out, their recommendations as well as the actions to be taken as part of the statutory audit;
- estimates and forecasts at 2024 year-end;
- review of the audit plan and the outcome of the verification carried out, their recommendations as well as the action taken as part of the statutory audit;
- implementation of the regular assessment procedure for current agreements entered into under normal conditions;
- review of the methods used and the results of asset impairment tests carried out in 2024;
- review of the audits carried out with regard to social, environmental and societal information;
- monitoring of internal audit activity including CSR commitments;
- review of the 2024 sustainability information and review of the sustainability auditors' report;
- study and validation of the risk mapping and associated action plans, in particular environmental and IT risks, including the priority risk of cyber-attacks as well as the risk related to the CSRD obligations, focus on "anti-corruption" risk and review of anti-fraud and anti-corruption measures in place, which were reviewed on several occasions;
- review of the information systems security system deployed within the Group;
- integration of companies acquired in 2023;
- monitoring of the business plan of the main acquisitions, goodwill and impairment;
- review of significant off-balance sheet commitments;
- review of the report of the Board of Directors on corporate governance;
- information on legal risks and potential disputes and major facts that are likely to have a significant impact on the financial position of the OPmobility Group.

Compensation Committee

Chairman: **Mr. Alexandre Mérieux**

The Compensation Committee is composed of four members: ***Alexandre Mérieux****,* ***Anne-Marie Couderc****,* ***Amandine Chaffois*** *(director representing employees) and* ***Gonzalve Bich****.*

3
meetings

2
women

2
men

100%
attendance rate

50%
independent directors

The Compensation Committee met three times during fiscal year 2024 with an attendance rate of 100%.

Principal missions

- drafting proposals for the compensation of the Chairman of the Board of Directors and executive corporate officers and conditions for the grant thereof;
- proposals for setting the variable portion for the executive corporate officers;
- proposals relating to the pension and insurance plans;
- fixing the overall amount of the compensation of directors to be submitted to the General Meeting and the distribution method;
- determining the incentive plan policy, mainly including free share award plans.

Main activities in 2024

- reviewing the fixed compensation and variable components of executive corporate officers and recommendations to the Board;
- analyzing the performance of executive corporate officers in 2023 and communicating to the Board a recommendation for annual variable compensation for 2023;
- reviewing the compensation policy applicable to the Chairman of the Board of Directors, the Chief Executive Officer and the Managing Director for the 2025 fiscal year;
- reviewing the structure of the executive corporate officers' annual variable compensation and the targets set for 2025;
- analyzing and proposals regarding the allocation of free shares for 2024;
- analysis of deliveries made in 2024 relating to the 2020 free share award plan;
- analyzing and consideration of the structure of the executive corporate officers' annual variable compensation and the targets for 2025;
- proposal to grant exceptional compensation to executive corporate officers, principle and amount;
- proposal to award a severance payment to executive corporate officers in the event of departure at the Company's initiative;
- approval of the information given to shareholders in the annual report on the compensation of directors;
- preparing the draft resolutions presented to the General Shareholders' Meeting of April 24, 2024 (*ex-ante* vote on the compensation policy for 2024 and *ex-post* vote on the components of compensation paid to executive corporate officers in respect of 2023) and presentation of the criteria for the variable portion of compensation;
- executive corporate officers' pension: review of the situation of each executive corporate officer;
- breakdown of the amount allocated to directors and censors as compensation for their work on the Board of Directors and its committees: recommendation for the breakdown for 2024.

Appointments and CSR Committee

Chairwoman: **Ms. Lucie Maurel Aubert**

The Appointments and CSR Committee is composed of three members: ***Lucie Maurel Aubert****,* ***Anne-Marie Couderc*** *and* ***Virginie Fauvel****.*

3	3	0	100%	67%
meetings	**women**	**man**	**attendance rate**	**independent directors**

The Appointments and CSR Committee met three times in fiscal year 2024, with an attendance rate of 100%.

Principal missions

- consideration and recommendations to the Board regarding procedures for the exercise of powers by Senior Executives;
- opinion on the proposal of the Chief Executive Officer for the appointment of Managing Directors;
- recommendation for new directors to the Board;
- examination of the qualification of independent directors, reviewed by the Board of Directors every year;
- verification of the proper application of the Corporate Governance Code referred to by the Company;
- discussion on issues pertaining to the governance related to the working and organization of the Board;
- preparation of succession plans for executive corporate officers in the event of unforeseen vacancies;
- assessment of risks and opportunities in terms of societal and environmental performance;
- the integration of the Group's commitments in terms of sustainability, with regard to the challenges specific to its activities and its objectives;
- analysis of non-financial information reporting;
- review of the non-financial reporting disclosure;
- review of risks and opportunities related to climate change, monitoring of the Group's consideration of non-financial challenges and long-term outlook, in particular through the setting of non-financial objectives;
- monitoring of the Group's level with respect to non-financial compliance and corporate social responsibility.

Main activities in 2024

- examination of the succession plans for executive corporate officers with a view to ensuring the continuity of Senior Executives' work;
- proposals submitted for approval to the General Meeting of April 24, 2024: acknowledgment of the non-renewal of the term of office of Burelle SA, represented by Ms. Éliane Lemarié, acknowledgment of the resignation of Ms. Martina Buchhauser as director, ratification of the co-option of Mr. Mr. Gonzalve Bich as a director, renewals of the terms of office of Mr. Laurent Burelle, Mr. Laurent Favre, Mr. Paul Henry Lemarié, Mr. Gonzalve Bich, Ms. Anne-Marie Couderc, Ms. Lucie Maurel Aubert and Mr. Alexandre Mérieux
- review of the composition of the Board of Directors' committees: proposal to grant the chairmanship of the Audit Committee to Ms. Élisabeth Ourliac and the chairmanship of the Appointments Committee to Ms. Lucie Maurel Aubert, and proposal to appoint Mr. Gonzalve Bich on the Compensation Committee in order to ensure a majority of independent directors on this Committee;
- review of the status of each director with regard to conflict of interest obligations;
- review of the independence of each director with respect to the criteria listed in the AFEP-MEDEF Code;
- review of the report of the Board of Directors on corporate governance;
- determination of the methods for the Board of Director's annual assessment;
- review of the latest initiatives in terms of sustainable development and the Sustainability Statement, impacts of the taxonomy;
- monitoring of CSR objectives and their deployment, in particular the roadmap for carbon neutrality presented by Senior Executives and validated by the Board of Directors, and the use of green electricity;
- analysis of the Sustainability Statement;
- analysis of the actions taken to ensure gender balance, diversity and inclusion;

3.2 Compensation of members of the Board of Directors and executive corporate officers

3.2.1 Compensation of directors in 2024

The information in this paragraph relating to the compensation of the directors of OPmobility SE (directors and executive corporate officers), required by Articles L. 22-10-9 and L. 22-10-34 II and III of the *French Commercial Code*, is submitted for approval to the General Meeting of April 24, 2025.

3.2.1.1 Compensation paid or awarded to directors and censors during fiscal year 2024

A total amount of €845,768, within the limits of the budget of €900,000 approved by the General Meeting of April 24, 2024, was distributed to directors and the censors in respect of fiscal year 2024, for a total of four meetings of the Board of Directors and nine Committee meetings.

The attendance rate at meetings for 2024 was 94% for the Board of Directors and 100% for each of the Committees.

AMOUNT OF COMPENSATION PAID *(IN EUROS)*

Directors	2024 Fiscal year (4 Board meetings and 9 Committee meetings)	2023 Fiscal year (4 Board meetings and 8 Committee meetings)
Laurent Burelle	64,154	59,294
Laurent Favre	44,154	47,294
Félicie Burelle	44 154	47,294
Lucie Maurel Aubert	71,154	68,294
Anne Asensio (1)	-	14,824
Gonzalve Bich (2)	33,116	-
Martina Buchhauser (3)	35,000	35,471
Anne-Marie Couderc	71,154	68,294
Virginie Fauvel	56,154	35,471
Prof. Dr. Bernd Gottschalk (4)	-	23,647
Vincent Labruyère	56,154	56,294
Éliane Lemarié, permanent representative of Burelle SA (3)	18,766	56,294
Paul Henry Lemarié	44,154	47,294
Alexandre Mérieux	48,116	47,471
Cécile Moutet	33,116	47,294
Elisabeth Ourliac	56,154	53,294
Amandine Chaffois	56,154	56,294
Ireneusz Karolak (5)	14,766	47,294
Martin Krivan (6)	22,078	-
SUB-TOTAL	**768,498**	**811,412**
Censors		
Jean Burelle	33,116	47,294
Prof. Dr. Bernd Gottschalk	44,154	23,647
TOTAL	**845,768**	**882,353**

(1) Director since April 24, 2023
(2) Director since December 6, 2023
(3) Director until April 24, 2024
(4) Director until July 21, 2023, then Censor since that date
(5) Director representing employees until June 20, 2024
(6) Director representing employees since June 20, 2024

3.2.1.2 Compensation paid or awarded to executive corporate officers in respect of fiscal year 2024

This report, prepared by the Board of Directors, upon the proposal of the Compensation Committee, in accordance with the provisions of Article L. 22-10-8 of the *French Commercial Code*, presents the total compensation and all benefits in kind paid during fiscal year 2024 to executive corporate officers. It describes and distinguishes between the fixed, variable and exceptional elements that make up that compensation and those benefits as well as the criteria used to calculate them or the circumstances giving rise to them.

In accordance with the provisions of the AFEP-MEDEF Code, compensation paid to executive corporate officers is defined by the Board of Directors based on the proposal of the Compensation Committee. It is presented at the Annual General Meeting of Shareholders and subject to a binding vote in accordance with Articles L. 22-10-8 and L. 22-10-34 of the *French Commercial Code*. The compensation policy is reviewed every year by the Compensation Committee. In its recommendations to the Board of Directors, it proposes a compensation policy in line with the corporate interest and the practices of comparable international groups for similar positions based on a benchmark including SBF 120 companies. In addition, variable and long-term compensation, when it applies, depends predominantly on quantitative criteria, including for climate-related criteria or, more broadly, on ESG ambitions, which form a significant part of the criteria for these two types of compensation.

In accordance with the recommendations of Article 26.2 of the AFEP-MEDEF Code, the Chairman of the Board of Directors, who is a non-executive corporate officer, does not receive any variable compensation linked to the Company's performance.

The compensation of other executive corporate officers includes:

- a fixed annual compensation;
- a variable portion balanced in relation to total compensation, the purpose of which is to reflect the personal contribution of the executive corporate officer to the development of the Group and the improvement of its results;
- a long-term incentive portion subject to performance conditions.

Strict performance criteria are set for both the variable portion and the long-term incentive portion and maintain a link between the Group's sustainable performance and executive compensation, thus contributing to the Company's strategy and sustainability.

The compensation policies applicable to the Chairman of the Board of Directors, the Chief Executive Officer and the Managing Director, from 2024, are discussed in section 3.2.2.

3.2.1.2.1 Fixed compensation in respect of fiscal year 2024

Mr. Laurent Burelle, Chairman of the Board of Directors, received an annual fixed compensation of €950,000.

The annual fixed compensation of **Mr. Laurent Favre, Chief Executive Officer**, amounted to €1,100,900 in respect of fiscal year 2024. In addition to this annual fixed compensation, an annual benefit in kind is valued at €14,613.

The annual fixed compensation of **Ms. Félicie Burelle, Managing Director**, amounted to €750,900 for the period in question, plus an annual benefit in kind valued at an amount of €12,075.

3.2.1.2.2 Variable compensation

It should be noted that Mr. Laurent Burelle, Chairman of the Board of Directors, does not receive any variable compensation for his duties.

VARIABLE COMPENSATION OF MR. LAURENT FAVRE FOR FISCAL YEAR 2024

Mr. Laurent Favre's variable compensation is structured so that €1,400,000 is paid in 2025 in respect of 2024 if 100% of the objectives are achieved. It can vary between 80% and 150% of this amount, depending on the achievement of the objectives set by the Board of Directors. The variable compensation can thus vary between €1,120,000 if the criteria are 80% achieved and €2,100,000 if the criteria are 150% achieved.

On December 6, 2023, the Board of Directors set the variable compensation criteria applicable for 2024 and their respective weightings. Financial criteria represent 70% of the variable compensation and non-financial criteria 30%. The financial criteria are directly correlated with the Company's economic performance indicators: the change in cash flow, net earnings per share, operating profit and debt reduction.

On February 19, 2025, the Board of Directors assessed the performance of Mr. Laurent Favre, based on the recommendations of the Compensation Committee. The achievement rate is 110%, *i.e.* an achievement rate of 102% for financial criteria and 122% for non-financial and qualitative criteria.

It was therefore decided to award Mr. Laurent Favre annual variable compensation in respect of 2024 of €1,540,000.

2024 FINANCIAL OBJECTIVES (70% OF TOTAL ANNUAL VARIABLE COMPENSATION)

Financial criteria	Weighting	2024 results	Assessment of the Board of Directors
Cash flow	20%	€246M	107%
Net profit (loss) – Group share (1)	15%	€170M	100%
Debt reduction	15%	€1,577M	95%
Operating margin	20%	€440M	105%
ACHIEVEMENT RATE OF FINANCIAL OBJECTIVES FOR 2024			**102%**

(1) Diluted per share, Group share, excluding non-recurring items

2024 NON-FINANCIAL OBJECTIVES (30% OF TOTAL ANNUAL VARIABLE COMPENSATION)

Non-financial and qualitative criteria	Weighting	2024 performance indicators	Assessment of the Board of Directors
Development and implementation of the strategy	15%	See indicators below	120%
ESG criteria	15%	See indicators below	125%
ACHIEVEMENT RATE OF NON-FINANCIAL AND QUALITATIVE OBJECTIVES FOR 2024			**122%**

TABLE OF PERFORMANCE INDICATORS FOR NON-FINANCIAL OBJECTIVES FOR 2024

The Board of Directors' meeting of February 19, 2025 used the following indicators and achievements, examined by the Compensation Committee, to determine the level of achievement by Mr. Laurent Favre of the non-financial and qualitative objectives for 2024.

Development and implementation of the strategy	Weighting: 15%
Growth plan for acquisitions completed in 2022	110%
Operational excellence and project start-ups	140%
Long-term value creation	110%
Optimized CapEx management, qualified and independent of financing	120%

ESG criteria	Weighting: 15%
Workplace safety objective	FR2 is 25% better than target
Environment (Carbon neutrality roadmap)	5.5% reduction in CO_2 emissions in accordance with the Carbon Neutrality Plan
Compliance	Satisfactory training indicators despite a delay in the deployment of the Group's compliance plan
Gender balance	25% of strategic positions held by women

The proportion of quantitative elements included in the composition of the ESG criterion represents 53% of the total weighting defined at 15%, i.e. a sub-weighting of 8% out of the total 15% thus defined.

The quantifiable part of the criteria therefore represents 78% and the qualitative part 22%.

The amount of the variable portion for fiscal year 2024 is therefore €1,540,000. It will only be paid to Mr. Laurent Favre subject to a favorable vote of the shareholders at the General Meeting of April 24, 2025.

VARIABLE COMPENSATION OF MS. FÉLICIE BURELLE IN RESPECT OF FISCAL YEAR 2024

The structure of the annual variable compensation of Ms. Félicie Burelle paid in 2025 in respect of 2024 amounts to €950,000 if the objectives are achieved at 100%. It can vary between 80% and 150% of this amount, depending on the achievement of the objectives set by the Board of Directors. The variable compensation can thus vary between €760,000 if the criteria are 80% achieved and €1,425,000 if the criteria are 150% achieved.

On December 6, 2023, the Board of Directors set the variable compensation criteria applicable for 2024 and their respective weightings. Financial criteria represent 70% of the variable compensation and non-financial criteria 30%. The financial criteria are directly correlated with the Company's economic performance indicators: the change in cash flow, net earnings per share, operating profit and debt reduction.

On February 19, 2025, the Board of Directors assessed the performance of Ms. Félicie Burelle, based on the recommendations of the Compensation Committee. The achievement rate is 102%, *i.e.* an achievement rate of 111% for financial criteria and 122% for non-financial and qualitative criteria.

It was therefore decided to allocate to Ms. Félicie Burelle an amount of €1,045,000 in respect of the annual variable compensation for 2024.

2024 FINANCIAL OBJECTIVES (70% OF TOTAL ANNUAL VARIABLE COMPENSATION)

Financial criteria	Weighting	2024 results	Assessment of the Board of Directors
Cash flow	20%	€246 M	107%
Net profit (loss) - Group share [(1)]	15%	€170 M	100%
Debt reduction	15%	€1,577 M	95%
Operating margin	20%	€440 M	105%
ACHIEVEMENT RATE OF FINANCIAL OBJECTIVES FOR 2024			**102%**

(1) Diluted per share, Group share, excluding non-recurring items

2023 NON-FINANCIAL OBJECTIVES (30% OF TOTAL ANNUAL VARIABLE COMPENSATION)

Non-financial and qualitative criteria	Weighting	2024 performance indicators	Assessment of the Board of Directors
Development and implementation of the strategy	15%	See indicators below	120%
ESG criteria	15%	See indicators below	125%
ACHIEVEMENT RATE OF NON-FINANCIAL AND QUALITATIVE OBJECTIVES FOR 2024			**122%**

TABLE OF PERFORMANCE INDICATORS FOR NON-FINANCIAL OBJECTIVES FOR 2024

The Board of Directors' meeting of February 19, 2025 used the following indicators and achievements, examined by the Compensation Committee, to determine the level of achievement by Ms. Félicie Burelle of the non-financial and qualitative objectives for 2024.

Development and implementation of the strategy	Weighting: 15%
Growth plan for acquisitions completed in 2022	110%
Operational excellence and project start-ups	140%
Long-term value creation	110%
Optimized CapEx management, qualified and independent of financing	120%

ESG criteria	Weighting: 15%
Workplace safety objective	FR2 is 25% better than target
Sustainability commitment	Decrease in CO_2 emissions in accordance with the Carbon Neutrality Plan by 5.5%
Gender balance	25% of strategic positions are held by women
Compliance	Satisfactory training indicators despite a delay in deployment the Group's compliance plan

The proportion of quantitative elements included in the composition of the ESG criterion represents 53% of the total weighting defined at 15%, i.e. a sub-weighting of 8% out of the total 15% thus defined.

The quantifiable part of the criteria therefore represents 78% and the qualitative part 22%.

The amount of the variable portion for fiscal year 2024 is therefore €1,045,000. It will only be paid to Ms. Félicie Burelle subject to a favorable vote of the shareholders at the General Meeting of April 24, 2025.

3.2.1.2.3 Exceptional compensation

Article 26.3 of the AFEP-MEDEF Code allows executive corporate officers to receive exceptional compensation when justified by special circumstances.

In this context, the Compensation Committee recommended that the Board of Directors grant exceptional compensation to the executive corporate officers.

The Compensation Committee believes that during the first half of 2024, two exceptional events were carried by the executive corporate officers of OPmobility SE, Mr. Laurent Favre and Ms. Félicie Burelle, namely the Group's brand and name change and the rating of OPmobility by S&P. These two achievements of decisive strategic importance for the Group were carried out simultaneously and with a strong commitment on the part of the executive corporate officers. They obtained strong adherence from the new brand and corporate name and an optimal rating with regard to the S&P rating.

On the recommendation of the Compensation Committee, the Board of Directors of July 22, 2024 decided to award Mr. Laurent Favre exceptional compensation of €300,000 in cash and allocate 16,146 OPmobility shares.

On the recommendation of the Compensation Committee, the Board of Directors of July 22, 2024 decided to award Ms. Félicie Burelle exceptional compensation of €200,000 in cash and allocate 10,764 OPmobility shares.

The shares thus allocated to the executive corporate officers in respect of their exceptional compensation are subject to the achievement of the performance criteria in the February 21, 2024 plan.

3.2.1.2.4 Incentive compensation

The Compensation Committee, in accordance with the recommendations of the AFEP-MEDEF Code, which aims to ensure the long-term action of senior managers, has recommended to the Board of Directors that incentive compensation awarded to the executive corporate officers should be subject to strict performance conditions comparable to those of other beneficiaries.

PERFORMANCE SHARES IN RESPECT OF 2024

Mr. Laurent Burelle was not granted any performance shares in respect of 2024 in accordance with the compensation policy which stipulates that the compensation of the Chairman of the Board of Directors does not include any annual variable compensation or any long-term incentive scheme.

On the recommendation of the Compensation Committee, on February 21, 2024, the Board of Directors decided to grant **Mr. Laurent Favre**, in accordance with the authorization granted by the Combined General Meeting of April 24, 2024, 73,290 performance shares for fiscal year 2024, valued at €10 per share on the allocation date, *i.e.* a total amount €732,900.

On July 22, 2024, the Board of Directors decided to award in respect of exceptional compensation (see 3.2.1.2.3) to **Mr. Laurent Favre** 16,146 additional performance shares for fiscal year 2024, valued at €7.5 per share on the grant date, *i.e.* a total amount of €121,095. The total valuation of the performance shares granted for 2024 to **Mr. Laurent Favre** stood at €853,995.

The conditional grant of performance shares to Mr. Laurent Favre in 2024 represented 0.6% of the share capital as of July 22, 2024.

On the recommendation of the Compensation Committee, the Board of Directors of February 21, 2024 decided to grant to **Ms. Félicie Burelle**, in accordance with the delegation granted by the Combined General Meeting of April 24, 2024, 48,860 performance shares in respect of fiscal year 2024 valued at €10 per share on the allocation date, *i.e.* a total amount of €488,600.

On July 22, 2024, the Board of Directors decided to award in respect of exceptional compensation (see 3.2.1.2.3) to **Ms. Félicie Burelle** 10,764 additional performance shares for fiscal year 2024 valued at €7.5 per share on the allocation date, *i.e.* a total amount of €80,730. The total valuation of the performance shares granted for 2024 to **Ms. Félicie Burelle** stood at €569,330.

The conditional grant of performance shares to Ms. Félicie Burelle in 2024 represented 0.4% of the share capital as of July 22, 2024.

The detailed characteristics and performance conditions of this performance share plan are set out in section 3.2.3.

PERFORMANCE SHARES IN RESPECT OF 2025

On the recommendation of the Compensation Committee, the Board of Directors at its meeting of February 19, 2025 maintained the policy for allocating performance shares to executive corporate officers unchanged. Under this policy described in Section 3.2.2.2., The number of performance shares that would be granted to **Mr. Laurent Favre** would represent a value of €1,000,000 and the number of performance shares that would be granted to **Ms. Félicie Burelle** would represent a value of €750,000.

Like all components of their compensation, the grant in respect of fiscal year 2025 will be subject to the approval of the General Shareholders' Meeting to be held in 2026.

3.2.1.2.5 Pension plan

Burelle SA and Plastic Omnium Gestion, a subsidiary of OPmobility SE, have set up supplementary pension plans for some of their employees and executive corporate officers.

Plans implemented in December 2003

These are defined-benefit plans (Article 39 of the *French General Tax Code*), the rights of which are subject to the completion of the career of each participant in the Group. These plans fall under Article L. 137-11 of the *French Social Security Code* and have been declared to the URSSAF under the option Tax at 24% on contributions to the insurance contract.

In accordance with the provisions of Order no. 2019-697 of July 3, 2019, these plans were closed to new members as of July 4, 2019 and frozen from January 1, 2020. In December 2021, new plans in accordance with Article L. 137-11-2 of the *French Social Security Code*, described below, were set up. The Board of Directors had authorized these plans.

Plans implemented in December 2021

Following the closure and freezing of the defined-benefit plans described above (Article L. 137-11), defined-benefit pension plans were put in place by Burelle SA and Plastic Omnium Gestion at the end of 2021 with a retroactive effective date of January 1, 2020.

These pension plans, which fall under the certain rights regimes, in which pension rights are not conditional upon the completion of the employee's career with the Group, are covered by Article L. 137-11-2 of the *French Social Security Code*.

The beneficiaries of these plans are employees of Burelle SA and Plastic Omnium Gestion, whose employment corresponds to coefficient 940 of the National Collective Agreement for the Plastics Industry, subject to being under the age of 60 on January 1, 2020 and being more than two years from the minimum retirement age for social security pensions referred to in Article L. 161-17-2 of the *French Social Security Code* (*i.e.* 62 years old as at this date). Directors may benefit from this supplementary pension plan provided they comply with the provisions of Articles L. 22-10-8 and R. 22-10-14, II of the French Commercial Code.

For directors and employees whose compensation, within the meaning of Article L. 242-1 of the *French Social Security Code*, is greater than eight times the amount of the social security ceiling, the acquisition of annual rights is subject to compliance with performance conditions as defined in the regulations of the said plan.

The plans are fully funded by Burelle SA and Plastic Omnium Gestion, which took out an insurance policy on December 1, 2021, meeting the requirements of securing, on the one hand, rights currently vesting, and on the other hand, annuities paid out, under European Union law.

The main features of these two plans are presented in the table below.

	2023 Plan	**2021 Plan**	**AFEP-MEDEF Code Recommendations**
	Under the defined-benefit plan with uncertain rights L. 137-11 (1)	**Under the new defined-benefit plan with certain rights L. 137-11-2**	
Required length of service	7 years	3 years	At least 2 years
Actual length of service of executive corporate officers:			
Laurent Burelle (4)	48 years	N/A	
Laurent Favre	N/A	4 years	
Félicie Burelle	15 years	4 years	
Reference compensation	Average of total annual compensation for the 5 years prior to retirement	Annual compensation	Several years
Annuity guarantee (as a % of reference compensation)	1% (2)	1% (2)	5% maximum
Ceilings (3)	10% of the reference compensation, or 8 times the Social Security ceiling	13% of the reference compensation	45% of compensation
Rights financing conditions	Outsourced	Outsourced	
Estimated amount of the annuity which would be paid to the executive corporate officers (2):			
Laurent Burelle (4)	376,800	Not eligible	
Laurent Favre	Not eligible	112,572	
Félicie Burelle	46,860	66,820	
Reversion annuity	Spouse, yes 60%	Spouse, yes 60%	
Related tax and social charges	Taxes on contributions 24%	Taxes 29.7%	

(1) For Plan L. 137-11, the rights under the defined-benefit plan are "uncertain" to the extent they are subject to the beneficiary's employment within the Group at the time of the liquidation of his or her pension under a legally compulsory old-age insurance scheme.
(2) This rate may be revised depending on the economic situation of the company and will be 0% if free cash flow and a net profit (loss) - Group share are negative.
(3) The cumulative benefits under the two plans may not exceed the more favorable ceiling.
(4) Burelle SA supplementary pension plan.

3.2.1.2.6 Employment contract, specific pensions, end-of-service indemnities and non-competition clause

End-of-service indemnity

The Chief Executive Officer, Managing Director and executive corporate officers are covered by a commitment to pay an indemnity equal to two years' gross compensation in the event of involuntary departure. The reference basis for this compensation is the gross compensation (fixed and variable) for the last 12 months preceding the date of the dismissal or non-renewal of the corporate office.

It will not be due in the event of serious misconduct or gross negligence, or if the executive corporate officer leaves the Company on his or her own initiative, changes his or her position within the Group or will soon be entitled to a full pension.

The end-of-service indemnity is subject to the following conditions related to the performance of the beneficiary:

- Achievement of a positive operating margin during each of the three financial years preceding the termination of the term of office
- Achievement of a positive net cash flow during each of the three financial years preceding the termination of the term of office

The end-of-service indemnity commitment made to the Chief Executive Officer and the Managing Director was authorized by the Board of Directors on July 22, 2024, on the recommendation of the Compensation Committee and will be subject to the approval of the General Shareholders' Meeting of April 24, 2025.

	Employment contract	Supplementary pension plans	Compensation or benefits due or likely to be due for loss or change of office	Non-competition indemnities
Laurent Burelle *Chairman of the Board of Directors*	No	See above	No	No
Laurent Favre *Chief Executive Officer*	Suspended	See above	Yes	No
Félicie Burelle *Managing Director*	Suspended	See above	Yes	No

3.2.1.2.7 Summary of the compensation of each executive corporate officer

	2024		2023	
In euros	**Amounts due in respect of 2024**	**Amounts paid in 2024**	**Amounts due in respect of 2023**	**Amounts paid in 2023**
Laurent Burelle				
Chairman of the Board of Directors				
Fixed compensation	950,000	950,000	950,000	950,000
Annual variable compensation			0	0
Exceptional compensation			0	0
Director's compensation	64,154	64,154	59,294	59,294
Benefits in kind (accounting valuation)				
TOTAL	**1,014,154**	**1,014,154**	**1,009,294**	**1,009,294**
Laurent Favre				
Chief Executive Officer				
Fixed compensation	1,100,900	1,100,900	1,100,900	1,100,900
Annual variable compensation	1,540,000	1,320,000	1,320,000	1,127,775
Exceptional compensation	300,000	300,000	150,000	150,000
Director's compensation	44,154	44,154	47,294	47,294
Benefits in kind (accounting valuation)	14,613	14,613	20,860	20,860
TOTAL	**2,999,667**	**2,779,667**	**2,639,054**	**2,446,829**
Félicie Burelle				
Managing Director				
Fixed compensation	750,900	750 900	750,900	750,900
Annual variable compensation	1,045,000	825,000	825,000	615,150
Exceptional compensation	200,000	200,000	75,000	75,000
Director's compensation	44,154	44,154	47,294	47,294
• Benefits in kind (accounting valuation)	12,075	12,075	12,129	12,129
TOTAL	**2,052,129**	**1,832,129**	**1,710,323**	**1,500,473**

(1) Variable compensation due in respect of fiscal year 2022 and paid in 2023.

3.2.1.2.8 Summary of compensation, stock options and shares awarded to each executive corporate officer

In euros	2024	2023
Laurent Burelle		
Chairman of the Board of Directors		
Compensation due in respect of the year (see details in the table above)	1,014,154	1,009,294
Value of stock options awarded during the year		0
Value of performance shares awarded during the year		0
Valuation of other long-term compensation plans		0
TOTAL	**1,014,154**	**1,009,294**
Laurent Favre		
Chief Executive Officer		
Compensation due in respect of the year (see details in the table above)	2,999,667	2,639,054
Value of stock options awarded during the year		0
Value of performance shares awarded during the year	853,995	773,010
Valuation of other long-term compensation plans		0
TOTAL	**3,853,662**	**3,412,064**
Félicie Burelle		
Managing Director		
Compensation due in respect of the year (see details in the table above)	2,052,129	1,710,323
Value of stock options awarded during the year		0
Value of performance shares awarded during the year	569,330	515,340
Valuation of other long-term compensation plans		0
TOTAL	**2,621,459**	**2,225,663**

3.2.1.2.9 Components of the compensation paid during fiscal year 2024 or granted for the same fiscal year to each executive corporate officer of the Company, subject to the vote of the shareholders

In accordance with Article L. 22-10-34 II of the *French Commercial Code*, the General Shareholders' Meeting of April 24, 2025 will approve the fixed, variable and exceptional components of total compensation and benefits of any kind paid during or granted for fiscal year 2024 to Mr. Laurent Burelle, Chairman of the Board of Directors, Mr. Laurent Favre, Chief Executive Officer and Ms. Félicie Burelle, Managing Director.

The exceptional components of compensation paid during 2024 or granted for the same fiscal year are decided by the Board of Directors and will be ratified by the General Shareholders' Meeting.

COMPONENTS OF COMPENSATION PAID DURING FISCAL YEAR 2024 OR GRANTED DURING FISCAL YEAR 2024 TO MR. LAURENT BURELLE, CHAIRMAN OF THE BOARD OF DIRECTORS

Components of compensation	Amounts paid in fiscal year 2024	Amounts granted in respect of fiscal year 2024	Comments
Fixed compensation	€950,000	€950,000	Laurent Burelle's annual fixed compensation has stood at €950,000 since January 1, 2023, unchanged in fiscal year 2024.
Annual variable compensation	€0	€0	Laurent Burelle does not receive any annual variable compensation.
Multi-year variable compensation	€0	€0	Laurent Burelle does not receive any multi-year variable compensation.
Exceptional compensation	€0	€0	Laurent Burelle does not receive any exceptional compensation.
Director's compensation	€64,154	€64,154	Laurent Burelle received compensation of €64,154 in respect of his offices as a director and Chairman of the Board of Directors for fiscal year 2024.
Grant of stock options, performance shares or other long-term compensation	€0	€0	Laurent Burelle does not receive any stock options, performance shares or other long-term compensation.
Joining or severance compensation	€0	€0	Laurent Burelle does not receive any compensation for taking up or leaving offices.
Supplementary pension plans	€0	€0	In addition to the pension rights in the mandatory plan, Laurent Burelle benefits from the supplementary pension plan provided by Burelle SA (OPmobility SE's parent company)
Benefits in kind	€0	€0	N/A

COMPONENTS OF COMPENSATION PAID DURING FISCAL YEAR 2024 OR GRANTED IN RESPECT OF FISCAL YEAR 2024 TO MR. LAURENT FAVRE, CHIEF EXECUTIVE OFFICER

Components of compensation	Amounts paid in fiscal year 2024	Amounts granted in respect of fiscal year 2024	Comments
Fixed compensation	€1,100,900M	€1,100,900M	Laurent Favre's annual fixed compensation stood at €1,100,900 since January 1, 2023, unchanged in fiscal year 2024.

Annual variable compensation	€1,320,000 (variable compensation awarded in respect of fiscal year 2023)	€1,540,000	During the meeting of February 19, 2025, the Board of Directors, on the recommendation of the Compensation Committee, determined and set the amount of the variable compensation (quantifiable and qualitative parts) of Laurent Favre in respect of fiscal year 2024 at €1,540,000.
			
			The Board of Directors, on the recommendation of the Compensation Committee, had decided to define the methods for calculating the variable compensation as follows:
			• weighting of 70% for the quantifiable part and 30% for the qualitative part;
			• target variable part for 2024 (in the event of achievement of the objectives set by the Board of Directors) set at €1,400,000, with a trigger threshold set at 80% achievement of the results and a maximum of 150% of achievement of the results.
			
			In application of these methods and the achievement of the criteria used to calculate the variable portion, the amount of the variable portion for 2024 was determined as follows:
			• For the financial part, the criteria used are:
			  • operating margin (20%),
			  • change in free cash flow (20%),
			  • change in net profit (loss) - Group share (15%),
			  • change in the Group's debt reduction (15%).
			
			The financial targets for 2024 had been set in relation to the Group's provisional budget as approved by the Board of Directors on December 6, 2023.
			
			• The non-financial portion includes:
			  • effectiveness in the implementation of the strategy: returning acquisitions to on-track, operational excellence and project start-ups, long-term value creation, optimized CapEx management (15%),
			  • ESG criteria relating to safety (FR2): environment (roadmap to carbon neutrality), compliance (compliance indicators), diversity (according to objectives) (15%).
			
			The proportion of quantitative elements included in the composition of the ESG criterion represents 53% of the total weighting defined at 15%, *i.e.* a sub-weighting of 8% out of the total 15% thus defined.
			The quantifiable part of the criteria therefore represents 78% and the qualitative part 22%.
			
			At its meeting of February 19, 2025, the Board of Directors, on the recommendation of the Compensation Committee:
			• noted that the achievement rate of the financial criteria was 102%, broken down as follows:
			  • free cash flow: 107%,
			  • net profit (loss) - Group share: 100%,
			  • debt reduction: 95%,
			  • operating margin: 105%;
			• decided that the achievement rate for the non-financial criteria met the expectations and targets at 122%:
			  • strategy and development: 120%;
			  • ESG: 125%.
			Overall achievement rate taking into account the weighting of the various criteria: 110%.
			
			The variable portion for 2024 thus amounts to €1,540,000 and will only be paid to Laurent Favre subject to the favorable vote of shareholders at the General Meeting of April 24, 2025.
			This annual variable compensation represents 106% of the total cash compensation granted in respect of fiscal year 2024 (excluding performance shares, pension plans and benefits in kind).

Components of compensation	Amounts paid in fiscal year 2024	Amounts granted in respect of fiscal year 2024	Comments
Multi-year variable compensation	None	None	Laurent Favre does not receive any multi-year compensation.
Director's compensation	€44,154	€44,154	Laurent Favre received compensation of €44,154 in respect of his office as director for fiscal year 2024.
Exceptional compensation	€300,000 16,146 shares awarded on 07/22/2024 under the Free Performance Share Plan 2024 and valued at €121,095	€300,000 16,146 shares awarded on 07/22/2024 under the Free Performance Share Plan 2024 and valued at €121,095	Laurent Favre received exceptional compensation of €300,000 in cash and the award of 16,146 free shares subject to the achievement of the performance criteria of the July 22, 2024 plan.
Grant of stock options, performance shares or other long-term compensation	€209,415 (corresponding to 13,961 shares delivered on 04/30/2024 under the 2020 Free Share Plan)	Valuation: €732,900 (corresponding to 73,290 shares allocated under the 04/2024 free share plan)	The Board of Directors' meeting of February 21, 2024 decided to implement a new Free share Plan from April 25, 2024, under the authorization granted by the General Meeting of April 21, 2022. The vesting of the shares awarded in respect of the plans of April 24, 2024 and July 22, 2024 is subject to the achievement of four performance conditions assessed in respect of each fiscal year 2024, 2025 and 2026. The number of performance shares vested depends on the achievement of the following objectives: • for 25% on the level of the Group's cumulative free cash flow; • for 25% on the level of net profit (loss) • for 25% on the level of Debt/Ebitda • for 25% of the percentage of women, progress in the reduction of scope 3 CO_2 emissions and safety at work compared to the FR2 target. The first full year taken into account for the assessment of the performance conditions for this grant is 2024. The Board of Directors defined a threshold for each of these criteria, below which no shares will be vested in respect of each of these criteria. This threshold is set at 80% achievement for the first two criteria. For the other two criteria, the trigger threshold is the achievement of the objective. The allocation cannot exceed 100% of the total, even if the objectives are exceeded.
End-of-service indemnity	None	None	The Chief Executive Officer receives a commitment to pay an indemnity equal to two years of gross compensation, in the event of an involuntary departure. The reference basis for this compensation is the gross compensation (fixed and variable) for the last 12 months preceding the date of the dismissal or non-renewal of the corporate office. Compensation will only be paid in the event of an involuntary departure and subject to performance conditions. The amount would be reduced by the amount that would, if applicable, be paid in respect of any other indemnity, such as for example the non-competition indemnity so that overall compensation greater than the aforementioned maximum amount of two years cannot be granted.
Supplementary pension plans	€0	€112,572	In addition to the pension rights of the mandatory plan, Laurent Favre benefits from Compagnie Plastic Omnium SE's new pension plan with certain rights.
Benefits in kind	Valuation: €14,613	Valuation: €14,613	Laurent Favre benefits from a company car whose total value is estimated at €14,613. Laurent Favre benefits from supplementary social protection schemes, in particular the welfare and health insurance scheme for Group employees in accordance with the decision of the Board of Directors of September 24, 2019.

COMPONENTS OF COMPENSATION PAID DURING FISCAL YEAR 2024 OR GRANTED IN RESPECT OF FISCAL YEAR 2024 TO FÉLICIE BURELLE, MANAGING DIRECTOR

Components of compensation	Amounts paid in fiscal year 2024	Amounts granted in respect of fiscal year 2024	Comments
Fixed compensation	€750,900	€750,900	The annual fixed compensation of Félicie Burelle has stood at €750,900 since January 1, 2023, unchanged in fiscal year 2024.

Annual variable compensation	€825,000 (variable compensation awarded in respect of fiscal year 2023)	€1,045,000	During the meeting of February 19, 2025, the Board of Directors, on the recommendation of the Compensation Committee, determined and set the amount of the variable compensation (quantifiable and qualitative parts) of Félicie Burelle in respect of fiscal year 2024 at €1,045,000.
			
			The Board of Directors, on the recommendation of the Compensation Committee, had decided to define the methods for calculating the variable compensation as follows:
			• weighting of 70% for the quantifiable part and 30% for the qualitative part;
			• target variable part for 2024 (in the event of achievement of the objectives set by the Board of Directors) set at €950,000, with a trigger threshold set at 80% of achievement rate and capped at 150%.
			
			In application of these methods and the achievement of the criteria used to calculate the variable portion, the amount of the variable portion for 2024 was determined as follows:
			• For the financial part, the criteria used are:
			  • change in free cash flow (20%),
			  • change in operating margin (20%)
			  • change in net profit (loss) - Group share (15%),
			  • change in the Group's debt reduction (15%).
			
			The financial objectives for 2024 had been set in relation to the Group's provisional budget as approved by the Board of Directors on December 6, 2023.
			
			• The non-financial portion includes:
			  • efficiency in the implementation of the strategy: acquisition plan completed in 2022, operational excellence and project start-ups, long-term value creation and deployment of the Hydrogen strategy (15%),
			  • ESG criteria, safety performance: compliance with sustainability commitments for 2030; the implementation of a Human Resources policy ensuring gender balance, talent development and access to training; the deployment of the compliance program (15%).
			
			The proportion of quantitative elements included in the composition of the ESG criterion represents 53% of the total weighting defined at 15%, *i.e.* a sub-weighting of 8% out of the total 15% thus defined.
			
			The quantifiable part of the criteria therefore represents 78% and the qualitative part 22%.
			
			At its meeting of February 19, 2025, the Board of Directors, on the recommendation of the Compensation Committee:
			• noted that the achievement rate of the financial criteria was 102%, broken down as follows:
			  • free cash flow: 107%,
			  • net profit (loss) - Group share: 100%,
			  • debt reduction: 95%,
			  • operating margin: 105%;
			• decided that the achievement rate for the non-financial criteria met the expectations and targets at 122%:
			  • strategy and development: 120%,
			  • ESG: 125%
			Overall achievement rate taking into account the weighting of the various criteria: 110%.
			
			The variable portion for 2024 thus amounts to €1,045,000 and will only be paid to Félicie Burelle subject to the favorable vote of shareholders at the General Meeting of April 24, 2025.
			This annual variable compensation represents 105% of the total cash compensation granted in respect of fiscal year 2024 (excluding performance shares, pension plans and benefits in kind).

Components of compensation	Amounts paid in fiscal year 2024	Amounts granted in respect of fiscal year 2024	Comments
Multi-year variable compensation	None	None	Félicie Burelle does not receive any multi-year compensation.
Joining or severance compensation	None	None	Félicie Burelle does not receive any compensation for taking up or leaving office.
Director's compensation	€44,154	€44,154	Félicie Burelle was paid €44,154 as compensation for her office as director in respect of fiscal year 2024.
Exceptional compensation	€200,000 10,764 shares awarded on 07/22/2024 under the Free Performance Share Plan 2024 valued at €80,730	€200,000 10,764 shares awarded on 07/22/2024 under the Free Performance Share Plan 2024 valued at €80,730	Félicie Burelle received exceptional compensation of € 200,000 and the award of 10,764 free shares subject to the achievement of the performance criteria of the July 22, 2024 plan.
Grant of stock options, performance shares or other long-term compensation	€130,890 (corresponding to 8,726 shares delivered on 04/30/2024 under the 2020 Free Share Plan)	Valuation: €488,600 (corresponding to 48,860 shares allocated under the 04/2024 free share plan)	The Board of Directors' meeting of February 21, 2024 decided to implement a new Free share Plan from April 25, 2024, under the authorization granted by the General Meeting of April 21, 2022. The vesting of the shares awarded in respect of the plans of April 24, 2024 and July 22, 2024 is subject to the achievement of four performance conditions assessed in respect of each fiscal year 2024, 2025 and 2026. The number of performance shares vested depends on the achievement of the following objectives: • for 25% on the level of the Group's cumulative free cash flow • for 25% on the level of net profit (loss) • for 25% on the level of Debt/Ebitda • for 25% of the percentage of women, progress in the reduction of scope 3 CO_2 emissions and safety at work compared to the FR2 target. The first full year taken into account for the assessment of the performance conditions for this grant is 2024. The Board of Directors defined a threshold for each of these criteria, below which no shares will be vested in respect of each of these criteria. This threshold is set at 80% achievement for the first two criteria. For the other two criteria, the trigger threshold is the achievement of the objective. The allocation cannot exceed 100% of the total, even if the objectives are exceeded.
End-of-service indemnity	None	None	The Managing Director receives a commitment to pay an indemnity equal to two years of gross compensation in the event of an involuntary departure. The reference basis for this indemnity is the gross compensation (fixed and variable) for the last 12 months prior to the date of the dismissal or non-renewal of the corporate office. The indemnity will only be paid in the event of an involuntary departure subject to performance conditions. The amount would be reduced by the amount that would, if applicable, be paid in respect of any other indemnity, such as for example the non-competition indemnity so that an overall compensation greater than the aforementioned maximum amount of two years cannot be granted.
Supplementary pension plans	€0	€66,820 (under the defined-benefit pension plan with certain rights under Article L. 137-11-2 of the French Social Security Code) € 46,860 (under the defined-benefit pension plan with uncertain rights under Article L. 137-11 of the French Social Security Code)	In addition to the pension rights of the mandatory plan, Félicie Burelle benefits from the OPmobility SE supplementary defined-benefit pension plans with uncertain rights and the new plan with certain rights.
Benefits in kind	Valuation: €12,075	Valuation: €12,075	Félicie Burelle has a company car. Félicie Burelle benefits from supplementary social protection schemes, in particular the welfare and health insurance scheme for Group employees in accordance with the decision of the Board of Directors of September 24, 2019.

3.2.1.2.10 Compensation of executive corporate officers in comparison to the average and median compensation of OPmobility Group employees in France

In accordance with Article L. 22-10-9 of the *French Commercial Code*, the following table presents the changes, starting in 2020, in the equity ratio between the compensation paid to executive corporate officers and the average and median compensation paid to OPmobility employees in France.

The ratios are usually compared to the Group's performance. However, the impact of the Covid-19 health crisis on the Group's performance makes the change in the equity ratio difficult to compare.

The payroll taken into account increased by 22.3% during the same period of comparison.

The average compensation of employees located in France and taken into account to produce this equity ratio rose from €60,075 in 2020 to €71,232 in 2024, an increase of 18.6%.

METHODOLOGY FOR CALCULATING THE RATIO

The ratios were calculated using the following methodology:

- As OPmobility SE is a company with no employees, the scope taken into account is all legal entities in France;
- fixed and variable compensation paid during the year in question;
- LTI plans, including performance shares recognized at IFRS value at the grant date (2019, 2020, 2021, 2022 and 2023 plans);
- all full-time employees in France on fixed-term or permanent contracts, excluding work-study students, interns, temporary staff, expatriates and part-time employees due to their low representativeness;
- takes into account the total gross amount of compensation paid during the fiscal year reconstructed as a full-time equivalent over the reference year;
- takes into account, for each fiscal year concerned, employees present throughout the year;
- for periods of partial employment and for temporary salary reductions, the salary is recalculated

It should be noted that Mr. Laurent Favre and Ms. Félicie Burelle have been directors since January 1, 2020.

Mr. Laurent Burelle was Chairman and CEO until December 31, 2019; he has been Chairman of the Board of Directors since January 1, 2020.

CHANGE IN THE EQUITY RATIO BETWEEN THE LEVEL OF COMPENSATION OF EXECUTIVE CORPORATE OFFICERS AND THE AVERAGE AND MEDIAN COMPENSATION OF EMPLOYEES LOCATED IN FRANCE PAID BY THE OPMOBILITY GROUP

	Equity ratio	2020	2021	2022	2023	2024
Laurent Burelle *Chairman of the Board of Directors*	Individual compensation/ **Average** compensation of other employees	33.3	17	15.9	15.0	14.2
	Individual compensation/ **Median** compensation of other employees	43.1	21.9	20.8	19.6	18.5
Laurent Favre *Chief Executive Officer*	Individual compensation/ **Average** compensation of other employees	31.4	43.3	48.1	47.9	51.0
	Individual compensation/ **Median** compensation of other employees	40.7	55.8	63	62.6	66.3
Félicie Burelle *Managing Director*	Individual compensation/ **Average** compensation of other employees	16.1	21.4	29	30.0	33.7
	Individual compensation/ **Median** compensation of other employees	20.8	27.5	37.9	39.2	43.8

CHANGE IN THE OPMOBILITY GROUP'S CONSOLIDATED NET PROFIT (LOSS) BETWEEN 2019 AND 2024 *(IN MILLIONS OF EUROS)*

The Group reports below the indicators usually monitored:

	2020	2021	2022	2023	2024
Net result, Group share	-251.1	126.3	167.6	163	170
Change	-197%	+150%	+33%	-3%	+4%

3.2.2 Directors' compensation policy

The 2025 compensation policy for the directors (executive corporate officers, directors and censors) presented below will be subject to approval at the General Shareholders' Meeting to be held on April 24, 2025, in accordance with Article L. 22-10-8 of the *French Commercial Code*. It will take effect upon its approval by the shareholders. The 2024 compensation policy approved by the 2024 General Shareholders' Meeting remains applicable until this date.

3.2.2.1 Compensation policy for directors and censors

Upon a proposal from the Board of Directors, the General Meeting sets the overall annual budget for the compensation of directors and censors for their work on the Board of Directors and the Committees, to be distributed amongst them.

On the recommendation of the Compensation Committee, the Board of Directors approved the rules for distributing this annual budget according to an individual compensation distribution system based on effective participation by directors and censors at meetings of the Board of Directors and those of its Committees, in accordance with Article 22.1 of the AFEP-MEDEF Code. The distribution rules are set out below.

The Board of Directors decided to set the overall amount of compensation allocated to the directors at €1,000,000, as of January 1, 2025.

In its meeting on February 19, 2025, the Board of Directors defined the compensation distribution for directors as follows:

Board of Directors	Per Board meeting
Chairman of the Board	€8,000
Director	€3,000
Censor	€3,000

Specialized committees	Per meeting of each committee
Chairman	€5,000
Member	€4,000

The balance is shared between the directors and censors based on their attendance at meetings of the Board of Directors and each Committee.

Directors representing employees receive compensation for their directorship under the same terms and conditions as any other director.

3.2.2.2 Compensation policy of executive corporate officers

Fundamental principles for determining the compensation of executive corporate officers

COMPETITIVE COMPENSATION COMPARED TO A CONSISTENT AND STABLE REFERENCE PANEL

The compensation of executive corporate officers must reflect the Company's strategy and be competitive in order to attract, motivate and retain the best talents in the highest positions of the Company.

This compensation is assessed on an overall basis, by taking into account all of its components.

The fixed portion is defined according to the role, experience and reference market of the executive corporate officer, having regard in particular to the compensation granted to executive corporate officers of groups similar in size and development to that of the OPmobility Group. It is set by the Board of Directors, on the proposal of the Appointments Committee.

The annual variable compensation is intended to reflect the executive corporate officer's personal contribution to the development of the Group and the improvement of its results. It is balanced in respect of the fixed portion decided by the Board of Directors and is between 80% and 150% of the fixed portion, depending on whether or not previously set targets have been achieved or exceeded.

To assess the competitiveness of this compensation, a consistent and stable reference panel is defined by the Compensation Committee. It is made up of French and international companies with a significant global position. These companies are located in comparable markets, being, within in the automotive sector, direct competitors of the OPmobility Group, or operate in the broader automotive industry, for all or part of their business. It is reviewed each year by the Compensation Committee in order to verify its relevance and is subject to change, in particular to take into account changes in the structure or business of the companies selected.

The variable compensation of executive corporate officers must include a predominant quantitative part subject to performance conditions with assessment periods adapted to the horizon of each of these objectives.

COMPENSATION IN LINE WITH CORPORATE INTERESTS

The Board of Directors has established the compensation policy applicable to executive corporate officers in the interests of the Company in order to ensure the Company's long-term sustainability and development.

The compensation policy applied to executive corporate officers is directly linked to the Group's strategy. It promotes harmonious, regular and sustainable growth, both in the short and long term. The aim of the Board of Directors is to encourage Senior Executives to maximize the performance of each fiscal year, and also ensure its repetition and regularity.

The Board of Directors chooses to directly correlate the performance of the executive corporate officer with that of the Company. These performance criteria make it possible to assess the OPmobility Group's performance through internal performance indicators and external growth indicators. The objectives selected generate long-term value. The choice of various operational financial criteria aims to encourage balanced and sustainable growth. The ESG criteria are an integral part of this analysis, and include quantitative criteria related to climate objectives (see below).

These objectives must also encourage the executive corporate officer to adapt the Group's strategy to the transformations of the automotive industry, in particular the digital transformation and the shift towards less carbon-intensive mobility.

COMPENSATION INCLUDING CLIMATE, GOVERNANCE AND SOCIETAL COMMITMENTS

Compensation must promote a long-term development approach, in line with the Group's permanent values, reflected in its purpose. For many years, the OPmobility Group, as part of its CSR ambitions, set out in the "Act for All" program, has permanently linked the issues of sustainable performance, safety and well-being at work to the compensation of its executive corporate officers. As a company committed over the long term to innovative and sustainable mobility, with a majority family shareholder, OPmobility SE intends to maintain this link between the annual variable compensation and the long-term compensation of its executive corporate officers and the ESG objectives, namely:

- the fight against global warming,
- workplace safety,
- gender equality in the Company,
- ethics.

In this context, ambitious and quantified objectives guide the definition of the variable and long-term compensation of executive corporate officers, in particular:

- quantifiable targets for reducing CO_2 emissions;
- identified and quantified workplace safety objectives, through the official frequency rate indicator;
- objectives relating to the number of women in governing bodies;
- quantifiable and qualitative objectives relating to ethics in the conduct of our operations. For the quantifiable part, the indicator relates in particular to the ethics index of the upstream value chain; for the qualitative part, the Board of Directors monitors and assesses the implementation of the Group's compliance program, based on a review and conclusions of the Audit Committee.

In addition to these elements having a significant impact on the Company's executive compensation, OPmobility pays particular attention to the well-being at work and the employment of seniors.

With regard to the compensation of the executive corporate officers (Chief Executive Officer and Managing Director), in accordance with the AFEP-MEDEF code to which OPmobility refers, the objectives and the degree of achievement of each one are assessed each year by the Compensation Committee.

For 2025, the weighting of ESG criteria in the definition of compensation has been set at 15% of the variable compensation. Within these criteria, the share of quantifiable criteria continue to be the much larger part. Thus, 53% of the ESG criteria are quantifiable: the "climate" criterion only includes quantifiable objectives, in application of OPmobility's "carbon neutrality" roadmap.

Similarly, the allocation of performance shares to the Chief Executive Officer and Managing Director is subject to compliance with two ESG criteria. The performance shares, whose final grant would take place in 2026, are thus subject, in addition to the applicable quantifiable financial objectives, to the achievement in 2025 of the carbon neutrality objective and the gender diversity targets in governing bodies, *i.e.* reaching 25% women on the governing bodies by 2025.

Process for decision-making, reviewing and implementing the compensation of executive corporate officers

Compensation is defined annually in such a way as to ensure the proper application of the policy and rules set by the Board of Directors. The latter is based on the work and recommendations of the Compensation Committee, which at December 31, 2024 was composed of three directors, including one employee director. The Committee has the information it needs to prepare its recommendations and, in particular, to assess the performance of the executive corporate officers with regard to the short-, medium- and long-term objectives.

INFORMATION GIVEN TO THE COMPENSATION COMMITTEE

The Compensation Committee has all the internal information it needs to perform its duties. This information enables it to assess the performance of the Group and of its executive corporate officers, both economically and in non-financial matters. The annual, economic and financial results of the Group are presented each year to the Compensation Committee in the month of February and serve as a basis to assess the financial performance criteria for the variable compensation of executive corporate officers.

The principles of the Human Resources policy are regularly presented to the members of this Committee or at Board meetings. The directors are able to verify the consistency between the compensation of the executive corporate officers and the compensation and employment conditions of the Group's employees.

The Committee and the Board may also deepen their assessment of the Company's performance by any means that they choose, for example by calling upon the Group's main executive corporate officers to provide information, in conjunction with Senior Executives.

Recommendations are made to the Board of Directors on the basis of this work, which then collectively makes decisions relating to the determination of the compensation of executive corporate officers.

When a new member of the Board of Directors is appointed or co-opted during the fiscal year, the Board discusses the elements of compensation to be granted, in accordance with the compensation policy previously voted by the General Shareholders' Meeting.

ANALYSIS OF THE RECOMMENDATIONS OF THE REGULATORY AUTHORITIES AND THE CORPORATE GOVERNANCE CODE FOR LISTED COMPANIES

The Compensation Committee carefully analyzes the texts and reports on the compensation of executive corporate officers, in particular the report on corporate governance and the compensation of the executives of listed companies of the French Financial Markets Authority, as well as the report of the High Authority on Corporate Governance. It complies with the recommendations of the AFEP-MEDEF Corporate Governance Code for listed companies, to which OPmobility SE refers.

It is attentive to the observations of investors and strives to take them into account, while maintaining the consistency of the compensation policy decided by the Board of Directors and subject to the constraints related to the confidentiality of information.

The Compensation Committee's work is also based on an international panel of leading global companies, which serves as a reference for comparative compensation studies. This panel is composed of French and international companies, selected on the basis of their governance, business sector, size and nationality. These companies are located in similar markets, either directly competing with OPmobility SE or operating in the wider automotive market, for all or part of their activities.

RECOMMENDATIONS TO THE BOARD OF DIRECTORS

It is on this basis that recommendations are made to the Board of Directors, which then collectively makes its decisions concerning the compensation of executive corporate officers, in accordance with the compensation policy approved by the General Shareholders' Meeting.

2024 SCHEDULE OF THE WORK OF THE COMPENSATION COMMITTEE ON THE COMPENSATION OF EXECUTIVE CORPORATE OFFICERS

February 2024	• Recommendations on the compensation of executive corporate officers in 2023:
	  • assessment of the annual variable compensation for 2023 after review of the financial and non-financial criteria, concerning Mr. Laurent Favre and Ms. Félicie Burelle
	  • draft resolutions Say on Pay
	• Performance Share Plan
	  • review of the criteria and conditions for the allocation of the 2024 Performance Share Plan
	• Recommendations on compensation policies for 2024
	  • review of draft resolutions

July 2024	• Recommendations on adjustment of the compensation policy • analysis of exceptional circumstances and allocation of exceptional compensation to executive corporate officers

December 2024	• Compensation policies for 2025
	  • analysis of the panel of companies, review of the compensation structure, link between performance and compensation
	  • review of share holding periods

Adjustments to the compensation policy in the event of exceptional circumstances

Article L.22-10-8 of the *French Commercial Code* allows for exceptions to be made in the compensation policy in the event of exceptional circumstances. Failing this, the Board of Directors would be unable to grant an element of compensation not provided for in the compensation policy previously approved by the General Meeting, even though this decision could be necessary in view of these exceptional circumstances. It is specified that this exemption can only be temporary while awaiting the approval of the modified compensation policy by the next General Meeting; it would be duly justified and in accordance with the Company's interests.

If necessary, modification of the compensation policy in light of exceptional circumstances would be decided by the Board of Directors on the recommendation of the Compensation Committee and in accordance with the provisions of the AFEP-MEDEF Code. Thus, for example, the recruitment of a new executive corporate officer under unforeseen conditions could require the temporary modification of certain existing compensation elements or the proposal of new compensation elements.

Furthermore, the Board of Directors may allocate, on the recommendation of the Compensation Committee, indemnities or benefits when executive corporate officers take up, terminate or change their office.

It could also be necessary to modify the performance conditions governing the acquisition of all or part of the existing compensation components in the event of exceptional circumstances resulting in particular from a significant change in the scope of the Group following a merger transaction, a sale, acquisition, or creation of a significant new business, a change in accounting method or a major event affecting the markets or the Group's business segment.

Fixed and variable compensation policy and the grant of performance shares

COMPENSATION POLICY FOR THE CHAIRMAN OF THE BOARD OF DIRECTORS IN RESPECT OF 2025

The Board of Directors of February 19, 2025, in accordance with the recommendation of the AFEP-MEDEF Code, proposes to the General Meeting of April 24, 2025 that the compensation of the Chairman of the Board of Directors, who is not the Chief Executive Officer, be a fixed annual amount, excluding all variable remuneration and allocation of performance shares.

Mr. Laurent Burelle benefits from welfare insurance coverage and coverage of healthcare costs

The compensation of the Chairman of the Board of Directors is determined on the basis of the following items:

- expectations of the Board of Directors of OPmobility SE regarding the performance of the legal duties of the Chairman of the Board of Directors;
- experience, skills and reputation of the Chairman of the Board of Directors in Corporate Governance and Sustainable Governance;
- specific tasks entrusted to the Chairman of the Board of Directors;
- competitiveness and comparability of compensation compared to a relevant reference panel including companies with comparable governance structures.

It is essential for the Board of Directors to be able to count on a committed, experienced and competent Chairman such as Mr. Laurent Burelle, recognized for his involvement in governance issues and relations with stakeholders. Mr. Laurent Burelle, who has chaired the Board of Directors since 2001, has already raised the governance of OPmobility SE to an exemplary level while serving as Chief Executive Officer until 2019. The Board wishes to highlight Mr. Laurent Burelle's expertise, including an in-depth knowledge of the Company, its environment and its strategic challenges, which are major assets.

The compensation of Mr. Laurent Burelle corresponds to the Board's ambition to ensure the continuity of its work and enable its development.

The Board of Directors also took into account the extensive assignments that it decided to entrust to Mr. Laurent Burelle as Chairman of the Board of Directors.

DETAILS OF THE COMPONENTS OF COMPENSATION ATTRIBUTABLE TO MR. LAURENT BURELLE, CHAIRMAN OF THE BOARD OF DIRECTORS, FOR FISCAL YEAR 2025

	Amount	Presentation
Fixed compensation	€950,000	The Board of Directors' meeting of December 11, 2024, on the recommendation of the Compensation Committee, proposes that the General Shareholders' Meeting of April 24, 2025 maintain the gross amount of compensation of Mr. Laurent Burelle be maintained at €950,000
Benefits incidental to compensation		• **Supplementary social protection schemes** Mr. Laurent Burelle benefits from coverage of welfare insurance and healthcare costs

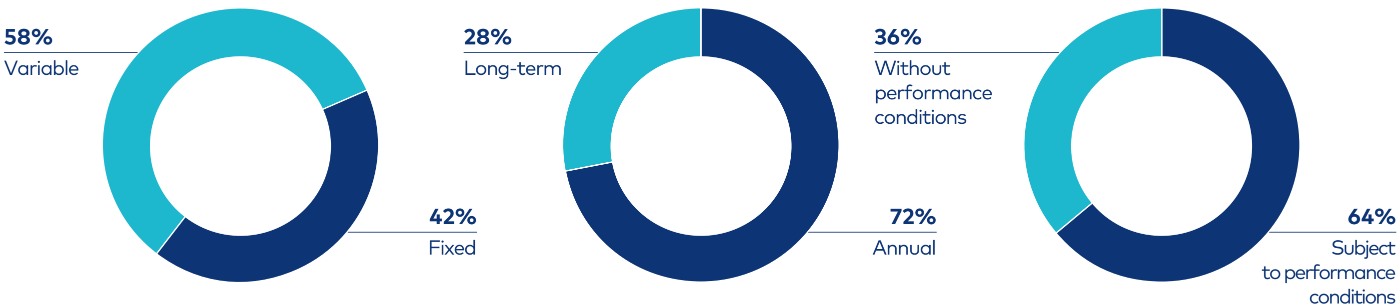
COMPENSATION POLICY FOR EXECUTIVE CORPORATE OFFICERS IN RESPECT OF 2025

The compensation of the Chief Executive Officer and the Managing Director consists of fixed compensation, variable compensation and the allocation of performance shares.

The Board of Directors determines the various components of this compensation, being attentive to the necessary balance between each of them. Each component of compensation corresponds to a defined and clearly stated objective. The various components of compensation form a balanced package with a breakdown of approximately:

- 42/58 split between fixed and variable compensation;
- 72/28 between annual compensation and long-term compensation (performance shares);
- 64/36 between compensation subject to performance conditions and compensation without performance conditions.

GRAPHIC ILLUSTRATION OF THE BALANCE BETWEEN THE VARIOUS COMPONENTS OF THE TARGET TOTAL ANNUAL COMPENSATION



The **fixed compensation** should reflect the responsibilities of the executive corporate officer, his or her level of experience and skills.

The fixed compensation serves as the basis for determining the maximum percentage of the target variable compensation.

In accordance with the principles set out above, the fixed compensation for 2025 of the Chief Executive Officer amounts to €1,300,000 for the full year, an 18% increase compared to the 2024 fiscal year. The fixed compensation for 2025 of the Managing Director amounts to €800,000 for the full year, a 7% increase compared to the 2024 fiscal year.

The target **annual variable compensation** would amount to €1,600,000 for 100% achievement of the objectives set for Mr. Laurent Favre, and €1,050,000 for 100% achievement of the objectives set for Ms. Félicie Burelle. It may vary between 80% and 150% of the target set, depending on the level of achievement of the objectives. If achievement is below 80%, no variable compensation is paid, the percentage of achievement being assessed for each criterion. The absolute maximum, for each criterion and for the total variable compensation, is 150%. Thus, if the objectives are more than 150% achieved, the achievement rate will be 150%, making it possible to compensate for outperformance while limiting the short-term incentive.

As the principle is not to encourage inappropriate risk-taking, the annual variable compensation remains reasonable compared to the fixed compensation.

Variable compensation is designed to align the compensation of the executive corporate officer with the Group's annual performance and to promote the implementation of its strategy year after year.

It is determined according to specific performance assessment criteria determined by the Board of Directors.

These criteria are financial, non-financial and qualitative.

The financial and non-financial criteria are simple and quantifiable. They represent a predominant portion of the annual variable compensation.

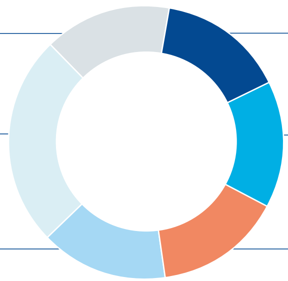
The weighting of each criterion as well as the objectives to be achieved are set at the beginning of the year in question and communicated to the executive corporate officer.

These criteria are as follows:

- for 70% of the annual variable compensation, financial criteria directly correlated with the Group's performance indicators:
  - change in free cash flow compared to budget (15%)
  - change in net income Group share compared to budget (25%)
  - change in the Group's debt reduction compared to the target (15%)
  - change in operating margin compared to revenue (15%)
- for 15% of the annual variable compensation, criteria related to strategy execution, in particular the organization of the business, excellence in operations and project start-ups and long-term value creation;
- for 15% of the annual variable compensation, ESG criteria (social and environmental governance), two-thirds of which can be quantified:
  - safety (FR2)
  - environment (carbon neutrality roadmap)
  - compliance (according to compliance indicators)
  - diversity (according to objectives)

The quantifiable targets for determining the variable portion of the compensation due in respect of fiscal year 2025 were defined in relation to the Group's target forecasts presented to the Board of Directors on December 11, 2024.

PRESENTATION OF THE WEIGHTING OF THE ANNUAL VARIABLE COMPENSATION FOR 2025



DETAILS OF THE ESG CRITERIA USED TO ASSESS THE PERFORMANCE OF EXECUTIVE CORPORATE OFFICERS

Criteria	Presentation
Climate change	• By 2025, reduction in the carbon footprint of the Group's sites by improving energy efficiency and increasing the share of renewable energies • Development of electricity production using solar panels to supply the Group's sites • Increase in the proportion of recycled or recovered waste in the industrial process • Increased commitments from suppliers and partners
Improvement in safety performance	• Decrease the frequency and severity rates compared to the previous year
Gender parity on governing bodies	• Achieve an average proportion of 40% of employees of each gender within the governing bodies by 2030, in accordance with the objectives defined by French law no. 2021-1774 of December 24, 2021 aimed at accelerating economic and professional equality, known as the "Rixain law"
Compliance	• Deployment of the Group's compliance plan

In the event of the departure of an executive corporate officer during the first quarter, the Board of Directors may set the amount of the annual variable compensation for the current fiscal year *pro rata temporis* to the amount of the annual variable portion granted to the executive corporate officer concerned in respect of the previous fiscal year.

The **allocation of performance shares** is subject to quantifiable performance conditions. It aims to encourage the executive corporate officer to take action in the long term and to build loyalty and promote the alignment of their interests with the corporate interest and the interests of shareholders. To this end, the vesting of shares is subject to performance conditions that are recognized at the end of a vesting period of 3 years from the grant date.

The conditions for allocating performance shares are described below (section 3.2.3).

The value of these shares, estimated at the grant date in accordance with IFRS, used to prepare the consolidated financial statements, represents between 35% and 40% of the executive corporate officer's overall compensation, and may not exceed 100% of the fixed compensation.

The executive corporate officers formally undertake not to hedge the risk associated with performance shares until the end of the holding period set by the Board of Directors. They retain at least 10% of the shares granted until the end of their corporate office.

Free share award plan of February 19, 2025

Under the authorization of the General Meeting of April 24, 2024, the Board of Directors, during its meeting of February 19, 2025, decided from April 25, 2025 to allocate free shares, known as performance shares, to executive corporate officers of OPmobility SE. (see section 3.2.3.3.1.).

The Board of Directors decided to limit the beneficiaries of this plan to executive corporate officers and the Managing Director of the Company with the aim of mobilizing the Group's key players around its successful development.

The main features of this plan are as follows:

Vesting period	**From April 25, 2025 to the date of the General Meeting in 2028**
Presence conditions (contract in force with a Group company on these dates, except for retirement, death, disability or exceptional decision)	On the date of the 2028 General Meeting called to approve the financial statements for the 2027 fiscal year
Final vesting date	As of the date of the 2028 General Meeting called to approve the financial statements for the 2027 fiscal year
Holding period	No holding period except for a minimum of 10% of the performance shares allocated to executive corporate officers, which must be held until the end of their term of office
End of vesting period	As of the date of the 2028 General Meeting called to approve the financial statements for the 2027 fiscal year
Performance conditions	• Cumulative free cash flow level for 2025, 2026, 2027: 25% of the rights granted; • Level of net profit (loss) (Group share): 25% of rights granted; • Debt/Ebitda: 25% of the rights granted; • Percentage of women, progress in reducing CO_2 emissions and workplace safety as of December 31, 2027: 25% of rights granted.

The threshold for achieving each of the objectives defined above is set at a minimum of 80%.

The **other components of the compensation of executive corporate officers** are as follows:

The executive corporate officers will continue to benefit from the protection of the collective welfare and health care plans for Senior Executives in order to have market-compliant social provision.

The Chief Executive Officer and the Managing Director, who are also directors, receive compensation for their participation on the Board of Directors.

On July 22, 2024, the Board of Directors approved the allocation of severance payments to executive corporate officers in the event of their departure from the Company, excluding serious misconduct or gross negligence. This severance payment would be of a maximum amount equivalent to 24 months of gross salary (i.e. base compensation and variable compensation depending on the achievement of objectives), including contractual and legal compensation.

Note that the employment contracts of Mr. Laurent Favre and Ms. Félicie Burelle with Plastic Omnium Gestion have been suspended since January 1, 2020.

In addition, the Board of Directors has the option of negotiating a non-competition agreement with an executive corporate officer in the event of termination of the latter's duties within the Group when this would be in the Group's interests, and under financial conditions that comply with the principles set out by the AFEP-MEDEF Code to which OPmobility SE refers. No payment may be made unless this non-competition agreement has been approved by the General Shareholders' Meeting of OPmobility SE.

Lastly, executive corporate officers each have a company car.

The payment of variable and exceptional compensation in respect of fiscal year 2025 will be subject to the approval of the Annual General Meeting to be held in 2026.

BREAKDOWN OF COMPONENTS OF COMPENSATION ATTRIBUTABLE TO EXECUTIVE CORPORATE OFFICERS IN RESPECT OF THE 2025 FISCAL YEAR

<table>
<tr><th></th><th>Amount</th><th colspan="2">Presentation</th></tr>
<tr><td>Fixed compensation
Mr. Laurent Favre
Change 2024-2025
Ms. Félicie Burelle
Change 2024-2025</td><td>
€1,300,000
+18%
€800,000
+7%</td><td colspan="2">The Board of Directors, meeting on December 11, 2024, and on the recommendation of the Compensation Committee, proposes to the General Shareholders' Meeting of April 24, 2025 to set the amount of the fixed compensation of executive corporate officers at €1,300,000 for Mr. Laurent Favre, Chief Executive Officer, and €800,000 for Ms. Félicie Burelle, Managing Director.</td></tr>
<tr><td rowspan="7">Annual variable compensation
Mr. Laurent Favre

Ms. Félicie Burelle</td><td rowspan="7">€1,600,000
(target 123% of fixed)
maximum 150%,
i.e. €2,400,000

€1,050,000
(target 131% of fixed)
Maximum 150%, i.e. €1,575,000</td><td colspan="2">The annual variable compensation is designed to align the compensation of executive corporate officers with the Group's annual performance and to promote the implementation of its strategy year after year. The aim of the Board of Directors is to encourage executive corporate officers to both maximize the performance of each fiscal year and ensure its repetition and regularity over the years.</td></tr>
<tr><td>Performance assessment criteria for 2025</td><td>Weighting</td></tr>
<tr><td>Financial criteria</td><td>70%</td></tr>
<tr><td>• change in free cash flow compared to budget
• change in net income Group share compared to budget
• Group debt reduction as forecast
• operating margin compared to budget</td><td>• 15%
• 25%
• 15%
• 15%</td></tr>
<tr><td>Non-financial criteria</td><td>30%</td></tr>
<tr><td>• strategy execution
• quantifiable (8%) and qualitative (7%) ESG criteria:
  • safety (FR2)
  • environment (Carbon neutrality roadmap)
  • compliance
  • diversity</td><td>• 15%
• 15%</td></tr>
<tr><td colspan="2">Quantifiable, financial (70%) and non-financial (8%) criteria represent 78% of annual variable compensation. The weighting of each criterion, as well as the objectives to be achieved, were set at the end of 2024 and communicated to the executive corporate officers. The assessment is made without offsetting between criteria.</td></tr>
</table>

	Amount	Presentation
Performance shares		The Board of Directors, at its meeting of February 19, 2025, decided on the implementation of a new plan as part of the authorization approved by the General Meeting of April 24, 2025. The allocation decided in favor of the executive corporate officers complies with the recommendations of the AFEP-MEDEF Code. The allocation value is set at €1,000,000 for Mr. Laurent Favre and €750,000 for Ms. Félicie Burelle; the share equivalent will be calculated on the basis of the share price of the twenty trading sessions preceding the Combined General Meeting of April 24, 2025. Executive corporate officers are also required to hold 10% of the shares that would be vested to them at the end of the vesting period, until the end of their corporate office. The vesting of these shares is subject to the fulfillment of performance conditions which will be noted at the end of the vesting period and since the grant date. These performance conditions are based on four criteria, assessed over the years 2025, 2026 and 2027, and in line with the Company's strategic plan: • the level of cumulative free cash flow • earnings per share - Group share • the pace of debt reduction • as well as an ESG criteria, targeting gender diversity in management bodies, the other the achievement of the CO_2 emission target, aiming for carbon neutrality on scope 3, in line with the climate roadmap adopted by the Board of Directors and presented in 2021, and finally Workplace Safety in relation to the FR2 target For the first two criteria, an achievement rate of 80% triggers the allocation of shares, which increases linearly to a ceiling of 100%. For the last two criteria, the achievement of the objective triggers the allocation of shares. The achievement of each objective would trigger the allocation of 25% of the allocation in shares.
Compensation as director	€3,000 per meeting of the Board of Directors	Mr. Laurent Favre and Ms. Félicie Burelle will receive compensation in respect of their offices as director
Benefits incidental to compensation		• **Benefits in kind** Executive corporate officers will be provided with the material resources necessary for the performance of their duties, such as the provision of a company car. They will also benefit from tax assistance and an annual medical check-up. • **Supplementary social protection scheme: defined-benefit pension, welfare insurance and healthcare costs** Executive corporate officers will continue to benefit from defined-benefit pension plans as well as welfare insurance and healthcare cost plans.
End-of-service indemnity		Executive corporate officers receive a commitment to pay an indemnity equal to two years of gross compensation, in the event of forced departure. The reference basis for this compensation is the gross compensation (fixed and variable) for the last 12 months preceding the date of the dismissal or non-renewal of the corporate office. Compensation will only be paid in the event of an involuntary departure and subject to performance conditions. The amount would be reduced by the amount that would, if applicable, be paid in respect of any other indemnity, such as for example the non-competition indemnity, so that overall compensation greater than the aforementioned maximum amount of two years cannot be granted.

The components of the total compensation attributable to each of the executive corporate officers are presented below:

Fixed compensation components		Variable compensation component			
Annual fixed	Benefits in kind	Annual variable	Long-term	Exceptional compensation	Retirement system
Determined according to experience and level of responsibility	Determined according to the level of responsibility	Determined according to economic, social, societal and environmental conditions	Determined according to economic, social, societal and environmental conditions	Determined in the event of exceptional events	Determined according to the Group's results and performance
		Conditions defined each year	Performance conditions over three years Presence conditions over four years	Exceptional conditions	Presence conditions
Cash	**Vehicle**	**Cash**	**OPmobility shares**	**Cash**	**Contributions and cash**

3.2.3 Information on the allocation of free shares or performance shares

3.2.3.1 OPmobility SE policy

Decisions relating to the allocation of shares are linked to performance and are intended to encourage the achievement of the Group's long-term objectives and the resulting value creation for shareholders. For this purpose, the vesting of the shares is subject to performance conditions that are recognized at the end of a vesting period of four years from the grant date.

The value of these shares, estimated at the grant date, may not exceed 100% of the annual compensation of the executive corporate officer.

If an event justifies it, the Board of Directors reserves the right to award an additional grant. This possible allocation to the executive corporate officer, duly justified by the Board of Directors, would be made in accordance with the annual ceiling authorized by the General Shareholders' Meeting.

The executive corporate officer is required to keep, in registered form and until the end of his or her duties, 10% of the performance shares granted and definitively vested at the end of the vesting period, after reviewing the performance conditions.

Non-executive corporate officers undertake not to use performance share risk hedging transactions until the end of the holding period set by the Board of Directors. They are required to hold, in registered form and until the termination of his or her duties, 5% of the shares previously granted and vested at the end of the vesting period.

Performance conditions

The performance criteria relate to all the shares allocated to an executive corporate officer.

These criteria, assessed over a period of three or four fiscal years preceding the grant date, are defined for each plan decided and must be complementary and in line with the objectives and specificities of the Group while promoting balanced and steady long-term growth.

Performance shares in the event of departure

The right to performance shares is lost in the event of departure for reasons of resignation or for serious or gross misconduct. In the event of the dismissal of an executive corporate officer, the Board will decide on how any performance shares granted since their appointment as an executive corporate officer will be treated.

3.2.3.2 Free share or performance share award plan for fiscal year 2024

Authorization of the General Meeting of April 24, 2024

The Combined General Meeting of OPmobility SE of April 24, 2024 resolved, in its 26th resolution, to authorize the Board of Directors to allocate free shares to certain employees and/or directors of Group companies, up to a limit of 0.2% of the Company's share capital on the date of the General Meeting, with an annual sub-ceiling of 0.1% of this same share capital.

Free share award plan for 2024

Free Share Award Plan of April 25, 2024

Under the authorization of the General Meeting of April 21, 2022, the Board of Directors, during its meeting of February 21, 2024, decided to implement, from April 25, 2024, an allocation of free shares, known as performance shares, in favor of executive corporate officers of OPmobility SE and employees of the Group (see section 3.2.3.3.1).

The main features of this plan, covering 153,909 shares and benefiting executive corporate officers and Group employees, are as follows:

Vesting period	**From April 25, 2024 to the date of the General Meeting in 2027**
Presence conditions *(contract in force with a Group company on these dates, except for retirement, death, disability or exceptional decision)*	On the date of the 2027 General Meeting called to approve the financial statements for the 2026 fiscal year
Final vesting date	As of the date of the 2027 General Meeting called to approve the financial statements for the 2026 fiscal year
Holding period	No holding period except for a minimum of 10% of the performance shares allocated to executive corporate officers, which must be held until the end of their term of office
End of vesting period	As of the date of the 2027 General Meeting called to approve the financial statements for the 2026 fiscal year
Performance conditions	• Cumulative free cash flow level for 2024, 2025, 2026: 25% of the rights granted; • Level of net profit (loss): 25% of rights granted; • Debt/Ebitda: 25% of the rights granted; • Percentage of women, progress in reducing CO_2 emissions and workplace safety as of December 31, 2026: 25% of rights granted.

Free Share Award Plan of July 22, 2024

Under the authorization of the General Meeting of April 24, 2024, the Board of Directors, during its meeting of July 22, 2024, decided to implement, from July 22, 2024, an allocation of free shares, known as performance shares, in favor of executive corporate officers of OPmobility SE (see section 3.2.3.3.1)

The Board of Directors decided to limit the beneficiaries of this plan to executive corporate officers, with the aim of mobilizing the Group's key players around its successful development.

The main features of this plan, covering 26,910 shares and benefiting executive corporate officers, are as follows:

Vesting period	**From July 22, 2024 to the date of the General Meeting in 2027**
Presence conditions *(contract in force with a Group company on these dates, except for retirement, death, disability or exceptional decision)*	On the date of the 2027 General Meeting called to approve the financial statements for the 2026 fiscal year
Final vesting date	As of the date of the 2027 General Meeting called to approve the financial statements for the 2026 fiscal year
Holding period	No holding period except for a minimum of 10% of the performance shares allocated to executive corporate officers, which must be held until the end of their term of office
End of vesting period	As of the date of the 2027 General Meeting called to approve the financial statements for the 2026 fiscal year
Performance conditions	• Cumulative free cash flow level for 2024, 2025, 2026: 25% of the rights granted; • Level of net profit (loss): 25% of rights granted; • Debt/Ebitda: 25% of the rights granted; • Percentage of women, progress in reducing CO_2 emissions and workplace safety as of December 31, 2026: 25% of rights granted.

3.2.3.3 Performance shares allocated and available for each executive corporate officer - history of current plans

3.2.3.3.1 OPmobility performance shares allocated by OPmobility SE during the 2024 financial year to each executive corporate officer of OPmobility SE under the authorizations of April 21, 2022 and April 24, 2024

Name and positions of the director	plan date	Number of performance shares allocated during the fiscal year	Value of shares using the method applied in the consolidated financial statements *(in €)*	Grant date	End of vesting period*	Performance conditions
Laurent Burelle *Chairman of the Board of Directors*	N/A	0	0	N/A	N/A	N/A
Laurent Favre *Chief Executive Officer*	04/25/2024	73,290	10	4/25/2024	date of the 2027 General Meeting called to approve the financial statements for the 2026 fiscal year	100% of the shares granted are subject to performance criteria (see section 3.2.3.2)
Félicie Burelle *Managing Director*	04/25/2024	48,860	10	04/25/2024	date of the 2027 General Meeting called to approve the financial statements for the 2026 fiscal year	100% of the shares granted are subject to performance criteria (see section 3.2.3.2)
Laurent Favre *Chief Executive Officer*	07/22/2024	16,146	7.50	07/22/2024	date of the 2027 General Meeting called to approve the financial statements for the 2026 fiscal year	100% of the shares granted are subject to performance criteria (see section 3.2.3.2)
Félicie Burelle *Managing Director*	07/22/2024	10,764	7.50	07/22/2024	date of the 2027 General Meeting called to approve the financial statements for the 2026 fiscal year	100% of the shares granted are subject to performance criteria (see section 3.2.3.2)

(1) Availability limited to 90% of the shares granted, with 10% of the shares to be held until the end of the term of office of executive corporate officers

3.2.3.3.2 Performance shares that became available during fiscal year 2024 for each executive corporate officer

Name and position of the executive corporate officer	Plan date	Number of shares which became available during fiscal year 2024
Laurent Favre	04/30/2020 (1)	13,961
Chief Executive Officer	04/23/2021	0
	04/22/2022	0
	04/27/2023	0
Félicie Burelle	05/02/2019	0
Managing Director	04/30/2020 (1)	8,726
	04/23/2021	0
	04/22/2022	0
	04/27/2023	0

(1) After a 50% allowance for non-achievement of performance conditions

3.2.3.5 History of OPmobility SE performance share plans in force

For the year	2020
	Plan of April 30, 2020
Date of the GM authorization	04/26/2018
Board decision date	12/11/2020
Share value in euros (1)	15
Start of vesting period	04/30/2024
Start of holding period	04/30/2024 concerning the executive corporate officers for 10% of the shares
End of holding period	None except on the date of dismissal of the director
Related conditions	• 50% depending on the level of cumulative free cash flow for fiscal years 2020, 2021 and 2022 • 50% based on growth in net earnings per share. The 2 criteria are assessed at scope and market conditions unchanged
Number of performance shares awarded	228,373
Shares vested from 01/01/2024 to 12/31/2024	0
Rights canceled at 12/31/2024	144,186
Rights granted at 12/31/2024	84,187
Balance of rights at 12/31/2024	0

(1) Weighted average value (according to the method used for the consolidated financial statements).

For the year	2021	2022
	Plan of April 23, 2021	Plan of April 22, 2022
Date of the GM authorization	04/26/2018	04/21/2021
Board decision date	02/17/2021	02/17/2022
Share value in euros (1)	28	14
Start of vesting period	After the 2025 General Meeting	After the 2025 General Meeting
Start of holding period	No later than June 30, 2025 concerning the directors for a total of 10% of the shares	No later than June 30, 2025 concerning the directors for a total of 10% of the shares
End of holding period	On the date of dismissal of the director	On the date of dismissal of the director
Related conditions	• 25% depending on the rate of return on capital employed in 2021, 2022, 2023 • 25% depending on the level of cumulative free cash flow in 2021, 2022, 2023 • 25% depending on the average annual growth rate of the Group's consolidated revenue for 2021, 2022, 2023 • 25% depending on the percentage of women and deployment of actions to reduce the carbon footprint in 2021, 2022, 2023	• 25% depending on the rate of return on capital employed in 2022, 2023, 2024 • 25% depending on the level of cumulative free cash flow in 2022, 2023, 2024 • 25% depending on the average annual growth rate of the Group's consolidated revenue for 2022, 2023, 2024 • 25% depending on the percentage of women and deployment of actions to reduce the carbon footprint in 2022, 2023, 2024
Number of performance shares awarded	45,947	95,602
Shares vested from 01/01/2024 to 12/31/2024	0	0
Rights canceled at 12/31/2024	0	0
Rights granted at 12/31/2024	0	0
Balance of rights at 12/31/2024	45,947	95,602

(1) Weighted average value (according to the method used for the consolidated financial statements).

For the year	2023
	Plan of April 27, 2023
Date of the GM authorization	04/21/2022
Board decision date	02/21/2023
Share value in euros [(1)]	14
Start of vesting period	After the 2026 General Meeting
Start of holding period	No later than June 30, 2026 concerning the directors for a total of 10% of the shares
End of holding period	On the date of dismissal of the director
Related conditions	• 20% depending on the rate of return on capital employed in 2023, 2024, 2025 • 20% depending on the level of cumulative free cash flow in 2023, 2024, 2025 • 20% depending on the level of Debt/Ebitda for 2023, 2024, 2025 • 20% depending on the level of stock market performance over 2023, 2024, 2025 • 20% depending on the percentage of women and the deployment of actions to reduce the carbon footprint in 2023, 2024, 2025
Number of performance shares awarded	92,025
Shares vested from 01/01/2024 to 12/31/2024	0
Rights canceled at 12/31/2024	0
Rights granted at 12/31/2024	0
Balance of rights at 12/31/2024	92,025

(1) Weighted average value (according to the method used for the consolidated financial statements).

For the year	2024	2024
	Plan of April 25, 2024	Plan of July 22, 2024:
Date of the GM authorization	04/21/2022	04/24/2024
Board decision date	02/21/2024	07/22/2024
Share value in euros [(1)]	10	7.50
Start of vesting period	After the 2027 General Meeting	After the 2027 General Meeting
Start of holding period	No later than June 30, 2027 concerning the directors for a total of 10% of the shares	No later than June 30, 2027 concerning the directors for a total of 10% of the shares
End of holding period	On the date of dismissal of the director	On the date of dismissal of the director
Related conditions	• 25% depending on the level of cumulative free cash flow in 2024, 2025, 2026 • 25% based on the level of net profit (loss) Group share for 2024, 2025, 2026 • 25% depending on the level of Debt/Ebitda for 2024, 2025, 2026 • 25% depending on the percentage of women, progress in reducing CO_2 emissions and workplace safety as of December 31, 2026	• 25% depending on the level of cumulative free cash flow in 2024, 2025, 2026 • 25% based on the level of net profit (loss) Group share for 2024, 2025, 2026 • 25% depending on the level of Debt/Ebitda for 2024, 2025, 2026 • 25% depending on the percentage of women, progress in reducing CO_2 emissions and workplace safety as of December 31, 2026
Number of performance shares awarded	153,909	26,910
Shares vested from 01/01/2024 to 12/31/2024	0	0
Rights canceled at 12/31/2024	0	0
Rights granted at 12/31/2024	0	0
Balance of rights at 12/31/2024	153,909	26,910

3.2.3.6 History of performance shares granted to executive corporate officers as of December 31, 2024

Plan	05/02/2019	04/30/2020	04/23/2021	04/22/2022
Total number of beneficiaries	255	55	2	2
Total number of performance shares awarded	400,000	228,373	45,947	95,602
of which the number allocated to executive corporate officers:	10,500			
Laurent Burelle	0	0	0	0
Laurent Favre	-	13,961 (2)	29,537	57,361
Félicie Burelle	14,000 (1)	8,726 (2)	16,410	38,241
Grant date	05/02/2019	04/30/2020	04/23/2021	04/22/2022
Start of vesting period	05/02/2023 (3)	04/30/2024 (3)	As of the date of the 2025 General Shareholders' Meeting called to approve the financial statements for fiscal year 2024	As of the date of the 2025 General Shareholders' Meeting called to approve the financial statements for fiscal year 2024
Term	4 years	4 years	4 years	3 years
Holding period	None	Lock-up of 10% until the end of the term of office of the executive corporate officers	Lock-up of 10% until the end of the term of office of the executive corporate officers	Lock-up of 10% until the end of the term of office of the executive corporate officers

(1) Performance shares granted under the employment contract. The definitive allocation amounts to 10,500 shares, which vested on May 2, 2023.
(2) After analysis of the achievement of the performance conditions attached to the plan.
(3) Subject to a dual condition of performance and presence.

Plan	04/27/2023	04/25/2024	07/22/2024
Total number of beneficiaries	2	3	2
Total number of performance shares awarded	92,025	153,909	26,910
of which the number allocated to executive corporate officers:			
Laurent Burelle	0		
Laurent Favre	55,215	73,290	16,146
Félicie Burelle	36,810	48,860	10,764
Grant date	04/26/2023	04/25/2024	07/22/2024
Start of vesting period	As of the date of the 2026 General Shareholders' Meeting called to approve the financial statements for fiscal year 2025	As of the date of the 2027 General Shareholders' Meeting called to approve the financial statements for fiscal year 2026	As of the date of the 2027 General Shareholders' Meeting called to approve the financial statements for 2026 fiscal year
Term	3 years	3 years	3 years
Holding period	Lock-up of 10% until the end of the term of office of the executive corporate officers	Lock-up of 10% until the end of the term of office of the executive corporate officers	Lock-up of 10% until the end of the term of office of the executive corporate officers

3.2.3.7 Summary of the performance shares granted during fiscal year 2024 to the top ten employees who are not directors and shares definitively vested by them

Performance shares granted to the top 10 employees who are not directors and shares vested by them	Total number of shares awarded/shares vested	Value of shares using the method applied in the consolidated financial statements	Plan date
Shares granted during fiscal year 2024 by OPmobility SE to the 10 employees of any subsidiary within the scope of the share grant, with the highest number of shares thus granted	31,759	€317,590	04/25/2024
Shares vested during fiscal year 2024 by the 10 employees of any OPmobility SE subsidiary with the highest number of shares thus vested (1)	19,500	€292,500	04/30/2020

(1) Does not include shares acquired by employees who have left the Group.

3.2.4 Stock options

3.2.4.1 OPmobility SE policy

OPmobility SE may set up long-term incentive plans for the benefit of its employees and executive corporate officers, in an international context.

These awards have a dual purpose:

- to motivate key staff members and give them a stake in the Group's future results;
- to strengthen teamwork and a sense of belonging among managers and thus encourage them to make their careers at the Company.

At the recommendation of the Compensation Committee, OPmobility SE's Board of Directors may grant stock options to managers and executive corporate officers whom the Company wishes to recognize for their performance and their important role in business development and the Group's current and future projects, wherever they may be based.

These stock options are granted after publication of the financial statements for the previous year, in accordance with the AFEP-MEDEF recommendation. In any case, stock options are granted on the basis of the performance of the individual in question at the time the plan is put in place.

Employees and directors who receive stock options thus have a stake along with shareholders in the Group's strong and consistent growth.

The last stock option plan (2017) matured in March 2024. There are no longer any stock option beneficiaries outstanding at December 31, 2024.

The Board of Directors reminds stock option beneficiaries of the regulations in force relating to people who possess inside information. They must familiarize themselves with and abide by the provisions of the Stock Exchange Ethics Charter accompanying the rules governing stock option plans.

3.2.4.2 Stock options granted to executive corporate officers and/or exercised during fiscal year 2024

STOCK OPTIONS GRANTED BY OPMOBILITY SE DURING THE FISCAL YEAR TO EACH EXECUTIVE CORPORATE OFFICER

Not applicable

STOCK OPTIONS EXERCISED DURING THE FISCAL YEAR BY EACH EXECUTIVE CORPORATE OFFICER

Not applicable

3.2.4.3 History of stock options granted to executive corporate officers that may still be exercised at December 31, 2024

Not applicable

3.2.4.4 History of outstanding OPmobility stock options granted to corporate officers as of December 31, 2024

Not applicable

3.2.4.5 Stock options granted to the ten employee beneficiaries who are not directors and options exercised by them during fiscal year 2024

Stock options granted to the top ten employees who are not directors and options exercised by the latter	Total number of options granted/shares purchased	Weighted average price (1)	Plan date
Options granted by OPmobility SE in fiscal year 2024 to the 10 employees of any subsidiary within the scope of the share grant, with the highest number of shares thus granted	0	0	N/A
Options held on OPmobility SE, exercised during fiscal year 2024, by the 10 employees of any subsidiary of OPmobility SE, with the highest number of options thus exercised (2)	0	0	N/A

(1) Exercise price after legal adjustments.
(2) Does not include options exercised by employees who have left the Group.

3.2.5 Summary of transactions carried out in OPmobility shares during fiscal year 2024 by the directors and persons closely related to them (referred to in Article L. 621-18-2 of the *French Monetary and Financial Code*) during fiscal year 2024

Transactions carried out during fiscal year 2024 on the Company's shares, debt securities or financial instruments by directors and persons closely related to them, as referred to in Article L. 621-18-2 of the *French Monetary and Financial Code*, of which the Company is aware are as follows:

	Date of transaction	Type of transaction	Financial instrument	Quantity	Unit price (in euros)	Transaction price (in euros)
Laurent Burelle (*)	12/20/2024	Sale	Equities	58,000	9.85	571,300
Cécile Moutet (*)	04/30/2024	Free allocation	Equities	1,500	-	-

(*) Including persons with close ties within the meaning of the provisions of Article R. 621-43-1 of the French Monetary and Financial Code

3.3 Additional information on corporate governance

3.3.1 Information relating to current agreements entered into under arm

3.3.1.1 Procedure implemented under Article L. 22-10-12 of the *French Commercial Code*

In accordance with the legal provisions and on the recommendation of the Audit Committee, the Board of Directors adopted a charter relating to the identification and evaluation of related-party agreements and free agreements whose purpose is to specify the methodology and criteria to be applied for the classification of related-party agreements and commitments relating to current agreements and entered into under arm's length conditions by the Company and fulfilling these conditions. It may be amended at any time by the Board of Directors, in particular to take into account any legislative and regulatory changes.

In accordance with French law, agreements entered into between the persons referred to in Article L. 225-38 of the French Commercial Code (agreement entered into directly or through an intermediary between the Company and its Chief Executive Officer, one of its Managing Directors, one of its directors, one of its shareholders holding a fraction of the voting rights greater than 10% or, in the case of a corporate shareholder, the Company controlling it within the meaning of Article L. 233-3 of the French Commercial Code), relating to current agreements and entered into under arm's length conditions, are not subject to prior authorization by the Board of Directors.

The charter provides for the following procedure: the Legal and Financial Departments, informed of any draft agreement that may be qualified as a related-party agreement or a current agreement, are responsible for analyzing the characteristics of said agreement and thus submitting it either to the authorization and control procedure provided for related-party agreements, or classifying it as an agreement relating to ordinary transactions concluded under arm's length conditions. This procedure also provides for an annual review by the Audit Committee of agreements classified as current transactions entered into under arm's length conditions based on the accounting entries recorded during the previous fiscal year. This review is carried out in the light of the criteria specified in the charter enabling a current agreement to be classified as under arm's length conditions.

Each year, the Audit Committee also examines the relevance of the criteria used to classify a current agreement entered into under arm's length conditions, specified in the charter.

The Audit Committee reports on its work to the Board of Directors, which ensures, on the basis of these reports, that the aforementioned agreements relating to day-to-day transactions and entered into under arm's length conditions meet these conditions. In this context, the Board of Directors may either confirm the classification as a current agreement entered into under arm's length conditions, or consider that the agreement in question must be subject to the related-party agreement procedure and therefore be subject to its ratification. In compliance with the regulations, the persons directly or indirectly interested in one of the aforementioned agreements do not take part in the discussions or in the decision-making relating to their assessment.

Pursuant to Article L. 22-10-10, 2° of the French Commercial Code, concerning fiscal year 2024, the work of the Audit Committee confirmed that all agreements entered into or renewed by the signatories during this fiscal year related to current transactions and were concluded under arm's length conditions, or were duly authorized by the Board of Directors of the Company prior to their conclusion or renewal.

3.3.1.2 Agreements referred to in Article L. 22-10-10, 2° of the *French Commercial Code*

Pursuant to Article L. 22-10-10, 2° of the *French Commercial Code*, the renewal of an agreement previously entered into took place during the 2024 fiscal year:

- **Royalty agreement for licensing and technical assistance.**

Agreement entered into in 2001 between OPmobility SE and BPO-B.PLAS Plastic Omnium Otomotiv Plastik Ve Metal Yan Sanayi AS. Compagnie Plastic Omnium SE holds 50% of the voting rights in BPO-B.PLAS Plastic Omnium Otomotiv Plastik Ve Metal Yan Sanayi AS.

This agreement was first authorized by the Board of Directors on February 24, 2016 and ratified by the General Meeting of April 28, 2016. The automatic renewal, from January 1, 2024, was authorized by the Board of Directors on February 21, 2024 and will be ratified by the General Meeting of April 24, 2025.

Its purpose is to use the designs, models, industrial processes, know-how and related technical assistance services of OPmobility SE.

The agreement, for an initial period of five years, followed by tacit renewal for a period of one year, was renewed tacitly on January 1, 2024 for a further period of one year.

As of December 31, 2024, OPmobility SE recorded income in respect of the fee to be invoiced to BPO-B.PLAS Plastic Omnium Otomotiv Plastik Ve Metal Yan Sanayi AS for an amount of €433,397.81.

3.3.1.3 Agreements referred to in Article L. 225-40-1 of the *French Commercial Code* previously approved by the General Meeting and whose execution continued during fiscal year 2024

The agreements listed below, previously authorized by the Board of Directors and approved by the General Shareholders' Meeting during previous fiscal years in accordance with Article L. 225-40-1 of the *French Commercial Code*, and of which the implementation continued during fiscal year 2024, were examined by the Board of Directors at its meeting of February 19, 2025.

- **Supplementary pension plan agreement of the Group's Senior Executives**

Agreement signed in 2003 between OPmobility SE and Burelle SA.

Burelle SA holds 60.63% of the share capital of OPmobility SE.

This agreement was authorized by the Board of Directors on December 11, 2003 and ratified by the General Meeting of April 22, 2004.

Interested parties: Ms. Félicie Burelle, Ms. Éliane Lemarié, Mr. Laurent Burelle and Mr. Paul Henry Lemarié.

In 2024, no payments were made by Burelle SA under the supplementary pension plan. Consequently, Burelle SA did not invoice a share of expenses to OPmobility SE.

- **Trademark license royalty agreement**

Agreement entered into in 2007 between OPmobility SE and Yanfeng Plastic Omnium Automotive Exterior Systems Co., Ltd. OPmobility SE indirectly holds 49.95% of the share capital of Yanfeng Plastic Omnium Automotive Exterior Systems Co., Ltd.

This agreement was first authorized by the Board of Directors on February 26, 2013 and ratified by the General Meeting of April 25, 2013.

Its purpose is the use of trademarks owned by OPmobility SE.

The agreement has a duration of 30 years.

On December 31, 2024, OPmobility SE recognized income in the respect of royalties to be charged to Yanfeng Plastic Omnium Automotive Exterior Systems Co., Ltd for an amount of €2,510,024.72.

Interested party: Mr. Laurent Favre

3.3.2 Related party transactions

Details of transactions with related parties as covered by the standards adopted in accordance with European regulation 1606/2002 are provided in Note 7.3 to the consolidated financial statements (chapter 5).

3.3.3 Service agreements between members of the Board of Directors or management

To the best of OPmobility SE's knowledge, there is no service agreement binding the members of the Board of Directors or management to the Company or any of its subsidiaries providing for the granting of benefits under such a contract.

3.3.4 Statutory provisions applicable to the participation of shareholders in General Meetings

3.3.4.1 Notice of meetings

The General Meetings are convened, meet and deliberate under conditions set forth by law. The agenda of the meetings is determined by the author of the notice; however, one or more shareholders may, under conditions set forth by law, require draft resolutions to be written into the agenda.

The meeting takes place at the registered office, or at any other place indicated in the notice.

The notice of meeting for the General Meeting is published in the *Bulletin des Annonces Légales Obligatoires* (BALO) under conditions set forth by law and regulations.

Meetings are chaired by the Chairman of the Board of Directors or, in his absence, by a director who is specially authorized for such purpose by the Board of Directors. Failing which, the meeting elects its own Chairperson.

The duties of the tellers shall be performed by the two members of the meeting who are present and accept such duty, and who have the greatest number of votes. The officers of the meeting shall appoint a Secretary, who may be chosen from outside of the shareholders.

There shall be an attendance list kept under conditions set forth by law. The minutes of the General Meetings shall be drawn up, and copies thereof shall be delivered and certified under conditions set forth by law.

3.3.4.2 Participation in General Meetings

Every shareholder has the right to participate in the meetings, provided that all payments due for such shares have been met in accordance with the applicable legislations and regulations and within the framework defined by these texts.

The right to participate in the General Meetings, or arrange to be represented, is subject to the accounting entry of the shares in the name of the shareholder by the second business day preceding the meeting at 00:00 hours, Paris time, either in registered share accounts kept by the Company, or in bearer share accounts kept by an authorized intermediary.

In accordance with Article 18 of the bylaws, any shareholder may participate in the General Meeting, if the Board of Directors so decides when the meeting is convened, by videoconference or other telecommunication means including the internet, under the conditions pursuant to the applicable regulation at the time of its use. Where applicable, this decision is sent with the notice of meeting published in the *Bulletin des Annonces Légales Obligatoires* (BALO).

The Board of Directors may, if it deems it useful, arrange for the delivery to the shareholders of admission cards with their names, and require the presentation of the same in order to access the General Meeting.

General Meeting of April 24, 2025

At its meeting of February 19, 2025, the Board of Directors decided to convene the Combined General Meeting of Shareholders on April 24, 2025.

The attention of shareholders is drawn to the fact that it is possible to vote at the General Meeting and to address written questions to the Board either by post or by electronic means, under the conditions provided for by the regulations.

The procedures for participating in the General Shareholders' Meeting of April 24, 2025 are detailed in the notice of meeting published in the BALO and on the Group's website (www.opmobility.com).

The preparatory documents for this General Meeting are available on the Group's website.

The General Meeting of OPmobility SE will be broadcast live and recorded on www.opmobility.com.

3.3.5 Information on elements that may have an impact in the event of a public takeover or exchange offer

None.

3.3.6 Terms of offices of the Statutory Auditors

3.3.6.1 Statutory Auditors

PricewaterhouseCoopers Audit

Company represented by Mr. David Clairotte

63 rue de Villiers, 92200 Neuilly-sur-Seine

PricewaterhouseCoopers Audit was appointed Statutory Auditor of the Company by the Combined General Meeting of Shareholders of April 21, 2022 for a period of six fiscal years, *i.e.* until the close of the Annual Ordinary General Meeting in 2028 called to approve the financial statements for the fiscal year ended on December 31, 2027.

Ernst & Young et Autres

Company represented by Ms. May Kassis-Morin.

1-2, place des Saisons, 92400 Courbevoie-Paris La Défense 1

Ernst & Young et Autres, Statutory Auditors of the Company since April 29, 2010, was reappointed by the Combined General Meeting of Shareholders on April 21, 2022 for a further period of six fiscal years, *i.e.* until the close of the Annual Ordinary General Meeting in 2028 called to approve the financial statements for the fiscal year ended on December 31, 2027.

3.4 Corporate Governance Code

AFEP-MEDEF Code: the reference code

OPmobility SE remains committed to the application of rules of corporate governance laid down by AFEP-MEDEF by referring to the Corporate Governance Code of listed companies, available on the website http://Afep.com.

The table below provides the Company's explanations for the recommendations of the AFEP-MEDEF Code that are not applied.

AFEP-MEDEF Code Recommendations	OPmobility SE practices and justifications
Terms of office of directors must be staggered so as to prevent reappointment *en masse* (Article 13.2)	The renewal of the terms of office of twelve members of the Board of Directors will be subject to the vote of the General Meeting of April 24, 2025; 4 members of the Board have terms of office expiring in 2026 and 7 in 2027. The Company wished to prioritize a frequent appointment principle for directors by stipulating a statutory three-year term of office.
Termination of the employment contract in the event of a corporate office (Article 22)	The employment contracts of Mr. Laurent Favre and Ms. Félicie Burelle have been suspended since January 1, 2020. The AFEP-MEDEF Code states that it is recommended that when an employee becomes an executive corporate officer, the employment contract be terminated with the Company. After appointing Mr. Laurent Favre as Chief Executive Officer, and Ms. Félicie Burelle as Managing Director, the Board of Directors decided that their employment contracts should be maintained. The Board decided that the rights acquired in respect of the Group supplementary pension plans for Senior Executives until December 31, 2019, *i.e.* for the period prior to the suspension of their employment contracts, would remain frozen and preserved, which involves keeping their employment contracts suspended.

3.5 Information on share capital

3.5.1 Share capital

Shares in OPmobility SE are listed on Euronext Paris (compartment A). OPmobility shares are included in the SBF 120 and CAC Mid-60 indices.

As of December 31, 2024, OPmobility SE's share capital amounted to €8,731,329.18 divided into 145,522,153 fully paid-up shares with a par value of €0.06 each.

3.5.2 Voting rights

Shareholders have the right to vote and speak at General Meetings. Each shareholder has one vote per fully paid-up share he or she holds.

In accordance with Article 18-11 of the bylaws, all fully paid-up shares held on a registered basis in the name of the same shareholder for at least two years are entitled to a double voting right with the shareholder having either bought or inherited the shares under intestacy rules or being a spouse or a relative entitled to inherit the shares who received them as an *inter vivos* gift.

If the share capital is increased by incorporating reserves, profits or share premiums, the double voting right is also attached to the registered free shares linked to the shares with double voting rights already held by the shareholder.

A double voting right shall cease for any share which has been the subject of a conversion to bearer form or a transfer.

It may also be canceled by decision of an Extraordinary General Meeting.

As of December 31, 2024, excluding treasury shares, the Company had 142,764,238 shares with the same number of exercisable voting rights, of which 90,878,211 shares have double voting rights.

3.5.3 Potential capital and securities giving rights to capital

As of December 31, 2024, there were no securities or rights giving direct or indirect access to the share capital of OPmobility SE.

3.5.4 Current authorizations relating to capital and securities carrying rights to the allocation of debt securities – use of authorizations

The Company's shareholders have delegated the following powers and financial authorizations to the Board of Directors:

3.5.4.1 Use of Authorizations and delegations given to the Board of Directors by the General Meeting of April 26, 2023

Resolution no.	Type of authorization and delegated power	Duration and expiry date	Maximum amount per authorization or delegated power	Use of the authorization or delegation of power	Amount of unused authorization
21	Authorization to reduce the equity capital by canceling treasury shares	26 months until June 25, 2025	10% of the share capital per 24-month period	Cancellation on January 29, 2025 of 1,500,000 treasury shares	8.96% of share capital
22	Delegation of authority to the Board of Directors to issue ordinary shares and/or equity securities giving access to other equity securities, or granting entitlement to the allocation of debt securities and/or investment securities giving access to equity securities to be issued by the Company, with preferential subscription rights	26 months until June 25, 2025	€6 million in nominal for shares and €2 billion in value for debt securities	None	Full authorization
23	Delegation of authority to the Board of Directors to issue ordinary shares and/or equity securities giving access to other equity securities or entitling the allocation of debt securities and/or investment securities giving access to equity securities to be issued by the Company, without preferential subscription rights, through a public offer	26 months until June 25, 2025	€6 million in nominal for shares and €2 billion in value for debt securities	None	Full authorization
24	Delegation of authority to the Board of Directors to issue ordinary shares and/or equity securities giving access to other equity securities, or granting entitlement to the allocation of debt securities and/or investment securities giving access to equity securities to be issued by the Company, without preferential subscription rights by way of an offer referred to in par. II of Article L. 411-2 of the *French Monetary and Financial Code*	26 months until June 25, 2025	A nominal value of €2 million for the shares through an offer referred to in paragraph 1 of Article L. 411-2 of the *French Monetary and Financial Code* – €750 million in value for debt securities	None	Full authorization
25	Delegation of authority to increase the number of shares or securities to be issued when a share issue with or without preferential subscription rights is carried out under the 22nd to 24th resolutions up to a maximum of 15% of the initial issue	26 months until June 25, 2025	15% of the initial issue	None	Full authorization
26	Delegation of authority to the Board of Directors to issue ordinary shares and/or equity securities giving access to other equity securities, or granting entitlement to the allocation of debt securities and/or investment securities giving access to equity securities to be issued by the Company, without preferential subscription rights, as consideration for contributions in kind consisting of equity securities or investment securities giving access to the share capital	26 months until June 25, 2025	€2 million in nominal for shares and €750 million in value for debt securities	None	Full authorization

Resolution no.	Type of authorization and delegated power	Duration and expiry date	Maximum amount per authorization or delegated power	Use of the authorization or delegation of power	Amount of unused authorization
27	Delegation of authority to the Board of Directors to issue ordinary shares and/or equity securities giving access to other equity securities or granting entitlement to the allocation of debt securities and/or investment securities giving access to equity securities to be issued by the Company, without preferential subscription rights, as consideration for securities as part of a public exchange offer during the delegation	26 months until June 25, 2025	€6 million in nominal for shares and €750 million in value for debt securities	None	Full authorization
28	Share capital increase reserved for employees	26 months until June 25, 2025	€261,939 in nominal, *i.e.* a maximum of 4,365,650 shares at December 31, 2022	None	Full authorization

3.5.4.2 Use of authorizations and delegations given to the Board of Directors by the General Meeting of April 24, 2024

Resolution no.	Type of authorization and delegated power	Duration and expiry date	Maximum amount per authorization or delegated power	Use of the authorization or delegation of power	Amount of unused authorization
5	Authorization for the Company to buy back its own shares	18 months until October 23, 2025	Maximum purchase price: €80 Maximum holding: 10% of share capital Accumulated value of acquisitions: €1,164,177,200	As of December 31, 2024, OPmobility SE held 1.90% of its share capital	As of December 31, 2024, 8.10% of the shares comprising the share capital of OPmobility SE
25	Authorization to grant stock options to directors and/or employees of the Company and/or Group companies	38 months until October 23, 2027	Maximum holding: 0.5% of the share capital and a sub-ceiling of 0.25% of the share capital for executive corporate officers, ceiling common to the 25th and 26th resolutions of 04/24/2024	None	In application of the ceiling common to the 25th and 26th resolutions and despite not using the authorization of the 25th resolution: 0.482% of the share capital and 0.232% of the share capital for executive corporate officers
26	Authorization to allocate free shares to directors and/or employees of the Company and/or Group companies	38 months until October 23, 2027	Maximum holding: 0.2% of the share capital and a sub-ceiling of 0.1% of the share capital for executive corporate officers, ceiling common to the 25th and 26th resolutions of 04/24/2024	On July 22, 2024 (plan of July 22, 2024), allocation of 26,910 performance shares to executive corporate officers, *i.e.* 0.018% of the share capital at December 31, 2024	0.181% of the share capital and 0.082% of the share capital for executive corporate officers

3.5.4.3 Authorizations and delegations proposed to the General Meeting of April 24, 2025 relating to the capital and securities giving the right to the allocation of debt securities

Resolution no.	Type of authorization and delegated power	Duration and expiry date	Maximum amount per authorization or delegated power
5	Authorization for the Company to buy back its own shares	18 months until October 23, 2026	Maximum purchase price: €80 Maximum holding: 10% of share capital Accumulated value of acquisitions: €1,152,177,200
16	Authorization to reduce the equity capital by canceling treasury shares	26 months until June 23, 2027	10% of the share capital per 24-month period
17	Delegation of authority to the Board of Directors to issue ordinary shares and/or equity securities giving access to other equity securities, or granting entitlement to the allocation of debt securities and/or investment securities giving access to equity securities to be issued by the Company, with preferential subscription rights	26 months until June 23, 2027	€6 million in nominal for shares and €2 billion in value for debt securities
18	Delegation of authority to the Board of Directors to issue ordinary shares and/or equity securities giving access to other equity securities or entitling the allocation of debt securities and/or investment securities giving access to equity securities to be issued by the Company, without preferential subscription rights, through a public offer	26 months until June 23, 2027	€6 million in nominal for shares and €2 billion in value for debt securities
19	Delegation of authority to the Board of Directors to issue ordinary shares and/or equity securities giving access to other equity securities, or granting entitlement to the allocation of debt securities and/or investment securities giving access to equity securities to be issued by the Company, without preferential subscription rights by way of an offer referred to in 1° of Article L. 411-2 of the French Monetary and Financial Code	26 months until June 23, 2027	€2 million par value for the shares through an offer referred to in 1° of Article L. 411-2 of the French Monetary and Financial Code and €750 million in value for debt securities
20	Delegation of authority to increase the number of shares or securities to be issued when a share issue with or without preferential subscription rights is carried out under the 17th to 19th resolutions up to a maximum of 15% of the initial issue	26 months until June 23, 2027	15% of the initial issue
21	Delegation of authority to the Board of Directors to issue ordinary shares and/or equity securities giving access to other equity securities, or granting entitlement to the allocation of debt securities and/or investment securities giving access to equity securities to be issued by the Company, without preferential subscription rights, as consideration for contributions in kind consisting of equity securities or investment securities giving access to the share capital	26 months until June 23, 2027	€2 million in nominal for shares and €750 million in value for debt securities
22	Delegation of authority to the Board of Directors to issue ordinary shares and/or equity securities giving access to other equity securities or granting entitlement to the allocation of debt securities and/or marketable securities giving access to equity securities to be issued by the Company, without preferential subscription rights, as consideration for securities as part of a public exchange offer during the delegation	26 months until June 23, 2027	€6 million in nominal for shares and €750 million in value for debt securities
23	Share capital increase reserved for employees	26 months until June 23, 2027	€259,239.90 in nominal, *i.e.* a maximum of 4,320,665 shares at January 29, 2025

3.5.5 Movements in capital over the past five fiscal years

Year and type of corporate transaction	Amount of capital increase/reduction Nominal	Premium	Share capital *(in euros)*	Number of shares comprising the share capital	Par value of the share *(in euros)*
February 2021					
Capital reduction by canceling 1,443,954 treasury shares	86,637.24	32,928,875	8,827,329.18	147,122,153	0.06
September 2022					
Capital reduction by canceling 1,600,000 treasury shares	96,000	34,590,149	8,731,329.18	145,522,153	0.06

Buyback by the Company of its own shares

Percentage of share capital held directly and indirectly by the Company as of December 31, 2024, including those:	1.90
backing existing stock option plans	0.00
backing existing performance share plans	0.27
backing liquidity contract	0.24
shares allocated to employees or directors of the Company or of Group companies	0.36
for the purpose of canceling treasury shares	1.03
Number of shares canceled over the past 24 months	0
Number of securities in the portfolio as of December 31, 2024	2,757,915
Net carrying amount of portfolio as of December 31, 2024	29,647,778
Market value of portfolio as of December 31, 2024	27,661,887

Share buybacks during fiscal year 2024

	Aggregate gross movements		
	Purchases	**Sales**	**Delivery of shares under the 2020 Free Share Plan**
Number of securities	2,768,217	1,532,445	84,187
Average transaction price	9.99	11.36	15.72
Average exercise price	-	-	-
Totals	27,646,611	17,415,688	1,323,423

Trading fees of €60 thousand were incurred in buying back shares during fiscal year 2024.

The change in the number of outstanding shares between the opening date and the closing date of fiscal year 2024 is as follows:

	January 1, 2024	Movements for fiscal year 2024 (1)	December 31, 2024
Number of shares comprising the share capital	145,522,153	-	145,522,153
Number of treasury shares	1,606,330	1,151,585	2,757,915
Number of outstanding shares	143,915,823	(1,151,585)	142,764,238

See purchase flows, sales flows and options exercised, indicated in the table above.

The fifth resolution of the Combined General Meeting of April 24, 2024 authorized the Company to buy back its own shares subject to the following conditions:

Maximum purchase price	€80 per share (excluding acquisition costs)
Maximum shares that may be held	10% of the share capital at the date of the Combined General Meeting of April 24, 2024
Maximum investment in the buyback program	€1,164,177,200

A new one-year, automatically renewable liquidity agreement signed with Kepler Capital Markets SA, in accordance with the Code of Ethics drawn up by AMAFI (*Association Française des Marchés Financiers* – the representative body for professionals working in the securities industry and financial markets in France) entered into force on January 1, 2015.

The primary purpose of this agreement is to reduce the volatility of the OPmobility share price, and thus the risk perceived by investors. The total budget allocated to this agreement is €6 million.

Information concerning share buybacks made since April 25, 2024

Between April 25, 2024 and January 31, 2025, the Company acquired 651,034 shares for a total value of €6,470,241, *i.e.* a value per share of €9.94, including under the liquidity agreement. The Company also acquired 101,125 shares for a total value of €926,143, *i.e.* a unit value of €9.16, under a share buyback plan and 1,111,244 shares for cancellation for a total value of €10,000,001, *i.e.* a value per share of €9.

During the same period, the Company sold 641,108 shares for a total value of €6,363,973, *i.e.* a value per share of €9.93. The Company also delivered 84,187 shares to the beneficiaries of the free performance share plan of April 30, 2020 with a total value of €1,323,423, *i.e.* a value per share of €15.72.

Between April 25, 2024 and January 31, 2025, the Company did not acquire any shares to cover its commitments to beneficiaries of free share plans.

As of February 28, 2025, OPmobility SE held 1,272,045 treasury shares, representing 0.88% of the share capital, broken down as follows:

Number of shares	
360,507	AMAFI liquidity agreement
524,055	Shares allocated to employees or directors of the Company or of Group companies
387,483	Hedging of securities carrying rights to the allocation of shares

Description of the share buyback program submitted to the Combined General Meeting of April 24, 2025

Under Articles 241-1 to 241-6 of the AMF General Regulation, this description defines the objectives, terms and conditions of the OPmobility SE treasury share buyback policy and how it will be implemented. The program will be submitted for approval to the Combined General Meeting of Shareholders convened for April 24, 2025.

OBJECTIVES OF THE SHARE BUYBACK PROGRAM

OPmobility SE intends to use the share buyback program to achieve the following objectives:

- to use an investment service provider to maintain the secondary market or the liquidity of OPmobility's shares via a liquidity agreement complying with the AMAFI Code of Ethics accepted by the AMF;
- to cancel the acquired shares, if appropriate, subject to approval by the General Shareholders' Meeting of April 24, 2025, of the authorization submitted to the vote in the 16th extraordinary resolution;
- to cover stock option and/or free share (or similar) plans allocated to OPmobility SE employees and/or directors and all allocations of shares as part of a company or group savings (or similar) plan, or for purposes of Company profit-sharing and/or any other form of allocation of shares to OPmobility SE employees and/or directors;
- to hold the shares acquired and use them at a later date for exchange or in payment for any external growth transactions, with the understanding that shares purchased for this purpose may not exceed 5% of the Company's capital;
- to implement all market practices currently accepted or accepted in the future by the market authorities.

TERMS AND CONDITIONS – THE MAXIMUM PROPORTION OF CAPITAL THAT MAY BE ACQUIRED AND THE MAXIMUM AMOUNT PAYABLE BY OPMOBILITY SE

OPmobility SE is authorized to acquire a maximum of up to 10% of its capital, *i.e.* as of the date of this document, 14,402,215 shares, each with a par value of €0.06.

Since the Company held 1,254,094 treasury shares at January 31, 2025, the maximum number of its shares it could purchase under the share buyback program is 13,148,121. In the event that treasury shares already held are canceled or used, the maximum amount that the Company can pay out to acquire the 14,402,215 shares is €1,152,177,200.

Thus, the total value of acquisitions (net of costs) may not exceed €1,152,177,200 based on the maximum purchase price of €80, as provided in the 5th resolution to be proposed to the Combined General Meeting of April 24, 2025.

Shares may be purchased, sold or transferred using any method, including by purchasing blocks of shares, on the stock market or over the counter. These means include the use of any derivatives, traded on a regulated market or over the counter, and the setting up of option operations such as the purchase and sale of call and put options. These transactions may be made at any time.

TERM OF THE BUYBACK PROGRAM

This buyback program may continue for a period of eighteen months from approval of the 5th resolution subject to a shareholders' vote at the Combined General Meeting of April 24, 2025, *i.e.* until October 24, 2026.

3.5.6 Bonds

Details of the outstanding bonds and private placements issued by the Company as of December 31, 2024 are given below:

Issuer	Rate	Currency	Coupon	Initial issue date	Maturity date	Outstanding amount *(in millions of euros)*	Listing market
OPmobility SE	fixed	EUR	1.632%	12/21/2018	12/21/2025	300	
OPmobility SE	fixed	EUR	1.779%	05/23/2022	05/23/2025	15	
OPmobility SE	variable	EUR	3.478%	05/23/2022	05/23/2025	80	
OPmobility SE	fixed	EUR	2.355%	05/23/2022	05/23/2027	36	
OPmobility SE	variable	EUR	3.778%	05/23/2022	05/23/2027	139	
OPmobility SE	fixed	EUR	2.776%	05/23/2022	05/23/2029	108	
OPmobility SE	variable	EUR	4.028%	05/23/2022	05/23/2029	22	
OPmobility SE	fixed	EUR	4.875%	03/13/2024	03/13/2029	500	
OPmobility SE	variable	EUR	3.940%	12/17/2024	12/17/2028	40	
OPmobility SE	fixed	EUR	4.250%	12/17/2024	01/17/2030	75	

3.6 Shareholding structure of OPmobility SE

BREAKDOWN AS OF DECEMBER 31, 2024 AND JANUARY 31, 2025 OF THE SHARE CAPITAL OF OPMOBILITY SE

	January 31, 2024		December 31, 2024		December 31, 2023		December 31, 2022	
	% voting rights	% share capital	% voting rights	% share capital	% voting rights	% share capital	% voting rights	% share capital
Burelle SA	74.75	60.63	74.36	60.01	74.36	60.01	74.26	60.01
Employee shareholders	0.66	1.06	0.66	1.06	0.65	1.05	1.01	1.01
Held by Company	-	0.87	-	1.89	-	1.10	-	1.05
Public	24.59	37.44	24.98	37.04	24.99	37.84	24.73	37.93
	100	**100**	**100**	**100**	**100**	**100**	**100**	**100**

As of December 31, 2024, the share capital of OPmobility SE was comprised of 145,522,153 shares. At this date, Burelle SA held 60.01% of the capital of OPmobility SE.

In France, as of December 31, 2024, the Group Savings Plan had 1,552 members, holding 1,546,856 shares in OPmobility, *i.e.* 1.06% of the share capital, purchased on the stock market. At January 31, 2025, the Group Savings Plan had 1,548 members holding 1,539,375 OPmobility shares, *i.e.* 1.07% of the share capital.

On January 29, 2025, following the completion of a capital reduction through the cancellation of treasury shares, OPmobility SE's share capital consists of 144,022,153 shares. On that date, Burelle SA held 60.63% of the share capital of OPmobility SE.

To the Company's knowledge, no other shareholder owns 5% or more of the Company's share capital. The Company has not been informed of any shareholders' agreement.

4. Sustainability Statement

SST

4.1 General information (ESRS 2)

4.1.1 Methodological note

As part of the first publication of OPmobility's Sustainability Statement, this report includes:

- this OPmobility Group Sustainability Statement is prepared on a consolidated basis, aligned with the scope of consolidation of the financial statements. In this respect, its non-financial reporting scope excludes all of its Joint Ventures (JVs) because it has no operational control over them. Thus, OPmobility excludes from its Sustainability Statement data from YFPO (Exterior JV), BPO (JV), EKPO (H_2-Power JV) and BHS (Modules JV);
- this Sustainability Statement has been prepared and presented in accordance with the requirements of the ESRS and applicable regulations, with any uncertainties being specified in the report;
- this report specifies the key interpretations and any uncertainties necessary for the reader to understand;
- a better understanding of the requirements may be obtained when additional implementation guidelines or FAQs become available;
- estimates may be refined in future reporting periods when more relevant information becomes available at both regulatory and sectoral levels;
- there is limited information available to OPmobility to assess certain benchmarks in the automotive industry, and this information may only emerge gradually as the number of filers increases and reporting practices stabilize;
- internal control practices related to Sustainability Statement will be gradually strengthened;
- comparisons, which are gradually available after the first year of reporting, will make it possible to monitor changes in performance;
- the Sustainability Statement indicates the main judgments made and the thresholds used to apply the materiality assessment process. The assessment of double materiality may be updated in future years.

4.1.1.1 General basis for preparing the Sustainability Statement (BP-1)

For 2024, the Group complies with this new European directive for the first time, and sees its reporting approach based on the following regulatory obligations:

- the regulatory provisions of articles R. 225-1051 to R. 225-1053 of the French Commercial Code;
- European Union Directive 2022/2464 of December 14, 2022 amending Regulation No. 537/2014;
- Directive 2004/109/EC;
- Directive 2006/43/EC; and
- Directive 2013/34/EU, on the Corporate Sustainability Reporting Directive (CSRD), as well as Commission Delegated Regulation (EU) 2023/2772.

Apart from the entities on which OPmobility does not have operational control, no subsidiary is exempted from the obligation of individual or consolidated sustainability information, in accordance with Article 19a (9), or from Article 29a (9) of Directive 2013/34/EU.

This chapter aims to cover general information related to OPmobility (sustainability governance, strategy). In particular, it details the results of its double materiality analysis (OPmobility's impact on the environment, and conversely the effect of the environment on OPmobility).

This analysis, based on the identification and rating of the impacts, risks and opportunities associated with the Group's activities, was carried out by integrating the entire OPmobility value chain, in accordance with ESRS 1, section 5.1. The sustainability approach therefore goes beyond the Group's activities by also including the upstream and downstream activities of the value chain, for a global and committed vision of OPmobility's challenges.

In addition, beyond sustainability governance, the presentation of OPmobility's activities and ESG strategy and the management of impacts, risks, and opportunities detailed in ESRS 2 - General Information, OPmobility presents structured reporting data on environmental, social, governance issues.

For this first year, OPmobility has chosen to focus on the mandatory requirements of the CSRD, and has not reported any voluntary or conditional information to guarantee the reliability of the reported data. Also, the Group chooses not to disclose the information subject to "Phased-In," on which it prefers to ensure the quality of the data and therefore takes advantage of the additional time that will be granted to all companies on the metrics concerned.

OPmobility did not omit any information corresponding to the intellectual property, know-how or the results of the innovation that were used. The Group has chosen to disclose impending developments and issues under negotiation.

4.1.1.2 Disclosure in relation to specific circumstances (BP-2)

Overall, OPmobility publishes indicators that include estimates for value chain data when they are not directly accessible. These estimates are based on documented methodologies, taking into account both activity data and information from sector studies, thus ensuring an accurate assessment of ESG impacts. The monetary amounts disclosed in this report relating to past investments or investments made during the fiscal year, as well as the operating expenses related to the action plans, do not present a high level of measurement uncertainty. The forward-looking information provided is based on the most recent forecast data, in line with the Group's objectives and action plans.

Since February 1, 2025, the Exterior and Lighting activities were merged to form a single "Exterior & Lighting" business group. As the Sustainability Statement covers the 2024 reporting year, these two business groups are presented as separate.

The Group maintains the same calculation methods for the preparation of its sustainability indicators as before; the definitions of the indicators have been analyzed with regard to the requirements of the ESRS, and aligned when necessary.

- Environmental information:
  - ESRS E1 - Climate change: OPmobility includes the carbon emissions of the Lighting activity acquired in 2022 in its baseline of 2019 using the same ratio as that of the revenue of the Lighting activity in 2019 compared to that of the Group, i.e. 10.3%. Moreover, OPmobility uses all the elements and resources at its disposal to measure its carbon footprint, but does not have access to all the elements of its value chain. Due to the partial availability of data from activities in the value chain, the absence of data quality certification and the need to make a certain number of assumptions, the carbon footprint presented contains estimates. Despite the uncertainties inherent in the calculation of the carbon footprint for its scope 3 and the assumptions made in certain categories of this scope (in particular scopes 3.1 "Purchases of goods and services" and 3.11 "Use of products sold"), the carbon accounting carried out by OPmobility complies with the GHG Protocol. Since 2019, the Group has applied an assumption of 10 years of use and 15,000 kilometers traveled per year for the vehicle use phase. To ensure the comparability of the data, this assumption has been maintained for the year 2024.

    The calculation of scopes 1 and 2 emissions was carried out using a linear extrapolation based on data from the first 11 months of 2024 (as in previous years).

    As these data have been reported by OPmobility as part of the NFRD, they can be compared with historical values,
  - ESRS E2 - Pollution: estimates, detailed in the dedicated section, were carried out to meet certain disclosure requirements. As the concepts of microplastics are emerging, assumptions have been made to quantify their volumes. The calculation of substances of concern and very high concern was also made using simplifying assumptions to reflect the associated volumes/weights as pragmatically as possible. The use of the IMDS (International Material Data System) contributes to making the data more precise. The calculation methodology is detailed in section 4.2.2.4 of this document.
  - ESRS E5 - Sustainable use of resources and circular economy: the 2024 reporting exercise concerning incoming resource flows has certain methodological limitations, in particular on the calculation of the weight of intermediate and secondary products. The typology of automotive parts and their diversity within OPmobility make it difficult to report the percentage of parts recycled for the Group, particularly for Modules parts, some of which are recycled and others, even within the same module, are not. The recyclability of OPmobility products was estimated for the Exterior and C-Power activities using different methods. The Group does not monitor the recyclability of packaging.

    With regard to waste, while OPmobility has until now published the waste generated according to the type of waste and the type of treatment, the Group completes its reporting with a ranking of waste (hazardous and non-hazardous), and types of recovery and disposal aligned with the categorization of the Directive (preparation for reuse, recycling, other recovery, incineration, landfill);
- Social information:
  - ESRS S1 - Company personnel: The monitoring of training hours for OPmobility employees is carried out; their distribution by gender was projected on the basis of the breakdown observed in the internal My Learning Place tool. The calculation method is detailed at the end of section 4.3.1 (methodology);
  - ESRS S2 - Workers in the value chain: no sustainability indicators are required;
  - ESRS S4 - Consumers and end-users: no sustainability indicators are required.
- Governance information: no approximation has been carried out.

The time horizons used by OPmobility are aligned with those of the ESRS 1 standard. Thus, the short-term horizon corresponds to the current year, the medium-term horizon extends up to five years, and OPmobility considers beyond five years to be the long-term horizon.

Regarding OPmobility's climate commitments, the Group's trajectory was SBTi certified in 2021 on the historical scope, excluding the Lighting acquisition, in line with the Paris Agreement:

- carbon neutrality on scopes 1 and 2 in 2025 (80% reduction and offsetting of residual emissions);
- 30% reduction in scope 3 by 2030 compared to 2019 levels.

In addition, the Group is committed to Net Zero 2050 with SBTI.

The term "Carbon neutrality" is used throughout this document and refers to these commitments.

Apart from a few certified climate targets and indicators, as well as the ISO certifications obtained by the industrial sites, no other ESG indicator has been validated by an independent third-party organization.

To improve the accuracy of the measurements, OPmobility incorporates the changes and updates to the benchmarks at each annual calculation, in particular for the calculation of its carbon footprint. The Group relied on the most recent versions of this data, from recognized industry databases, supplier reports and third-party assessment tools (e.g. environmental databases and industry benchmarking). This data helps estimate the impacts throughout the value chain, in particular for upstream suppliers and downstream customers.

The financial resources implemented under the ESRS action plans are indicated in the corresponding chapters when they are significant.

For the next reporting years, OPmobility is committed to strengthening its internal control practices in order to continually improve its Sustainability Statement.

4.1.2 Sustainability governance

4.1.2.1 Governance operations, roles and responsibilities

The role of the administrative, management and supervisory bodies (GOV 1)

OPmobility has a solid and balanced governance, integrating sustainability at the heart of strategic decisions to meet environmental, social and governance challenges while maintaining exemplary transparency.

Chapter 3 of OPmobility's Universal Registration Document describes in detail the role of Management in the governance processes, controls and procedures used to monitor, manage and oversee impacts, risks and opportunities, and should be considered as the point of reference for these topics.

This chapter highlights the Group's governance structure, the responsibilities of the various committees and the mechanisms in place to ensure effective and transparent management of strategic and operational issues. It also underlines Management's commitment to integrate environmental, social and governance (ESG) considerations into the overall strategy of the Group, thus ensuring a holistic consideration of the risks, impacts and opportunities related to sustainability.

The governance of sustainability at OPmobility is based on a clear articulation between the different levels of responsibility, guaranteeing effective hierarchical interactions with the administrative bodies, associated committees and management.

Board of Directors

Appointments and CSR Committee
- Review of CSR issues
- CSRD review

Audit Committee
- Review of risks (including non-financial)

Executive Committee
- Supervision of strategy
- Oversight of non-financial risks and opportunities

People and Sustainability Department
- Definition and implementation of the strategy
- Definition of risks and implementation of mitigation measures
- Deployment and monitoring of roadmaps (carbon neutrality, diversity, governance…)
- Development and animation of networks (HR, HSE, sustainability ambassadors)
- Consolidation of non-financial reporting
- Response to regulatory requirements
- Stakeholder engagement

Network of local correspondents
- Deployment of local action plans
- Management of operational reporting

Employees
- Contribution to local action plans
- Network (HR, HSE, sustainability ambassadors)
- Participation in ACT FOR ALL™ day and implementation of local initiatives

The Board of Directors establishes the main orientations of the Group. Its balanced composition in terms of experience, independence and diversity is essential. The Internal Rules of the Board of Directors specify the rules for preventing conflicts of interest for directors, who must perform their duties with integrity, ethics and independence, without using their position to ensure, or provide a third party, benefit of any kind, pecuniary or non-pecuniary.

Three Committees support the OPmobility Board of Directors: the Audit Committee, the Appointments and CSR Committee and the Compensation Committee. These Committees examine the issues submitted by the Board, prepare the work and decisions, and report their conclusions in the form of reports, proposals, opinions, information or recommendations. They may conduct studies in their area of expertise to inform the Board's decisions. The Committees have no decision-making power and each Chairperson freely draws up the agenda for their meetings.

OPmobility's Board of Directors plays a central role in ensuring a strategic vision and informed decisions on ESG priorities. It is composed of experts with recognized skills in key areas such as sustainable mobility, the energy transition and innovative technologies. It is composed of two executive members and fourteen non-executive members.

In this dynamic, the directors of OPmobility SE come from various backgrounds, bringing varied professional experience, multiple skills and international exposure.

The competencies of the directors are presented in section 3.1.1.2 of this document.

Thanks to their complementary expertise and their independence of judgment, they collectively oversee the implementation of the Group's strategy. ESG topics are integrated into the strategy and cover all of OPmobility SE's activities. These priorities are driven by a diversity of skills and experience within the Board of Directors, allowing for a global and consistent consideration of sustainability matters. Three priority areas of expertise have been identified: the development of the ESG strategy, governance and business ethics, and societal commitment. The skills of each director are identified to ensure their complementarity in a collegial approach.

This diversity and expertise reinforces a governance that is fully aligned with the Group's strategic priorities and global challenges.

This approach also extends to the Group's internal organization, where synergies strengthen the consistency and effectiveness of ESG governance. Thus, in 2022, OPmobility merged its People and Sustainability departments in order to meet the growing expectations of new generations in terms of social and environmental responsibility. This strategic integration better aligns the Group's objectives with its organizational transformation and positive impact ambitions.

To strengthen sustainability governance in line with CSRD requirements, OPmobility has also integrated the Finance and Risk Departments into the People and Sustainability Department ecosystem. This synergy promotes cross-functional and consistent management of environmental, social and governance (ESG) challenges.

To support this organization, sustainability skills and expertise are directly aligned with the significant impacts, risks and opportunities identified by the Group. Specific trainings, the integration of experts into the strategic teams and the mobilization of specialized committees ensure that sustainability matters are taken into account in all key decisions.

Chapter 3 "Corporate governance", section 3.1.1.2, details the rigorous and transparent process for selecting directors, highlighting the diversity and complementary expertise of the profiles. This approach ensures that sustainability matters are taken into account in the Group's strategic decisions. It also reflects OPmobility's commitment to meeting the CSRD requirements by continuously strengthening governance capability to address growing sustainability challenges.

Information provided to and sustainability matters addressed by the Company's administrative, management and supervisory bodies (GOV 2)

The governance bodies' consideration of impacts, risks, and opportunities in strategy, key decisions, and risk management is detailed in Chapter 3, "Corporate Governance", section 3.1.2.

This Sustainability Statement was presented to the Audit Committee and the Appointments and CSR Committee for aspects relating to their respective fields of activity. Thereafter it was approved by the Board of Directors at its meeting of February 19, 2025.

The directors of OPmobility are regularly informed of all the Group's activities, performance and strategic challenges. Discussions within the Board, led by its Chairman, take place in a transparent and in-depth manner, ensuring full consideration of significant impacts, risks and opportunities.

OPmobility ensures a structured and regular communication of information on significant impacts, risks and opportunities to its governance bodies, with rigorous monitoring to ensure the effective implementation of policies and the achievement of objectives.

1) Frequency of information

- Annually: update of the Vigilance Plan and, until 2024, the Non-Financial Reporting Directive (NFRD), then the Sustainability Statement;
- Quarterly: meetings of the specialized committees to monitor the implementation of policies and actions;
- As needed: in the event of major risks or opportunities identified in critical areas (environment, human rights, etc.).

2) Responsibility for disclosure

Disclosures are presented by:

- management teams, that provide detailed analysis on policies and their effectiveness;
- external auditors who express a limited assurance opinion on the compliance and sincerity of the disclosures.

3) Implementation of Due Diligence

Due diligence processes are monitored by:

- an ESG risk mapping: updated annually and validated by the Board;
- monitoring of objectives and results: aligned with sustainability key performance indicators (KPIs).

4) Assessment of results and effectiveness

The results are assessed by:

- specific indicators;
- external audit reports that guarantee the objectivity and effectiveness of the policies implemented (excluding the mission of legal certification of the sustainability disclosures).

In 2024, OPmobility conducted its first double materiality exercise in accordance with the requirements of the CSRD. This helped identify material issues, impacts, risks and opportunities (IROs) while specifying the ESRS applicable to the Group. These results, as well as the methodology deployed, were presented in detail to the Executive Committee, the Financial Statements Committee and the Appointments and CSR Committee, also highlighting the strategic priorities identified. In addition, the process of collecting and processing sustainability data was presented to the Executive Committee, ensuring the transparency and reliability of the information communicated.

As part of this exercise, the administrative, management and supervisory bodies, as well as their competent committees, devoted in-depth discussions to the identification and monitoring of material IROs. Although the 2024 efforts focused on the monitoring and management of the topics identified in the 2023 NFRD, in particular the environmental impact and social issues in the value chain, these priorities continued to guide the Group's governance and actions.

The new IROs identified in 2024 will be gradually integrated into OPmobility's strategy and will be subject to increased monitoring in the coming years, thus guaranteeing continuity between past priorities and future commitments.

4.1.2.2 Compensation related to sustainability or integration of sustainability performance in incentive mechanisms (GOV 3)

Sustainability compensation and the integration of sustainability performance into incentive mechanisms are detailed in chapter 3 "Corporate Governance", section 3.2.1.

4.1.2.3 Risk management and internal controls over sustainability reporting (GOV 5)

Risk management and internal controls relating to sustainability reporting are detailed in chapter 2 "Risk factors and management". The Group endeavors, to the extent possible, to apply an internal control system for non-financial data based on that established for financial data. The lines of defense presented in chapter 2 "Risk factors and management" are applicable to the non-financial scope.

4.1.3 Presentation of ESG activities and strategy

4.1.3.1 Due diligence practices (GOV 4)

CROSS-REFERENCE TABLE OF INFORMATION PROVIDED IN OPMOBILITY'S SUSTAINABILITY STATEMENT WITH REGARD TO ITS DUE DILIGENCE PROCESS

Core elements of due diligence	Paragraphs in the Sustainability Statement
a) Embedding due diligence in governance, strategy and business model	ESRS 2 SBM-3 (section 4.1.4) Analysis of double materiality and link with the Group's strategy and business model (chapter 1) Vigilance Plan (section 4.7) ESRS 2 - GOV-2 (section 4.1.2.1) ESRS 2 - GOV-3 (section 4.1.2.2)
b) Engaging with affected stakeholders in all key steps of the due diligence	ESRS 2 SBM-2 "Interests and views of stakeholders" (section 4.1.3.3)
c) Identifying and assessing adverse impacts	ESRS 2 IRO-1 (section 4.1.5.1) ESRS 2 SBM-3 (section 4.1.4)
d) Taking actions to address those adverse impacts	ESRS E1 (section 4.2.1) / ESRS E2 (section 4.2.2) / ESRS E5 (section 4.2.3) / ESRS S1 (section 4.3.1) / ESRS S2 (section 4.3.2) / ESRS S4 (section 4.3.3) / Vigilance Plan (section 4.7)
e) Tracking the effectiveness of these efforts and communicating	ESRS E1 (section 4.2.1) / ESRS E2 (section 4.2.2) / ESRS E5 (section 4.2.3) / ESRS S1 (section 4.3.1) / ESRS S2 (section 4.3.2) / ESRS S4 (section 4.3.3) / Vigilance Plan (section 4.7)

4.1.3.2 Strategy, business model and value chain (SBM 1)

4.1.3.2.1 Strategy and business model

In a world undergoing profound change, where change is accelerating, where climate challenges affect consumption and mobility patterns, an unprecedented revolution is underway. True to its purpose, "Driving a New Generation of Mobility," OPmobility aspires to play a central role in this transformation of mobility and energy.

The Group's technological, geographical and customer diversification strategy and business model, presented in the integrated report (chapter 1), are based on a clear ambition: to become a major player in sustainable mobility while actively contributing to the energy transition and decarbonization of the sector.

To strengthen its resilience and ensure its sustainability and growth, OPmobility incorporates major market trends into its development strategy. The Group develops a wide range of holistic technologies to meet the needs of the markets and all those involved in light, heavy, private and public transportation. This strategy is reflected in the maintenance of its ICE offering in a market in full consolidation, and in the diversification of its activities, to better serve its customers. It is supported by significant investments in the development of electric mobility, for which the Group offers a complete range of energy management solutions and systems for all types of engines, including internal combustion, hybrid, battery electric and hydrogen electric.

A DIVERSIFIED AND COMPLEMENTARY TECHNOLOGICAL PORTFOLIO

By capitalizing on its expertise and investments in innovation, OPmobility supports the sustainable transformation of its customers while anticipating the expectations of changing markets. This strategic commitment strengthens its positioning as a leading player in low-carbon mobility.

Thanks to a comprehensive and complementary technological offer, segmented into two major categories, the Group is positioned as the go-to technological partner for all types of mobility, everywhere in the world.

1 / Exterior solutions

- The Exterior business group is dedicated to lightweight and intelligent bodywork. Complex body part assemblies are made of injected polypropylene or composite materials: bumpers, energy absorption systems, tailgate modules, spoilers, fender supports and rocker panels. These systems enhance passenger safety and are designed with the objective of helping to reduce greenhouse gas emissions from vehicles thanks to aerodynamics improvement and weight reduction.
- The Lighting business group specializes in interior and exterior lighting components, projection systems and complete headlights. Present across the entire lighting value chain since the acquisitions of 2022, OPmobility is now able to offer a differentiating range of connected solutions to meet the growing demand from manufacturers for integrated exterior systems, and thus increase content and value per vehicle.
- The Modules business group specializes in the development, assembly and logistics of front-end modules and extends its product offering to other parts of the vehicle, such as the cockpit and the center console. Modules is part of the Group's strategy to increase the added value per vehicle by developing new modules and systems while taking advantage of the growing demand for electric vehicles.

2 / Powertrain technology solutions

- OPmobility, through the C-Power business group, is positioning itself as a key leader in the energy transition by developing on-board energy storage and emissions reduction systems, thus contributing to the emergence of the clean car. The Group offers solutions adapted to all powertrains, whether internal combustion, hybrid or plug-in hybrid, and electric (with e-Power), meeting the various needs of carmakers.
- A pioneer in clean technologies, the Group, through its business group H2-Power, innovates in the design of hydrogen solutions for zero-emission electric mobility. By developing cutting-edge technologies, such as high-pressure storage in carbon fiber-reinforced vessels, fuel cell stacks and energy management, and control solutions, it actively contributes to emissions reduction and the promotion of sustainable and environmentally-friendly mobility.

The Group is the leader in its three historical activities (Exterior, C-Power and Modules) thanks to its capacity for innovation and its expertise in the integration of new functionalities into its products, thus improving the security, connectivity and environmental footprint of vehicles.

In 2024, there were no significant changes in the product groups and/or services offered by OPmobility. The Group maintained its current portfolio, aligned with its sustainability and mobility innovation strategy.

A CUSTOMER PORTFOLIO THAT REFLECTS TODAY'S MOBILITY

In recent years, the Group has undergone a vast transformation by developing its activities worldwide and diversifying its customer portfolio, particularly with new players in electric mobility. Open to all types of mobility, OPmobility is determined to support its customers towards low-carbon mobility.

OPmobility operates in strategic markets related to the energy transition and transportation decarbonization, meeting the specific needs of various customer groups:

- historical carmakers;
- new players in electric mobility;
- beyond the automotive sector, OPmobility supports all mobility players by expanding its customer portfolio to include collective and heavy mobility, particularly in the rail sector.

Today, the Group generates nearly half of its revenue in Europe, while this market represents less than 20% of worldwide automotive production. While maintaining this historical European base, OPmobility has undertaken to change its geographical footprint by accelerating its development in North America and Asia to support regional dynamics and meet the specific technological needs of each major market. The objective is threefold:

- better serve customers thanks to the proximity of its industrial footprint and the pooling of its support functions;
- anticipate and integrate regional consumption trends more quickly with the appropriate technologies; and
- best capture the growth of each market.

In 2024, continuity can also be observed in the markets or customer groups served by OPmobility. As a reminder, the Group is not active in the fossil fuel, chemical production, controversial weapons or tobacco sectors. The Group does not offer any prohibited products or services in the markets in which it operates.

For more information on the major markets and customer groups served, refer to chapter 1.

4.1.3.2.2 Collective mobilization around ambitious sustainability commitments

A MOBILITY SECTOR THAT IS PART OF A DECARBONIZATION TRAJECTORY

The entire automotive sector is committed to technologies that reduce CO_2 emissions from vehicles in all markets:

- European regulations thus impose a continuous reduction in CO_2 emissions from new private vehicles: 95g CO_2/km in 2020, then a successive reduction from 2021 of 15% in 2025 and 55% in 2030, before imposing zero exhaust emissions in 2035;
- China also regulates passenger car emissions, with a target of 117g CO_2/km from 2020 to 2024, followed by 93g CO_2/km thereafter;
- the United States is lowering its standards, from 166g CO_2/mile in 2023 to ~132g CO_2/mile in 2026 (*i.e.* ~83g CO_2/km).
- regarding heavy mobility, from 2025, European regulations will require a 15% reduction in CO_2 emissions compared to 2019 for all newly registered heavy goods vehicles. The revision of this regulation provides for CO_2 emission reductions of 90% compared to 2019 for heavy goods vehicles registered from 2040, with intermediate milestones of -45% in 2030 and -65% in 2035.

The automotive industry is at the heart of an unprecedented revolution to be part of the environmental and digital transitions. By 2030, zero-emission vehicles will represent 45% of worldwide sales.

A LONG-STANDING COMMITMENT TO SUSTAINABLE MOBILITY

OPmobility's strategy stems from its purpose, "Driving a New Generation of Mobility," which is rooted in the Group's foundations. Since its creation in 1946, OPmobility has made a significant contribution to improving the environmental footprint of vehicles. The vision of Pierre Burelle, the founder, was that plastic should play an important role in the future of the car by replacing other materials to lighten vehicle weight, improve aerodynamics, improve energy consumption and ultimately reduce both fuel consumption and costs. This vision has made OPmobility successful and, in 75 years, the plastic content of cars has increased from 10 kg to 250 kg.

PIERRE BURELLE, THE FOUNDER, ENVISIONED THAT PLASTIC WOULD PLAY A CRUCIAL ROLE IN THE FUTURE OF AUTOMOBILES

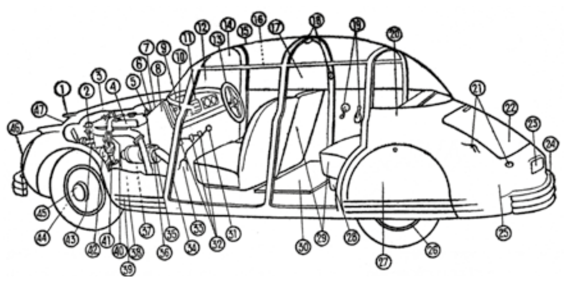


Figure 54 - Parts of a car that can be made of plastic

1. Radiator trim — 2. Water pump — 3. Carburetor and air filter — 4. Cylinder head cover — 5. Coil — 6. Circuit breaker — 7. Battery tray — 8. Partition panel — 9. Dashboard and glove box — 10. Dashboard instruments — 11. Radio — 12. Windshield — 13. Steering wheel — 14. Sun visor — 15. Transparent roof — 16. Frame — 17. Transparent windows and back panel and window trims — 18. Roof light and switch — 19. Window handles and levers — 20. Bodywork — 21. Tail light and direction indicator — 22. Luggage area — 23. License plate — 24. Soft bumper trim — 25. Fuel tank — 26. Tires — 27. Mudguard — 28. Seat frames — 29. Seat upholstery — 30. Heating mat — 31. Shift handle — 32. Pedal linings — 33. Gearbox cover — 34. Door stops — 35. Transmission seals — 36. Horn parts — 37. Camshaft gears — 38. Crankcase — 39. Decorative band — 40. Ignition cables — 41. Distributor — 42. Dynamo parts — 43. Fan — 44. Brake linings — 45. Hub cap and flange — 46. Headlights and position lamps — 47. Grill and radiator

SUSTAINABILITY IN THE GROUP'S ENTREPRENEURIAL CULTURE: THE THREE STRATEGIC PILLARS

OPmobility

Operational Excellence	Innovation	Sustainability

4

OPERATIONAL EXCELLENCE

The ability to manufacture on a large scale and in a very short timeframe is one of the fundamentals of the Group's success. Carried out on a daily basis by all employees, this operational excellence is particularly recognized by its customers.

INNOVATION

The structuring of innovation in the Group is based on time frames ranging from fundamental research to pre-development, taking into account the interests of customers and the market. For these various time frames, global strategic partnerships have been signed with the aim of accelerating the development and marketing of products, particularly in the Group's new activities, such as:

- electrification (from fuel cells or batteries);
- control electronics;
- automotive lighting, V2x (Vehicle-to-Everything) communication and security;
- new materials and their recycling;
- the development of embedded software and digital twins and related services.

Today, OPmobility is accelerating its transformation into a more innovative and technological Group. The innovations presented at the CES trade show reflect the change in dimension of the Group, which has undertaken a profound transformation of its portfolio of products and service creation, bringing more added value to its customers.

THE ACT FOR ALL™ PROGRAM

OPmobility has structured its commitments within a global program, ACT FOR ALL™, which is the heart of its performance and excellence. Designed to mobilize all its stakeholders, this program is based on three major areas: "Act for People", "Act Responsibly" and "Act for Planet". Performance indicators are regularly monitored and assessed each year, thus reflecting the Group's environmental, social and societal ambitions.

Act FOR ALL

PILLAR 1
Act for people

OPmobility is dedicated to ensuring safe, healthy, and fair working conditions for all employees while providing opportunities for career growth and long-term commitment.

OPmobility strives to develop its employees and stakeholders

- Health and safety at work
- Skills and career management
- Diversity and inclusion
- Local sponsorship initiatives

PILLAR 2
Act responsibly

OPmobility promotes strict standards of conduct. Ethics are the pillar of its responsible performance.

OPmobility is a responsible player

- Business ethics
- Sustainable purchasing
- Cybersecurity

PILLAR 3
Act for planet

OPmobility strives to preserve the planet for future generations by reducing the impact of its businesses on the environment through the promotion of eco-design and the development of clean mobility solutions.

OPmobility is committed to preserving the planet for future generations

- Waste management
- Eco-design and recyclability
- Value chain carbon footprint (Top Planet and renewable energies)
- Biodiversity

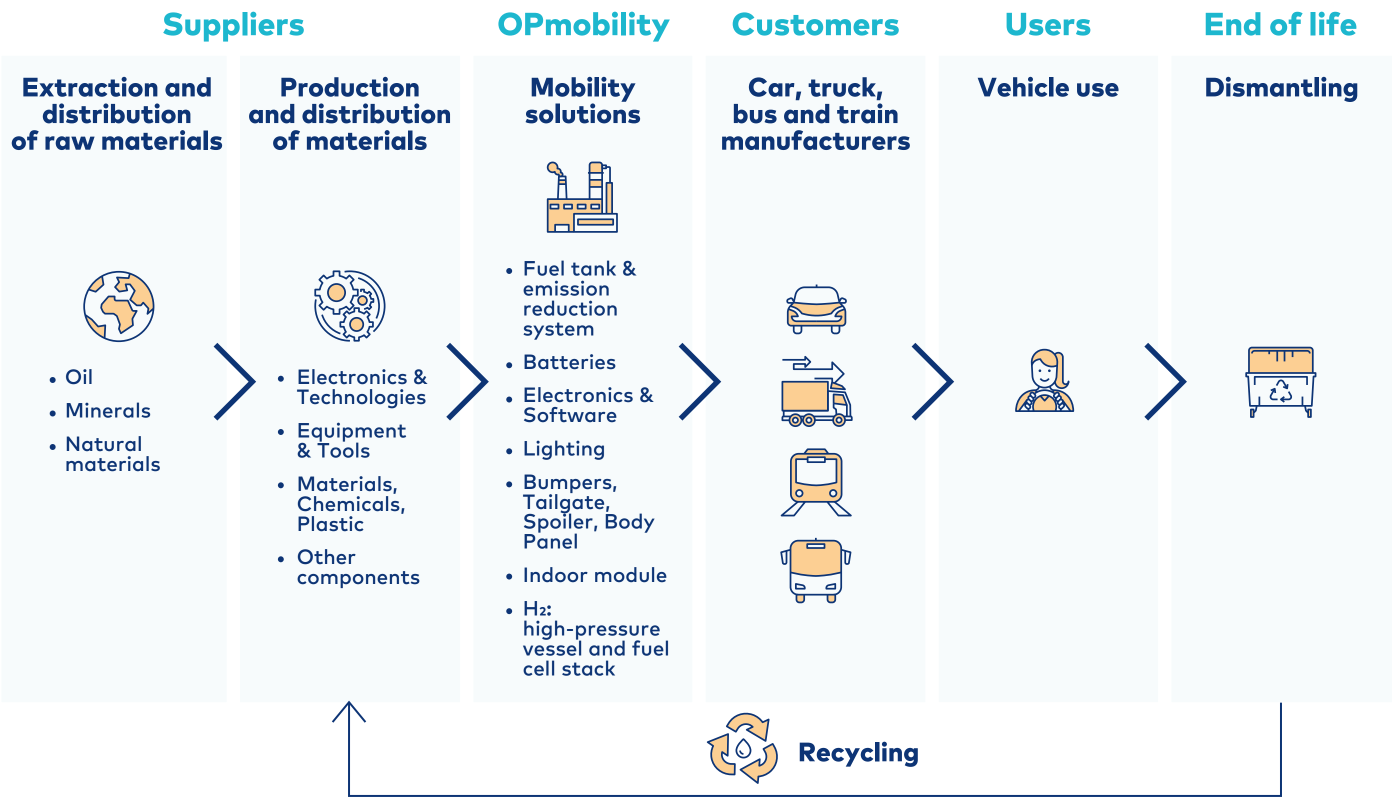
All Group employees (own workers by geographical area are presented in the ESRS S1 section) are fully involved in the program, which is an essential lever for transformation and collective commitment. The three areas of ACT FOR ALL™ are reflected in concrete initiatives deployed at all levels of the organization. Every day, targeted actions are implemented to integrate these commitments into operational practices, thus promoting a culture of excellence, responsibility and sustainable impact.

Act FOR ALL	Markers	KPI	2023 results	2024 results	2025 objectives
PILLAR 1 ACT FOR PEOPLE	Safety	Accidents with and without lost time - FR2	0.87	0.68	< 0.5[1]
	Ergonomics	Number of workstations ergonomically improved	-22% vs 2022 (historical perimeter)	88	100
	Health	Percentage of sites supporting health initiatives	85%	97.5%	100%
	Diversity and Inclusion	Percentage of women: - Managers & Engineers - Senior Executives	 24.4% 24%	 25% 23.1%	 27% 28%
	Promotion of youth employment	Number of trainees, apprentices, Graduate Program and VIE	1,233	1,288	1,300
	Local sponsorship initiatives	Percentage of sites engaged in actions to support local communities	84%	98%	100%
PILLAR 2 ACT RESPONSIBLY	Business ethics	Number of employees trained / targeted	88%	92%	100%
	Responsible purchasing	Based on an "IndueD" assessment for 95% of the purchasing base (in €), number of medium and high risk suppliers enrolled in a self-assessment initiative	1,552	75%	< 60%
PILLAR 3 ACT FOR PLANET	Top Planet Program	Top Planet score	64%	60%	65%
	Reduction of carbon footprint for scopes 1 & 2	Scopes 1 & 2 CO_2 emissions	-10.3% vs 2019	-15.6%[2] vs 2019	Carbon neutrality[3]
	Reduction of carbon footprint for scope 3	Scope 3 CO_2 emissions	-30.0% vs 2019	-33.4%[2] vs 2019	-30% in 2030 vs 2019
	Development of sustainable mobility initiatives on each site	Percentage of sites with sustainable mobility initiatives	59%	70.8%	100%

(1) FR2 Group scope including non-controlling joint ventures.
(2) Including Lighting.
(3) In 2027 for Lighting.

BUSINESS MODEL AND VALUE CHAIN

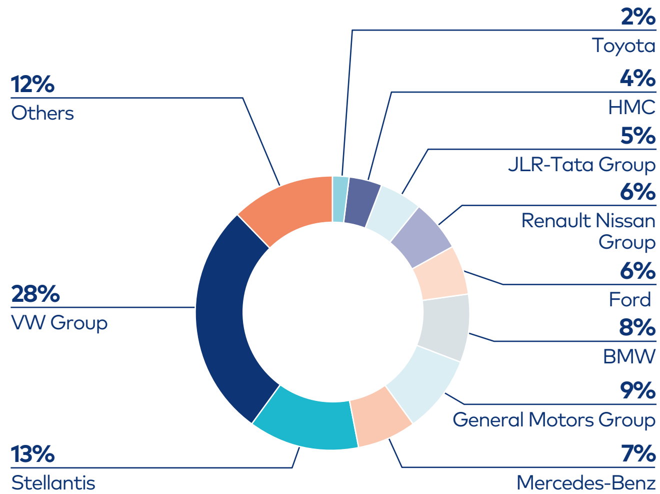
OPmobility's business model is described in the Integrated Report included in chapter 1 of the Universal Registration Document.



The Group incorporates innovations at each stage of the value chain, from the selection of raw materials to the delivery of finished products to manufacturers. This approach enables it to optimize the environmental and industrial performance of its solutions while meeting the increasing demands of the market in terms of sustainability and efficiency.

Thanks to this position, the Group fully seizes the opportunities offered by the transition to low-carbon mobility, anticipating technological and regulatory changes. It thus maximizes the value generated per vehicle for its customers, mainly in Europe, America and Asia. These include both the large traditional carmakers and new emerging players, which are redefining the standards of the mobility sector.

BREAKDOWN OF GROUP REVENUE BY CUSTOMER



INPUTS - A SUSTAINABLE MANAGEMENT APPROACH

OPmobility adopts a management of its inputs to guarantee the quality, sustainability and safety of its products while respecting environmental and social standards.

The main inputs used by OPmobility include:

- **raw materials:** polypropylene, polyethylene, carbon fiber composites, recycled materials and electronic components;
- **energy:** electricity (increasingly from renewable sources) and natural gas for industrial processes;
- **energy vector:** hydrogen for industrial processes;
- **systems and technologies:** embedded software, connected sensors and specialized equipment for integration into sustainable mobility solutions;
- **financial resources** from three main sources. On one hand, the capital contributed by Burelle SA and, on the other hand, the income accumulated and reinvested over the years;
- **human resources**, which includes all Group employees whose expertise and commitment contribute directly to the achievement of strategic objectives and the creation of sustainable value.

4.1.3.3 Stakeholder interests and views (SBM 2)

The main objective of dialogue with OPmobility's stakeholders is to ensure that its actions are aligned with their expectations and contribute positively to its ecosystem. This dialogue makes it possible to anticipate regulatory changes, meet customer needs, strengthen ESG practices within the supply chain and improve transparency towards investors.

OPmobility integrates stakeholder engagement at the heart of its sustainability and performance strategy, focusing on several key areas:

- **employees:** OPmobility's employees are key players in its development. The Group invests in their training, well-being and safety while promoting a culture of inclusion and diversity. Employee engagement is strengthened through career development initiatives and opportunities;
- **carmakers:** OPmobility works closely with its customers, mainly carmakers and mobility operators, to develop innovative and sustainable solutions adapted to the specific needs of each market. This proximity makes it possible to anticipate regulatory and technological changes while meeting the expectations of end consumers. OEM customers are committed to carbon neutrality and are pushing their demands along the entire supply chain;
- **suppliers:** OPmobility incorporates the expectations and concerns of its suppliers into its strategy. The Group assesses the challenges faced by its suppliers, such as their constraints related to the energy transition, carbon neutrality and the improvement of ethical practices. These concerns are integrated to establish responsible purchasing policies, co-construct adapted solutions, and guarantee sustainability and ethics throughout the supply chain;
- **public authorities:** They are strengthening requirements relating to transparency and commitments to reducing the environmental footprint;
- **institutional investors and individual shareholders:** They are attentive to companies that contribute explicitly to creating a positive impact on the environment and society. Transparency is a priority for OPmobility, which regularly shares its financial, environmental and social performance with the market. These exchanges promote the construction of a relationship of trust and maintain a long-term strategic alignment;
- **competitors:** OPmobility pays attention to strategic changes and the practices of its competitors on ESG challenges. This helps to better understand market trends and identify the implicit expectations of the various stakeholders, while helping to strengthen industry standards;
- **regulators and political decision-makers:** They define the climate and tax policies that impact the Group's activities (such as emissions standards, carbon taxation, ban on internal combustion engines);
- **other stakeholders:** OPmobility actively contributes to the energy transition by developing solutions that reduce emissions and promote the use of recycled materials. In addition, its global network supports local economic development and encourages collaboration and relationships with communities and industrial players;
- **the environment:** This is an essential stakeholder for OPmobility. The Group incorporates carbon neutrality, waste reduction and natural resource preservation objectives into all its activities and innovation processes. These stakeholders will be detailed in this chapter 4.

This global commitment is structured and monitored within the framework of rigorous governance, ensuring that all actions undertaken contribute to the Group's sustainability objectives.

The relationships and commitments with the various categories of stakeholders identified are detailed in the table below.

Stakeholders	Type of dialogue	Key actions
Employees/Candidates	Social dialogue, internal communication, video conferences, collaborative spaces, events, internal network, innovation competition, social networks and career website for future employees	• ACT FOR ALL™ day September 26 (all employees mobilized around a central theme: safety at work) • Over 200 news items on the intranet, publication of the first internal and external magazine *Vibes* • Director's Webcast: 5 in 2024 and Top 50 One-OP • PULSE engagement survey • OP Move Challenge wellness app with sporting challenges set up • Round table discussion on invisible disabilities with Félicie Burelle • Webcast of the 2nd edition of the MIT Symposium • Performance reviews • Instagram and LinkedIn accounts, YouTube channel
Labor unions and local and European representative bodies	Meetings, consultations, negotiation	• 35 representatives from 10 European countries present at the European Works Council (CEC)
Board of Directors (Appointments and CSR Committee)	Board meetings	• Two meetings during the year on Sustainability topics such as the Universal Registration Document, the carbon neutrality roadmap and carbon footprint, sustainability indicators and the taxonomy • Preparation of the CSRD
Institutional investors and individual shareholders	General Meeting of Shareholders, meetings with shareholders, shareholders' newsletter, quarterly, semi-annual and annual publications, site visits, responses to financial and non-financial rating agencies, meetings with financial analysts and investors (including ESG)	• See chapter 7 for key actions
Banks	Annual reviews	• Regular meetings with international market players to analyze available sustainable finance tools
Non-financial rating agencies	Responses to questionnaires	• 10 ESG questionnaires completed • CDP Climate score: A (maintained rating) • CDP water rating: B • EcoVadis: 82/100 - Platinum status • MSCI ESG Ratings: AA • ISS ESG rating: C+
Insurance companies	Site visits and ratings	• 68 site visits in 2024
Customers	Contracts, annual reviews, Research and Development partnerships, responses to sustainability questionnaires, qualitative interviews, innovation project	• See integrated report for commercial successes (chapter 1)
Suppliers	Contracts, Supplier Charter, partnerships, visits	• Nearly 5,395 suppliers assessed representing 95% of each business group's purchasing expenditure in euros • ESG assessment of suppliers by external agencies such as EcoVadis
Local communities	Initiatives with local communities	• Actions to support local communities: 97.5% of sites proposed at least 1 action
Workers in the value chain	Supplier Charter, visits, contracts, partnerships	• "Know Your Suppliers" • Interaction with the TEMPO tool • Whistleblowing procedure
Trade associations	Participation in working groups	• Attendance at AFEP, MEDEF, PFA and CLEPA meetings (1)

Stakeholders	Type of dialogue	Key actions
Standardization body	Participation in working groups focused on standards	• Participation in the AFNOR standardization commission on ergonomic issues
Research cluster	Participation in projects	• Signing of two international partnerships: with the MIT Industrial Liaison Program and with the National Innovation Center for Excellence (NICE) • Collaboration with the Carnot institutes and CNRS: funding for two post-doctoral researchers • Research partnership with the CEA (2) • Partnership with SoScience for the Innovation Challenge
Schools/Universities	Partnerships, participation in events, site visits	• Numerous scientific partnerships with universities: ICAM • School Forum: Business France[(3)], CIFFOP, Dauphine, EDHEC, EM Lyon, ENSAM, ESCP, ESPCI, ESSEC, ESTACA, GEM, IFP, IGS, Insa Lyon, Kedge, Neoma, Paris-Saclay, Skema, Solvay, Toulouse BS, UTC, UTT • Finance Graduate Program: 5 participants
Organizations promoting Societal Commitment and Sustainability initiatives	Membership, participation in working groups, patronage and sponsorship	• Member of EpE (Entreprises pour l'Environnement) • Member of the Hydrogen Council • Commitment to Act4nature international

(1) AFEP: Association Française des Entreprises Privées. CLEPA: European Association of Automotive Suppliers. MEDEF: French Company Association.

PFA: Platform for the Automotive Industry brings together the automotive industry in France.

(1) CEA: Atomic Energy Commission.

(2) ESPCI: École Supérieure de Physique et de Chimie Industrielles.

(3) Business France: National agency for the internationalization of the French economy
CIFFOP: Interdisciplinary Training Center for the Personnel Function
Dauphine: University of Paris Dauphine
EDHEC: École des Hautes Études Commerciales du Nord
EM Lyon: École de Management de Lyon
ENSAM: École Nationale Supérieure des Arts et Métiers
ESCP: École Supérieure de Commerce de Paris
ESPCI: École Supérieure de Physique et de Chimie Industrielles
ESSEC: École Supérieure des Sciences Économique et Commerciales
ESTACA: École Supérieure des Techniques Aéronautiques et de Construction Automobile
GEM: Grenoble École de Management
IFP: French Institute of Petroleum
IGS: Institut de Gestion Sociale
Insa Lyon: Institut National des Sciences Appliquées de Lyon
Kedge: Kedge Business School
Neoma: Neoma Business School
Paris-Saclay: Université Paris Saclay
Skema: Skema Business School
Solvay: Solvay Brussels School of Economics and Management
Toulouse BS: Toulouse Business School
UTC: Université de Technologie de Compiègne
UTT: Université de Technologie de Troyes

The interests and views of OPmobility's main stakeholders described above have been incorporated into the definition of its strategy and business model.

This process adapts the Group's priorities to the expectations expressed, while strengthening the sustainability and resilience of its activities.

The results of these commitments are directly reflected in strategic and operational decisions:

- the expectations of carmakers have guided investments in hydrogen and battery technologies to offer sustainable solutions that comply with regulations;
- investor feedback helped to align the ESG roadmap with priorities such as transparency and sustainable innovation;
- employee feedback, notably from engagement surveys, has led to the strengthening of diversity and well-being initiatives;
- the ESG assessments of suppliers helped adjust sustainable purchasing policies and support partners in their energy transition.

Thus, the Group's strategy has changed in recent years, motivated in particular by:

- market and end-user expectations;
- carmakers that increasingly demand lightweight and integrated systems that comply with new environmental regulations;
- local communities that stress the need to reduce the environmental footprint of industrial activities;
- employees and investors that insist on the importance of integrating social and environmental responsibility objectives into the overall strategy.

Through regular dialogue and strategic partnerships, OPmobility ensures constant alignment between its priorities and the needs of its stakeholders, thus consolidating its competitiveness and contribution to societal challenges.

Going forward, OPmobility is committed to maintaining a regular dialogue with its stakeholders in order to continue adjusting its strategy and operational priorities in line with their changing needs and market dynamics. This approach ensures constant alignment between stakeholder expectations and the Group's strategic ambitions, while effectively addressing societal and environmental challenges.

With this in mind, OPmobility plans to integrate the interests and points of view of its stakeholders in its future analyses, particularly by relying on the materiality assessment and due diligence processes. To date, no specific measure that could significantly change its relations with stakeholders is envisaged.

However, should new measures be identified, they would be formalized, along with a precise implementation schedule, and communicated as part of the Group's regular updates to its strategy.

4.1.4 Material impacts, risks and opportunities and their interaction with the strategy and business model (SBM 3)

OPmobility's business model incorporates significant impacts, risks and opportunities (IROs) by aligning them closely with its strategy and operations. While relying on a solid model focused on innovation in sustainable mobility, the Group continuously monitors changes in the market, regulations and societal expectations. These elements are integrated into an ongoing strategic reflection, thus guaranteeing the resilience and sustainability of its activities.

In 2024, the double materiality analysis, carried out in accordance with the requirements of the CSRD, confirmed the relevance of OPmobility's business model. No major adjustments were necessary, but the Group strengthened certain targeted actions to better respond to the challenges identified. It is thus continuing its commitment to sustainable innovation while adapting its initiatives to the transformations in the sector.

The material impacts, risks and opportunities identified through this analysis are detailed below:

TOPIC	CHALLENGES	STAKEHOLDERS AFFECTED	VALUE CHAIN	LINK WITH STRATEGY AND THE BUSINESS MODEL	I/R/O
E1 - Climate change	**Climate change mitigation**	Employees and other workers, suppliers, consumers, customers, end-users, local communities and vulnerable groups, authorities (including regulators, supervisors and central banks), business partners, social partners, civil society, NGOs, governments, use of general purpose financial reports (potential investors, lenders and other creditors, including asset managers).	Own operations Upstream Downstream	Key strategic objective, requiring an evolution of the business model towards low-carbon solutions.	**Impact - Systemic**
			Own operations Upstream Downstream	Innovation strategy with the transition to a sustainable and competitive offer in new forms of mobility.	**Impact +**
	Climate change adaptation	Employees and other workers, suppliers, consumers, customers, end-users, local communities and vulnerable groups, authorities (including regulators, supervisors and central banks), business partners, social partners, civil society, NGO, governments, use of general purpose financial reporting (potential investors, lenders and other creditors, including asset managers).	Own operations Upstream Downstream	Promotes revenue diversification and the integration of circular economy principles into the business model.	**Opportunity**
		Suppliers, business partners, civil society, NGO, governments, nature.	Own operations Upstream Downstream		**Opportunity**
		Employees and other workers, suppliers, consumers, customers, end-users, local communities and vulnerable groups, authorities (including regulators, supervisors and central banks), business partners, social partners, civil society, NGO, governments, use of general purpose financial reporting (potential investors, lenders and other creditors, including asset managers).	Own operations Upstream Downstream	Failure to convert the OPmobility business model to low-carbon would limit adaptation to market requirements and long-term competitiveness.	**Risk**

	DESCRIPTION OF THE IRO	IRO MANAGEMENT (POLICIES ADDRESSED)	POSSI-BILITY	CRITI-CALITY	HORIZON
	• Climate change (scopes 1, 2 and 3): contribution to climate change *via* the emission of greenhouse gases by the direct and indirect activities of the Group. **Reason**: OPmobility is a leader in the production of automotive parts. **Consequence**: OPmobility's industrial activities result in CO_2 emissions from the purchase, transportation, production and use of equipped vehicles that consume fossil fuels.	• Group Environmental Policy • "Carbon neutrality" targets and roadmap aligned with the Paris Agreement and approved by the SBTi in 2021 • Sites' energy decarbonization policy (decarbonized energy, facilities to produce renewable energy, and PPA) • ISO 50001 certification • Scope 3 reduction policy by working on the value chain	Real	+++	Short term
	• Development of clean mobility (growth of low-carbon mobility (BEV, PHEV, hydrogen)). **Reason**: mobility market dynamics strongly oriented towards decarbonization, driven by three major factors: growing customer expectations, regulatory incentives and the fiscal pressure related to carbon taxes. **Consequence**: need to offer solutions that reduce CO_2 emissions over the entire life cycle of the vehicle.	• Group Environmental Policy • R&D on materials, bio-sourcing and research into replacing materials with low-impact products • Life Cycle Assessments for OPmobility's projects and products and those of suppliers • Innovative partnerships • Development of hydrogen energy for clean mobility	Real	+++	Medium term
	• Growth of the historical business and capture of new businesses by capitalizing on the Group's know-how, allowing the development or acquisition of new technologies related to clean mobility. **Reason**: 75% of OPmobility's business is not exposed to the change of powertrain technology (bumpers, for example), proven technological expertise and balanced geographical coverage. Market recognition. **Consequence**: OPmobility is developing new business lines and implementing a "Last Man Standing" strategy in this segment, taking market share from its competitors.	• Group Environmental Policy • R&D on materials, bio-sourcing and research into replacing materials with low-impact products • Life Cycle Assessments for OPmobility's projects and products and those of suppliers • Innovative partnerships • Development of hydrogen energy for clean mobility	Real	+++	Medium term
	• Innovation for the development of low-carbon solutions (eco-design, recycled materials, new alternative and bio-sourced materials). **Reason**: OPmobility wants to improve its impact on the environment by offering alternative solutions. **Consequence**: Research and Development to use eco-designed solutions and recycled and bio-sourced materials.		Real	+	Medium term
	• Non-transition of the business model in a sluggish market with an attrition of the market share of internal combustion vehicles, which is pivoting towards cleaner mobility. **Consequence**: loss of market share, leadership and customer confidence. The combustion engine business is exposed to various regulations in many regions.	• Group Environmental Policy • R&D on materials, bio-sourcing and research into replacing materials with low-impact products • Life Cycle Assessments for OPmobility's projects and products and those of suppliers • Innovative partnerships • Development of hydrogen energy for clean mobility	Potential	+++	Medium term

TOPIC	CHALLENGES	STAKEHOLDERS AFFECTED	VALUE CHAIN	LINK WITH STRATEGY AND THE BUSINESS MODEL	I/R/O
E2 - Pollution	Air pollution	Employees and other workers, customers, local communities and vulnerable groups, business partners, social partners, civil society, NGO, governments, use of general-purpose financial reporting (potential investors, lenders and other creditors, including asset managers, credit institutions, insurance), nature.	Own operations	Part of a continuous improvement strategy to limit direct environmental impacts.	**Impact - Temporary**
		Employees and other workers, suppliers, consumers, customers, end-users, local communities and vulnerable groups, authorities (including regulators, supervisors and central banks), business partners, social partners, civil society, NGO, governments, use of general purpose financial reporting (potential investors, lenders and other creditors, including asset managers).	Own operations Upstream Downstream	Involves adjustments necessary to maintain compliance and avoid business losses.	**Risk**
		Employees and other workers.	Own operations	Ensures that its operators work safely, under healthy conditions.	**Impact - Temporary**
		Employees and other workers, suppliers, consumers, customers, end-users, local communities and vulnerable groups, authorities (including regulators, supervisors and central banks), business partners, social partners, civil society, NGO, governments, use of general purpose financial reporting (potential investors, lenders and other creditors, including asset managers).	Own operations Upstream Downstream	Enables investment in products aligned with the growing demand for sustainable technologies.	**Opportunity**
		Other workers, customers, local communities and vulnerable groups, business partners, social partners, civil society, NGO, governments, use of general-purpose financial reporting (potential investors, lenders and other creditors, including asset managers, credit institutions, insurance), nature.	Upstream	Establishes specifications with strict environmental requirements in order to green its value chain.	**Impacts-Temporary**
		Customers, local communities and vulnerable groups, business partners, social partners, civil society, NGO, governments, use of general-purpose financial reporting (potential investors, lenders and other creditors, including asset managers, credit institutions, insurance), nature.	Downstream		**Impact - Temporary**
	Substances of concern	Employees and other workers, suppliers, consumers, customers, end-users, local communities and vulnerable groups, authorities (including regulators, supervisors and central banks), business partners, social partners, civil society, NGO, governments, use of general purpose financial reporting (potential investors, lenders and other creditors, including asset managers).	Own operations Upstream Downstream	Ensures that its operators work in safety, in healthy conditions, while respecting its value chain.	**Impact - Temporary**
		Employees and other workers, customers, local communities and vulnerable groups, business partners, social partners, civil society, NGO, governments, use of general-purpose financial reporting (potential investors, lenders and other creditors, including asset managers, credit institutions, insurance), nature.	Own operations Upstream Downstream	Anticipates regulatory changes, with a transition to alternative materials and increased transparency to protect reputation.	**Risk**

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	DESCRIPTION OF THE IRO	IRO MANAGEMENT (POLICIES ADDRESSED)	POSSI-BILITY	CRITI-CALITY	HORIZON
	• Gaseous discharge of pollutants into the environment (VOCs, SO_X, NO_X, etc.). **Reason**: OPmobility emits pollutants into the environment through its industrial activities. **Consequence**: OPmobility complies with the regulations in force in all the countries where it operates and emissions are controlled.	• Group Environmental Policy	Real	+	Short term
	• Rapid regulatory changes. **Consequence**: litigation and formal notice for non-compliance, failure to comply with the imposed air pollution limits for suppliers, limitation of the sale of certain vehicles related to tightened requirements of the specifications (e.g.: EURO 7 regulation).		Potential	+ +	Short term
	• Employee exposure to toxic gases (e.g. VOCs). **Consequence**: OPmobility operators are exposed to toxic gases inherent in industrial activities. OPmobility complies with the regulations in force in all countries where it operates, and emissions are controlled to ensure the safety of employees.		Potential	++	Short term
	• Production of anti-pollution systems and production of hydrogen tanks that will contribute to a greater use of hydrogen, reducing the impact of gaseous discharges into the atmosphere. **Reason**: development of innovative products, enabling the Group to engage in the environmental transition. **Consequence**: reduction of greenhouse gas emissions and other air pollutants, improving air quality.		Real	++	Medium term
	• Gaseous discharges of pollutants by the upstream chain. **Reason**: the industrial processes in the upstream value chain are specific and polluting (electroplating, paint lines cleaning with solvents, plastic manufacturing, etc.). **Consequence**: OPmobility requires specific environmental performance from its suppliers in order to ensure a satisfactory working environment.	• Supplier Charter • Specific customer specifications	Real	++	Short term
	• Emissions of pollutants from vehicles (SOx, NOx, fine particles) **Reason:** the use of vehicles emits pollutants into the environment (downstream chain). **Consequence**: the use of vehicles emits pollutants into the environment (downstream chain).		Real	++	Short term
	• Releases of chemical compounds that could impact the health of employees, end customers, local communities and the integrity of biodiversity (PFAS). **Reason**: hazardous chemical compounds are involved in OPmobility's industrial value chain. **Consequence**: potential carcinogenic disease.	• Group Environmental Policy • Traceability with Ecomundo report	Potential	+	Short term
	• Rapid regulatory changes. **Consequences**: loss of market if there is use of prohibited substances in certain products, increase in costs related to compliance with these new regulations, damage to reputation in the event of non-transparency and uncontrolled use of these substances, degradation of taxonomic ratios and loss of funding.	• Group Environmental Policy • Traceability with Ecomundo report	Potential	+	Short term

TOPIC	CHALLENGES	STAKEHOLDERS AFFECTED	VALUE CHAIN	LINK WITH STRATEGY AND THE BUSINESS MODEL	I/R/O
E2 - Pollution	**Microplastics**	Employees and other workers, suppliers, consumers, customers, end-users, local communities and vulnerable groups, authorities (including regulators, supervisors and central banks), business partners, social partners, civil society, NGO, governments, use of general purpose financial reporting (potential investors, lenders and other creditors, including asset managers).	Own operations Upstream Downstream	Innovates with alternative materials and the development of collection and recycling channels to align with standards and reduce costs in the long term.	**Risk**
E2 - Pollution	**Microplastics**	Employees and other workers, suppliers, consumers, customers, end-users, local communities and vulnerable groups, authorities (including regulators, supervisors and central banks), business partners, social partners, civil society, NGO, governments, use of general purpose financial reporting (potential investors, lenders and other creditors, including asset managers, credit institutions, insurance), nature.	Own operations Upstream Downstream	Monitors its industrial processes and reduces its environmental impacts by seeking alternative materials.	**Impact - Temporary**
E5 - Circular economy	**Circular economy**	Employees and other workers, suppliers, consumers, customers, end-users, local communities and vulnerable groups, authorities (including regulators, supervisors and central banks), business partners, social partners, civil society, NGO, governments, use of general purpose financial reporting (potential investors, lenders and other creditors, including asset managers, credit institutions, insurance), nature.	Own operations Upstream Downstream	Strategy focused on innovation to reduce dependency and integrate alternative materials into the value chain.	**Impact - Temporary**
E5 - Circular economy	**Circular economy**	Employees and other workers, suppliers, consumers, customers, end-users, local communities and vulnerable groups, authorities (including regulators, supervisors and central banks), business partners, social partners, civil society, NGO, governments, use of general purpose financial reporting (potential investors, lenders and other creditors, including asset managers, credit institutions, insurance), nature.	Own operations Upstream Downstream	Strengthens the differentiation and attractiveness of the model with a more sustainable and resilient offering.	**Impact +**
E5 - Circular economy	**Circular economy**	Employees and other workers, local communities and vulnerable groups, authorities (including regulators, supervisors and central banks), business partners, civil society, NGO, governments, use of general-purpose financial reporting (potential investors, lenders and other creditors, including asset managers, credit institutions, insurance), nature.	Own operations Upstream Downstream	Strategy focused on innovation to reduce dependency and integrate alternative materials into the value chain.	**Risk**
E5 - Circular economy	**Circular economy**	Employees and other workers, suppliers, consumers, customers, end-users, local communities and vulnerable groups, authorities (including regulators, supervisors and central banks), business partners, social partners, civil society, NGO, governments, use of general purpose financial reporting (potential investors, lenders and other creditors, including asset managers).	Own operations Upstream Downstream	Ensures compliant supplies, aligned with a sustainable business model.	**Risk**
E5 - Circular economy	**Circular economy**	Employees and other workers, suppliers, consumers, customers, end-users, local communities and vulnerable groups, authorities (including regulators, supervisors and central banks), business partners, social partners, civil society, NGO, governments, use of general purpose financial reporting (potential investors, lenders and other creditors, including asset managers).	Own operations Upstream Downstream	Strategy focused on innovation to reduce dependency and integrate alternative materials into the value chain.	**Risk**

DESCRIPTION OF THE IRO	IRO MANAGEMENT (POLICIES ADDRESSED)	POSSI-BILITY	CRITI-CALITY	HORIZON
• Rapid regulatory changes. **Consequence**: increased costs related to the use of recycled materials or the collection of used parts.	• Group Environmental Policy	Potential	+	Medium term
• Production of microplastics during product manufacturing or at the end of product life. **Reason**: generation of fine plastic particles related to OPmobility's industrial processes and resulting from the wear of certain products. **Consequence**: pollution of water (infiltration) and soil (in sand, for example) with health and environmental repercussions.		Real	++	Medium term
• Use of natural resources (rare or not) whose availability is limited (scarcity). **Reason**: excessive exploitation of limited natural resources, such as rare metals or freshwater, to meet the growing demand from OPmobility's industrial activities. **Consequence**: environmental degradation, including air pollution and biodiversity loss.	• Group Environmental Policy • Development of solutions to integrate more recycled materials into products • R&D on materials, bio-sourcing and research into replacing materials with low-impact products	Potential	++	Medium term
• Integration of recycled materials and/or use of alternative materials. **Reason**: strategy of integrating recycled materials or alternative materials into OPmobility's industrial production. **Consequence**: reduction in the consumption of natural resources, reduction in greenhouse gas emissions and limitation of pollution.		Real	+	Long term
• Scarcity of natural resources. **Consequence**: risk of disruption in the supply chain.		Potential	+	Medium term
• Unavailability of alternative or recycled materials. **Consequence**: the shortage of these materials can disrupt production lines, raise production costs, and intensify pressure on virgin natural resources.		Potential	++	Medium term
• Business transformation. **Consequence**: non-approval of production made from recycled or biosourced materials.		Potential	+++	Medium term

TOPIC	CHALLENGES	STAKEHOLDERS AFFECTED	VALUE CHAIN	LINK WITH STRATEGY AND THE BUSINESS MODEL	I/R/O
E5 - Circular economy	**Circular economy**	Employees and other workers, suppliers, consumers, customers, end-users, local communities and vulnerable groups, authorities (including regulators, supervisors and central banks), business partners, social partners, civil society, NGO, governments, use of general purpose financial reporting (potential investors, lenders and other creditors, including asset managers).	Own operations Upstream Downstream	Innovates with the development of new business models by projecting into future scenarios.	**Opportunity**
	Waste generation and management	Employees and other workers, local communities and vulnerable groups, authorities (including regulators, supervisors and central banks), business partners, civil society, NGO, governments, use of general-purpose financial reporting (potential investors, lenders and other creditors, including asset managers, credit institutions, insurance), nature.	Own operations	Accelerates the transition to a circular model, limiting landfill and maximizing internal reuse.	**Impact - Temporary**
		Employees and other workers, local communities and vulnerable groups, authorities (including regulators, supervisors and central banks), business partners, civil society, NGO, governments, use of general-purpose financial reporting (potential investors, lenders and other creditors, including asset managers, credit institutions, insurance), nature.	Own operations Upstream Downstream		**Impact +**
		Employees and other workers, suppliers, consumers, customers, end-users, local communities and vulnerable groups, authorities (including regulators, supervisors and central banks), business partners, social partners, civil society, NGO, governments, use of general purpose financial reporting (potential investors, lenders and other creditors, including asset managers).	Own operations Upstream Downstream	Requires the development of EPR (Extended Producer Responsibility) channels to align with regulatory and societal expectations.	**Risk**
G1 - Business conduct	**Supplier relationships**	Suppliers, civil society, NGOs, local communities.	Upstream	Strengthens responsible collaborations to secure the supply chain and create shared value.	**Impact +**
		Suppliers, civil society, NGO.	Upstream	Guarantees compliant supplies and avoid financial or reputational losses.	**Risk**
	Relationship with stakeholders	Employees and other workers, suppliers, consumers, customers, authorities, business partners, social partners, civil society, NGO, governments, use of general-purpose financial reporting (potential investors, lenders and other creditors, including asset managers).	Own operations	Transparency and strengthening of governance practices to preserve trust and competitiveness.	**Risk**
	Business ethics	Employees and other workers, suppliers, consumers, customers, authorities, business partners, social partners, civil society, NGO, governments, use of general-purpose financial reporting (potential investors, lenders and other creditors, including asset managers).	Own operations Upstream Downstream	Strengthens control mechanisms and ethics policies to protect organizational integrity.	**Risk**

DESCRIPTION OF THE IRO	IRO MANAGEMENT (POLICIES ADDRESSED)	POSSI-BILITY	CRITI-CALITY	HORIZON
• Development of new business models **Reason**: reflection on new business models related to automotive production. **Consequence**: production of reused spare parts.	• Group Environmental Policy • Development of solutions to integrate more recycled materials into products • R&D on materials, bio-sourcing and research into replacing materials with low-impact products	Potential	+	Long term
• Production of non-recycled or non-recovered waste (landfill, incineration without energy recovery, etc.), and production of hazardous polluting waste (oils, paint sludges, solvents, etc.). **Reason**: production of waste of all kinds due to inadequate industrial practices, insufficient regulations or a lack of infrastructure for waste treatment/recycling. **Consequence**: severe pollution of soil, air and water, which could affect human health.	• Group Environmental Policy • Group Top Planet Program • Inter-business Group "Sustainable Materials" project	Real	++	Short term
• Reintegration of internal production residues into the manufacturing process (reuse of waste and reduction in the use of virgin material). **Reason**: motivated by sustainability and circular economy initiatives, the reintegration of production waste into OPmobility's industrial process is encouraged and monitored. **Consequence**: reduction of waste, optimization of the use of resources and reduction in production costs. It also improves energy efficiency and reduces the Group's carbon footprint.		Real	++	Short term
• Management of end-of-life vehicles (waste collection, disposal of end-of-life batteries, development of an Extended Producer Responsibility (EPR) network for vehicles). **Consequence**: high waste collection and treatment costs, especially for hazardous waste management. Recycling electric vehicle batteries requires advanced and expensive technologies.		Real	+	Medium term
• Improvement of the social and environmental practices of suppliers/subcontractors and participation in local socio-economic development and specific sectors. **Reason**: increasingly demanding expectations from OPmobility's customers, local communities and investors regarding sustainable practices. **Consequence**: improvement of working conditions and employee safety at suppliers, increase in productivity and satisfaction.	• "Know Your Suppliers" approach • ACT FOR ALL™ program • Supplier mapping • EcoVadis assessment • Supplier visits and audits • Purchasing Sustainability Guide • Integration of CSR and business ethics clauses in supplier contracts • Whistleblowing procedure	Real	+	Short term
• Financial sanctions related to non-responsible practices. **Consequence**: supply disruptions due to irresponsible practices (including late payments), resulting in financial difficulties for suppliers, financial penalties.		Potential	+	Short term
• Financial and reputational risks in the event of governance failure on matters related to business ethics. **Consequence**: financial penalties.		Potential	+	Short term
• Criminal behavior linked to corrupt practices and the impact of retaliation and endangerment of a whistleblower. **Consequence**: retaliation against whistleblowers may include professional sanctions, threats, and even physical violence. In addition, whistleblowers can suffer significant psychological and financial impacts.	• "Know Your Suppliers" approach • ACT FOR ALL™ program • Supplier mapping • EcoVadis assessment • Supplier visits and audits • Purchasing Sustainability Guide • Integration of CSR and business ethics clauses in supplier contracts • Whistleblowing procedure	Potential	+	Short term

TOPIC	CHALLENGES	STAKEHOLDERS AFFECTED	VALUE CHAIN	LINK WITH STRATEGY AND THE BUSINESS MODEL	I/R/O
S1 - Company personnel	Skills development	Employees and other workers.	Own operations	Supports employee skills development and ensures the future competitiveness of the business model.	Impact +
	Working conditions	Employees and other workers.	Own operations	Places the well-being of employees at the heart of the strategy to retain talent and improve productivity.	Impact - Systemic
		Employees and other workers local communities, social partners, civil society.	Own operations		Impact - Temporary
		Employees and other workers social partners, civil society business partners, governments, NGO.	Own operations		Impact - Temporary
	Health and safety	Employees and other workers authorities business partners, social partners, civil society, NGO.	Own operations	Places the well-being of employees at the heart of the strategy to retain talent and improve productivity.	Impact - Temporary
		Employees and other workers authorities business partners, social partners, civil society, NGO.	Own operations		Risk
	Diversity and inclusion	Employees and other workers, local communities and vulnerable groups, authorities (including regulators, supervisors and central banks), business partners, social partners, civil society, NGO, government.	Own operations	Places the well-being of employees at the heart of the strategy to retain talent and improve productivity.	Impact +
	Other human rights	Employees and other workers, consumers, customers, end-users, local communities and vulnerable groups, authorities (including regulators, supervisors and central banks), business partners, social partners, civil society, NGO, governments, use of general-purpose financial reporting (potential investors, lenders and other creditors, including asset managers, credit institutions, insurance).	Own operations		Risk

	DESCRIPTION OF THE IRO	IRO MANAGEMENT (POLICIES ADDRESSED)	POSSI-BILITY	CRITI-CALITY	HORIZON
	• Development of skills related to the change of activity (development of batteries, hydrogen tanks) to preserve the employability of employees and development of progressive and rewarding careers in the Group's various business lines. **Reason**: accelerate the environmental transition by developing its products and employees. Create a work environment that fosters innovation, collaboration and continuous learning. **Consequence**: ensuring employees' long-term employability by providing training and career transition opportunities. This fosters progressive and fulfilling career paths, allowing employees to expand their skills and grow within the Group.	• Talent identification process • Employee engagement and development	Real	++	Short term
	• Impairment of professional and personal balance (work on weekends and nights at production sites). **Reason**: weekend and night work may be due to high on-site work demands, tight deadlines or employees shortages. **Consequence**: imbalance between professional and personal life, increasing stress and anxiety.	• Human Resources policy • Talent identification process • Compensation policy • VIE contracts and partnerships with schools • Diversity program	Real	+	Short term
	• Professional insecurity and precariousness of employees leading to financial difficulties, stress at work. **Reason**: professional insecurity and precariousness of employees can be caused by short employment contracts, irregular working hours (such as night work) and unscheduled production stoppages by customers. **Consequence**: financial difficulties for employees, increasing their stress and anxiety at work. This can affect their mental and physical health, reduce their productivity and increase the rate of absenteeism.		Potential	+++	Short term
	• Insufficient compensation in relation to the local standard of living and insufficient social coverage, particularly with regard to local regulations/standards of living. **Consequence**: lack of employee attractiveness and retention due to insufficient compensation and social coverage.		Potential	+	Short term
	• Employee health. **Reason**: deterioration of the physical and mental health of employees. **Consequence**: workplace accidents, occupational illnesses and psychosocial risks (PSR).	• Health and Safety policy • Top Safety training • Health and Safety Management System • ISO 45001 • Workstation ergonomics procedures (assessment, anticipation, training, etc.)	Potential	++	Short term
	• Degradation of assets. **Consequence**: long interruption of the production chain.	• Health and Safety policy • Top Safety training • Health and Safety Management System • ISO 45001 • Workstation ergonomics procedures (assessment, anticipation, training, etc.)	Potential	+	Short term
	• An ethical and responsible culture that values differences and encourages equity, inclusion and diversity. **Reason:** respect for human rights through the ethics of OPmobility's practices, particularly on gender equality. **Consequence:** increased engagement, enhanced creativity, and improved retention.	• DEI policy • Diversity program • Mission for workers with disabilities in France • Code of Conduct • Human Rights Policy	Real	++	Short term
	• Failure to respect the protection of employees' personal data. **Consequence**: reputational risk and financial penalties related to non-compliance with the law. Loss of employee trust.	• Information Technology Security Policy • Cybersecurity and GDPR training	Potential	++	Short term

TOPIC	CHALLENGES	STAKEHOLDERS AFFECTED	VALUE CHAIN	LINK WITH STRATEGY AND THE BUSINESS MODEL	I/R/O
S2 – Workers in the value chain	**Working conditions in the value chain**	Suppliers, customers, business partners, social partners, governments, authorities business partners, social partners, civil society, NGO.	Upstream	Commits to human rights and empowers its suppliers to preserve their reputation and secure supply chains.	**Impact - Temporary**
		Suppliers, customers, business partners, social partners, governments, authorities business partners, social partners, civil society, NGO.	Upstream	Integrates ESG criteria in supplier relationships to strengthen compliance, reduce risks and create a sustainable and responsible value chain.	**Impact +**
S4 - Consumers and end-users	**Product quality and safety**	Consumers, customers, end-users, authorities (including regulators, supervisors and central banks), business partners, civil society, NGO, governments, use of general-purpose financial reporting (potential investors, lenders and other creditors, including asset managers, credit institutions, insurance).	Own operations Downstream	Maintains an ongoing dialogue with its customers to anticipate market expectations.	**Risk**
		Consumers, customers, end-users, authorities (including regulators, supervisors and central banks), business partners, civil society, NGO, governments, use of general-purpose financial reporting (potential investors, lenders and other creditors, including asset managers, credit institutions, insurance).	Own operations Upstream Downstream	Ensures the quality of products to preserve customer confidence and avoid financial or reputational losses.	**Risk**
		Consumers, customers, end-users, authorities (including regulators, supervisors and central banks), business partners, civil society, NGO, governments, use of general-purpose financial reporting (potential investors, lenders and other creditors, including asset managers, credit institutions, insurance).	Own operations Upstream Downstream	Ensures the quality of products to preserve customer confidence and avoid financial or reputational losses.	**Impact - Temporary**

	DESCRIPTION OF THE IRO	IRO MANAGEMENT (POLICIES ADDRESSED)	POSSI-BILITY	CRITI-CALITY	HORIZON
	• Degradation of employees' working conditions in the value chain and non-respect of human rights and fundamental freedoms. **Reason**: non-respect of human rights and fundamental freedoms in the upstream value chain. **Consequence**: attrition and degradation in the mental and physical health of workers in the upstream value chain.	• Signatory of United Nations Global Compact • Fundamental Conventions of the International Labour Organization (ILO) • ILO Declaration on Fundamental Principles and Rights at Work, OECD Guidelines • Vigilance Plan • ACT FOR ALL™ program • Conflict Minerals Policy • Initiatives in favor of local communities • Health campaigns • Human rights policy	Potential	+	Short term
	• Improvement of safety management in the upstream value chain, and improvement of human rights and fundamental freedoms practices at suppliers. **Reason:** commercial relations maintained by OPmobility based on concepts integrating ethics and safety. **Consequence**: increased well-being and engagement, improved creativity and retention.		Real	+	Medium term
	• Discontinuation of activity if the dialogue modalities do not allow OPmobility to anticipate and adapt to market expectations. **Consequence**: loss of market share.	• Code of Conduct • "Operational excellence" pillar in the Group strategy • Quality approach • Innovation approach • Implementation and monitoring of certifications • Internal audits and observations made by teams dedicated to compliance with quality protocols throughout the life of projects at OPmobility plants and suppliers' sites	Potential	++	Medium term
	• Accident related to a product defect. **Consequence**: significant financial losses due to product recalls, compensation for victims and the deterioration of its reputation.		Potential	+	Short term
	• Disruption in production due to the manufacturing of a defective piece of equipment. **Reason**: design errors, manufacturing defects or use of poor quality materials. **Consequence:** production interruptions and delays in deliveries.		Potential	+	Short term

As part of its transition plan, the Group is taking advantage of development opportunities in the areas of:

- Hydrogen and fuel cell storage, through its H_2-Power business group (BG);
- Electrification systems, with the e-Power activity;
- Exterior systems and modules for electric vehicles (BEV) and hydrogen (FCEV).

The Group is also exposed to the risk of the decline over the long term of its C-Power activity, dedicated to fuel storage systems for internal combustion vehicles.

In 2024, the opportunities pursued by the Group generated €1,565 million in revenue, contributing to the Group's growth in an automotive market that was down -1.2%.

In terms of risks, the "Powertrain" operational segment of which the C-Power business group is now the main component, recorded a slight drop in revenue, down 1.6% compared to 2023 (€2,660 million compared to €2,703 million in 2023), and down 0.6% at constant exchange rates. The C-Power business group also incurred approximately €9 million in restructuring expenses in Europe, the Americas and Asia.

For the year 2025, the Group plans to continue developing its new energy activities (electricity and hydrogen), and, as part of the "Last Man Standing" strategy of its tank production activity, will continue to manage its investments in line with market changes in each of the regions in which the Group operates, in order to strengthen its market share. The Group does not anticipate any significant adjustment to its assets and liabilities in 2025, given the provisions for restructuring and/or asset impairment recorded in the financial statements as of December 31, 2024.

RESILIENCE OF STRATEGY AND BUSINESS MODEL

The resilience of OPmobility's business model is based on its proven ability to anticipate and adapt to significant risks while seizing opportunities related to the sustainable transition. In accordance with its non-financial performance approach, OPmobility has identified the main factors that could impact its strategy, in particular regulatory changes, supply chain disruptions and the effects of climate change on its activities.

In 2024, OPmobility has not formalized a specific analysis of the resilience of its strategy and business model to all the material impacts, risks and opportunities identified. However, a resilience analysis was conducted for climate matters, as detailed in the "Environmental information" of this report.

In order to strengthen the resilience of its strategy and business model to material impacts and risks, and to seize material opportunities, OPmobility relies on rigorous internal control processes. These mechanisms cover all risks related to social, environmental and governance challenges, including the specific risks identified.

In the future, OPmobility plans to integrate a formalized resilience assessment into its reporting processes. This will complement the qualitative analyses and improve understanding of the Group's adaptability and sustainability in the face of strategic challenges.

4.1.5 Impact, risk and opportunity (IRO) management

4.1.5.1 Description of the process for identifying and assessing material IROs (IRO 1)

For this first CSRD compliance exercise, OPmobility conducted a double materiality analysis covering the entire Group, its subsidiaries and its activities. This process was carried out with the support of an external consulting firm in order to ensure the methodology adopted was solid and objective. The double materiality analysis is part of the Group's risk management system, with a methodology inspired by that of the Group's risk mapping (see chapter 2 of the Universal Registration Document).

Carried out pursuant to the requirements of the standard, it takes into account all of the Group's activities, its direct and indirect impacts, as well as those generated by its business relationships. It was conducted at the global value chain scale, from raw material suppliers to end-users, integrating the specific characteristics of the regions and markets where OPmobility operates. The process did not focus on specific activities, business relationships, geographies or other factors, but on the entire OPmobility value chain.

OPmobility assessed the maturity of the dialogue with its stakeholders. This analysis was supplemented by the integration of historical rating exercises as part of the materiality analysis, the expectations of market sector benchmarks and the benchmark of peer practices (approach No. 2 Top-Down according to EFRAG).

Thus, although the specific consultation of external stakeholders was not conducted in the context of double materiality, in accordance with EFRAG guidelines, the continuous integration of stakeholder feedback and expectations ensures that the IRO assessment process accurately reflects the material challenges affecting OPmobility and its ecosystem.

The feedback from this dialogue directly influences the assessment of IROs by adjusting the Group's strategic priorities, identifying opportunities for innovation and anticipating emerging risks, thus ensuring decision-making that is informed and aligned with market expectations.

Sustainability matters were defined based on the list of topics, sub-topics and sub-sub-topics in Appendix A of ESRS 1. In order to ensure the completeness of the issues and the alignment of the analysis with market practices, the main other sources used were:

- a benchmark of market practices of comparable players;
- sectoral analyses carried out during external discussions with professional associations;
- the "Materiality finders" sector studies of sustainability-related risks and opportunities by the Sustainability Accounting Standards Board (SASB);
- the Group risk matrix;
- the risks resulting from the mapping of non-financial risks carried out since 2017;
- the Vigilance Plan.

This approach makes it possible to consider specific challenges to OPmobility. It also helps identify the challenges to be covered by the next step in the double materiality analysis. For the topics considered relevant during the previous step, the Group:

- defined one or more Impacts, Risks and Opportunities (IRO) for each issue;
- developed a rating methodology, in line with historical internal practices and ESRS expectations;
- assessed the IROs during workshops with employees, experts in the fields or involved stakeholders;

- consolidated the ratings and determined the material challenges;
- assessed the maturity of dialogue mechanisms with key external stakeholders.

IROs were rated using two approaches: impact materiality and financial materiality.

Impact materiality assesses how OPmobility and its activities impact people and the environment through its own operations and value chain (inside-out approach).

The criteria set out in chapter 3.4 of the ESRS 1 were applied using appropriate quantitative and qualitative thresholds to assess the materiality of the current and potential impacts, based on the severity and the probability of occurrence (for potential impacts).

The impact materiality is the result of the Magnitude, plus the Extent, plus the Irremediable Character, multiplied by the Probability of occurrence.

Severity is the aggregation of magnitude, extent and irremediable character scores. The scales are as follows:

- the Magnitude corresponds to the assessment of the severity of negative/positive impacts on four scales: from "low" to "critical";
- the Extent is the assessment of the extent of negative/positive impacts on four scales: from "no impact" to "global";
- the Irremediable Character assesses whether and to what extent the negative impacts could be corrected on four scales: from "no effect" to "irremediable."

The probability of occurrence corresponds to the assessment of the probability: from "low" to "current or very likely impact."

Financial materiality assesses the risks and opportunities related to the impacts of sustainability matters, which affect OPmobility's financial performance ("Outside-in" approach).

The criteria established in chapter 3.5 of the ESRS 1 were also applied, using appropriate quantitative and qualitative thresholds to assess severity and frequency. Each sustainability risk and opportunity was assessed based on the potential severity of its short-, medium- and long-term financial effects, and its frequency of occurrence. The financial thresholds considered for the analysis were aligned with the financial impact scales used for the Group's risk mapping.

Financial materiality is the result of multiplying Severity by Probability of occurrence.

Financial Magnitude is considered to be such that:

- when the financial effects are directly quantifiable, the severity corresponds to the assessment of the impact on the Group's EBITDA on four scales: from "less than €2 million" to "more than €100 million";
- the scales were defined in the same way as those used to define the Group's financial risks;
- when the financial effects are not directly quantifiable, the severity corresponds to the assessment of the reputational, legal, operational or human capital impact of the risks or opportunities on four scales: from "limited deterioration/ improvement to the reputation" to "profound, lasting and/or irreversible deterioration/improvement."

The probability of occurrence is measured from "low" to "current or very probable risk/opportunity."

This analysis allows OPmobility to identify the importance of sustainability matters in order to prioritize and size the associated policies, objectives and actions.

In addition, the Steering Committee, responsible for the project, called on various key experts/functions, internal stakeholders as well as the Executive Committee (Finance, Human Resources, Legal, Internal Control, etc.) to provide input to the approach.

For the updating of this double materiality analysis, it is important to maintain the presence of the compliance/risk, financial and sustainability functions in order to ensure consistency between the double materiality results and the Group's other risk analyses.

At OPmobility, the identification, assessment and management of opportunities are integrated at the heart of the overall management process to ensure sustainable value creation aligned with the Group's strategic ambitions. This approach makes it possible to anticipate market changes, innovate and strengthen the resilience of the business model in the face of transformations in the mobility sector.

The IROs will be reviewed regularly and/or during significant events that may affect the results of the double materiality analysis, such as:

- significant acquisitions, sales or site/subsidiary closures with a strong impact on OPmobility's business models and activities;
- significant controversies or material compliance issues;
- events with a significant impact on the Group (e.g. health crisis, war, etc.);
- a significant change in business model or strategy.

Thus, 17 issues, presented in section 4.1.4, were considered as material for the Group.

It should be noted that the following sustainability matters were not considered material:

ESRS E3 - WATER AND MARINE RESOURCES

OPmobility has undertaken an assessment to identify actual and potential material impacts related to water and marine resources in its direct activities, and its upstream and downstream value chain. To study the impacts related to the use of freshwater, the Group used water stress and water depletion indicators from the World Resources Institute (WRI). A mapping of water challenges was carried out to better understand the potential impacts on water resources using SBTN Water maps.

In addition, the impact of freshwater abstraction and consumption by industrial sites is limited, as a large part of the plants operate in a water use closed circuit.

Lastly, there is no impact related to water discharges into the ocean at the level of the Group's industrial sites. OPmobility's direct and indirect activities are not associated with the exploitation of marine resources.

OPmobility has not, therefore, identified and assessed the actual and potential material impacts related to water and marine resources in its own activities and in its upstream and downstream value chain, and has not carried out consultations, including with affected communities.

ESRS E4 - BIODIVERSITY

In 2022, the Group carried out an analysis of its biodiversity footprint covering scopes 1, 2 and 3, using the Corporate Biodiversity Footprint (CBF) method. This study mapped the impacts and dependencies, in particular through interviews with key people in the Group and a study of the pressures exerted by OPmobility on biodiversity.

The Group also used several databases and tools, such as Aqueduct (WRI) and key biodiversity areas (KBA) to complete its biodiversity footprint analysis. In addition, a map of priority sites has been produced to identify the impacts on biodiversity based on the local nature conservation status.

The analysis revealed that OPmobility contributes to the five pressure factors identified by the IPBES (Intergovernmental Science-Policy Platform on Biodiversity and Ecosystem Services), which are climate change, pollution, land use, overexploitation of resources and invasive alien species. It concludes that significant pressures come from climate change and air pollution.

The mapping of priority sites showed that only three OPmobility sites are located in key biodiversity areas (KBA), in South Africa, Mexico and the Czech Republic. These sites, supported by other sites on a voluntary basis, have rolled out action plans to mitigate their impacts on biodiversity.

OPmobility has not identified and assessed actual and potential material impacts on biodiversity and ecosystems, as the identified direct impacts of climate change and air pollution are already covered by the ESRS E1 and ESRS E2 standards. In addition, OPmobility has not carried out an assessment of the physical and transition risks related to biodiversity.

ESRS S3 - LOCAL COMMUNITIES

As a reminder, affected communities include those who live or work around the operating sites (nearby communities affected by downstream water pollution), communities along the value chain (populations living near extraction of metals, populations connected to the electricity grid by the Company) and indigenous communities.

OPmobility has not identified and assessed actual and potential material impacts related to affected communities in its own activities or in its upstream and downstream value chain.

Indeed, the technological solutions offered by OPmobility do not require primary resources that could be found in isolated regions. In addition, the nuisance caused by OPmobility's direct and indirect activities is very limited. Its activities are at the heart of the industrial segment in a highly competitive automotive sector. Its historical sites, and also its new acquisitions, are located in existing industrial areas.

OPmobility does not formally rank the risks related to sustainability among the challenges identified as material. However, these challenges are fully integrated as a major strategic focus, guiding decisions and actions within the organization to ensure a sustainable and responsible approach at all levels.

The results of the double materiality analysis were validated in July 2024 by all members of the Executive Committee. These analyses feed into the overall risk profile, ensuring that sustainability matters are consistently taken into account in strategic decisions. In addition, processes are aligned with best practices and reviewed regularly to anticipate changes in emerging risks. Identified opportunities are integrated into the overall management process to maximize their contribution to value creation and the achievement of strategic objectives.

4.1.5.1.1 Additional information on the determination of Climate-related Impacts, Risks and Opportunities (IRO.E1)

CLIMATE RISK ASSESSMENT

Description of the processes to identify and assess material impacts, risks and opportunities

Climate change is one of the most important and complex risks facing OPmobility today. The increasing frequency and severity of extreme weather events pose a significant threat to the Group's assets, operations and supply chains. To ensure that OPmobility is not only prepared for current risks, but also positioned to thrive in a future shaped by a changing climate, OPmobility assesses the acute and chronic climate risks to which its assets are exposed.

Exceeding 1.5° C due to increased emissions will result in significant climate change, with increased frequency and intensity of extreme weather events. This could have an impact on the assets of OPmobility and those of its suppliers.

Several internal processes make it possible to identify current or potential climate-related impacts, risks and opportunities.

This assessment is based on:

- **the calculation of greenhouse gas (GHG) emissions (scopes 1, 2 and 3)** with an analysis of emission sources and reduction trajectories throughout the value chain;
- **analysis of climate scenarios** based on international benchmarks (IPCC, IEA) and alignment with the GHG Protocol and Science-Based Targets (SBTi) standards;
- **other environmental impacts:** land use changes (FLAG) have not yet been analyzed by OPmobility, which is not impacted.

INTEGRATION OF CLIMATE SCENARIOS IN THE ASSESSMENT

In order to anticipate and mitigate the physical risks of climate change, OPmobility integrates the analysis of climate scenarios into its prevention approach, in collaboration with its insurer. Three IPCC scenarios are taken into account (RCP 2.6 low scenario, RCP 4.5 intermediate scenario and RCP 8.5 high scenario). This approach is based on the evolution of extreme climate events over two key time horizons:

- 2030: intermediate period when regulations become stricter and industrial transformations accelerate;
- 2050: long-term horizon where the transition to a low-carbon model is fully achieved, with a complete overhaul of production and consumption models.

On the other hand, regarding transition risks, OPmobility's climate strategy tests its economic model in two contrasting scenarios:

- high scenario, based on Standard & Poor's projections for worldwide automotive production;
- low scenario, taking into account scenarios respecting a carbon budget of less than 2° C ("Well Below 2° C" scenario of the International Energy Agency (IEA), coming closer to the SSP1-2.6 scenario of the latest IPCC report).

The scenario study made it possible to quantify the physical and economic flows associated with production, consumption and logistics. The objective is to better understand the change in OPmobility's key markets and the future demands induced by the energy transition.

It follows the recommendations of the Task Force on Climate-related Financial Disclosures (TCFD) and takes into account the various transition trajectories defined by the **scenarios of the IPCC and the International Energy Agency** (IEA).

RESILIENCE ANALYSIS

This approach aims to confirm the resilience of its business model in an uncertain future and to identify the necessary strategic levers.

To anticipate the evolution of OPmobility's activities in a low-carbon world, two key areas are analyzed:

- the integration and penetration of low-carbon technologies;

- changes in lifestyles and consumer trends influenced by new regulations, the transformation of mobility uses and increased requirements in terms of sustainability.

Of course, there are many economic, political and social pathways to achieve such a low-carbon system for organizing human activities. This forward-looking analysis therefore aims to identify key trends in order to support the strategic orientations of companies. It is not a precise forecast, but a possible future.

As the outcome of the scenario analysis has an impact on OPmobility's strategy, it is not possible to disclose it publicly without risking competitive advantage, however, thanks to this work, the stakes of the low-carbon transition are now fully integrated into the Group's strategic thinking.

CLIMATE-RELATED PHYSICAL RISKS

The climate events taken into account in the analyses are based on scientific models and insurance databases, and include in particular:

- extreme precipitation and flooding;
- strong winds and storms;
- heat waves and droughts;
- sea level rise and coastal submersion;
- forest fires and extreme weather conditions.

As part of its overall process of identifying impacts, risks and opportunities, OPmobility assesses in detail the climate-related physical risks affecting its own activities as well as its value chain. The Group works in collaboration with a mutual insurance company and its tools that have been developed to help organizations identify, understand and reduce physical risks by 2050.

The Group carries out an in-depth assessment of climate risks using a mutual insurance company's tools such as the climate risk report and the climate declaration aid. These reports provide detailed information on the specific climate risks faced by the sites, enabling them to prioritize measures to increase resilience (effective adaptation measures) and develop strategies to mitigate financial risks. These tools compare the technical data of the Group's sites with the latest scientific advances and modeling capabilities in order to establish a map of the sites most exposed to climate risks. This analysis, conducted in the short term (horizon 2030) and long term (horizon 2050), identifies the infrastructures most vulnerable to the amplified effects of climate change.

EXPOSURE OF ASSETS AND ACTIVITIES TO TRANSITION RISKS

The tightening of regulations aimed at reducing greenhouse gas emissions from vehicles, as well as the ban on the sale of combustion engine cars in Europe by 2035, are profoundly transforming the automotive market. In addition, consumers' growing awareness of global warming promotes a transition to more responsible consumption patterns, where reducing the environmental footprint is a key criterion in purchasing choices.

TRANSITION OPPORTUNITIES AND BUSINESS MODEL DIVERSIFICATION

- Diversification of revenues and integration of circularity in the business model
  - **Growth of the historical business:** Over 75% of OPmobility's revenue is based on segments not exposed to changes in engine technology (bumpers, modules, lighting).
  - **Development of new segments:** The Group is capitalizing on its technological skills and balanced geographical coverage to strengthen its presence in low-carbon mobility solutions (hydrogen, battery, etc.).
  - **"Last Man Standing" strategy:** OPmobility benefits from market consolidation by taking over market share left by certain competitors.
- Innovation for the development of low-carbon solutions
  - **Eco-design and recycled materials:** Investments in sustainable alternatives, including bio-sourced materials and innovative composites.
  - **Reduction of environmental impact**: Acceleration of Research and Development efforts to integrate its solutions into products and industrial processes.

IMPACT OF SCENARIOS AND CRITICAL ASSUMPTIONS MADE IN ITS FINANCIAL STATEMENTS

To date, OPmobility has not identified any significant financial impact directly related to the climate scenarios. However, the Group continues to gradually integrate these analyses into its financial forecasts and investment strategies. The Group plans to continue to assess these interactions as part of its continuous improvement process in climate reporting.

4.1.5.1.2 Description of the processes to identify and assess material pollution-related impacts, risks and opportunities (IRO.E2)

OPmobility has identified material impacts, risks and opportunities for its activities. This approach included consultations with local authorities to ensure compliance with the regulations applicable to OPmobility sites, as well as discussions with third-party experts on chemical risks, CO_2 emissions and waste treatment. Agencies and associations representing public authorities, manufacturers and the automotive sector, as well as the Research and Development teams of our customers and institutional investors were also consulted.

4.1.5.1.3 Description of the processes to identify and assess material resource use and circular economy-related impacts, risks and opportunities (IRO.E5)

By carrying out the same type of consultations, such as meetings with local authorities, discussions with third-party experts on the circular economy, discussions with public authorities (the French AGEC law), other manufacturers from all sectors and its customers, OPmobility has identified material impacts, risks and opportunities for its activities.

4.1.5.2 ESRS disclosure requirements covered by the Company's Sustainability Statement (IRO 2)

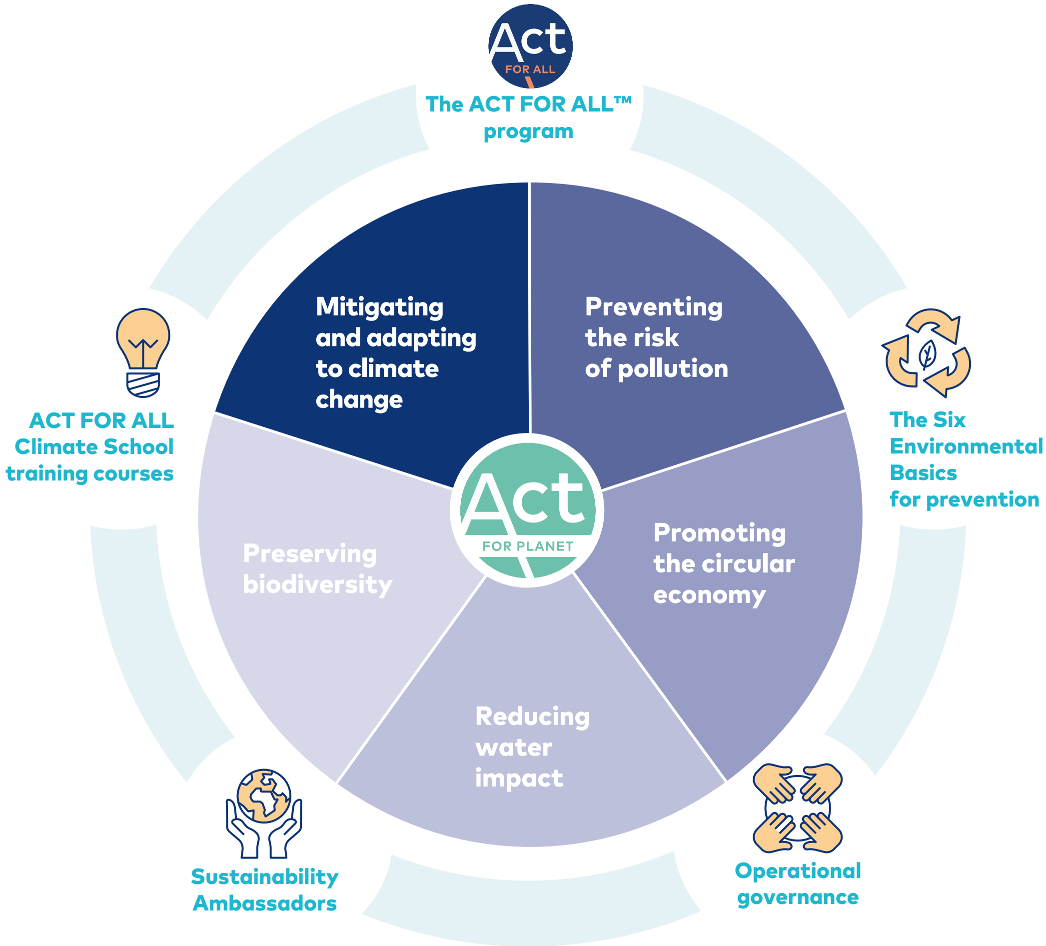
Once the double materiality analysis was carried out by OPmobility, all important information associated with material impacts, risks and opportunities was prepared.

As this reporting exercise is new, OPmobility focused on the mandatory information to be disclosed, and therefore chose not to publish the voluntary requirements.

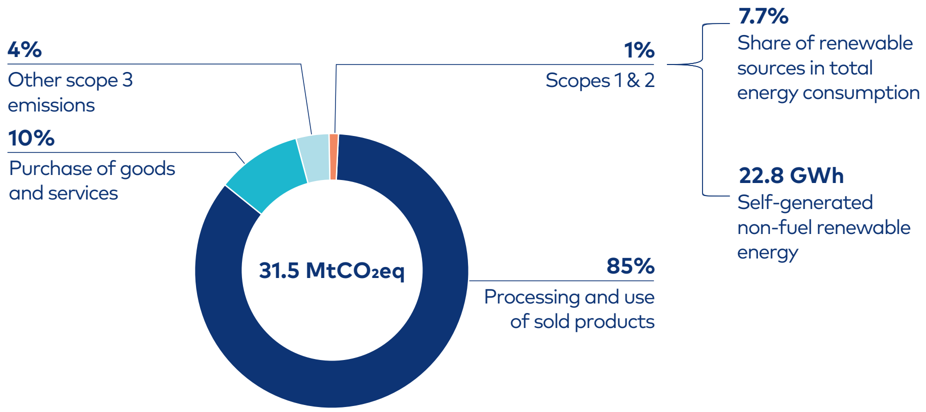
4.2 Environmental information

ACT FOR PLANET

OPmobility conducts a responsible environmental policy, based on compliance with international principles and regulatory requirements.



BREAKDOWN OF GREENHOUSE GAS EMISSIONS IN 2024



2024 COMMITMENTS AND RESULTS, RECOGNIZED BY NON-FINANCIAL RATING AGENCIES

Progress of CSR objectives

-15.6%(1) CO_2 emissions in 2024 vs. 2019 on scopes 1 & 2	Carbon neutrality on scopes 1 & 2 in 2025(2)
-33.4%(1) CO_2 emissions in 2024 vs. 2019 on scope 3	30% reduction on scope 3 emissions by 2030
35 sites, in 2024 vs. 23 in 2023	Number of sites producing renewable energy
87.2% certified sites in 2024	ISO 14001 certification on all sites in 2030
270 actions in 2024	Actions implemented with suppliers

(1) Including Lighting
(2) In 2027 for Lighting

CDP A List 2024

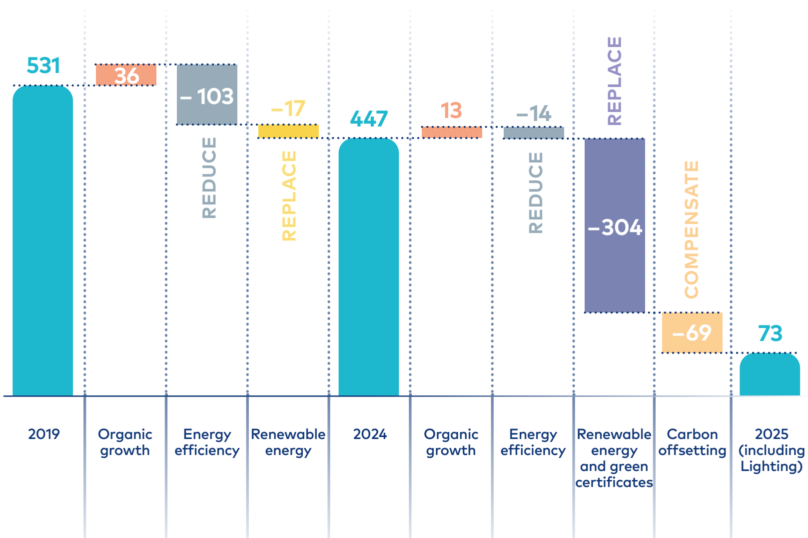
ISS ESG

MSCI ESG RATINGS AA

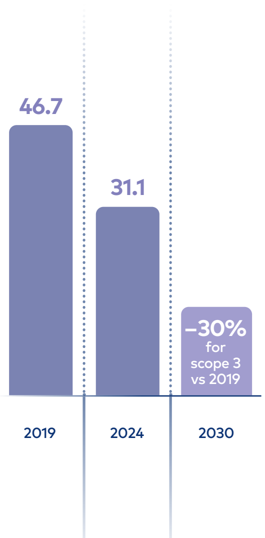
ecovadis PLATINUM Top 1% Sustainability Rating SEP 2024

DECARBONIZATION LEVERS AND ASSOCIATED REDUCTIONS

SCOPES 1 & 2
Roadmap implementation 2019-2025
— In ktCO_2e



SCOPE 3
Roadmap implementation 2019-2030
— In MtCO_2e



4.2.1 ESRS E1: Climate change

4.2.1.1 Governance and management of climate challenges

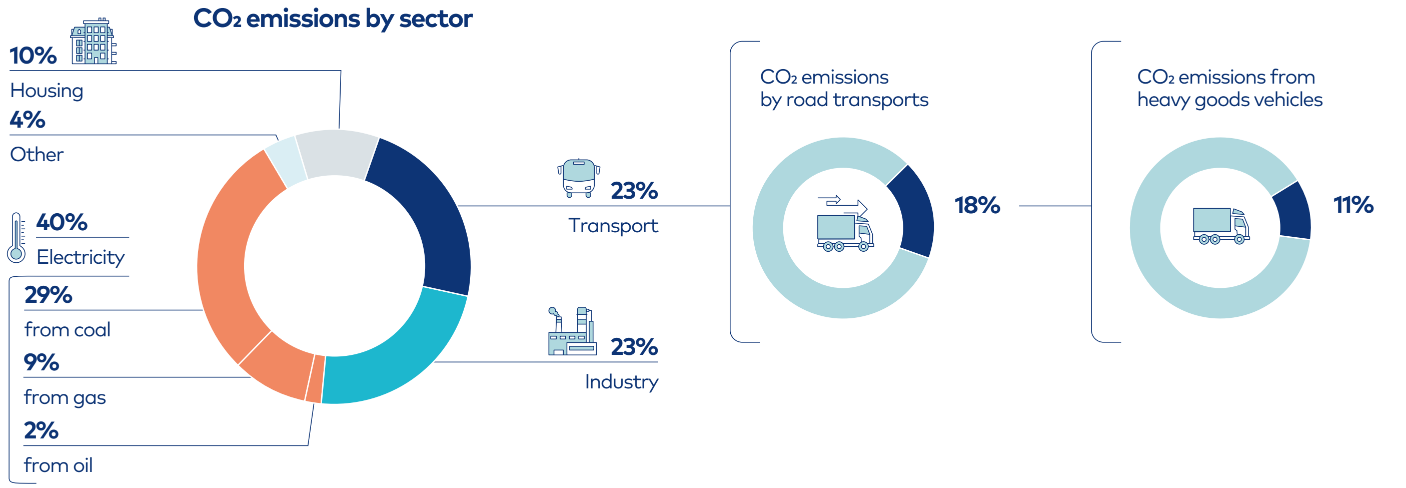
Governance and management of climate challenges are detailed in chapter 3 "Corporate governance", section 3.1.4.

4.2.1.2 Climate strategy

4.2.1.2.1 "Plastic Omnium Climate day," December 9, 2021, formalized the integration of climate change in the global strategy

Climate change is mainly caused by a massive increase in greenhouse gas emissions into the atmosphere, partly attributable to human activities. The transportation sector played a major role in this issue, contributing nearly a quarter of emissions worldwide, three quarters of which came from road transportation, whether passenger or goods transportation.

The Paris Agreement established a global framework to limit global warming to less than 2° C compared to pre-industrial levels, while striving not to exceed 1.5° C.



Aware of the climate emergency and fully committed to sustainable mobility, OPmobility recognizes the scale of environmental challenges and takes concrete action to contribute to the objectives of the Paris Agreement. Through a proactive approach and tangible actions, the Group affirms its desire to accelerate the transition to more sustainable mobility. On December 9, 2021, Mr. Laurent Favre, Group CEO and Mr. David Meneses, EVP People and Sustainability, announced the Group's decarbonation roadmap for climate change mitigation, affirming the commitment to significantly reduce its carbon footprint and officially integrating the climate challenges into the Group's strategy.

4.2.1.2.2 Climate Change Mitigation Transition Plan

OBJECTIVE

OPmobility has set itself ambitious targets to help limit global warming.

The decarbonization roadmap, established in 2021, consists of three stages:

- 2025: carbon neutrality for scopes 1 [(1)] and 2 [(2)] for the scope excluding Lighting (80% reduction and offsetting of residual emissions, in line with a 1.5° trajectory for the sector);
- for the new Lighting activities acquired in 2022, the carbon neutrality objective for scopes 1 and 2 is set for 2027;
- 2030: 30% reduction in upstream and downstream scope 3 CO_2 emissions compared with 2019.

The emissions for the 2019 reference year were reassessed by 10.3% to take into account the emissions of companies acquired by the Group in 2022.

- 2050: carbon neutrality commitment for all sites.

The transition plan was presented in October 2024 by the ACT FOR ALL Committee, and the Executive Committee is informed monthly of its progress. These elements are also reported to the Appointments and CSR Committee and the Audit Committee.

(1) Scope 1 includes all greenhouse gases emitted directly by the Group.

(2) Scope 2 includes greenhouse gas emissions related to the consumption of electricity, steam, compressed air and other energy sources.

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Carbon neutrality, on a global scale, aims to offset any greenhouse gas (GHG) emissions from human activity by sequestering equivalent quantities of CO_2, *i.e.* their long-term maintenance outside the atmosphere.

At the Group level, OPmobility considers that it is first and foremost a question of reducing the CO_2 emissions emitted by its activities as much as possible through a strategy of reducing carbon emissions, replacing fossil fuels and then offsetting residual emissions through certified external CO_2 avoidance and sequestration projects.

The reference value chosen is the year 2019. This year was selected because it represents a period without significant exogenous influences such as the Covid-19 pandemic or the war in Ukraine, thus ensuring a representative base of the activities covered.

The 2019 reference year has been recalculated to enable relevant comparisons.

In 2021, CO_2 emission reduction targets and milestones were established in collaboration with external third-party partners and the segment teams concerned.

Workshops enabled:

- sharing general examples of reduction levers from other automotive equipment companies and best practices;
- collective reflection on the reduction actions that can be implemented by OPmobility over the next 5 to 10 years;
- quantification of the CO_2 gains of the selected actions and analysis of their other impacts when possible.
- structuring a macro action plan to achieve the reduction targets.

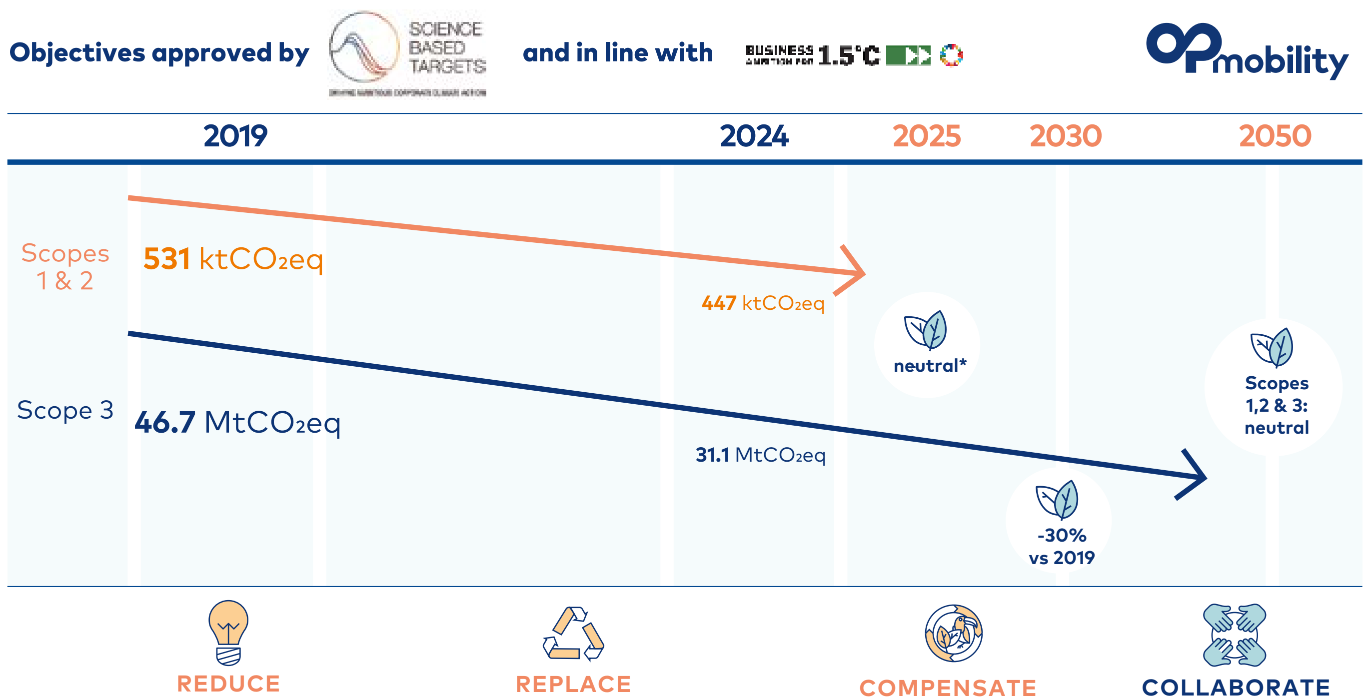
COMPATIBILITY OF GHG EMISSION REDUCTION TARGETS WITH THE 1.5° C GLOBAL WARMING LIMIT

The Group's trajectory was SBTi-certified in 2021 on the historical scope excluding the Lighting acquisition, in line with the Paris Agreement.

- Carbon neutrality on scopes 1 and 2 in 2025 (with an 80% reduction and offsetting of residual emissions, in line with a 1.5°C trajectory for the sector).
- 30% reduction in scope 3 in 2030 compared to 2019 levels

The SBTi also recognizes that the Group is committed to Net Zero 2050, which certifies it as a member of the "Business Ambition for 1.5°C.".

As this certification predates the acquisition of AMLS, Varroc Lighting Systems and Actia Power in 2022, a new submission is underway for the entire Group.



* for 2022 acquisitions, neutral in 2027

DECARBONIZATION LEVERS AND KEY ACTIONS PLANNED TO ACHIEVE THE OBJECTIVES

OPmobility is distinguished by a pragmatic approach based on measurable and concrete actions. The Group aims to play a key role in the transition to low-carbon mobility, by demonstrating that it is possible to combine economic performance and environmental responsibility.

Its decarbonization roadmap is based on 8 levers: Raise awareness, Measure, Reduce, Replace, Offset, Collaborate, Eco-design and Innovate.

1) **Raising awareness of climate challenges**

   Raising awareness of climate challenges is an essential lever for decarbonization, accelerating the transition to a low-carbon economy by influencing individual and collective behavior. It is based on several strategic and methodological areas aimed at informing, mobilizing and encouraging action.

2) **Measure**

   The measurement of greenhouse gas (GHG) emissions is a fundamental lever for initiating an effective and structured decarbonization approach. Without an accurate assessment of emissions, it is impossible to identify the main emission items, set relevant targets and monitor progress. "Measure to decarbonize" is therefore based on a methodical approach combining data collection, analysis and management of reduction actions.

3) **Reduce:** reduce the carbon footprint of operations

   OPmobility is committed to reducing the carbon footprint of its activities by optimizing the energy consumption of its industrial sites. To achieve this, the Group is digitizing its measurement tools for responsive monitoring of consumption in real time, modernizing its infrastructure and gradually replacing its equipment with more efficient and less energy-consuming solutions.

   In order to identify the most relevant improvement levers, OPmobility conducts regular energy audits on its sites. In addition, the Group has set up a library of best practices, thus promoting the sharing of proven initiatives and the acceleration of energy optimization actions on a global scale.

   Raising employee awareness and implementing intelligent energy monitoring and management systems are essential levers for achieving this objective. OPmobility is actively pursuing its investments in this area, with all business groups committed to this reduction program, thus illustrating its concrete commitment to a more low-carbon industry.

4) **Replace:** promote the supply of renewable energy

   In order to limit its use of fossil fuels, OPmobility is accelerating the deployment of alternative solutions by integrating more renewable energy into its operations.

   This transition involves the installation of photovoltaic panels and wind turbines on the Group's sites.

   It also incorporates mechanisms such as PPAs (Power Purchase Agreements), VPPAs (Virtual Power Purchase Agreements) and renewable energy certificates, which guarantee a low-carbon energy supply on a large scale. Indeed, on-site photovoltaic and wind facilities are limited by physical and regulatory constraints.

5) **Offset:** neutralizing residual emissions

   As some CO_2 emissions are difficult to eliminate completely, OPmobility sets up offsetting mechanisms by financing carefully selected and certified CO_2 emission avoidance and sequestration projects.

   These initiatives are chosen in line with the Group's activities, guaranteeing a tangible environmental impact and aligned with its sustainability commitments.

   These projects include support for reforestation and ecosystem conservation initiatives, and the financing of energy efficiency and renewable energy projects.

6) **Collaborate:** a collective approach for greater impact

   OPmobility adopts a collaborative approach with all its stakeholders to accelerate the ecological transition across its entire value chain:

   - with its suppliers: the Group supports its partners in their sustainable transformation by favoring those who commit to managing their own carbon footprint;
   - with its customers: OPmobility works in close collaboration from the design phase of the products, integrating sustainability criteria upstream of the projects. Eco-design is thus an essential lever for reducing the environmental impact of the solutions developed, in particular by making vehicles lighter and improving their aerodynamics.

7) **Eco-design:** developing low-carbon solutions from the circular economy

   In order to reduce the environmental impact of its products, OPmobility incorporates new low-carbon materials and materials from the circular economy into its production processes. This approach is based on several areas:

   - research and development of recycled and biosourced materials;
   - development of new lightweight composites to reduce vehicle energy consumption;
   - optimization of supply chains to limit the carbon footprint related to transportation.

   The integration of these innovative materials contributes to the reduction of CO_2 emissions over the entire life cycle of products, while improving their performance and sustainability.

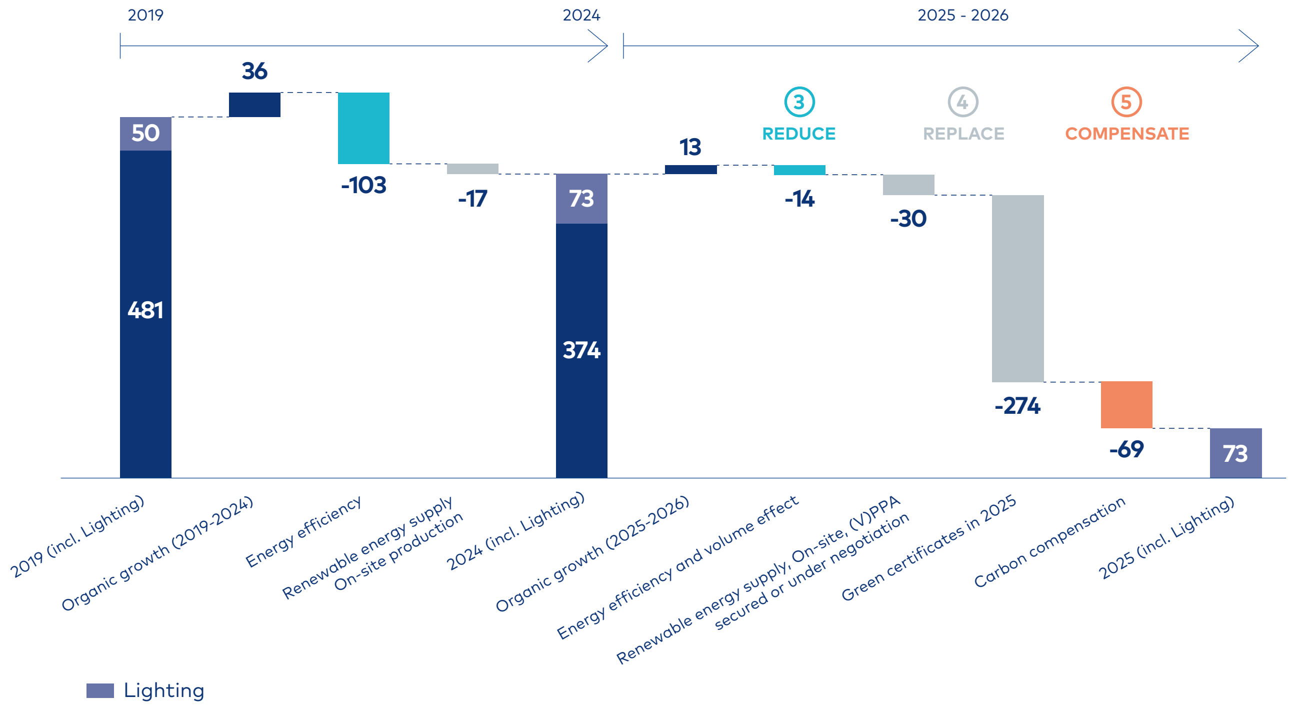
8) **Innovate:** accelerate the transformation towards sustainable mobility

   Innovation is at the heart of OPmobility's strategy. The Group invests in research and development to design technologies and offer solutions to reduce the environmental impact of its products and services. As a specialist in exterior systems and energy storage, OPmobility offers its portfolio of technologies to all mobility players, from carmakers to new transportation operators. Its expertise enables it to support the transition to low-carbon mobility and increase its activity in this market.

   Thanks to this holistic and proactive approach, OPmobility is establishing itself as a key player in sustainable and responsible mobility.

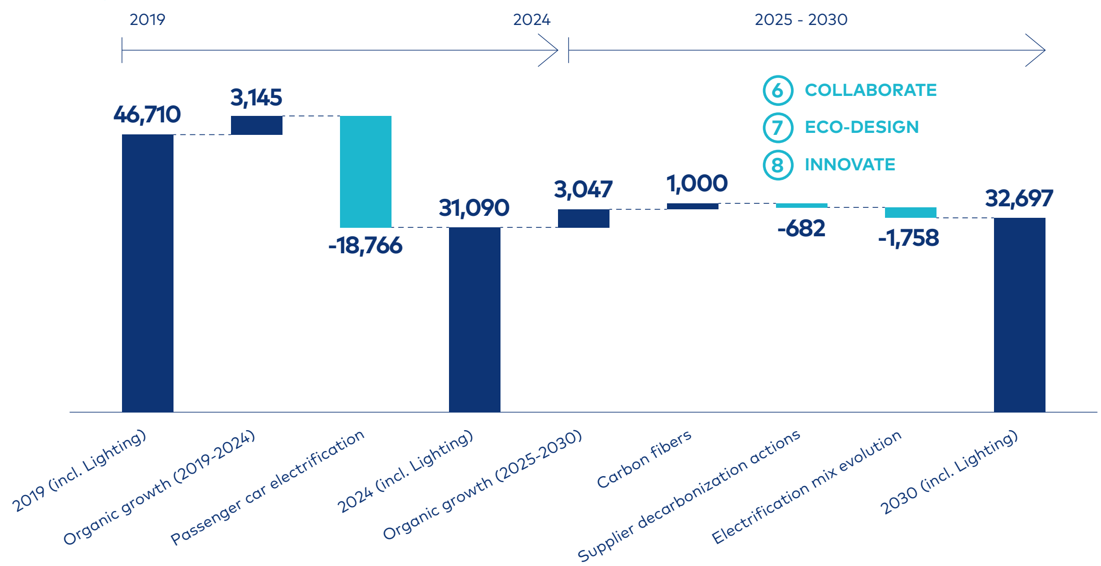
AGGREGATION OF LEVERS BY TYPE OF ACTION AND ASSOCIATED GHG REDUCTIONS

Scopes 1 and 2 *(in ktCO_2eq)*



Reduction and replacement actions represent 80% of the reduction in scopes 1 and 2 emissions by 2025. Compensation actions represent the remaining 20% to reach carbon neutrality on scopes 1 and 2 by 2025.

Scope 3 *(in ktCO_2eq)*



DESCRIPTION AND QUANTIFICATION OF THE FINANCING OF THE TRANSITION PLAN

Under the transition plan, the Group allocated in 2024:

- approximately €232 million in financial resources for its activity H_2-Power;
- approximately €52 million in financial resources for its e-Power activity;
- €10 million for improving the efficiency of industrial equipment and renewable energy production;
- €3 million in CapEx for circular economy projects.

The table below summarizes the allocation of resources to improving energy efficiency and renewable energy (CapEx), as well as to H_2-Power and e-Power activities, cumulatively for 2022-2024 and as a forecast for the period 2022-2025:

Decarbonization roadmap for operational activities	Total planned resources for 2022-2025	Resources committed at the end of 2024
Energy efficiency and renewable energies (CapEx)	Around €40 million	€17 million
Green certificates and carbon offsetting	€2 to €5 million	0

30% reduction in upstream and downstream emissions by 2030	Total planned resources for 2022-2025	Resources committed at the end of 2024
Hydrogen mobility activity (downstream scope 3)	Around €900 million	€720 million
Battery activity - e-Power (downstream scope 3)	Around €300 million	€190 million
Circular economy projects	€10 million	€3 million

In addition, in 2024, the Group allocated €70 million in CapEx for exterior systems and modules for 100% electric vehicles and included in activities 3.18 and 8.2 of the capital expenditure reported under the European Taxonomy.

OBJECTIVES ESTABLISHED FOR ALIGNMENT WITH THE EUROPEAN GREEN TAXONOMY

OPmobility's transition plan is part of the delegated act related to climate change mitigation, in accordance with European regulations on the Taxonomy. This plan aligns with the European Union Taxonomic requirements, as defined in Delegated Regulation 2021/2139. It includes strategic investments to promote low-carbon mobility, focused on the development of electricity and hydrogen as energy sources.

OPmobility has not defined a specific target on the alignment rate of eligible activities for the European Taxonomy. Nevertheless, the objectives of its transition plan set out in this chapter are compatible and consistent with the requirements of this regulation.

See Section "The European Taxonomy" for more details.

ASSESSMENT OF POTENTIAL LOCKED-IN GHG EMISSIONS AND RISK OF COMPROMISING TARGETS

"Stranded assets" refer to OPmobility's key assets already in use or firmly planned (*i.e.* those that the Group intends to deploy most likely over the next five years) that generate significant GHG emissions throughout their operational lifetime. In particular, the value of these assets may be affected if restrictions are put in place by the public authorities before these assets have been fully depreciated.

At OPmobility, the C-Power business group designs, manufactures and sells fuel tanks initially intended for internal combustion vehicles. As the C-Power business group's contribution to scope 3 "Use of the group's products sold" is less than 10% of that of the Group overall, maintaining this activity and its plants would not risk compromising the Group's achievement of its objectives.

In addition, as the mobility market is moving towards low-carbon solutions, the business group may have to equip hybrid vehicles or vehicles powered by e-fuels and thus reduce its scope 3 emissions.

CAPEX INVESTED IN COAL, OIL AND GAS

The Group did not make any significant CapEx in fossil fuels during the reporting period.

UNDERTAKINGS EXCLUDED FROM PARIS-ALIGNED BENCHMARKS

OPmobility is not excluded from the EU benchmarks aligned with those of Paris.

4.2.1.2.3 Integration of the transition plan into the overall strategy of the Company and approval

The transition plan, the main principles of which were established in 2021, is fully in line with OPmobility's overall strategy, aimed at making the Group a leader in sustainable mobility. This plan was presented and approved by the Board of Directors, which provides strategic oversight.

STRONG INTEGRATION INTO THE GROUP'S STRATEGY AND COMMUNICATION

This plan is fully integrated into OPmobility's strategy and is a central focus of its integrated report, thus reinforcing its transparency and commitment to a successful transition to low-carbon mobility. It is also highlighted during public speeches by executive corporate officers, reaffirming the Group's desire to actively steer its transformation and mobilize all stakeholders around its commitments. Rigorous monitoring and enhanced transparency. OPmobility's commitment is based on rigorous monitoring and solid transparency mechanisms. Each year, at the General Meeting of Shareholders, the progress made and the resources allocated to the deployment of the transition plan are presented to shareholders and stakeholders. This process guarantees: continuous assessment of the actions implemented, efficient allocation of resources, adaptability to regulatory and technological developments and accountability of executive corporate officers and operational teams in the execution of commitments. Through this structured and ambitious approach, OPmobility confirms its leadership in the transformation of mobility and affirms its commitment to sustainable and responsible growth.

4.2.1.2.4 Explanation of progress in the implementation of the plan

The Group diligently monitors the evolution of its non-financial performance, paying particular attention to its carbon neutrality roadmap and the key factors that guarantee its success. This proactive approach makes it possible to ensure precise management, anticipate challenges and adjust actions according to regulatory, technological and environmental changes and market trends.

GHG EMISSIONS REPORTING: 2024 CARBON ASSESSMENT

In metric tons of CO_2eq (including Lighting)	2019	2022	2023	2024	2024 vs 2023	2024 vs 2019
Scope 1	98,300	77,440	80,625	74,572	-7.5%	-24.1%
Scope 2 (market-based)	432,300	308,650	396,505	373,021	-5.9%	-13.7%
Scopes 1 & 2 (market-based)	530,600	386,090	477,130	447,593	-6.2%	-15.6%
Scope 3	46,709,954	29,908,718	32,906,891	31,089,700	-5.5%	-33.4%
TOTAL CO_2 EMISSIONS (SCOPES 1, 2, 3)	**47,240,554**	**30,294,808**	**33,384,021**	**31,537,293**	**-5.5%**	**-33.2%**

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PROGRESS IN 2024

1) Raising awareness of climate issues

a. Campaign of the 6 Environmental Bascics deployed;

b. AFA (Act For All) Climate School: 900 employees completed awareness-raising modules;

c. Levers and achievements to reduce the carbon footprint of scope 3.

2) Measure

a. Digitalization of measurement systems: 36 sites equipped with the new system.

3) Reduce: reduce the carbon footprint of operations

a. ISO 50001 certification;

b. Energy efficiency was improved by 22% (vs. 2019);

c. Energy efficiency actions have made it possible to reduce CO_2 emissions on scopes 1 and 2 by 15.6% compared to 2019 (including acquisitions) and by 6.2% compared to 2023.

4) Replace: promote the supply of renewable energy

a. On-site production: 35 sites equipped;

b. Start of the production of a VPPA located in Spain;

c. Signing of EDF and India supply contracts;

The Group is increasing its renewable electricity supplies. Starting from non-existent energy production on-site in 2019, OPmobility produced 2.4% of its electricity directly on its sites in 2024. This year, 35 sites were equipped with renewable energy production and at least 6 more will be equipped by the end of 2025. New means of renewable energy production have been installed at the Banbury sites in England, Ramos and Leon in Spain, and Pitesti in Romania.

The implementation of PPA and virtual PPA contracts

OPmobility is also continuing its program of direct or virtual PPA contracts to decarbonize a large part of its needs with the signature of two major contracts.

- The first contract signed with EDF Renouvelables for 45 GWh/year of solar energy will be able to cover nearly half of the Group's French electricity needs by 2026.
- The second of 63 GWh/year was signed at the end of 2024 with a Spanish developer.

5) Offset: neutralizing residual emissions

a. Signature of the contract with the partner and selection of CO_2 avoidance and sequestration projects. This commitment will enable the Group to offset its residual emissions in 2025;

b. OPmobility reduced its scopes 1 and 2 CO_2 emissions by 83kt between 2019 and 2024 (including acquisitions), thus continuing its transition to more sustainable mobility.

6) Collaborate: a collective approach for greater impact

Maintaining an engine technology-agnostic strategy and the strategic move towards low-carbon mobility enable the Group to satisfy its historical customers and collaborate with new players, thus increasing its rate of equipping vehicles with electric propulsion. As a result, the use of marketed products now generates fewer carbon emissions.

In addition, the Group is strengthening its commitment to a more responsible supply chain by prioritizing the purchase of sustainable raw materials and developing eco-designs to optimize its scope 3.

a. 270 initiatives, in the area of purchasing;

b. Improvement of the EcoVadis score of the supplier panel.

2022	**Supplier assessment** Webcast with the CEO and Purchasing Department of OPmobility
2023	**Supplier awareness** Training sessions for employees and suppliers
2024	**Supplier roadmap and initiatives**

7) Eco-design: developing low-carbon solutions from the circular economy

For more information, see section E5: Circular economy.

Business group	Projects and progress
Exterior	• Demonstrator containing 50% recycled plastics in body panels (including visible parts); • Development of a bumper with 30% recycled plastics; • Study on the reuse of end-of-life bumpers: work on the separation and recycling of components; • Integration of the carbon footprint in the assessment and analysis of the life cycle of its projects and products.
C-Power	• HDPE purchasing policy favoring suppliers reducing the carbon content of their material (reduction target of more than 40% compared to the European average by 2027); • Research on the chemical recycling of fuel tanks, which makes it possible to produce HDPE with the same characteristics as virgin HDPE from fossil sources; • Study on the mechanical recycling of HDPE, in particular on solvent-based desorption solutions and drying processes to reincorporate HDPE in the blowing process.
H_2-Power	• Exploring the potential of processes (solvolysis, thermopyrolysis) for recovering long and continuous carbon fibers from pressurized composite tanks. Construction of the first demonstrators in 2023 with 100% recycled carbon fiber (by filament winding); • Study on the recycling and recovery of carbon composite waste; • Discussions with carbon fiber suppliers to reduce the carbon footprint of products.

8) Innovate: accelerate the transformation towards sustainable mobility

Deployment of the Hydrogen strategy

Hydrogen is an efficient solution for trucks, buses, trams, trains, construction machinery, commercial and utility fleets.

Hydrogen is a technology that combines several advantages, in particular for heavy mobility: fast recharging time, long driving range and zero emissions in driving mode. OPmobility operates across the entire hydrogen value chain: hydrogen tanks, hydrogen systems and fuel cells. In September 2023, OPmobility began construction of a high-pressure hydrogen tank plant in Lachelle (in the Oise department of France) to equip commercial vehicles. This future site, the largest in Europe for the manufacture of hydrogen tanks, will have a production capacity of 80,000 tanks per year and will produce its first hydrogen tanks from 2025.

Batteries, low-carbon technology, equip BEVs (battery electric vehicles). These vehicles offer:

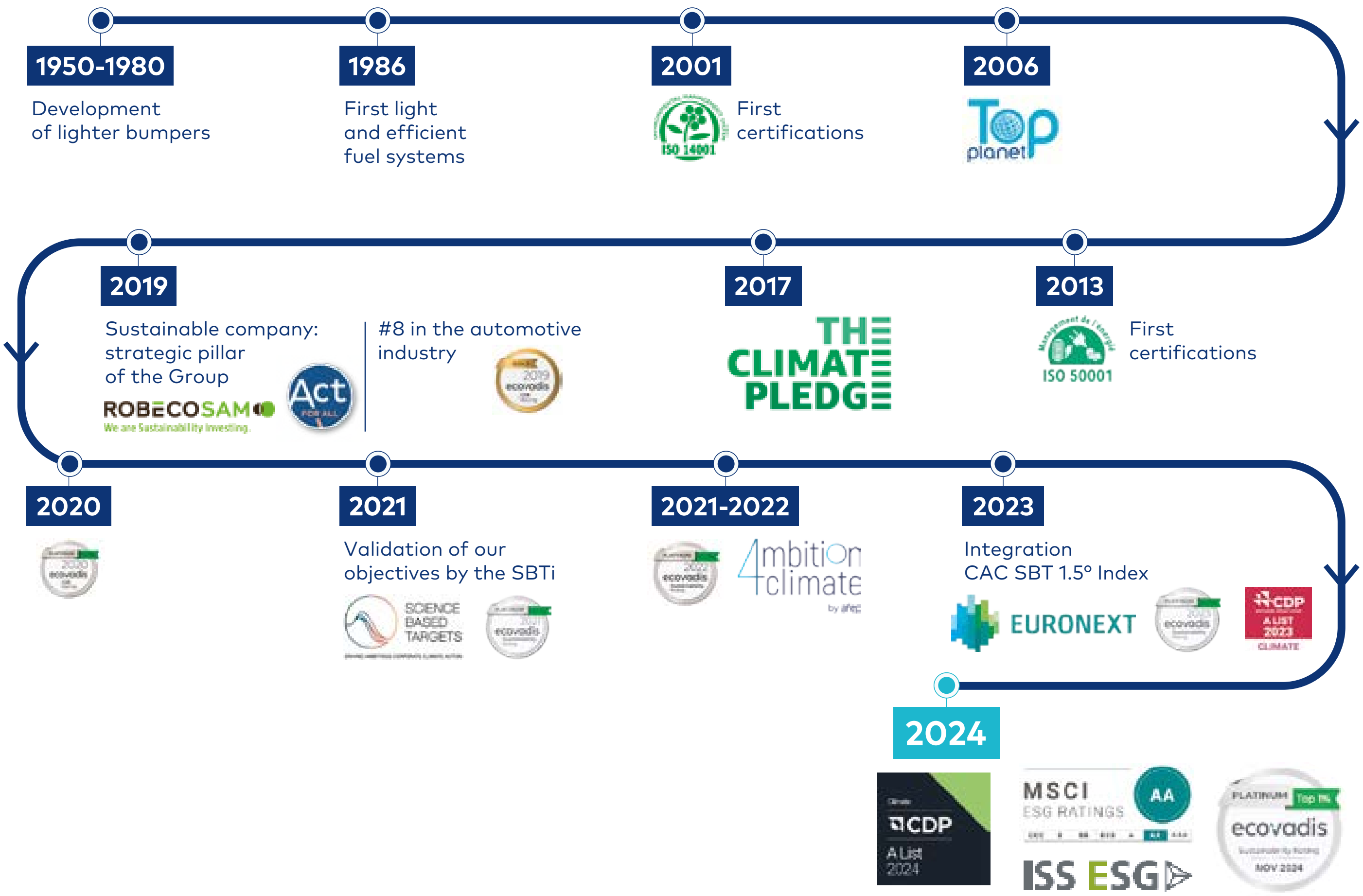
- reduced maintenance costs compared to internal combustion vehicles, and local tax incentives;
- high energy efficiency in terms of performance across the entire chain, from vehicle production to use, regardless of the renewable energy source;
- ease of set-up and use of charging points.

OPmobility has massively invested in hydrogen since 2015. However, aware of the technological challenges to be met, the Group anticipates an increase of its scope 3 emissions. This increase is due to the ramp-up in the production of hydrogen tanks, the manufacture of which, based on carbon fibers, is a major CO_2 emitter.

PROGRESS RECOGNIZED BY NON-FINANCIAL AGENCIES AND RENEWED IN 2024

OPmobility is a member of Euronext's CAC SBT 1.5° index (including only SBF 120 companies whose decarbonization trajectory is aligned with the Paris Agreement).

A pioneer in sustainability



4.2.1.3 Business Model and Climate Resilience

4.2.1.3.1 Description of the Company's business model

OPmobility's business model is described in the integrated report included in section 1 of this Universal Registration Document (page 18 and 19).

4.2.1.3.2 Anticipate risks and opportunities to sustain growth

GROUP RISK MATRIX

The risk matrix presented in chapter 2 of this document lists the impact of climate change on the business model as a strong strategic risk.

CLIMATE CHANGE ADAPTATION

Physical risk exposure and mitigation

As an industrial company integrated into a complex logistics chain, the Group is exposed to climate risks, which can disrupt the supply of raw materials and components, affect production and impact delivery to customers. These extreme events, such as intense rainfall, high winds, heat waves, droughts, rising sea and ocean levels, exacerbated by climate change, represent a growing threat to business continuity.

In order to ensure rigorous monitoring and continuous adaptation of its strategy, OPmobility and a mutual insurance company meet every quarter to update risk studies and adapt their action plans.

To familiarize operational employees with these topics, analyses are carried out occasionally on site, and meetings are organized sporadically during the year. In addition to these quarterly meetings, climate risks (including future exposure) are taken into account in the recommendations made by the mutual insurance company as part of the RRP (Risk Reduction Plan).

In addition, for OPmobility's value chain, climate-related criteria are considered at several levels:

- At site level: environmental criteria are included in contracts with suppliers. This point is required by ISO 14001 certification.
- At Group level: suppliers are required to commit to the Supplier Charter, which focuses on reducing CO_2 emissions and managing energy and water consumption. This commitment is mandatory for all OPmobility suppliers.

OPmobility is implementing precautionary measures to limit the local impacts of climate change. Audits have been carried out by insurers, taking into account the risk of natural disasters, to assess exposure to climate phenomena. These audits are the subject of recommendations followed up, where necessary, by the implementation of action plans monitored monthly by the HSE teams.

TRANSITION RISKS AND OPPORTUNITIES

Risk of non-adaptation of the business model to the clean mobility transition

In a sluggish automotive market marked by the gradual decline in internal combustion engines in favor of cleaner mobility solutions, the Group is exposed to several major risks without a proactive transition of its business model:

- Loss of market share in the face of competition investing heavily in electrification and hydrogen;
- Erosion of leadership in a rapidly changing sector;
- Decrease in customer confidence in the search for sustainable solutions in line with new societal and regulatory expectations.

In addition, the internal combustion engine segment is subject to increasingly stringent regulations that vary from region to region. This regulatory complexity increases production constraints, impacts competitiveness and accelerates the need for a business model transformation.

Capitalizing on expertise to seize new opportunities

OPmobility is focusing on the growth of its historical business while capturing new market opportunities, drawing on its proven expertise. This strategic positioning enables the Group to develop or acquire innovative technologies related to clean mobility, thus strengthening its competitiveness and adaptability.

Key Success Factors

- Resilience of the business portfolio: over 75% of OPmobility's revenue (bumpers, modules, lighting, etc.) is not directly impacted by the transition of engine technology, ensuring economic stability in the face of market changes;
- Proven technological expertise to integrate strategic innovations and anticipate new trends;
- Balanced geographical coverage, offering market diversification and resilience to regulatory and economic changes;
- Market recognition and strong industrial credibility, attracting new partners and customers in a changing ecosystem.

Consequences and Strategic Positioning

Through this approach, OPmobility is:

- Developing new segments by exploring technological solutions aligned with sustainable mobility;
- Strengthening its competitive position by applying a "Last Man Standing" strategy, capturing market share left by competitors in decline or in difficulty in certain segments;
- Accelerating its leadership in a changing market by establishing itself as a key player in the future of mobility.

This strategy enables OPmobility to reconcile growth, resilience and innovation, thus ensuring its sustainability and its driving role in the automotive industry of the future.

Opportunity to develop low-carbon solutions for sustainable mobility

OPmobility places innovation at the heart of its environmental strategy by developing low-carbon solutions that combine eco-design, the use of recycled materials and the integration of alternative biosourced materials.

Strategic motivations: reduce the environmental impact

- Reduction of the carbon footprint through the integration of sustainable materials and optimized processes;
- Meeting the expectations of the market and regulators, who demand more environmentally friendly solutions;
- Anticipation of regulations and requirements of carmakers, increasingly focused on lightweight and recyclable components;
- Contribution to carbon neutrality objectives by accelerating the transition to a circular and responsible industry.

To achieve this ambition, OPmobility is continuing its R&D and innovation strategy:

- Development and integration of recycled and biosourced materials (recycled polymers, plant-based composites, natural fibers, etc.);
- Optimization of manufacturing processes to limit energy consumption and reduce industrial waste;
- Collaboration with scientific and industrial partners to explore new alternatives to conventional materials;
- Implementation of responsible supply chains to guarantee the traceability and reduce the impact of the raw materials used.

SCENARIO ANALYSIS AND RESILIENCE OF THE ECONOMIC MODEL TO THE LOW-CARBON TRANSITION

In a context of profound transformation of the automotive sector, OPmobility conducted an in-depth scenario analysis to assess the risks and opportunities related to the low-carbon transition. This initiative aims to confirm the robustness of the Group's business model in the face of long-term uncertainties and to identify priority action levers.

As part of an approach aligned with the recommendations of the TCFD (Task Force on Climate-related Financial Disclosures), this approach enables OPmobility to anticipate market changes, adapt its portfolio of activities and strengthen its capacity to innovate to remain competitive.

Forward-looking scenarios for a long-term vision

In order to explore the potential changes in its segments in a low-carbon world, OPmobility has built several contrasting scenarios based on two main areas:

1) Integration and penetration of carbon technologies;
2) Changes in lifestyles and consumer trends influenced by new regulations, the transformation of mobility uses and increased sustainability requirements.

All the scenarios developed comply with a carbon budget of less than 2° C, in line with the "Well Below 2° C" scenario of the International Energy Agency (IEA) and approach the SSP1-2.6 scenario of the last IPCC report.

Study of the scenarios quantified the physical and economic flows associated with production, consumption and logistics. The objective is to better understand the change in OPmobility's key markets and the future demands induced by the energy transition.

Given that GHG emissions are mainly related to energy consumption, this approach helped identify the business segments requiring strategic transformations and the most promising innovation opportunities.

Carried out in 2021, this analysis is based on two key time horizons:

- 2030: intermediate period when regulations become stricter and industrial transformations accelerate;
- 2050: long-term horizon where the transition to a low-carbon model is fully achieved, with a complete overhaul of production and consumption models.

Agile and Adaptive Strategic Governance

These scenarios are key assumptions used to guide the Group's strategy. They feed into the annual strategic plan, designed to support the challenges of transformation and growth at each stage of the value chain. This strategic process is carried out in collaboration with the members of the Executive Committee, ensuring an aligned vision and informed decision-making.

To ensure dynamic monitoring and adjust strategic orientations according to market trends, the Strategy Board Meeting meets every month. This body plays a central role in:

- the reassessment of the strategic plan assumptions based on operational performance and industry trends;
- continuous adaptation to business news and regulatory changes;
- anticipating challenges and opportunities related to industrial transformations and technological innovations.

Strengthened resilience through an adaptive strategy

The assessment showed that OPmobility's business model remains sensitive to changes in vehicle production volumes due to market changes and regulatory changes. However, several key factors ensure the Group's resilience regardless of the future scenarios:

- a diversification of the products and services proposed by the Group;
- recognized technological expertise, enabling rapid adaptation to new industrial and regulatory requirements;
- a balanced geographical footprint, limiting the risks related to regional changes and offering diversification opportunities;
- strategic assets and investments aligned with the low-carbon transition, ensuring a gradual and optimized transformation;
- a robust innovation model focused on eco-design, circularity and product and process energy optimization.

Conclusion: a Resilient and Engaged Corporate Vision

Thanks to this agile strategic governance, OPmobility is constantly adjusting its roadmap, thus guaranteeing increased resilience and competitiveness in the face of changes in the sector.

OPmobility is positioned as a key player in sustainable mobility, ready to face changes in the sector and seize opportunities offered by the energy transition.

By reconciling growth, innovation and environmental responsibility, the Group ensures the sustainability of its business model while actively contributing to the construction of a low-carbon future.

TO GO FURTHER

IF Initiative: an innovative approach to strengthen the analysis of transition risks and the strategic thinking of companies

The availability of high-quality forward-looking scenarios is an issue for these transition risk studies, which is why OPmobility is also committed to a collaborative strategic prospection approach that brings together more than 20 large companies and organizations from various sectors, as well as research institutions (ISTerre laboratory of the University of Grenoble-Alpes, CIRAD, EM Lyon, AFD, Strate school of design, University of Paris). This project is called the IF Initiative (www.ifinInitiative.com).

Coordinated by an expert firm (Carbone 4), the work carried out by this group of players aims to:

- build shared capabilities for the production of forward-looking scenarios: such scenarios will enable companies to explore different futures in which different constraints related to changes in lifestyles, technologies and environmental disruptions apply;
- operationalize the use of prospective scenarios (detection and anticipation of risks and opportunities), particularly in the construction of strategic plans, and train the teams in charge of corporate strategy.

All the results will be freely accessible (open source) to ensure their widespread distribution and use.

In 2024, significant results were obtained:

- the co-construction - with the partners of the IF Initiative - of four forward-looking "prototype" scenarios, each of which describes different futures in terms of lifestyles, technologies used and environmental constraints;
- the completion of a training cycle on the detection and anticipation of risks and opportunities based on forward-looking scenarios.

A founding member of the initiative, OPmobility actively contributed to this work, alongside representatives of other companies, by delegating representatives to the various working groups organized.

This work will continue in 2025 with, in particular, the extension of scenario production capabilities (integration of geopolitical dynamics and regionalized results) to provide companies with an operational and usable tool to easily explore the built scenarios.

4.2.1.4 Policies, Actions and Resources

4.2.1.4.1 Policies

Policy	Description of the main content of the policy	Scope of the policy or its exclusions	Highest level of the organization responsible for implementing the policy
Group environmental policy	OPmobility is committed to: • implementing a responsible environmental policy; • complying with and anticipating the legal and other requirements; • adhering to major international principles to preserve the environment; • continuously improving its environmental management system; • raising awareness among stakeholders about respect for the environment and biodiversity; • rolling out an ambitious carbon neutrality roadmap. Priority areas: • mitigate global warming; • prevent the risk of pollution; • reduce its impact on water; • protect and preserve biodiversity; • promote the circular economy. Five application components: • climate; • pollution; • water; • biodiversity; • the circular economy.	• Involves all OPmobility business groups (Exterior, Lighting, Modules, C-Power, H_2-Power); • Extends to sub-contractors working for OPmobility.	• Established at the level of the Executive Committee. • Promoted by all business groups. • Supported by action plans and investment projects. • Managed by dedicated Committees in the presence of the Executive Committee (CODIR). • Monitoring several times a year by the Compensation Committee to monitor objectives and their implementation.
Energy efficiency policy	• Fight against energy waste. • Improve energy efficiency. • Promote sustainable mobility.	• Involves all OPmobility business groups (Exterior, Lighting, Modules, C-Power, H_2-Power).	• Established at the level of the Executive Committee. • Promoted by all business groups.

Policy	Standards or third-party initiatives complied with in implementing the policy	How the interests of the main stakeholders are taken into account in the development of the policy	Making the policy available to potentially affected stakeholders and stakeholders who must contribute to its implementation
Group environmental policy	• ISO 14001 standard. • ISO 50001 standard. • CDP climate; • EcoVadis questionnaire. • TFCD, CSRD and EU taxonomy. • SBTi Net Zero emission standards. • GHG protocol.	• see ESRS 2 - Consideration of stakeholders.	• The environmental policy is intended for the entire Group and its subcontractors. • Policy published on the website. • Distribution to employees through internal communication.
Energy efficiency policy	• ISO 14001 standard. • ISO 50001 standard • SBTi net zero emissions standards.	• see ESRS 2 - Consideration of stakeholders.	• Published on the website.

4.2.1.4.2 Action plans

Publication of key actions	Main features	Scope
Quarterly review of climate change adaptation action plans	List of recommendations drawn up by the Group's mutual insurance company for all sites exposed to climate change.	All OPmobility business groups (Exterior, Lighting, Modules, C-Power, H_2-Power).
Rollout of the 6 Environmental Basics	• 6 simple and practical instructions on the following topics: ◦ reduction in electricity and gas consumption; ◦ temperature control; ◦ preservation of resources; ◦ water and soil protection; ◦ green IT; ◦ low-carbon mobility. • Details on the management of industrial equipment operating methods, room temperatures, unnecessary lighting, eco-responsible behavior.	All OPmobility business groups (Exterior, Lighting, Modules, C-Power, H_2-Power).
AFA Climate School	19 training modules accessible on the e-learning platform.	All OPmobility business groups (Exterior, Lighting, Modules, C-Power, H_2-Power).
Measurement digitization project	Installation of sensors and software solutions to measure and manage consumption.	All OPmobility business groups (Exterior, Lighting, Modules, C-Power, H_2-Power).
Strengthening the implementation of the Top Planet program	Reduce the Group's environmental impact by focusing mainly on improving its energy performance, but also on the management of its consumption and waste. It is based on several strategic areas and applies to all OPmobility sites, whether they are factories, offices or research and innovation centers, on a global scale. A Top Planet score makes it possible to measure and certify the energy and environmental performance of each site. Among the main priorities of this program are: • compliance with regulations in force; • raising awareness among teams; • transparent communication of energy performance; • rigorous management of energy consumption levels; • the development of innovative solutions to reduce waste production.	All OPmobility business groups (Exterior, Lighting, Modules, C-Power, H_2-Power).
Reducing energy consumption of the sites	• Reduction of the energy consumption of the sites by 12% compared to the reference year (2019).	All OPmobility business groups (Exterior, Lighting, Modules, C-Power, H_2-Power).
ISO 50001 certification of the sites	• Deployment of ISO 50001 certification for sites and associated energy audits.	All OPmobility business groups (Exterior, Lighting, Modules, C-Power, H_2-Power).
Replacing fossil energy with renewable electricity	• Installation of photovoltaic panels or wind turbines on its sites; • Signing of long-term contracts to build new production capacity by contributing to the principle of additionality; • Purchase of renewable electricity guarantee of origin certificates.	All OPmobility business groups (Exterior, Lighting, Modules, C-Power, H_2-Power).
Offsetting residual emissions	• Selection of carbon credit projects.	All OPmobility business groups (Exterior, Lighting, Modules, C-Power, H_2-Power).
Measuring	• Develop usage of the life cycle analysis.	All OPmobility business groups (Exterior, Lighting, Modules, C-Power, H_2-Power).
Promoting low-carbon entrants	• Engage suppliers in a low-carbon approach; • Training; • Definition of progressive targets; • Collaborating with suppliers and creating partnerships to promote innovations.	All OPmobility business groups (Exterior, Lighting, Modules, C-Power, H_2-Power).
Developing low-carbon materials	• Creation of a dedicated team and a roadmap.	All OPmobility business groups (Exterior, Lighting, Modules, C-Power, H_2-Power).
Reducing emissions generated by the Group's purchases and products sold	• Develop solutions and products to support the energy transition and reduce customers' carbon footprints	All OPmobility business groups (Exterior, Lighting, Modules, C-Power, H_2-Power).

Publication of key actions	Time horizons	Progress	Resources allocated
Quarterly review of climate change adaptation action plans	Over 20 years	• Implementation of biodiversity actions on sites.	• CSR Department of the Group and Operations; • Mutual insurance company support; • Dedicated budget for the actions concerned.
Rollout of the 6 Environmental Basics	Since 2022	• Campaign launched at the sites.	• Group CSR Department responsible for building and monitoring the roadmap; • On-site teams.
AFA Climate School	Since 2024	• 900 people trained.	• The Sustainability and Training teams; • Budget for the production of educational films for the Group and access to off-the-shelf modules.
Measurement digitization project	2022-2026	• 36 sites.	• HSE teams and operations; • Expenses for hardware, software licenses.
Strengthening Top Planet program implementation	Since 2006	• Top Planet Score: 60%	• On-site teams.
Reduce energy consumption of the sites	2025	• In 2024 energy efficiency *vs* 2019: 22% improvement.	• Group CSR Department responsible for building & monitoring the roadmap; • On-site teams; • Investment for less energy-intensive means of production.
ISO 50001 certification of the sites	2025	• 38.5% of sites certified ISO 50001	• Group CSR Department responsible for building & monitoring the roadmap; • On-site teams.
Replace fossil energy with renewable electricity	Since 2019	• 35 sites equipped; • The production of renewable electricity on site and the implementation of renewable electricity purchase agreements (physical PPA) will cover 10.6% of its global electricity consumption in 2025 (excluding Lighting); • OPmobility has signed a virtual PPA to decarbonize 8% of its electricity needs in 2025.	• Group CSR Department responsible for building & monitoring the roadmap; • Purchasing contracts; • Financing; • Financial support provided to developers to install production systems and land investments; • Purchases of certificates planned for 2025.
Offset of residual emissions	2025-2026	• 6 projects selected.	• Group CSR Department responsible for building and monitoring the roadmap; • Purchasing contracts; • Purchases of carbon credits planned for 2025.
Measure	2022-2024	• 100% of business groups equipped.	• GaBi licenses.
Promote low-carbon entrants	Since 2021	• Over 250 initiatives postponed to 2024.	• CSR team, Purchasing; • Development of tools.
Develop low-carbon materials	Since 2022	• 132 references tested: • Pilot tests.	• Dedicated team; • Laboratory expenses; • European projects.
Reduce emissions generated by the Group's purchases and products sold	Since 2015	• e-Power, H_2-Power activities.	• Budget of €500 million.

4.2.1.4.3 Resources

The action plan (CapEx and OpEx) does not have specific resources, except for the subsidies acquired for the development of activities related to hydrogen and electrification. It is therefore mainly financed by the same sources as all the Group's activities, namely positive operating cash flow and financial liabilities.

These resources are allocated to the following initiatives:

- achieving carbon neutrality in operational activities by 2025 through strategic investments to improve energy performance, the signing of Power Purchase Agreements (PPA), the acquisition of renewable energy certificates, as well as the use of carbon offsetting mechanisms;
- 30% reduction in GHG emissions in scope 3 by 2030 compared to 2019 by accelerating the development and financing of low-carbon solutions, in particular through investments in hydrogen and electric batteries.

In order to ensure the efficient implementation of its climate action plan, OPmobility ensures the consistency of allocated budgets.

THE BUDGET PREPARATION PROCESS

The budget process begins each year in September, with an initial preparation by each subsidiary, then is consolidated at the Group level. This budget is presented to the Senior Executives, who approve it in November, before it is submitted for approval of the Board of Directors of OPmobility.

The budget includes CapEx and OpEx, income statement, cash flow statement, capital employed flows, analyzed by subsidiary and by activity for the year N + 1.

All quantified resources associated with environmental topics are described in ESRS 2, section 4.1.4 and in ESRS E1, section 4.2.1.2.2.

4.2.1.5 Mitigation and adaptation objectives and performance

4.2.1.5.1 Objectives aligned with impacts, risks and opportunities

For many years, OPmobility has been working for sustainable mobility. In response to the challenge of climate change, the Group is determined to reduce its carbon footprint as well as that of its value chain. At the heart of its strategy, its roadmap to carbon neutrality is rolled out throughout the Group, mobilizing its stakeholders and establishing short-, medium- and long-term steps.

To achieve these goals, OPmobility is rolling out its roadmap operationally through its ACT FOR ALL™ program. This includes:

- the development of solutions and products to support the energy transition and the reduction of the carbon footprint of manufacturers (weight reduction, aerodynamics and electrification of vehicles, in particular through the development of the hydrogen sector);
- optimization of the carbon footprint of OPmobility sites (energy efficiency program and use of renewable energy);
- the integration of a growing share of recycled materials in the Group's production;
- collaboration with stakeholders to reduce the carbon impact of products across the entire value chain by prioritizing the circular economy and eco-design.

OPmobility's growth strategy is reflected in the development of electric mobility, for which the Group offers a complete range of energy management solutions and systems for all types of engines, including internal combustion, hybrid, battery electric and hydrogen electric.

4.2.1.5.2 A policy aligned with the target

The Paris Agreement set an ambitious global framework to limit global warming to less than 2° C compared to pre-industrial levels, while striving to contain it to 1.5° C.

Aware of the climate emergency, OPmobility is inspired by these objectives to define its own ambitions, translated into a roadmap dedicated to carbon neutrality. The Group has therefore used the two scenarios, 1.5°C and Well-below 2°C to define its commitments which are fully integrated into the Group's global environmental policy. OPmobility has therefore made the fight against global warming one of its major strategic priorities.

To achieve its objectives, a structured and concrete approach has been put in place, including:

- precise measurement of energy consumption and CO_2 emissions;
- the continuous reduction of carbon emissions;
- the replacement of fossil fuels by renewable electricity;
- offsetting residual emissions when no other technical solution is possible.

Objective name	Scope	Unit	Reference value	Reference year	Ambition	Target year	Intermediate Milestones	Assumptions and methods	Scientific evidence	Stakeholders involved	Change	Performance
Scopes 1 and 2 reduction Objective	1 & 2	tCO_2eq	481 $ktCO_2eq$	2019	-80%	2026	Public carbon neutrality commitments in 2025	Excluding the Lighting acquisition	Approved by the SBTi 1.5°	Operations, HSE network, third-party expert companies, SBTi	NA	In 2024: -22% vs 2019, excluding Lighting
Scopes 1 and 2 reduction objective	1 & 2	tCO_2eq	531 $ktCO_2eq$	2019	Carbon neutral	2027	No intermediate milestone	With Lighting acquisition	No	Operations, HSE network, third-party expert companies	NA	In 2024, -15.7% vs. 2019, with Lighting
Scope 3 reduction objective	3	tCO_2eq	42,348 $ktCO_2eq$	2019	-30%	2030	No intermediate milestone	Excluding the Lighting acquisition	Approved by SBTi	Value chain (suppliers and customers) third-party expert companies, SBTi	NA	In 2024: -35.5% vs. 2019, excluding Lighting
Scopes 1, 2 and 3 reduction objective	1, 2 & 3	tCO_2eq	42,830 $ktCO_2eq$	2019	Net zero	2050	See above	Excluding the Lighting acquisition	Net Zero committed according to SBTi	Operations, HSE network, Purchasing, Value chain, third-party expert companies, SBTi	NA	In 2024: -35.3% vs. 2019, excluding Lighting
Sub-objective												
Energy consumption of historical sites (electricity and gas)	1 & 2	KWh	1,339,261 MWh	2019	-12%	2025	No intermediate milestone	Excluding the Lighting acquisition	No	Operations, HSE network, third-party expert companies, SBTi third-party expert companies, SBTi	NA	In 2024: -13.1% vs. 2019, excluding Lighting

Objective name	Scope	Unit	Reference value	Reference year	Ambition	Target year	Intermediate Milestones	Assumptions and methods	Scientific evidence	Stakeholders involved	Change	Performance
Covering the electricity consumption of historical sites with renewable energy	1 & 2	% renewable energy	0%	2019	100%	2025	No intermediate milestone	Excluding the Lighting acquisition	No	Operations, HSE network, SBTi, Purchasing	NA	In 2024: 8.6% of electricity consumption
Offsetting residual emissions (linked to natural gas) with carbon credits	1	kWh	89 ktCO_2eq	2019	100%	2025	No intermediate milestone	Excluding the Lighting acquisition	No	Operations, HSE network, third-party expert companies, SBTi, Purchasing	NA	In 2024: 0% carbon offsetting

The measurement of its CO_2 footprint is therefore a structuring element of the approach. Since 2017, the Group has measured it according to the GHG Protocol rules. Precise methodological support details the underlying measurement methods, assumptions, limitations and data sources. There was no major change in the corresponding targets or indicators.

4.2.1.5.3 2024 performance

Since 2017, OPmobility calculates its CO_2 emissions related to its activities annually according to the benchmark Greenhouse Gas (GHG) Protocol standard. This standard defines three "scopes" of emissions.

In 2024, the Group's total emissions (IFRS scope) amounted to 31.5 MtCOeq, down 5.5% compared to 2023 while the Group's consolidated revenue rose by 1.6% at equivalent scope. This performance is explained by OPmobility's growth strategy in low-carbon mobility and strengthened positions in electrification, which enable the continued reduction in emissions in category 3.11 (use of products sold), the main contributor with 84% of emissions.

It is also important to recall the solid performance on scopes 1 and 2. The priority given to reducing energy consumption with a structured internal program, as well as the energy sobriety awareness campaign, have made it possible to improve energy efficiency.

The 2019 reference year has been recalculated to enable relevant comparisons.

Sustainable development topics are reviewed by the Group's general governance bodies such as the Board of Directors and the Management Committees, but also dedicated committees.

4.2.1.6 Environmental data

4.2.1.6.1 Energy consumption

Energy consumption and mix *(in MWh)*	**2024**
Fuel consumption from coal and coal products *(in MWh)*	0
Fuel consumption from crude oil and petroleum products *(in MWh)*	15,698
Fuel consumption from natural gas *(in MWh)*	317,743
Fuel consumption from other fossil sources *(in MWh)*	49,203
Consumption of purchased or acquired electricity, heat, steam or cooling from fossil sources *(in MWh)*	488,222
Total fossil energy consumption *(in MWh)*	**870,866**
Share of fossil sources in total energy consumption (in %)	66.4%
Consumption from nuclear sources *(in MWh)*	**167,087**
Share of consumption from nuclear sources in total energy consumption *(in %)*	12.7%
Fuel consumption from renewable sources, including biomass (also comprising industrial and municipal waste of biological origin, biogas, renewable hydrogen, etc.) *(in MWh)*	0
Consumption of purchased or acquired electricity, heat, steam and cooling from renewable sources *(in MWh)*	78,717
Consumption of self-generated non-fuel renewable energy *(in MWh)*	22,853
Total renewable energy consumption *(in MWh) - location-based*	**274,425**
Share of renewable sources in total energy consumption *(in %) - location-based*	20.9%
Total renewable consumption *(in MWh) - Market-based*	**101,569**
Share of renewable sources in total energy consumption *(in %) - market-based*	7.7%
TOTAL ENERGY CONSUMPTION *(in GWh)*	**1,312**

Energy production *(in MWh)*	
Non-renewable energy production (internalized co-generation)	20,027
Renewable energy production (on-site PPA)	22,853

Contractual agreements[1] *(in MWh)*	
Network electricity consumption	906,884
Electricity consumption covered by green certificates	78,717
Percentage of contractual agreements, scope 2 GHG emissions	8.7%

(1) No contractual agreements used for the sale and purchase of non-bundled energy certificates in 2024, all certificates come from electricity suppliers.

According to Annex I of Regulation (EC) No. 1893/2006 of the European Parliament and of the Council, OPmobility is part of a high climate impact sector. All turnover is therefore covered by the subject.

Total energy consumption of activities in high climate impact sectors *(in MWh)*	**1,312,082**
Net revenue from activities in strong climate impact sectors *(in millions of euros)*	10,484
Energy intensity of activities in high climate impact sectors (total energy consumption by net revenue) *(in MWh/€ million)*	125

4.2.1.6.2 Carbon footprint

GROSS EMISSIONS SCOPES 1, 2, 3 AND TOTAL GHG EMISSIONS, SCOPE INCLUDING LIGHTING (E1-6)

In tCO_2eq	Retrospective data					Annual milestones and targets			
	2019	2023	2024	2023 vs 2024	2019 vs 2024	2025	2030	2050	Annual target *in %*/ 2019
SCOPE 1 GHG EMISSIONS									
Gross scope 1 GHG emissions	98,300	80,625	74,572	-7.5 %	-24.1 %	Carbon neutrality objective from 2025, excluding the Lighting acquisition. Carbon neutrality objective in 2027 for the scope including Lighting.			
Percentage of scope 1 GHG emissions resulting from regulated emission trading schemes *(in %)*	0	0	0	-	-	N/A			
SCOPE 2 GHG EMISSIONS									
Gross scope 2 location-based emissions	432,300	341,218	332,589	-2.5%	-23.1%	Carbon neutrality objective from 2025, excluding the Lighting acquisition. Carbon neutrality objective in 2027 for the scope including Lighting.			
Gross scope 2 market-based emissions	432,300	396,505	373,021	-5.9%	-13.7%				
SIGNIFICANT SCOPE 3 GHG EMISSIONS									
Total gross indirect scope 3 GHG emissions	46,709,954	32,906,891	31,089,700	-5.5%	-33.4%	Objective to reduce emissions by 30% in 2030 compared to 2019.			
Scope 3 - Upstream	2,871,440	4,069,219	3,750,700	-7.83%	30.62%				
3.1 Purchased goods and services	2,272,180	3,321,041	3,077,000	-7.35%	35.42%				
3.2 Capital goods	174,274	355,793	314,000	-11.75%	80.18%				
3.3 Activities in the fuel and energy sectors (not included in Scopes 1 and 2)	115,815	96,103	94,500	-1.67%	-18.40%				
3.4 Upstream transportation and distribution	142,287	155,743	148,000	-4.97%	4.02%				
3.5 Waste generated during operations	108,535	70,135	58,900	-16.02%	-45.73%				
3.6 Business travel	19,964	27,117	22,500	-17.03%	12.70%				
3.7 Employee commuting	38,384	43,287	35,800	-17.30%	-6.73%				
3.8 Upstream leased assets	-	-	-	-	-	-	-	-	-
Scope 3 - Downstream	43,838,514	28,837,672	27,339,000	-5.20%	-37.64%				
3.9 Downstream routing	75,556	44,735	62,100	38.82%	-17.81%				
3.10 Processing of products sold	258,102	228,407	234,000	2.45%	-9.34%				
3.11 Use of products sold	42,895,670	28,003,613	26,430,000	-5.62%	-38.39%				
3.12 End-of-life treatment of products sold	507,380	477,917	534,000	11.73%	5.25%				
3.13 Downstream leased assets	-	-	-	-	-	-	-	-	-
3.14 Franchises	-	-	-	-	-	-	-	-	-
3.15 Investments	101,807	83,000	78,900	-4.94%	-22.50%	-	-	-	-
TOTAL GHG EMISSIONS									
Total GHG emissions (location-based)	47,240,554	33,328,734	31,496,861	-5.5%	-33.3%	Commitment to carbon neutrality in 2050.			
Total GHG emissions (market-based)	47,240,554	33,384,021	31,537,293	-5.5%	-33.2%				

GHG intensity by net revenue	**2024**
Total GHG emissions (location-based) by net revenue *(tCO_2eq/€ million)*	3,004.3
Total GHG emissions (market-based) by net revenue *(tCO_2eq/€ million)*	3,008.1

Net revenue used to calculate GHG intensity (consolidated turnover)	€10,484 million
Net revenue (turnover excluding components)	€5,243 million

4.2.1.6.3 Greenhouse gas absorption project

The Group did not take part in GHG removals projects in 2024.

4.2.1.6.4 Internal carbon pricing

In 2024, the Group does not apply carbon pricing.

Methodology

Calculation of scopes 1 and 2	Energy consumption collected over 11 months via energy bills and extrapolated over 12 months. The location-based and market-based emission factors come from the IEA.
Calculation of scope 1	Consumption of natural gas, fuel oil, butane, propane, LPG, as well as emissions of N_2O, CH_4 and other substances (HFC, PFC, SF_6). Conversion into emissions by ADEME emission factors for "France (DOM TOM included) and World (Without electricity)".
Calculation of market-based scope 2	Calculation of emissions by subtracting the share of electricity covered by certificates from electricity consumption, then multiplying the remainder with country-specific emission factors from the IEA or AIB.
Calculation of location-based scope 2	Calculation of emissions by adding electricity consumption from the grid and outsourced cogeneration, and multiplying the result with country-specific emission factors from ADEME.
Publication of the methods, main assumptions and emission factors used to calculate or measure GHG emissions	The Group strives to continuously improve calculation methodologies and tools. Since 2023, the teams continued to improve the business groups' scope 3.1 calculation methodology by deploying simplified Life Cycle Assessments. Scope 3.11 emissions, which correspond to the use of products sold, take into account: • indirect emissions from the sale of products; • the carbon impact of the energy (fossil or electric) consumed by the different types of vehicles in which the Group's products are integrated, to produce a regionalized "well-to-wheel" emissions calculation. For alignment with the GHG protocols, scope 3.2 emissions were calculated on the basis of investment purchases made during 2023. Previously, emissions were calculated on the basis of impairment reported by the Group.
Calculation of scope 3.1 "Purchase goods and services"	Emissions calculated on: • primary data when available; • simplified Life Cycle Assessments for the main BOM (Bills of Materials) product categories; • monetary data on indirect purchases. The quantities and expenses used are recovered from the Group's management tools.
Calculation of scope 3.2 "Capital goods"	Based on ADEME's financial emission factors.
Calculation of scope 3.3 "Fuel related and fuel energy"	Based on extracts from the Group's Enablon internal reporting system for the energy and fuel section, and ADEME's emission factors.
Calculation of scope 3.4 "Transport upstream"	Emissions given by the main suppliers and extrapolations for unknown data.
Calculation of scope 3.5 "Waste"	Based on extracts from the Group's Enablon internal reporting system and ADEME's emission factors.
Calculation of scope 3.6 "Business trips"	Based on the number of employees and assumptions provided by the external third party with which OPmobility works.
Calculation of scope 3.7 "Home-work travel"	Based on the number of employees and assumptions provided by the external third party with which OPmobility works.
Calculation of scope 3.9 "Transport downstream"	Emissions given by the main suppliers and extrapolations for unknown data.
Calculation of scope 3.10 "Process of sold products"	Based on a vehicle assembly emissions assumption.
Calculation of scope 3.11 "Use of products sold"	Scope 3.11 emissions, related to the use of sold products, encompass: • indirect emissions from the sale of products; • the carbon impact of the energy (fossil or electric) consumed by the different types of vehicles in which the Group's products are integrated, to produce a regionalized "well-to-wheel" emissions calculation. Assumptions made: • lifespan of a vehicle: 10 years and 150,000 km; • 10% of spare parts; • emissions per kilometer given by a public European database; • emissions in proportion to weight (for 60%) and to the effect of aerodynamics (for 40%).
Calculation of scope 3.12 "End of life of products sold"	Based on ADEME data.
Calculation of scope 3.15 "Investments"	Based on the energy consumption of the Group's joint ventures.
Publication of calculation assumptions, methods and frameworks applied by the Company (GHG absorption and storage).	The Group did not take part in GHG removal and storage projects in 2024.

4.2.2 ESRS E2: Pollution

4.2.2.1 Policies

To mitigate the negative impacts of pollution, OPmobility is committed to combating pollution and managing the use of chemicals of concern. These commitments are detailed in the "Pollution" section of its environmental policy, which sets objectives and an action plan to reduce environmental impacts.

To limit the gaseous emissions of pollutants by industrial activities, protect the health of employees and exposed people, and reduce the release of microplastics, this component focuses on three main areas: reducing the use of chemical substances of concern throughout the value chain, reducing air pollution and rigorously controlling the substances used throughout the value chain.

This comprehensive approach is based in particular on the gradual reduction and substitution of substances of very high concern, in accordance with the European REACH regulation. The use of substances is strictly controlled: only authorized products, accompanied by updated safety data sheets, may be used. In addition, CMR substances (categories 1A and 1B) and SVHCs (substances of very high concern) are prohibited, subject to exceptions under specific exemptions.

The teams are mobilized to integrate eco-responsible practices from the design phase of products. They ensure compliance with the environmental regulations in force and ensure the traceability of components. In collaboration with an external expert body, they ensure product compliance while regularly updating the safety data sheets. This collaboration helps anticipate regulatory changes and ensure effective environmental monitoring. At the same time, an action plan has been set to measure and control microplastic discharges, thus helping preserve ecosystems.

Through its policy, OPmobility is committed to:

- adopting eco-responsible practices during the product design phases;
- ensuring compliance with environmental regulations;
- managing the traceability of product composition.

In practice, its environmental policy sets out actions at each key stage in the development of its products to prevent and control the impacts of air pollution:

- carry out an environmental analysis in the context of any merger-acquisition or site construction;
- obtain ISO 14001 certification for industrial sites and control the risks of air pollution. In 2024, 87.2% of sites were already certified, the others were working to obtain certification;
- integrate substance approval and control measures into each key step of the value chain in order to control their use, and implement rigorous prevention, monitoring and control measures to prevent incidents as much as possible;
- reduce noise emissions as much as possible and implement the necessary measures to achieve this.

The safety procedure commits the Group to the safe storage and handling of substances of concern which, in the event of a leak, may contaminate the soil or groundwater. The Group ensures that each site is able to deal with a risky situation. In addition, the use of less hazardous alternative substances is systematically preferred.

In the event of an incident, several specific procedures are applied. At Group level, the Corporate Safety Procedure establishes the actions to be taken in the event of a serious accident, fatal accident or natural disaster. The main steps in the event of an incident are as follows:

- immediate notification: the incident must be reported within the hour to the managers of the plant, the business group and the HSE department;
- incident analysis: a detailed report is prepared and communicated to stakeholders;
- implementation of an action plan: corrective measures are applied to prevent a similar incident from recurring.

In addition, each site has specific protocols aimed at reducing the environmental impact and protecting the safety of people in the event of an unforeseen incident.

Policy	Description of the main content of the policy	Scope of the policy or its exclusions	Highest level of the organization responsible for implementing the policy
Group environmental policy - Pollution component	This policy encompasses a multitude of major challenges: • comply with and anticipate legal requirements and other legislation; • adhere to major international principles; • minimize atmospheric emissions and air pollution; • control all plastic granule discharges; • the Group exclusively uses authorized products, accompanied by safety data sheets, and prohibits CMR substances (1A and 1B) and SVHCs defined by REACH, except for specific exemptions and substances of concern.	• Involves all OPmobility business groups (Exterior, Lighting, Modules, C-Power, H_2-Power); • It extends to subcontractors working on behalf of the Group.	• Established at the level of the Executive Committee (CODIR); • Promoted by all business groups; • Supported by action plans and investment projects; • Managed by dedicated Committees in the presence of the Executive Committee (CODIR); • Monitored several times a year by the Compensation Committee to monitor objectives and their implementation.
Company Safety Procedure - Chemicals Management component	• Only products authorized by local legislation or by the Group and for which there is a safety data sheet (SDS) in accordance with the regulations in force and available to users are used; • The Group prohibits the use of SVHCs (substances of very high concern) as defined by the REACH regulation, unless otherwise exempted; • Drums and other containers are used to avoid soil pollution. The Group prohibits the use of CMR substances (Carcinogenic, Mutagenic and toxic to Reproduction), classified 1A and 1B, in its activities, unless an exemption is granted according to the procedure relating to the management of chemical products; • For their storage and handling, the manufacturers' safety instructions indicated in the SDS must be followed.	• Involves all OPmobility business groups (Exterior, Lighting, Modules, C-Power, H_2-Power).	• Established at the level of the Human Resources & Sustainable Development Department; • Promoted by all business groups.
The 6 Environmental Basics	Water and soil protection • limit water consumption and report any leaks; • report and control any oil or chemical spill; • avoid any contamination of water and soil by plastic granules.	• Involves all OPmobility business groups (Exterior, Lighting, Modules, C-Power, H_2-Power).	• Defined at the level of the Human Resources & Sustainability Department; • Promoted by all business groups.

Policy	Standards or third-party initiatives that are met in implementing the policy	How the interests of the main stakeholders are taken into account in the development of the policy	How the policy is made available to potentially affected stakeholders and stakeholders who must contribute to its implementation
Group environmental policy - Pollution component	• REACH regulation; • Based on ISO 14001 standards; • EcoVadis questionnaire as part of the specifications of certain customers; • TCFD, CSRD and EU taxonomy.	see ESRS 2 - Consideration of stakeholders.	• Policy published on the website; • Distribution to employees through internal communication.
Company Safety Procedure - Chemicals Management component	• Based on ISO 14001 standards; • REACH regulation.	see ESRS 2 - Consideration of stakeholders.	• Policy published on the intranet; • Internal distribution to employees *via* the HSE network; • Displayed on OPmobility production sites.
The 6 Environmental Basics		see ESRS 2 - Consideration of stakeholders.	• Policy published on the intranet; • Internal distribution to employees *via* the HSE network; • Displayed at OPmobility sites.

Governance aimed at guaranteeing the effectiveness of environmental policy is carried out regularly at all levels of the organization. Actions relating to material impacts, risks and opportunities are monitored through the performance indicators mentioned above.

Senior Executives receive monthly reports on safety performance, the implementation of certifications, energy performance and associated CO_2 emissions. Each site is also required to inform Senior Executives annually of any environmental damage. In addition to internal programs, OPmobility has the support of an external expert for questions relating to chemical products. Phase I and phase II environmental analyses are monitored on an *ad hoc* basis during the purchase or construction of a site.

4.2.2.2 Pollution of air

Actions

In order to support the Group's policies, the operational teams implement various actions throughout the value chain to prevent pollution, reduce its impact and restore affected ecosystems. The Group integrates environmental considerations into its value chain through a risk analysis included in its Duty of Vigilance Plan. The Supplier Charter formalizes the requirements for the upstream chain, requiring suppliers to limit their environmental impact, manage resources and waste responsibly, and maintain the required environmental approvals. Suppliers must avoid toxic products or, if necessary, limit their use while guaranteeing safety. They must also ensure the traceability of raw materials and components. OPmobility encourages the use of environmentally friendly technologies and obtaining ISO 14001 certification. An external service provider carries out environmental due diligence on site acquisitions or disposals and environmental research (phases I and II).

The Group incorporates climate change into its strategy, using it as an opportunity to strengthen the resilience of its activities and meet the needs of stakeholders and regions. One of the foundations of OPmobility's strategy is its desire to significantly reduce the emissions of pollutants from its products throughout the value chain. For example, OPmobility has developed SCR technologies that effectively reduce NO_x emissions from diesel vehicles. By designing lighter components, such as plastic bumpers and fuel tank systems, OPmobility also helps reduce vehicle fuel consumption, which indirectly reduces SO_x, NO_x and fine particles emissions.

The financial resources related to the air pollution action plan are detailed in the section 4.2.1.2.2 of ESRS E1 "Climate change."

These actions are listed and summarized in table form to guide the reader and facilitate understanding of the initiatives implemented by the Group to mitigate the impacts and risks associated with pollution.

Publication of key actions	Main features	Scope	Time horizons	Progress	Resources allocated
Environmental analyses	Conducting environmental due diligence during OPmobility's acquisitions and during the construction of their plants to understand their situation and impact.	All OPmobility business groups (Exterior, Lighting, Modules, C-Power, H_2-Power).	Permanent action already in place.	Corrective and curative actions taken depending on the results of the analysis. Carried out for all new sites during the acquisition phase: • phase 1: due diligence assessment, identification of areas of potential concern; • phase 2: identification of responsibilities related to the potential impact on the soil of the various sites.	• HSE teams.

Publication of key actions	Main features	Scope	Time horizons	Progress	Resources allocated
Reduction of air emissions	• Measurement of atmospheric emissions and compliance of facilities; • Equipping incinerator paint stations at the end of the production line to reduce volatile organic compound (VOC) emissions, thus complying with current standards; • Verification of the effectiveness of atmospheric emissions decontamination facilities to ensure the best performance.	All OPmobility business groups (Exterior, Lighting, Modules, C-Power, H_2-Power).	Permanent action already in place.	Each site checks the proper functioning of the incinerators while maintaining optimal yield: in accordance with regulations.	• HSE teams.
ISO 140001 certification of the sites	• Certification aimed at improving environmental performance by adopting sustainable practices and pollution prevention measures.	All OPmobility business groups (Exterior, Lighting, Modules, C-Power, H_2-Power).	2030	Today, 87.2% of OPmobility's sites are ISO 14001 certified.	• HSE teams; • Verification body.
Management of plastic granules	• Control of all plastic granule discharges to avoid any water and soil contamination.	Exterior, Lighting and C-Power business groups.	2028	• Each site must have cleaning equipment. An annual audit is carried out; • Compliance criterion: discharge kit available outside to protect against pollution from rainwater drainage; no plastic granules near outdoor rainwater drainage channels; • Monitoring indicators described below.	• Natural resources; • HSE teams.

Metrics and targets

OPmobility's objective concerning atmospheric pollutants is to ensure compliance with the regulations in force by respecting regulatory thresholds when measuring emissions. To do this, regular measurements are carried out to verify that the thresholds are respected.

To ensure proper management of these emissions and their impacts on the environment, OPmobility monitors the number of ISO 14001-certified sites, a sign of rigorous monitoring of the impacts of pollution of the air.

Although there are no specific measurable objectives for the various atmospheric pollutants, the Group is implementing several concrete actions to limit their impact and involves substitute measurements. In its plants, as described in the environmental policy, OPmobility requires the exclusive use of authorized products, accompanied by safety data sheets, and prohibits CMR substances (categories 1A and 1B) as well as SVHCs defined by REACH. In addition, OPmobility ensures the regulatory compliance of incinerators by maintaining optimal yield. These substitute measurements demonstrate the Group's commitment to reducing atmospheric pollutants.

In addition, concerning microplastics, the quantities of discharged plastic granules are measured in order to establish a specific action plan and monitor their quantity.

Objective name	Scope	Unit	Reference value	Reference year	Ambition	Target year
ISO 14001 certification obtained (2 years after an SOP or after acquisition)	OPmobility sites	%	No reference value	No reference year	100%	2030
Completion of phase 1 and phase 2 environmental analyses (including an asbestos study) for sites purchased or built	OPmobility sites acquired	%	No reference value	No reference year	100%	Permanent objective
Control all plastic granule discharges to avoid any water and soil contamination	Exterior, Lighting and C-Power business groups.	%	No reference value	No reference year	100%	2028

Objective name	Intermediate Milestones	Assumptions and methods	Scientific evidence	Stakeholders involved	Change	Performance
ISO 14001 certification obtained (2 years after SOP or after acquisition)	No intermediate milestones	Decision made by OPmobility's Customer demand Department.	No link to scientific evidence	HSE network meeting Senior Executives	No changes to mention	87.2% of sites certified
Completion of phase 1 and phase 2 environmental analyses (including an asbestos study) for sites purchased or built	No intermediate milestones	Management decision	Regulations in force concerning various types of pollution	HSE network meeting Site management People and Sustainability Department Legal Director	No changes to mention	100%
Control all plastic granule discharges to avoid any water and soil contamination	No intermediate milestones	Compliance with current regulations	Current regulations concerning plastic pollution	HSE network meeting Site management Local management People and Sustainability Department	No changes to mention	See metrics below

The process of collecting and reporting pollution-related data is structured using the Group's non-financial reporting tool. Pollution cases, if any, are reported annually, enabling supporting reports to be generated for all the sites concerned. These indicators are included in the reporting scope and are subject to consistency checks when they are centrally consolidated.

To illustrate the collection process implemented for the acquisition of a site with a history of contamination, OPmobility has introduced a rigorous decontamination method. This includes the removal of soil and regular sampling (monthly, half-yearly, then annual) to monitor decontamination over a long period. Environmental due diligence plays a key role in identifying these potential problems upstream, thus making it possible to avoid them.

Emissions of carbon monoxide, ammonia, nitrogen oxides and sulfur oxides are calculated using two methodologies:

- once a year, each site reports its VOC emissions using a "solvent assessment" carried out beforehand;
- a module is used to calculate air pollutants by assessing the number of metric tons of VOCs discharged. The calculation takes into account the concentration at the inlet and outlet, as well as the throughput of the incinerator, divided by the number of hours of operation per day.

Pollutants	Weight *(in metric tons)*
Carbon monoxide (CO)	146.0
Ammonia (NH_3)	2.9
Nitrogen oxides (NO_x/NO_2)	45.3
Sulfur oxides (SO_x/SO_2)	3.2

Microplastics	Weight *(in metric tons)*
Microplastics generated	10.7
Microplastics used	309.9

4.2.2.3 Substances of concern and substances of very high concern

Actions

In order to support the policies implemented by the Group, the operational teams monitor substances of concern and of very high concern to preserve the health of their employees and limit the marketing of harmful substances. To do this, OPmobility uses a sector-based database called IMDS (International Material Data System). This system, developed for all participants in the automotive industry, is used to report the detailed composition of the components and materials delivered. All materials used to manufacture vehicles are archived and tracked there.

Thanks to IMDS, and to a third-party partner that helps list the substances of concern and of very high concern present on the sites, OPmobility identifies the quantities of substances generated or used. It should be noted that certain methodological limitations are inherent to its activities due to the large volume of parts processed. The Group is striving to reduce their use in order to comply with regulations and consider alternatives to improve its processes.

The financial resources related to the action plan associated with substances of very high concern are detailed in the section 4.2.1.2.2 of ESRS E1 "Climate change."

Publication of key actions	Main features	Scope	Time horizons	Progress	Resources allocated
ISO 14001 certification of the sites	Certification aimed at improving environmental performance by adopting sustainable practices and pollution prevention measures.	All OPmobility business groups (Exterior, Lighting, Modules, C-Power, H_2-Power).	2030	Today, 87.2% of OPmobility's sites are ISO 14001 certified.	Certification bodies HSE team
Identification and reduction of substances of concern and of very high concern	Use of IMDS (International Material Data System).	All OPmobility business groups (Exterior, Lighting, Modules, C-Power, H_2-Power).	2030	Each site provides: • data collected from the automotive sector in the context of regulations on end-of-life vehicles and REACH; • recording the composition of products in IMDS; • analysis with a third-party partner of substances in development or production to identify substances considered as CMR or SVHC; • quarterly monitoring in order to map the substances used and to implement corrective actions; • the completion of an update and a projected view taking into account changes in regulations, guaranteeing regulatory compliance of these substances.	R&D team

Metrics and targets

With regard to chemical substances, the objective is not to use any substances classified as CMR 1A and 1B (carcinogenic, mutagenic or toxic for reproduction, and substances of very high concern). The Group works with a third party to manage these substances of concern and of very high concern, thus ensuring traceability and management throughout the value chain. These actions illustrate the Group's commitment to prevent pollution, reduce its environmental impact and promote sustainable practices.

Objective name	Scope	Unit	Reference value	Reference year	Ambition	Target year
No CMR 1A and 1B in production, as long as possible alternatives approved by customers exist	OPmobility sites	Metric tons	No reference value	No reference year	0	2030

Objective name	Intermediate Milestones	Assumptions and methods	Scientific evidence	Stakeholders involved	Change	Performance
No CMR 1A and 1B in production, as long as possible alternatives approved by customers exist	No intermediate milestone	Calculation methodologies established for each business group	REACH Regulations and scientific knowledge concerning chemicals	List established by ECHA (European Chemicals Agency) Ecomundo quarterly monitoring Annual review at HSE meeting HSE network People and Sustainability Department	No changes to mention	See metrics below

Substances of concern	Weight *(in metric tons)*
Total quantity generated or used during production or purchased	**13,261**
That leave facilities as emissions (or waste)	2,318
That leave facilities as products or product components	10,943
That leave facilities as services	0
TOTAL QUANTITY OF SUBSTANCES OF CONCERN THAT LEAVE FACILITIES AS EMISSIONS, PRODUCTS OR COMPONENTS OF PRODUCTS OR SERVICES	**13,261**

Substances of Very High Concern	Weight *(in metric tons)*
Total quantity generated or used during production or purchased	**134**
That leave facilities as emissions (or waste)	19
That leave facilities as products or product components	115
That leave facilities as services	0
TOTAL AMOUNT OF SUBSTANCES OF VERY HIGH CONCERN THAT LEAVE FACILITIES AS EMISSIONS, PRODUCTS OR COMPONENTS OF PRODUCTS OR SERVICES	**134**

4.2.2.4 Anticipated financial effects from pollution-related risks and opportunities

No expenditure related to a major incident or a pollution deposit occurred in 2024.

Methodologies	
Description of measurement methods (air pollution)	The sites are confronted with two cases to calculate the quantities of pollutant emitted into the air. **Information is available locally** The site can obtain the information locally thanks to an annual measurement campaign carried out during the normal operation of equipment such as incinerators, furnaces, the presence of refrigerant gas leaks, etc., in particular for carbon monoxide, ammonia, nitrogen oxides and sulfur oxide emissions. Emissions are estimated based on several parameters related to the Group's activity. It is extrapolated from production, taking into account elements such as opening hours and the quantities of plastic and composites processed. **Information is not available locally** If the information is not available locally, then it will be extrapolated based on information from the scientific literature. This indicator is only validated by a sustainability auditor.
Description of measurement methods for microplastics	Data is retrieved from some of the sites concerned by microplastics. They come from waste service providers and are therefore external to OPmobility. The raw material used (HDPE, adhesive, EVOH) consists of granules between 1 and 5 mm in diameter that the Group has considered by default as microplastics. To determine the quantity of microplastics used, the sites measure the quantities released before and after the processes. Most of this comes from waste dust generated by regrinding, as well as microplastics recovered from the cleaning of areas near granule storage. Finally, the final value is extrapolated to all sites using microplastics. Regarding the limits of this approach, it should be noted that approximately half of the sites measured microplastic waste. In addition, no environmental accident with a leak of microplastics was reported in C-Power's information system.
Substances of concern and substances of very high concern	The lists of substances used come from: • appendix VI of the CLP Regulation (table 3) for substances of concern classified in the hazard categories; • from the paragraph "Candidate List of Substances of Very High Concern for Authorization" of the ECHA (criterion in articles 57 and 59 of REACH) for substances of very high concern. OPmobility's logistics practices do not take inventory into account, as they do not have a material impact. The IMDS database, an international reference in the automotive sector, is used to define the substances contained by type of parts and their quantity. Third party reports can identify the substances contained in the chemicals, given that the substances for maintenance products are only considered for C-Power and Modules . The Group's ERP (integrated management software) provide the quantities used. A reconciliation of these tools and data provides an overview of the substances of concern and substances of very high concern that the Group sources and markets. In all of the Group's processes, the quantities of SVHC and SOC leaving the sites are equal to the quantity entering, as the processes do not generate any SOC or SVHC. However, SOC and SVHC can be found in various outgoing flows, such as products sold, emissions or waste. In the absence of a specific classification standard recommendation, and in view of the multiplicity of categories for the same substance proposed by REACH, the data are not distinguished by hazard class. The Group has chosen to wait for a specific standard to be proposed under the CSRD. The methodology varies according to each business group because the nature of their products, their customers, their technologies, their data and their traceability history are different. For example, in the context of H_2-Power, the elements are extrapolated from an automotive project for which it has declarations in the IMDS tool. As this business group does not work exclusively for the automotive industry, the IMDS declaration is not regulatory and systematic.

4.2.3 ESRS E5: Circular economy

4.2.3.1 Policies

Developing a circular economy model is essential to meet the growing needs of mobility while reducing the environmental impact. The design of automotive parts is based on the use of various materials, carefully selected for their technical and aesthetic properties.

In order to control its potential negative impacts related to the use of limited natural resources and the production of non-recycled, non-recovered or hazardous waste, OPmobility is strengthening its transition by promoting the use of recycled resources.

In accordance with its Environmental Policy (see section "Circular economy"), the Group is committed to reducing the environmental footprint of its products while limiting the consumption of natural resources.

OPmobility's circular economy objectives are based on four main areas:

1) Life Cycle Assessments (LCA)

Life Cycle Assessments are essential to understand environmental impacts, from design (extraction of raw materials) to end-of-life (management of used vehicles and parts). These analyses help guide choices to promote a circular economy. To strengthen this approach, OPmobility uses the GaBi software, recognized as a reference for LCA and is also developing simplified tools to democratize their use in its projects.

2) Eco-design

OPmobility adopts an eco-design approach to optimize the environmental footprint of its products throughout their life cycle. This integrated approach is based on several strategic areas:

- reduction of resources: minimizing the consumption of raw materials and energy from the design phase;
- responsible end-of-life: improving the recyclability of products and promoting their energy recovery.

The Group invests in innovative Research and Development projects to explore alternatives to high-impact materials. By leveraging strategic partnerships, OPmobility accelerates innovation and designs sustainable solutions aligned with current environmental challenges.

3) Reuse of materials and recyclability of products

OPmobility is committed to incorporating more recycled materials into its production, anticipating European regulations that will impose a minimum threshold for the incorporation of recycled materials in vehicles by 2030.

To meet these requirements, the Group conducts advanced research on recycled materials and their recycling processes. It works closely with its suppliers and leading research institutes, such as Carnot, to learn from their expertise and accelerate innovation.

A flagship project of this approach is "Sustainable Materials," launched in 2023. Its ambition is to secure the supply of recycled materials for all business groups while guaranteeing high standards of quality, reliability and regulatory compliance. Through this initiative, OPmobility strengthens its competitiveness while actively contributing to the transition to a more sustainable automotive industry.

4) Waste management

OPmobility is also committed to optimizing waste management, both internally and throughout its supply chain, through its Top Planet program. Initiatives include:

- the reintegration of production residues into manufacturing processes, where technically possible;
- waste recycling according to environmental standards by improving sorting and recovery;
- encouraging sites to resell their recoverable waste, thus reducing the volume of non-recovered waste.

In addition to these intangible concepts, which are part of the Group's innovation strategy, OPmobility includes responsible sourcing in its purchasing objectives.

This is reflected in OPmobility's expectations of its suppliers in terms of sustainability. Indeed, the Group has a Supplier Charter in which suppliers undertake to conduct their activities in accordance with the principles of loyalty, integrity and fairness, to respect fundamental rights relating to working conditions, and above all, to limit their environmental impacts by using natural resources rationally.

The Group is strengthening its requirements by publishing its sustainable purchasing guide, which sets out specific principles on:

- reduction of carbon emissions: the suppliers must actively commit to reducing their carbon footprint;
- environmental conservation: a proactive management of environmental impact is required, including pollution prevention, responsible management of resources, waste minimization, and promotion of recycling and reuse. Suppliers must have an environmental management system that complies with international standards, such as ISO 14001;
- sustainable resource management: it encompasses energy consumption, the use of chemicals, water management and the use of sustainable materials;
- responsible management of conflict minerals: the guide specifically addresses this issue in accordance with the US SEC's rule 13P-1, which requires disclosure and due diligence on the sourcing of minerals such as gold, tantalum, tin, tungsten, cobalt and mica from conflict zones. OPmobility has established a strict policy applied to its suppliers to guarantee the responsible sourcing of these materials.

Despite these efforts, the transition to a circular economy remains a complex challenge. The main challenges include:

- sustainable supply throughout the life cycle of a vehicle;
- guaranteeing the quality of recycled materials and keeping costs under control;
- the traceability and availability of the innovative materials required for eco-design;
- development deadlines: designing and validating an eco-designed system can take two to three years, highlighting the importance of anticipating market expectations and securing supply chains.

Building on these pillars, OPmobility is continuing its transition to a more sustainable and responsible model, promoting innovative and environmentally-friendly solutions.

Policy	Description of the main content of the policy	Scope of the policy or its exclusions	Highest level of the organization responsible for implementing the policy
Group environmental policy - Circular economy section	This policy encompasses a multitude of major challenges: • comply with and anticipate legal requirements and other legislation; • develop waste recovery management; • promote eco-design; • systematize the use of product Life Cycle Assessments; • accelerate the development and use of recycled materials; • improve the recyclability and repairability of products; • innovate to provide more sustainable products.	• Involves all OPmobility business groups (Exterior, Lighting, Modules, C-Power, H_2-Power). • Extends to subcontractors working on behalf of the Group.	• Established at the level of the Executive Committee (CODIR); • Promoted by all business groups; • Supported by action plans and investment projects; • Managed by dedicated Committees in the presence of the Executive Committee (CODIR); • Monitored several times a year by the Compensation Committee to monitor objectives and their implementation.
Supplier Charter	Engaging suppliers to: • limit the environmental impact by controlling the nuisances and pollution related to their activities; • rational use of natural resources; • develop responsible management of their waste.	• Commits all OPmobility suppliers.	• Established at the level of the Executive Committee; • Managed by the Purchasing Department.
Sustainable purchasing guide	This guide asks suppliers to: • reduce carbon emissions; • promote circularity in their operations; • optimally manage resources.	• Guide all OPmobility suppliers.	• Established at the level of the Executive Committee; • Managed by the Purchasing Department.
The 6 Environmental Basics	Preservation of resources based on: • using reusable containers; • complying with waste sorting and recycling instructions; • reusing or repackaging packaging and equipment where possible.	• Involves all OPmobility business groups (Exterior, Lighting, Modules, C-Power, H_2-Power).	• Established at the level of the Human Resources & Sustainability Department; • Promoted by all business groups.

Policy	Standards or third-party initiatives that are met in implementing the policy	How the interests of the main stakeholders are taken into account in the development of the policy	How the policy is made available to potentially affected stakeholders and stakeholders who must contribute to its implementation
Group environmental policy - Circular economy section	• Based on ISO 14001 standards; • TFCD, CSRD and EU taxonomy; • SBTi net zero emissions standards.	• see ESRS 2 - Consideration of stakeholders.	• Policy published on the website; • Distribution to employees through internal communications.
Supplier Charter	• United Nations Global Compact	• see ESRS 2 - Consideration of stakeholders.	• Signature of the Charter by all suppliers; • Document published on the website; • Distribution to employees through internal communications; • Translated into 19 languages.
Sustainable purchasing guide	• United Nations Global Compact • Customer Policies.	• see ESRS 2 - Consideration of stakeholders.	• The sustainable purchasing guide is intended for the entire Group and its subcontractors; • Policy published on the website; • Distribution to employees through internal communications.
The 6 Environmental Basics	-	• see ESRS 2 - Consideration of stakeholders.	• Policy published on the intranet; • Internal distribution to employees *via* the HSE network; • Displayed at OPmobility sites.

4.2.3.2 Use of resources and circular economy

Actions

MEASURE

To illustrate the policies put in place on the sustainable use of resources and the circular economy, OPmobility has targeted Life Cycle Assessments (LCA) as meaningful initiatives.

These are in fact becoming key tools for understanding these impacts from the Group's products from their design (extraction of raw materials) to their end-of-life (management of used vehicles and parts), and thus contribute to a more circular economy. Starting in 2022, the Group acquired several licenses of the GaBi software and trained employees in various activities in its use.

The ambition of LCA is to improve efficiency and precision. This tool calculates the environmental impacts and adapts to regulatory changes and customer requirements.

In addition, a simplified LCA tool was developed by the Group in 2022 with the support of a technical center and an eco-design and LCA software specialist. The aim was to provide a personalized solution that can be quickly used by innovation project managers, who can measure the environmental impacts and incorporate these criteria into the overall decision-making process.

A module allowing the integration of a virtual calculation of CO_2 emissions is in the final stages of being added to OPmobility's costing software. Each stage of the product's manufacture will be estimated in terms of costs and carbon impacts.

The e-Power activity carries out battery pack LCAs using GaBi software.

At the end of 2023, the C-Power teams received a first customer request for an LCA on the production of a fuel system. Starting in 2025, they plan to require the submission of an LCA for supplier selection and contract awards. In 2023, Exterior dedicated a specific team to carry out complete LCAs for its customers and internal projects, thus carrying out around a hundred LCAs. The Lighting and Modules business groups are supported by Exterior in implementing these processes.

ECO-DESIGN

Regarding eco-design, Exterior participates in the MCIPCI (Innovative Materials and Design for Intelligent Body Panels) project with the BPI (Banque pour l'Innovation). The objective of this project is to develop the bumpers of the future using an eco-design approach guaranteeing the best possible environmental performance. Since 2020, this is carried out with ARaymond (a specialist in the intelligent fixing of sensors and radars) and Cetim in order to use an eco-design approach for the "smart face" product, integrating numerous criteria: fewer materials, logistics optimization, product end-of-life, use of materials with a lower environmental impact, increase in recyclability and reparability, use of more ecological processes.

The project enable the development of several impact scenarios (logistics modification, part cutting, raw materials used, etc.) on a standard bumper thanks to the simplified Life Cycle Assessments tool. Smart face 2, an innovative OPmobility product, was analyzed using the best scenarios identified for this product in order to achieve, or even exceed, the results obtained with the standard bumper. The Group's priority is to develop scenarios that reduce the environmental footprint by 3% to 4% per year on mass market products. The results of this project were publicly presented to the BPI in early 2024.

DEVELOPING RECYCLED MATERIALS

Material reuse and product recyclability is also essential. The Group is devoting a specific project to this, with a team dedicated to sustainable materials.

This aims to secure the supply of recycled materials in each business group, meeting the needs of quality, quantity and deadlines of manufacturers while complying with regulations. The team identifies the players in recycling channels, technology and the value chain adapted to reduce the Group's carbon footprint.

For example, the Exterior teams have integrated 50% recycled plastics in the body panels (including in the visible parts) without loss of performance.

REUSING AND MANAGING WASTE

Waste management is a major issue for OPmobility, which is committed to minimizing its environmental footprint by adopting innovative and efficient practices. This ambition is reflected in the Top Planet program, a key initiative aimed at optimizing waste treatment and strengthening the circular economy within the Group.

Through a strategy based on reduction, reuse and recycling, OPmobility maximizes the recovery of waste from its industrial activities. The objective is twofold: to limit the production of waste upstream thanks to an eco-responsible design and to guarantee its transformation into resources when it cannot be avoided.

The Group also relies on strategic partnerships with specialized players to develop innovative solutions such as advanced polymer recycling, energy recovery from non-recyclable waste and the optimization of collection and sorting circuits.

By integrating these principles into its industrial strategy, OPmobility improves the environmental performance of its production sites, reduces its carbon footprint and actively contributes to the emergence of a more sustainable and circular industry.

Financial resources related to the action plan associated with the use of resources and the circular economy are detailed in the section 4.2.1.2.2 of ESRS E1 "Climate change."

These actions are listed and summarized in table form to guide the reader and facilitate understanding of the initiatives implemented by the Group to mitigate the impacts and risks associated with the circular economy.

Publication of key actions	Main features	Scope	Time horizon
Life Cycle Assessments (LCA) completed	LCAs are carried out each year for each business group, depending on the type of product and the manufacturer's project. After data collection (inventory of parts, project logistics, process identification, machine energy consumption, etc.), they are configured in the GaBi software, which is used to perform LCAs. This assesses the environmental impacts according to specific products and identifies priority areas of work.	All OPmobility business groups (Exterior, Lighting, Modules, C-Power, H_2-Power).	2025
Deploy eco-design	For the teams concerned: • awareness-raising; • training; • provision of tools; • measuring the environmental performance of products and designs.	All OPmobility business groups (Exterior, Lighting, Modules, C-Power, H_2-Power).	No time horizon defined.
Increase the reuse of raw materials and the recyclability of products	• Identify recycled materials to meet the needs of each business group. • Validate the quality of the materials. • Secure the Group's supply of recycled materials to meet the needs of each business group.	All OPmobility business groups (Exterior, Lighting, Modules, C-Power, H_2-Power).	Time horizon defined for each business group.

Publication of key actions	Main features	Scope	Time horizon
Increase the reuse of raw materials and the recyclability of products	• Identify recycled materials to meet the needs of each business group. • Validate the quality of the materials. • Secure the Group's supply of recycled materials to meet the needs of each business group.	All OPmobility business groups (Exterior, Lighting, Modules, C-Power, H_2-Power).	Time horizon defined for each business group.
Promote waste management	• Deployment of ISO 14001 certifications aimed at reducing the environmental impacts of production in its plants by making recycling more efficient. • Reintegration of waste during the manufacturing process. • Continuing the Top Planet program, initiated in 2006, aiming to reduce the environmental impacts of production in its plants.	All OPmobility business groups (Exterior, Lighting, Modules, C-Power, H_2-Power).	No time horizon defined.

Publication of key actions	Progress	Resources allocated
Conduct Life Cycle Assessments (LCA)	The Exterior business group carried out 30 LCAs in 2024 on a wide range of products and customers. e-Power has acquired a GaBi license for the performance of battery pack LCAs. From 2025, the selection of a supplier will require the submission of a life cycle assessment (LCA) for the award of a contract by C-Power.	Purchases of licenses for GaBi software
Deploy eco-design	In 2024, an inter-business group platform was set up to boost eco-design practices. Eco-design projects such as the one on the innovative Smart Face 2 bumpers were carried out in 2024, and two projects are also planned for 2025. This new generation of bumpers, created according to eco-design principles, has seen its carbon footprint significantly reduced. Five training sessions on eco-design and sustainability were given at Sigmatech in 2024 for the populations in charge of product design.	MCIPCI project Innovation teams Sustainability Experts
Increase the reuse of raw materials and the recyclability of products	In 2024, a bumper containing 30% recycled materials was mass-produced. Exterior is also exploring the reuse of end-of-life bumpers, seeking solutions to separate and recycle components. C-Power prioritizes HDPE suppliers with ambitious plans to reduce the carbon content of their material, aiming for gains of more than 40% compared to the European average, from 2027. They are also exploring hybrid compounds and biosourced HDPE. C-Power has also installed helium recovery systems at several sites, with deployment planned in all regions. C-Power also participates in "Project One" with its main HDPE supplier to reduce carbon emissions related to the production of HDPE by 50%. They are also studying the reuse of materials from end-of-life tanks. H_2-Power is exploring the recovery of carbon fibers from pressurized composite tanks *via* solvolysis and thermopyrolysis. In 2024, the first 100% recycled carbon fiber parts were produced. OPmobility's industrial sites are rolling out various circular economy initiatives, such as the reuse of rinsing solvents at Exterior. To anticipate the Battery Regulation Directive aimed at regulating the manufacture and disposal of batteries in the European Union, OPmobility is strengthening the monitoring and traceability of battery packs. This regulation requires: • the calculation of the carbon footprint: various actions have been adopted by e-Power. Implementation of a CO_2 data collection tool, a carbon footprint calculation model and a CO_2 calculator for the eco-design of battery packs, rolled out in 2025; • the recyclability of battery packs: a partnership with a company specializing in recycling, with a system for tracing materials in the supply chain and a battery passport accessible *via* QR code.	
Promote waste management	Today, 87.2% of OPmobility's sites are ISO 14001 certified. Top Planet Score: 60%	

Metrics and targets

Eco-design at OPmobility is based on the use of innovative techniques and materials, as well as on the tests and validations necessary to meet the needs of the industrialization of new products. By applying the eco-design principles and adopting an overall product vision, OPmobility implements and tests solutions to reduce the consumption of raw materials and energy, and the impact of end-of-life products (through recyclability and energy recovery). In addition, concerning the use of recycled materials, the European Commission currently proposes a threshold of 25% of recycled plastic (PCR - Post Consumer Recycling, recycled after a first domestic use) to be integrated into any new vehicle, of which a quarter must come from end-of-life vehicles (ELVs). Several other constraints must also be taken into consideration during the design phase, such as the ease of dismantling parts for better management of recycling channels, or the compatibility of materials, to ensure a high rate of recyclability.

OPmobility's suppliers are developing technologies to use biosourced plastics, thus replacing oil with biomass, such as food materials or wood. These materials have a carbon impact close to zero, but are very expensive and represent a very small market share in the plastics industry. Proposals for the use of these materials have been made to manufacturers, and it is possible that recycled plastic parts will be produced in the coming years. Nevertheless, the acceptability of these materials must still gain maturity before it becomes a priority.

Objective name	Scope	Unit	Reference value	Reference year	Ambition	Target year
Increase in recovered waste	Waste produced by OPmobility	%	No reference value	No reference value	The quantitative objectives will be established during 2025	2030
Performance of at least one LCA per business group	OPmobility products	Number of LCAs by business group	No reference value	No reference value	100%	2025
Increase in the proportion of recycled materials purchased	Materials used by OPmobility	%	No reference value	No reference value	Specific to each business group	2030

Objective name	Intermediate Milestones	Assumptions and methods	Scientific evidence	Stakeholders involved	Change	Performance
Increase in recovered waste	No intermediate milestones	Management decision	No link to scientific evidence	HSE network Site management	No changes to mention	Specific objectives by business group
Performance of at least one LCA per business group	No intermediate milestones	Based on LCA requests: customers, development and innovation, and the need for relevant indicators	No link to scientific evidence	HSE network meeting Site management	No changes to mention	Objective achieved: 100% of business groups carried out at least one LCA.
Increase in the proportion of recycled materials purchased	No intermediate milestones	Management decision	No link to scientific evidence	HSE network meeting Site management	No changes to mention	Specific objectives by business group: • Exterior and Lighting: validation of a product containing 50% recycled material in 2030; • C-Power: validation of a product containing 25% recycled material for production in 2030; • H_2-Power: gradual integration of recycled fiber in products for production in 2026.

These objectives are voluntary and not required by legislation, proof of OPmobility's commitment to these issues. They aim to improve waste management (increase in waste recovery), enhance circularity in product design (deployment of LCAs in each business group) and reduce primary raw materials (increase the proportion of recycled materials purchased).

Resource inflows

OPmobility is committed to transparent and responsible management of its incoming material resources. For 2024, the following inflow information is disclosed:

- **types of material resources:** OPmobility uses a wide variety of material resources in its operations, including raw materials (metals, plastics, etc.), electronic components and chemicals. In certain business groups, rare earth elements such as cerium, lanthanum, neodymium and praseodymium are used to manufacture metal parts, electrical components and seals. The Group also uses critical materials such as copper, gold, lead, manganese, nickel, silicon, tin and zinc in various parts, including printed circuits, electrical cables and headlights. These resources are essential to manufacture its mobility products and solutions;
- **sources of resources:** they come from different regions of the world, from suppliers selected for their high standards in terms of sustainability and social responsibility;
- **quantities and volumes:** OPmobility publishes data on the quantities and volumes of the main material resources used. This information is presented in aggregate form to provide an overview of the Group's resource requirements;
- **supplier selection criteria:** suppliers are selected according to strict criteria including quality of materials, compliance with environmental and social standards, and the ability to supply the required volumes reliably;
- **inventory management:** OPmobility implements advanced inventory management systems to optimize the use of material resources, minimize waste and ensure continuous availability of materials needed for production;

- **sustainability initiatives:** the Group engages in initiatives to reduce the environmental impact of its material resources, such as the use of recycled materials, reducing packaging and improving the efficiency of production processes.

Concerning the percentages of biological materials (including biofuels used for energy purposes) used to produce the Group's products and services (including packaging) that come from sustainable sources, as well as information on certification systems, OPmobility considers a value of 0%. Indeed, the biological materials processed by the Group are very negligible, with the exception of rubber seals and wooden pallets, and do not come from sustainable sources.

Finally, the Group reports the weight of components, products and secondary materials (reused, recycled) used to manufacture the Group's products and services, considering products that are 100% recycled, and those made from recycled materials.

The Exterior business group is the most mature in terms of monitoring recycled materials, by the commodities purchasing team. The other business groups have different practices for using recycled materials or reintroducing materials into the production process, depending on process and customer constraints.

Products, technical and biological materials	**Weight** *(in metric tons)*
TOTAL	**1,307,430**

Components, materials and products	**Absolute weight** *(in metric tons)*	**Percentage of total weight** *(in%)*
Reused or recycled secondary components	8,675	0.7
Secondary intermediate products and secondary materials	0	0

Metrics - Outflow of products and materials

The materials from OPmobility's production process mainly include virgin plastic composites, paint products as well as recycled plastic. These materials, used in the manufacture of exterior body parts, lighting parts, modules, hydrogen and fuel storage systems, as well as batteries, meet sustainability requirements thanks to rigorous requirements and precise specifications, developed in collaboration with customers. Plastic, metal and electronic components are also assembled into these parts.

The expected longevity of the products marketed by the Group varies between 15 and 20 years, depending on the customers. Indeed, OPmobility is committed to respecting the specifications of its customers, so it depends on the vehicle itself. This is not a discriminating factor compared to OPmobility's competitors. The Group is also committed to marketing fusible parts to protect the chassis and vital parts of the vehicles it equips. As an equipment manufacturer, OPmobility guarantees that its parts can be dismantled, enabling their repeated assembly and disassembly without damage by plant operators at the manufacturers or by professionals such as garage owners.

Regarding the recyclability of OPmobility's products, for the 2024 reporting year, the Group limits its analyses to its Exterior and C-Power business groups. The recyclability rate of products for Exterior, calculated using data from manufacturers and recycling centers, is 86%. OPmobility made a first estimate of the recyclability rate of C-Power's products on three representative products by identifying non-recyclable components. This results in a rate of 95%. The calculation of the recyclability of products will be gradually extended to the other business groups in the coming years.

OPmobility's packaging consists mainly of steel for the racks, foams and protective covers for the parts, Galia thermoplastic boxes for transporting parts as well as cardboard and plastic films. They are mainly reused in its logistics flow. OPmobility does not have indicators for monitoring the recyclability of its packaging. The recyclability rate of packaging will be calculated in future years.

Metrics - Outgoing waste flows

OPmobility lists several types of waste:

- **non-hazardous waste:** plastic parts, non-hazardous industrial waste, metals, cardboard, wood, plastic packaging, glass, plant-based waste and other non-hazardous waste;
- **hazardous waste:** paint sludge, solvents, oils, batteries and other hazardous waste.

OPmobility's activity, which focuses on the transformation of plastics and the use of paints, mainly generates waste in the form of plastic parts and paint sludge.

	Weight *(in kilotons)*
Waste generated	93.9

Hazardous waste diverted from disposal	**Weight** *(in kilotons)*
TOTAL	**9.4**
Due to preparation for reuse	0.7
Due to recycling	4.2
Due to other recovery operations	4.5

Non-hazardous waste diverted from disposal	Weight *(in kilotons)*
TOTAL	**63.2**
Due to preparation for reuse	5.4
Due to recycling	48.6
Due to other recovery operations	9.2

Hazardous waste sent for disposal	Weight *(in kilotons)*
TOTAL	**6.7**
By incineration	4.8
By landfill	1.1
Through other disposal operations	0.8

Non-hazardous waste sent for disposal	Weight *(in kilotons)*
TOTAL	**14.6**
By incineration	5.1
By landfill	6.8
Through other disposal operations	2.7

	Weight *(in kilotons)*	Percentage
Recycled waste	58.9	62.7%
Waste recovered	23.6	25.1%
Recycled and recovered waste	82.5	87.9%
Non-recycled, non-recovered waste	11.4	12.1%

	Value *(in kilotons)*
Total amount of hazardous waste	16.1
Total amount of radioactive waste	0

Methodologies	
Resource inflows	The metrics are calculated on the IFRS scope. These metrics are consolidated from January 1 to November 30, 2024 and extrapolated to December 31. The values presented are generally rounded and may present a non-material difference compared to the total published. To determine the total weight of its products and materials, OPmobility uses different methods: • for the products of the Exterior, C-Power, Modules and Lighting business groups, the Group uses an extract from SAP which provides, by item code, the weights and quantities received in 2024. The methodology is identical for the raw materials of the C-Power and Lighting business groups. Concerning the products of the H_2-Power business group, the Group does not have sufficiently precise data to make an estimate, and since the volumes were low, they were not included in the calculation. OPmobility will continue to improve the quality of this data in 2025. • for the raw materials of the Exterior, H_2-Power and Modules business groups, the material monitoring file is managed by the Materials Purchasing department of each business group; • the biological materials used by OPmobility were considered as zero. • for recycled materials and recycled products, monitoring tools are being implemented in each of its business groups. In 2024, only the Exterior and Modules business groups have a monitoring system to report data, in particular the percentage of recycled material in their plastics (RESIN); • for products, technical and biological materials, OPmobility takes into account the total weight of products and materials used in 2024.
Reused or recycled secondary components	Determination of a percentage of recycled plastic for each major product family. This percentage, multiplied by the weight of the products concerned, makes it possible to quantify the total volume of recycled material, which is then compared to the total volume of products purchased by the Group to establish the percentage of recycled material.
Product recyclability rate - Exterior	• Selection of a sample of 5 products representative of the Exterior business group; • Analysis of the product nomenclature using the ISO 22628 standard and INDRA (National Automotive Deconstruction and Recycling Industry) documents certifying the recyclability of products; • Calculation of the recyclability rate based on the mass of each product. Calculation limit: analysis carried out on the European market on a representative sample of 5 products, then extrapolated to the total.
Product recyclability rate - C-Power	• Selection of 3 product families representative of the C-Power business group; • Analysis of the nomenclature of products, sorting them according to their recyclability; • Calculation of the recyclability rate based on the mass of each product component. Calculation limit: • Theoretical recyclability based on the nomenclature of a new product; • Actual recyclability achievable after contact with fuel (for the fuel system) or AdBlue (for the SCR system) not available; • No verification of the completeness of the non-recyclable components considered, nor of the recyclability of the other components; • No analysis in place to verify the effectiveness of the recyclability of products with players in the sector.
Waste	The metrics are calculated on the IFRS scope. The values presented are generally rounded: the amounts thus rounded may present a non-material difference compared to the total published. These indicators are consolidated from January 1 to November 30, 2024 and extrapolated to December 31.

4.2.4 The European Taxonomy

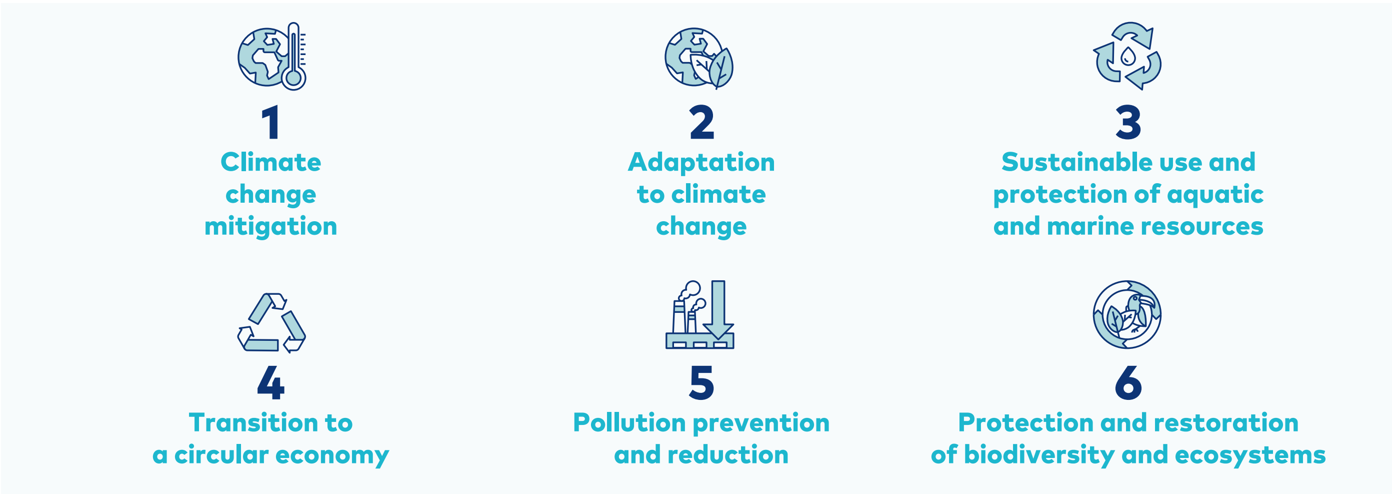
4.2.4.1 The Taxonomy reporting framework

The Taxonomy regulation [1] (EU) 2020/852, published on June 22, 2020, introduces a new non-financial reporting standard.

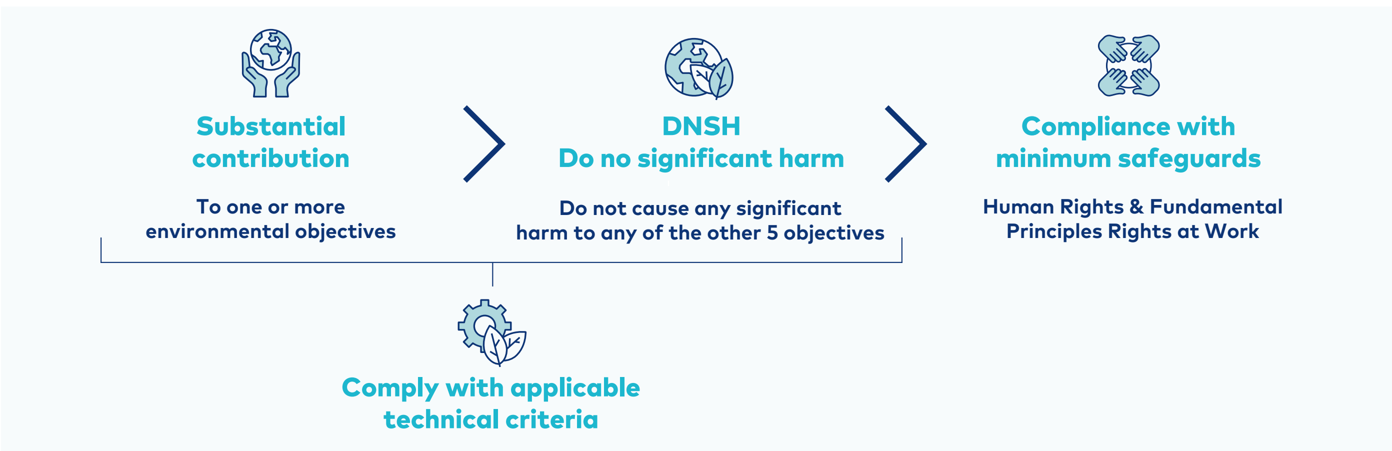
The European Taxonomy aims to identify the economic activities of a company considered to be environmentally sustainable. Its objective is to redirect capital flows towards sustainable investments, integrate sustainability into risk management and promote transparency in corporate reporting.

The regulation stipulates that only economic activities that contribute to one of the six environmental objectives it sets out can be considered sustainable. These objectives are listed below.

THE TAXONOMY'S SIX OBJECTIVES



THE REPORTING PROCESS



(1) *The European Taxonomy as defined by Regulation (EU) 2020/852 of the European Parliament and of the Council of June 18, 2020 on establishing a framework to promote sustainable investments.*

4.2.4.2 Eligibility of OPmobility activities for the Taxonomy

The economic activity of a company is eligible for the Taxonomy if it is listed in the activities described in the delegated acts relating to the six environmental objectives.

As part of a preliminary analysis, OPmobility studied all its activities with regard to the six environmental objectives of the Taxonomy regulation. This analysis was carried out jointly by the Sustainability and Finance departments, supported by Operations, and concluded that the Group contributed to two of the six environmental objectives as follows:

- climate change mitigation;
- transition to a circular economy.

As part of its analysis, OPmobility has assessed the eligibility of its activities, based on the analysis of financial flows, as indicated below:

		Reported indicators		
Label	**Description of OPmobility's economic activity**	**Turnover**	**OpEx**	**CapEx**
CCM 3.2	**3.2 Manufacture of equipment for the production and use of hydrogen:** **Activities:** Manufacture of hydrogen equipments • hydrogen fuel tanks; • fuel cell stacks; • integrated hydrogen systems.	x	x	x
CCM 3.18	**3.18 Manufacture of automotive and mobility components:** **Activities:** Manufacture of equipment designed exclusively for 100% electric models and essential to improve environmental performance: bumpers, tailgates, front-end modularization.	x	x	x
CCM 3.4	**3.4 Manufacture of batteries:** **Activities:** Manufacture of batteries for electric vehicles.	x	x	x
CCM 8.2	**8.2 Data-driven solutions for GHG emissions reductions:** **Activities:** Development of software related to sustainable mobility and greenhouse gas emissions reduction, optimization of energy performance.		x	x
CE 4.1	**4.1 Provision of IT/operational solutions:** **Activities:** Software development for eco-design and Life Cycle Assessments.			x

OPmobility does not report financial indicators in activity CE 1.2 "Manufacture of electrical and electronic equipment" as part of the objective of transitioning to a circular economy, as it considers it not applicable to its electrical and electronic products. At OPmobility, the manufacture of electrical and electronic equipment is mainly concentrated in the Lighting business group, which represents a minor share of Exterior turnover. There are different possible interpretations as to the scope of this activity, in particular following the publication in the European Union Official Journal of the FAQ on March 5, 2025. Indeed, although it states that "all electrical and electronic equipment (EEE) are in the scope of section 1.2," it refers to Directive 2012/19 on waste electrical and electronic equipment, which excludes waste electrical and electronic equipment from the automotive industry, which are governed by the End-of-Life Vehicles Directive (2000/53).

The Group may have to revise this decision, depending on subsequent clarifications provided by the European Commission.

COMPLEMENTARY ACTIVITY ANALYZED

On June 27, 2023, an amendment to the Climate Delegated Act relating to the Taxonomy created activity CCM 3.18 "Manufacture of automotive and mobility components," in addition to the already existing activity CCM 3.3 "Manufacture of low carbon technologies for transport." Since fiscal year 2023, the Group's activities meeting the criteria of this new category 3.18 are excluded from category CCM 3.3. The eligibility criteria for category CCM 3.18 are more restrictive than those for category CCM 3.3. Thus, OPmobility's eligible activities in category CCM 3.18 involve a smaller basis (14.4% of consolidated turnover). The same activities transferred to a carmaker customer would have been fully eligible in category CCM 3.3 (23.3% of consolidated turnover).

For the sake of consistency, enabling investors to have information that is comparable between different mobility players, the OPmobility Group provides additional reporting to regulatory disclosures. This consists of declaring in category CCM 3.3, in addition to category CCM 3.18, the portion of the Group's activities not recognized due to the restriction of category CCM 3.18. Analyses were carried out on both eligibility and alignment rates by applying the criteria of category CCM 3.3. The result of this additional analysis is presented in section 4.2.4.5 "Other non-financial indicators" in accordance with the recommendations of the FAQs of December 6, 2022 and February 7, 2022.

		Additional reported indicators		
Label	**Description of OPmobility's economic activity**	**Turnover**	**OpEx**	**CapEx**
CCM 3.3	**3.3 Manufacture of low carbon technologies for transport:** **Activity:** Manufacture of equipment (bumpers, tailgates, fuel tanks, front-end modules, interior modules: cockpit and center console) solely for electric or hybrid vehicles	x	x	x

NUCLEAR ENERGY AND FOSSIL GAS ACTIVITIES

Moreover, as OPmobility does not have any activities in the gas or nuclear fields, the Group does not identify any of the activities of the delegated act (EU) 2022/1214 of March 9, 2022 as eligible under the Taxonomy.

Line	Nuclear energy activities	
1.	The Company carries out, finances or is exposed to research, development, demonstration and deployment of innovative facilities for the production of electricity from nuclear processes with a minimum of waste from the fuel cycle.	NO
2.	The Company carries out, finances or is exposed to construction and safe operation of new nuclear facilities for the production of electricity or industrial heat, in particular for district heating purposes or for the purposes of industrial processes such as hydrogen production, including their safety upgrades, using the best available technologies.	NO
3.	The Company carries out, finances or is exposed to the safe operation of existing nuclear facilities for the production of electricity or industrial heat, in particular for district heating purposes or for the purposes of industrial processes such as hydrogen production from nuclear energy, including their safety upgrades.	NO
	Fossil gas activities	
4.	The Company carries out, finances or is exposed to construction or operation of facilities for the production of electricity from gaseous fossil fuels.	NO
5.	The Company carries out, finances or is exposed to construction, refurbishment and operation of combined heating/cooling facilities and electricity from gaseous fossil fuels.	NO
6.	The Company carries out, finances or is exposed to construction, refurbishment or operation of heat production facilities that produce heat/cold from gaseous fossil fuels.	NO

4.2.4.2.1 OPmobility support activities listed in the Taxonomy delegated acts

As part of its activity, the OPmobility incurs investment expenses (CapEx) in eligible "support activities" to reduce its greenhouse gas emissions (GHG).

		Reported indicators
Label	**Description of the OPmobility support activity**	**CapEx**
CCM 6.5	**6.5 Transport by motorbikes, passenger cars and commercial vehicles:** **Activities:** Use of company vehicles.	x
CCM 7.3	**7.3 Installation, maintenance and repair of energy efficiency equipment:** **Activities:** Energy improvement works.	x
CCM 7.5	**7.5 Installation, maintenance and repair of instruments and devices for measuring, regulating and controlling the energy performance of buildings** **Activities:** Investments related to energy performance measurement devices.	x
CCM 7.6	**7.6 Installation, maintenance and repair of renewable energy technologies:** **Activities:** Installation for the operation of renewable energies.	x
CCM 7.7	**7.7 Acquisition and ownership of buildings:** **Activities:** Leasing or acquisition of buildings (administrative offices, commercial, industrial and warehouses).	x

4.2.4.3 Alignment of OPmobility activities

An activity is aligned with the Taxonomy when it is eligible and meets all three of the following conditions:

- it contributes substantially to one of the six environmental objectives;
- it does not cause any significant harm to any of the other environmental objectives (DNSH principle: "Do No Significant Harm");
- it complies with minimum safeguards, particularly in terms of human rights, social rights and governance, etc.

4.2.4.3.1 Substantial contribution criteria

As part of its analysis, OPmobility verified the substantial contribution criteria applied to each eligible activity. The table below summarizes the operational translation of the substantial contribution criteria.

Objective	Activity reference	Substantial contribution criteria applied
Climate change mitigation	CCM 3.2	Equipment enabling the use of hydrogen.
	CCM 3.4	Manufacture of battery packs to reduce greenhouse gas emissions for transport.
	CCM 3.18	Equipment designed exclusively for 100% electric models to reduce energy consumption and improve the vehicle's environmental performance (1). For OPmobility, this corresponds to products that are used in electric vehicles that do not exist in other engines and that contribute to the aerodynamics of vehicles and their weight reduction: • bumpers; • tailgates; • front-end modules. Reducing the weight and improving the aerodynamics of parts, as well as reducing associated greenhouse gas emissions, lie at the heart of OPmobility's activities. Complex body part assemblies are made of injected polypropylene or composite materials: bumpers, energy absorption systems, tailgate modules, spoilers, fender supports and rocker panels. These systems, which enhance passenger safety, are designed with the objective of helping to reduce greenhouse gases emissions from vehicles through aerodynamic improvements and weight reduction.
	CCM 8.2	Software to substantially reduce greenhouse gas emissions through energy optimization.
Transition to a circular economy	CE 4.1	Software development for eco-design and Life Cycle Assessments.

(1) Vehicles meeting this criterion and whose activity is reported in activity CCM 3.18 are excluded from the share of activities recognized in the Voluntary reporting in CCM 3.3 "Manufacture of low carbon technologies for transport".

COMPLEMENTARY ACTIVITY ANALYZED

Objective	Activity reference	Substantial contribution criteria applied
Climate change mitigation	CCM 3.3	Equipment assembled on a vehicle emitting less than 50g CO_2/km (electric, hydrogen or hybrid)

4.2.4.3.2 Verification of Do No Significant Harm (DNSH)

The DNSH criteria were analyzed for activities eligible for the "Climate change mitigation" and "Transition to a circular economy" objectives. The main verification procedures are described in the table below.

DNSH	Description of the verification procedures
Climate change adaptation	The vulnerability assessment of activities is carried out as part of a continuous improvement process in collaboration with OPmobility's Internal Audit, Insurance and HSE departments, as well as with the support from insurance providers. The tools used compare technical data from OPmobility's sites with the latest scientific knowledge and modeling capabilities. They produce a short-term (2030) and long-term (2050) analysis. This approach helps identify the sites most exposed to the risks that climate change could exacerbate. These analyses enable the implementation of adaptation plans to mitigate the most significant risks. In this third year of assessment, all of the Group's production sites, including new ones, were covered. The value chain analysis will be gradually rolled out. For more details, refer to the ESRS E1 Climate change section of the Sustainability Statement.
Transition to a circular economy	Convinced of the importance of developing a circular economy and preserving resources, OPmobility Group has been implementing procedures to integrate the use of recycled materials and the design of sustainable products, waste management and traceability of substances of concern in its production processes for a long time. This approach continues and accelerates year after year, with the establishment of partnerships upstream and downstream of the value chain. Circular economy procedures and projects are described in section ESRS E5 "Circular economy" of the Sustainability Statement.
Pollution prevention and reduction	Substance approval and control measures are integrated into the manufacturing, use and marketing processes for OPmobility's products. The Group's value chain is included in the monitoring and verification scope. OPmobility thus ensures compliance with applicable local and national regulations. In 2023, substance traceability tools were adapted to meet the specific requirements of the Taxonomy and have since benefited from continuous improvements, allowing the inclusion of new substances. In addition, OPmobility is continually exploring ways to substitute substances of very high concern to protect employee health and limit their presence on the market. As part of its activities, OPmobility complies with the criteria established by the European Taxonomy in paragraphs a) to e) of Appendix C of the regulations, with reference to the REACH and Restriction of Hazardous Substances (RoHS) regulations. Paragraph f) is treated with caution as it is based on the REACH candidate list. To verify this paragraph, a representative sampling was set up covering the eligible products, the listed substances and all the Group's activities identified as part of the Taxonomy.
Sustainable use and protection of water and marine resources	An assessment was carried out on all the sites concerned, mainly based on the environmental analyses carried out annually and in compliance with the environmental regulations in force in each country. The results of these analyses contribute to a continuous improvement process.
Protection and restoration of biodiversity and ecosystems	To deepen its biodiversity approach, OPmobility conducted a study on the impacts and dependencies in order to understand the interactions between the Group's activities and biodiversity. Following this analysis, the Group aimed to continue the study of the direct materiality of biodiversity by cross-referencing biodiversity data (status of nature, water stress, land use) with site-specific data. The priority OPmobility sites were then identified and appropriate actions were rolled out based on each site's unique characteristics. OPmobility is also involved in the Act4Nature international initiative.

4.2.4.3.3 Compliance with minimum guarantees

OPmobility supports the highest Human Rights standards in conducting its operations by belonging to globally recognized organizations and initiatives:

- the United Nations Global Compact since 2003;
- the United Nations Universal Declaration of Human Rights and its two complementary covenants;
- the Fundamental Conventions of the International Labour Organization (ILO);
- the ILO Declaration on Fundamental Principles and Rights at Work;
- the OECD Guidelines;
- the United Nations Sustainable Development Goals (SDGs).

The Group has a "Human Rights" policy that is published on its website and accessible to all employees. This policy is in line with OPmobility's commitments in the area of human rights and established the way in which employees must interact with business partners, suppliers, communities and other stakeholders. The "Human Rights" policy is regularly reviewed to ensure that it is in line with regulatory changes.

The Group publishes its Vigilance Plan every year. Based on the actions described and implemented, it meets the minimum safeguards expected under the Taxonomy regulation. The Vigilance Plan applies to the business groups of the Group and its subsidiaries, and those of the suppliers or subcontractors with which the Group has an established commercial relationship. The Vigilance Plan is published in section 4.7 "Vigilance Plan" of this document.

In addition, to assess and support its suppliers in the progress of their Sustainability approach, OPmobility Group has set up the specific Know Your Suppliers system. This approach is based on a prerequisite: the signing of the Supplier Charter, which specifies how suppliers must adhere to the Group's responsible purchasing approach. OPmobility also carries out a general assessment of a panel of suppliers covering 95% of the Group's expenses using a risk assessment platform. This approach is described in "Responsible Purchasing/supplier risk."

In addition, one of OPmobility's commitments included in its Code of Conduct is to respect the human rights of all its employees. It establishes the nature of the relationships that OPmobility wishes to maintain within the Group in order to ensure good relationships, both internally and with all its stakeholders, including its customers, suppliers, other partners, administrative bodies, shareholders and the financial community. OPmobility strives to offer and guarantee safe and healthy working conditions and respect for fundamental freedoms everywhere. The Group is also committed to promoting human rights, in accordance with the principles of the United Nations Global Compact, in all the countries where it operates.

Finally, OPmobility applies strict anti-corruption policies, supported by a risk mapping covering all its entities and activities, including those recently acquired. Regular audits and awareness-raising actions strengthen the effectiveness of prevention systems. Policies and procedures addressing anti-corruption, taxation and fair competition are described in the ESRS G1 of this Sustainability Statement.

4.2.4.4 Results

METHODOLOGY FOR CALCULATING INDICATORS

Since 2021, the Group has integrated its Taxonomy reporting into the process of collecting financial information for the annual closing of the consolidated financial statements. This organization ensures the consistency and reliability of the data. Each year, the data collection grids are adapted in the tools to respond to changes in regulations.

In the same way as for the statutory financial statements, the system for reporting Taxonomy information includes instructions, a timetable and workshops with all Group business groups, several information meetings and user guides to European Taxonomy reporting.

The financial scope used complies with IFRS standards, excluding joint ventures. The three indicators published with reference to the Taxonomy are detailed as follows.

Indicators	Turnover	OpEx	CapEx
		Eligibility	
Application basis	This is the external revenue relating to eligible activities. This includes revenues from IFRS 15 and IFRS 16. This revenue corresponds to consolidated revenue, presented in accordance with the financial statements.		
Numerator - Application basis		These are direct non-capitalized costs related to maintenance, repair of property, plant and equipment (including building renovation) and Research and Development For each activity, this aggregate includes: • R&D-related expenses; • short-term leases; • repair and maintenance costs; • individual measures to promote energy efficiency.	Investments during the period in intangible assets, property, plant and equipment (industrial assets and project developments), rights-of-use of leased assets, non-current assets financed by leasing (IAS 16 - IAS 38 - IFRS 16). Assets contributed by companies as part of external growth transactions are included. Goodwill and customer contracts recognized as part of the allocation of the acquisition price of new companies as well as land in general are excluded. For the specific case of acquisitions of buildings, subsidiaries are asked to provide information on the year of construction, energy consumption and/or energy efficiency certificates.
Denominator - Application basis		These are all of the Group's operating expenses. All OpEx categories are presented as they appear in the financial statements.	Corresponds to the numerator, land and customer contracts.
		Alignment	
Numerator alignment	The Reporting data served as a basis for the analysis and validation of each DNSH.		
Application basis	The Group's Consolidation Department receives from the Sustainability teams the DNSH coefficients determined for each activity. These coefficients are entered into the reporting system to create the data activity by activity, aggregate by aggregate, to determine the alignment.		

The presentation of the Taxonomy reporting results is as follows:

1) the Reporting tables, complying strictly with the regulation and presenting the results of eligibility and alignment with the Taxonomy of the OPmobility Group's activities, are presented below;

2) the eligibility and alignment results taking into account additional activities are presented in section 4.2.4.5 "Other non-financial indicator".

4.2.4.4.1 Turnover

Taxonomy indicators for turnover should be read closely with Note 3 "Segment information" in the consolidated financial statements (chapter 5), namely:

In thousands of euros	**Consolidated turnover**
Total Group	10,483,724

CONSOLIDATED TURNOVER

	Proportion of consolidated turnover/ Total consolidated turnover	
	Aligned	**Eligible**
Climate Change Mitigation (5)	14.07%	14.93%
Climate Change Adaptation (6)	-%	-%
Water and Marine Resources (7)	-%	-%
Circular Economy (8)	-%	-%
Pollution (9)	-%	-%
Biodiversity (10)	-%	-%

The increase in eligible turnover, which rose from 11.9% in 2023 to 14.9% in 2024, is mainly due to the increase in the proportion of low-carbon vehicles equipped by OPmobility, in line with the growth of this market. The share of alignment also increased compared to last year, from 10.6% in 2023 to 14.1% in 2024, reflecting the increase in eligibility and, consequently, the increase in the share of OPmobility activities that comply with the Taxonomy criteria.

4.2.4.4.2 Operating Expenditure (OPEX)

The "OpEx" used in the Taxonomy ("Taxonomy OpEx") includes asset maintenance, repair and upkeep costs, and non-capitalized Research and Development expenses. In 2024, all of these items represented 4.6%, compared to 4.9% in 2023 (therefore less than the 10% considered as the materiality threshold), of the Group's operating expenses (cost of goods and services sold, Research and Development expenses, selling expenses, overheads and other operating expenses). See the relevant note in the consolidated financial statements (chapter 5).

Despite its non-materiality, the Group calculated the portion of eligibility and alignment for this indicator.

	Total OPmobility group	Total Eligible OpEx Group Proposal		Total Activity CCM 3.2	Total Eligible OpEx Activity CCM 3.2	
		Totals	%		Totals	%
Lease expenses other than IFRS 16	(20,404)	(3,140)	15.4%	(298)	(298)	100.0%
Costs of maintenance, repair and upkeep of assets	(181,067)	(3,522)	1.9%	(532)	(79)	14.9%
Non-capitalized Innovation and other Research and Development expenses	(262,414)	(9,871)	3.8%	(8,979)	(5,351)	59.6%
ELEMENTS RETAINED IN "OPEX TAXONOMY" (A)	**(463,885)**	**(16,533)**	**3.6%**	**(9,809)**	**(5,728)**	**58.4%**
TOTAL OPEX (B)	**(10,064,710)**			**(60,416)**		
PROPORTION % (A)/(B)	**4.6%**			**16.2%**		

Total Activity CCM 3.4	Total Eligible OpEx Activity CCM 3.4		Total Activity CCM 3.18	Total Eligible OpEx Activity CCM 3.18		Total Activity CCM 8.2	Total Eligible OpEx Activity CCM 8.2	
	Totals	%		Totals	%		Totals	%
(316)	(316)	100,0 %	(2,526)	(2,526)	100.0%	0	0	0.0%
(561)	(84)	14.9 %	(22,496)	(3,359)	14.9%	0	0	0.0%
(12,649)	(4,520)	35.7%	(16,231)	0	0.0%	(1,457)	0	0.0%
(13,526)	**(4,920)**	**36.4%**	**(41,253)**	**(5,885)**	**14.3%**	**(1,457)**	**0**	**0.0%**
(78,980)			**(1,484,584)**			**(4,800)**		
17.1%			**2.8%**			**30.4%**		

OPERATING EXPENSES (OPEX)

	Proportion of OpEx / Total OpEx	
	Aligned	**Eligible**
Climate Change Mitigation (5)	3.49%	3.56%
Climate Change Adaptation (6)	-%	-%
Water and Marine Resources (7)	-%	-%
Circular Economy (8)	-%	-%
Pollution (9)	-%	-%
Biodiversity (10)	-%	-%

4.2.4.4.3 Capital expenditure (CapEx)

COMPONENTS OF THE "TAXONOMY CAPEX" (NUMERATOR)

The "Taxonomy CapEx" covers intangible and tangible investments for the period including, where applicable, those contributed during the period by new acquisitions in the opening balance sheets. Excluded from these investments are intangible assets such as goodwill, customer contracts, land, land improvements and improvements to buildings when the amounts are significant.

CONSOLIDATED FINANCIAL STATEMENT "CAPEX" (DENOMINATOR)

This covers all intangible and tangible investments for the period including, where applicable, those contributed during the period by new acquisitions in the opening balance sheets, with the sole exception of goodwill.

For 2024, the Group's CapEx expenses are summarized in the table below and refer to the consolidated financial statements (chapter 5), Notes 5.1.2 "Other intangible assets" and 5.1.3 "Property, plant, equipment".

Note 5.1.2 to the Consolidated Financial Statements

In thousands of euros	Patents and licenses	Software	Development assets	Customer contracts	Other	Total
Developments capitalized in FY 2024	-	-	265,600	-	-	265,600
Increases in intangible assets in FY 2024	-	2,000	-	-	3,000	5,000
TOTAL						**270,600**

Note 5.1.3 to the Consolidated Financial Statements

In thousands of euros	Land	Buildings	Inst. tech. mat. & tools	Property, plant and equipment under construction	Other property, plant and equipment	Total
Increases in fully owned property, plant and equipment in FY 2024	3,000	6,000	35,000	210,908	33,000	287,908
Non-current assets financed by leasing	3,805	-	-	20,425	-	24,230
Increases in rights-of-use of leased assets (IFRS 16) in FY 2024	2,000	53,000	33,000	-	16,000	104,000
TOTAL						**416,138**
TOTAL GLOBAL						**686,738**

CAPITAL EXPENDITURE (CAPEX)

	Proportion of CapEx/Total CapEx	
	Aligned	**Eligible**
Climate Change Mitigation (5)	30.95%	34.65%
Climate Change Adaptation (6)	-%	-%
Water and Marine Resources (7)	-%	-%
Circular Economy (8)	0.00%	0.00%
Pollution (9)	-%	-%
Biodiversity (10)	-%	-%

In 2024, eligible CapEx represented 34.7%, versus 33.1% in 2023. This reflects a continuity in OPmobility's investments that comply with the Taxonomy criteria. The aligned CapEx increased significantly from 11.5% in 2023 to 31.0% in 2024. This increase is mainly due to the implementation of internal processes that justify the compliance of the Group's hydrogen activity with DNSH pollution.

TABLE 1 - 2024 CONSOLIDATED TURNOVER

Financial year		2024		Substantial contribution criteria					
		Consolidated turnover (3)	Proportion of consolidated turnover (4)	Climate Change Mitigation (5)	Climate Change Adaptation (6)	Water and Marine Resources (7)	Circular Economy (8)	Pollution (9)	Biodiversity (10)
Economic activities (1)	**Code(s) (2)**	*In thousands of euros*	*In %*	**Y; N; N/EL**	**Y; N; N/EL**	**Y; N; N/EL**	**Y; N; N/EL**	**Y; N; N/EL**	**Y; N; N/EL**
A. TAXONOMY-ELIGIBLE ACTIVITIES									
A.1. Environmentally sustainable activities (Taxonomy-aligned)									
Manufacture of equipment for the production and use of hydrogen	CCM 3.2	14,621	0.14%	Y	N/EL	N/EL	N/EL	N/EL	N/EL
Manufacture of batteries	CCM 3.4	42,844	0.41%	Y	N/EL	N/EL	N/EL	N/EL	N/EL
Manufacture of automotive and mobility components	CCM 3.18	1,417,828	13.52%	Y	N/EL	N/EL	N/EL	N/EL	N/EL
Consolidated turnover of environmentally sustainable activities (Taxonomy-aligned) (A.1)		1,475,294	14.07%	14.07%	0.00%	0.00%	0.00%	0.00%	0.00%
Of which enabling		1,475,294	14.07%	14.07%	0.00%	0.00%	0.00%	0.00%	0.00%
Of which transitional		0	0.00%						
A.2. Taxonomy-eligible but not environmentally sustainable activities (not Taxonomy-aligned activities)									
				EL; N/EL	**EL; N/EL**	**EL; N/EL**	**EL; N/EL**	**EL; N/EL**	**EL; N/EL**
Manufacture of equipment for the production and use of hydrogen	CCM 3.2	0	0.00%	EL	N/EL	N/EL	N/EL	N/EL	N/EL
Manufacture of batteries	CCM 3.4	0	0.00%	EL	N/EL	N/EL	N/EL	N/EL	N/EL
Manufacture of automotive and mobility components	CCM 3.18	90,063	0.86%	EL	N/EL	N/EL	N/EL	N/EL	N/EL
Consolidated turnover of Taxonomy-eligible but not environmentally sustainable activities (not Taxonomy-aligned activities) (A.2)		90,063	0.86%	0.86%	0.00%	0.00%	0.00%	0.00%	0.00%
CONSOLIDATED TURNOVER OF TAXONOMY-ELIGIBLE ACTIVITIES (A)		**1,565,357**	**14.93%**	**14.93%**	**0.00%**	**0.00%**	**0.00%**	**0.00%**	**0.00%**
B. TAXONOMY-NON-ELIGIBLE ACTIVITIES									
Consolidated turnover of Taxonomy-non-eligible activities (B)		8,918,368	85.07%						
TOTAL A + B		**10,483,724**	**100.00%**						

Y – Yes, activity Taxonomy-eligible and Taxonomy-aligned with the relevant environmental objective.
N – No, activity Taxonomy-eligible but not Taxonomy-aligned with the relevant environmental objective.
N/EL – Not eligible, activity Taxonomy-non-eligible for the relevant environmental objective.
EL – Activity Taxonomy-eligible for the relevant objective.

Do No Significant Harm (DNSH) criteria									
Climate Change Mitigation (11)	**Climate Change Adaptation (12)**	**Water and Marine Resources (13)**	**Circular Economy (14)**	**Pollution (15)**	**Biodiversity (16)**	**Minimum safeguards (17)**	**Proportion of Taxonomy -aligned (A.1.) or -eligible (A.2.) economic turnover, year N-1 (18)**	**Category enabling activity (19)**	**Category transitional activity (20)**
Y; N	**Y; N**	**Y; N**	**Y; N**	**Y; N**	**Y; N**	**Y; N**	In %	**E**	**T**
Y	Y	Y	Y	Y	Y	Y	0.00%	E	
Y	Y	Y	Y	Y	Y	Y	0.29%	E	
Y	Y	Y	Y	Y	Y	Y	10.27%	E	
Y	Y	Y	Y	Y	Y	Y	10.56%		
Y	Y	Y	Y	Y	Y	Y	10.56%	E	
Y	Y	Y	Y	Y	Y	Y	0.00%		T
							0.12%		
							0.04%		
							1.22%		
							1.38%		
							11.94%		

TABLE 2 - 2024 OPERATING EXPENDITURE (OPEX)

Financial year		2024		Substantial contribution criteria					
		OpEx (3)	Proportion of OpEx (4)	Climate Change Mitigation (5)	Climate Change Adaptation (6)	Water and Marine Resources (7)	Circular Economy (8)	Pollution (9)	Biodiversity (10)
Economic activities (1)	**Code(s) (2)**	*In thousands of euros*	*In %*	Y; N; N/EL	Y; N; N/EL	Y; N; N/EL	Y; N; N/EL	Y; N; N/EL	Y; N; N/EL
A. TAXONOMY-ELIGIBLE ACTIVITIES									
A.1. Environmentally sustainable activities (Taxonomy-aligned)									
Manufacture of equipment for the production and use of hydrogen	CCM 3.2	(5,728)	1.23%	Y	N/EL	N/EL	N/EL	N/EL	N/EL
Manufacture of batteries	CCM 3.4	(4,920)	1.06%	Y	N/EL	N/EL	N/EL	N/EL	N/EL
Manufacture of automotive and mobility components	CCM 3.18	(5,533)	1.19%	Y	N/EL	N/EL	N/EL	N/EL	N/EL
OpEx of environmentally sustainable activities (Taxonomy-aligned) (A.1.)		(16,181)	3.49%	3.49%	0.00%	0.00%	0.00%	0.00%	0.00%
Of which enabling		(16,181)	3.49%	3.49%	0.00%	0.00%	0.00%	0.00%	0.00%
Of which transitional		0	0.00%						
A.2. Taxonomy-eligible but not environmentally sustainable activities (not Taxonomy-aligned activities)									
				EL; N/EL	EL; N/EL	EL; N/EL	EL; N/EL	EL; N/EL	EL; N/EL
Manufacture of equipment for the production and use of hydrogen	CCM 3.2	0	0.00%	EL	N/EL	N/EL	N/EL	N/EL	N/EL
Manufacture of batteries	CCM 3.4	0	0.00%	EL	N/EL	N/EL	N/EL	N/EL	N/EL
Manufacture of automotive and mobility components	CCM 3.18	(352)	0.08%	EL	N/EL	N/EL	N/EL	N/EL	N/EL
Data-driven solutions for GHG emission reductions	CCM 8.2	0	0.00%	EL	N/EL	N/EL	N/EL	N/EL	N/EL
OpEx of taxonomy-eligible but not environmentally sustainable activities (not Taxonomy-aligned) (A.2.)		(352)	0.08%	0.08%	0.00%	0.00%	0.00%	0.00%	0.00%
OPEX OF TAXONOMY-ELIGIBLE ACTIVITIES (A)		**(16,533)**	**3.56%**	**3.56%**	**0.00%**	**0.00%**	**0.00%**	**0.00%**	**0.00%**
B. TAXONOMY-NON-ELIGIBLE ACTIVITIES									
OpEx of Taxonomy-non-eligible activities (B)		(447,352)	96.44%						
TOTAL A + B		**(463,885)**	**100.00%**						

Y – Yes, activity Taxonomy-eligible and Taxonomy-aligned with the relevant environmental objective.
N – No, activity Taxonomy-eligible but not Taxonomy-aligned with the relevant environmental objective.
N/EL – Not eligible, activity Taxonomy-non-eligible for the relevant environmental objective.
EL – Activity Taxonomy-eligible for the relevant objective.

Do No Significant Harm (DNSH) criteria									
Climate Change Mitigation (11)	**Climate Change Adaptation (12)**	**Water and Marine Resources (13)**	**Circular Economy (14)**	**Pollution (15)**	**Biodiversity (16)**	**Minimum safeguards (17)**	**Proportion of Taxonomy -aligned (A.1.) or -eligible (A.2.) OpEx, year N-1 (18)**	**Category enabling activity (19)**	**Category transitional activity (20)**
Y; N	**Y; N**	**Y; N**	**Y; N**	**Y; N**	**Y; N**	**Y; N**	In %	**E**	**T**
Y	Y	Y	Y	Y	Y	Y	0.00%	E	
Y	Y	Y	Y	Y	Y	Y	1.75%	E	
Y	Y	Y	Y	Y	Y	Y	3.46%	E	
Y	Y	Y	Y	Y	Y	Y	5.21%		
Y	Y	Y	Y	Y	Y	Y	5.21%	E	
Y	Y	Y	Y	Y	Y	Y	0.00%		T
							-0.12%		
							0.26%		
							0.70%		
							0.43%		
							1.27%		
							6.48%		

TABLE 3 - 2024 CAPITAL EXPENDITURE (CAPEX)

Financial year		2024		Substantial contribution criteria					
		CapEx (3)	Proportion of CapEx (4)	Climate Change Mitigation (5)	Climate Change Adaptation (6)	Water and Marine Resources (7)	Circular Economy (8)	Pollution (9)	Biodiversity (10)
Economic activities (1)	**Code(s) (2)**	*In thousands of euros*	*In %*	**Y; N; N/EL**	**Y; N; N/EL**	**Y; N; N/EL**	**Y; N; N/EL**	**Y; N; N/EL**	**Y; N; N/EL**
A. TAXONOMY-ELIGIBLE ACTIVITIES									
A.1. Environmentally sustainable activities (Taxonomy-aligned)									
Manufacture of equipment for the production and use of hydrogen	CCM 3.2	140,769	20.50%	Y	N/EL	N/EL	N/EL	N/EL	N/EL
Manufacture of batteries	CCM 3.4	11,479	1.67%	Y	N/EL	N/EL	N/EL	N/EL	N/EL
Manufacture of automotive and mobility components	CCM 3.18	57,346	8.35%	Y	N/EL	N/EL	N/EL	N/EL	N/EL
Installation, maintenance and repair of instruments and devices for measuring, regulating and controlling the energy performance of buildings	CCM 7.5	74	0.01%	Y	N/EL	N/EL	N/EL	N/EL	N/EL
Installation, maintenance and repair of renewable energy technologies	CCM 7.6	2,870	0.42%	Y	N/EL	N/EL	N/EL	N/EL	N/EL
Provision of IT/OT data-driven solutions	CE 4.1	19	0.00%	N/EL	N/EL	N/EL	Y	N/EL	N/EL
CapEx of environmentally sustainable activities (Taxonomy-aligned) (A.1)		212,557	30.95%	30.95%	0.00%	0.00%	0.00%	0.00%	0.00%
Of which enabling		212,557	30.95%	30.95%	0.00%	0.00%	0.00%	0.00%	0.00%
Of which transitional		0	0.00%						
A.2. Taxonomy-eligible but not environmentally sustainable activities (not Taxonomy-aligned activities)				**EL; N/EL**	**EL; N/EL**	**EL; N/EL**	**EL; N/EL**	**EL; N/EL**	**EL; N/EL**
Manufacture of equipment for the production and use of hydrogen	CCM 3.2	0	0.00%	EL	N/EL	N/EL	N/EL	N/EL	N/EL
Manufacture of batteries	CCM 3.4	0	0.00%	EL	N/EL	N/EL	N/EL	N/EL	N/EL
Manufacture of automotive and mobility components	CCM 3.18	6,971	1.02%	EL	N/EL	N/EL	N/EL	N/EL	N/EL
Transport by motorbikes, passenger cars and commercial vehicles	CCM 6.5	4,346	0.63%	EL	N/EL	N/EL	N/EL	N/EL	N/EL
Installation, maintenance and repair of energy efficiency equipment	CCM 7.3	6,859	1.00%	EL	N/EL	N/EL	N/EL	N/EL	N/EL
Acquisition and ownership of buildings	CCM 7.7	1,312	0.19%	EL	N/EL	N/EL	N/EL	N/EL	N/EL
Data-driven solutions for GHG emission reductions	CCM 8.2	5,932	0.86%	EL	N/EL	N/EL	EL	N/EL	N/EL
CapEx of Taxonomy-eligible but not environmentally sustainable activities (not Taxonomy-aligned activities) (A.2)		25,419	3.70%	3.70%	0.00%	0.00%	0.00%	0.00%	0.00%
CAPEX OF TAXONOMY-ELIGIBLE ACTIVITIES (A)		**237,977**	**34.65%**	**34.65%**	**0.00%**	**0.00%**	**0.00%**	**0.00%**	**0.00%**
B. TAXONOMY-NON-ELIGIBLE ACTIVITIES									
CapEx of Taxonomy non-eligible activities (B)		448,760	65.35%						
TOTAL A + B		**686,739**	**100.00%**						

Y – Yes, activity Taxonomy-eligible and Taxonomy-aligned with the relevant environmental objective.
N – No, activity Taxonomy-eligible but not Taxonomy-aligned with the relevant environmental objective.
N/EL – Not eligible, activity Taxonomy-non-eligible for the relevant environmental objective.
EL – Activity Taxonomy-eligible for the relevant objective.

Do No Significant Harm (DNSH) criteria									
Climate Change Mitigation (11)	Climate Change Adaptation (12)	Water and Marine Resources (13)	Circular Economy (14)	Pollution (15)	Biodiversity (16)	Minimum safeguards (17)	Proportion of Taxonomy -aligned (A.1.) or -eligible (A.2.) CapEx, year N-1 (18)	Category enabling activity (19)	Category transitional activity (20)
Y; N	Y; N	Y; N	Y; N	Y; N	Y; N	O N	In %	E	T
Y	Y	Y	Y	Y	Y	Y	0.00%	E	
Y	Y	Y	Y	Y	Y	Y	0.93%	E	
Y	Y	Y	Y	Y	Y	Y	9.84%	E	
Y	Y	Y	Y	Y	Y	Y	0.00%	E	
Y	Y	Y	Y	Y	Y	Y	0.68%	E	
Y	Y	Y	Y	Y	Y	Y	0.00%	E	
Y	Y	Y	Y	Y	Y	Y	11.45%		
Y	Y	Y	Y	Y	Y	Y	11.45%	E	
Y	Y	Y	Y	Y	Y	Y	0.00%		T
							17.67%		
							0.14%		
							2.49%		
							0.06%		
							0.24%		
							0.03%		
							1.03%		
							21.66%		
							33.11%		

4.2.4.5 Other non-financial indicators

European Taxonomy

The additional Reporting tables, presenting the results of eligibility and alignment with the Taxonomy of OPmobility's activities, are presented below.

TURNOVER

Taxonomy indicators on turnover should be read closely with Note 3.1.1. "Income statement by operating segment" in the consolidated financial statements (chapter 5), namely:

In thousands of euros	**Consolidated turnover**
Total Group	10,483,724

CONSOLIDATED TURNOVER INCLUDING THE ADDITIONAL ANALYSIS OF ACTIVITY CCM 3.3

	Proportion of turnover/Total consolidated turnover	
	Aligned	**Eligible**
Climate Change Mitigation (5)	22.11%	23.86%
Climate Change Adaptation (6)	-%	-%
Water and Marine Resources (7)	-%	-%
Circular Economy (8)	-%	-%
Pollution (9)	-%	-%
Biodiversity (10)	-%	-%

CAPITAL EXPENDITURE (CAPEX) INCLUDING THE ADDITIONAL ANALYSIS OF ACTIVITY CCM 3.3

	Proportion of CapEx/Total CapEx	
	Aligned	**Eligible**
Climate Change Mitigation (5)	35.59%	40.12%
Climate Change Adaptation (6)	-%	-%
Water and Marine Resources (7)	-%	-%
Circular Economy (8)	0.00%	0.00%
Pollution (9)	-%	-%
Biodiversity (10)	-%	-%

In 2024, eligible CapEx represented 40.1%, *versus* 39.2% in 2023. This reflects the continuity in OPmobility's investments in line with the Taxonomy criteria. The aligned CapEx increased significantly from 16.0% in 2023 to 35.6% in 2024. This increase is mainly due to the implementation of internal processes that justify the compliance of the Group's hydrogen activity with DNSH pollution.

OPERATING EXPENSES (OPEX) INCLUDING THE ADDITIONAL ANALYSIS OF ACTIVITY CCM 3.3

The "Taxonomy OpEx," including low-carbon activities, accounted for 4.6% in 2024 compared to 4.9% in 2023 (therefore <10% considered as the materiality threshold) of the Group's operating expenses (cost of goods and services sold, research and development expenses, selling costs, overheads and other operating expenses). See the relevant note in the consolidated financial statements (chapter 5).

In the same way, despite its non-materiality, the Group calculated the portion of eligibility and alignment for this indicator.

	Total OPmobility group	Total Eligible OpEx Group Proposal		Total Activity CCM 3.2	Total Eligible OpEx Activity CCM 3.2		Total Activity CCM 3.3	Total Eligible OpEx Activity CCM 3.3	
		Totals	%		Totals	%		Totals	%
Lease expenses other than IFRS 16	(20,404)	(20,404)	100.0%	(298)	(298)	100.0%	(17,263)	(17,263)	100.0%
Costs of maintenance, repair and upkeep of assets	(181,067)	(43,203)	23.9%	(532)	(127)	23.9%	(157,479)	(37,574)	23.9%
Innovation and other non-capitalized R&D costs	(262,414)	(16,965)	6.5%	(8,979)	(5,351)	59.6%	(223,099)	(7,094)	3.2%
ELEMENTS RETAINED IN "OPEX TAXONOMY" (A)	**(463,885)**	**(80,571)**	**17.4%**	**(9,809)**	**(5,776)**	**58.9%**	**(397,841)**	**(61,931)**	**15.6%**
TOTAL OPEX (B)	**(10,064,710)**			**(60,416)**			**(8,435,930)**		
PROPORTION % (A)/(B)	**4.6%**			**16.2%**			**4.7%**		

Total Activity CCM 3.4	Total Eligible OpEx Activity CCM 3.4		Total Activity CCM 3.18	Total Eligible OpEx Activity CCM 3.18		Total Activity CCM 8.2	Total Eligible OpEx Activity CCM 8.2	
	Totals	%		Totals	%		Totals	%
(316)	(316)	100.0%	(2,526)	(2,526)	100.0%	0	0	0.0%
(561)	(134)	23.9%	(22,496)	(5,368)	23.9%	0	0	0.0%
(12,649)	(4,520)	35.7%	(16,231)	0	0.0%	(1,457)	0	0.0%
(13,526)	**(4,970)**	**36.7%**	**(41,253)**	**(7,894)**	**19.1%**	**(1,457)**	**0**	**0.0%**
(78,980)			**(1,484,584)**			**(4,800)**		
17.1%			**2.8%**			**30.4%**		

	Proportion of OpEx / Total OpEx	
	Aligned	**Eligible**
Climate Change Mitigation (5)	15.94%	17.37%
Climate Change Adaptation (6)	-%	-%
Water and Marine Resources (7)	-%	-%
Circular Economy (8)	-%	-%
Pollution (9)	-%	-%
Biodiversity (10)	-%	-%

TABLE 1 - 2024 CONSOLIDATED TURNOVER INCLUDING ADDITIONAL ANALYSIS OF ACTIVITY CCM 3.3

Financial year		2024		Substantial contribution criteria					
		Consolidated turnover (3)	Proportion of consolidated turnover (4)	Climate Change Mitigation (5)	Climate Change Adaptation (6)	Water and Marine Resources (7)	Circular Economy (8)	Pollution (9)	Biodiversity (10)
Economic activities (1)	**Code(s) (2)**	*In thousands of euros*	*In %*	Y; N; N/EL	Y; N; N/EL	Y; N; N/EL	Y; N; N/EL	Y; N; N/EL	Y; N; N/EL
A. TAXONOMY-ELIGIBLE ACTIVITIES									
A.1. Environmentally sustainable activities (Taxonomy-aligned)									
Manufacture of equipment for the production and use of hydrogen	CCM 3.2	14,621	0.14%	Y	N/EL	N/EL	N/EL	N/EL	N/EL
Manufacture of low carbon technologies for transport	CCM 3.3	842,555	8.04%	Y	N/EL	N/EL	N/EL	N/EL	N/EL
Manufacture of batteries	CCM 3.4	42,844	0.41%	Y	N/EL	N/EL	N/EL	N/EL	N/EL
Manufacture of automotive and mobility components	CCM 3.18	1,417,828	13.52%	Y	N/EL	N/EL	N/EL	N/EL	N/EL
Consolidated turnover of environmentally sustainable activities (Taxonomy-aligned) (A.1)		2,317,848	22.11%	22.11%	0.00%	0.00%	0.00%	0.00%	0.00%
Of which enabling		2,317,848	22.11%	22.11%	0.00%	0.00%	0.00%	0.00%	0.00%
Of which transitional		0	0.00%						
A.2. Taxonomy-eligible but not environmentally sustainable activities (not Taxonomy-aligned activities)									
				EL; N/EL	**EL; N/EL**	**EL; N/EL**	**EL; N/EL**	**EL; N/EL**	**EL; N/EL**
Manufacture of equipment for the production and use of hydrogen	CCM 3.2	0	0.00%	EL	N/EL	N/EL	N/EL	N/EL	N/EL
Manufacture of low carbon technologies for transport	CCM 3.3	93,136	0.89%	EL	N/EL	N/EL	N/EL	N/EL	N/EL
Manufacture of batteries	CCM 3.4	0	0.00%	EL	N/EL	N/EL	N/EL	N/EL	N/EL
Manufacture of automotive and mobility components	CCM 3.18	90,063	0.86%	EL	N/EL	N/EL	N/EL	N/EL	N/EL
Consolidated turnover of Taxonomy-eligible but not environmentally sustainable activities (not Taxonomy-aligned activities) (A.2)		183,199	1.75%	1.75%	0.00%	0.00%	0.00%	0.00%	0.00%
CONSOLIDATED TURNOVER OF TAXONOMY-ELIGIBLE ACTIVITIES (A)		**2,501,048**	**23.86%**	**23.86%**	**0.00%**	**0.00%**	**0.00%**	**0.00%**	**0.00%**
B. TAXONOMY-NON-ELIGIBLE ACTIVITIES									
Consolidated turnover of Taxonomy-non-eligible activities (B)		7,982,676	76.14%						
TOTAL A + B		**10,483,724**	**100.00%**						

Y – Yes, activity Taxonomy-eligible and Taxonomy-aligned with the relevant environmental objective.
N – No, activity Taxonomy-eligible but not Taxonomy-aligned with the relevant environmental objective.
N/EL – Not eligible, activity Taxonomy-non-eligible for the relevant environmental objective.
EL – Activity Taxonomy-eligible for the relevant objective.

Do No Significant Harm (DNSH) criteria									
Climate Change Mitigation (11)	**Climate Change Adaptation (12)**	**Water and Marine Resources (13)**	**Circular Economy (14)**	**Pollution (15)**	**Biodiversity (16)**	**Minimum safeguards (17)**	**Proportion of Taxonomy -aligned (A.1.) or -eligible (A.2.) economic turnover, year N-1 (18)**	**Category enabling activity (19)**	**Category transitional activity (20)**
Y; N	**Y; N**	**Y; N**	**Y; N**	**Y; N**	**Y; N**	**Y; N**	**In %**	**E**	**T**
Y	Y	Y	Y	Y	Y	Y	0.00%	E	
Y	Y	Y	Y	Y	Y	Y	10.15%	E	
Y	Y	Y	Y	Y	Y	Y	0.29%	E	
Y	Y	Y	Y	Y	Y	Y	10.27%	E	
Y	Y	Y	Y	Y	Y	Y	20.71%		
Y	Y	Y	Y	Y	Y	Y	20.71%	E	
Y	Y	Y	Y	Y	Y	Y	0.00%		T
							0.12%		
							2.05%		
							0.04%		
							1.22%		
							3.43%		
							24.14%		

TABLE 2 - 2024 OPERATING EXPENDITURE (OPEX) INCLUDING ADDITIONAL ANALYSIS OF ACTIVITY CCM 3.3

Financial year		2024		Substantial contribution criteria					
		OpEx (3)	Proportion of OpEx (4)	Climate Change Mitigation (5)	Climate Change Adaptation (6)	Water and Marine Resources (7)	Circular Economy (8)	Pollution (9)	Biodiversity (10)
Economic activities (1)	Code(s) (2)	*In thousands of euros*	*In %*	Y; N; N/EL	Y; N; N/EL	Y; N; N/EL	Y; N; N/EL	Y; N; N/EL	Y; N; N/EL
A. TAXONOMY-ELIGIBLE ACTIVITIES									
A.1. Environmentally sustainable activities (Taxonomy-aligned)									
Manufacture of equipment for the production and use of hydrogen	CCM 3.2	(5,776)	1.25%	Y	N/EL	N/EL	N/EL	N/EL	N/EL
Manufacture of low carbon technologies for transport	CCM 3.3	(55,767)	12.02%	Y	N/EL	N/EL	N/EL	N/EL	N/EL
Manufacture of batteries	CCM 3.4	(4,970)	1.07%	Y	N/EL	N/EL	N/EL	N/EL	N/EL
Manufacture of automotive and mobility components	CCM 3.18	(7,422)	1.60%	Y	N/EL	N/EL	N/EL	N/EL	N/EL
OpEx of environmentally sustainable activities (Taxonomy-aligned) (A.1.)		(73,935)	15.94%	15.94%	0.00%	0.00%	0.00%	0.00%	0.00%
Of which enabling		(73,935)	15.94%	15.94%	0.00%	0.00%	0.00%	0.00%	0.00%
Of which transitional			0.00%						
A.2. Taxonomy-eligible but not environmentally sustainable activities (not Taxonomy-aligned activities)									
				EL; N/EL	EL; N/EL	EL; N/EL	EL; N/EL	EL; N/EL	EL; N/EL
Manufacture of equipment for the production and use of hydrogen	CCM 3.2	0	0.00%	EL	N/EL	N/EL	N/EL	N/EL	N/EL
Manufacture of low carbon technologies for transport	CCM 3.3	(6,164)	1.33%	EL	N/EL	N/EL	N/EL	N/EL	N/EL
Manufacture of batteries	CCM 3.4	0	0.00%	EL	N/EL	N/EL	N/EL	N/EL	N/EL
Manufacture of automotive and mobility components	CCM 3.18	(472)	0.10%	EL	N/EL	N/EL	N/EL	N/EL	N/EL
Data-driven solutions for GHG emission reductions	CCM 8.2	0	0.00%	EL	N/EL	N/EL	N/EL	N/EL	N/EL
OpEx of taxonomy-eligible but not environmentally sustainable activities (not Taxonomy-aligned) (A.2.)		(6,636)	1.43%	1.43%	0.00%	0.00%	0.00%	0.00%	0.00%
OPEX OF TAXONOMY-ELIGIBLE ACTIVITIES (A)		**(80,571)**	**17.37%**	**17.37%**	**0.00%**	**0.00%**	**0.00%**	**0.00%**	**0.00%**
B. TAXONOMY-NON-ELIGIBLE ACTIVITIES									
OpEx of Taxonomy-non-eligible activities (B)		(383,314)	82.63%						
TOTAL A + B		**(463,885)**	**100.00%**						

Y – Yes, activity Taxonomy-eligible and Taxonomy-aligned with the relevant environmental objective.
N – No, activity Taxonomy-eligible but not Taxonomy-aligned with the relevant environmental objective.
N/EL – Not eligible, activity Taxonomy-non-eligible for the relevant environmental objective.
EL – Activity Taxonomy-eligible for the relevant objective.

Do No Significant Harm (DNSH) criteria									
Climate Change Mitigation (11)	Climate Change Adaptation (12)	Water and Marine Resources (13)	Circular Economy (14)	Pollution (15)	Biodiversity (16)	Minimum safeguards (17)	Proportion of Taxonomy -aligned (A.1.) or -eligible (A.2.) OpEx, year N-1 (18)	Category enabling activity (19)	Category transitional activity (20)
Y; N	Y; N	Y; N	Y; N	Y; N	Y; N	Y; N	In %	E	T
Y	Y	Y	Y	Y	Y	Y	0.00%	E	
Y	Y	Y	Y	Y	Y	Y	7.09%	E	
Y	Y	Y	Y	Y	Y	Y	1.75%	E	
Y	Y	Y	Y	Y	Y	Y	3.46%	E	
Y	Y	Y	Y	Y	Y	Y	12.30%		
Y	Y	Y	Y	Y	Y	Y	12.30%	E	
Y	Y	Y	Y	Y	Y	Y	0.00%		T
							-0.12%		
							1.43%		
							0.26%		
							0.70%		
							0.43%		
							2.70%		
							15.00%		

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TABLE 3 - 2024 CAPITAL EXPENDITURE (CAPEX) INCLUDING ADDITIONAL ANALYSIS OF ACTIVITY CCM 3.3

Financial year		2024		Substantial contribution criteria					
		CapEx (3)	Proportion of CapEx (4)	Climate Change Mitigation (5)	Climate Change Adaptation (6)	Water and Marine Resources (7)	Circular Economy (8)	Pollution (9)	Biodiversity (10)
Economic activities (1)	**Code(s) (2)**	***In thousands of euros***	***In %***	**Y; N; N/EL**	**Y; N; N/EL**	**Y; N; N/EL**	**Y; N; N/EL**	**Y; N; N/EL**	**Y; N; N/EL**
A. TAXONOMY-ELIGIBLE ACTIVITIES									
A.1. Environmentally sustainable activities (Taxonomy-aligned)									
Manufacture of equipment for the production and use of hydrogen	CCM 3.2	140,769	20.50%	Y	N/EL	N/EL	N/EL	N/EL	N/EL
Manufacture of low carbon technologies for transport	CCM 3.3	31,820	4.63%	Y	N/EL	N/EL	N/EL	N/EL	N/EL
Manufacture of batteries	CCM 3.4	11,479	1.67%	Y	N/EL	N/EL	N/EL	N/EL	N/EL
Manufacture of automotive and mobility components	CCM 3.18	57,348	8.35%	Y	N/EL	N/EL	N/EL	N/EL	N/EL
Installation, maintenance and repair of instruments and devices for measuring, regulating and controlling the energy performance of buildings	CCM 7.5	74	0.01%	Y	N/EL	N/EL	N/EL	N/EL	N/EL
Installation, maintenance and repair of renewable energy technologies	CCM 7.6	2,870	0.42%	Y	N/EL	N/EL	N/EL	N/EL	N/EL
Provision of IT/OT data-driven solutions	CE 4.1	19	0.00%	N/EL	N/EL	N/EL	Y	N/EL	N/EL
CapEx of environmentally sustainable activities (Taxonomy-aligned) (A.1)		244,380	35.59%	35.59%	0.00%	0.00%	0.00%	0.00%	0.00%
Of which enabling		244,380	35.59%	35.59%	0.00%	0.00%	0.00%	0.00%	0.00%
Of which transitional		0	0.00%						
A.2. Taxonomy-eligible but not environmentally sustainable activities (not Taxonomy-aligned activities)									
				EL; N/EL	**EL; N/EL**	**EL; N/EL**	**EL; N/EL**	**EL; N/EL**	**EL; N/EL**
Manufacture of equipment for the production and use of hydrogen	CCM 3.2	0	0.00%	EL	N/EL	N/EL	N/EL	N/EL	N/EL
Manufacture of low carbon technologies for transport	CCM 3.3	4,329	0.63%	EL	N/EL	N/EL	N/EL	N/EL	N/EL
Manufacture of batteries	CCM 3.4	0	0.00%	EL	N/EL	N/EL	N/EL	N/EL	N/EL
Manufacture of automotive and mobility components	CCM 3.18	6,971	1.02%	EL	N/EL	N/EL	N/EL	N/EL	N/EL
Transport by motorbikes, passenger cars and commercial vehicles	CCM 6.5	4,346	0.63%	EL	N/EL	N/EL	N/EL	N/EL	N/EL
Installation, maintenance and repair of energy efficiency equipment	CCM 7.3	6,859	1.00%	EL	N/EL	N/EL	N/EL	N/EL	N/EL
Acquisition and ownership of buildings	CCM 7.7	1,312	0.19%	EL	N/EL	N/EL	N/EL	N/EL	N/EL
Data-driven solutions for GHG emission reductions	CCM 8.2	7,318	1.07%	EL	N/EL	N/EL	N/EL	N/EL	N/EL
CapEx of Taxonomy-eligible but not environmentally sustainable activities (not Taxonomy-aligned activities) (A.2)		31,134	4.53%	4.53%	0.00%	0.00%	0.00%	0.00%	0.00%
CAPEX OF TAXONOMY-ELIGIBLE ACTIVITIES (A)		**275,514**	**40.12%**	**40.12%**	**0.00%**	**0.00%**	**0.00%**	**0.00%**	**0.00%**
B. TAXONOMY-NON-ELIGIBLE ACTIVITIES									
CapEx of Taxonomy non-eligible activities (B)		411,225	59.88%						
TOTAL A + B		**686,739**	**100.00%**						

Y – Yes, activity Taxonomy-eligible and Taxonomy-aligned with the relevant environmental objective.
N – No, activity Taxonomy-eligible but not Taxonomy-aligned with the relevant environmental objective.
N/EL – Not eligible, activity Taxonomy-non-eligible for the relevant environmental objective.
EL – Activity Taxonomy-eligible for the relevant objective.

Do No Significant Harm (DNSH) criteria									
Climate Change Mitigation (11)	Climate Change Adaptation (12)	Water and Marine Resources (13)	Circular Economy (14)	Pollution (15)	Biodiversity (16)	Minimum safeguards (17)	Proportion of Taxonomy -aligned (A.1.) or -eligible (A.2.) CapEx, year N-1 (18)	Category enabling activity (19)	Category transitional activity (20)
Y; N	Y; N	Y; N	Y; N	Y; N	Y; N	Y; N	In %	E	T
Y	Y	Y	Y	Y	Y	Y	0.00%	E	
Y	Y	Y	Y	Y	Y	Y	4.50%	E	
Y	Y	Y	Y	Y	Y	Y	0.93%	E	
Y	Y	Y	Y	Y	Y	Y	9.84%	E	
Y	Y	Y	Y	Y	Y	Y	0.00%	E	
Y	Y	Y	Y	Y	Y	Y	0.68%	E	
Y	Y	Y	Y	Y	Y	Y	0.00%	E	
Y	Y	Y	Y	Y	Y	Y	15.95%		
Y	Y	Y	Y	Y	Y	Y	15.95%	E	
Y	Y	Y	Y	Y	Y	Y	0.00%		T
							17.67%		
							1.53%		
							0.14%		
							2.49%		
							0.06%		
							0.24%		
							0.03%		
							1.03%		
							23.19%		
							39,16%		

4.3 Social information

4.3.1 ESRS S1: Own workforce

4.3.1.1 Strategy

OPmobility identifies the impacts, risks and opportunities associated with its employees, including potential risks related to working conditions in demanding environments (installation on sensitive sites, maintenance in dense or isolated urban areas) as well as commercial relations with partners located in regions presenting heightened risks (e.g. inadequate local social standards).

They are recalled here:

Topics	IRO	Description of the IRO
Skills development	Positive impact	Skills development related to the activity change
Working conditions	Negative impact	Impairment of work-life balance (weekend and night shifts on production sites)
Working conditions	Negative impact	Professional insecurity and precariousness of employees leading to financial difficulties, stress at work.
Working conditions	Negative impact	Insufficient compensation with regard to the local standard of living and insufficient social coverage, particularly with regard to local regulations / standard of living.
Health and safety	Negative impact	Employee health
Health and safety	Risk	Property damage
Human Rights and Diversity and inclusion	Positive impact	Ethical and responsible culture that values differences and promotes equity, inclusion and diversity
Other human rights	Risk	Failure to respect the protection of employees' personal data.

By adopting a double materiality approach, OPmobility strives to better understand and mitigate its impacts while ensuring transparency on the preventive and corrective measures put in place to protect its employees and preserve its integrity throughout the value chain.

As explained in the ESRS 2, in particular in the section 4.1.3.2 "Strategy, business model and value chain" OPmobility recognizes that its employees are an important asset, and that the impacts, risks and opportunities associated are closely linked to the strategy and the Group's business model:

- taking into account the positive impacts, special attention is paid to the development of the employability of employees and their skills, inclusion and diversity. After analyzing the negative impacts, OPmobility strives to carry out actions that allow a better work-life balance;
- OPmobility is reviewing its practices to make itself more attractive and retain its employees in terms of salary positioning and social benefits compared to the market.

OPmobility is committed to protecting all of its employees, in various areas.

In the countries where the business groups operate, OPmobility:

- ensures that its transition to more environmentally-friendly and carbon-neutral activities does not have a negative impact on its employees;
- has not identified specific material risks related to working conditions in certain geographical areas or types of activities, such as the risk of forced labor or child labor;
- guarantees that no children [(1)] are employed within the Group;
- identifies employees potentially more exposed to the risk of harm by taking into account specific characteristics (young employees, expatriate or migrant workers, people with disabilities), particular contexts (high-risk geographical areas or difficult working conditions) and specific activities (installation, maintenance or work on sensitive sites), thanks to an analysis combining risk mapping, field audits and internal data on safety and well-being;
- ensures that freedom of expression and a fundamental social dialogue are respected in the Company. The quality of social dialogue is a factor in engagement, cohesion and participation which contributes to implementation of the strategy.

(1) The United Nations Convention on the Rights of the Child, adopted on November 20, 1989, defines a child as any person under the age of 18, unless the age of majority is reached earlier under the applicable legislation.

These commitments are made by the Executive Committee and the management teams of the business groups

In a rapidly changing sector such as the automotive industry, and in a context of a very dynamic job market, the attractiveness and retention of talent are the main success factors.

The commitment and development of each employee and teams are key elements of the Company's success, particularly when the Group is expanding by integrating new activities or new segments. OPmobility's employer promise established in 2024 is "Keep growing, Keep learning."

In addition, the diversity of mixed, multi-generational and cultural teams contributes to the Group's success. Enhancing equity and equal opportunity enables everyone to learn and progress within the Company and contribute to the Group's performance.

A "People & Sustainability" organization aligned with the Group's mission

The "People & Sustainability" organization brings together the Human Resources and Sustainability functions within a single team, and contributes to the sustainable growth strategy that the full commitment of its employees and future talents requires.

More than a question of organization, it is a vision aligned with the purpose of OPmobility, combining individual talents and collective interest, with sustainability integrating these two dimensions simultaneously. The People & Sustainability Department aims to strengthen the impact, not only with employees but also with customers and, more broadly, stakeholders.

The Group fully shares the expectations of employees regarding the responses to societal changes on global issues such as changes to the working environment and the energy transition. This commitment was made with the launch of the ACT FOR ALL™ Sustainability program.

OPmobility employees have the opportunity to carry out innovative projects in the service of a mission that has meaning: designing the mobility of tomorrow and reducing its impact, in particular on CO_2 emissions.

Committed with and for employees, the objective within this collective is to give everyone the means to develop their potential within the collective. Human Resources are therefore an essential pillar of the ACT FOR ALL™ program.

To meet the growing needs of employees and to support its growth both at the level of the business lines and the geographies, the Group is transforming and adopting a new Human Resources strategy. This new ambition is transforming the organization of the Human Resources function to support sustainable growth.

An agile organization to respond to the acceleration of transformation

The Group's new dimension now requires acting locally and collectively. The "One-OP HR" Human Resources organization promoting proximity and expertise was set up from 2024. More efficient and better supportive of OPmobility employees and customers. It aims to improve:

- employee experience through the improvement of HR business services;
- tools and processes for added value;
- talent recruitment, development and expertise;
- collaboration, innovation and interactions thanks to a more cross-functional regional organization and cross-business groups.

This new organization helps develop, attract and retain talent through new learning paths, career paths and new skills through the establishment of 4 global Centers of Expertise in terms of:

- Talent Acquisition;
- Learning & Development;
- Compensation & Benefits;
- HR Solutions.

These Centers of Expertise, organized regionally (EMEA, Americas, Asia) enable the deployment of the Group's priorities by providing regional expertise in line with the expectations and needs of the markets in both human and business terms.

In addition, the People Department has established an operating model including 11 "country/region" clusters that pool the administration of jobs, salaries and training. The global roll-out will take place until 2026.

These HR expertise centers set up their own resources and take responsibility for HR services by digitizing and standardizing tools and processes in accordance with local legislation. This organization also accelerates data management.

The agility offered by the "One-OP Human Resources" organization and the "People" strategy are levers to better understand the analysis of impacts, risks and opportunities and to provide appropriate solutions.

The "One-OP HR" organization reinforces the local role, with the local teams acting as the HR business partner to meet the daily needs of internal customers and focusing on the actions of the ACT FOR ALL™ program. This cross-functional organization for all business groups is developing new ways of working together and accelerating the deployment of the Group-wide strategy, which is based on four areas forming a common foundation.

"People 2025" strategy

Pillar 1 People & Culture is designed to support the Group in its transformation. It aims to motivate employees and encourage their involvement through the implementation of a new purpose, associated with enhanced leadership values and expectations. In particular, this involves developing the diversity of teams and supporting their development through responsible managerial skills. The Group strives to have an impact and allows everyone to make their contribution by expressing their views on the impact of the measures taken, through surveys designed to collect feedback on how the organization is doing.

Pillar 2 Unique Employee Experience supports employee engagement through common processes and consistent policies in terms of recruitment, onboarding, job mobility, talent identification, training and compensation. In all business groups, the Group guarantees that it provides the same employee experience, punctuated by a managerial agenda incorporating new leadership skills. OPmobility promotes mobility, internal promotion and the integration of new talent.

Pillar 3 Critical Skills-Driven sets the Human Resources function as a strategic partner dedicated to supporting employees based on business needs. The Group constantly invests in the employability of employees to ensure that they have the skills and tools they need to succeed in the short and medium term. The aim is to give them access to programs that support their development in the various stages of their career in line with the needs of the Company. In a context of accelerated transformation, OPmobility is setting up its internal corporate university, "OP University," to meet the challenges of new skills.

Pillar 4 Digital & Mutualized aims to benefit from organizational changes to make the Human Resources function an outstanding department at the forefront of technology as a performance lever.

OPmobility's Human Resources strategy is designed to align with the Group's needs and drive its growth. The Human Resources strategic plan makes it possible to support the Group's transformation and growth challenges by offering a common framework, while providing specific responses to the needs of the businesses, segments and the various regions.

4.3.1.2 Policies & Actions

The role of Human Resources is essential in supporting the ambitious objectives that the Group has set itself. The automotive industry is undergoing unprecedented transformation that obliges carmakers and equipment manufacturers to accelerate their transition to new forms of mobility. Human Resources have a crucial role to play in responding to each of the Group's strategic pillars, i.e.:

- Operational excellence;
- Innovation;
- Sustainability.

The Group's values deployed with its purpose in April 2022 help strengthen the culture and commitment of all.

This commitment is also ensured by policies aimed at guaranteeing strong employee commitment, an inclusive and motivating work environment, as well as quality social dialogue.

The governance of social policies and targets is based on a single Department bringing together Human Resources and Sustainability, thus aligning social and environmental priorities.

Policy	Description of the main content of the policy	Scope of the policy or its exclusions	Highest level of the organization responsible for implementing the policy	Standards or third-party initiatives complied with in implementing the policy	How the interests of the main stakeholders are taken into account in the development of the policy	Making the policy available to potentially affected stakeholders and stakeholders who must contribute to its implementation
Human Rights	In line with OPmobility's commitments in the area of human rights, and establishes the way in which employees must interact with business partners, suppliers, communities and other stakeholders.	Applied to all Group operations. This policy is public and is subject to regular review.	People and Sustainability Department and Purchasing Department.	United Nations Guiding Principles, UN (United Nations) Global Compact, OECD (Organization for Economic Cooperation and Development) Guidelines for Multinationals.	Internal surveys and discussions with employee representatives and employees to identify priority risks.	Accessible *via* the Group website, communicated directly to key stakeholders and employees; translations available for local regions. Specified in the Supplier Charter, including Mineral conflicts.
Health and safety	Committed to providing an accident-free working environment, with the implementation of systems to identify the risks and implement the corresponding corrective actions.	Applicable to all OPmobility employees, regardless of their activities.	HSE Department.	ISO 45001 (Occupational Health and Safety) and other local regulations.	Internal surveys and discussions with employee representatives and employees to identify priority risks.	Distributed *via* mandatory training, available on the Group intranet, mentioned in subcontractor contracts and specified in the Supplier Charter.
Diversity, equity and inclusion	Committed to providing an inclusive and attractive workplace for all employees that values diversity and promotes fairness.	Applicable to all Group sites.	Group People and Sustainability Department.	Women Empowerment Principles (UN), GEEIS Label (Gender Equality European & International Standard).	Internal and external surveys, consultations with trade unions, watch and benchmark on candidate expectations.	Diversity policy published on the intranet site, mentioned in the annual report and integrated into the recruitment process, internal communication and training policy.
Code of Conduct	Establishes the nature of the relationships that OPmobility wishes to maintain within the Group in order to ensure good relationships, both internally and with all stakeholders: customers, suppliers, other partners, administrations, shareholders and the financial community.	Applicable to all entities and partners.	Established at the level of the Executive Committee, Promoted by all business groups, Managed by dedicated Committees in the presence of the Executive Committee. Monitored several times a year by the Compensation Committee to monitor objectives and their implementation.	United Nations Global Compact.	Development in collaboration with internal stakeholders (employees, management) and external stakeholders (customers, suppliers). see ESRS 2 - Consideration of stakeholders.	Accessible on the Group's website and shared during onboarding sessions.
Skills development policy (currently being drafted)	Committed to promoting the continuous learning and professional development of employees.	Applicable to all employees; Some initiatives may exclude contractual partners.	Group People and Sustainability Department.	ISO 10015 lifelong learning standards, OECD recommendations on education and training.	Consultation with managers, employees and trade unions to assess training needs.	Accessible *via* internal training platforms, mentioned in individual employee development plans.

Policy	Description of the main content of the policy	Scope of the policy or its exclusions	Highest level of the organization responsible for implementing the policy	Standards or third-party initiatives complied with in implementing the policy	How the interests of the main stakeholders are taken into account in the development of the policy	Making the policy available to potentially affected stakeholders and stakeholders who must contribute to its implementation
Information Technology Security Policy	Committed to protecting data, applications, systems and networks against cyber threats and breaches.	Applicable to all entities, partners and users.	Information Systems Department.	ISO/IEC 27001 standard, NIST (National Institute of Standards and Technology) framework, GDPR (General Data Protection Regulation), and TISAX (Trusted Information Security Assessment Exchange) for the automotive industry.	Collaboration with cybersecurity experts, commercial partners and specialized associations: CLUSIF (Reference association for cybersecurity in France), CESIN (Club of Experts in IT and digital security).	Shared *via* the intranet, accessible to all employees; Communicated during training and onboarding.
Personal Data Protection Policy	Committed to protecting the personal data of employees, customers and partners.	Applicable to all Group entities operating in the European Union, whether or not the processing of personal data is carried out in the EU.	Information Systems Department.	GDPR.	Collaboration with the AFCDP (French Association of Correspondents for the Protection of Personal Data).	Shared *via* the intranet, accessible to all employees Communicated during training and onboarding.
Onboarding policy	Offers a structured onboarding and integration program since the signing of the contract, and includes the same features regardless of the OPmobility site.	Applicable to all Group sites.	Group People and Sustainability Department.		Surveys of Managers, HRBPs and new employees.	Intranet site open to all new hires, all management.

Non-financial data is presented annually in this section and is monitored on a monthly, quarterly or annual basis using dedicated reporting tools to measure changes, improvements and any discrepancies to be corrected. These data concern, for example, work organization, overtime, compensation, incidents of discrimination, equal opportunities, health and safety. OPmobility is committed to monitoring and evaluating the effectiveness of its actions and initiatives towards its employees through a structured approach integrated into its ACT FOR ALL™ program. The topics addressed by the ACT FOR ALL™ program are subject to specific monitoring within dedicated Committees. In addition, targets have been set for the main markers of this program for 2025 or 2030, with annual intermediate milestones. To measure the impact of its social initiatives, OPmobility has implemented the following approaches:

1. Establishment of key performance indicators (KPIs): specific KPIs are established for each initiative, covering areas such as workplace safety, diversity, equal opportunities and employee health. These indicators quantify the progress made and identify areas requiring improvement;
2. Regular data collection and analysis: KPI data is collected periodically and analyzed to assess the effectiveness of the actions undertaken. This analysis helps understanding of the impact of initiatives on employees and adjustment of strategies accordingly;
3. Employee satisfaction and feedback surveys: OPmobility regularly conducts employee surveys to collect their opinions on the initiatives implemented at least once a year through the *Pulse* Survey. These surveys provide essential qualitative information to assess the relevance and impact of actions and enable management to take appropriate measures;
4. Internal and external audits: audits are carried out to verify the compliance and effectiveness of the policies and programs in place. For example, in 2024, 61 sites were certified according to the TISAX standard, demonstrating the Group's commitment to information security;
5. Participation in external initiatives and benchmarks: through involvement in associations such as CLUSIF, CESIN and CIGREF (Association of French public administrations and large corporations), OPmobility compares its initiatives with those of other companies in the sector, which helps identify best practices and adjust its own initiatives accordingly;
6. Transparent communication of results: results of assessments are shared with all employees and stakeholders, ensuring a common understanding of performance and areas for improvement.

This holistic approach enables OPmobility to ensure that its actions for employees are effective, aligned with its strategic objectives and in line with international sustainability and social responsibility standards.

Characteristics of the company's employees

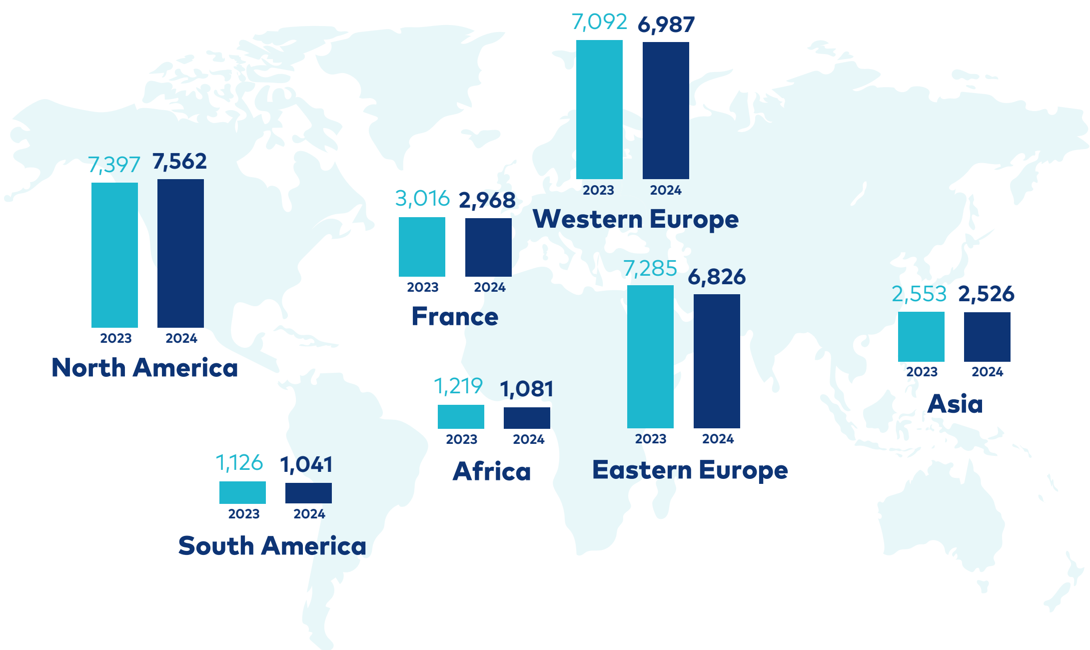
OPmobility sets up its plants and technical centers to ensure the proximity necessary to serve its customers. The breakdown of its own workers and their number are directly related to the volume of activity with each of them.

Given the fluctuations in workload depending on the month and region, the use of temporary work ensures the flexibility necessary to meet the needs of the Group while maintaining its competitiveness. A large number of temporary workers are directly involved in the production process.

Gender	Headcount 2023	Average number of employees 2023	Headcount 2024 (1)	Average number of employees 2024
Male	20,484	20,543.83	20,002	20,426
Female	9,204	9,221.95	8,989	9,208.33
Other	0	0	0	0
Not declared	0	0	0	0
TOTAL	**29,688**	**29,765.78**	**28,991**	**29,643.33**

Country	Headcount 2023	Headcount 2024
South Africa	163	150
Germany	3,622	3,431
Argentina	458	421
Austria	62	69
Belgium	362	397
Brazil	668	620
Canada	130	127
China	1,013	940
South Korea	238	246
Spain	2,091	2,126
United States	3,056	3,086
France	3,016	2,968
Hungary	304	298
India	856	916
Indonesia	36	38
Italy	18	19
Japan	162	167
Malaysia	19	18
Morocco	1,056	931
Mexico	4,211	4,349
Poland	1,782	1,759
Romania	130	100
United Kingdom	981	1,001
Slovakia	1,727	1,735
Switzerland	18	13
Czech Republic	2,521	2,256
Thailand	229	201
Turkey	759	609
TOTAL EMPLOYEES	**29,688**	**28,991**

Region	Headcount 2023	Headcount 2024
France	3,016	2,968
Western Europe	7,092	6,987
Eastern Europe	7,285	6,826
North America	7,397	7,562
South America	1,126	1,041
Asia	2,553	2,526
Africa	1,219	1,081
TOTAL EMPLOYEES	**29,688**	**28,991**



(1) In the consolidated financial statements, the headcount is in Note 7. The difference observed is explained by the change in scope, as the CSRD scope does not take into account the Russia zone or the Joint Ventures.

(Headcount/full time equivalent)	Number of permanent employees 2023	Number of permanent employees 2024	Number of temporary employees 2023	Number of temporary employees 2024	Number of non-guaranteed hours employees 2024
Male	ND	19,178	ND	824	N/A
Female	ND	8,426	ND	563	N/A
Other	N/A	N/A	N/A	N/A	N/A
Not declared	N/A	N/A	N/A	N/A	N/A
TOTAL	**28,241**	**27,604**	**1,447**	**1,387**	**N/A**

	2023	2024
Number of employees who left the Group (permanent + temporary)	6,518	7,595
Employee turnover rate	21.9%	25.6%

Characteristics of non-employees in the Company's own workforce

	2023	2024
Number of non-employees in the Group's own workforce	4,088	3,731
Number of non-employees in the Group's own workforce - people seconded by companies performing mainly employment-related activities	4,088	3,731

With regard to the number of self-employed workers in the Group's own workforce, OPmobility has decided to gradually implement this indicator.

4.3.1.3 Human rights

Policies

OPmobility is committed to respecting and promoting human rights, in accordance with the United Nations Global Compact, in all countries where the Group operates. OPmobility guarantees its employees safe and healthy working conditions. Respect for fundamental freedoms is an essential commitment of the OPmobility Code of Conduct.

This policy is in line with OPmobility's commitments in the area of human rights and defines the way in which employees must interact with business partners, suppliers, communities and other stakeholders. Respect for human rights is one of OPmobility's fundamental values and the objective of this policy is to define the Group's commitment in this area. This policy is public and is subject to regular review.

From the first quarter of 2025, a Group-wide observatory will be set up, under the responsibility of the Risk Management Director, the Compliance Director and the Global HR Labor Relations Director, which will have the task of identifying, centralizing and analyzing the risks of non-compliance through, in particular, a network of local correspondents. It will also monitor the implementation of corrective actions whenever they are deemed necessary. The OPmobility Code of Conduct and the texts of laws guaranteeing human rights form the framework of this risk analysis.

Respect for Human Rights is a prerequisite to any action at OPmobility. Through its presence in 28 countries, the Group operates directly or indirectly with a large public. As an employer, OPmobility ensures that the rights of its employees are recognized and respected everywhere.

Any proven impact on human rights is subject to measures adapted to the degree of severity identified: training, instructions, corrective actions, or even sanctions, which may go as far as dismissal.

The Group also ensures that Human Rights are respected throughout its value chain: in its contractual and partnership relationships with its suppliers, subcontractors and within its subsidiaries. The Group Ethics Manager is responsible for establishing and implementing Group policies within the business groups. A human rights policy, available on the Group's website in the Sustainability section, includes the following elements:

- OPmobility's commitments in the area of human rights;
- description of human rights risks;
- the list of policies and procedures put in place to eliminate these risks;
- description of responsibilities.

Whistleblowing on conduct or situations contrary to the Code of Conduct from employees are collected by email (opmobility@ethicspoint.com) or by mail (OPmobility, Alerte Éthique, 1 allée Pierre Burelle, 92300 Levallois-Perret). This whistleblowing mechanism is available 24 hours a day, 7 days a week. It allows directors, former or current employees, interns, temporary or seconded workers, candidates for certain positions, shareholders and all the stakeholders such as contractors, suppliers, subcontractors, customers and their employees to report any irregularities. The use of the whistleblowing mechanism is optional, and no penalty is incurred by not using the mechanism to report a behavior, a complaint or an alleged infringement.

This mechanism enables each employee to warn of potential offenses, a violation of criminal law or any other offense, including administrative offenses. It can be used to report a breach, an attempt to conceal a breach in the country concerned, a threat or harm to the public interest, the existence of behavior or situations contrary to the Group's Code of Conduct. This insofar as they are likely to constitute a risk or a breach of human rights and fundamental freedoms, the health and safety of individuals or the environment resulting from the activities of the Group or those of the companies under its control, or the activities of subcontractors or suppliers with whom there are established commercial relationships, when these activities are related to these relationships. This tool makes it possible to collect whistleblowing alerts via a website (OPmobility.ethicspoint.com) and dedicated hotlines. The management of whistleblowing alerts is the responsibility of the ad hoc Committee, composed of the Group's Legal, Compliance, Human Resources and Internal Audit Departments. The latter studies the alerts, the need to call on an internal or external third party to investigate, and decides on the response to be made to the alert.

OPmobility also complies with the highest human rights standards in conducting its operations by undertaking to respect the principles set by globally recognized organizations and initiatives:

- the United Nations Global Compact since 2003;
- the United Nations Universal Declaration of Human Rights and its two complementary covenants;
- the Fundamental Conventions of the International Labour Organization (ILO);
- the ILO Declaration on Fundamental Principles and Rights at Work;
- the OECD Guidelines;
- the United Nations Sustainable Development Goals (SDGs).

Contributing to the Sustainable Development Goals (SDGs) is a real challenge for individuals, companies and organizations around the world. SDGs are a set of global goals adopted by the United Nations in 2015 to address some of the planet's most pressing challenges, including poverty, inequality, climate change, health and education. OPmobility actions or activities help meet the United Nations Sustainable Development Goals.

One of the foundations of the Group's Code of Conduct is that no children are employed within the Group. In accordance with the standards of the International Labour Organization (ILO), and subject to more protective local provisions, OPmobility does not hire anyone under the age of 15 (1) for any type of work, and anyone under the age of 18 for work involving specific risks (such as handling hazardous products). Finally, human trafficking and forced labor are prohibited within OPmobility.

Actions

Publication of key actions	Main features	Scope	Time horizons	Progress	Resources allocated
Code of Conduct training	Training and awareness-raising for all Group employees, covering ethics and compliance rules.	All OPmobility business groups (Exterior, Lighting, Modules, C-Power, H_2-Power).	2025-2026	Establishment of regular training sessions, monitoring of acquired knowledge and assessment of ethical behavior. Quarterly reports on the number of participants, the results of the assessments, and the improvements observed. At the end of 2024, the number of people, amongst the own workers, trained in the Code of Conduct was 10,700.	Dedicated training team Educational tools; Annual budget allocated for training and educational resources.
Evolution of the whistleblowing procedure	• Implementation of a dedicated multilingual website allowing employees and third parties to report any problematic situation concerning ethics, updating of the whistleblowing procedure, 24/7 hotlines in all countries, internal communication campaigns to inform employees about the tool and how to access it; • Integration of an anti-corruption section in the Code of Conduct training.	All OPmobility business groups (Exterior, Lighting, Modules, C-Power, H_2-Power).	Since 2018, the whistleblowing mechanism has been included in the Code of Conduct. Updated in 2024.	The update was completed in April 2024: new version of the whistleblowing mechanism with enhancements, update of its description and addition of new translations.	N/A
Initiatives in favor of local communities	The Group engages its employees in initiatives to support local communities. It leads concrete actions to provide concrete help. It promotes sustainability and human rights at all its sites. These initiatives are adapted to the needs of local populations.	All OPmobility business groups (Exterior, Lighting, Modules, C-Power, H_2-Power).	2025	97.5% of sites have proposed an action in favor of local communities.	HSE Network

(1) *The International Labour Organization (ILO) standards for children focus mainly on the elimination of child labor and the protection of young workers. Here are a few key points, Convention No. 138 on minimum age: This convention sets the minimum age to be employed at 15 (or 14 in some developing countries) and prohibits dangerous work for those under 18.*

Metrics and targets

OPmobility is working on a precise trajectory and has supplemented its strategy with ambitious targets, associated with the impacts, risks and opportunities identified in its double materiality analysis.

Number of incidents of discrimination	3
Number of complaints filed through channels for employees to raise concerns	48
Number of complaints lodged with the OECD National Contact Points for Multinational Enterprises	0
Amount of fines, penalties and compensation for damages resulting from incidents of discrimination, including harassment and complaints filed	0
Number of serious human rights issues and incidents affecting company's personnel	0
Number of serious human rights issues and personnel incidents that constitute non-compliance with the UN Guidelines and the OECD Guidelines for Multinational Enterprises	0
Amounts of fines, penalties and compensation for serious human rights issues and incidents affecting personnel	0

OPmobility's Legal Department is systematically informed and consulted in the event of litigation or legal procedures. To date, OPmobility has not been convicted of any discrimination. Furthermore, this information will be centralized to a greater extent in 2025 with the establishment of a monthly social observatory, in which correspondents from all the regions in which the Group operates will participate.

4.3.1.4 Health and safety

Policies

The Group health and safety policy implemented to reduce the risks has proven its effectiveness year after year, with steady improvement in the key performance indicators.

HEALTH AND SAFETY POLICY

This policy is based on the following areas:

1 - Establishing and deploying the safety management system

This pillar consists of:

- Formalizing the commitment of Executive Management through a charter;
- Measuring performance in terms of safety;
- Training all managers in the tools of the behavioral approach to safety, in particular through "Top Safety" visits;
- Continue to roll out ISO 45001 (health and safety) certification on all sites with progress of 85.1% in 2024. The integration of the Lighting business group is also progressing, with 88.9% of sites already certified. Sites in Asia will be included by the end of 2025. The same objective is set for the certification of H_2-Power sites;
- Structuring the regulatory compliance approach;
- Establishing, through the analysis of accidents and risks, the actions to be taken to strengthen the Group's safety commitment;
- Allocating the necessary resources.

2 - Identifying, anticipating, measuring and quantifying the risks related to health and safety

This pillar consists of applying the "6 Non Negotiables", the essential pillar of the Group's health and safety policy. These rules were established based on an analysis of the causes of serious accidents occurring within the Group. They cover key safety aspects such as pedestrian traffic, the wearing of PPE (Personal Protective Equipment), the handling of loads at height, the use of forklifts, lockout and maintenance operations, and work at height. Each of these measures aims to prevent the occurrence of serious accidents. In 2024, a new communication campaign was launched following the update of the visuals of the "6 Non Negotiables".

Furthermore, the objective is to strengthen the zero accident strategy by promoting risk analysis and reporting of hazardous situations, and by taking preventive actions whenever possible. Sites that identified and worked to prevent hazardous situations have fewer workplace accidents with or without lost time.

Daily monitoring has also been implemented to report and analyze accidents (workplace accidents with and without lost time, first aid) and near misses in order to implement immediate corrective and preventive actions to avoid recurrence.

3 - Steering the key HSE programs and providing methodology support to the activities (equipment compliance, field visits, chemical risks, asbestos, Top Planet program, fire prevention and protection)

HSE reporting data is completed monthly by the sites and then consolidated at Group level.

The monitored indicators include, among others, the number of workplace accidents (with and without lost time) and first aid, the accident frequency and severity rates, the progress of ISO 45001 certification, and the deployment of Top Safety training. All sites are involved and must identify the implications of the teams on each subject, in addition to the program aimed at improving assimilation of safety, leadership and personal behaviors.

4 - Implementing collective and individual actions to improve hygiene and health

For several years, the ACT FOR ALL™ program has encouraged local initiatives aimed at preserving the health of employees. In this context, information and screening campaigns for various diseases are regularly organized, particularly during the ACT FOR ALL™ Day, which is held each year in the third quarter.

The Group's sites around the world also support numerous local competitions to support causes of public interest. Since 2022, the Wings for Life race has brought the employees together as part of a committed virtual team.

In 2024, a global program to promote individual sports was launched, in partnership with the United Heroes platform. To date, more than 3,500 employees regularly take part in sports or charity challenges. This program not only encouraged regular physical activity, but also strengthened links between teams sometimes spread over different sites.

In addition, a library of digital training courses dedicated to well-being and mental health is made available to employees. In 2024, 542 of them have already attended one of these training courses.

5 - Organizing and providing health and safety training for employees

Health and safety training, designed and rolled out by the Group, aims to sustainably transform behavior in terms of health and safety at work.

Launched in 2004, the Top Safety program aims to improve OPmobility's safety performance by influencing behavior and reinforcing the health and safety leadership of managers. Top Safety visits promote structured exchanges between management and employees on best practices, risky situations and compliance with health and safety requirements. In 2024, 35 Top Safety training sessions were organized for all business groups. In total, 448 employees in 18 countries were trained. The target was 2 visits per person per year in 2024. This was achieved, with an average of 4 visits. In 2025, this objective has been renewed.

The Stop 5 program is intended specifically for maintenance teams working on machines. It provides operators with the tools necessary to assess risks and secure each operation on industrial equipment. The objective of this approach is to anticipate at-risk situations, particularly during maintenance operations, by carrying out a rapid risk analysis before working on any equipment.

In 2024, 35 Stop 5 training sessions were organized, *i.e.* 462 employees trained in 20 countries.

The number of safety training sessions is monitored on a monthly basis by each activity. A total of 910 employees were trained in 2024.

In addition to these proven programs, the Group wants to develop new approaches to achieve its goal of zero accidents:

1. In 2023, the Group took part in the "Behavior Chair" project initiated by ENIM (École Nationale des Ingénieurs de Metz) and the University of Lorraine. Based on neuroscience, this project aims to study the dynamics of human behavior in industry and their influences on safety, in particular by working on non-technical skills. The objective over three years is to identify which skills are necessary for a specific activity, which is initially maintenance. It will then involve developing them *via* a virtual reality module in order to adopt the right behavior at the right time in a real situation. Several other companies, including EDF, took part in the project.
   - In addition, in 2025, the Group will have the chance to organize training and assessment sessions on stress and fatigue management. They will take place directly at ENIM or on the sites;
2. In addition, a training pilot entitled "Neuroscience and Safety" was launched on a French site in 2024, in partnership with a company specializing in neurosciences. The objectives of this training are to:
   - discover and test the brain mechanisms that lead to human errors;
   - then propose concrete actions on the ground, to set up, with operational employees, appropriate countermeasures to improve quality and safety;
3. A pilot project called DEKRA was carried out at four sites to assess the safety culture, precisely define the needs and to set priorities. The culture assessment included a survey of all employees at these respective sites on their perception of safety, leadership and many other aspects. In addition to the survey, interviews and observations were conducted by a third party to validate the results.

In addition to these programs developed by the Group, the business groups are working on their specific projects.

Since 2023, C-Power has been developing 360° virtual reality training capsules to raise awareness of the risks during specific operations and encourage best practices. After the acquisition of 40 computers and virtual reality headsets at all C-Power sites, more than 4,200 employees (90%) were trained in the 6 Essentials in virtual reality.

Several professional skills training modules are available for support functions:

- the "Microtome Safety" and "Rotozip Safety" modules for quality teams carrying out destructive tests;
- the "Head Tool Safety" and "Grinder Intervention" module for maintenance teams who change tooling and work on this equipment;
- the Stop 5 module for all employees carrying out technical operations.

These modules are freely available on the internal training platform and are translated into 18 languages. At the end of 2024, 2,800 employees had followed these modules.

For its part, Exterior is continuing to deploy its Stop5 module in virtual reality, which is translated into several languages, as well as the circular saw training course dedicated to maintenance employees.

Finally, in partnership with Bureau Veritas, H_2-Power is developing specific training modules related to the hydrogen activity. Attention is focused on the safety management of this very specific equipment, in order to better understand this technology and the associated risks.

WORKSTATION ERGONOMICS ASSESSMENT

The ergonomics of workstations is an essential factor in reducing accidents and protecting the health of employees. Musculoskeletal disorders are among the potential occupational illnesses for OPmobility's industrial activities. The Group has therefore decided to make ergonomics one of the priorities of its ACT FOR ALL™ program. Ergonomics is studied in two key areas:

- in prevention, during the design of future workstations: each new workstation is assessed according to ergonomic criteria before its installation on site;
- in corrective measures on existing workstations when at-risk situations are detected; workstations machines are assessed on site.

The objective is to have a workstation rating of more than 80% by 2025, bearing in mind that it takes into account non-repetitive activities.

Between 2023 and 2024, Exterior reduced the number of the "red-stations" by 25%. C-Power and H_2-power no longer have workstations with a high ergonomic risk. Modules assessed the ergonomics of 93% of its workstations, with a reduction of 75% of the "red-stations". For its part, Lighting has begun the ergonomic rating of its sites, and has already covered 45% of all workstations.

The Group has ergonomists in its teams responsible for implementing an ergonomic prevention policy, based in particular on the results of the workstation analysis. They are also responsible for identifying preventive or, where applicable, corrective solutions. The networks of ergonomics correspondents (HSE network, plant managers, service managers, etc.) regularly exchange best practices.

The ergonomic analysis incorporates the cognitive factors related to the interactions of individuals with a system or product, such as perception, the complexity of tasks, stress and complex processes related to the diversity of products. The analysis takes into account the constraints related to workstations, whether postural or load-bearing, during repetitive activities.

For Exterior, training dedicated to ergonomics officers includes practical and theoretical sessions. This year, the training went further in terms of virtual immersion of work situations through video simulations of actual situations and interactive videoconferences. These virtual and collaborative formats were perceived by the teams as having greater impact. C-Power has two virtual reality rooms in its Research and Development centers, in France and China.

C-Power also uses digital workstation assessment kits, enabling a more objective ergonomic assessment to be issued. Four kits are available, with the aim of assessing all projects starting production in 2025. H_2-Power applies the ergonomic principles developed by C-Power, particularly for the current design phases of production resources.

C-Power and H_2-Power business groups have invested to replace the equipment of the virtual reality rooms with a software that is more efficient, less energy-consuming, requires less equipment and offers better responsiveness in the development phases. The launch of this tool is planned for 2025, initially in Europe, then in Asia and finally in America. In addition, all business groups are studying a digital solution for ergonomic assessments on production lines with a smartphone.

In 2024, almost all the workstations of the historical and recently acquired business groups having been analyzed; the focus is now on improving ergonomics during the development phase. Attention is paid to workstations that obtained the lowest ergonomic ratings.

Moreover, OPmobility pays particular attention to innovations and actively monitors developments by participating in the AFNOR working group, including the participation of the INRS (French National Institute for Research and Safety) relating to exoskeletons. The Group participated in the drafting of the X35800 standard, enabling smaller companies to benefit from the maturity of a manufacturer such as OPmobility. This collaboration also enables the Group to interact with experts and monitor innovations in this area.

Exoskeletons from different suppliers were tested on many OPmobility sites in order to assess their suitability to the constraints of the operators, processes and products of the Group. These tests made it possible to analyze the physical, cognitive and psychological impacts of these systems, as well as their acceptability by the teams and their practicality in use.

Following these assessments, the Group decided to embark on an exoskeleton design project in collaboration with a consortium bringing together Exterior, Lighting, Naval Group and the exoskeleton designers Japanet and HMT. The objective is to develop a solution specifically adapted to the needs of operators, particularly for the chain swing seat adjustment points, by incorporating feedback from the sites from the design phase.

Throughout the development, tests will be organized with the operators to refine the specifications and guarantee a suitable solution. A first prototype will be tested in a working situation from the end of the first half of 2025.

EMPLOYEE ASSISTANCE PROGRAM, FOR ALL

In line with the Care for People pillar of the ACT FOR ALL™ program, the Group set up the Employee Assistance Program (EAP) in 2020. This is a crisis line and psychological support for all Group employees and adult members of their families. This free, anonymous and confidential service is now available in 19 languages. It is provided by a specialized external service provider.

Actions

Publication of key actions	Main features	Scope	Time horizons	Progress	Resources allocated
Implement ISO 45001 certification	Ensures good involvement and good health and safety practices. This certification requires the training of employees, the analysis of accidents, as well as a risk analysis that feeds into a comprehensive action plan to prevent accidents.	All OPmobility business groups (Exterior, Lighting, Modules, C-Power, H_2-Power).	2-year deadlines for new sites/ acquisitions.	85.1% of sites were ISO 45001 certified in 2024.	HSE network budget, local and central.
Implement the "6 Non Negotiables"	Strict application by management of the "6 Non Negotiables" rules. If not applied, sanctions are taken.	All OPmobility business groups (Exterior, Lighting, Modules, C-Power, H_2-Power).	Immediate.	OPmobility monitors the causes of accidents due to non-compliance with the "6 Non Negotiables."	HSE network budget, local and central.
Top Safety training	All training courses result in the implementation of Top Safety inspections.	All OPmobility business groups (Exterior, Lighting, Modules, C-Power, H_2-Power).	Immediate.	Local management deals with any observed safety-related discrepancies. The number of Top Safety visits is one of the key performance monitoring indicators reported monthly to Executive Management. Number of Top Safety visits: 4 on average, per person and per year. Number of Top Safety training courses: 35. Number of people trained in Top Safety 2024: 448	Central budget.
Workstation ergonomics assessment	A rating of all workstations to determine which workstations are at risk. The objective to eradicate positions with a "red" rating. If necessary, adapted workstations are offered for people with disabilities. There is also job rotation in place to reduce exposure to repetitive tasks.	All OPmobility business groups (Exterior, Lighting, Modules, C-Power, H_2-Power).	Gradual deployment depending on the maturity of the sites. 2025: 80% of rated workstations (including Lighting)	Monthly monitoring of the rating of workstations and the treatment of workstations at risk. -51.7% of "red-stations" (workstation with a high ergonomic risk) across the business groups.	Local budget.
Health campaign	The sites are encouraged by the Group to develop initiatives promoting health, beyond the occupational health aspect. The themes are left to the discretion of the sites according to their needs.	All OPmobility business groups (Exterior, Lighting, Modules, C-Power, H_2-Power).	Permanent action already in place.	97.5% of sites have conducted at least one health campaign.	

Metrics and targets

The actions mentioned above are accompanied by targets and metrics, in order to reduce the deterioration of the physical and mental health of employees and the deterioration of assets.

Negative impact: Employee health

Items	Details
1. Relationship between the target and the objectives of the policy	The target of reducing the FR2, which is the frequency rate of occupational accidents with and without lost time (in number of accidents per million hours worked) and improving the ergonomics of workstations, support the objective of improving the physical and mental health of employees.
2. Measurable target	Reduce the frequency rate to 0.5 by 2030 and improve ergonomics by around one hundred workstations per year by 2030.
3. Nature of the target	Quantitative
4. Description of the scope of the target	All Group employees, worldwide.
5. Reference value	Current frequency rate (FR2) (0.68 at the end of 2024) and current number of red-stations (-51.7% vs. 2023)
6. Reference year	2024
7. Period covered by the target	2025-2030
8. Indication of any milestones or intermediate targets	NA
9. Indication of any milestones or intermediate targets - Year	NA
10. Description of the methods and main assumptions used	• Analysis of current data on workplace accidents and workstation improvements; • Training of R&D and Industrial teams.
11. Relationship between targets and scientific evidence	The targets are based on studies showing that the prevention of accidents and occupational illnesses improves the health and well-being of employees.
12. Indicate if and how stakeholders are involved	Employees participate in the assessment of their workstations.
13. Description of any changes in targets and indicators	No changes planned at this time. The targets and indicators will be reassessed annually based on the results obtained.
14. Description of performance compared to announced targets	Performance will be assessed annually and compared to intermediate milestones. The results will be published in the annual Sustainability Statement.

Risk: Damage to assets

OPmobility does not have a metric to monitor long interruptions in the production chain because the causes are multiple. They may be related to a maintenance problem (lack of a spare part), an accident, a fire or a natural disaster.
These issues are highly operational and are addressed by the management of the business groups.

The following metrics are also monitored:

Fatalities - Own workers	Employees	Non-employees	Total
Work-related fatalities	0	0	0
Fatalities due to work-related health problems	0	0	0
TOTAL WORK-RELATED FATALITIES	**0**	**0**	**0**

Fatalities - Other workers	Total
Work-related fatalities	0
Fatalities due to work-related health problems	0
TOTAL WORK-RELATED FATALITIES	**0**

Accidentology	Total
Recorded work-related accidents - Employees	40
Recorded work-related accidents - Non-employees (temporary employees, excluding subcontractors)	5
Recorded workplace accident rate - Employees (Group FR2)	0.68
Recorded workplace accident rate - Non-employees (FR2 temporary employees, excluding subcontractors)	0.57
Number of cases of recorded occupational illnesses - Employees	Recognized: 13 Reported: 20
Number of days lost due to workplace accidents or fatalities due to workplace accidents, occupational illnesses or fatalities due to occupational diseases - Employees	1,349

Percentage of employees covered by the health and safety management system	100%
Percentage of non-employees covered by the health and safety management system	100%

The FR2 gives the number of accidents with and without lost time per million hours worked. The Group's FR2 was 0.68 in 2024. It decreased by 36% compared to 2023 (FR2 of 1.07).

Each site enters the number of accidents and hours worked monthly into a specific data collection tool. The business groups validate the information before it is consolidated at Group level. Occupational illnesses are reported monthly. The values are validated by the business groups. Days lost due to workplace accidents are reported monthly and validated by the business groups.

4.3.1.5 Diversity and inclusion

Policies

DIVERSITY & EQUITY IMPACT (D&EI) POLICY: OPMOBILITY VALUES ALL DIFFERENCES

The Code of Conduct commits OPmobility and its employees to not carry out any form of discrimination or harassment related in particular to sex, gender identity, skin color, age, origin, social origin, sexual orientation, religion, political opinions, trade union activity, pregnancy, family situation or disability. This rule applies in all situations: in respect of a candidate, as part of a recruitment process or an internship request; at the stage of career development, with regard to an employee; as part of the performance of his or her contract (compensation, promotion, transfer, request for training, etc.). The DEI policy aims to engage all employees on the following four dimensions of diversity: gender, cross-cultural, intergenerational and disability.

The diversity of talents and profiles within the teams constitutes a richness for the Group. OPmobility recognizes the need to provide an inclusive work environment for all employees, with particular emphasis on promoting the employment of young people, developing careers for women and integrating workers with a disability. Furthermore, OPmobility seeks to make its organization and its teams more representative of the local cultures in the markets where it operates by integrating the specific dimensions of local diversity.

The Group's membership in the United Nations Global Compact in 2003 is, among other things, at the origin of its Diversity program. The fight against all forms of discrimination is regularly reaffirmed. It is incorporated into the Group's Code of Conduct. Initiatives for women and young people are also markers of the ACT FOR ALL™ program. OPmobility is convinced that diversity and inclusion are sources of better ideas and innovations that improve the Group's performance. This is a major focus of its strategy, and is reflected in quantitative objectives throughout the organization and the implementation of an inclusive working environment.

DIVERSITY PROGRAM: D&EI

Diversity must be integrated into the corporate culture in order to have an impact. This is why OPmobility has developed a structured program within a D&EI policy. This program is based on 5 commitments:

- Base employment decisions (hiring, training, compensation or benefits, promotions) on qualifications, experience and performance, with the principles of diversity and non-discrimination being a mandatory requirement;
- Train the partners and raise awareness at all levels of the organization with a dedicated global communication campaign throughout the year to promote diversity and increase employee buy-in to this policy;
- Adapt the policies and processes to ensure fairness in the opportunities offered to each candidate wishing to join the Group or develop within the organization;
- Develop the employees with equal opportunities, without exclusion or restriction;
- Communicate internally and externally about the openness, commitment, desire for diversity to have a lasting impact the Group by raising awareness of all stakeholders, as part of the ACT FOR ALL™ program.

Diversity extends across multiple dimensions, including race, ethnicity, culture, religion, gender, language, age, ability and many others. In line with OPmobility's strategy, four priority dimensions are to be developed:

GENDER: to achieve gender balance, OPmobility encourages a higher representation of women in leadership roles through recruitment, talent development programs, mentoring and sponsorship. The Group provides resources to develop the careers of women. Engagement and retention are promoted through more work flexibility and parental support.

CROSS-CULTURAL: OPmobility aims to have diverse teams that represents the cultural diversity of the countries in which the Group operates and the communities that it serves. To achieve this, equal opportunities are offered to all employees from diverse backgrounds: individual development plans are supported by growth opportunities such as regional exchanges and international assignments. The representation of diverse nationalities is promoted on each management team.

INTERGENERATIONAL: OPmobility considers the value of teams composed of members of all ages who share varied life and work experiences. Multiple activities promote the preparation and interaction of these teams, such as tailored individual development plans, internal mentoring, networks of expertise and awareness sessions.

DISABILITY: providing accessible tools and an accessible workplace to ensure people with disabilities are treated fairly is in the DNA of OPmobility's D&EI program. Awareness sessions are organized to enable all employees to better understand the keys to effective interactions with people with disabilities.

PERPETUATION OF THE EFFECTS OF THE ACTIONS UNDERTAKEN

To ensure the effectiveness of this policy, measures and areas of deployment are continuously integrated into all OPmobility procedures and processes so that employees and management are supported in their journey towards greater diversity.

1) **Recruitment:** to increase diversity in the talent pool, the recruitment process supports the diversity ambition with guidelines on the publication of job offers, the interviewer panel and shortlisted candidates. Training is provided to hiring managers and HRBPs to ensure respect and promotion of diversity at all stages of the recruitment process.
2) **Succession plans and promotions:** to ensure that diversity is consistently high throughout the Group, succession plans are developed with particular attention to gender and culture dimensions, thus ensuring equal opportunities at promotion or development of talents. The HRBPs ensure that no discrimination for any reason affects the selection of candidates and that the final assessment criteria are only based on experience and performance.
3) **Training and education:** awareness is strengthened by the deployment of an "Unconscious bias" training for all managers. 24 training modules are available on U Learn, the digital content platform available to all managers and executives. To effectively support the growth of female talent, dedicated training modules have been created for junior and senior women. To strengthen gender diversity in management teams, participation in qualifying training programs such as Starter, Charge, Booster, and also Mentoring and Coaching is ensured at a minimum of 30% for the female talents.
4) **Non-discrimination and equal opportunities:** a whistleblowing procedure enables each individual to report situations where discrimination is observed, with guaranteed confidentiality so that the Group can take effective measures in the event of non-compliance with Code of Conduct guidelines. To ensure equal opportunities regardless of local regulations, each employee benefits from a parental leave and maternity policy that guarantees minimum basic support after birth or adoption throughout the world.
5) **Incentives for executives:** the compensation of Group and business group executives includes an ACT FOR ALL™ target of diversity promotion so that results achieved are recognized.
6) **Promotion and engagement of the social body:** awareness and recognition are ensured internally and externally through a structured communication plan supported by multiple global events. Moreover, each year, 4 dedicated events are organized at all sites, in combination with a global event organized by the Group:
   a. Gender diversity is the focus of attention during the week of March 8 on International Women's Day. Each site will organize an event for young female students as part of the Equity Week initiative. The sites select the type of event, with a general theme around gender diversity awareness and promotion of industrial jobs for women. At the Group level, WoMen@OP hosts an inspiring global webcast on gender diversity. In 2024, 100 sites took part in this first Equity Week, organizing visits, conferences, presentations, games and working sessions for a mainly female audience from local schools or universities;
   b. Interculturality is promoted during the week of May 21, for the World Day for Cultural Diversity. In 2024, pilot initiatives launched in the United States through films, coffee-conference sessions or conference meals celebrated interculturality through the "Heritage months." These events highlight the different cultures and nationalities making up the American mosaic and illustrated by local employees;

c. Intergenerationality is celebrated during the first week of October. In 2024, fun information videos celebrating partnerships between juniors and seniors were launched mainly in the United States. The Mentoring program reinforces the benefits of intergenerational collaboration, with 534 participants in 2024;

d. Disability is promoted during the week of December 3, for the International Day of Persons with Disabilities. The actions undertaken in France and detailed below are intended to be gradually extended to all sites by adapting to local regulations and culture. In 2024, a second conference with global distribution highlighted disability, with a focus on people suffering from Type 1 diabetes brought by personalities from the world of sports or the arts, as well as internal employees.

GOVERNANCE

This policy is translated into actions and is reflected in continuous improvement towards a more diversified and efficient organization. The governance is ensured by:

- the ACT FOR ALL Committee, which reviews the progress of diversity within the organization three times a year and validates the policy's deployment strategy;
- the HR Board, which approves changes to the processes and policies proposed by the Diversity Steering Committee and monitors the progress of diversity;
- a steering committee, chaired by the Vice-President Talent, which is made up of regional diversity managers from all geographical areas and representatives of central functions. This committee supervises the establishment of the areas to deploy the policy, supports the regional committees, ensures the validation and cross-functionality of the actions and measures decided, coordinates internal and external communication on DEI, and measures the progress of diversity in the organization;
- regional working committees involve local diversity ambassadors. These committees ensure the diversity policy and initiatives are implemented within their region, taking into account their local cultural specific features, and propose changes to the steering committee. They also participate in selected diversity networks to compare practices and provide feedback to the organization;
- ambassadors who promote awareness and support the launch of actions and initiatives at their respective sites.

PARTNERSHIPS AND NETWORKS

In addition, dedicated internal networks were created to further develop employee participation. At the end of 2024, the WoMen@OP network, supported by three sponsors who are Executive Committee members, brought together nearly 800 members in 21 countries on all OPmobility sites. Its objective is to promote dialogue and share best practices between countries in terms of equity. The WoMen@OP network regularly organizes internal information sessions in 2024 as well as multiple events in different countries involving charities or local communities.

By participating in the French government association "Elles bougent," a network of sponsors organizes the relationship with the female communities of schools or universities to generate interest in the industry for the next generation of women. Participation in external networks and partnerships with charities ensures benchmarked practices, feeds innovation into the organization and supports the Group's communication. These include government associations such as WAVE (for women and vehicles in Europe) in France or industrial networks such as the General Motors Inclusion Board in the United States. In 2024, when participating in the Innovatech challenge organized by "Elles bougent" with the support of the Finance Ministry, the team, which included an OPmobility sponsor, won 3rd prize.

COMMUNICATION

The communication team provides its support internally with articles about each global event and externally *via* social media posts. A Diversity page on the intranet is regularly updated with content and news on the DEI policy.

MISSION HANDICAP FRANCE, OPMOBILITY COMMITMENTS

In France, OPmobility is a signatory of the Manifesto for the Inclusion of Persons with Disabilities in Economic Life, and includes its action plan in a disability agreement approved by the DRIEETS (Interdepartmental Regional Directorate for the Economy, Employment and Labor and Solidarity). The objectives are to:

- raise awareness among all teams to change the way people look at disability and train key contacts;
- keep those with disabilities in employment;
- recruiting and integrating employees with disabilities;
- increasing purchases from the sheltered and adapted work sector (STPA);
- management and monitoring of the disability policy in France.

Mission Handicap in France is based on involving a structured network: a dedicated person within the Group's People and Sustainability Department steers the organization at full time. They collaborate with various contacts in the field to roll out actions: one disability officer per site within the Human Resources teams, contacts within the HSE and Health (nurses, social workers), the IRP (employee representative bodies) teams as well as managers. Two sponsors within the operational departments of external partners such as the Occupational Health Services, Cap Emploi, Agefiph, and specialized firms also provide their support. Training and awareness-raising are key success factors in building a culture that promotes diversity and several actions were carried out in 2024 in this regard.

Some employees have the role of privileged contacts in the disability policy. As such, in 2024, purchasers and employee representatives in France benefited from a full day of training (role, legislation, resources). Other employees are made aware of the key concepts of disability in various ways throughout the year: quarterly poster campaigns on all OPmobility sites (2024 themes: job retention, disability policy, breast cancer, talking about one's disability), actions with young persons with disabilities, in particular with the Arpejeh association (CV and cover letter workshops, coaching, visits to sites), local initiatives to familiarize teams with the subject of disability: collecting bottle caps, supporting associations, showing videos, quizzes, etc. Finally, the European Week for the Employment of Persons with Disabilities in November 2024 offers a specific opportunity to learn about and participate in activities on disability: testimonials, speakers (visual impairment, guide dogs, etc.), escape game, card games, information stands, cooking & disability workshop, role-playing, "Duodays." In order to promote the recruitment of persons with disabilities in France and help professionally integrate persons with disabilities, OPmobility continued its partnerships with specialized structures:

- recruitment firm;
- specific recruitment forums (Hello Handicap, Mardis de l'Inclusion, Arpejeh);
- specialized job board for persons with disabilities in France (www.handicap.fr);
- organization of the Group visits for young people with disabilities.

In France, the employment rate of persons with disabilities in the Group exceeded the legal obligation of 6% since it was standing at 6.89% at December 31, 2023. It has steadily increased since the launch of the Mission Handicap in early 2018. The 2024 rate is not yet known for this publication since annual declarations are now made in May of year N + 1.

FACILITIES

In 2024, the facilities for employees with a recognized disability focused on the financing of equipment (hearing aids, ergonomic seats, PRM scooters, etc.), home-work transport assistance and coaching.

Purchases from the sheltered and adapted sector are also an essential means of supporting the employment of workers with disabilities. All the French sites work with ESATs - *Établissement et Service d'Aide par le Travail* [Work Assistance Establishment and Service] or EA - Adapted Companies for packaging services, logistics, maintenance of green spaces, etc.

In 2024, the Amiens site also took part in several meetings organized by "Réseau H" with women working in ESATs in Picardy in order to make them aware of the industry's jobs and to open up bridges with the able-bodied sector. Lastly, the partnership with GESAT, a specialist purchasing network for the sheltered and adapted work sector, was renewed in 2024 to support the Group's buyers in their search for suppliers.

Actions

Publication of key actions	Main features	Scope	Time horizons	Progress	Resources allocated
Structuring of the DEI program with the implementation of 4 annual events on all sites on the 4 diversity dimensions addressed	Employee participation in conferences, events and training sessions with the aim of making associates actors in diversity.	All business groups (Exterior, Lighting, Modules, C-Power, H_2-Power).	2024: on gender diversity; 2025: extension to the three other dimensions (intercultural, intergenerational, disability).	Communication orchestrated by the ambassadors and the communication department, both internally and on social networks. 4 annual events scheduled. 120 sites registered for Equity Week in March. Organization of the second event in May with shelving of activities on standard sites.	Steering Committee with 10 members; Regional Committees which include 80 employees/ ambassadors; Involvement of the Talent Acquisition network in 2025; Operating budget dedicated to the Group; Site operating budget for local events.
Creation of dedicated training programs	Training for Managers and Engineers: • Unconscious bias program (2023); • Women Leadership Programs, Junior and Senior (2024); • Value Differences program (2024); • Mentoring involving 31% of women (2024); • Coaching involving at least 30% of women (2024).	All business groups (Exterior, Lighting, Modules, C-Power, H_2-Power).	Implementation and first cohorts in 2024	Communication *via* the intranet site; Publication on social networks (LinkedIn); Publication in the company newspaper (Vibes); Individualized communication *via* Development Reviews. Programs rolled-out in 2024. Plan for wide deployment (3,000 managers) of "Unconscious bias". Cohorts formed by the end of March of the mentoring programs "Growing together" and "Women Leadership", Licenses acquired for "Coaching for all".	Site training plan; Central training budget.

Metrics and targets

OPmobility has targets for valuing differences and encouraging equity, inclusion and diversity.

Positive impact: Ethical and responsible culture that values differences and encourages equity, inclusion and diversity

Item	Detail
1. Relationship between the target and the objectives of the policy	The targets of promoting gender equality and strengthening equity, inclusion and diversity support the goal of creating an inclusive and equitable work environment for all employees.
2. Measurable target	Achieve 40% women in Senior Executive positions and 30% amongst Managers and Engineers and in managerial roles globally by 2030.
3. Nature of the target	Quantitative and qualitative
4. Description of the scope of the target	All Group employees, worldwide.
5. Reference value	Current representation of women in Senior Executive positions (23.1%), amongst Managers and Engineers (25%) and in managerial roles globally (21.4%)
6. Reference year	2024
7. Period covered by the target	2025-2030
8. Indication of any milestones or intermediate targets	• 2025: Senior Executives (28%), Managers (25%), Engineers and Executives (27%). • 2026: Senior Executives (30%), Managers (26%), Engineers and Executives (28%).
9. Indication of any milestones or intermediate targets - Year	2025 - 2026
10. Description of the methods and main assumptions used	• Analysis of current data on diversity and inclusion; • Employee surveys to identify needs and perceptions; • Implementation of mentoring, training and awareness programs; • Recruitment policy and internal mobility; • Compensation policy
11. Relationship between targets and scientific evidence	The targets are based on studies showing that diversity and inclusion improve organizational performance and employee well-being.
12. Indicate if and how stakeholders are involved	Employees are consulted through surveys and focus groups to identify equity, inclusion and diversity needs and propose solutions.
13. Description of any changes in targets and indicators	No changes planned at this time. The targets and indicators will be reassessed annually based on the results obtained.
14. Description of performance compared to announced targets	Performance will be assessed annually and compared to intermediate milestones. The results will be published in the annual Sustainability Statement.

The following metrics are also monitored:

Breakdown by gender at Senior Executive level (Board of Directors and Executive Committee)	2023	% 2023	2024	% 2024
Female	12	42.9	9	34.6%
Male	16	57.1	17	65.4%
Total	28	100%	26	100%

Breakdown by age	Headcount 2024	In percentage
under the age of 30	5,268	18.2%
between 30 and 50 years	16,574	57.2%
over 50 years	7,127	24.6%

	2023	2024
Persons with disabilities, subject to legal restrictions on data collection	1.49%	1.48%

In 2024, the employment rate of persons with disabilities depends on the laws of the various countries, which are not harmonized. The rules for counting this population depend most of the time, as in France, on the individual's willingness to declare a disability. This is a factor limiting their identification and therefore the actions that can be taken to better integrate employees with disabilities.

Campaigns encouraging the disclosure of these situations are conducted on a regular basis and supported by the D&EI Diversity policy.

The reporting of this indicator is governed in France by strict standards and consolidated in the annual DOETH (Mandatory declaration of the employment of workers with disabilities) statement, which serves as the basis for establishing the mandatory annual contributions paid to Agefiph.

4.3.1.6 Skills development

Policies

ATTRACTING TALENT

The Human Resources function is a strategic player in developing the critical skills of employees essential to the growth of the Group's activities.

In a rapidly changing environment, the Group has set up a recruitment structure (Talent Acquisition Center) to professionalize its recruitment approach. With teams of specialists located in the main countries, the identification and selection of the most appropriate resources enable the Group to benefit more quickly from candidates who meet the immediate needs of the Company, but also to strengthen its medium- and long-term succession plans.

In this area, and to develop managerial excellence, managers are trained in recruitment techniques to attract the best talent. OPmobility sees its employees as valuable ambassadors, helping to attract, recruit and develop new talent. A co-opting program has been rolled out within the Group with the aim of strengthening its attractiveness.

Following a launch in 2022 focusing on recruitment in France, the Talent Acquisition Centers (TAC) were extended in 2023 to North America (United States, followed by Mexico) and then to Central Europe (Germany/Austria and Poland/Czech Republic/Slovakia), where the environment is particularly competitive. In 2024, this network was strengthened to adapt to the needs and support for the management of school/university relations. Collaboration with local business group teams has been accelerated, including training for local managers in recruitment and participation in internal mobility actions on recruitment, entrusted to managers of the various TACs.

At the end of 2024, thanks to the implementation of Human Resources clusters driven by the "One-OP HR" transformation program, 100% of recruitment of Managers and Engineers on the clusters in place (Americas, EMEA) were managed by the TACs. Gradually, the entire Indirect Labor population will be integrated into the TACs with an evolution of HR Information Systems (HRIS).

This coverage will be extended to Asia in the second half of 2025.

In order to guarantee a better management of applications, HRIS are evolving to offer a common candidate experience *via* an onboarding module that will allow recruitment teams, HR teams and managers to share administrative documents with candidates, and also to implement homogeneous and attractive onboarding and support practices, supported by a new integration policy that will be introduced in early 2025.

The existence of this professional and organized recruitment structure not only ensures the profiles sought by management teams but also guides and targets certain profiles. Thus, the focus is on the presentation of female candidates, supporting the objectives of increasing the number of women, but also on apprenticeship, VIE or more specific programs, such as the "International Finance Graduate Program," to strengthen the pool of young financial talents, which welcomed its second cohort of 5 young international profiles in 2024, who are offered a rotation of 3 positions in the Finance function during the first two years of their careers.

The 1,288 young people (apprentices, trainees, VIE) reinforce the pool of young talents. With a conversion rate of 25% into long-term contracts since 2023, emphasis has been placed on VIE and apprentices to strengthen the use of this privileged 2-year integration period, which makes it possible to better target expectations and needs and, in the long term, strengthen early-career commitment.

Onboarding plans are being built to ensure optimal induction of new employees. In order to guarantee a unique candidate experience regardless of location, a common onboarding program will be put in place during the year with the Group's vision and objectives. It will be supported by a digital experience providing access to essential information to any new employee.

TALENT DEVELOPMENT: GLOBAL HR PRACTICES TO IMPROVE CAREER DEVELOPMENT AND PERFORMANCE

OPmobility places the development and training of its employees at the heart of its employer promise, with a motto of "Keep Learning, Keep Growing." Benefiting from a rewarding career path within the Group is one of the essential drivers of employee commitment and performance for OPmobility. This is why a special moment was created within the annual management cycle dedicated to the aspirations and development of employees.

This management cycle begins the year with a Performance Review, making it possible to take stock of the achievements of the past year and to set objectives for the coming year together, manager and employee.

The setting of individual targets is aligned with the Group's strategic pillars. They are divided into five categories:

- customer proximity and quality satisfaction;
- sustainability;
- employee development and management;
- operational excellence;
- innovation.

The development review is then organized at mid-year. It is a special meeting between each employee and his or her manager to build together an individual development plan based on the professional aspirations of the employee and the opportunities within the Group, such as potential mobility between segments or in different regions.

The content and execution of these two key moments in the Group's management cycle include the skills of the Leadership Model chosen by OPmobility to support the Group's values and its purpose and enable the relevant behavior.

These reviews are part of the annual management cycle for Managers and Engineers, and are gradually being extended across all indirect labor and, in some countries, to direct employees.

The results of the Pulse engagement survey show that career prospects are an important criterion for employee engagement. The internal mobility program has been structured to allow inter-activity mobility. In order to strengthen the visibility and accessibility of this mobility, an Internal Mobility Charter has been rolled out within the Group. It is available in all languages. A Mobility Committee has been set up to support this new initiative. OPmobility's developments in hydrogen mobility, Data management, software development (OP'nSoft) and electrification have also created new positions that require specific expertise. This makes it possible to offer opportunities for development and increased mobility.

Recognizing the contribution of each individual to overall performance is also essential. OPmobility's operational performance assessment system seeks to establish a stronger culture of recognition. The objective review process has been standardized and homogenized across the Group, based on the principles of real-time performance monitoring. It is possible to adapt and assess the employee's objectives throughout the year, in line with the Group's strategic objectives and in order to be agile in a changing environment, such as the automotive industry.

The entire management cycle is supported by an HRIS, an information system based on the SAP Success Factors platform, which is regularly updated. In 2024, in particular, two new modules were activated:

- the "Position Manager" module was rolled out in the first half of the year. It makes it possible to better monitor and manage the career of each employee, and to guarantee consistent succession plans, which are reviewed at least annually during the People Review. These succession plans supported by the positions can now support real management of career paths;
- the "Calibration" module was activated in the second half of the year to enable better preparation of the Annual Performance Review at the end of the year. It allows a management team, supported by human resources support, to share information about their direct employees and to refine their assessment of the performance of each of them, the "calibration". OPmobility thus ensures a fairer, objective and consensual assessment of its employees.

EMPLOYEE ENGAGEMENT, THE PULSE SURVEY

The commitment of employees is at the heart of OPmobility's mission. All the policies and actions carried out aim to have an impact in terms of increasing the level of commitment and reducing turnover.

Each year, the Group measures the level of employee engagement through a survey based on 14 engagement levers. It is a valuable tool for OPmobility to assess the opinion of its employees and identify areas for improvement.

For the 2024 edition, the participation rate increased compared to May 2023 by 0.1 points to 73%, with more than 24,000 respondents and 95,000 comments. The highest scores compared to the benchmark (comparison with the results of other companies in the sector) related to freedom of opinion, skills development and equity.

Following communication of the results, hundreds of managers defined improvement plans. More than 1,500 actions have been identified based on employee feedback, and 28% of which are directly in line with the Group's priorities: improving the communication of the strategy, helping to better manage the workload and providing adequate equipment.

Thus, PULSE is one of the main instruments enabling OPmobility to take corrective measures and improve its approach to the well-being of its employees, ensuring that their feedback is actively taken into account for the improvement of the workplace.

INTERNAL COMMUNICATION ACTIONS FOR BETTER ENGAGEMENT

In a context of a changing market and transformation projects for the Group, internal communication actions were regularly organized. Thus, communication of the name change and the associated skills in line with the Group's purpose and five values was promoted in 2024.

Information on strategy is regularly shared, particularly with directors, especially through Directors' Webcast events (5 in 2024). In addition, the Group has rolled out an editorial strategy to distribute company news with the teams:

- on "Topnet," the Group's intranet, 228 news were published in 2024 (-23% *vs*. 2023);
- the most significant internal news and events are sent directly by email (called "Topnews");
- a new live talk followed by a Q&A called "Xplore!", a 30minute program, was created. It focuses on a strategic or innovative Group subject with an internal expert;
- lastly, from this year, Vibes is the Group's new corporate magazine, with the first edition published in July. It is destined for the Group's employees and external audiences, with the aim of presenting OPmobility's strategy, trends and the Group's expertise, notably with employee profiles, projects and expert forums.

FOCUS ON EXTERNAL COMMUNICATION ACTIONS

The transformation of OPmobility is also reflected in its presence on social networks. This presence aligns with the innovation and modernity of the Group. Standing out from the competition through the quality of its products, expertise and employer brand requires a strong identity on social networks to meet the evolving needs of its partners, customers and the talents of tomorrow's mobility. In 2024, the Group was active on the following social platforms:

- LinkedIn, with 298,844 subscribers (*i.e.* +28% *vs*. 2023 and 5% of OPmobility employees present on the Group's official page);
- Instagram, with 2,034 followers;
- YouTube, with 1,020 subscribers.

In 2024, the setting up and rollout of the "Employee Advocacy" program will be part of the Group's initiatives to spread its online reputation. The program will bring together more than 500 employees/ambassadors of the OPmobility brand on social networks and around the world.

Externally, participation in CES in Las Vegas enabled increased visibility of the Group's innovations and technologies.

SKILLS DEVELOPMENT: OP UNIVERSITY PROMOTES LEARNING, UPSKILLING AND DEVELOPMENT

In 2024, the Group structured its training offer by creating its corporate university: OP University. Its mission is to:

- develop employee skills;
- support the Group's transformation;
- foster innovation and operational excellence.

OP University will be fully operational in 2025, with a structure deployed on four levels:

- **a Global Center of Expertise:** it houses the Academies, responsible for planning and designing training programs on the strategic skills needed to remain competitive. These programs are developed in close collaboration with the heads of functions;
- **Regional Centers of Expertise (Regional Campus):** they deploy global programs by adapting them to regional needs and creating, if necessary, specific content;
- **Country Clusters:** they are responsible for the administration of training, logistics and data quality, covering all business groups;
- **Training & Development teams** specific to each business group: they focus on their specific skills and expertise.

15 ACADEMIES AT THE HEART OF THE GLOBAL CENTER OF EXPERTISE

Of the 15 Academies planned, two are already operational:

- Digital Academy;
- Leadership & Management Academy.

In 2024, the Leadership & Management Academy designed and delivered several programs to support the development of managers responsible for talent:

- specific training to develop the skills of the Leadership Model;
- a program for new managers: Driving Success, which strengthens local managerial practices;
- a program for new Directors: Leading Success;
- an online coaching offer, with 108 sessions launched in December 2024, open to Managers and Directors;
- a program dedicated to female leadership: Women Leadership. This program, intended for talented women in management or executive positions, saw the launch of four sessions in 2024 (2 Entry Level and 2 Senior Level promotions), reaching a total of 60 participants;
- three new programs for high-potential talents: Starter, Charger and Booster, designed to support individual contributors, managers and Directors respectively in their development within OPmobility, of which at least 30% are women;
- a global cross-business group mentoring program was rolled out worldwide. In 2024, 534 employees joined this annual program, which lasts for 8 months, and 302 mentees, 31% of whom are women, have benefited from the experience sharing of 232 Group leaders.
- diversity and inclusion programs:
  - D&EI training - unconscious bias training, rolled out to all HR Directors and managers (77 participants trained in 2024),
  - online modules on diversity and inclusion, 501 employees completed at least one module in 2024.

These initiatives illustrate the Group's commitment to offering inclusive training, aligned with the evolving needs of its employees and in line with its strategic objectives.

DIGITAL ACADEMY: FROM TRAINING TO CAREER PATHS

In order to support job changes in the Digital & IS segments, in line with the Group's technological developments and strategy, a mapping of jobs and professional career paths was set up in 2024 for the IT and digital functions.

This job mapping allows each employee to see the positions in the new organization, with the main tasks and associated skills, but also to find out which positions can lead to these jobs and gateways to other careers upon leaving.

The objective is to stimulate internal mobility and the development of IS/IT skills. It is also a very good managerial tool that can be used during development interviews to discuss skills development, career wishes, and to set up training paths if necessary to evolve in their positions.

SKILLS DEVELOPMENT LINKED TO A CHANGE OF TECHNOLOGY: THE EXAMPLE OF THE RECONVERSION OF FUEL SYSTEMS TO HYDROGEN TANKS

A reskilling and upskilling plan has supported employees moving from the Venette plant to the new Lachelle site in France. To promote the increase in skills dedicated to hydrogen in quality, process, production and maintenance, a matrix has been developed for each segment, facilitating the appropriation of new technologies and manufacturing processes. Finally, a tool for assessing the skills of the teams by the segment experts has been designed.

Actions

Publication of key actions	Main features	Scope	Time horizons	Progress	Resources allocated
Talent Acquisition Center (TAC)	• Gradual establishment of dedicated recruitment teams in high-recruitment countries/clusters; • Standardization to ensure fairness and non-discrimination; • Implementation of common and cross-functional tools throughout the Group; • Organization of the relationship with schools (Campus Management) and management of VIEs.	All business groups (Exterior, Lighting, Modules, C-Power, H_2-Power).	• Pilot stage 1 completed in 2022 in France; • Stage 2 of deployment on the population of Managers and Engineers in the United States, Mexico, Germany, Poland and Slovakia in 2023/2024; • Stage 3 of standardization across the Americas/EMEA countries with management of 100% of recruitments; • Indirect labor and full budget management in 2025.	• Monthly dashboard publishing all indicators: quantity of recruitments but also quality of the process (% diversity, application processing time); • HR Board and ACT FOR ALL™ Board review of the main indicators; • Validation of the Service Level Agreement for 2025; • Recruitment process 100% entrusted to TACs for M&Es, worldwide as of January 1, 2025; • 100% coverage by TACs on Americas and EMEA since January 1, 2025. Extension to India and South Asia in the second half of the year with effective recruitment of a TAC in India in June 2025.	Own workers in TAC teams worldwide increased from 5 in early 2023 to 9 in early 2024, and then to 18 in early 2025. Expansion plan in Asia scheduled for 2025. Globalized recruitment budget in 2025. Dedicated operating budget.
OP University	OP University spans four levels: Global Center of Expertise, Regional Centers, Country Clusters and business group Training & Development teams. Programs include leadership training, coaching, talent programs and diversity training. These actions aim to limit the impacts of organizational imbalances and support employees to promote a more equitable and inclusive environment.	All business groups (Exterior, Lighting, Modules, C-Power, H_2-Power).	OP University will be fully operational at the end of 2025. Launch in 3 phases: • Stage 1 - Q1 2025: Americas Campus launch; • Stage 2 - Q2 2025: launch of EMEA Campus + Group Center of Expertise; • Stage 3 - Q4 2025: Asia Campus launch.	Definition of the "Roles and Responsibilities" document to clearly define the scope of responsibility of: Global Centers of Expertise, Regional Centers, Country Clusters, but also interactions between sites and country clusters, and Business Groups with the various players. Strategy (vision, mission, guiding principles for design and deployment, concept of academies) Target organization created and validated. 2 academies launched: • Digital & IS Academy • Management & Leadership Academy	2024: team of 2 people 2025: team of 11 people in the Center of Expertise 30% of the Group's training budget

Metrics and targets

Some targets have been defined to accelerate the development of employees' employability and skills.

Positive impact: Development of skills related to the change of activity (development of batteries, hydrogen tanks) to preserve the employability of employees and development of progressive and rewarding careers in the Group's various segments.

Item	Detail
1. Relationship between the target and the objectives of the policy	The target of keeping the voluntary departure rate below 10% from 2025 to 2030 supports the objective of retaining talent and maintaining a stable and engaged workforce.
2. Measurable target	Keep the voluntary departure rate below 10% by 2030.
3. Nature of the target	Quantitative
4. Description of the scope of the target	All Group Managers and Engineers, worldwide.
5. Reference value	Current voluntary departure rate 7.4%
6. Reference year	2024
7. Period covered by the target	2025-2030
8. Indication of any milestones or intermediate targets	Maintain below 10%
9. Indication of any milestones or intermediate targets - Year	NA
10. Description of the methods and main assumptions used	• Analysis of current departure data; • Employee satisfaction surveys; • Implementation of employee retention and engagement programs; • Monitoring progress using performance indicators.
11. Relationship between targets and scientific evidence	The targets are based on studies showing that employee retention and engagement programs reduce voluntary departure rates.
12. Indicate if and how stakeholders are involved	Employees are consulted via the managerial agenda as well as satisfaction surveys and focus groups to identify departure factors and commitment needs.
13. Description of any changes in targets and indicators	No changes planned at this time. The targets and indicators will be reassessed annually based on the results obtained.
14. Description of performance compared to announced targets	Performance will be assessed annually and compared to intermediate milestones. The results will be published in the annual Sustainability Statement.

Item	Detail
1. Relationship between the target and the objectives of the policy	The target of offering 22 hours of continuous training per year to each employee supports the objective of improving the professional skills and employability of employees. 5 hours on average dedicated to digital culture for Managers and Engineers supports the objective of adapting to the digital transition.
2. Measurable target	Offer 22 hours of continuous training per year to each employee by 2030, including 5 hours of digital culture for Managers and Engineers.
3. Nature of the target	Quantitative
4. Description of the scope of the target	All Group employees, worldwide.
5. Reference value	Current average number of training hours per employee: 20 hours in 2024.
6. Reference year	2024
7. Period covered by the target	2025-2030
8. Indication of any milestones or intermediate targets	Offer 21 hours of continuous training per year to each employee by the end of 2026, including 3 hours of digital training for Managers and Engineers.
9. Indication of any milestones or intermediate targets - Year	2026
10. Description of the methods and main assumptions used	• Analysis of training needs; • Managerial agenda; • Creation of training courses and deployment by OP University and the Digital Academy in particular.
11. Relationship between targets and scientific evidence	The targets are based on studies showing that continuous training improves the professional skills and employability of employees.
12. Indicate if and how stakeholders are involved	Employees are consulted via the managerial agenda, annual skills surveys and assessments to define training needs.
13. Description of any changes in targets and indicators	No changes planned at this time. The targets and indicators will be reassessed annually based on the results obtained.
14. Description of performance compared to announced targets	Performance will be assessed annually and compared to intermediate milestones. The results will be published in the annual Sustainability Statement.

These targets are supported by the following indicators:

Percentage of Managers and Engineers who participated in regular performance and career development reviews	2023	2024
Total	100%	100%
Male	100%	100%
Female	100%	100%
Other	N/A	N/A
Not declared	N/A	N/A

	Average number of employees	Number of training hours	Average number of training hours per person
Female	9,273.5	169,591.2	18.3
Male	20,692.0	431,369.8	20.9

4.3.1.7 Working conditions

Policies

The Group's compensation policy is based on fairness and equality, with objective criteria, leaving no place for discrimination of any kind. It is based on the principles of performance-based recognition and is aligned with local market practices to ensure competitiveness in all regions in which the Group operates.

Compensation and benefits are one of the key elements in attracting and retaining talent. The main objectives of this policy are:

Competitiveness compared to the markets:

OPmobility continually benchmarks its compensation structures with local and international market standards to ensure that the Group remains competitive wherever it operates. The compensation policy establishes a common framework and the Group adapts this framework locally to market practices;

Attracting and retaining talent:

The objective is to offer a competitive compensation package that attracts the best professionals in the industry, thus attracting and retaining the best talents on a global scale;

Performance-based recognition:

The policy emphasizes the recognition of employees based on their individual and collective contributions to the Group's success. This performance-based approach ensures that compensation is closely linked to the achievement of objectives;

Alignment with OPmobility's values and leadership model:

The policy is closely aligned with the Group's objectives, values and leadership model. It ensures that the compensation approach reinforces the leadership behaviors and skills that are critical to the long-term success and sustainability of the Group;

Internal equity and commitment D&EI:

OPmobility is committed to ensuring internal fairness within its organization. The compensation structure is designed to reflect the relative value of roles and responsibilities (evaluation/weighing of positions), thus ensuring that employees are fairly rewarded for their contributions. The common compensation framework aims to ensure fairness for all employees, regardless of their location. In particular, the Group strives to ensure that the compensation factors are objective, regardless of gender;

Compliance with local laws:

Compensation practices are fully compliant with all applicable local laws and regulations. OPmobility ensures that policies are regularly reviewed and updated to reflect any changes in legal requirements.

A single Human Resources information system has been set up in all Group entities. This is an essential element of transparency and management. Its operation is based on the positions held, and standards ensuring homogeneous groups of functions of similar level in the organization. This facilitates the management of the various Human Resources processes, including recruitment, talent, training and compensation, and thus contributes to the development of everyone in the organization.

The Group has ensured its commitment to respect the minimum wage in each country in which it operates, in accordance with the applicable legal or contractual standard.

For several years, the Group has been committed to reducing the gender pay gap. Wage gaps are analyzed and action plans are put in place to reduce them. A large share of the gross differences observed can be explained by the geographical dispersion of the female and male populations and by the level of positions held in the organization. The gross indicator as presented in this report is 21.9%, while the adjusted indicator, which takes into account the two criteria, is 5.8%. This indicator reflects different situations in different countries. The analysis, carried out each year, will be further refined to address this diversity.

As an illustration, the results of the Gender Equality Index of French entities (between 76 and 94 out of 100, depending on the entity), which have been published for several years, also attest to the attention paid to this topic.

OPmobility is gradually bringing together local practices so that employees from the same country benefit from a similar offer, in line with market practices. This not only responds to an issue of internal equity, but also to the desire to promote the same employee experience within the Group and to promote internal mobility. OPmobility ensures the competitiveness of the salaries offered by participating in regular surveys on compensation, benefit levels and their evolution.

Depending on the country and the legislation in force, the Group offers various additional benefits, such as collective profit-sharing policies, health insurance or supplementary pensions. In France, the Group Savings Plan allows its members to hold OPmobility SE shares (see chapter 3.6 "Shareholding structure of OPmobility SE").

In addition, OPmobility intends to gradually set up a common social base for all Group employees. In April 2024, the parental leave policy was implemented, the first step of this foundation. It not only addresses the duration of paid maternity or adoption leave but also offers additional paid parental leave to all employees concerned. The parental leave policy is part of the ACT FOR ALL™ program and its *Care for People* dimension. It supports the initiatives taken in the field of Diversity, Equity and Impact and promotes work-life balance.

On this last point, the remote working Charter has set up a common framework at Group level allowing employees whose role is compatible with remote working to benefit from it two days per week.

Lastly, OPmobility is committed to creating a pleasant and caring working environment, both in plants and in offices: creation of landscaped open spaces, new offices and ergonomic chairs, with "WELL" (Gold level) certification targeted for 2024 following work at the Levallois head office, for example.

Changes in certain indicators make it possible to assess the level of loyalty to the Group. The Group's year-end absenteeism rate over a rolling 12-month period remained stable, at a limited level of 2.9%. The voluntary turnover rate for managers decreased in 2024 to 7.4% for the year.

The highly competitive automotive market has led manufacturers in the sector to maximize the use of production equipment. Thus, OPmobility's industrial sites may be required to implement night or weekend work, temporarily or for longer periods.

Although sometimes appreciated, particularly by employees at the beginning of their working lives who can thus organize their private lives, these hours are most often perceived as impacting the work/life balance.

To mitigate these impacts , measures are taken at the sites concerned. First of all, salaries are adjusted accordingly, with night or weekend bonuses and a moderation of break times is applied. Then, the transfer to day shifts of employees who request it is facilitated. Lastly, management pays particular attention to maintaining close contact in both overall and individual communication.

Actions

Publication of key actions	Main features	Scope	Time horizons	Progress	Resources allocated
Regional compensation and benefits organizations	OPmobility has changed its organization by setting up regional C & B, EMEA, America and Asia teams. Regional teams should make it possible to deploy the common OPmobility framework while allowing better knowledge of local markets and alignment of practices in terms of compensation and benefits for each country.	All business groups (Exterior, Lighting, Modules, C-Power, H_2-Power).	In place since December 2024.	Organization notes published on the Group's intranet.	EMEA: 3 employees; America: 3 employees; Asia: 2 employees.
Application of the remote working Charter	OPmobility allows two days of remote working per week with the agreement of the manager for all employees whose position allows it. This charter is part of local agreements guaranteeing its terms of application. This charter allows for flexibility in organizing work and a better work-life balance.	All business groups (Exterior, Lighting, Modules, C-Power, H_2-Power).	In place since 2020 (measure initially linked to Covid and then continued).	Charter published on the intranet site, shared with all new hires and updated regularly according to local agreements. The application of this charter is regularly monitored by each site and consolidated at least once a year.	N/A
Implementation of the parental leave policy	OPmobility has set up a common parental leave framework applicable in all its activities worldwide (IFRS scope). It increases the minimum duration of maternity and adoption leave to 16 weeks, guaranteeing 100% compensation over this period. It offers each employee the opportunity to benefit from additional parental leave paid at 100% equivalent to 24 days per year.	All business groups (Exterior, Lighting, Modules, C-Power, H_2-Power).	Policy in place since April 2024.	Policy shared *via* the intranet, accessible to all employees and partners. All Group employees are covered by the policy. A monitoring of the performance was implemented from the second half of 2024.	
Equal pay	Ensure fairness in the evolution of compensation. For several years, OPmobility has guaranteed a salary increase at least equivalent to the budget for each employee who benefited from maternity, adoption or parental leave during the year. The comparison between changes in compensation by gender is systematically carried out in order to ensure the necessary adjustments.		Annual salary reviews	Gender equality index published each year in France. Principle of internal fairness is published on the Group's intranet (Compensation and Benefits Policy). The Group is involved in preparing for the implementation of the European Directive on compensation transparency.	
Compensation competitiveness	Knowledge of local markets and developments. OPmobility participates in and benefits from market information from specialized players in the analysis of compensation levels and benefits and their changes. OPmobility relies on its internal classification system to ensure the salary positioning of employees by level of responsibility.		Annual review of reference markets.	External competitiveness principle published on the Group's intranet (Compensation and Benefits Policy). The evolution of compensation is based on social dialogue in the countries/entities with employee representation.	

Metrics and targets

OPmobility is keen to mitigate its negative impact on the work-life balance of its employees. It also strives to reduce its negative impact due to the professional insecurity and precariousness of its employees, as well as the lack of attractiveness and retention of employees due to insufficient compensation.

The Group has set itself the following respective targets:

Negative impact: Impairment of work-life balance (work on weekends and at night on production sites)

Item	Detail
1. Relationship between the target and the objectives of the policy	The extension of annual reviews to all non-engineers and managers supports the objective of improving work-life balance and addressing employee concerns.
2. Measurable target	Carry out annual reviews with 80% of employees.
3. Nature of the target	Quantitative and qualitative
4. Description of the scope of the target	All employees on production sites.
5. Reference value	Currently, no systematic annual review with all employees excluding Managers and Engineers.
6. Reference year	2025
7. Period covered by the target	2025-2030
8. Indication of any milestones or intermediate targets	• Conduct annual reviews with 50% of employees by the end of 2027 • Carry out annual reviews with 70% of employees by the end of 2029
9. Indication of any milestones or intermediate targets - Year	• 2027 • 2029
10. Description of the methods and main assumptions used	• Use of standardized forms; • Training of managers and supervisors in how to conduct reviews and information for employees.
11. Relationship between targets and scientific evidence	The targets are based on studies showing that regular employee interviews improve working conditions and employee satisfaction.
12. Indicate if and how stakeholders are involved	Employees are consulted through annual interviews and focus groups to identify needs and propose solutions.
13. Description of any changes in targets and indicators	No changes planned at this time. The targets and indicators will be reassessed annually based on the results obtained.
14. Description of performance compared to announced targets	Performance will be assessed annually and compared to intermediate milestones. The results will be published in the annual Sustainability Statement.

Negative impact: Insufficient compensation in relation to local standard of living and insufficient social coverage, particularly with regard to local regulations / standard of living

Item	Detail
1. Relationship between the target and the objectives of the policy	The target of covering a minimum of 30% of long-term contracts opened for the direct workforce by operators who have had a short-term contract supports the objective of reducing professional insecurity and the precariousness of employees.
2. Measurable target	Cover a minimum of 30% of long-term contracts opened for the direct workforce by operators who have had a short contract by 2030.
3. Nature of the target	Quantitative
4. Description of the scope of the target	All operators in the direct workforce who have had a short-term contract.
5. Reference value	Percentage of long-term contracts opened for the direct workforce covered by operators having had short-term contracts.
6. Reference year	2025
7. Period covered by the target	2025-2030
8. Indication of any milestones or intermediate targets	• Open 15% of long-term contracts for the direct workforce by the end of 2026; • Open 25% of long-term contracts for the direct workforce by the end of 2028.
9. Indication of any milestones or intermediate targets - Year	• 2026 • 2028
10. Description of the methods and main assumptions used	• Analysis of current data on contract types; • Employee surveys to assess the impacts of precariousness; • Implementation of policies for the conversion of short-term contracts into long-term contracts.
11. Relationship between targets and scientific evidence	The targets are based on studies showing that converting short-term to long-term contracts improves financial security and reduces employee stress.
12. Indicate if and how stakeholders are involved	Employees are consulted through surveys and focus groups to identify workplace safety needs and propose solutions.
13. Description of any changes in targets and indicators	No changes planned at this time. The targets and indicators will be reassessed annually based on the results obtained.
14. Description of performance compared to announced targets	Performance will be assessed annually and compared to intermediate milestones. The results will be published in the annual Sustainability Statement.

Negative impact: Insufficient compensation in relation to local standard of living and insufficient social coverage, particularly with regard to local regulations / standard of living

Item - target 1	Detail
1. Relationship between the target and the objectives of the policy	The targets for closing the gender pay gap support the objective of ensuring fair and competitive compensation for all employees.
2. Measurable target	Reduce the gender pay gap by 15% by 2030 and ensure that employees' salaries are aligned with market standards.
3. Nature of the target	Quantitative and qualitative
4. Description of the scope of the target	All Group employees, worldwide.
5. Reference value	Current gender pay gap (5.8%) and comparative analysis of current salaries compared to the market.
6. Reference year	2024
7. Period covered by the target	2025-2030
8. Indication of any milestones or intermediate targets	• Reduce the gender pay gap by 7% by the end of 2026; • Set up a system for monitoring salaries in relation to the market by the end of 2026.
9. Indication of any milestones or intermediate targets - Year	• 2026
10. Description of the methods and main assumptions used	• Analysis of current salary data; • Purchasing of market surveys; • Implementation of fair compensation policies and gap monitoring systems.
11. Relationship between targets and scientific evidence	The targets are based on studies showing that closing the gender pay gap and aligning wages with the market improves equity and employee satisfaction.
12. Indicate if and how stakeholders are involved	Employees are consulted via annual engagement surveys. The social partners may be involved in discussions on salary changes.
13. Description of any changes in targets and indicators	No changes planned at this time. The targets and indicators will be reassessed annually based on the results obtained.
14. Description of performance compared to announced targets	Performance will be assessed annually and compared to intermediate milestones. The results will be published in the annual Sustainability Statement.

Item - target 2	Detail
1. Relationship between the target and the objectives of the policy	The target of ensuring a minimum level of benefits within the framework of social security coverage with death and disability insurance for all employees worldwide contributes to the objective of improving the financial security and well-being of employees.
2. Measurable target	Ensure, by 2030, for at least 90% of employees, a minimum level of social security coverage with death and disability insurance for all employees worldwide.
3. Nature of the target	Quantitative
4. Description of the scope of the target	All permanent employees of the Group, worldwide.
5. Reference value	Current percentage of permanent employees with social security coverage with death/ disability insurance.
6. Reference year	2025
7. Period covered by the target	2025-2030
8. Indication of any milestones or intermediate targets	2026: implementation of the policy; 2028: 80% of employees covered.
9. Indication of any milestones or intermediate targets - Year	2026 2028
10. Description of the methods and main assumptions used	• Analysis of current social coverage data; • Implementation of improved social security coverage and awareness-raising policies.
11. Relationship between targets and scientific evidence	The targets are based on studies showing that death/disability insurance improves financial security and reduces employee stress.
12. Indicate if and how stakeholders are involved	Employees are consulted via annual engagement surveys. Social partners can be involved in discussions on changes to employee benefits.
13. Description of any changes in targets and indicators	No changes planned at this time. The targets and indicators will be reassessed annually based on the results obtained.
14. Description of performance compared to announced targets	Performance will be assessed annually and compared to intermediate milestones. The results will be published in the annual Sustainability Statement.

The Group consolidates these targets using the following indicators:

ADEQUATE WAGES

All employees receive an adequate wage, in accordance with the applicable benchmarks. No employee receives a wage lower than the applicable adequate wage index.

SOCIAL PROTECTION

Protection		Employees not covered
Against loss of income due to illness	Yes	N/A
Against loss of income due to unemployment from the time the employee starts working for the company	Yes	Mexico, India and Morocco
Against loss of income due to workplace accidents and disabilities	Yes	N/A
Against loss of income due to parental leave	Yes	N/A
Against loss of income due to retirement	Yes	NA/

WORK-LIFE BALANCE METRICS

Employees entitled to family leave	100%

REMUNERATION METRICS (PAY GAP AND TOTAL REMUNERATION)

	2024
Gender pay gap *(%)*	21.9

Total annual compensation ratio	118.4

Countries	Gender pay gap *(%)*
South Africa	3.6
Germany	1.9
Argentina	- 0.1
Austria	3.6
Belgium	- 5
Brazil	14.6
Canada	- 2.1
China	6.1
South Korea	3.7
Spain	10.9
United States	4.3
France	3.4

Countries	Gender pay gap *(%)*
Hungary	8.3
India	20.3
Indonesia	13.2
Japan	6.9
Morocco	13.2
Mexico	5.9
Poland	5
Romania	- 6.4
United Kingdom	6.5
Slovakia	4.3
Czech Republic	8.1
Thailand	- 13.6
Turkey	3.9

4.3.1.8 Other human rights

Policies

CYBER RISK/CONTINUITY OF IS SERVICE – DATA PROTECTION

The digital transformation and *digitization of the segments and activities* result in an increase in the digitization of the processes and volume of data managed by the Group. This transformation must be accompanied by the security of systems and data in order to protect OPmobility from all IT attacks while promoting responsible and ethical use of technologies and data.

Within the Digital & IT Department, the Cyber Defense Department manages and controls data protection and security for applications, systems and networks.

The Information Systems Security Policy formalizes the main principles, governance and rules that structure cybersecurity actions within the Group. A charter for the use of communication resources and IT tools sets out the security rules for all employees.

As part of its commitment to use technologies and data responsibly and ethically, OPmobility has set up a governance body dedicated to the supervision of the uses of Artificial Intelligence. This body ensures that AI innovations are in line with the Group's values, and that the use of data is transparent and proportionate, in accordance with the European AI Act. This work initiated in 2024 will continue in 2025.

The Group pays particular attention to the stakes around personal data protection. Its commitments are formalized in a Personal Data Protection Policy.

In Europe, this protection, subject to the General Data Protection Regulation (GDPR), relies on a dedicated organization: two internal Data Protection Officers (DPOs) steer GDPR compliance with the support of a network of correspondents in each country. This organization enables data protection principles to be incorporated into the management of new projects from the design phase (Privacy by design).

OPmobility is involved in various associations such as CLUSIF (French Information Security Club), CESIN (French Club of experts in digital and IS security), CIGREF (IT Club of French Groups and Companies) as well as AFCDP (French Association of Correspondents for the protection of personal data). These clubs bring together major French companies, including carmakers, and share information (latest attacks, exchange of best practices, new technologies, etc.). The ANSSI (French National Cybersecurity Agency) is also an important source of information to monitor and guard against new and emerging threats.

One of the major challenges of cybersecurity is to adapt to the changes made by the Group (acquisitions, transformation, growth, etc.) and to the increasingly numerous and sophisticated cyber threats. To this end, OPmobility has drawn up a strategic cybersecurity plan for 2026. This plan addresses all topics related to cybersecurity, and in particular data protection, securing the industrial perimeter, assessing the maturity of the cybersecurity of suppliers as well as the implementation of the principle of "zero trust," which ensures that access to the data of OPmobility and its customers is secure. These changes are in line with the digitization of practices: secure access to information, increased use of the cloud or remote working.

The development of a cybersecurity culture is a major challenge in preventing this risk.

To this end, an awareness program is established each year, incorporating various training channels such as e-learning modules, communication campaigns and phishing detection exercises. In 2024, a communication campaign based on a series of four posters was rolled out at all sites. In addition, an e-learning module and two phishing exercises were carried out to strengthen employee vigilance.

As part of a continuous improvement approach, an internal system to assess the level of maturity of industrial sites is implemented. External audits are also carried out: in 2024, 61 sites were certified with TISAX – Trusted Information Security Assessment Exchange – the standard used in the automotive industry.

These initiatives contribute to meeting the requirements of the European NIS2 directive.

Actions

Publication of key actions	Main features	Scope	Time horizons	Progress	Resources allocated
Cyber Roadmap	Cyber resilience strategic plan	All business groups (Exterior, Lighting, Modules, C-Power, H_2-Power).	2023-2026	12 projects delivered	
Cybersecurity e-learning module	Training modules, phishing exercises, communication	All business groups (Exterior, Lighting, Modules, C-Power, H_2-Power).	Annual plan	• 10,746 employees trained in 2024; • 2 phishing exercises carried out; • 2024 communication campaign: series of 4 posters rolled out on the sites.	
External audits	TISAX certification	All business groups (Exterior, Lighting, Modules, C-Power, H_2-Power).	Certification valid for 3 years	61 sites currently certified.	

Metrics and targets

The Group does not have a specific target on cybersecurity, as the actions presented above are effective means of mitigating the associated risk.

4.3.1.9 Process for engaging with own workforce and workers' representatives about impacts

At OPmobility, social dialogue, freedom of association and compliance with the rules governing information and consultation of employee representative bodies, wherever they exist, are immutable principles in each country where the Group is present. OPmobility informs or consults its employees and their representatives on market developments, the Company's progress, the economic outlook and its potential or actual impacts. Thus, the concerns and perspectives of employees are taken into account in the management of impacts.

In Europe, a European Works Council has been set up since 1996. It is composed of 35 members representing 10 European countries where OPmobility operates (France, Germany, Spain, United Kingdom, Poland, Slovakia, Romania, Hungary, Czech Republic, Belgium). In 2024, a plenary meeting of the European Works Council was held with the Group's CEO. During two days of preparation, discussions and dialogue were shared with representatives of the ten European countries on the evolution of the automotive market and its consequences, particularly in Europe, the Group's results, its industrial and commercial strategy, social responsibility, the environment, safety at work and the One-OP plan to pool central functions.

The European Works Council appoints an assembly composed of 6 permanent representatives (as well as 4 alternates). This assembly meets whenever necessary to deal with the Group's organizational, strategic and business matters. The European Works Council Bureau met twice during 2024.

Social dialogue is ongoing at the local level, by country and by site, with elected representatives representing employees and trade unions. This leads to numerous exchanges, discussions and consultations, as well as negotiations and agreements. Negotiations with trade unions and employee representatives result in the signing of numerous agreements each year, evidence of the quality of social dialogue within OPmobility: competitiveness agreement in Germany, agreement on employee profit-sharing, flexibility agreement providing for the implementation of a Precautionary Savings Account or agreement on the employment of persons with disabilities in France.

Each regional, country, site or department manager, with the support of the Human Resources function, is in charge of communication and dialogue with employees and their representatives.

The Pulse survey is the direct responsibility of the CEO of OPmobility, at the highest level.

OPmobility undertakes to keep its employees or their representatives informed in good time about its activities, and to comply with the employee information and consultation obligations specific to each country.

As part of their sustainability strategy, the People and Sustainability Department has the operational responsibility to ensure the establishment of a constructive dialogue. This dialogue makes it possible to integrate social and human issues into the Group's sustainability strategy.

In addition to collective agreements and company agreements, OPmobility is committed to respecting international standards, in particular the fundamental labor standards of the International Labour Organization (ILO: C87, C98 and C135), as well as the rights of workers established by the United Nations Global Compact. Out of conviction, and in accordance with ILO Convention no. 111, each employee adheres to these principles by signing their individual employment contract, thus demonstrating their commitment to respect these standards as soon as they join the Group.

4.3.1.10 Process for remedying negative impacts and channels for employees to raise concerns

With its Code of Ethics, OPmobility affirms its commitment to strong ethical values, guiding the Group in the daily conduct of its activities in an exemplary, transparent and fair manner. The Group firmly rejects any unethical practice, including inappropriate, disrespectful or illegal behavior, harassment, discrimination, corruption, influence peddling or human rights abuses.

All employees and service providers are invited to report any case or suspicion of criminal activity, any violation, proven or suspected, of national and international laws, any threat or harm to the general interest of the Group, as well as any breach of the Code of Conduct or other Group internal policies. To do this, OPmobility is developing a proactive ethics and compliance policy.

In this context, the Group has set up a whistleblowing system to report any breaches in these areas. The whistleblower can thus report in good faith any conduct or situation that could be detrimental to the general interest of the Group. This whistleblower may be an employee, an external or occasional employee, a supplier or a partner. The confidentiality of the identity of the authors of the whistleblowing, the persons concerned and any third parties mentioned in the alert is guaranteed. Since 2018, the whistleblowing system has been accessible to external third parties *via* the Code of Conduct section of the Group's website. This system manages alerts in the strictest confidentiality, so that whistleblowers can report any potential breaches without fear of retaliation, in accordance with local laws. This system enables rapid and structured processing of the reports received.

The process is described in the Code of Conduct, available in 22 languages on the intranet and on the Group's website. The procedures for system entry were also presented to the competent Employee Representative Bodies. This system offers a complementary approach to the traditional channels through which employees can report any incidents, such as line management or the Human Resources Department.

From 2024, the whistleblowing procedure changed, with the establishment of a dedicated site. The whistleblowing procedure was updated to meet the requirements of the European directive, as adopted in the various countries of the European community, and a new mechanism managed by Ethics Point (NAVEX) was launched. This mechanism includes a multilingual website (intranet and internet) enabling employees and third parties to report any problematic situations concerning ethics.

Dedicated telephone lines for each country are available, 24 hours a day, 7 days a week, 365 days a year. Employees can alert their managers or any other person if they wish, or use the two channels available to them:

- an email address: opmobility@ethicspoint.com;
- a postal address: OPmobility, Alerte Éthique, 1 allée Pierre Burelle, 92300 Levallois-Perret.

The information is processed anonymously and sent to the Group Compliance Department. A dedicated Committee is in charge of monitoring and processing these alerts. This *ad hoc* Committee is composed of the Legal, Group Compliance, Human Resources and Internal Audit Departments. It studies the alerts, the need to call on an internal or external third party to investigate, decides on the response to the alert, monitors progress and/or closes the alert.

Methodology

Description of the method used to calculate employees turnover	**Scope** The scope of reporting includes all of the Group's own workers at December 31, 2024, *i.e.* fixed-term and permanent employment contracts, with the exception of joint ventures. **Calculation basis** This figure corresponds to the percentage of employees who leave the Group due to voluntary departure, end of a fixed-term contract, dismissal, retirement or death during employment. Formula: Departure of permanent and fixed-term employment contracts during the year / average own workers.
Description of the methods and assumptions used to compile the data (employees)	**Scope** The scope of reporting includes all of the Group's own workers at December 31, with the exception of joint ventures. Data are no longer taken into account for a site after its sale or when it ceases activity. **Number of own workers registered at the end of the month (permanent + fixed-term employment contracts)** The term "own workers" corresponds to any person with an employment contract with a Group company who is included in the headcount on the last working day of the month, counted as 1, at the establishment where he or she is paid. Employees on long absences or who are suspended are taken into account. However, some employees are not recognized, such as: • apprentices, work-study and professional training contracts; • school interns; • subcontractors. However, there are exceptions: • expatriates are counted in the host country; • when a business group or country handles payment on behalf of another business group or country, the number of employees may be transferred to the business group/country where the employee works. **Top management** Top management corresponds to the Board of Directors and the Group's Executive Committee. In 2025, the Group will include Senior Leaders in this definition. **Total permanent employment contract workers** For this data, it is important to specify that no end of contract is planned. In addition, in the United States, people recruited at will are considered to have a permanent employment contract. In China, fixed-term employment contracts must be considered as part of permanent employment contracts, and are therefore included in this calculation. **Total fixed-term employment contract workers** These are contracts with an end date, for which recruitment is temporary, linked to a reason based on the legislation in force. **Total temporary employees** Temporary employee is made available by a service company on a temporary basis, but is not considered as an employee of the company. This is why it is billed for hours worked. This data is expressed in full-time equivalents (FTE) and corresponds to the sum of all temporary employees.
Description of the methods and assumptions used to compile the data (non-employees)	**Scope** The scope of reporting includes all of the Group's own workers at December 31, 2024, with the exception of joint ventures. Data are no longer taken into account for a site after its sale or when it ceases activity. **Definition** Employees who do not have an employment contract with the Group are considered as non-employees. These are the temporary and self-employment contracts of the parent company and subsidiaries. **Calculation basis** If possible, OPmobility calculates the annual average of the Full-Time Equivalent, but if the values are not available, the Company makes an estimate based on the AR 63.

Methodology	
Description of the methodology used to calculate the pay ratio adjusted for differences in purchasing power between countries	The gender pay gap is the difference between the average pay levels of women and men, expressed as a percentage of the average pay level of men. Two differences are calculated: • unadjusted gap: this gap is calculated without taking into account explanatory factors such as the geographical location professional category, experience, position held or qualifications. It therefore reflects an overall difference in the average pay of men and women; • adjusted gap: this gap is calculated by neutralizing some structural factors in order to measure the pay gap with comparable positions and qualifications. This approach to the calculation of the adjusted pay gap aims to provide a more accurate representation of gender pay differences, taking into account factors such as employment level and geographic location. **Calculation of the unadjusted pay gap** It is calculated by comparing the average pay of men and women. The pay gap is calculated on the total compensation, which includes: • the annual fixed salary and target bonuses; • long-term incentives, which are deferred long-term incentives; • benefits in kind related to the company car; • profit-sharing and incentives for French entities. The majority of the other components of compensation come from collective agreements with coverage by an entity, such as health insurance, life insurance, supplementary pensions and meal vouchers, etc., and have a limited impact on the indicator, as they are either identical for all employees or proportional to the base salary. Their impact on the pay gap is therefore considered limited. **Calculation of the adjusted pay gap** To calculate the adjusted pay gap, OPmobility takes into account two factors: • internal job classification level: the Group uses an internal job classification system to ensure that comparisons are made on jobs of equivalent value. To guarantee the statistical significance of the results, a threshold has been established: each level of classification will only be taken into account if there are at least 3 representatives of each gender. If this threshold is not reached, these items are excluded from the calculation; • countries: in order to consider the differences in wage practices and the cost of living between countries, the geographical location was taken into account. The target total hourly wage (in full-time equivalent) was converted into euros for the calculation, in order to make comparisons relevant. This calculation method allows for a more detailed and fair analysis of the gender pay gap within the company.
Description of the annual total compensation ratio	Total annual compensation of the highest-paid person (CEO) in comparison with the median annual employee compensation (excluding the highest-paid person). Numerator: total annual compensation of the CEO Includes all compensation items received by the CEO, such as: • Fixed compensation • Annual variable compensation • Exceptional compensation • Directors' fees • Benefits in kind (car) • Long-term incentives (valuation of shares granted in 2024) Denominator: median of total annual employee compensation Corresponds to the median total annual compensation of all employees of the company, excluding the CEO. This compensation includes: • Gross salary • Target bonus • Incentives and profit-sharing for French entities • Company car/Company car allowance • Valuation of shares received in 2024 Items from collective agreements (personal risk insurance, health insurance, supplementary pension) were not taken into account for this calculation, because they were identical for all employees, *i.e.* proportional to the base salary. Their impact on the pay gap is therefore considered limited.
Description of the methodology to calculate the average headcount	The average headcount corresponds to the monthly average of employees on permanent and fixed-term employment contracts over the 12 months of the calendar year.
Number of employees who left the company	Departures of employees on permanent employment contracts are monitored from January 1st of each year in two categories: managers and engineers and non-managers and engineers. Departures at the end of the month are recorded in the following month.

4.3.2 ESRS S2: Workers in the value chain

4.3.2.1 Strategy

4.3.2.1.1 Stakeholder interests and views (ESRS 2 - SBM-2)

Stakeholder interests and views were detailed in ESRS 2, section 4.1.3.3 of the report.

4.3.2.1.2 Material impacts, risks and opportunities and their interaction with the strategy and business model (ESRS 2 - SBM-3)

Firmly committed against any infringement of the rights of workers in its supply chain, including in its joint ventures, the Group is implementing graduated assessment systems for its suppliers, covering almost all of its expenses. In the OPmobility ecosystem, the material impacts identified mainly concern the workers of suppliers and subcontractors who play a key role in the manufacture of materials and components, the assembly of parts and their supply.

These workers may be exposed to negative impacts due to practices that do not comply with health and safety standards, violate human rights, the rights of minors or minorities, regulations relating to working hours, the right of association, or giving rise to poor wages or any form of precariousness.

While these risks affect the supply chain generically, workers located upstream of the chain in the extraction or processing of certain raw materials are more particularly concerned. In some regions, where social and environmental regulations are less stringent, these employees may face more difficult conditions, including violations of their fundamental rights as mentioned above.

As indicated in the annual reports of the International Trade Union Confederation (ITUC) and the Global Slavery Index, certain regions in which the Group operates, such as North Africa and Asia-Pacific, present various risks of modern slavery and non-respect of workers' rights. In these regions, where social and environmental regulations are less stringent, these employees may face risks of malicious exploitation, illegal child labor, forced labor and economic insecurity. In particular, in the context of OPmobility's operations, logistics and transport operators, essential to supply and distribution, may be faced with pressure due to delivery times and subject to particularly demanding working conditions.

OPmobility therefore strives to ensure that working conditions throughout its supply chain are acceptable, recognizes the difficulties of this responsibility and is committed to continuously strengthening its due diligence mechanisms to monitor and mitigate material impacts related to its operations. The Group strictly prohibits any form of modern slavery, servitude, forced labor, human trafficking or illegal labor, as well as the exploitation of children under the minimum legal age. It promotes fair working conditions, compliance with the legal minimum wage and applicable working time legislation, the freedom to form and join trade unions, as well as the implementation of safety and security measures. True to its principles, OPmobility does not tolerate any violation of its human rights commitments.

In 2024, no cases of non-compliance with human rights involving workers in the value chain were reported or identified. In addition, among the workers of the Group's suppliers and subcontractors likely to be affected by these negative impacts, apart from the aforementioned sectors, no risk of increased harm for any specific type of worker has been identified.

OPmobility's activities also have a positive impact on its supply chain. By implementing enhanced vigilance processes and by adhering to initiatives such as the United Nations Global Compact, OPmobility acts to positively influence the practices of its suppliers, thus contributing to better respect for human rights and fundamental freedoms in the value chain.

The efforts deployed in terms of information or awareness, ISO 45001 certification and supplier qualification are designed to promote responsible health and safety management to ensure that the risks associated with working conditions are adequately controlled.

In addition, integrating CSR criteria into the assessment of its suppliers helps to strengthen the attention they pay to the well-being of their employees, in favor of a more sustainable and responsible value chain. In addition, EcoVadis assessments are a very useful angle for recurring and in-depth dialogue. 2,267 of OPmobility's suppliers have a valid EcoVadis score on CSR-related topics. This makes a sustained contribution to the Group's efforts to ensure better control over the value chain.

Lastly, the investigations carried out by the Group's Internal Audit Department include evaluation criteria relating to CSR. Immediate reports, and an annual summary report, take into account the observations of the auditors and respond to them, if necessary, with appropriate corrective measures.

For more information on the double materiality analysis and the interaction of material impacts, risks and opportunities with OPmobility's strategy and business model, please refer to ESRS 2, section 4.1.4.

4.3.2.2 Managing impacts, risks and opportunities

4.3.2.2.1 Policies & Actions

POLICIES

The policies of the Code of Conduct relating to human rights, presented earlier in this Sustainability Statement, also apply, by extension, to workers in the value chain, in line with the universal nature of the ethical principles that guide the Group's business.

These policies and ethical principles are rolled out for the attention of OPmobility's suppliers in the Supplier Charter and its sustainable purchasing guide. These collections of rules and recommendations provide a framework for the social and environmental practices that OPmobility wishes to see applied or intends to promote among its suppliers.

Policy	Description of the main content of the policy	Scope of the policy or its exclusions	Highest level of the organization responsible for implementing the policy	Third-party standards or initiatives adhered to as part of the implementation of the policy	How the interests of the main stakeholders are taken into account in the development of the policy	Provision of the policy to potentially affected stakeholders and stakeholders who must contribute to its implementation
Supplier Charter	This charter commits suppliers to: • comply with international texts governing labor law, such as the ILO conventions on the refusal of forced labor, child labor and covert wage discrimination; • respect human rights; • conduct business in accordance with the principles of loyalty, integrity and fairness to ensure consistent compliance with all laws and regulations combating corruption, money laundering and anti-competitive practices and behavior.	• Commits all OPmobility suppliers.	• Established by the Executive Committee; • Managed by the Purchasing Department.	• The United Nations' Universal Declaration of Human Rights and its two additional covenants (the International Covenant on Economic, Social and Cultural Rights and the International Covenant on Civil and Political Rights); • The ten principles of the United Nations Global Compact; • The Fundamental Conventions of the ILO (International Labour Organization) and the ILO Declaration on fundamental labor principles and rights; • The OECD guidelines.	see ESRS 2 - Consideration of stakeholders.	• Signature of the charter by all suppliers; • It is also intended to be included in the contractual documents; • Document published on the website; • Distribution to employees through internal communications; • Translated into 19 languages.
Sustainable purchasing guide	Establishes OPmobility's expectations regarding the behavior of suppliers in their corporate activities.	• Commits all OPmobility suppliers.	• Established and managed by the Purchasing Department.	• United Nations Global Compact • The United Nations Universal Declaration of Human Rights and its two complementary covenants; • The Fundamental Conventions of the International Labour Organization (ILO); • ILO Declaration on Fundamental Principles and Rights at Work; • The OECD Guidelines; • The United Nations Sustainable Development Goals (SDGs).	see ESRS 2 - Consideration of stakeholders.	• Document published on the website; • Communicated to all suppliers.

Human Rights

Due to its international reach, OPmobility attaches great importance to respect for Human rights when carrying out its activities and those of its business partners throughout its value chain. A breach can easily impact the Group's operating activities, economic performance or reputation.

This position is reiterated in its Code of Conduct, which establishes the values and mandatory rules, particularly with regard to human rights, that the entire Group is committed to respecting. This document is freely accessible, and the principles that it contains are integrated into all the policies deployed throughout the value chain.

The Group has also summarized all of its commitments in terms of respect for human rights in its **Human Rights Policy**. It applies to its entire value chain, and the last update was carried out in 2024. In addition to these initiatives, OPmobility has implemented various specific actions to remedy human rights breaches. This includes training, alert mechanisms, redress procedures and corrective measures to address negative impacts on human rights.

Supplier Charter

By joining the United Nations Global Compact in 2003, OPmobility is committed to promoting and supporting, within the framework of its activities, the fundamental principles of Corporate Social Responsibility (CSR). OPmobility aims to involve all of its suppliers, service providers and subcontractors in this continuous improvement process. The purpose of this charter is to express OPmobility's expectations of its suppliers in terms of CSR. This charter applies to all OPmobility suppliers and is part of the documentation provided by OPmobility in support of its consultations. It is also intended to be included in the contractual documents. By signing up to the charter, the supplier undertakes to respect, implement and ensure respect for and implementation of all its principles by its own suppliers, service providers and subcontractors, in accordance with contractual provisions and applicable national legislation. The supplier undertakes to implement the necessary rules and procedures within its organization to ensure compliance with the commitments referred to in this charter and to carry out a regular assessment. The Supplier Charter covers:

- **regulatory compliance:** the supplier must comply with all applicable laws and regulations in the countries where it operates;
- **integrity and business ethics:** the supplier shall ensure that it conducts its activities in accordance with the principles of loyalty, integrity and fairness;
- **human rights and working conditions:** the supplier undertakes to respect fundamental rights relating to working conditions (forced labor, modern slavery, child labor, employment discrimination, equal pay, freedom of association and protection of trade union rights);
- **protection of health and safety:** the supplier undertakes to create and maintain a safe and healthy working environment to prevent any risk of accident or occupational illness of its employees, subcontractors and neighboring populations, and the users of its products;
- **environmental protection:** OPmobility expects its suppliers to limit their environmental impact (nuisances and pollution related to their activities, use of natural resources, responsible waste management, reduction of consumption).

In the event that the supplier is unable to comply with certain provisions of this charter, it must inform OPmobility as soon as possible in order to agree on the corrective measures to be implemented. If the supplier discovers that it is likely to have breached any of the provisions of the charter, it must inform OPmobility and cooperate in any investigation carried out by OPmobility in this subject. Any serious and deliberate breach of the commitments set out in the charter constitutes a breach of the supplier's contractual obligations. In this case, OPmobility reserves the right to ask the supplier to implement the necessary corrective measures or, if the seriousness of the breach so requires, to terminate all or part of the contracts and/or business relationships with this supplier.

Sustainable purchasing

The **sustainable purchasing guide** is the reference document in which OPmobility sets out, for both its buyers and its suppliers, the principles and practices it intends to enforce and deploy, particularly in terms of human rights, safety and environmental protection. These commitments are inspired by the ACT FOR ALL™ program, which formalizes the Group's commitments around its three pillars: "ACT Responsibly", "ACT for People" and "ACT for Planet."

The Group, on the basis of declarative information or from proven databases, verifies that the purchasing channel complies with international standards in terms of human rights and working conditions. This includes fair wages, reasonable working hours and a safe working environment.

The **"Know Your Suppliers" (KYS)** operational program covers this approach. This program is based on rigorous governance, embodied by the Supplier Compliance Committee, and on assessment tools fed by third-party data aggregators, by the suppliers themselves (EcoVadis questionnaire), or by teams of buyers or auditors in the field. With regard to strategic suppliers in particular, regular audits are carried out to assess, among other things, working conditions and compliance with social and environmental standards.

The results of these assessments are displayed on a dedicated page of the supplier profile in the TEMPO SRM (Supplier Relationship Management) tool, which all Group buyers can access. Suppliers are monitored by the purchasing function in order to improve their compliance in ethical, social and environmental areas. In the event of a high risk, immediate corrective measures are required, failing which a supplier will be excluded from calls for tenders.

This program is fully in line with the Group's **Vigilance Plan**. The Vigilance Plan aims to identify and prevent potential violations of human rights, fundamental freedoms, health, safety and the environment, translating international principles into concrete actions. It applies to all of the Group's activities and its value chain.

ACTIONS

As part of the commitment to a sustainable and responsible value chain, OPmobility deploys specific actions, such as regular assessment of our suppliers, to ensure their compliance with social and environmental criteria, as well as to strengthen dialogue with our service providers to promote practices aligned with the sustainability standards and objectives.

Publication of key actions	Main features	Scope	Time horizons	Progress	Resources allocated
Supplier assessment	• Assessment and support of suppliers in progressing their Sustainability approach; • Approach initiated following the signing of the Supplier Charter; • General assessment of a panel of suppliers through a risk assessment platform; • More in-depth assessment of a population of suppliers established according to specific criteria (EcoVadis). • All information related to suppliers is accessible to all of the Group's buyers.	All business groups (Exterior, Lighting, Modules, C-Power, H_2-Power).	Action in progress.	95% of Group purchases in 2024 have been evaluated as part of the responsible purchasing "Know Your Suppliers" initiative.	Supplier assessment tool.
Dialogue with value chain service providers	• Deployment of TEMPO, a collaborative digital purchasing tool, a step forward for the Group in the way it interacts with its suppliers. It includes several modules for performing various tasks (data management, calls for tenders, appointments, etc.). • Visits, partnerships to maintain a constant dialogue.		Action in progress.	More than 33,000 active suppliers qualified in the TEMPO tool.	Tool for discussion with suppliers
Whistleblowing procedure	• Report any irregularities using the Whistleblowing mechanism; • In particular, enables stakeholders to report information on any behavior contrary to the Code of Conduct.		Action in progress.	48 alerts received in 2024.	Whistleblowing alert tool.

At this stage, it is not possible to accurately estimate the financial resources specifically allocated to the initiatives identified. However, significant Human Resources have been mobilized to ensure the monitoring and implementation of these actions.

OPmobility is committed to a continuous improvement approach to prevent, mitigate or remedy the negative impacts on workers in its value chain. This approach is based on risk mapping and a double materiality analysis, taking into account industry trends and regulatory requirements. Audits and the whistleblowing mechanism provide information on any inappropriate situation. Once the risks have been identified, specific actions are implemented to deal with them.

OPmobility firstly imposes preventive measures on its commercial partners, such as specific training and contractual commitments, including the signing of the Supplier Charter and certifications relating to health, safety and the environment (ISO 14001 and ISO 45001).

The program includes the general assessment of the Group's suppliers. The panel assessed covers 95% of the Group's expenses and includes the types identified in its risk mapping. The assessments are established on the basis of proven information provided by world-class data aggregators, and taking into account the usual risk criteria: country of operation, business sector, political exposure, sanctions and controversies. Suppliers presenting a low risk are not subject to any due diligence, but are regularly monitored. Suppliers presenting an average but non-critical risk are required to actively engage in an assessment process in order to improve their performance. These assessments are generally carried out in partnership with EcoVadis. Lastly, high-risk suppliers must be subject to an immediate remediation plan to avoid the risk of being excluded from consultation panels.

Finally, the whistleblowing alert mechanism is made available to commercial contacts with OPmobility's suppliers so that they can anonymously alert the Group of any subject that should arouse attention and justify an investigation.

In the event of a negative impact despite prevention and monitoring actions, the protection of those affected is a priority. Stakeholders such as employees, trade unions, suppliers or NGOs are consulted to understand the issues. Immediate corrective actions are taken, and contractual modifications or the termination of the business relationship may be requested.

OPmobility is also implementing medium and long term resolution measures, including training programs to avoid recurrence of issues and follow-up plans to monitor changes. These plans include performance measures and regular checks to ensure the effectiveness of the actions implemented. Where necessary, corrective actions are integrated into the Group Vigilance Plan, incorporating knowledge from past experiences.

The sustainable purchasing guide, the Supplier Charter, the field audits, the Know Your Suppliers program, the EcoVadis questionnaires, the CMRT declarations, the digital processing or the transparency of this data in the TEMPO supplier portal are all mechanisms that allow OPmobility to avoid relationships with players whose activity would not comply with environmental standards, human rights or business ethics.

Finally, OPmobility is committed to transparency about the actions taken to resolve situations, both with internal and external stakeholders. The Group also undertakes other initiatives for workers in the value chain, in particular through awareness-raising campaigns, partnerships and the creation of networks. The ACT FOR ALL™ program, through various actions, defends the Group's human rights values.

Several mechanisms are in place to assess the performance of actions and initiatives in favor of workers in the value chain. Performance indicators are established for the Group's subsidiaries, enabling reporting managers to monitor and evaluate the data, which is then audited by independent verifiers. The indicators of the ACT FOR ALL™ program, with objectives set for 2025 or 2030, are monitored by the Executive Committee, which analyzes the deployment and shares the results with the employee representatives.

At this stage, it is not possible to accurately estimate the financial resources specifically allocated to the initiatives identified. However, significant Human Resources have been mobilized to ensure these actions are monitored and implemented.

4.3.2.2.2 Processes for engaging with value chain workers about impacts

The perspectives of workers in the value chain influence the Group's decisions and activities on several levels. OPmobility maintains a close relationship with its suppliers, making frequent visits and partnerships to continue the dialogue. Since 2021, the TEMPO digital interface and dialogue tool has been available to maintain the link with them. This system promotes two-way communication and encourages continuous process improvement. In some countries, Work Councils serve as platforms for discussion between management and elected employee representatives, addressing social and economic issues and thus strengthening social dialogue within the Group. Although these systems do not yet cover the entire value chain, OPmobility constantly strives to extend these practices to include as many workers as possible, thus ensuring smooth and inclusive communication at all levels of the organization.

A specific example concerns the Conflict Minerals Reporting Template (CMRT) declaration process for the use of conflict minerals. OPmobility expects its suppliers to collaborate with their supply chain to obtain the necessary information, thus ensuring greater transparency and accountability throughout the value chain.

Engagement takes place directly with the workers in the value chain or their legitimate representatives from the start of the business relationship between OPmobility and its business partners, such as suppliers, temporary workers and subcontractors. This commitment is formalized by the signing of the Supplier Charter. Social dialogue is implemented locally with employee representatives and trade unions in each country and entity. More than a hundred Works Councils and Safety Committees, present at many sites, meet regularly. No global framework agreement has been concluded with international trade union federations to date.

The People and Sustainability Department, as the Group's support function, has the operational responsibility to ensure that social dialogue is high-quality and effective. This department coordinates the European Works Council and ensures discussions with union representatives and employee organizations at all levels.

4.3.2.2.3 Processes to remediate negative impacts and channels for value chain workers to raise concerns

OPmobility has implemented a due diligence process to identify, prevent and address negative impacts on workers in its value chain. This process includes regular audits of suppliers that address issues related to environmental standards and energy performance, as well as issues related to working conditions and human rights. In the event of non-compliance, corrective action plans are drawn up in collaboration with the suppliers concerned, including concrete measures such as the upgrading of safety standards, employee training and the improvement of employment contracts. Performance is monitored using digital tools such as TEMPO to verify the effectiveness of corrective actions.

OPmobility also has a whistleblowing mechanism accessible to workers in the value chain, allowing them to anonymously and securely report potential human rights violations, inadequate working conditions or other concerns. This system is already described in the section "ESRS S1: Own workforce".

The effectiveness of the mechanisms for preventing, detecting and correcting wrongdoing is assessed annually through internal audits carried out by the Audit Department. OPmobility ensures that communication channels are widely accessible and encouraged at all levels. The whistleblowing alert mechanism, extended to the entire value chain, is communicated through training, awareness campaigns and accessible materials, such as guides, postings and the intranet. The same applies to the Employee Assistance Program.

Internal surveys and anonymous feedback are used to assess user perception and confidence in these mechanisms. These surveys also measure their effectiveness and ability to meet the needs of workers. The results are used to adjust processes and increase transparency and accessibility.

4.3.2.3 Targets related to managing material negative impacts, advancing positive impacts, and managing material risks and opportunities

OPmobility's requirement is respect for human rights and the quality of working conditions throughout its value chain. The Group adheres to this through its supplier assessment policies and systems described in this document. They give rise to objectives assessed by operating indicators established each year. Two indicators are monitored:

- the number of at risk suppliers with an EcoVadis assessment. The objective in 2025 is to obtain an EcoVadis assessment for more than 60% of OPmobility's at risk suppliers. The stakeholders involved in this process include the Purchasing Department, OPmobility suppliers and EcoVadis, and the current performance of the indicator is 50%;
- improving the maturity of the suppliers on the OPmobility panel. The objective is to improve the EcoVadis score of suppliers in OPmobility's 2024 panel by 2 points in 2025. The stakeholders involved in this process include the Purchasing Department, OPmobility suppliers and EcoVadis, and the current performance of the indicator reflects a 2 point improvement in the supplier panel compared to the 2023 panel.

The Group is also constantly exploring ways to increase their effectiveness and reach. These systems and policies will be regularly reviewed to ensure that they remain effective, aligned with best practices and adapted to regulatory and sectoral changes.

Among the priorities identified:

- **strengthening of due diligence mechanisms,** with a particular focus on human rights and the prevention of modern slavery practices in the value chain;
- **improvement of business partner selection and monitoring processes** through tools such as the "Know Your Supplier" process. This will allow for in-depth verification of new partners as well as ongoing monitoring of existing partners to identify, assess and mitigate potential risks;
- **promoting positive impacts**, in particular by supporting suppliers in improving their practices in terms of human rights, working conditions and safety.

4.3.3 ESRS S4: Consumers and end-users

4.3.3.1 Strategy

4.3.3.1.1 Stakeholder interests and views

Stakeholder interests and views were detailed in ESRS 2, section 4.1.3.3.

4.3.3.1.2 Material impacts, risks and opportunities and their interaction with the strategy and business model

OPmobility has five main distinct product families and serves the majority of global carmakers, considered here as its consumers. Its customer portfolio is diversifying, with new players in heavy (trucks) and industrial mobility (off-road) as well as public mobility (buses, trams and trains). They are indirectly affected by OPmobility's activities.

The Group assesses its impacts, risks and opportunities on its stakeholders as indicated in the ESRS 2. In particular, it identifies activities that have a positive impact on consumers and end-users:

- eco-design and Life Cycle Assessment: OPmobility applies the principles of eco-design to reduce the environmental impact of its products at each stage of their life cycle. This includes the use of recycled materials and the optimization of the resources required to manufacture them. Thanks to LCA, the Group accurately assesses the environmental impacts of its products, from the extraction of raw materials to their end of life. OPmobility therefore contributes to the production of vehicles that are lighter, more aerodynamic, more energy-efficient and therefore more sustainable. For example, the Group has played a key role in the development of electric vehicles by incorporating recycled materials into bumpers and other essential components.
- the development of sustainable technologies: in line with its commitment to sustainability, OPmobility invests in the research and development of technologies aimed at minimizing the carbon footprint while maintaining high-level performance. OPmobility is developing software expertise thanks to OP'nSoft, which is solely responsible for supplying all software for the Group's connected and sustainable mobility solutions: batteries, hydrogen, ADAS (Advanced Driver-Assistance Systems), lighting.

Through all of these initiatives, the Group is involving all its stakeholders, particularly manufacturers. They benefit from eco-designed solutions that improve the sustainability and reduce the carbon footprint of their products. End-users, who purchase vehicles, therefore benefit from the sustainable technologies embedded in these vehicles. OPmobility's Sustainable Development initiatives contribute to the reduction of CO_2 emissions and the preservation of natural resources. These commitments reflect OPmobility's desire to create a positive environmental and societal impact while meeting the needs of manufacturers and end-users.

Certainly, every automotive program is exposed to the risk of disruption of a carmaker's demand, of variable duration. This disruption may be the result of events specific to the carmaker, such as an incident in one of its plants or a shutdown of activity due to a strike. It can also result from external hazards, such as a pandemic or a natural disaster affecting one or more factories of a carmaker. A disruption may also result from an event impacting a supplier of components essential to the manufacture of the vehicle, forcing the carmaker to shut down its production line due to a shortage of components.

OPmobility also identifies equipment production disruptions in the event of a failure in its supply chain as a negative impact. Any design error, manufacturing defect or use of poor quality materials could cause production disruptions and delivery delays.

In addition, OPmobility relies heavily on its consumers and end-users. Any negative experience related to a product defect may damage the reputation of its products and, consequently, affect sales. Conversely, positive feedback builds trust, improves brand image and drives sales performance.

To mitigate these impacts, risks and opportunities, the Group implements various policies and actions, such as the implementation of quality certifications and the performance of regular audits. These measures prevent, identify and correct quality problems, thus ensuring the satisfaction of consumers and end-users.

For more information on the double materiality analysis and on the interaction of material impacts, risks and opportunities with OPmobility's strategy and business model, please refer to ESRS 2, section 4.1.4.

4.3.3.2 Policies & Actions

Policies

OPmobility's policies are aligned with recognized instruments applicable to consumers, such as:

- respect for Human Rights: OPmobility is committed to respecting Human Rights as defined by the United Nations Guiding Principles on Business and Human Rights. This includes protecting the rights of consumers and end-users;
- fair working practices: OPmobility's policies guarantee fair and safe working conditions for all employees, which indirectly positively impacts consumers and end-users;
- compliance with the OECD Guidelines for Multinational Enterprises:
  - transparency and information: OPmobility ensures transparent communication with consumers, providing clear and accurate information on products and services;
  - consumer protection: Company policies include measures to ensure product safety and the protection of users' personal data.

OPmobility has been a signatory of the United Nations Global Compact since 2003. This long-standing commitment testifies to the Group's desire to contribute to respect for human rights and to ensure social responsibility throughout its value chain.

These policies are also aligned with the United Nations Sustainable Development Goals (SDGs):

- SDG 12 (responsible consumption and production): OPmobility implements policies to promote sustainable consumption and production, thus reducing the environmental impact of its products;
- SDG 16 (peace, justice and strong institutions): the Company is committed to maintaining ethical and transparent business practices, building consumer and end-user confidence.

In addition, aware of the risks associated with consumer and end-user expectations, OPmobility is deploying mitigation measures to ensure safety, reliability and customer satisfaction. The commitments are operationalized thanks to the strategic pillar "Operational Excellence" and a quality policy aimed at protecting consumers. It is based on the following elements:

1. **Compliance with standards and regulations**
   - Compliance with international standards (IATF 16949) and local regulations;
   - Compliance with safety standards;
   - Rigorous certification tests before the marketing of parts and components;
2. **Product quality and safety**
   - Use of robust and certified materials to guarantee the safety of motorists;
   - Resistance, wear and performance tests;
   - Implementation of rigorous quality controls throughout production;
3. **Traceability and risk management**
   - Parts traceability systems to quickly identify any defects;
   - Crisis management and product recall procedures in the event of a component defect;
   - Collaboration with manufacturers for rapid corrective actions;
4. **Innovation and continuous improvement**
   - Research and Development to integrate safer and more reliable technologies;
   - Improvement of manufacturing processes thanks to quality management methods;
   - Continuous training of teams to guarantee optimal quality at each stage of production;
5. **After-sales service and customer relations**
   - Guarantees on the parts provided and assistance in case of issues;
   - Collaboration with manufacturers to improve consumer satisfaction;
   - Transparent communication on equipment performance and potential risks.

These quality policies enable automotive suppliers to guarantee reliable products that comply with carmakers' requirements and ensure consumer safety. The Quality Vice-Presidents of each business group are responsible for these policies.

No cases of non-compliance with various international texts were reported in 2024.

To ensure the transparency and consistency of its actions, OPmobility publishes a summary table in its Sustainability Statement, clearly linking its strategic issues to the Sustainable Development Objectives.

Policy	Description of the main content of the policy	Scope of the policy or its exclusions	Highest level of the organization responsible for implementing the policy	Third-party standards or initiatives adhered to as part of the implementation of the policy	Taking into account the interests of the main stakeholders in the development of the policy	Provision to potentially affected stakeholders and stakeholders who must contribute to its implementation
Compliance with the United Nations Global Compact	A universal and voluntary commitment framework based on ten principles relating to human rights, international labor standards, the environment and the fight against corruption.	Applies to all member companies, with no specific exclusions.	Board of Directors of OPmobility.	Standards complied with include the Universal Declaration of Human Rights, the International Labour Organization Declaration, the Rio Declaration on Environment and Development, and the United Nations Convention against Corruption.	The interests of key stakeholders are taken into account through consultations and partnerships with companies, governments, civil society organizations and other stakeholders. see ESRS 2 - Consideration of stakeholders.	The policy is made available to stakeholders through online publications, annual reports and direct communications with members and stakeholders.

Policy	Description of the main content of the policy	Scope of the policy or its exclusions	Highest level of the organization responsible for implementing the policy	Third-party standards or initiatives adhered to as part of the implementation of the policy	Taking into account the interests of the main stakeholders in the development of the policy	Provision to potentially affected stakeholders and stakeholders who must contribute to its implementation
IMS (Integrated Management System) policy	Guarantees the safety, reliability and compliance of parts and components supplied to manufacturers.	Applies to all business groups, and to all parts design, manufacturing, testing, distribution and after-sales service processes.	Management of business groups.	Quality standards: ISO 9001, IATF 16949; Safety standards: NHTSA (USA), CE (Europe) regulations; Environmental standards: REACH; Methodologies: Lean Manufacturing, Six Sigma, Kaizen.	Carmakers: collaboration to ensure equipment compatibility and safety. Consumers: safety and compliance testing to ensure risk-free use.	Internal provision: accessible to all employees *via* the Company intranet and internal training sessions.

Actions

In order to support the policies adopted by the Group, the business groups have set up dedicated organizations and processes concerning product quality, according to patterns that have prevailed for many years in the automotive industry. They aim to prevent, identify and correct quality problems as soon as they occur. Their robustness and effectiveness are verified by annual internal audits and regular customer audits. The business groups are also subject to IATF 16949 certification procedure for all of the Group's plants and development centers. These risks are subject to contractual civil liability and are covered by dedicated insurance policy.

Publication of key actions	Main features	Scope	Time horizons	Progress	Resources allocated
Implementation and monitoring of site certifications	Implementation of dedicated organizations and processes, following patterns which prevailed for many years in the automotive industry. The objective of the Group is to achieve operational excellence at the global level by covering all processes to develop a strong quality culture throughout the organization, and to promote it to suppliers, customers and partners.	All business groups (Exterior, Lighting, Modules, C-Power, H_2-Power).	Permanent action and already in place.	To deploy the quality approach with suppliers, the business groups are actively dedicated to their selection, management and development. The relationship with suppliers revolves around the qualification of the components and parts assembled into the finished products. Benchmarking of internal suppliers includes the robustness of the quality management system: ISO 9001 or IATF 16949 certification is required, followed by an on-site audit. Finally, throughout the partnership, materials and components are regularly checked upon receipt or during the manufacturing process. Share of IATF certified sites in 2024: 72.3%	Quality Teams; Verification bodies.

OPmobility SE is exposed to certain risks of warranty and liability claims from customers regarding the products and services sold. All risks and measures are detailed in the section Principal risk factors of this document.

4.3.3.3 Processes for engaging with consumers and end-users about impacts

At OPmobility, the views of consumers and end-users are integrated into decisions. These can impact several aspects:

- safety: adaptation of equipment to new standards and expectations in terms of user protection;
- costs: cost optimization to ensure value for money without compromising safety or performance;
- social inclusion: design of products adapted to various user profiles;
- privacy: integration of technologies to ensure the protection of user data.

Market characteristics and end-user preferences guide the Group's choices, such as designing equipment suited to different ages and categories of drivers (driver assistance systems) or developing technologies that reduce the environemental impact of vehicles (sustainable materials).

The integration of these elements influences several aspects of OPmobility's business model:

- value proposition: development of innovative products that meet consumer requirements in terms of comfort, safety and performance;
- value chain: rigorous selection of suppliers and quality control to ensure reliable equipment;
- cost structure and revenue model: balance between innovation, cost of production and affordability for the end consumer.

OPmobility's organization ensures a smooth dialogue with all stakeholders, at the level of sites, sales teams, development teams and management teams. The Group has regular internal discussions with customers to assess performance, efficiency and quality in order to establish priorities and objectives to be achieved. Given the company's B2B (Business to Business) business model and the limited number of clients, personalized communication is established between OPmobility and each of its carmakers.

Although OPmobility is never in direct contact with the end-user, the performance perceived by the latter is monitored indirectly and *via* the carmaker. This is done through several channels:

- regular meetings at all levels of the Company;
- customer perception *via* CSRs (Customer Specific Requirement), which have become priority indicators for some of the Group's customers;
- the number of defects found in "3 months in service" by Customers, *i.e.* the number of defects detected by the customer during the first 3 months of the vehicle's operation;
- guaranteed returns, which are part of the General Terms and Conditions of Sale.

On a monthly basis, the quality teams of each site obtain these indicators from the carmakers supplied by the site and report the results with the necessary associated improvement actions. This refines the relevance of each communication process.

The Group reviews recalls mentioned on the American (NHTSA) and European (European Commission Safety Gate) portals to prevent such cases from occurring with OPmobility products. There are also escalation processes that preventively enable the Group to secure end users: the process of exchanging defective parts before delivery to the end consumer, the process of corrective actions to be carried out during visits to the dealer, and in the ultimate case, a recall.

The Warranty & Customer Satisfaction teams analyze user data *via* customer portals to monitor recent repairs and identify recurring defects. The comments of users and the descriptions of repairers guide the investigations into possible problems. When necessary, OPmobility requests repaired parts from the carmaker to refine the analysis. This information helps detect and correct any defects that may occur after the vehicle has been put into service, ensuring continuous quality improvement.

4.3.3.4 Processes to remediate negative impacts and channels for consumers and end-users to raise concerns

OPmobility has established a specific approach to provide or contribute to a remedy when a material negative impact on consumers and end-users has been observed. This approach is based on five key areas:

- **identification and assessment of negative impacts:** OPmobility has a continuous monitoring system to detect any potential negative impact. When an incident is identified, an in-depth assessment is carried out to assess the scale and nature of the consequences;
- **communication and transparency:** Affected consumers and end-users are informed as soon as possible of the incident and the measures taken to remedy it. OPmobility publishes detailed reports on incidents and corrective actions taken, thus ensuring transparency;
- **corrective actions and repairs:** OPmobility is committed to providing prompt and adequate remedies. Measures are implemented to prevent the recurrence of such incidents, including process improvements and employee training;
- **collaboration and assistance:** Continuous support is offered to consumers, including warranty, advisory and assistance services. In collaboration with customers, OPmobility has developed a quality manual that addresses product issues and includes financial management mechanisms in the event of default. These commitments are managed by the quality department of the business groups and are available on request. A quality agreement is also in place with consumers to effectively manage supplier deficiencies and ensure optimal end-user satisfaction;
- **monitoring and evaluation:** Remedy measures are closely monitored to ensure their effectiveness and suitability for the needs of the people affected. Regular assessments of remedy processes are carried out to identify opportunities for improvement and strengthen existing mechanisms.

In order to monitor and publish key performance indicators for customers, the Group uses scorecards. In particular, these measure the effectiveness of communication channels and to identify areas requiring improvement.

However, OPmobility has not yet adopted a general process of dialogue with consumers to raise their concerns. The process depends on the carmaker according to its specific needs (in particular in terms of quality and logistics). In addition, the process may vary depending on the business group. It is therefore complex to systematize such a mechanism.

4.3.3.5 Targets related to managing material negative impacts, advancing positive impacts, and managing material risks and opportunities

Carmakers are directly involved in defining targets and are subject to contractual commitments, including product quality standards. OPmobility regularly conducts reviews with its customers to ensure that performance is aligned with operational, financial, logistical and qualitative requirements. The continuous improvement system, implemented by OPmobility, in compliance with ISO standards, ensures that the improvement areas identified during performance reviews are deployed.

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Objective name	Scope	Unit	Reference value	Reference year	Ambition	Target year	Intermediate milestones	Assumptions and methods	Scientific evidence	Stakeholders	Change	Performance
Deployment of an IATF certification	Production and development sites in all business groups	Percentage of certified sites	No reference value	No reference year	100%	Permanent objective	No intermediate milestone	Customer and industry requirements	No link to scientific evidence	Site Management, Quality Department, Customers	No change to mention	Sites certified IATF: 72.3% in 2024

4.4 Governance information

4.4.1 ESRS G1: Business conduct

4.4.1.1 Governance

The Committee's activities are detailed in chapter 3 of this document, section 3.1.4.

Three priority areas of expertise have been identified: the development of the ESG strategy, governance and business ethics, and societal commitment. The skills of each director are identified to ensure their complementarity in a collegial approach.

The table in section 3.1.1.2 summarizes the skills matrix of the directors, showing a diversity of experience and expertise in different sectors. This matrix is regularly reviewed by the Appointments Committee and the Board of Directors to determine the profiles necessary for change.

4.4.1.2 Policies

OPmobility has identified four material impacts, risks and opportunities (IROs) related to the relationship with its suppliers, relations with its stakeholders and business ethics:

- a financial risk, related to non-responsible practices in relation to OPmobility suppliers. Indeed, non-responsible practices (late payment in particular) could cause financial difficulties for suppliers, exposing OPmobility to financial penalties. OPmobility is working on the compliance of its supplies and avoiding financial and reputational losses;
- in the event of governance failure on matters related to business ethics, financial penalties could also affect the Group and its relations with its stakeholders. The Group is working to strengthen its transparency and governance practices to preserve the trust of its stakeholders and its competitiveness;
- exposed to the risk of criminal behavior related to corrupt practices and the impact of retaliation and endangering whistleblowers, OPmobility strives to strengthen its control mechanisms and ethics policies to protect organizational integrity.

These risks reflect the diversity of the Group's global business relationships and the high standards of compliance and business ethics.

OPmobility also identifies a positive impact related to the implementation of rigorous policies to improve social practices in the context of OPmobility's CSR strategy, regulatory pressures and consumer expectations. The result is improved working conditions and employee safety at the suppliers, as well as increased productivity and satisfaction.

For more details, please refer to the ESRS 2 section.

The highest standards of business conduct are maintained by OPmobility. Integrity, transparency and ethics in all its operations are guaranteed by the Group's policies. An overview of the main business conduct policies is presented in the table below.

Policies	Description of the main content of the policy	Scope of the policy or its exclusions	Highest level of the organization responsible for implementing the policy	Standards or third-party initiatives complied with in implementing the policy	Taking into account the interests of the main stakeholders in the development of the policy	Making the policy available to potentially affected stakeholders and stakeholders who must contribute to its implementation
Code of Conduct	• Defines the nature of the relationships that OPmobility wishes to maintain within the Group in order to ensure good relationships, both internally and with all stakeholders: customers, suppliers, other partners, administrations, shareholders and the financial community; • The Code of Conduct includes an anti-corruption policy.	• Applicable to all entities and partners.	• Established at the level of the Executive Committee (CODIR); • Promoted by all business groups; • Managed by dedicated Committees in the presence of the CODIR; • Monitored several times a year by the Compensation Committee to monitor objectives and their implementation.	• United Nations Global Compact; • French Law no. 2016-1691 of 12/09/2016 on transparency, the fight against corruption and the modernization of economic life.	• Development in collaboration with internal stakeholders (employees, management) and external stakeholders (customers, suppliers); • see ESRS 2 - Consideration of stakeholders.	• Accessible on the Group's website and shared during onboarding sessions.

Policies	Description of the main content of the policy	Scope of the policy or its exclusions	Highest level of the organization responsible for implementing the policy	Standards or third-party initiatives complied with in implementing the policy	Taking into account the interests of the main stakeholders in the development of the policy	Making the policy available to potentially affected stakeholders and stakeholders who must contribute to its implementation
Supplier Charter	This charter commits suppliers to: • comply with international texts governing labor law, such as the ILO conventions on the refusal of forced labor, child labor and covert wage discrimination; • respect human rights; • conduct business in accordance with the principles of loyalty, integrity and fairness to ensure consistent compliance with all laws and regulations combating corruption, money laundering and anti-competitive practices and behavior.	• Commits all OPmobility suppliers.	• Established at the level of the Executive Committee; • Managed by the Purchasing Department.	• The United Nations' Universal Declaration of Human Rights and its two additional covenants (the International Covenant on Economic, Social and Cultural Rights and the International Covenant on Civil and Political Rights); • The ten principles of the United Nations Global Compact; • The Fundamental Conventions of the ILO (International Labour Organization) and the ILO Declaration on fundamental labor principles and rights; • The OECD guidelines.	see ESRS 2 - Consideration of stakeholders.	• Signature of the Charter by all suppliers; • It is also intended to be included in the contractual documents. • Document published on the website; • Distribution to employees through internal communications; • Translated into 19 languages.
Code of Conduct on compliance with competition rules	Competition law, the basic rules of competition law, the risks of infringement, the behavior to adopt, what to do in case of doubt.	OPmobility SE and all companies controlled by the Group.				The Code of Conduct dedicated to competition law is intended for players in the sales and purchasing functions. Publication on the intranet.
Conflict of Interest policy	The policy identifies situations presenting a risk of conflict of interest, how to manage this risk and implementation of corrective measures.	OPmobility and all companies controlled by the Group.	Approved by the Chief Executive Officer.	French Law no. 2016-1691 of 12/09/2016 on transparency, the fight against corruption and the modernization of economic life.	see ESRS 2 - Consideration of stakeholders.	Publication on the intranet.
Policy on gifts and hospitality	Rules to be followed in relation to gifts and hospitality received and offered.	OPmobility and all companies controlled by the Group.	Approved by the Chief Executive Officer.	French Law no. 2016-1691 of 12/09/2016 on transparency, the fight against corruption and the modernization of economic life.	see ESRS 2 - Consideration of stakeholders.	Publication on the intranet.
Policy on relations with intermediaries	The policy prescribes the management of relations with intermediaries.	OPmobility and all companies controlled by the Group.	Approved by the Chief Executive Officer.	French Law no. 2016-1691 of 12/09/2016 on transparency, the fight against corruption and the modernization of economic life.	see ESRS 2 - Consideration of stakeholders.	Publication on the intranet.

4.4.1.3 Corporate culture and business conduct policies

Managing corporate culture

OPmobility clearly defines its core values and mission, which are communicated at all levels of the organization upon onboarding of new employees. A detailed Code of Conduct, distributed to employees and accessible on the Group's intranet and Internet sites, plays a crucial role in this phase.

This Code of Conduct is intended to present and understand the ethical values that form the glue of OPmobility and that apply in all of the Group's segments, in all the countries where it operates. It defines the nature of the relationships that OPmobility wishes to maintain within the Company to ensure good internal cohesion, and with all stakeholders: customers, suppliers, other partners, administrations, shareholders and the financial community.

It sets out OPmobility's commitments and ethics commitments, which must guide its actions daily. The Group also has a Code of Conduct relating to compliance with the rules of competition law, a Compliance Department, online training programs, practical sheets on the management of conflicts of interest and a whistleblowing system. The management bodies receive specific training in the fight against corruption in order to strengthen their vigilance and commitment to ethics.

The corporate culture is developed through various initiatives, such as e-learning, face-to-face training and team workshops. These activities reinforce shared values and foster a sense of belonging among employees.

OPmobility promotes its culture by embedding its values in all aspects of its operations, including recruitment processes, performance reviews and internal communications.

The culture is assessed through regular employee engagement surveys (PULSE), individual interviews and focus groups.

The internal whistleblowing system also makes it possible to collect feedback on the alignment of daily practices with OPmobility's values and to identify areas requiring improvement.

Protecting ethics

In the event of situations contrary to the Code of Conduct, all directors, former and current employees, interns, temporary or seconded workers, candidates for certain positions, shareholders, as well as all stakeholders (contractors, suppliers, subcontractors, customers and their employees) can confidentially report a situation that does not comply with the Company's Code of Conduct.

Alerts can be submitted by telephone or online using the NAVEX EthicsPoint platform, accessible at opmobility@ethicspoint.com.

This independent service is available 24 hours a day, 7 days a week, and guarantees the anonymity of reports.

Posters on the whistleblowing mechanism are available in the local language on each OPmobility site. A QR code and a telephone number are provided to allow easy access to the whistleblowing line. To ensure the accessibility of this technical solution, a toll-free number is provided for each country. Calls are taken by operators in the local language and the report is documented in the system.

OPmobility ensures that its employees are not only aware of the structures and processes in place, but also trust them to express their concerns safely. The data collected through surveys and employee feedback are analyzed to:

- Identify potential obstacles to the use of the systems;
- Strengthen communication campaigns if necessary;
- Implement additional corrective or awareness-raising actions.

OPmobility guarantees the anonymity of users of the whistleblowing procedure, in accordance with its ethical and regulatory commitments. A strict retaliation protection policy is in place to prevent any risk to employees who have expressed a concern, as well as to employee representatives.

Corruption analysis

In May 2024, a new corruption risk assessment was carried out and finalized in order to identify the functions most exposed to the risk of corruption and influence peddling within OPmobility. The Sales, Finance, Purchasing and Logistics departments were identified as being the most vulnerable. In addition, all Managers and Engineers were included in this assessment, as their responsibilities and frequent interactions with external parties expose them to an increased risk of corruption.

Anti-corruption commitment

OPmobility is firmly committed to maintaining the highest standards of integrity and transparency in all its operations.

In accordance with French law no. 2016-1691 of December 9, 2016 on transparency, the fight against corruption and the modernization of economic life, an anti-corruption code of conduct has been put in place.

This Code of Conduct details dangerous situations and indicates prohibited behaviors to employees. Among the risk situations covered are: gifts and hospitality; relations with intermediaries; sponsorship, philanthropy and donations; lobbying; and conflicts of interest.

Related policies have also been established, such as a policy on gifts and hospitality, a policy on conflicts of interest and a policy on intermediaries.

As part of a continuous improvement approach, the policies on gifts and hospitality as well as on conflicts of interest are being revised. In addition, policies on sponsorship and philanthropy activities, as well as on lobbying activities, are being drafted and will be finalized during the first quarter of 2025.

Protection of whistle-blowers

A "whistleblowing procedure" is in place, covering the protections offered to whistleblowers. The strict confidentiality of whistleblowers and third parties mentioned in the alerts is ensured by OPmobility. Whistleblowers acting in good faith cannot be dismissed, sanctioned or discriminated against, even if the reported facts prove to be incorrect. On the other hand, abuse of the mechanism may result in disciplinary sanctions and legal actions. Whistleblowers and protected third parties are protected against all forms of retaliation, including threats and attempted retaliation. In addition, the collection and processing of personal data by the Group is carried out in accordance with data protection laws.

OPmobility is committed to conducting prompt, independent and objective investigations of business conduct incidents. Alerts are managed by an *ad hoc* committee made up of the Group Compliance, Human Resources and Internal Audit Departments. This Committee examines the alerts, decides whether an internal or external third party may intervene to conduct the investigation, and determines the appropriate response.

Training for those responsible for receiving alerts was initially provided by NAVEX on "how to use the system" and "document alerts." A training session was organized for the *ad hoc* Committee as well as for dedicated Human Resources staff. Additional training on confidentiality, survey initiation and interview documentation will be provided in the near future. The designated investigators will then be trained by the compliance team as needed.

Thus, all stakeholders can report non-compliant situations confidentially, and those responsible for managing whistleblowing alerts are trained to ensure an appropriate investigation.

4.4.1.4 Supplier relationship management

Policies

Suppliers play a strategic role in the performance and resilience of OPmobility. Aware of this interdependence, the Group is committed to maintaining transparent, responsible and balanced business relationships by integrating financial, operational and non-financial criteria into its supplier management policy.

In addition to counterparty risk, OPmobility identifies a risk related to its suppliers. Due to its international reach and multiple locations, OPmobility is particularly vigilant about the consequences that the activities and behavior of its suppliers could have. A breach by one of these stakeholders of laws and regulations relating to the environment, human rights or business ethics may affect the Group's operations, economic performance or reputation and harm the company.

The relationships that the Group, through its various activities, builds and maintains with its suppliers are part of the Responsible Entrepreneurship pillar of its ACT FOR ALL™ Sustainability program. These relationships engage the responsibility of suppliers through the signing of a Supplier Charter. This commitment fully meets the principles of responsibility to which OPmobility adheres, in particular:

- United Nations Global Compact;
- the Fundamental Conventions of the ILO (International Labour Organization) and the ILO Declaration on fundamental labor principles and rights;
- the OECD (Organisation for Economic Co-operation and Development) Guidelines;

OPmobility also contributes to the achievement of certain United Nations Sustainable Development Goals.

PREVENTION OF LATE PAYMENTS AND SUPPORT FOR SMES

OPmobility applies payment terms in its contracts and orders that comply with the customs or laws in force in each country. As part of the "Purchase to Pay" process (from order to payment), the Group's systems systematically submit invoices for payment according to the terms of the order recorded at the time of its entry, or failing that, according to the terms of the invoice. Payment, after systematic control, is managed by the accounting departments of the invoiced entities.

Regarding the Company's standard payment terms, the practices of each business group are different.

These can be found in the general terms and conditions of sale of each business group. Despite the efforts made by OPmobility, the Group does not have any information to date concerning the share of payments aligned with standard payment terms, and will endeavor to produce this data as of next year.

In order to ensure fair business practices and prevent late payments, OPmobility implemented the following actions in 2024:

- **contractual transparency:** systematic inclusion of clear clauses on payment terms and penalties in the event of late payment in all supplier contracts;
- **payment efficiency:** deployment of an electronic invoicing system to speed up processing and reduce administrative errors;
- **anticipation and dialogue:** in the event of a potential problem impacting payment, immediate communication with the supplier to seek a solution;
- **internal awareness-raising:** organization of regular training sessions for the purchasing and finance teams to promote best practices;
- **continuous assessment:** monitoring and adjustment of the policy based on supplier feedback and performance indicators.

RISK MANAGEMENT AND SUPPLIER APPROVAL

In order to reduce credit and/or counterparty risk, each supplier of specific components is subject to approval based on precise operational, financial and non-financial criteria.

The Purchasing and Quality Departments regularly monitor approved suppliers. At-risk suppliers are subject to special monitoring and, when necessary, safety inventories are put in place. In addition, the operational departments maintain increased vigilance to anticipate and effectively manage situations of supply shortages, which, although rare, potentially develop rapidly. In 2024, OPmobility had no major supplier failures that had a significant impact on its own operations or those of its customers.

RIGOROUS SELECTION OF SUPPLIERS

In order to mitigate these risks and to support the Group's growth, the Purchasing teams select, assess and support suppliers as part of the sustainable purchasing policy. This program integrates ethical values into the day-to-day work of buyers, setting a common standard for the entire organization. The performance of suppliers in terms of responsibility is monitored using specific indicators and ethical, social and environmental criteria. The sustainable purchasing policy is based on four pillars.

The Group assesses a panel of suppliers representing 95% of its purchases in value as part of the "Know Your Suppliers" approach, as well as certain targeted categories on the basis of information from the Group's risk mapping. OPmobility requires a selected panel of suppliers to undergo independent ESG assessments to measure their performance. In partnership with suppliers, in-depth assessments carried out in partnership with EcoVadis are carried out each year. EcoVadis' assessment takes into account a wide range of societal responsibilities of companies to establish their "ESG " profile: Environment, Social and Human Rights, Governance and Business Ethics. In 2024, OPmobility obtained an EcoVadis score of 82/100, which places it in the 1st percentile of its category.

Metrics

Average number of days to pay an invoice from the date on which the contractual or statutory payment period begins to run	**61 days**
Percentage of payments aligned with standard payment terms	Not monitored
Number of ongoing legal procedures concerning late payments	0

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4.4.1.5 Prevention and detection of corruption and bribery

Policies

COMMITMENT AGAINST CORRUPTION AND INFLUENCE PEDDLING

OPmobility is firmly committed to maintaining the highest standards of integrity and transparency in all its operations.

In accordance with French law no. 2016-1691 of December 9, 2016 on transparency, the fight against corruption and the modernization of economic life, OPmobility has set up an anti-corruption system. This system is continuously improved to ensure its effectiveness and compliance with regulatory changes and best practices.

RISK MAPPING

Following the creation of new business groups as part of structuring acquisitions, OPmobility updated its anti-corruption risk mapping in May 2024.

CODE OF CONDUCT

OPmobility has an Anti-Corruption Code of Conduct, recently updated following the review of the risk mapping. This Code details risky situations and indicates prohibited behaviors to employees. Among the situations covered are: gifts and hospitality, relations with intermediaries, sponsorship and philanthropy, donations, lobbying and conflicts of interest.

Associated policies are established, such as a policy on gifts and hospitality, a policy on conflicts of interest, and a policy on intermediaries.

As part of a continuous improvement approach, the policies on gifts and hospitality as well as on conflicts of interest are being revised. In addition, policies on sponsorship and sponsorship activities, as well as on lobbying activities, are being drafted and will be finalized soon.

With the help of the Human Resources and Communication teams, the Compliance department is responsible for deploying anti-corruption policies in OPmobility entities. Regional Compliance Officers are responsible for implementing these policies to ensure that all concerned are aware of them.

INTERNAL WHISTLEBLOWING SYSTEMS

An internal whistleblowing system enables employees and stakeholders to report any behavior or situation contrary to the Anti-Corruption Code of Conduct.

Strict accounting controls are also implemented to monitor financial transactions and detect any suspicious activity.

In addition, regular internal audits are carried out to identify and assess corruption risks.

Any alert received is examined by an Investigation Committee, composed of the Compliance, Human Resources and Internal Audit departments. This Committee calls on internal or external resources (advisors) with proven expertise and guaranteed independence to conduct any investigation.

A monthly report on the status of alerts was introduced, including several key performance indicators, such as types of alerts, results of investigations, substantiation rate and average number of days to close files, among others. This report is first presented to the *ad hoc* Committee dedicated to the processing of alerts, then by the Director of Compliance to the Chief Executive Officer of OPmobility.

THIRD-PARTY EVALUATION

Rigorous evaluations of third parties, including suppliers, intermediaries, customers and beneficiaries of sponsorships and donations, are carried out, with continuous improvement of the evaluation processes.

ACCOUNTING CONTROLS

OPmobility has accounting controls to ensure that the books, records and accounts are not used to conceal acts of corruption or influence peddling.

TRAINING SYSTEMS

Awareness and anti-corruption training - online training

OPmobility has an e-learning training course on the Code of Conduct, taken in English, for all new Group Managers and Engineers. Whenever a new translation is available, all Managers and Engineers in the relevant country repeat this e-learning course in their language;

The e-learning on the Code of Conduct addresses the following topics: the importance of a Code of Conduct, OPmobility's long-term commitment, ethics within the Group, OPmobility's commitments the fight against corruption and influence peddling, employee commitments and the internal whistleblowing procedure.

OPmobility has an e-learning course on anti-corruption, available in 23 languages, taken by all Group Managers, as well as by non-Managers in the exposed functions.

The e-learning on anti-corruption covers the following topics: international anti-corruption framework, definition of corruption, corrupt actors (corrupt and corrupting), organizational responsibility, anti-corruption compliance, various forms of corruption, conflicts of interest, sanctions, measures to detect and prevent corruption, and whistleblowing.

An online training course on relations with intermediaries is also available in 22 languages. This training addresses the risks of corruption related to intermediaries and is attended by all Group Managers as well as by non-Managers in the exposed functions.

The three e-learning courses mentioned above are being updated in line with the new OPmobility policies.

In 2024, 91% of risky functions at OPmobility are covered by online training programs.

Anti-corruption awareness and training - Face-to-face training

A face-to-face training program is in place for managers and most exposed employees to the risks of corruption and influence peddling. This program covers several essential aspects: the anti-corruption system, corruption in general, its issues and its forms, the Anti-Corruption Code of Conduct, the commitment of the governing body, the applicable legal obligations and the related sanctions. The means of corruption and influence peddling, including gifts and hospitality, facilitation payments, intermediaries, sponsorship and patronage, lobbying, and conflicts of interest, are also addressed. Finally, the behavior to be adopted is specified and the anti-corruption whistleblowing system is presented.

In 2024, more than 800 employees most exposed to the risks of corruption and influence peddling were made aware through face-to-face training in the 10 most at-risk countries where the Group operates, in particular Mexico, Turkey, Thailand, Brazil, Argentina, Morocco, India, China, Slovakia and Poland.

BOARD OF DIRECTORS' COMMITMENT TO COMPLIANCE

OPmobility provides specific training on the fight against corruption and influence peddling of its employees. The anti-corruption system and its updates are periodically submitted to the Board of Directors, which is then asked to deal with compliance issues. If they so wish, members of the Board of Directors receive additional training on the specific characteristics of the Group, its segments, its sector of activity and its social and environmental responsibility issues.

Metrics

In 2024, OPmobility monitored and reported on anti-corruption and bribery indicators, in line with ESRS requirements. These indicators include: the number of convictions for violations of anti-corruption and anti-bribery laws, as well as the amount of fines for violation of these laws. No violations were recorded during the reporting period. This reflects the Group's ongoing commitment to maintaining the highest standards of ethics and compliance.

The indicators are measured using methodologies in accordance with applicable standards, and the currency used for their presentation is the euro (€), in line with the Group's financial statements. These data are based on declarative information and to the best of the Group's knowledge. OPmobility remains committed to strengthening the transparency and comprehensiveness of its indicators while pursuing the continuous improvement of its reporting processes.

Number of convictions for violations of anti-corruption and anti-bribery laws	0
Amount of fines for violation of anti-corruption and anti-bribery laws	€0

4.5 Cross-reference table

ESRS	DR	Description	Page
ESRS 2 - General information	**BP-1**	General basis for preparation of the Sustainability Statement	146
	BP-2	Disclosures in relation to specific circumstances	146
	GOV-1	The role of the administrative, management and supervisory bodies	148
	GOV-2	Information provided to and sustainability matters addressed by the undertaking's administrative, management and supervisory bodies	149
	GOV-3	Integration of sustainability-related performance in incentive schemes	150
	GOV-4	Statement on due diligence	150
	GOV-5	Risk management and internal controls over sustainability reporting	150
	SBM-1	Strategy, business model and value chain	150
	SBM-2	Interests and views of stakeholders	156
	SBM-3	Material impacts, risks and opportunities and their interaction with the strategy and business model	160
	IRO-1	Description of the process for identifying and assessing material IROs	172
	IRO-2	Disclosure Requirements in ESRS covered by the Company's Sustainability Statement	175
E1 - Climate Change	**GOV-3**	Integration of sustainability-related performance in incentive schemes	150
	E1-1	Transition plan for climate change mitigation	178
	ESRS 2 - SBM-3	Material impacts, risks and opportunities and their interaction with the strategy and business model	286
	E1-2	Policies related to climate change mitigation and adaptation	188
	E1-3	Actions and resources related to policies.	189
	E1-4	Targets related to climate change mitigation and adaptation.	191
	E1-5	Energy consumption and energy mix	193
	E1-6	Gross GHG emissions for scopes 1, 2, 3 and total GHG emissions	194
	E1-7	GHG removals and GHG mitigation projects financed through carbon credits	195
	E1-8	Internal carbon pricing	1954
	E1-9	Anticipated financial effects from material physical and transition risks and potential climate-related opportunities	*not documented (Phased-in)*
E2 - Pollution	**ESRS 2 IRO-1**	Description of the processes to identify and assess material pollution-related impacts, risks and opportunities	172
	E2-1	Policies related to pollution	196
	E2-2	Actions and resources related to pollution	198 and 201
	E2-3	Targets related to pollution	198 and 201
	E2-4	Pollution of air, water and soil	198
	E2-5	Substances of concern and substances of very high concern	201
	E2-6	Anticipated financial effects from pollution-related impacts, risks and opportunities	202

ESRS	DR	Description	Page
E3 - Water and Marine Resources	**ESRS 2 IRO-1**	Description of the processes to identify and assess material water and marine resources-related impacts, risks and opportunities	172
	E3-1	Policies related to water and marine resources	*non-material*
	E3-2	Actions and resources related to water and marine resources policies	*non-material*
	E3-3	Targets related to water and marine resources	*non-material*
	E3-4	Water consumption	*non-material*
	E3-5	Anticipated financial effects from water and marine resources-related risks and opportunities	*non-material*
E4 - Biodiversity and ecosystems	**E4-1**	Transition plan and consideration of biodiversity and ecosystems in the strategy and business model	*non-material*
	ESRS 2 – SBM-3	Material impacts, risks and opportunities and their interaction with the strategy and business model	172
	ESRS 2 IRO-1	Description of processes to identify and assess material biodiversity and ecosystem-related impacts, risks, dependencies and opportunities	172
	E4-2	Policies related to biodiversity and ecosystems	*non-material*
	E4-3	Actions and resources related to biodiversity and ecosystems	*non-material*
	E4-4	Targets related to biodiversity and ecosystems	*non-material*
	E4-5	Impact metrics related to biodiversity and ecosystems change	*non-material*
	E4-6	Anticipated financial effects from biodiversity and ecosystem-related risks and opportunities	*non-material*
E5 - Circular economy	**ESRS 2 IRO-1**	Description of the processes to identify and assess material resource use and circular economy-related impacts, risks and opportunities	172
	E5-1	Policies related to resource use and circular economy	203
	E5-2	Actions and resources related to resource use and circular economy	204
	E5-3	Targets related to resource use and circular economy	204
	E5-4	Resource inflows	207
	E5-5	Resource outflows	208
	E5-6	Anticipated financial effects from circular economy-related impacts, risks and opportunities	182

ESRS	DR	Description	Page
S1 - Own workforce	**ESRS 2 - SBM-2**	Interests and views of stakeholders	156
	ESRS 2 – SBM-3	Material impacts, risks and opportunities and their interaction with the strategy and business model	160
	S1-1	Policies related to own workforce	240
	S1-2	Processes for engaging with own workforce and workers' representatives about impacts	265
	S1-3	Processes to remediate negative impacts and channels for own workforce to raise concerns	279
	S1-4	Taking action on material impacts on own workforce, and approaches to managing material risks and pursuing material opportunities related to own workforce, and effectiveness of those actions	240
	S1-5	Targets related to the management of negative and positive impacts of employees	240
	S1-6	Characteristics of the undertaking's employees	241
	S1-7	Characteristics of non-employees in the Company's own workforce	243
	S1-8	Collective bargaining coverage and social dialogue	*non-material*
	S1-9	Diversity metrics	249
	H1-10	Adequate wages	263
	H1-11	Social protection	263
	H1-12	Persons with disabilities	249
	H1-13	Training and skills development metrics	254
	H1-14	Health and safety metrics	245
	H1-15	Work-life balance metrics	258
	H1-16	Remuneration metrics (pay gap and total remuneration)	258
	H1-17	Incidents, complaints and severe human rights impacts	243
S2 - Workers in the value chain	**ESRS 2 – SBM-2**	Interests and views of stakeholders	156
	ESRS 2 – SBM-3	Material impacts, risks and opportunities and their interaction with the strategy and business model	160
	S2-1	Policies related to value chain workers	268
	S2-2	Processes for engaging with value chain workers about impacts	272
	S2-3	Processes to remediate negative impacts and channels for value chain workers to raise concerns	272
	S2-4	Taking action on material impacts on value chain workers, and approaches to managing material risks and pursuing material opportunities related to value chain workers, and effectiveness of those action	268
	S2-5	Targets related to managing material negative impacts, advancing positive impacts, and managing material risks and opportunities	272

ESRS	DR	Description	Page
S3 - Affected communities	**ESRS 2 – SBM-2**	Interests and views of stakeholders	172
	ESRS 2 – SBM-3	Material impacts, risks and opportunities and their interaction with the strategy and business model	*172*
	S3-1	Policies related to affected communities	*non-material*
	S3-2	Processes for engaging with affected communities about impacts	*non-material*
	S3-3	Processes to remediate negative impacts and channels for affected communities to raise concerns	*non-material*
	S3-4	Taking action on material impacts on affected communities, and approaches to managing material risks and pursuing material opportunities related to affected communities, and effectiveness of those actions	*non-material*
	S3-5	Targets related to managing material negative impacts, advancing positive impacts, and managing material risks and opportunities	*non-material*
S4 - Consumers and end-users	**ESRS 2 – SBM-2**	Interests and views of stakeholders	156
	ESRS 2 – SBM-3	Material impacts, risks and opportunities and their interaction with the strategy and business model	160
	S4-1	Policies related to consumers and end-users	273
	S4-2	Processes for engaging with consumers and end-users about impacts	276
	S4-3	Processes to remediate negative impacts and channels for consumers and end-users to raise concerns	276
	S4-4	Taking action on material impacts on consumers and end-users, and approaches to managing material risks and pursuing material opportunities related to consumers and end-users, and effectiveness of those actions	273
	S4-5	Targets related to managing material negative impacts, advancing positive impacts, and managing material risks and opportunities	277
G1 - Business conduct	**ESRS 2 - GOV-1**	The role of the administrative, management and supervisory bodies	148
	ESRS 2 IRO-1	Description of the processes to identify and assess material impacts, risks and opportunities	172
	G1-1	Corporate culture and business conduct policies	278
	G1-2	Management of relationships with suppliers	281
	G1-3	Prevention and detection of corruption and bribery	282
	G1-4	Incidents of corruption or bribery	282
	G1-5	Political influence and lobbying activities	*non-material*
	G1-6	Payment practices	282

4.6 Auditor's report

To the Annual General Meeting,

This report is issued in our capacity as statutory auditor of OPmobility SE. It covers the sustainability information and the information required by Article 8 of Regulation (EU) 2020/852, relating to the year ended December 31, 2024 and included in the group management report and presented in sections 4.1 to 4.5 and 4.8 of chapter 4 of the Universal Registral Document (hereinafter "the Sustainability Statement").

Pursuant to Article L. 233-28-4 of the French Commercial Code, OPmobility SE is required to include the above mentioned information in a separate section of its group management report. This information has been prepared in the context of the first time application of the aforementioned articles, a context characterized by uncertainties regarding the interpretation of the laws and regulations, the use of significant estimates, the absence of established practices and frameworks in particular for the double-materiality assessment, and an evolving internal control system. It enables to understand the impact of the activity of the group on sustainability matters, as well as the way in which these matters influence the development of the business of the group, its performance and position. Sustainability matters include environmental, social and corporate governance matters.

Pursuant to Article L.821-54 paragraph II of the aforementioned Code our responsibility is to carry out the procedures necessary to issue a conclusion, expressing limited assurance, on:

- compliance with the sustainability reporting standards adopted pursuant to Article 29 ter of Directive (EU) 2013/34 of the European Parliament and of the Council of 14 December 2022 (hereinafter ESRS for *European Sustainability Reporting Standards*) of the process implemented by OPmobility SE to determine the information reported;
- compliance of the sustainability information included in the group management report and presented in the Sustainability Statement with the requirements of Article L. 233-28-4 of the French Commercial Code, including ESRS; and
- compliance with the reporting requirements set out in Article 8 of Regulation (EU) 2020/852.

This engagement is carried out in compliance with the ethical rules, including independence, and quality control rules prescribed by the French Commercial Code.

It is also governed by the H2A guidelines on "*Limited assurance engagement - Certification of sustainability reporting and verification of disclosure requirements set out in Article 8 of Regulation (EU) 2020/852*".

In the three separate sections of the report that follow, we present, for each of the sections of our engagement, the nature of the procedures that we carried out, the conclusions that we drew from these procedures and, in support of these conclusions, the elements to which we paid particular attention and the procedures that we carried out with regard to these elements. We draw your attention to the fact that we do not express a conclusion on any of these elements taken individually and that the procedures described should be considered in the overall context of the formation of the conclusions issued in respect of each of the three sections of our engagement.

Finally, where deemed necessary to draw your attention to one or more disclosures of sustainability information provided by OPmobility SE in the group management report, we have included a pargraph on observation(s).

Limits of our engagement

As the purpose of our engagement is to express limited assurance, the nature (choice of techniques), extent (scope) and timing of the procedures are less than those required to obtain reasonable assurance.

Furthermore, this engagement does not provide guarantee regarding the viability or the quality of the management of OPmobility SE, in particular it does not provide an assessment of the relevance of the choices made by OPmobility SE in terms of action plans, targets, policies, scenario analyses and transition plans, which would go beyond compliance with the ESRS reporting requirements.

It does, however, allow us to express conclusions regarding the entity's process for determining the sustainability information to be reported, the sustainability information itself, and the information reported pursuant to Article 8 of Regulation (EU) 2020/852, as to the absence of identification or, on the contrary, the identification of errors, omissions or inconsistencies of such importance that they would be likely to influence the decisions that readers of the information subject to this engagement might make.

Any comparative information that would be included in the group management report are not covered by our engagement.

Compliance with the ESRS of the process implemented by OPmobility SE to determine the information reported

Nature of procedures carried out

Our procedures consisted in verifying that:

- the process defined and implemented by OPmobility SE has enabled it, in accordance with the ESRS, to identify and assess its impacts, risks and opportunities related to sustainability matters, and to identify the material impacts, risks and opportunities, that lead to the publication of information disclosed in the group management report and presented in the Sustainability Statement, and
- the information provided on this process also complies with the ESRS.

Conclusion of the procedures carried out

On the basis of the procedures we have carried out, we have not identified any material errors, omissions or inconsistencies regarding the compliance of the process implemented by OPmobility SE with the ESRS.

Elements that received particular attention

We set out below the elements that have been the subject of particular attention in relation to our assessment of compliance with the ESRS of the process implemented by OPmobility SE to determine the information reported.

Concerning the identification of stakeholders

Information on the identification of stakeholders is set out in section 4.1.3.3 « Interests and views of stakeholders (SBM 2) » of the Sustainability Statement.

We obtained an understanding of the analysis conducted by the entity to identify:

- stakeholders, who can affect or be affected by the entities within the scope of the information, through their activities and direct or indirect business relationships across the value chain;
- the primary users of the sustainability statements (including the primary users of the financial statements).

We interviewed management and others within the entity as appropriate and inspected available documentation. Our work consisted primarily of:

- assessing the consistency of the primary stakeholders identified by the entity in view of the nature of its activities, taking into account its business relationships and value chain;
- assessing the appropriateness of the description given in section 4.1.3.3 « Interests and views of stakeholders (SBM 2) » of the Sustainability Statement.

Concerning the identification of impacts, risks and opportunities

Information on the identification of impacts, risks and opportunities is provided in section 4.1.5 « Impact, risk and opportunity (IRO) management » of the Sustainability Statement.

We obtained an understanding of the process implemented by the entity to identify actual or potential impacts – both negative and positive – risks and opportunities (IROs), in relation to the sustainability matters mentioned in paragraph AR 16 of ESRS 1, "Application requirements", as presented in section 4.1.5 « Impact, risk and opportunity (IRO) management » of the Sustainability Statement.

We also assessed the completeness of the perimeter used to identify IROs, in particular regarding the consolidated financial statement perimeter.

We obtained an understanding of the entity's list of identified IROs and presented in section 4.1.4 "Material impacts, risks and opportunities (IRO) and their interaction with the strategy and business model (SBM 3)", including a description of their distribution within the entity's own operations and its value chain, as well as their time horizon (short, medium or long term), and assessed the consistency of this list with our knowledge of the group. We studied consistency of this list with the elements presented to the board of directors.

Concerning the assessment of impact materiality and financial materiality

Information on the assessment of impact materiality and financial materiality is provided in section 4.1.5.1 « Description of the process to identify and assess material impacts, risks and opportunities (IRO 1) » of the Sustainability Statement.

Through interviews with CSR management and inspection of available documentation, we obtained an understanding of the process implemented by the entity to assess impact materiality and financial materiality, and assessed its compliance with the criteria defined in ESRS 1.

We obtained an understanding of the decisional process implemented by the entity for the evaluation of impact and financial materiality, and assessed the related presentation in the aforementioned section.

In particular, we assessed the way in which the entity established and applied the materiality criteria defined in ESRS 1, including those relating to the setting of thresholds, in order to determine the material information reported on the metrics relating to material IROs identified in accordance with the relevant ESRS standards.

Compliance of the sustainability information included in the group management report and presented in the Sustainability Statement with the requirements of Article L.233-28-4 of the French Commercial Code, including the ESRS

Nature of procedures carried out

Our procedures consisted in verifying that, in accordance with legal and regulatory requirements, including the ESRS:

- the disclosures provided enable an understanding of the general basis for the preparation and governance of the sustainability information included in the group management report and presented in the Sustainability Statement, including the basis for determining the information relating to the value chain and the exemptions from disclosures used;

- the presentation of this information ensures its readability and understandability;
- the scope chosen by OPmobility SE for providing this information is appropriate; and
- on the basis of a selection, based on our analysis of the risks of non-compliance of the information provided and the expectations of users, that this information does not contain any material errors, omissions or inconsistencies, i.e. that are likely to influence the judgement or decisions of users of this information.

Conclusion of the procedures carried out

Based on the procedures we have carried out, we have not identified material errors, omissions or inconsistencies regarding the compliance of the sustainability information included in group management report and presented in the Sustainability Statement, with the requirements of Article L.233-28-4 of the French Commercial Code, including the ESRS.

Emphasis of matter

Without qualifying the conclusion expressed above, we draw your attention to the information provided in section 4.1.1 « Methodological note » of the Sustainability Statement, in particular section 4.1.1.2 « Disclosures in relation to specific circumstances (BP-2) », which details management choices and limits, including on the methodology applied, for the preparation of the metrics.

Elements that received particular attention

Information provided in application of environmental standards (ESRS E1 to E5)

We set out below the elements that have been the subject of particular attention in relation to our assessment of the compliance with the ESRS of the information reported on climate change (ESRS E1), presented in section 4.2.1 « ESRS E1: Climate change » of the Sustainability Statement.

Our work consisted primarily of:

- conduct interviews with CSR management to understand the entity's process to produce this information and assess the description of the policies, actions and targets implemented by the entity;
- define and perform analytical reviews as appropriate, based on this information and our knowledge of the entity.

With regard to the information published on the greenhouse gas (GHG) emissions, we also:

- obtained an understanding of the greenhouse gas (GHG) emissions assessment procedure used by the entity, and in particular:
  - assessed consistency of the scope considered for the greenhouse gas emissions with the scope of the consolidated financial statements, and the upstream and downstream value chain;
  - obtained an understanding of the method used to calculate the estimates and the information sources on the estimates that we considered to be critical, used by the entity to prepare its greenhouse gas emissions assessment in its Sustainability Statement.
- performed some specific tests:
  - assessed, based on tests, the appropriateness of the emission factors used and the calculation of the related conversions, as well as the calculation and extrapolation assumptions, taking into account the uncertainty inherent in the state of scientific or economic knowledge and the quality of the external data;
  - reconciled, for directly measurable data, such as energy consumption for scope 1 and 2, on a sample basis, to the underlying data used to draw up the greenhouse gas emissions assessment and traced to supporting documents.
- assessed, with regard to Scope 3 emissions:
  - the process of gathering information;
  - the method as well as the calculation and extrapolation assumptions considered, taking into account the uncertainty inherent in the quality of the external data used.

With regard to our procedures regarding the transition plan for climate change mitigation described in section 4.2.1.2.2 « Transition plan for climate change mitigation » of the Sustainability Statement, our work primarily consisted of:

- assessing the information in regards with the presentation of this transition plan to the management committee;
- assessing whether the information published in the transition plan meets ESRS E1 requirements and describe appropriately the plan's underlying key assumptions, it being understood that methodologies allowing the assessment of the compatibility or alignment of greenhouse gas emission reduction targets at the company level with the Paris Agreement are, to date, neither stabilized nor the subject of a consensus;
- doing the following procedures:
  - reconciling, for a sample of data, the information with available document
  - reconciling the information provided on financial resources allocated to actions for climate change mitigation (CapEX) and the entity's financial planning.

Compliance with the reporting requirements set out in Article 8 of Regulation (EU) 2020/852

Nature of procedures carried out

Our procedures consisted in verifying the process implemented by OPmobility SE to determine the eligible and aligned nature of the activities of the entities included in the consolidation.

They also involved verifying the information reported pursuant to Article 8 of Regulation (EU) 2020/852, which involves checking:

- the compliance with the rules applicable to the presentation of this information to ensure that it is readable and understandable;
- on the basis of a selection, the absence of material errors, omissions or inconsistencies in the information provided, i.e. information likely to influence the judgement or decisions of users of this information.

Conclusion of the procedures carried out

Based on the procedures we have carried out, we have not identified any material errors, omissions or inconsistencies relating to compliance with the requirements of Article 8 of Regulation (EU) 2020/852.

Emphasis of matters

Without qualifying the conclusion expressed above, we draw your attention to:

- section 4.2.4.2 « Eligibility of OPmobility activities for the taxonomy » which specifies that due to the existence of different interpretations regarding the applicability to the automotive industry of activity CE1.2 related to the manufacture of electrical and electronic equipment, OPmobility SE does not report any financial indicator for this activity;
- section 4.2.4.3.2 « Verification of « Do No Significant Harm » (DNSH) » in relation to pollution prevention and reduction, which presents the verification method implemented by OPmobility SE under paragraph f) of Appendix C of the regulation.

Elements that received particular attention

We present hereafter the elements that we have paid particular attention to regarding the compliance with the requirements of Article 8 of Regulation (EU) 2020/852.

Concerning the alignment of eligible activities

An information on the alignment of activities is set out in section 4.2.4.3 of the Sustainability Statement.

Our procedures primarily consisted of:

- assessing the choices made by the entity as to whether or not to take into communications from the European Commission on the interpretation and implementation of certain provisions of the Taxonomy Regulation;
- inspecting, on a sample basis, the documentary sources used, including external sources where appropriate, and conducting interviews with the appropriate persons;
- assessing the analysis conducted regarding compliance with the minimum safeguards, primarily in light of the information gathered when obtaining an understanding of the entity and its environment.

Finally, we assessed the consistency of the information set out in the Sustainability Statement with the other sustainability information in this report.

Neuilly-sur-Seine and Paris la Défense, March 14th, 2025

The statutory auditors

French original signed by

PricewaterhouseCoopers Audit David Clairotte Partner	ERNST & YOUNG et Autres May Kassis-Morin Partner

4.7 Vigilance Plan

4.7.1 Introduction

An independent French family group, OPmobility is a global player. Thanks to a diversified customer portfolio, its operational excellence and its innovation strategy, the Group is positioned as a major player in sustainable mobility, always remaining close to the needs of its customers.

4.7.1.1 Group activities

Business group	Activities
EXTERIOR SYSTEMS	
Exterior	Develop exterior systems to optimize performance, connectivity and aerodynamics. Among these innovations, the Group manufactures smart bumpers and tailgates, incorporating advanced functionalities. This paves the way for the autonomous and connected car of the future.
Lighting	Provide lighting solutions for the automotive industry. For example, the front and rear headlights of vehicles to improve visibility and safety on the road.
MODULES	
Modules	Design and manufacture modules and systems for vehicles. The front module, in particular, is a complex part that incorporates various elements such as the impact beam and driving-aid sensor systems, thus demonstrating the Group's commitment to innovation and automotive safety.
POWERTRAIN	
C-Power	Design of on-board energy storage and emission reduction systems adapted to all engine types, thus playing an essential role in the promotion of clean mobility. In a context of increased environmental standards, the Group is making a significant contribution to the automotive transformation, promoting the emergence of more environmentally-friendly vehicles.
H_2-Power	Promote hydrogen mobility for all travel sectors. With its diversified skills, a comprehensive product portfolio and extensive production capacities, it is able to cover the entire hydrogen value chain.

4.7.1.2 Purpose

OPmobility's history is based on industrial and human challenges driven by innovation. This dynamic and proactive approach is reflected today in its purpose: "Driving a New Generation of Mobility." The purpose projects the Group into the future, with a powerful commitment to mobility that is more sustainable, intelligent and connected. As a leader, OPmobility must constantly reinvent mobility by transforming and adjusting it to meet the requirements of the energy transition.

4.7.1.3 Description of the ACT FOR ALL™ program

The Group formalized its commitment to sustainable mobility in a worldwide program called ACT FOR ALL™. This program, aimed at achieving ambitious objectives, is steered by a dedicated committee bringing together the various Group entities and regular reporting. This ACT FOR ALL™ Committee meets three times a year and brings together members of the Executive Committee, Segment VPs and heads of the Human Resources, Sustainability, Finance, Purchasing, Innovation and Compliance functions.

PILLAR 1
Act for people

OPmobility is dedicated to ensuring safe, healthy, and fair working conditions for all employees while providing opportunities for career growth and long-term commitment.

OPmobility strives to develop its employees and stakeholders

- Health and safety at work
- Skills and career management
- Diversity and inclusion
- Local sponsorship initiatives

PILLAR 2
Act responsibly

OPmobility promotes strict standards of conduct. Ethics are the pillar of its responsible performance.

OPmobility is a responsible player

- Business ethics
- Sustainable purchasing
- Cybersecurity

PILLAR 3
Act for planet

OPmobility strives to preserve the planet for future generations by reducing the impact of its businesses on the environment through the promotion of eco-design and the development of clean mobility solutions.

OPmobility is committed to preserving the planet for future generations

- Waste management
- Eco-design and recyclability
- Value chain carbon footprint (Top Planet and renewable energies)
- Biodiversity

The Vigilance Plan, established under French law, is a key measure for companies such as OPmobility, which operate on a global scale. The Group's Vigilance Plan is part of the ACT FOR ALL™ program and demonstrates its commitment to social and environmental responsibility while meeting society's expectations in terms of sustainability and respect for fundamental rights.

OPmobility supports the highest Human Rights standards in the conduct of its operations by committing to respect the principles set by internationally recognized organizations:

- the United Nations Global Compact since 2003;
- the United Nations Universal Declaration of Human Rights and its two complementary covenants;
- the Fundamental Conventions of the International Labour Organization (ILO);
- the ILO Declaration on Fundamental Principles and Rights at Work;
- the OECD (Organisation for Economic Co-operation and Development) Guidelines;
- the United Nations Sustainable Development Goals (SDGs).

4.7.2 Reference framework

Law no. 2017-399 of March 27, 2017 on the Duty of Vigilance of parent companies and ordering companies introduced an obligation for parent companies of groups employing at least 5,000 people in France or 10,000 people in France and abroad, to develop, publish and implement appropriate measures to identify the risks and the means to prevent violations of Human Rights and fundamental freedoms, and risks to the health and safety of people and the environment, which may result from the activities of the Group and its subsidiaries, and those of suppliers or subcontractors with which it has an established commercial relationship.

The purpose of this regulation is to:

- prevent serious incidents or breaches in the above areas throughout the Group's value chain;
- provide for the request of any person, justifying an interest to act, and to engage the responsibility, of the author of any damage, to repair it.

This obligation is based on five measures:

1) **risk mapping** (identification, analysis, prioritization);
2) **procedures for regularly assessing** the situation of subsidiaries, suppliers or subcontractors;
3) **appropriate actions to mitigate** risks or prevent serious breaches;
4) **a mechanism for whistleblowing and collecting whistleblowing alerts** relating to the existence or occurrence of risks;
5) **a system to monitor** the measures implemented and assess their effectiveness.

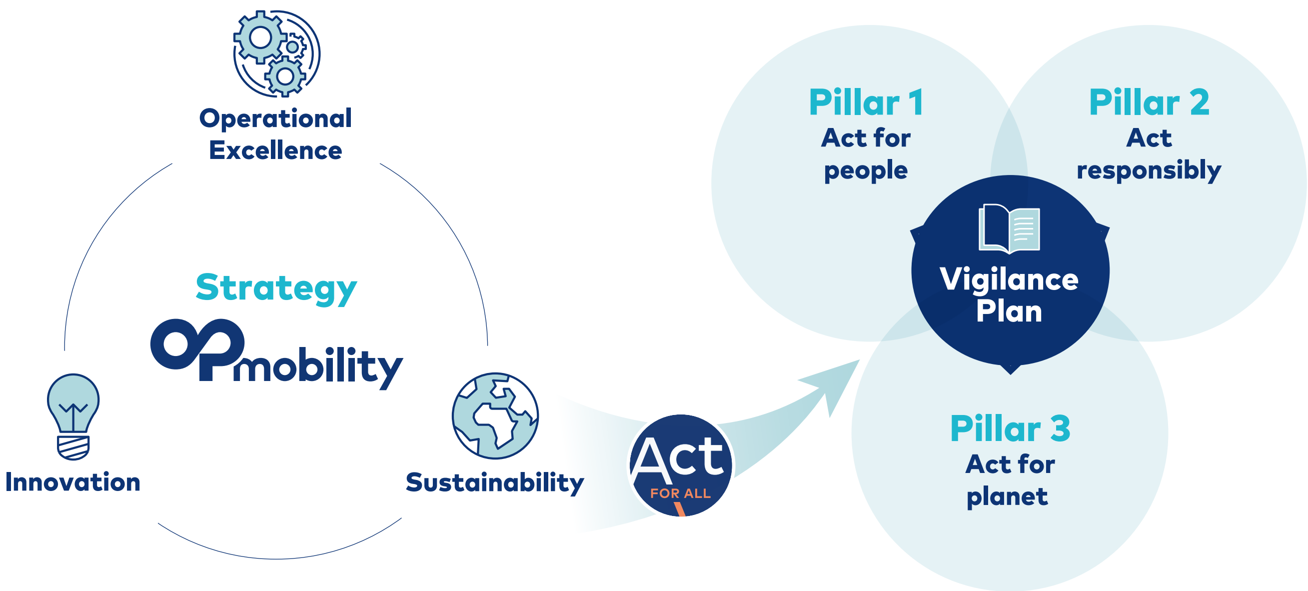
OPmobility meets the requirements of the French Duty of Vigilance law by drawing up a Vigilance Plan, the content of which is presented below. It sets out the various steps taken for each challenge:

- human rights and fundamental freedoms;
- the health and safety of people;
- the environment.

The report on the effective implementation of OPmobility's Vigilance Plan for 2024 is included in section 4.7.7 of this document. It gives operational applications and refers to the monitoring indicators identified. The report on these measures concerns subsidiaries and suppliers.

The Vigilance Plan is an integral part of the Group's strategy, which includes a Sustainability pillar reflected in the ACT FOR ALL™ program.

THE VIGILANCE PLAN IN OPMOBILITY'S STRATEGY



4.7.3 Governance of the Vigilance Plan

The Vigilance Plan is reviewed annually. This makes it possible to update it in the event of a significant change. Its analysis is carried out in collaboration with the Duty of Vigilance Committee and Stakeholders.

4.7.3.1 Duty of Vigilance players

Governance	Missions	Responsibilities
Board of Directors	Establishment of an Appointments and CSR Committee	Reviews the Vigilance Plan annually
Executive Committee	The Executive Committee is consulted annually on the Vigilance Plan	Follows the Vigilance Plan
HR and Sustainability Department	Annual presentation of the Vigilance Plan as part of a continuous improvement approach	Monitors and presents the Vigilance Plan to the Executive Committee
Internal Control and Compliance Committee	Review of the Group risk matrix, internal control systems, schedules, planning and results of Internal Audit missions, supplier compliance management, the corruption prevention system and ethics alerts reported *via* the whistleblowing process	Ensures the compliance of the Group Vigilance Plan
Functional departments	The various departments (Purchasing, People and Sustainability, Legal) are in charge of drafting and/or revising the Vigilance Plan	Participate in the drafting, implementation and monitoring of the Vigilance Plan
Supplier Compliance Committee	Ensures the relevance of the procedures and processes in force, validates the assessment criteria and establishes the supplier roadmap for Sustainability	Monitors the application of the Vigilance Plan with suppliers
Legal and Compliance Officers, Internal Controllers, Legal Officers and Purchasing Managers of the various entities	Implementation of the Vigilance Plan in the activities	Monitors the application of the Vigilance Plan in the activities

4.7.3.2 Dialogue with stakeholders

OPmobility maintains a constant dialogue with its stakeholders throughout its value chain in all the countries in which the Group operates.

This exchange is part of a desire for continuous improvement, and makes it possible to collect multiple opinions on the effectiveness of the Group's Vigilance Plan. The panel of relevant stakeholders is identified upstream, and aims to be as broad and diversified as possible to increase its objectivity.

These include employee representative bodies and trade unions worldwide. These meet regularly with the Group's management. In addition, for the Europe region, an annual meeting of the European Works Council is organized with a forum for dialogue and discussion about the past year and the one to come. The European Works Council is a representative institution of employee bodies composed of 35 representatives from ten European countries which brings together the various company Works Councils or institutions of transnational companies with subsidiaries and branches in different European Union countries.

4.7.4 Risk mapping

4.7.4.1 General methodology

For subsidiaries

The risks analyzed as part of the Vigilance Plan are listed in:

- **the Group risk mapping**, which presents the main risks considered as significant and specific to OPmobility's business and business lines;
- **the double materiality analysis**, which ranks risks and opportunities based on the assessment of the various stakeholders on the impact and financial materiality of the various challenges identified for OPmobility;
- **mapping of corruption risks**, which identifies, evaluates and prioritizes the risks of integrity breaches that OPmobility is likely to face due to its activities and its interactions with a multitude of third parties.

These risk factor definition tools take into account different levels of assessment.

In order to conduct the **Group risk mapping**, OPmobility has reviewed and evaluated the risks that could have an adverse effect on its activity, financial position, results or reputation. These risks have been assessed based on the probability of occurrence and their impact (after taking into account the measures adopted by the Group to manage these risks).

This risk matrix is drawn up at two levels:

- at local level: these analyses make it possible to score the risks and identify the actions implemented locally to prevent and correct potential breaches. The risks identified relate to all environmental issues (consumption of raw materials, discharges and pollution, chemical products, waste, attention to biodiversity, etc.) and health and safety issues (accidents, occupational illnesses, psycho-social risks, etc.). ISO 14001, ISO 50001 and ISO 45001 certifications require the completion of a risk map for each certified site;
- at Group level: the annual review of the risk mapping makes it possible to identify all the risks borne by the Group. It involves the Group's operational departments, central functional departments and Internal Audit. Risks related to suppliers and subcontractors are incorporated into this analysis. The Group's risk mapping is presented in chapter 2 "Main risk factors".

OPmobility's double materiality analysis is the basis of the Sustainability Statement, as it identifies the material information that is disclosed. This identification is done by assessing the Impacts, Risks and Opportunities (IRO) related to environmental, social and governance challenges, listed in the various ESRS standards. These IROs are identified both for the Group's own operations but also for its entire value chain. Sustainability challenges should be analyzed using two approaches, impact materiality and financial materiality:

- impact materiality: assesses how OPmobility and its activities impact people and the environment through its own operations and value chain. ("Inside-out" approach);
- financial materiality: assesses the risks and opportunities related to the impacts of sustainability challenges that affect the financial performance of OPmobility. ("Outside-in" approach).

This analysis identifies the importance of the sustainability challenges of companies in order to prioritize the policies to be implemented, the actions to put in place and the objectives to be set.

The mapping of the Group's corruption risks was carried out in accordance with the updated recommendations of the French Anti-Corruption Agency (AFA). It takes into account the Group's activity and organization in order to identify the processes as well as the roles and responsibilities of the various stakeholders. An identification of the risks of corruption inherent in the Group's activities has been carried out (both gross and net, with regard to the adequacy and effectiveness of the means implemented within the Group to control the risks and identify those for which risk management and internal control should be improved). Risks were therefore prioritized and formalized.

For suppliers

OPmobility is developing a responsible approach to its purchases, supplies and logistics. This approach enables to identify the suppliers most at risk by including all suppliers meeting the main mapping risk factors (geography, business sector, etc.). For example, intermediaries and service providers, as well as customs brokers acting on behalf of OPmobility with local authorities, are considered particularly exposed.

Supplier risk analysis is based on five risk factors: country, sector of activity, inclusion on international sanctions lists, the existence of politically exposed persons in governing bodies or shareholding structure, and published controversies.

A supplier risk assessment platform, common to all business groups, was set up in 2022. Suppliers are assessed using this platform and categorized according to their risk profile: low risk (green), medium (orange) or high (red). The assessment of a supplier's risk profile is obtained by combining the assessments carried out in the platform for each of the five risk factors presented above.

- Suppliers presenting a low risk (green) are not subject to any additional due diligence, but will be subject to a periodic assessment.
- Suppliers presenting an average risk (orange) are required to actively engage in a detailed assessment process in order to improve their performance. In the absence of supplier-specific initiatives, suppliers are asked to complete the EcoVadis questionnaire *(see box below)*.
- For suppliers presenting a high risk (red), an immediate action plan must be drawn up and remediation carried out; failing this; they are excluded from any new call for tenders.

The listing of new suppliers is carried out after an assessment of performance, taking into account the criteria of Sustainability, quality and the financial position.

EcoVadis is an independent Corporate Social Responsibility (CSR) company assessment platform. The EcoVadis rating takes into account a wide range of non-financial management systems: the environment, social and human rights, ethics, and responsible purchasing. Suppliers are assessed on key issues depending on their size, location and sector of activity. The scores obtained are rated between zero and one hundred, and medals (bronze, silver, gold and platinum) are awarded for the best elements.

For example, OPmobility is rated by EcoVadis as a supplier with a score of 82/100 and a Platinum medal, placing the Group in the top 1% of its category.

4.7.4.2 Risk categories

Identification of material challenges for the Group

Through its double materiality analysis, OPmobility therefore identifies 17 material challenges:

ESRS E1 Climate change	Climate change - Mitigation Climate change - Adaptation
ESRS E2 Pollution	Pollution of air Hazardous and very hazardous substances Microplastics
ESRS E5 Circular economy	Use of raw materials Waste generation and management
ESRS S1 Own workforce	Talent attraction and skills development Working conditions Health and safety Diversity and inclusion Other human rights
ESRS S2 Workers in the value chain	Respect for working conditions in the value chain
ESRS S4 Consumers and end-users	Product quality and safety
ESRS G1 Business conduct	Supplier relations Relationship with stakeholders Business ethics

These challenges fall into the three main categories of the Duty of Vigilance: Human Rights and Fundamental Freedoms, Personal Health and Safety, and Environment.

Identification of risks of serious harm

After consultation with internal stakeholders, five issues were identified as at risk of serious harm. These issues have always been considered by the Group as priorities, and are fully integrated into the organization's business model. OPmobility was structured very early on to address these issues, and therefore now has a mature approach to address them.

CLIMATE CHANGE (MITIGATION AND ADAPTATION)

OPmobility, as an industrial group operating in the automotive sector, is strongly impacted by the challenges of climate change. In accordance with the expectations of all stakeholders and in order to **preserve and develop its business model**, the Group must drastically reduce its environmental impact across its entire value chain by aiming for a long-term objective of carbon neutrality. Failure to meet these objectives would expose the Group to consequences such as the loss of customers and markets, difficulties in obtaining financing for the development of its projects, and a significant increase in taxes linked to carbon emissions.

In order to control this risk, the Group has set itself the objective of carbon neutrality for its own activities (scopes 1 and 2) excluding the Lighting acquisition by 2025 and a target of 30% reduction (*vs.* 2019) in all its scope 3 CO_2 emissions by 2030 (including those related to the use of products sold), as well as the objective of carbon neutrality across its entire value chain (scopes 1, 2 and 3) by 2050. To achieve these goals, OPmobility is rolling out its roadmap operationally through its ACT FOR ALL™ program.

In addition, **beyond the risk related to the impacts of climate change on OPmobility's business model, the Group is very attentive to the risks of shortage of raw materials or components**. In fact, the global automotive industry may be impacted by a long-term shortage of certain raw materials or components that are widely used for the production of sub-assemblies required for vehicle assembly by carmakers. This shortage, like that affecting semiconductors from the second quarter of 2021, may lead to a significant and lasting decline in the activity of carmakers on a large number of vehicle models, and consequently, in the activity of equipment manufacturers. This decline in activity may have a significant impact on OPmobility SE's revenue, results and cash position.

Faced with this type of situation, the Group is able to immediately implement significant expenditure reduction plans in order to limit the impact on its results and cash-flow. These plans are based in particular on the partial unemployment schemes that exist in most of the countries where the Group operates and on the non-renewal of temporary employees' contracts. However, these workforce adjustments may be hampered by a lack of visibility on the short-term activity of customers following any production stoppages (stop & go). In addition to reducing expenses, the Group is in a position to enter into commercial negotiations with manufacturers in order to obtain financial compensation, at least in part.

WASTE GENERATION AND MANAGEMENT

OPmobility considers the risk of failure in waste management (significant increase in waste collection/treatment costs, as well as a risk of end-of-life management of vehicles) as one of the major risks to which each site is exposed. The lack of anticipation to mitigate these risks could in particular generate additional costs and lead to possible sanctions.

The Group has organized its waste management around environmental standards, which set out best practices to make recycling more efficient. The Top Planet program, initiated in 2006, aims to reduce the environmental impacts of production in its plants. Internal production residues are reused in the manufacturing process, where technically possible, in order to reduce the amount of waste generated. These actions are in addition to the European regulation imposing a share of recycled plastics in products.

Production waste (plastic parts that cannot be reinjected into production, packaging waste, etc.) undergoes the appropriate process, respecting the hierarchy of treatment modes:

- recycled waste, including reuse (with a usage identical to the one for which the part or product was initially designed, without intermediate processing), recycling or material regeneration (giving the material its primary properties back by processing or introducing additives that enable it to be put back into the production cycle);
- recovered waste, including reuse (with another use) and valorization by incineration, with energy recovery;
- final waste, including non-recovered waste: waste incinerated without energy recovery and waste disposed in landfill.

When possible and to promote circular economy, the sites reuse or resell their waste to reduce non-recoverable waste as much as possible.

HEALTH AND SAFETY

The personal health and safety risk is the probability that an employee will be exposed to a dangerous situation during their work activities and suffer effects that are harmful to their physical and/or mental health. The risks of accidents or occupational illnesses may be linked to industrial activity and working conditions. Aware that this risk could have an impact on the health of people, employee engagement, social dialogue and the attractiveness of the Group, as well as legal and financial consequences, OPmobility has made safety a priority and placed this issue at the heart of the Care for People pillar of its ACT FOR ALL™ program. Ongoing corrective and improvement action plans have been introduced and included in the programs to obtain ISO 14001 and ISO 45001 certification for industrial facilities.

Physical and psychosocial risk prevention on the sites is carried out through training. The Group's ambition is zero accidents, and it works every day to reduce its FR2.

The People and Sustainability Department defines and implements the Group Health, Safety & Environment (HSE) strategy approved by the Executive Committee to ensure the protection of employees, property and the environment. It steers and coordinates the HSE actions and leads the network of HSE managers. Monthly meetings are organized with the entire HSE network to discuss best practices and feedback. These moments of exchange and dialog enable continuous, cross-functional and homogeneous improvement. Occupational health and safety data is also presented at ACT FOR ALL™ Committees, which address all pillars of the Sustainability program. At OPmobility, safety is a subject for everyone at all levels of the organization.

DIVERSITY AND INCLUSION

Intentional or unintentional discrimination can make career opportunities more difficult for certain populations. This is the case for people with disabilities, women and young people, but more broadly for all minorities, including those related to ethnic or cultural origin. This discrimination can prevent the creation of a favorable environment for the long-term integration of these populations, and therefore penalize the overall performance. Such discrimination can have a number of consequences for OPmobility:

- deprive the Group of the wealth of diversified talents representative of society and the local environment, and have an impact on both its local and overall performance;
- cause a decline in the commitment of employees, who may feel negatively impacted or penalized by this discrimination;
- generate penal and financial penalties in cases of proven discrimination.

The diversity of talents and profiles within the teams is part of the richness of the Group. OPmobility recognizes the need to provide an inclusive work environment for all employees, with particular emphasis on promoting the employment of young people, developing careers for women and integrating workers with a disability.

Furthermore, OPmobility seeks to make its organization and the teams that make it up more representative of the local cultures in the markets where it operates by integrating the specific dimensions of local diversity. The Group's membership of the United Nations Global Compact in 2003 is, among other things, at the origin of its Diversity program. The fight against all forms of discrimination is regularly reaffirmed. It is incorporated into the Group's Code of Conduct. Initiatives for women and young people are also markers in the ACT FOR ALL™ program.

OPmobility is convinced that diversity and inclusion are a source of better ideas and innovations that improve the Group's performance. This is a major focus of its strategy, and is reflected in quantitative objectives throughout the organization and the implementation of an inclusive working environment.

Diversity must be integrated into the Group's culture in order to have an impact. This is why OPmobility has developed a training plan on these topics. The Group also wants to promote internal mobility and career opportunities for women by favoring local initiatives. Analysis of wage gaps led to the implementation of actions to gradually reduce the gaps, with part of the budget being reserved for salary adjustments. In addition, the Group is developing specific programs such as the "Impact, Diversity & Equity - Unconscious bias" training course, which are offered to all Directors. 2024 also hosted the launch of the "Woman Leadership" program to support its talented women, part of a set of measures to promote gender diversity. Employees are extremely proactive about diversity, as evidenced by the creation of the internal network WoMen@OP in 2019, supported by members of the Executive Committee. It brings together 800 employees in 21 countries around the common goal of an inclusive working environment.

BUSINESS ETHICS

Within an international Group such as OPmobility, it is particularly important to take into account the risk of business ethics. This risk can cover several topics, such as fraud, corruption, conflicts of interest, insider trading or anticompetitive practices. It may concern isolated acts that do not comply with current regulations or the Company's internal policies and procedures, which could then see the Company exposed to financial sanctions by the authorities and damaged its reputation. Although the Group has implemented policies that comply with French law, it cannot guarantee the complete absence of violations of these internal corporate governance standards.

OPmobility's ethics commitments are formalized in a detailed Code of Conduct, applicable to all employees. This Code is given to each new employee, and is accessible on the Group's intranet and websites. All employees must respect the Code of Conduct and contribute to its dissemination. The Group also has a Code of Conduct relating to compliance with the rules of competition law, a Compliance Department, online training programs, practical sheets on the management of conflicts of interest, and a whistleblowing system.

Various measures are in place to ensure the highest ethical standards on the part of subsidiaries and commercial partners. Particular importance is given to employee training, which is considered the foundation of an ethical culture for the Group. This is why each new employee is required to complete an e-learning course on ethics upon arrival. The Welcome Package includes an e-learning about the Code of Conduct, available in 12 languages. This ensures knowledge of the Group's ethical commitments regarding compliance with competition law, the management of conflicts of interest, the presentation of the whistleblowing mechanism and the disciplinary sanctions applied in the event of non-compliance. An anti-corruption e-learning course is also available in 23 languages, alongside training specific to certain subsidiaries. In order to prevent the risk of tax evasion, OPmobility undertakes not to create subsidiaries in "non-cooperative" countries or to use any structure that lacks economic substance. Breaches of the Code of Conduct will be subject to disciplinary sanctions.

4.7.5 Prevention and mitigation actions

The risks covered by the Vigilance Plan and the associated mitigation measures are described in the Sustainability Statement.

Each of the risks identified is related to the areas of the Duty of Vigilance. Whether they are risks of serious harm or risks identified more broadly in the context of the double materiality analysis, they are associated with mitigation procedures, as well as monitoring indicators put in place by the Group.

These risks have been grouped into 3 main categories:

- risks related to environmental damage;
- health and safety risks;
- risks related to human rights and fundamental freedoms.

To address all of these risks, the Group has formalized its commitment to sustainable mobility in a global program called ACT FOR ALL™, described in section 4.4.1.3. The focus of this program is on commitments to sustainability, the well-being of workers in the value chain and their safety, as well as business ethics.

4.7.5.1 Environmental risks

In addition to its ACT FOR ALL™ commitments, the Group has adopted an environmental policy with a global approach based on the knowledge, control and reduction of its impacts. It implements concrete measures to combat climate change, protect biodiversity and encourage the rational management of natural resources.

Employee training is also important, in particular through the comprehensive e-learning program Climate School in 2024, which addresses all the important sustainability topics, the Top Planet program and the "6 Environmental Basics". Communication campaigns such as "I act" are also present.

In addition, the Group adopts a balanced strategy of avoiding, reducing and, where necessary, offsetting its environmental footprint. This commitment reflects a firm desire to contribute to a sustainable future, where innovation and environmental responsibility come together to meet the challenges of today and prepare the solutions of tomorrow.

Thus, OPmobility is positioning itself as a responsible and committed player, determined to preserve the planet for future generations while actively participating in the ecological transition.

1. Climate change mitigation and adaptation

RISK DESCRIPTION

Described in section 4.4.4.2 Identification of risks of serious harm.

RISK ASSESSMENT

Described in section 4.4.4.2 Identification of risks of serious harm.

Risk description	Mitigation measures (policies and procedures)	Monitoring indicators	Page

Climate change mitigation
Implementation of actions to mitigate the impact of the Group's activities and fight against global warming.
	• Group environmental policy
	• "Carbon neutrality" targets and roadmap aligned with the Paris Agreement and approved by the SBTi in 2021
	• Sites' energy decarbonization policy (decarbonized energy, facilities to produce renewable energy, and PPA)
	• ISO 50001 certification
	• Research and Development on materials, bio-sourcing and research into replacing materials with low-impact products
	• Life Cycle Assessments for OPmobility's projects and products and those of suppliers
	• Innovative partnerships
	• Development of hydrogen energy for clean mobility
		• CO_2 emissions (market-based)
		  • Scope 1: 75 kt CO_2eq
		  • Scope 2: 373 kt CO_2eq
		  • Scope 3: 31,090 kt CO_2eq
		• Top Planet Score: 60%
		• Number of industrial sites equipped to generate renewable energy: 35
			178

Climate change adaptation Adaptation to the consequences of climate change: increased costs (price of materials, insurance, etc.) and impacts on production (production stoppages, supply of materials, etc.)	• Audits carried out by insurers	• Number of site visits by insurers: 68	185

2. Air pollution, hazardous and very hazardous substances, microplastics

RISK DESCRIPTION

The Group is fully aware of the risk that air pollution represents for the environment and human health due to its own activities or those of its suppliers and service providers. This concerns in particular the use of vehicles for transportation, and manufacturing processes involving paints and solvents. Emissions of polluting gases during logistics and volatile organic compounds released during production are all factors that affect air quality.

RISK ASSESSMENT

Regular audits take place to analyze the energy consumption of the sites as well as the pollutants released into the air. They are supported by equipment monitoring and management. Emissions into the air are often in a controlled atmosphere (example: paint shops are generally without human presence).

In addition, OPmobility complies with local and national regulations. Substance approval and control measures are integrated into the manufacturing, use and marketing processes for its products. The Group's value chain is included in the monitoring and verification scope. Since 2023, substance traceability tools have been adapted to the specific requirements of the Taxonomy and are constantly being improved to include new substances. In addition, parts containing substances of concern are subject to specific monitoring and the search for substitute raw materials.

Risk description	Mitigation measures (policies and procedures)	Monitoring indicators	Page
Air pollution, hazardous and very hazardous substances, microplastics Control the Group's air emissions, limit the impact of the use of hazardous and very hazardous substances and microplastics.	• Group environmental policy, *Pollution* section • Ecomundo studies • Substance monitoring using the IMDS (International Material Data System) tool • ISO 14001 and ISO 50001 certification	• Total quantity of substances of concern generated or used during production or purchased: 13,261 tons • Total quantity of substances of very high concern generated or used during production or purchased: 134 metric tons	196

3. Waste generation and management and use of raw materials

RISK DESCRIPTION

Described in section 4.4.4.2 Identification of risks of serious harm.

RISK ASSESSMENT

Described in section 4.4.4.2 Identification of risks of serious harm.

Risk description	Mitigation measures (policies and procedures)	Monitoring indicators	Page
Waste generation and management and use of raw materials Meet the growing challenges of mobility, reduce the Group's environmental footprint through products.	• Group environmental policy, *Circular Economy* section • Sustainable purchasing guide • Life Cycle Assessments (LCA) • Development of Research and Development projects on alternatives to high-impact materials (plastics, carbon fiber, etc.) • Development of innovative solutions and partnerships to improve the recyclability of products • Development of solutions to integrate more recycled materials into products	• Total waste generated: 93.9 kilotons • Recycled and recovered waste: 87.9%	203

4.7.5.2 Health and safety risks

The health and safety of employees throughout OPmobility's value chain are part of its DNA, reflecting a firm commitment to protecting the life and well-being of each individual. The main objective is clear: to ensure that every employee, subcontractor and partner in its value chain can return home in good health and in complete safety, every day.

To achieve this ambitious objective, the Group has a clear ambition: "zero accidents" is not just a vision, but a requirement. This is reflected in tangible actions: continuous awareness-raising among its teams, dissemination of best practices and deployment of proven methodologies across all its global operations. The systematic certification of its sites according to the ISO 45001 standard, the international benchmark for occupational health and workplace safety management, reflects its high standards and degree of vigilance.

In addition to accident prevention, OPmobility is committed to proactively and consistently reducing the exposure of its employees, customers, suppliers and local communities to all occupational, industrial or health risks. This approach encompasses not only the security of industrial processes, business travel and products, but also protection against malicious acts.

As a committed player, the Group makes safety a universal reflex and health an absolute priority, to protect today and prepare for tomorrow.

1. Personal Health and Safety

RISK DESCRIPTION

Described in section 4.4.4.2 Identification of risks of serious harm.

RISK ASSESSMENT

Described in section 4.4.4.2 Identification of risks of serious harm.

Risk description	Mitigation measures (policies and procedures)	Monitoring indicators	Page
Personal Health and Safety Reduce the risk of exposure to dangerous situations (harm to their physical and/or mental health).	• Health and safety policy • Top Safety/Stop 5 training • ISO 45001 Health and Safety Management System • Workstation ergonomics procedures (assessment, anticipation, training, etc.)	• Work accident rate - employees FR2: 0.68 • Work accident rate - temporary workers (FR2 temporary workers): 0.57 • Number of people trained in Top Safety: 448 • Turnover in 2024: 25.6%	245

2. Product quality and safety

RISK DESCRIPTION

In the automotive sector, product quality and safety are critical challenges, closely linked to corporate social and economic responsibility. For OPmobility, any failure in these areas could lead to serious consequences, both human and financial, and lasting damage to its reputation.

The main risks related to product quality and safety concern, firstly, the possibility of defects affecting the operation or reliability of parts. These defects can lead to accidents, exposing the Group to liability claims from its customers or end-users. In an industry where many products, such as security systems or critical components, are subject to strict standards, the slightest non-compliance can result in massive recalls, regulatory sanctions and loss of consumer confidence.

In addition, these risks extend to the entire life cycle of products, from design to end-of-life. An error in the design or manufacturing steps, insufficient quality control or inadequate management of risks related to the end use of products can compromise their safety and durability.

RISK ASSESSMENT

OPmobility attaches paramount importance to the assessment of risks related to the quality and safety of its products, as evidenced by the certifications of its sites. Dedicated organizations and processes have been in place for many years, inspired by best industrial practices. These mechanisms ensure strict compliance with customer requirements and regulatory standards through the prevention and rapid correction of any quality problem.

Regular checks are carried out to ensure that the mechanisms are robust, through rigorous internal audits and customer evaluations. In addition, the Group relies on recognized certifications, such as the IATF 16949 standard, to guarantee the reliability of its development and production centers.

Risk description	Mitigation measures (policies and procedures)	Monitoring indicators	Page
Product quality and safety Reduce the gap in relation to an expectation or set objectives.	• Code of Conduct • Operational excellence pillar in the Group strategy • Quality approach • Innovation approach • Implementation and monitoring of certifications • Internal audits and observations made by teams dedicated to compliance with quality protocols throughout the life of projects, at OPmobility plants and suppliers' sites	• % of IATF 16949 certified sites: 72.3%	273

4.7.5.3 Risks related to human rights and fundamental freedoms

OPmobility is committed to respecting human rights and fundamental freedoms throughout its value chain. On the strength of its values, the Group adheres to international standards in this area:

- the United Nations Global Compact since 2003;
- the United Nations Universal Declaration of Human Rights and its two complementary covenants;
- the Fundamental Conventions of the International Labour Organization (ILO);
- ILO Declaration on Fundamental Principles and Rights at Work
- the OECD Guidelines;
- the United Nations Sustainable Development Goals (SDGs).

Its human rights commitments are set out in its Code of Conduct updated in 2024.

A number of policies and procedures govern the actions of the Group and its subsidiaries. The Code of Conduct is the first instrument governing the actions of the Group and its employees. It presents the non-negotiable rules that the Group has set itself in terms of respect for Human Rights, fundamental freedoms, health and safety, diversity, the environment, and preventing discrimination, fraud, corruption and influence peddling. It also reminds employees of their obligations: protecting the Group's assets and image, guaranteeing product quality and safety, and complying with ethics rules and regulations. The Code of Conduct is translated into the 20 main languages used within the Group to date.

In addition, OPmobility's membership of the United Nations Global Compact requires it to comply with its 10 principles relating to respect for Human Rights and international standards on labor, environmental protection and the fight against corruption. The Internal Control and Compliance Committee is composed of managers from Human Resources, Finance, Compliance, Risks and Internal Audit departments. It guides the Group's compliance policies and actions and relies on a network of Compliance correspondents worldwide. Mechanisms to comply with the French law known as the Sapin 2 law (law no. 2016-1691 of December 9, 2016 on transparency, the fight against corruption and the modernization of economic life) were put in place and implemented by the Group as follows:

- employee training and awareness;
- the Code of Conduct e-learning which was taken by all new Group managers. It is included in the Welcome package for managers. It is available in 12 languages. Whenever a new translation is available, all managers in the country concerned repeat this e-learning course in their native language;
- the anti-corruption e-learning, available in 23 languages, which is taken by all Group managers and non-managers in the exposed functions (purchasing, sales, logistics, finance). A new "e-learning intermediary" training module on the risk of corruption by intermediaries was put online in 2023. It is available in 23 languages and is taken by all Group managers and non-managers in exposed functions.

The risks covered by the Vigilance Plan and the associated mitigation measures are described in the Sustainability Statement.

1. Business ethics

RISK DESCRIPTION

Described in section 4.4.4.2 Identification of risks of serious harm.

RISK ASSESSMENT

Described in section 4.4.4.2 Identification of risks of serious harm.

Risk description	Mitigation measures (Policies and procedures)	Monitoring indicators	Page
Business ethics Prevention of fraud, corruption, conflicts of interest, insider trading or anti-competitive practices.	• Code of Conduct • Code of Compliance with competition law • Corruption risk mapping • Training (anti-corruption for intermediaries, Code of Conduct and anti-corruption) • Control and audit system • Tax policy	• Ethics Awareness Index: 85% • Medium- and high-risk suppliers enrolled in a self-assessment initiative: 75%	278
Responsible purchasing/supplier risk Risk of impacting the Group's operational activities, performance or reputation through a failure in any part of the supply chain	• "Know Your Suppliers" approach • ACT FOR ALL™ program • Carbon neutrality roadmap • Vigilance Plan • Supplier mapping EcoVadis assessment • Supplier visits and audits • Responsible Purchasing Charter Integration of CSR and business ethics clauses in supplier contracts • Whistleblowing mechanism • Conflict Minerals Policy	• % of Group purchases assessed as part of the Know Your Suppliers approach, representing each business group's purchasing expenditure in euros: 95%	268

2. Respect for the working conditions of own workers and in the value chain, and other human rights

RISK DESCRIPTION

As a transnational player operating in multiple countries with varied social and regulatory contexts, OPmobility is exposed to significant risks related to compliance with working conditions and human rights throughout its value chain.

Geographical diversity leads to heterogeneity in social protection schemes and pay levels, particularly in regions where social standards are lower. In other words, the Group is exposed to the risk of non-compliance with legal minimum wages, working hours, freedom of association and the right to collective bargaining.

The Group also operates in regions identified as at risk by the Global Slavery Index, which increases the risk of violations of fundamental rights, in particular through its suppliers, their business partners and subcontracting agreements. Although it applies stringent standards to ensure human rights-compliant working conditions at its own sites, these external risks require rigorous controls and regular audits to ensure the compliance of its entire ecosystem.

Aware of its responsibility as an employer, the initiatives put in place reflect the Group's desire to combine economic performance and respect for fundamental rights by contributing to the well-being of its employees throughout the value chain.

RISK ASSESSMENT

For its activities, the Group's Code of Conduct is the basis for assessing compliance with human rights at all sites and companies controlled by OPmobility. This document sets out OPmobility's requirements in terms of human rights, based on international regulations in this area. Further details on employee responsibilities are developed in the Group's human rights policy. Each subsidiary and employee is required to adopt and apply these principles while ensuring compliance with local regulations, under penalty of sanction.

In order to identify, assess and prioritize risks, the Group carries out a specific mapping, including an analysis of the impacts and potential incidents on the subject of human rights. This approach is supplemented by internal audits planned annually by the Internal Audit Department at the entities. This helps to verify the effectiveness of the systems in place and to propose adjustments if necessary.

Local monitoring of compliance with requirements is implemented. All Group managers ensure that their employees' behavior complies with the Code of Conduct. The People Department is in charge of monitoring disciplinary sanctions related to a breach of the Code applied locally. Furthermore, the operational support provided by the OPmobility compliance network also facilitates the assessment of the measures and compliance with the Code.

The governance of human rights issues is structured around dedicated Committees, such as the Internal Control and Compliance Committee. These Committees ensure rigorous monitoring of policies, actions and performance indicators, in particular those of the ACT FOR ALL™ program, while relying on a network of local compliance officers.

To assess and support its suppliers in the development of their Sustainability approach, OPmobility has implemented the Know Your Suppliers approach. When referenced, OPmobility requires each supplier to sign the Group's Supplier Charter, available online. The Supplier Charter offers an initial measure of risk management even before entering into a commercial relationship. It ensures that suppliers, subcontractors and their own suppliers respect the Group's values and commitments in terms of human rights and fundamental freedoms.

Equivalence with their own charters, if comparable, is accepted. The Supplier Charter addresses human rights in the sections "Human rights and working conditions," "Health and Safety Protection" and the chapter "Supplier commitments required by OPmobility."

Deployed since 2016, the Charter is built around the following references:

- the United Nations' Universal Declaration of Human Rights and its two additional covenants (the International Covenant on Economic, Social and Cultural Rights and the International Covenant on Civil and Political Rights);
- the ten principles of the United Nations Global Compact;
- the Fundamental Conventions of the ILO (International Labour Organization) and the ILO Declaration on fundamental labor principles and rights;
- the OECD Guidelines.

The suppliers undertake to comply with:

- competition law;
- laws and regulations aiming to fight corruption and money laundering;
- human rights and working conditions: prohibition of the use of forced or compulsory labor in all its forms, the use of child labor, prohibition of discrimination in terms of employment and working conditions, guarantee of equal pay, and freedom of association and protection of the right to organize. Finally, they are committed to maintaining a safe and healthy work environment.

In the event of a breach, OPmobility may require the supplier to take corrective measures or terminate all or part of the contract for negligent non-performance.

The Know Your Suppliers approach includes the general assessment of a panel of suppliers covering 95% of the Group's expenditure through a risk assessment platform. Intermediaries and transportation companies are systematically included in the panel, regardless of their business volume, in line with the risks identified in the Group risk mapping.

More in-depth assessments according to criteria established each year are carried out in partnership with EcoVadis.

All information related to suppliers is accessible *via* a digital platform and can be consulted by all the Group's buyers.

The Supplier Compliance Committee ensures the relevance of the current procedures and processes, validates the assessment criteria, and establishes the Sustainability roadmap for suppliers. Lastly, it endorses remediation solutions for suppliers presenting high risks.

The Group expects the same level of commitment from its sites, and has implemented its own measures to ensure respect for human rights and fundamental freedoms. The subsidiaries are subject to the Code of Conduct, which lists all of OPmobility's commitments, and disciplinary sanctions in the event of non-compliance. A fair and equitable compensation policy is also in place to ensure compliance with the legal minimum wage according to the geographical location of the sites.

Risk description	Mitigation measures (policies and procedures)	Monitoring indicators	Page
Respect for the working conditions of own workers and in the value chain, and other human rights Control activities across the entire value chain.	• "Know Your Suppliers" approach • ACT FOR ALL™ program • Vigilance Plan • Supplier mapping • EcoVadis assessment • Supplier visits and audits • Supplier Charter • Integration of CSR and business ethics clauses in supplier contracts • Whistleblowing procedure • Sustainable purchasing guide • Conflict minerals policy	• Proportion of Group purchases assessed as part of the Know Your Suppliers approach, representing each business group's purchasing expenditure in euros: 95%	268

3. Diversity and inclusion

RISK DESCRIPTION

Described in section 4.4.4.2 Identification of risks of serious harm.

RISK ASSESSMENT

Described in section 4.4.4.2 Identification of risks of serious harm.

Risk description	Mitigation measures (policies and procedures)	Monitoring indicators	Page
Diversity and inclusion Promote equal opportunities at work.	• Human Resources policy • VIE contracts and partnerships with schools • DEI policy • Mission for workers with disabilities in France	• Number of women in the Group's own workforce: 8,989 • Proportion of Managers and Engineers that are women: 25% • Percentage of female Senior Executives: 23.1%	249

4. Talent attraction and skills development

RISK DESCRIPTION

In a context of rapid transformation, such as that experienced by the automotive industry, and faced with a highly competitive job market, attracting talent and skills development represent major strategic challenges for OPmobility. The Group's ability to recruit, retain and develop its employees directly affects its performance, its innovation and its ability to adapt to changes in the sector.

The main risks related to attracting talent include a shortage of qualified profiles for emerging professions, such as software, electrochemicals, mechatronics and vehicle architecture. The inability to fill these critical positions could limit the Group's growth.

At the same time, the development of skills within existing teams is a major challenge. Insufficient talent management can lead to a mismatch between the available skills and the strategic needs of the Group, thus reducing its agility and competitiveness. In addition, the absence of clear career paths and personal development opportunities can affect employee motivation and commitment, increasing the risk of turnover.

Respect for social dialogue is another fundamental pillar of talent management. Poor quality social dialogue can lead to a loss of commitment, social conflicts or resistance to change, compromising the teams' commitment to the Group's vision and objectives.

RISK ASSESSMENT

Attracting and developing new employees is a sizeable challenge for the Group. In order to determine its needs and the future strategies to be undertaken, two areas of action are implemented:

- employee opinion: 2024 is the third year in which a Pulse questionnaire was used to collect employees' opinions on their feelings within the Group. This enables managers to take measures to directly address the weaknesses perceived by the main stakeholders. Improving employee reviews also improves the brand image and therefore attracts new talent;
- digitalization of training plans started in 2023: the digitalization of all Group training courses and its sites within the Learning Management System offers a very useful database for determining training needs. Managers can also monitor the skills development of their teams.

OPmobility directly reaches out to students through numerous partnerships established with schools and universities that include strategic skills for the Group. Nevertheless, since 2022 OPmobility has been going even further. The Talent Acquisition Center has been set up, a new way to recruit, identify and select new talents that specifically meet its needs. Managers have been trained to create teams of recruitment specialists. First launched in France, this method is gradually spreading to all sites, and has even resulted in the creation of genuine networks in certain regions.

For its existing employees, the Group is continually adapting its training offer to meet their needs and the mobility within the professions. For example, employees are now supported in learning new technologies. Training has been developed at Group level when it may be relevant for all employees, such as the "Leadership program," or created at site level to enable professional retraining.

OPmobility went so far as to develop training in partnership with international organizations in 2024, with the creation of the University. It offers training focused on soft skills, business transformation and environmental awareness.

In addition, the Group's Human Resources strategy is based on four pillars to support sustainable growth. Two of them are dedicated to employee training:

- a Unique Employee Experience focus which concentrates all the initiatives enabling an enriching professional life for employees, and which includes the identification and integration of new talents as well as the commitment to continuous training;
- an HR Driven Business focus which is directly focused on the employability of employees.

Risk description	Mitigation measures (policies and procedures)	Monitoring indicators	Page
Talent attraction and skills development Promote training and boost the Group's performance.	• Human Resources policy • Talent identification process • Compensation policy • VIE contracts and partnerships with schools • DEI policy • Mission for workers with disabilities in France	• Number of interns, apprentices, Graduate Program hires and VIE: 1,288	254

4.7.6 Whistleblowing mechanisms

OPmobility is developing a proactive ethics and compliance policy. In this context, the Group has set up a whistleblowing system in collaboration with the labor unions to report any breaches in these areas. The whistleblower can thus report in good faith any conduct or situation that is detrimental to the general interest of the Group. This whistleblower may be an employee, an external or occasional employee, a supplier or a partner. The confidentiality of the identity of the authors of the whistleblowing, the persons concerned and any third parties mentioned in the alert is guaranteed.

4.7.6.1 Description of the whistleblowing system

Since 2018, the whistleblowing system has been accessible to external third parties *via* the Code of Conduct section of the Group's website. This system manages alerts in the strictest confidentiality, so that whistleblowers can report any potential breaches without fear of retaliation, in accordance with local laws.

This system enables rapid and structured processing of the reports received.

The process is described in the Code of Conduct, available in 22 languages on the intranet and on the Group's website. The procedures for system entry were also presented to the competent Employee Representative Bodies.

This system offers a complementary approach to the traditional channels through which employees can report any incidents, such as line management or the Human Resources Department.

From 2024, the whistleblowing mechanism changed, with the establishment of a dedicated site. The whistleblowing procedure is updated to meet the requirements of the European directive, as adopted in the various countries of the European community, and a new mechanism managed by Ethics Point (NAVEX) has been launched. This mechanism includes a multilingual website (intranet and internet) enabling employees and third parties to report any problematic situations concerning ethics. Dedicated telephone lines for each country are also available, 24 hours a day, 7 days a week, 365 days a year.

A poster campaign on all sites will remind everyone of the whistleblowing principle and inform all employees of the methods to be used for this new mechanism. At the same time, the Code of Conduct will be updated to include elements of the anti-corruption module developed internally by OPmobility. Specific training on the fight against corruption continues with an update on this new whistleblowing system.

4.7.6.2 Whistleblowing alert processing

Employees can alert their managers or any other person if they wish, or use the two channels available to them:

- an email address: opmobility@ethicspoint.com;
- a mailing address: OPmobility, Alerte Éthique, 1 allée Pierre Burelle, 92300 Levallois-Perret, France.

The information is processed anonymously and sent to the Group Compliance Department.

In 2024, 48 alerts were received.

A dedicated Committee is in charge of monitoring and processing these alerts. This *ad hoc* Committee is composed of the Group Compliance, Human Resources and Internal Audit Departments. It studies the alerts, the need to call on an internal or external third party to investigate, decides on the response to the alert, monitors progress and/or closes the alert.

How to raise a whistleblowing alert?

Internal whistleblowing	External whistleblowing
All employees (current or former) Candidates Directors Shareholders	Suppliers, subcontractors, customers and their employees Entrepreneurs

Can send their whistleblowing alert via:

Managers or Independent and secure website (24/7) or Dedicated telephone lines for each country (number at the end of the procedure)	Independent and secure website (24/7) or Dedicated telephone lines for each country (number at the end of the procedure)

QR code on the whistleblowing alter site

QR code of the procedure

4.7.7 2024 implementation report and 2025 outlook

4.7.7.1 2024 assessment

In 2024, which marked a turning point, the Group took the opportunity to strengthen its commitments to social responsibility and governance. OPmobility updated its Code of Conduct, its risk mapping and its sustainable purchasing guide, three flagship initiatives covering all risk families: ethics and compliance, environment and social responsibility, as well as corporate governance. These strategic updates reflect a clear desire to adapt to regulatory changes, anticipate critical issues and promote responsible practices at all levels. By consolidating its ethical, environmental and social foundations, the Group reaffirms its role as a leader committed to the transition to a more sustainable and equitable economic model.

1. Human rights and fundamental freedoms

OPmobility reaffirms its deep commitment to human rights and fundamental freedoms, anchored at the heart of its Code of Conduct and its Human Rights Policy. Building on its values, the Group introduced a new universal parental leave model in 2024. This innovative system guarantees equal rights and benefits for all employees, regardless of their region. Each employee can now take paid parental leave equivalent to 24 days out of 12 months, thus reinforcing cohesion and fairness within the organization, and 16 weeks of paid maternity leave.

At the same time, the Group has considerably enhanced its whistleblowing system to meet the growing requirements in terms of transparency and ethics. A major update was made to the Code of Conduct, accompanied by an overhaul of the procedure of the whistleblowing mechanism. Whistleblowing alerts can now be transmitted *via* a dedicated online platform or by secure telephone lines, managed by a specialist external company, guaranteeing confidentiality and neutrality.

In terms of the fight against corruption, the risk mapping was updated in 2024. This in-depth review now includes new activities, giving a more precise prioritization of risks. The necessary additional controls are now adjusted to meet the priorities identified, thus consolidating the robustness of the prevention system.

Finally, numerous initiatives have been implemented to strengthen skills and promote professional advancement. In 2024, three strategic programs were launched:

- STARTER Program: designed to support young talents in their transition to managerial positions;
- CHARGER Program: dedicated to managers wishing to move into management positions;
- BOOSTER Program: for Directors wishing to progress to Vice-President (VP) positions.

These programs demonstrate the organization's commitment to talent and career development at all levels.

2. Health and safety

OPmobility has always put the safety of its employees at the heart of its priorities, with the aim of achieving zero accidents. In 2024, this commitment has resulted in remarkable results: the accident frequency rate (FR2) over 12 months reached its lowest level in 20 years, a strong indicator of the success of the measures implemented. This progress is the result of a proactive strategy based on two major areas: increased awareness and rigorous controls.

Awareness has played a key role, with targeted campaigns to instill a safety culture at all levels of the organization. Regular training sessions, participatory workshops and adapted educational tools have increased employee awareness of accident risks.

At the same time, increased control through rigorous audits was carried out at all of the Group's sites and activities. These audits quickly identified any non-compliance and helped to implement effective corrective actions. This approach is part of a process of continuous improvement aimed at strengthening safety standards and minimizing risks for all employees.

These results embody OPmobility's desire to ensure a safe and healthy working environment while placing prevention at the heart of daily practices.

3. Environment

In 2024, significant progress was made in the management of environmental risks, demonstrating a strengthened commitment to sustainability. A complete overhaul of the risk mapping was undertaken, incorporating the requirements of the CSRD. This new in-depth analysis of environmental impacts guarantees a more precise vision aligned with international standards.

In addition to this strategic approach, a major initiative was implemented in February 2024: the launch of the ACT FOR ALL™ Climate School training course. Designed to be accessible to all employees, this training aims to raise awareness of climate issues and promote collective awareness. Through a structured educational program, it offers essential knowledge about current environmental challenges while encouraging responsible individual and professional choices. This initiative embodies a clear desire to involve everyone in the organization in the ecological transition while strengthening the corporate culture around the values of sustainability and positive innovation.

4.7.7.2 Outlook for 2025

In 2025, the Group will continue its commitments by consolidating its actions and broadening their scope. The priority area will be to continue and intensify the support, monitoring and evaluating of suppliers and business partners on corporate social responsibility challenges. This approach will ensure better traceability, identify risks throughout the value chain and strengthen partnerships around ethical and sustainable practices.

Another essential pillar of the 2025 action plan is awareness-raising and training, in order to disseminate a CSR culture within and beyond the Group. Communication efforts on the duty of vigilance will continue in order to improve understanding of obligations and best practices, both among employees and external stakeholders. At the same time, the ACT FOR ALL™ Climate School training courses, already initiated, will continue to be promoted, offering practical tools and essential knowledge to encourage environmentally-friendly behavior.

Lastly, supporting employees in their skills development will also remain a priority. Through dedicated training platforms, the Group will invest in the personal and professional development of its teams. These initiatives will aim not only to support the development of skills in a context of sustainable transformation, but also to strengthen the commitment of employees around a common project that has meaning and impact.

4.7.7.3 Summary of metrics

1. Human rights and freedoms metrics

	2023	2024
BUSINESS ETHICS		
Ethics awareness index	88%	85%
Number of employees trained/targeted	88%	92%
Number of medium- and high-risk suppliers enrolled in a self-assessment initiative	-	75%
RESPECT FOR THE WORKING CONDITIONS OF OWN WORKERS AND IN THE VALUE CHAIN, AND OTHER HUMAN RIGHTS		
% of Group purchases assessed as part of the Know Your Suppliers approach, representing each business group's purchasing expenditure in euros	95%	95%
DIVERSITY AND INCLUSION		
Number of women in the Group's own workers	9,204	8,989
Percentage of female Managers and Engineers	24.4%	25%
Percentage of female Senior Executives	24%	23.1%
TALENT ATTRACTION AND SKILLS DEVELOPMENT		
Number of interns, apprentices, Graduate Program and VIE	1,233	1,288

2. Health and safety metrics

	2023	2024
PERSONAL HEALTH AND SAFETY		
Recorded accident frequency rate (FR2) - employees	-	0.68
Number of people trained in Top Safety	560	448
Turnover	21.9%	25.6%
PRODUCT QUALITY AND SAFETY		
Percentage of IATF 16949 certified sites	95% (C-power and Exterior)	72.3% (all business groups)

3. Environmental indicators

	2023	2024
CLIMATE CHANGE MITIGATION AND ADAPTATION		
CO_2 emissions, in millions of tons CO2eq (market-based)	33.4	31.5
Top Planet score	64%	60%
Number of industrial sites equipped to generate renewable energy	23	35
Number of site visits by insurers	84	68
AIR POLLUTION, HAZARDOUS AND VERY HAZARDOUS SUBSTANCES, MICROPLASTICS		
Total quantity of substances of concern generated or used during production or purchased	-	13,261
Quantity of substances of very high concern leaving facilities as emissions, by main hazard classes of substances of concern	-	134
WASTE GENERATION AND MANAGEMENT AND USE OF RAW MATERIALS		
Total waste (kilo tons)	70	93.9
Secondary components reused or recycled - Percentage of total weight (%)	86%	87.9%

4.8 Appendix to the Sustainability Statement

Disclosure requirement and related data point	SFDR reference [1]	Pillar 3 reference [2]	Reference index regulation [3]	EU European climate law [4]	Page
ESRS 2 GOV-1 Board's gender diversity paragraph 21 d)	Indicator no. 13, Table 1, Appendix I		Annex II of Commission Delegated Regulation (EU) 2020/1816 [5]		148
ESRS 2 GOV-1 Percentage of independent directors paragraph 21 e)			Annex II of Commission Delegated Regulation (EU) 2020/1816		148
ESRS 2 GOV-4 Reasonable vigilance statement paragraph 30	Indicator no. 10, Table 3, Appendix I				150
ESRS 2 SBM-1 Participation in fossil fuel activities paragraph 40 (d) (i)	Indicator no. 4, Table 1, Appendix I	Article 449 *bis* of Regulation (EU) no. 575/2013; Commission Implementing Regulation (EU) 2022/2453 [6], Table 1: Qualitative information on environmental risk and Table 2: Qualitative information on social risk	Annex II of Commission Delegated Regulation (EU) 2020/1816		150
ESRS 2 SBM-1 Participation in activities related to the manufacturing of chemicals paragraph 40 (d) (ii)	Indicator no. 9, Table 2, Appendix I		Annex II of Commission Delegated Regulation (EU) 2020/1816		150
ESRS 2 SBM-1 Participation in activities related to controversial weapons paragraph 40 (d) (iii)	Indicator no. 14, Table 1, Appendix I		Article 12 (1) of Delegated Regulation (EU) 2020/1818 (7), Annex II to Delegated Regulation (EU) 2020/1816		150
ESRS 2 SBM-1 Participation in activities related to the cultivation and production of tobacco paragraph 40 (d) (iv)			Delegated Regulation (EU) 2020/1818, Article 12 (1) of Delegated Regulation (EU) 2020/1816, Annex II.		150
ESRS E1-1 Transition plan to reach climate neutrality by 2050 paragraph 14				Article 2 (1) of Regulation (EU) 2021/1119	178
ESRS E1-1 Companies excluded from the "Paris Agreement" benchmarks paragraph 16 g)		Article 449a bis Regulation (EU) no. 575/2013, Commission Implementing Regulation (EU) 2022/2453, model 1: Banking book - Climate change transition risk: Credit quality of exposures by sector, issuances and residual maturity	Article 12 (1) (d) to (g) and Article 12 (2) of Delegated Regulation (EU) 2020/1818		178

Disclosure requirement and related data point	SFDR reference [(1)]	Pillar 3 reference [(2)]	Reference index regulation [(3)]	EU European climate law [(4)]	Page
ESRS E1-4 GHG emission reduction targets paragraph 34	Indicator no. 4, Table 2, Appendix I	Article 449 *bis* Regulation (EU) no. 575/2013, Commission Implementing Regulation (EU) 2022/2453, model 3: Banking portfolio - Climate change transition risk: alignment indicators	Article 6 of Delegated Regulation (EU) 2020/1818		191
ESRS E1-5 Energy consumption from fossil sources disaggregated by sources (only high climate impact sectors) paragraph 38	Indicator no. 5, Table 1, and Indicator 5, Table 2, Appendix I				193
ESRS E1-5 Energy consumption and energy mix paragraph 37	Indicator no. 5, Table 1, Appendix I				193
ESRS E1-5 Energy intensity of activities in sectors with high climate impact paragraphs 40 to 43	Indicator no. 6, Table 1, Appendix I				193
ESRS E1-6 Gross GHG emissions of scopes 1, 2 or 3 and total GHG emissions paragraph 44	Indicators no. 1 and no. 2, Table 1, Appendix I	Article 449 *bis* of Regulation (EU) no. 575/2013, Commission Implementing Regulation (EU) 2022/2453, model 1: Banking portfolio - Climate change transition risk: Credit quality of exposures by sector, issues and residual maturity	Articles 5 (1), 6 and 8 (1) of Delegated Regulation (EU) 2020/1818		194
ESRS E1-6 Intensity of gross GHG emissions paragraphs 53 to 55	Indicator no. 3, Table 1, Appendix I	Article 449 *bis* of Regulation (EU) no. 575/2013, Commission Implementing Regulation (EU) 2022/2453, model 3: Banking portfolio - Climate change transition risk: alignment indicators	Article 8 (1) of Delegated Regulation (EU) 2020/1818		194
ESRS E1-7 GHG removals and carbon credits paragraph 56				Article 2 (1) of Regulation (EU) 2021/1119	195
ESRS E1-9 Benchmark portfolio exposure to physical climate risks paragraph 66			Annex II of Delegated Regulation (EU) 2020/1818, Annex II of Delegated Regulation (EU) 2020/1816		Not documented (Phased-In)
ESRS E1-9 Disaggregation of monetary amounts by acute and chronic physical risk paragraph 66 a) ESRS E1-9 Location of significant assets exposed to material physical risk paragraph 66 c)		Article 449 *bis* of Regulation (EU) no. 575/2013, Commission Implementing Regulation (EU) 2022/2453, paragraphs 46 and 47, template 5: Banking book - Physical risk related to climate change: exposures subject to physical risk.			Not documented (Phased-In)

Disclosure requirement and related data point	SFDR reference [1]	Pillar 3 reference [2]	Reference index regulation [3]	EU European climate law [4]	Page
ESRS E1-9 Breakdown of the carrying amount of the Company's real estate assets by energy efficiency class paragraph 67 c)		Article 449 *bis* of Regulation (EU) no. 575/2013, Commission Implementing Regulation (EU) 2022/2453, paragraph 34, template 2: Banking book - Climate change transition risk: Asset-backed loans real estate - Energy efficiency of collateral			Not documented (Phased-In)
ESRS E1-9 Degree of exposure of the portfolio to climate-related opportunities paragraph 69			Annex II of Commission Delegated Regulation (EU) 2020/1818		Not documented (Phased-In)
ESRS E2-4 Amount of each pollutant listed in Annex II of the E-PRTR Regulation (European Pollutant Release and Transfer Register) emitted to air, water and soil, paragraph 28	Indicator no. 8, Table 1, Appendix I; Indicator no. 2, Table 2, Appendix I, Indicator no. 1, Table 2, Appendix I; Indicator no. 3, Table 2, Appendix I				198
ESRS E3-1 Water and marine resources, paragraph 9	Indicator no. 7, Table 2, Appendix I				Non-material
ESRS E3-1 Policy in this respect paragraph 13	Indicator no. 8, Table 2, Appendix I				Non-material
ESRS E3-1 Sustainable practices with regard to oceans and seas paragraph 14	Indicator no. 12, Table 2, Appendix I				Non-material
ESRS E3-4 Total percentage of water recycled and reused paragraph 28 c)	Indicator no. 6.2, Table 2, Appendix I				Non-material
ESRS E3-4 Total water consumption in m^3 compared to the revenue generated by the Company's own activities paragraph 29	Indicator no. 6.1, Table 2, appendix				Non-material
ESRS 2- SBM 3 - E4 paragraph 16 (a) (i)	Indicator no. 7, Table 1, Appendix I				Non-material
ESRS 2- SBM 3 - E4 paragraph 16 b)	Indicator no. 10, Table 2, Appendix I				Non-material
ESRS 2- SBM 3 - E4 paragraph 16 c)	Indicator no. 14, Table 2, Appendix I				Non-material
ESRS E4-2 Sustainable land/ agricultural practices or policies paragraph 24 b)	Indicator no. 11, Table 2, Appendix I				Non-material
ESRS E4-2 Sustainable practices or policies regarding oceans/seas paragraph 24 c)	Indicator no. 12, Table 2, Annex I				Non-material
ESRS E4-2 Policies to combat deforestation paragraph 24 d)	Indicator no. 15, Table 2, Annex I				Non-material
ESRS E5-5 Non-recycled waste paragraph 37 d)	Indicator no. 13, Table 2, Annex I				208
ESRS E5-5 Hazardous waste and radioactive waste paragraph 39	Indicator no. 9, Table 1, Annex I				208

Disclosure requirement and related data point	SFDR reference [1]	Pillar 3 reference [2]	Reference index regulation [3]	EU European climate law [4]	Page
ESRS 2- SBM3 - S1 Risk of forced labor paragraph 14 f)	Indicator no. 13, Table 3, Annex I				160
ESRS 2- SBM3 - S1 Risk of child labor exploitation paragraph 14 g)	Indicator no. 12, Table 3, Annex I				160
ESRS S1-1 Commitments to implement a human rights policy paragraph 20	Indicator no. 9, Table 3, and Indicator no. 11, Table 1, Annex I				243
ESRS S1-1 Due diligence policies on issues addressed by the fundamental International Labour Organization Conventions 1 to 8, paragraph 21			Annex II of Commission Delegated Regulation (EU) 2020/1816		243
ESRS S1-1 Processes and measures to prevent human trafficking paragraph 22	Indicator no. 11, Table 3, Annex I				243
ESRS S1-1 Workplace accident prevention policy or management system paragraph 23	Indicator no. 1, Table 3, Annex I				245
ESRS S1-3 Dispute or complaint mechanisms paragraph 32 c)	Indicator no. 5, Table 3, Annex I				243
ESRS S1-14 Number of fatalities and number and rate of work-related accidents paragraph 88 b) and c)	Indicator no. 2, Table 3, Annex I		Annex II of Commission Delegated Regulation (EU) 2020/1816		245
ESRS S1-14 Number of days lost due to injury, accident, death or illness paragraph 88 e)	Indicator no. 3, Table 3, Annex I				245
ESRS S1-16 Unadjusted gender pay gap paragraph 97 a)	Indicator no. 12, Table 1, Annex I		Annex II of Delegated Regulation (EU) 2020/1816		263
ESRS S1-17 Cases of discrimination paragraph 103 a)	Indicator no. 7, Table 3, Annex I				243
ESRS S1-17 Non-compliance with the Guiding Principles on Business and Human Rights and the OECD Guidelines paragraph 104 a)	Indicator no. 10, Table 1, and Indicator no. 14, Table 3, Annex I		Annex II of Delegated Regulation (EU) 2020/1816, Article 12 (1) of Delegated Regulation (EU) 2020/1818		243
ESRS 2- SBM3 - S2 Significant risk of child labor exploitation or forced labor in the value chain paragraph 11 b)	Indicators no. 12 and 13, Table 3, Appendix I				268
ESRS S2-1 Commitments to implement a human rights policy paragraph 17	Indicator no. 9, Table 3, and Indicator no. 11, Table 1, Annex I				268

Disclosure requirement and related data point	SFDR reference [(1)]	Pillar 3 reference [(2)]	Reference index regulation [(3)]	EU European climate law [(4)]	Page
ESRS S2-1 Policies related to workers in the value chain paragraph 18	Indicators no. 11 and no. 4, Table 3, Appendix I				268
ESRS S2-1 Non-compliance with the Guiding Principles on Business and Human Rights and the OECD Guidelines paragraph 19	Indicator no. 10, Table 1, Annex I		Annex II of Delegated Regulation (EU) 2020/1816, Article 12 (1) of Delegated Regulation (EU) 2020/1818		268
ESRS S2-1 Due diligence policies on issues addressed by the fundamental International Labour Organization Conventions 1 to 8, paragraph 19			Annex II of Delegated Regulation (EU) 2020/1816		268
ESRS S2-4 Human rights issues and incidents related to the upstream or downstream value chain paragraph 36	Indicator no. 14, Table 3, Appendix I				268
ESRS S3-1 Commitments to implement a human rights policy paragraph 16	Indicator no. 9, Table 3, Appendix I, and Indicator no. 11, Table 1, Appendix I				Non-material
Non-respect of UNGPs on Business and Human Rights, ILO principles or OECD guidelines paragraph 17	Indicator no. 10, Table 1, Appendix I		Annex II of Delegated Regulation (EU) 2020/1816, Article 12 (1) of Delegated Regulation (EU) 2020/1818		Non-material
ESRS S3-4 Human rights issues and incidents paragraph 36	Indicator no. 14, Table 3, Appendix I				Non-material
ESRS S4-1 Consumer and end-user policies paragraph 16	Indicator no. 9, Table 3, and Indicator no. 11, Table 1, Appendix I				273
ESRS S4-1 Non-compliance with the Guiding Principles on Business and Human Rights and the OECD Guidelines paragraph 17	Indicator no. 10, Table 1, Appendix I		Annex II of Delegated Regulation (EU) 2020/1816, Article 12 (1) of Delegated Regulation (EU) 2020/1818		273
ESRS S4-4 Human rights issues and incidents paragraph 35	Indicator no. 14, Table 3, Appendix I				273
ESRS G1-1 United Nations Convention against Corruption paragraph 10 b)	Indicator no. 15, Table 3, Appendix I				278
ESRS G1-1 Protection of whistleblowers paragraph 10 d)	Indicator no. 6, Table 3, Appendix I				280
ESRS G1-4 Fines for breach of anti-corruption and anti-corruption legislation paragraph 24 a)	Indicator no. 17, Table 3, Appendix I		Annex II of Delegated Regulation (EU) 2020/1816		281

Disclosure requirement and related data point	SFDR reference [(1)]	Pillar 3 reference [(2)]	Reference index regulation [(3)]	EU European climate law [(4)]	Page
ESRS G1-4 Anti-corruption and anti-corruption standards paragraph 24 b)	Indicator no. 16, Table 3, Appendix I				280

(1) Regulation (EU) 2019/2088 of the European Parliament and of the Council of 11/27/2019 on the disclosure of sustainability information in the financial services sector (Sustainable Finance Disclosures Regulation) (JO L 317 of 12/09/2019 p. 1).

(2) Regulation (EU) no. 575/2013 of the European Parliament and of the Council of 06/26/2013 on the prudential requirements applicable to credit institutions and investment firms and amending Regulation (EU) no. 648/2012 (regulation on capital requirements or the "CRR" regulation (JO L 176, 06/27/2013, p. 1).

(3) Regulation (EU) 2016/1011 of the European Parliament and of the Council of 08/06/2016 on indices used as benchmarks for financial instruments and contracts or to measure the performance of investment funds and amending them Directives 2008/48/EC and 2014/17/EU and Regulation (EU) no. 596/2014 (JO L 171 of 06/29/2016, p. 1).

(4) Regulation (EU) 2021/1119 of the European Parliament and of the Council of 06/30/2021 establishing the framework required to achieve climate neutrality and amending Regulations (EC) no. 401/2009 and (EU) 2018/1999 (" European law on the climate ") (JO L 243, 07/09/2021, p. 1).

(5) Commission Delegated Regulation (EU) 2020/1816 of 07/17/2020 supplementing Regulation (EU) 2016/1011 of the European Parliament and of the Council concerning the explanation, in the benchmark statement, of the way in which environmental, social and governance factors are taken into account in each benchmark provided and disclosed (JO L 406, 12/03/2020, p. 1).

(6) Commission Implementing Regulation (EU) 2022/2453 of 11/30/2022 amending the implementing technical standards defined in Implementing Regulation (EU) 2021/637 concerning the disclosure of information on environmental, social and governance risks (JO L 324, 12/19/2022, p. 1).

5. 2024 Consolidated financial statements

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5.1 Comments on the fiscal year and outlook

5.1.1 Comments on the consolidated financial statements

In millions of euros	2023	2024	Change	Change at constant scope and exchange rates (Like-for-Like)
Economic revenue	**11,399**	**11,647**	**+2.2%**	**+2.8%**
Consolidated revenue	**10,314**	**10,484**	**+1.6%**	**+2.0%**
Operating margin	**395**	**440**	**+11.4%**	**-**
(as a % of consolidated revenue)	3.8%	4.2%	+0.4pts	-
Net result Group share	**163**	**170**	**+4.2%**	**-**
Investments	**482**	**508**	**+5.3%**	**-**
(as a % of consolidated revenue)	4.7%	4.8%	-	-
Free cash flow	**227**	**246**	**+8.3%**	**-**

OPmobility's segment reporting format

Figures communicated are presented using the following segment reporting format:

- Exterior & Lighting (formerly Exterior Systems), which includes exterior systems and lighting activities;
- Modules, which comprises module design, development and assembly;
- Powertrain, which brings together the C-Power (energy and emission reduction systems, and batteries and electrification systems) and H_2-Power (hydrogen activity) business groups.

Strong financial performance in 2024

By segment *In millions of euros*	2023	2024	Change	Change at constant scope and exchange rates (Like-for-Like)
Exterior & Lighting	5,579	5,494	-1.5%	-1.2%
Modules	3,112	3,486	+12.0%	+12.9%
Powertrain	2,707	2,667	-1.5%	-0.5%
Economic revenue	**11,399**	**11,647**	**+2.2%**	**+2.8%**
Joint ventures	**1,084**	**1,163**	**+7.2%**	**+10.3%**
Exterior & Lighting	4,860	4,753	-2.2%	-2.1%
Modules	2,751	3,070	+11.6%	+12.0%
Powertrain	2,703	2,660	-1.6%	-0.6%
Consolidated revenue	**10,314**	**10,484**	**+1.6%**	**+2.0%**

OPmobility economic revenue totaled €11,647 million in 2024, up +2.2%, and +2.8% like-for-like, compared to 2023, mainly driven by Modules and Exterior. This growth is mostly due to the transformation into revenue of the high order intake recorded in recent years by the exterior systems activity, as well as the first full-year impact of the modules plant in Austin, Texas.

The joint ventures, which mainly manufacture exterior parts in China of YFPO, reported like-for-like growth of +10.3 in 2024.

- **Exterior & Lighting**: economic revenue decreased by -1.2% like-for-like compared to 2023. In this segment, exterior systems revenue benefits from the high order book recorded in recent years, while, as announced, lighting revenue decreased in 2024 year-on-year due to a weak order book prior to its acquisition by OPmobility. In a highly competitive environment, the lighting business maintains strong commercial momentum, recording nearly €3 billion in orders in just two years and securing its growth from 2026.

- **Modules**: economic revenue is up significantly by +12.0% (+12.9% like-for-like) compared to 2023, mainly due to solid growth in module volumes assembled at the Austin, Texas plant for a major American player in electric mobility, as well as increased volumes for European manufacturers in Slovakia and the Czech Republic and for Hyundai and Kia in South Korea through the SHB joint venture.
- **Powertrain**: economic revenue totaled €2,667 million, down -1.5% and -0.5% like-for-like year-on-year. With the gradual transition to electrification and increased demand for hybrid powertrains, the C-Power business group continues to consolidate its leading position in the production of fuel tanks and emission reduction systems and is a major player, through e-Power, in the electrification of heavy mobility. In addition, the H_2-Power business group continues to record heavy and collective mobility orders, securing its future growth.

OPmobility consolidated revenue totaled €10,484 million in 2024, up +1.6% (+2.0% like-for-like) year-on-year. It includes a currency effect of -€41 million, mainly on the Brazilian real, Argentine peso and Japanese yen.

OPmobility significantly outperforms automotive production [(1)] by +4.0 points in a contracting market

In a highly competitive and more regionalized market environment, global automotive production[(1)] decreased by -1.2% in 2024 compared to 2023.

In 2024, the European market continued to be affected by the slowdown in electrification, falling sharply by -4.9% year-on-year. In addition, the North American market was impacted by high vehicle inventories, causing several program launches to be delayed.

Automotive production in the Asia region was stable at +0.5% compared to 2023, mainly supported by China's strong performance of +4.6% in 2024.

In this environment, OPmobility significantly outperformed the market by +4.0 points and in the main regions where it operates (Europe, North America and Asia).

By region *In millions of euros*	**2023**	**2024**	**Change**	**Change at constant scope and exchange rates (Like-for-Like)**	**Automotive production [(1)]**	**Performance vs. Automotive production**
Europe	**5,835**	**5,832**	**-0.1%**	**+0.0%**	**-4.9%**	**+4.9pts**
North America	**3,150**	**3,395**	**+7.8%**	**+7.8%**	**-2.6%**	**+10.4pts**
Asia	**1,955**	**1,929**	**-1.3%**	**+1.2%**	**+0.5%**	**+0.7pts**
China	1,048	941	-10.2%	-8.7%	+4.6%	-13.3pts
Asia excl. China	907	988	+8.9%	+12.9%	-4.5%	+17.4pts
Rest of the world[*]	**458**	**491**	**+7.1%**	**-**	**-**	**-**
ECONOMIC REVENUE	**11,399**	**11,647**	**+2.2%**	**+2.8%**	**-1.2%**	**+4.0PTS**

(*) Afrique et Amérique du Sud

- In **Europe**, economic revenue totaled €5,832 million, stable on 2023. In this region, where automotive production decreased by -4.9%, mainly due to a -5.9% drop in electric battery vehicles sales compared to 2023, the Group continues to outperform automotive production [(1)] by +4.9 points. This performance was supported mainly by the exterior systems activity, as well as by Modules, which continues to benefit from the ramp-up of the Slovakia and Czech Republic sites.
- In **North America**, economic revenue totaled €3,395 million and represented 29% of 2024 Group revenue, up +1.5 points on 2023, in line with the Group's growing presence in this region. Revenue increased significantly by +7.8% (+7.8% like-for-like) year-on-year in North America, outperforming the market by +10.4 points. This strong growth was mainly driven by the Modules plant in Austin and, to a lesser extent, by the Exterior business, with notably the Cadillac Lyric, Volkswagen Atlas and Chevrolet Equinox programs. Finally, in 2024 C-Power recorded fuel tank and depollution system production volumes in this region similar to 2023.
- In **China,** where it generates 8% of its sales, the Group recorded economic revenue of €941 million in 2024, a decrease in a market growing +4.6%, driven by strong demand for new energy vehicles. Increased electric vehicle production, mainly by local companies, continues to impact C-Power, which is developing in the hybrid vehicle segment. At the same time, the exterior systems business through YFPO, the joint venture with Yanfeng, recorded revenue growth in 2024.
- In **Asia excluding China,** where OPmobility generates 8% of its sales, economic revenue totaled €988 million in 2024, up +8.9% (+12.9% like-for-like) year-on-year and +17.4 points higher than automotive production [(1)]. The Modules business group continues to grow through the SHB joint venture in South Korea, the main country contributing to revenue in this region. Finally, the C-Power and Exterior businesses continue to grow in India, the Group's growth driver.

(1) Global or regional automotive production data refer to the S&P Global Mobility forecasts published in February 2025 (<3.5-ton passenger car segment and commercial light vehicles).

Strong growth of +11.4% in the Group operating margin

By segment

In millions of euros		2023	2024	Change
Exterior & Lighting	**Consolidated revenue**	**4,860**	**4,753**	**-2.2%**
	Operating margin	**241**	**251**	**+4.1%**
	(as a % of consolidated revenue)	5.0%	5.3%	+0.3 pts
Modules	**Consolidated revenue**	**2,751**	**3,070**	**+11.6%**
	Operating margin	**44**	**67**	**+52.5%**
	(as a % of consolidated revenue)	1.6%	2.2%	+0.6 pts
Powertrain	**Consolidated revenue**	**2,703**	**2,660**	**-1.6%**
	Operating margin	**118**	**111**	**-6.1%**
	(as a % of consolidated revenue)	4.4%	4.2%	-0.2 pts
Other*	Operating margin	-9	11	NA
Total Groupe	**Consolidated revenue**	**10,314**	**10,484**	**+1.6%**
	Operating margin	**395**	**440**	**+11.4%**
	(as a % of consolidated revenue)	3.8%	4.2%	+0.4pts

(*) Mainly OP'nSoft, an embedded software development entity.

In 2024, the Group **operating margin** totaled €440 million compared to €395 million in 2023, an increase of +€45 million, with an operating margin of 4.2% of Group revenue, up +0.4 points. The Modules operating margin increased to above 2%, while the operating margin of the other Group activities increased from 4.6% in 2023 to 5.0% in 2024.

The Group reported activity growth while containing its structure and production costs in a market [1] which contracted by -1.2% in 2024, with ongoing high inflation.

The **Exterior & Lighting** operating margin totaled €251 million in 2024, representing 5.3% of revenue, up +0.3 points on 2023 mainly due to a significant improvement in the exterior systems business operating margin.

The **Modules** operating margin was €67 million in 2024, i.e. 2.2% of revenue, a marked increase of +0.6 points on 2023. The Modules business group benefits from measures implemented at the end of 2023, with a better geographic and customer mix contributing to the operating margin improvement. This demonstrates the Group's ability to improve the profitability of this assembly business, which has a lower margin rate than the Group's other activities, while being low capital-intensive.

The **Powertrain** operating margin amounted to €111 million in 2024, i.e. 4.2% of revenue. C-Power's fuel tank and emission reduction systems production activities continue to secure their high margin rate. The hydrogen business, H_2-Power, for its part, continues to grow while adapting its cost structure in line with more progressive customer demand than expected.

Net result Group share of €170 million, up +4.2%

In millions of euros	2023	2024	Change
Operating margin	**395**	**440**	**+11.4%**
Other operating income and expenses	-64	-67	+4.1%
Financial income and expenses	-105	-130	+23.5%
Income tax	-63	-72	+14.7%
Net result	**163**	**172**	**+5.2%**
Minority interests	0	-1	NA
Net result Group share	**163**	**170**	**+4.2%**

These data should be read with the consolidated financial statements for more details.

Net result Group share is €170 million in 2024 (1.6% of consolidated revenue), up +4.2% on 2023, and includes:

- The strong improvement in the operating margin, which offsets the increase in financial expenses in an environment of high interest rates. Net financial expenses total -€130 million in 2024, compared to -€105 million in 2023. This increase is due to higher financial costs following a rise in interest rates and a €500 million bond issue in March 2024;

(1) Global or regional automotive production data refer to the S&P Global Mobility forecasts published in February 2025 (<3.5-ton passenger car segment and commercial light vehicles).

- Other operating income and expenses of -€67 million, up slightly by +€3 million compared to 2023, and mainly including reorganization costs in the Lighting and C-Power activities and currency effects;
- An income tax expense of -€72 million in 2024, or 0.7% of revenue, up on 2023 mainly due to higher profits. The effective tax rate is 36% in 2024 compared to 33.5% in 2023.

Strong free cash flow generation to €246 million, up +8%

In millions of euros	2023	2024
EBITDA	900	929
Operating cash flow	649	711
Change in WCR	+61	+42
Investments	482	508
Free cash flow	**227**	**246**

These data should be read with the consolidated financial statements for more details.

EBITDA amounted to €929 million in 2024, representing 8.9% of revenue compared to €900 million and 8.7% of revenue in 2023, consistent with the increase in the operating margin during the year.

Investments represented 4.8% of revenue, in line with the Group's maximum annual investment target of 5% of revenue.

The change in working capital requirement was +€42 million in 2024, vs. +€61 million in 2023.

Free cash flow totaled €246 million in 2024, or 2.3% of revenue, up +0.1 points on 2023. Adjusted for the impact of real estate disposals of €54 million in 2023, following the sale of sites in Belgium and Brazil, free cash flow generated by the Group in 2024 increased +€73 million on 2023.

Controlled debt

At December 31, 2024, adjusted for the exceptional payment of a €35 million interim dividend in July 2024 and the repurchase of own shares for €10 million at the end of 2024, the Group's net debt decreased -€9 million on December 31, 2023.

With net debt of €1,577 million at the end of December 2024, OPmobility's leverage is 1.7x EBITDA, stable on the end of December 2023.

At December 31, 2024, the Group has liquidities of €2.4 billion, comprising €499 million in available cash and €1.9 billion in confirmed, undrawn credit facilities, with an average maturity of 3.4 years and no covenants.

In 2024, the Group diversified its sources of financing and extended the average maturity of its debt with, in March, the successful placement of a €500 million bond issue due March 2029 and paying a coupon of 4.875%. This followed S&P Global Ratings assigning the Group a BB+ rating with a stable outlook on March 1, 2024. In addition, OPmobility successfully completed a €300 million Schuldschein private placement in December 2024, with an average maturity of 4.7 years, an average financing rate of 4.17% and no covenants. The proceeds from this issue will be used for general financing needs, including the partial refinancing of 2025 maturities.

Finally, the Group repaid a €500 million bond loan at maturity in June 2024.

By anticipating its 2025 refinancing needs, the Group therefore ensured a solid financial structure with diversified financing sources with no covenants, and extended the average maturity of its debt.

5.1.2 Investments

The Group's current installed capacity is sufficient to support its future growth. As a result, investments will equal an average of 5% of revenue in the coming years, while the Group pursues its large-scale innovation program.

5.1.3 Outlook and events after the reporting period

No event likely to have a material influence on the Group's business, financial position, results and assets as of December 31, 2024 has occurred since the closing date.

Outlook for 2025

The automotive production is expected stable in 2025 [1] with strong disparities by region, and uncertainties remain regarding the consequences of potential regulatory evolutions (trade tariffs, CAFE [2] standards notably).

OPmobility will pursue its strategy of technological, geographical and customer diversification while continuing optimizing its cost structure and monitoring its investments to strengthen its competitiveness. The Group aims to publish 2025 financial aggregates (operating margin, net result Group share and free cash flow) above 2024, while continuing to reduce its net debt.

Events after the reporting period

On January 16th, 2025 OPmobility announced the creation, from February 1st 2025, of the Exterior & Lighting business group comprising OPmobility's Exterior and Lighting activities, notably to accelerate the development of a differentiated offer to meet the growing demand for integrated exterior systems. This new organization has no impact on segment reporting except for the name change. Group segment reporting breaks down as follows:

- Exterior & Lighting (formerly Exterior Systems), which includes exterior systems and lighting activities;
- Powertrain, which brings together the C-Power (energy and emission reduction systems and batteries and electrification systems) and H_2-Power (hydrogen activity) business groups;
- Modules, which comprises module design, development and assembly activities.

On January 27th, 2025, OPmobility decided to proceed to the cancellation of 1,500,000 treasury shares, representing 1.03% of the share capital of the company. This operation will be completed on January 29th, 2025. As a result of this operation, the share capital of OPmobility SE will be reduced from 145,522,153 ordinary shares to 144,022,153 ordinary shares with a par value of €0.06, representing an amount of €8,641,329.18. The holding company Burelle SA will increase its control from 60.01% to 60.63%.

5.2 Preamble to the consolidated financial statements

Financial indicators

In the context of its financial communication, the Group uses financial indicators based on aggregates taken from the consolidated financial statements prepared in accordance with IFRS, as adopted in the European Union.

As indicated in Note 3.1 of the consolidated financial statements at December 31, 2024 on segment information, the Group uses the notion of "economic revenue" for its operational management.

"Economic revenue" corresponds to the consolidated sales of the Group and its joint ventures and associates at their percentage stake: Yanfeng Plastic Omnium, the Chinese leader in exterior body parts, SHB Automotive Modules, the leading Korean front-end module company, B.P.O. AS, a major player in the Turkish exterior equipment market, EKPO Fuel Cell Technologies, a specialist in the development and series production of fuel cells.

RECONCILIATION OF ECONOMIC REVENUE WITH CONSOLIDATED REVENUE

In millions of euros	2024	2023
ECONOMIC REVENUE	**11,647**	**11,399**
Of which revenue from joint ventures and associates at the Group's percentage stake	1,163	1,084
CONSOLIDATED REVENUE	**10,484**	**10,314**

(1) *Global or regional automotive production data refer to the S&P Global Mobility forecasts published in February 2025 (<3.5-ton passenger car segment and commercial light vehicles).*

(2) *Corporate Average Fuel Economy.*

5.3 Consolidated financial statements at December 31, 2024

5.3 Consolidated financial statements at December 31, 2024

5.3.1 Balance sheet

In millions of euros	Notes	December 31, 2024	December 31, 2023
ASSETS			
Goodwill	5.1.1	1,302	1,297
Other intangible assets	5.1.2	793	720
Property, plant, equipment and investment property	5.1.3	1,988	1,880
Investments in associates and joint ventures	5.1.4	319	306
Non-consolidated investments		24	24
Non-current financial assets	5.1.5	124	106
Deferred tax assets	5.1.8	187	167
TOTAL NON-CURRENT ASSETS		**4,737**	**4,499**
Inventories	5.1.6	935	956
Trade receivables	5.1.7.2	886	1,014
Other receivables	5.1.7.3	447	435
Customer financing and other financial receivables		1	4
Hedging instruments		3	4
Cash and cash equivalents	5.1.9	671	637
TOTAL CURRENT ASSETS		**2,943**	**3,050**
TOTAL ASSETS		**7,681**	**7,549**
SHAREHOLDERS' EQUITY AND LIABILITIES			
Capital	5.2.1.1	9	9
Treasury stock		(38)	(29)
Additional paid-in capital		17	17
Consolidated reserves		1,899	1,785
Net income for the period		170	163
EQUITY ATTRIBUTABLE TO OWNERS OF THE PARENT		**2,058**	**1,945**
Attributable to non-controlling interests		29	35
TOTAL SHAREHOLDERS' EQUITY		**2,087**	**1,980**
Non-current borrowings	5.2.6.6	1,226	975
Provisions for pensions and other post-employment benefits	5.2.5	76	75
Provisions	5.2.4	64	64
Non-current government grants		23	21
Deferred tax liabilities	5.1.8	18	23
TOTAL NON-CURRENT LIABILITIES		**1,407**	**1,158**
Bank overdrafts	5.1.9.2	9	3
Current borrowings and financial debt	5.2.6.6	1,127	1,312
Hedging instruments		14	0
Provisions for liabilities and expenses	5.2.4	71	86
Current government grants		-	1
Trade payables	5.2.8.1	1,589	1,699
Other operating liabilities	5.2.8.2	1,377	1,310
TOTAL CURRENT LIABILITIES		**4,187**	**4,412**
TOTAL SHAREHOLDERS' EQUITY AND LIABILITIES		**7,681**	**7,549**

5.3.2 Income statement

In millions of euros	Notes	2024	%	2023	%
CONSOLIDATED SALES (REVENUE)		10,484	100.0%	10,314	100.0%
Cost of goods and services sold	4.2	(9,346)	-89.1%	(9,175)	-89.0%
GROSS PROFIT		1,138	10.9%	1,139	11.0%
Research and Development costs	4.1 - 4.2	(262)	-2.5%	(300)	-2.9%
Selling costs	4.2	(65)	-0.6%	(60)	-0.6%
Administrative expenses	4.2	(391)	-3.7%	(401)	-3.9%
OPERATING MARGIN BEFORE AMORTIZATION OF INTANGIBLE ASSETS ACQUIRED IN BUSINESS COMBINATIONS AND BEFORE SHARE OF PROFIT (LOSS) OF ASSOCIATES AND JOINT VENTURES		419	4.0%	378	3.7%
Amortization of intangible assets acquired in business combinations	4.4	(22)	-0.2%	(21)	-0.2%
Share of profit (loss) of associates and joint ventures	4.5	44	0.4%	39	0.4%
OPERATING MARGIN		440	4.2%	395	3.8%
Other operating income	4.6	19	0.2%	22	0.2%
Other operating expenses	4.6	(86)	-0.8%	(86)	-0.8%
Borrowing costs	4.7	(122)	-1.2%	(106)	-1.0%
Other financial income and expenses	4.7	(8)	-0.1%	0	0.0%
PROFIT FROM CONTINUING OPERATIONS BEFORE INCOME TAX AND AFTER SHARE OF PROFIT (LOSS) OF ASSOCIATES AND JOINT VENTURES		243	2.3%	226	2.2%
Income tax	4.8	(72)	-0.7%	(63)	-0.6%
NET PROFIT (LOSS)		171	1.6%	163	1.7%
Net profit (loss) attributable to non-controlling interests	4.9	1	0.0%	(0)	-0.0%
NET PROFIT (LOSS) ATTRIBUTABLE TO OWNERS OF THE PARENT COMPANY		170	1.6%	163	1.6%
Earnings per share attributable to owners of the parent company	**4.10**				
• Basic earnings per share *(in euros)*		1.18		1.13	
• Diluted earnings per share *(in euros)*		1.18		1.13	

5.3.3 Statement of comprehensive net income and gains and losses recognized directly in equity

In millions of euros	December 31, 2024			December 31, 2023		
	Total	Gross	Tax	Total	Gross	Tax
NET PROFIT (LOSS) FOR THE PERIOD ATTRIBUTABLE TO OWNERS OF THE PARENT(1)	170	240	(70)	163	225	(62)
Reclassified to the income statement	**22**	**22**	**(0)**	**(64)**	**(64)**	**(0)**
Reclassified at a later date	21	22	(0)	(64)	(64)	0
Translation differences	20	20	-	(64)	(64)	-
Cash-flow hedges	1	1	(0)	-	-	-
Gains/(losses) for the period – Interest rate instruments	1	1	(0)	-	-	-
Gains/(losses) for the period – Exchange rate instruments	0	0	0	-	-	-
Not reclassified to the income statement at a later date	**22**	**23**	**(1)**	**16**	**15**	**1**
Actuarial gains/(losses) relating to defined-benefit plans	0	2	(1)	(1)	(2)	1
Revaluation of long-term investments in equity instruments and funds	9	9	-	5	5	-
Revaluation due to hyperinflation in Argentina and in Turkey	13	13	-	12	12	-
Total gains and losses recognized directly in equity attributable to owners of the parent company	43	45	(2)	(48)	(49)	1
NET PROFIT (LOSS) AND GAINS AND LOSSES RECOGNIZED DIRECTLY IN EQUITY ATTRIBUTABLE TO OWNERS OF THE PARENT COMPANY(2)	213	285	(72)	115	176	(61)
Net profit (loss) for the period attributable to non-controlling interests	**1**	**3**	**(2)**	**(0)**	**1**	**(1)**
Reclassified to the income statement	**(0)**	**(0)**	**-**	**(3)**	**(3)**	**-**
Reclassified at a later date	**(0)**	**(0)**	**-**	**(3)**	**(3)**	**-**
Translation differences	(0)	(0)	-	(3)	(3)	-
Total gains and losses recognized directly in equity – Non-controlling interests	(0)	(0)	-	(3)	(3)	-
NET PROFIT (LOSS) AND GAINS AND LOSSES RECOGNIZED DIRECTLY IN EQUITY – NON-CONTROLLING INTERESTS	1	3	(2)	(3)	(3)	(1)
Net profit (loss) and gains and losses recognized directly in equity	**215**	**288**	**(74)**	**112**	**174**	**(62)**

(1) (2) Regarding the "Net profit (loss)" and the "Net comprehensive income" attributable to the shareholders of the parent company for the two periods ended December 31, 2024 and December 31, 2023, see Note 5.2.1.3.

5.3.4 Statement of changes in equity

In millions of euros *In thousand units for the number of shares*	Number of shares	Capital	Capital reserve	Treasury stock	Other reserves	Translation differences	Net profit for the period	Shareholders' equity: Attributable to owners of the parent	Shareholders' equity: Attributable to non-controlling interests	Total share-holders' equity
SHAREHOLDERS' EQUITY PUBLISHED AT DECEMBER 31, 2022 – PUBLISHED	**145,522**	**9**	**17**	**(29)**	**1,753**	**(34)**	**168**	**1,883**	**29**	**1,912**
Adjustments related to the acquisitions of the second-half of 2022	-	-	-	-	6	0	-	6	-	6
SHAREHOLDERS' EQUITY AT DECEMBER 31, 2022 – RESTATED	**145,522**	**9**	**17**	**(29)**	**1,759**	**(34)**	**168**	**1,890**	**29**	**1,919**
Appropriation of net profit at December 31, 2022	-	-	-	-	168	-	(168)	-	-	-
Net profit at December 31, 2023	-	-	-	-	-	-	163	163	(0)	163
Total gains and losses recognized directly in equity	-	-	-	-	9	(57)	-	(48)	(3)	(52)
NET PROFIT (LOSS) AND GAINS AND LOSSES RECOGNIZED DIRECTLY IN EQUITY	**-**	**-**	**-**	**-**	**177**	**(57)**	**(4)**	**115**	**(3)**	**112**
Treasury stock transactions	-	-	-	1	(4)	-	-	(3)	-	(3)
Change in scope of consolidation and reserves(2)	-	-	-	-	(4)	4	-	-	13	13
Dividends paid by OPmobility SE(1)	-	-	-	-	(56)	-	-	(56)	-	(56)
Dividends paid by other Group companies	-	-	-	-	-	-	-	-	(4)	(4)
SHAREHOLDERS' EQUITY AT DECEMBER 31, 2023	**145,522**	**9**	**17**	**(29)**	**1,872**	**(88)**	**163**	**1,946**	**35**	**1,980**
Appropriation of net profit at December 31, 2023	-	-	-	-	163	-	(163)	-	-	-
Net profit at December 31, 2024	-	-	-	-	-	-	170	170	1	171
Total gains and losses recognized directly in equity(3)	-	-	-	-	17	26	-	43	(0)	43
NET PROFIT (LOSS) AND GAINS AND LOSSES RECOGNIZED DIRECTLY IN EQUITY	**-**	**-**	**-**	**-**	**180**	**26**	**7**	**213**	**1**	**215**
Treasury stock transactions	-	-	-	(9)	(1)	-	-	(10)	-	(10)
Change in scope of consolidation and reserves(4)	-	-	-	-	-	0	-	0	(3)	(3)
Dividends paid by OPmobility SE(1)	-	-	-	-	(91)	-	-	(91)	-	(91)
Dividends paid by other Group companies	-	-	-	-	-	-	-	-	(4)	(4)
SHAREHOLDERS' EQUITY AT DECEMBER 31, 2024	**145,522**	**9**	**17**	**(38)**	**1,960**	**(62)**	**170**	**2,058**	**29**	**2,087**

(1) Regarding the dividends per share distributed by OPmobility SE in 2024 (including the interim dividends payment based on 2024 net profit) in respect of the 2023 fiscal year and in 2023 in respect of the 2022 fiscal year, see Note 5.2.2 on dividends approved and paid.
(2) This item is related to the partner's share in the creation of the fully consolidated "PO Rein Energy Technology" joint venture in China.
(3) Over the period, this item includes the fair value adjustments of the "long-term investments in equity instruments and in funds" as well as the result on the sale of investments in listed securities for €9 million. See Note 5.1.5.1.
(4) This impact corresponds to the Group's loss of control of the company DSK Plastic Omnium Inergy.

5.3.5 Statement of cash-flows

In millions of euros	Notes	2024	2023
I - CASH-FLOWS FROM OPERATING ACTIVITIES			
Net profit (loss)	3.1.1	171	163
Dividends received from associates and joint ventures		42	51
Non-cash items		671	621
Share of profit (loss) of associates and joint ventures	4.5	(44)	(39)
Other adjustments		1	(18)
Depreciation and provisions for impairment of property, plant and equipment		316	323
Amortization and provisions for impairment of intangible assets		195	195
Changes in provisions		7	(9)
Net (gains)/losses on disposals of non-current assets		12	10
Operating grants recognized in the income statement		(3)	(2)
Current and deferred taxes	4.8.1	72	63
Cost of net debt		114	98
CASH GENERATED BY OPERATIONS (before cost of net debt and tax) (A)		**885**	**836**
Change in inventories and work-in-progress – net		36	(129)
Change in trade receivables – net		136	(85)
Change in trade payables		(102)	224
Change in other operating assets and liabilities – net		(28)	51
CHANGE IN WORKING CAPITAL REQUIREMENTS (B)		**42**	**61**
TAXES PAID (C)		**(81)**	**(93)**
Interest paid		(120)	(98)
Interest received		28	5
NET FINANCIAL INTEREST PAID (D)		**(92)**	**(94)**
NET CASH GENERATED BY OPERATING ACTIVITIES (A + B + C + D)		**754**	**709**

In millions of euros	Notes	2024	2023
II – CASH-FLOWS FROM INVESTING ACTIVITIES			
Acquisitions of property, plant and equipment	3.1.3	(287)	(321)
Acquisitions of intangible assets	3.1.3	(270)	(245)
Disposals of property, plant and equipment		17	62
Disposals of intangible assets		(2)	3
Net change in advances to suppliers of fixed assets		30	16
Investment grants received		4	2
NET CASH USED IN OPERATIONS-RELATED INVESTING ACTIVITIES (E)		**(508)**	**(482)**
FREE CASH FLOW (A + B + C + D + E)		**246**	**227**
Acquisitions of equity investments in subsidiaries, investments leading to a change in control, investments in associates and joint ventures, and related investments	5.1.10.1	(28)	12
Acquisitions of long-term investments in equity and funds	5.1.5.1	(68)	(4)
Disposals of long-term investments in listed equity instruments and funds	5.1.5.1	60	3
Impact of changes in scope of consolidation – Cash and cash equivalents of deconsolidated companies		(15)	0
NET CASH FROM FINANCIAL TRANSACTIONS (F)		**(50)**	**11**
NET CASH FROM INVESTING ACTIVITIES (E + F)		**(558)**	**(471)**
III - CASH-FLOWS FROM FINANCING ACTIVITIES			
Purchases/sales of treasury stock		(10)	(3)
Dividends paid by OPmobility SE to Burelle SA	5.2.2	(55)	(34)
Dividends paid to other shareholders	5.2.2	(40)	(26)
Increase in financial debt	5.2.6.6	1,591	428
Repayment of financial debt and lease contract liabilities, net		(1,655)	(515)
NET CASH FROM FINANCING ACTIVITIES (G)		**(168)**	**(150)**
Effect of exchange rate changes (I)		**1**	**(15)**
NET CHANGE IN CASH AND CASH EQUIVALENTS (A + B + C + D + E + F + G + H + I)		**28**	**73**
CASH AND CASH EQUIVALENTS AT BEGINNING OF PERIOD	**5.1.9.2-5.2.6.6**	**634**	**561**
CASH AND CASH EQUIVALENTS AT END OF PERIOD	**5.1.9.2-5.2.6.6**	**662**	**634**

5.3.6 Notes to the consolidated financial statements

On February 19, 2025 the Board of Directors of the OPmobility Group approved the consolidated financial statements for the fiscal year ended December 31, 2024, which will be submitted to the Combined General Meeting on April 24, 2025.

Presentation of the Group

Compagnie Plastic Omnium SE, a company governed by French law, was created in 1946. The General Meeting of April 24, 2024, ratified the change in company name announced on March 27, 2024. "Compagnie Plastic Omnium SE" became "OPmobility SE" in order to better reflect its identity following the transformation of its activities, the extension of its customer portfolio to all mobility players and the technological choices made for safer and more sustainable mobility. For consistency and simplification, the new name is used throughout the Notes to the Consolidated Financial Statements even for periods prior to 2024.

The terms "OPmobility", "the Group" or "the OPmobility Group" refer to the group of companies comprising OPmobility SE and its consolidated subsidiaries.

OPmobility SE has been listed on Eurolist compartment A since January 17, 2013 and is included in the SBF 120 and the CAC Mid 60 indices. The main shareholder is Burelle SA, which held 60.01% of the Group (61.17% excluding treasury stock) with voting rights before elimination of treasury shares of 73.88% at December 31, 2024.

OPmobility is a world-leading provider of innovative solutions for a unique, safer and more sustainable mobility experience. Driven by innovation since its creation, the Group designs and produces intelligent exterior systems, customized complex modules, lighting systems, energy storage systems and electrification solutions for all mobility players.

Since March 27, 2024, the Group has used the term "business group" to replace that of "division" previously used to refer to its various activities. In addition, some business groups have been renamed.

In line with its strategy and operational management, the Group's activities are organized around three operational segments as described below:

- Exterior Systems(*), which includes:
  - Exterior, that develops complex exterior systems (intelligent bumpers and tailgates, integration of functions, protection, design and personalization) that improve performance, connectivity and aerodynamics;
  - Lighting, dedicated to automotive lighting systems, from the traditional fields of headlights and signal lighting to intelligent, high-performance products: projection solutions, interior and car body lighting, front lighting and light signaling, lighting electronics.

(*) OPmobility is continuing its transformation to offer its carmaker customers a differentiated offering adapted to the growing demand for integrated exterior systems. In this context, as of February 1, 2025, the Exterior and Lighting business groups, which have significant synergies, were combined to form a single Exterior & Lighting business group.

- Modules, for module design, development and assembly.
- Powertrain, comprising:
  - C-Power, which encompasses:
    - "Internal combustion engines" (ICE) covering energy storage and emission reduction systems for all types of gasoline, diesel, hybrid and plug-in hybrid powertrains;
    - "e-Power" dedicated to the design and manufacture of battery systems, electronics and power electronics components for electric mobility of trucks, buses, trains and construction machinery;
  - H2-Power, for design and manufacture of hydrogen solutions including high-pressure fuel tanks, fuel cell stacks and integrated systems.

The unit of measurement used in the Notes to the Consolidated Financial Statements is million euros, unless otherwise indicated.

Detailed summary of notes to the consolidated financial statements

Note 1 Accounting standards applied, accounting rules and methods

1.1 Accounting standards applied

The accounting policies used to prepare the consolidated financial statements comply with IFRS standards and interpretations as adopted by the European Union on December 31, 2024 and available on the European Commission website. The new texts applicable from January 1, 2024 did not have a significant impact on the Group's accounts. The Group applies the historical cost convention.

1.2 Scope of consolidation

1.2.1 Consolidation principles

The Group fully consolidates those companies in which it holds:

- more than 50% of the voting rights, unless otherwise stipulated in shareholder agreements;
- less than 50% of the voting rights, but over which it exercises effective control.

The Group consolidates according to the equity method those companies over which the Group exercises:

- joint control with other shareholders. These companies are treated as "joint ventures";
- significant influence (presumed when the Group holds more than 20% of the voting rights in a company). These companies are treated as "Investments in associates".

1.2.2 Non-controlling interests

Non-controlling interests represent the share of interest that is not held by the Group. They are presented as a separate item in the income statement and under equity in the consolidated balance sheet, distinct from the profit and equity attributable to owners of the parent.

Non-controlling interests may be either measured at fair value on the acquisition date (*i.e.* with a share of goodwill) or for their share in the fair value of identifiable net assets acquired. This choice can be made on a transaction-by-transaction basis.

Changes in a parent's ownership interest in a subsidiary that do not change control are recognized as equity transactions. As such, in the event of an increase (or decrease) in the percentage ownership interest of the Group in a controlled entity, without change in control, the difference between the acquisition cost (or transfer price) and the carrying amount of the share of net assets acquired (or sold) is recognized in equity.

1.2.3 Translation of the financial statements of foreign subsidiaries

OPmobility Group uses the euro as its presentation currency in its financial statements. The financial statements of foreign companies are prepared in their functional currency, *i.e.* in the currency of the economic environment in which the entity operates. Generally, the functional currency usually corresponds to the local currency, except for some foreign subsidiaries such as the Mexican, Moroccan, Polish and Turkish subsidiaries which carry out the majority of their transactions in another currency (respectively, American dollar for Mexican subsidiaries, euro for Polish, Moroccan and Turkish subsidiaries). These financial statements are translated into the Group's presentation currency, as follows:

- translation of balance sheet items, other than equity, at the closing rate;
- translation of income statement items at the average rate for the period;
- translation differences are recognized in consolidated equity.

Goodwill arising from business combinations with foreign companies is recognized in the functional currency of the acquired entity. It is subsequently translated into the Group's presentation currency at the closing rate, with the translation difference recognized in equity.

On disposal of the entire interest in a foreign company, the related translation differences initially recognized in equity, are reclassified in profit and loss.

1.2.4 Business combinations

Business combinations are recognized by applying the acquisition method. Identifiable assets, liabilities and contingent liabilities acquired are recognized at their fair value on the purchase date.

The surplus of the sum of the price paid to the seller and, where appropriate, the value of the non-controlling interest in the company acquired against the net balance of the assets acquired and the identifiable liabilities assumed is recognized in goodwill.

Acquisition costs are recorded as expenses.

Changes in the fair value of assets acquired and liabilities assumed after the acquisition date, relative to the facts existing on that date, are recognized:

- as an offset against goodwill adjustments if they occur within twelve months and result from additional information obtained on situations existing on the acquisition date;
- in profit or loss, beyond twelve months.

1.3 Operational items

1.3.1 Segment information

Segment information is presented on the basis of the segments identified in the Group's internal reporting and notified to the management in order to decide on the allocation of resources and to analyze performance.

The Group is managed according to three operating segments: "Exterior Systems", "Modules" and "Powertrain".

1.3.2 Revenue/"Revenue from Contracts with Customers"

SALES OF PARTS

Agreements signed with customers in the context of the development and supply of parts do not meet the criteria of a contract within the meaning of IFRS 15; in general, only firm orders received from customers are analyzed as contracts creating a performance obligation.

Revenue from sales of parts is recorded when control of the goods is transferred to the client, usually upon delivery of the goods, and measured at the fair value of the consideration received, after deducting discounts, rebates and other sales taxes and customs duties.

SERVICES AND CREATION OF SPECIFIC TOOLING

The project phase corresponds to the period during which the Group is working on the development of the part to be produced, on the design and manufacture of specific tooling to be used in production as well as on the organization of future production processes and logistics. It begins with the selection of the Group for the vehicle and the product concerned and is completed when the normal production volume is reached.

The accounting treatment applied is based on the identification by the Group in most cases of two performance obligations, distinct from the production of parts, under the Design business and the supply of certain specific tooling whose control is transferred to clients.

Income from the design activity, including that explicitly included in the part price, is recognized at the start of series production. Payments received before the start of series production are recorded in customer advances. The costs related to these two performance obligations are recognized in inventories during the project phase and then in expenses when their control is transferred to the client, *i.e.* when series production is launched.

The Group uses the exemption allowed by IFRS 15.121 (a) in order not to disclose information relating to unfulfilled performance obligations, as the Group also discloses information about its order book outside the financial statements.

1.3.3 Operating margin

The Group presents an operating margin in the income statement before and after taking into account:

- the amortization of intangible assets related to acquisitions as part of business combinations (Note 4.4 "Amortization of intangible assets acquired");
- the share of profit (loss) of associates and joint ventures (Note 4.5 "Share of profit (loss) of associates and joint ventures").

The first aggregate corresponds to revenue less Research and Development expenses (Note 4.1), the cost of goods and services sold and selling and administrative costs (Note 4.2).

The main operating indicator used by the Group is the operating margin after taking into account the amortization of intangible assets related to acquisitions and the share of profit (loss) of associates and joint ventures, termed "operating margin" in the income statement.

The operating margin does not include other operating income and expenses (Note 1.3.4).

1.3.4 Other operating income and expenses

Other operating income and expenses essentially include:

- the results of the disposal of property, plant, equipment and intangible assets;
- provisions for the impairment of property, plant, equipment and intangible assets, including any impairment of goodwill;
- exchange rate differences arising from different currency rates between those used to recognize operating receivables and payables and those recorded when these receivables and debts are settled;
- items corresponding to non-customary income and expenses due to their frequency, nature or amount, such as profits and losses realized in the context of changes in the scope of operations, pre-start-up costs for large new plants, restructuring costs and those related to employee downsizing measures.

1.3.5 Recognition of transactions in foreign currencies

Transactions in foreign currencies are initially recorded in the functional currency at the rate on the transaction date. On the closing date, monetary assets and liabilities are revalued at the rates prevailing at the closing date. Non-monetary assets and liabilities are valued at the historical cost prevailing at the transaction date (for example: goodwill, property, plant and equipment, inventories). Non-monetary assets and liabilities measured at fair value are valued at the rates prevailing at the date when fair value is determined.

For monetary items, exchange rate differences arising from changes in foreign exchange rates are recorded in the income statement as other operating income and expenses when they relate to operations and as net financial income (expense) when they relate to financial transactions.

1.3.6 Inventories and work in progress

Raw material inventories and other supplies are measured at the lower of cost and net realizable value.

Finished and semi-finished products are valued at their sales price which includes raw materials and direct and indirect production costs.

Projects inventories – tools and development inventories correspond to costs incurred by the Group in order to satisfy a performance obligation in connection with automotive projects contracts negotiated with its customers.

The cost of inventories is compared at the balance sheet date to the net realizable value. If it exceeds the net realizable value, a valuation allowance is recorded to bring the inventories to their net realizable value.

1.3.7 Receivables

Receivables are recognized at their fair value at the time they are recorded. The fair value generally corresponds to the nominal value of the receivable as long as the sale has been carried out with normal payment terms. Provisions are booked to cover the credit risk and identified risks of non-recovery of receivables.

Receivables sold to third parties, and thus no longer recognized on the balance sheet, meet the following criteria:

- the rights attached to receivables are transferred to third parties;
- substantially all the risks and rewards of ownership are transferred to third parties.

The risks taken into account are the following:

- credit risk;
- risks related to payment arrears both for the duration and amounts;
- the transfer of interest rate risk, which is fully assumed by the buyer.

1.3.8 Grants

Investment grants received are recognized as liabilities in the balance sheet. They are recognized in profit or loss at the gross margin level, as and when the assets acquired through these grants are depreciated or the associated research expenses are recognized.

1.4 Staff costs and employee benefits

1.4.1 Share-based payment

In accordance with IFRS 2, stock options and free shares granted to employees and corporate officers are measured at their fair value at the date of grant by the Board of Directors.

The corresponding amount is recognized in "Personnel costs" on a straight-line basis over the vesting period, with a corresponding adjustment to reserves.

When stock options are exercised, the amounts received in this respect by the Group are recognized in cash with a corresponding adjustment to consolidated reserves.

Obligations resulting from share-based payments, such as the "Long Term Incentive plan" described in Note 5.2.3 implemented during the 2022 fiscal year are recognized as cash settlement plans in accordance with standard IFRS 2. These cash-settled plans are measured at fair value over their term.

The expense relating to expected estimated payments is spread over the vesting period and is included in personnel expenses.

1.4.2 Provisions for pensions and other post-employment benefits

Pension commitments and other long-term benefits granted to staff concern either defined contribution or defined benefit plans.

1.4.2.1 DEFINED-CONTRIBUTION PLANS

The cost of defined-contribution plans, corresponding to salary-based contributions to local bodies responsible for pension and death/disability insurance plans made in accordance with local laws and practices in each country, is recognized as an operating expense. The Group has no legal or implicit obligation to pay additional contributions or future benefits. Consequently, no actuarial liability is recorded under these defined-contribution plans.

1.4.2.2 DEFINED-BENEFIT PLANS

Defined-benefit plans are mainly related to post-employment benefits and correspond principally to:

- pension plans for French employees;
- other pension and supplementary pension plans, mainly in the US, France and Belgium;
- plans to cover healthcare costs in the US.

Defined benefit plans are subject to provisions for staff benefits calculated on the basis of actuarial valuations carried out by independent actuaries using the projected unit credit method.

These assessments take into account assumptions specific to each plan such as:

- retirement dates determined according to the terms of the legislation and, in particular for French employees, a voluntary retirement assumption when full benefit rights have been acquired;
- mortality;
- the probability of active employees departing before retirement age;
- estimates of salary increases up to retirement age;
- discount rates and inflation.

When defined-benefit plans are funded, the commitments under these plans are reduced by the market value of plan assets at the reporting date. The valuation builds in long-term profitability assumptions for the invested assets, calculated on the basis of the discount rate used to value company commitments.

For defined-benefit plans, changes in provisions are recorded:

- in "operating expenses", for rights benefitting employees, in proportion to their vesting;
- in net financial income (expenses), for the accretion effect;
- in equity, for actuarial gains and losses on post-employment benefit obligations.

1.4.2.3 OTHER LONG-TERM BENEFITS

Other long-term benefits correspond mainly to long-service awards for French employees.

Actuarial gains and losses on "Other long-term benefits" (mainly long-service and jubilee awards) are recognized immediately in profit or loss.

1.5 Other provisions

1.5.1 Provisions for employee downsizing

The cost of employee downsizing plans is recognized once a detailed plan is drawn up and announced to the employees concerned or their representatives, thus creating a well-founded expectation that the Group will implement this plan.

1.5.2 Provisions for onerous contracts

Losses identified on onerous contracts, *i.e.* contracts whose unavoidable costs relating to their obligations are greater than the expected economic benefits, are subject to provisions. These provisions are recognized in current or non-current liabilities depending on whether they are short- or medium/long-term in nature.

1.6 Goodwill, intangible assets, property, plant and equipment

1.6.1 Goodwill

Goodwill is measured annually at cost, less any impairment representing loss of value. Impairments on goodwill are irreversible.

Negative goodwill (badwill) is recorded in the income statement during the year of acquisition.

1.6.2 Intangible assets

1.6.2.1 RESEARCH AND DEVELOPMENT COSTS

Development costs related to the execution of contracts with customers not fulfilling a performance obligation are recognized as intangible assets.

These costs relate to the organization of purchasing, logistics and industrial processes to produce the parts that will be ordered by customers.

They are amortized, once the series production begins, on a straight-line basis over its estimated life, *i.e.* generally three years for exterior parts, five years for fuel systems.

Amortization is recognized under Research and Development costs.

The costs borne by the Group, prior to its selection by the customer, and research costs unrelated to contracts, are recognized as expenses for the period.

1.6.2.2 OTHER INTANGIBLE ASSETS

Other intangible assets are measured at cost less accumulated amortization and impairment losses.

They mainly include customer contracts, technological assets and trademarks (including the HBPO trademark) recognized under the various acquisitions completed by the Group, but also software and IT developments.

The amortization periods are shown in the table below:

Customer contracts	7 - 8 years
Technological assets	7 - 12 years
Trademarks	15 years
Software and IT developments	3 - 5 years

1.6.3 Property, plant and equipment and rights-of-use

1.6.3.1 PROPERTY, PLANT AND EQUIPMENT

Property, plant and equipment are initially recorded at their:

- acquisition cost; or
- production cost when they are manufactured by the company for its own use (or subcontracted) or at their fair value for those acquired without consideration.

Property, plant and equipment may be specific tooling developed by the Group in connection with production contracts signed with customers without transfer of control to customers, for which the Group will receive an integrated compensation in the part price, where appropriate. In this case, this compensation is recognized in revenue over the series' production term.

Future expenditures are capitalized only if it is probable that the future economic benefits associated with the expenditure benefit the Group, for example, by an increase in the performance or effectiveness of the asset concerned.

After commissioning, the cost is reduced:

- by cumulative depreciation, calculated over the life of the fixed assets according to the table below; and
- by cumulative impairments recognized, where applicable.

Buildings	20 and 40 years
Real estate fixtures	10 years
Presses and transformation machines	7 - 10 years
Machining, finishing and other equipment	3 -10 years

1.6.3.2 RIGHTS-OF-USE

At the contract date, the Group assesses whether a contract is or contains a lease. A contract is or contains a lease if it gives the right to control the use of a specific good for a certain time in return for consideration.

The rights-of-use of assets are recognized as tangible assets in the balance sheet for the amount of the rental obligation resulting from the contract, in return for a financial debt in respect of the obligation to pay rent over the duration of the contract.

The obligation and the resulting liability are calculated based on the Group's marginal debt rate at the start date of the contract. This rate corresponds to the interest rate that the lessee would obtain, at the start of the lease, to finance the acquisition of the leased asset. This rate is obtained by adding the rate on government bonds with terms similar to the leased assets and the entity's credit spread.

The Group does not recognize on its balance sheet rights related to contracts with a term of 12 months or less, nor those related to goods whose unit value as new is less than €5,000.

The amounts recognized as assets for rights-of-use and financial debts mainly concern real estate rentals of industrial sites, storage and administrative premises as well as industrial equipment and vehicles.

1.6.4 Impairment tests of goodwill, intangible assets, property, plant and equipment

Intangible and tangible assets are subject to impairment tests in the event of an indication of loss of value, and at least once a year for goodwill.

These tests are carried out at the level of the cash-generating units (CGUs) or groups of cash-generating units that make up the business groups comprising the Group's operating segments, as described in the Presentation of the Group.

The net carrying amount of all assets (goodwill included where applicable), constituting each cash-generating unit, is compared to the value in use determined using the discounted cash flow method.

The forecast data used to determine the value in use are taken from the Group's medium-term plans, prepared at the end of the fiscal year for the next five years. As an exception, when the last year of the plan is not relevant with regard to the development prospects of the CGU, a more distant horizon is used.

Beyond this timeframe, a terminal value is calculated by extrapolation of the last year covered by the business plan, using a long-term growth rate that reflects the outlook for the market.

These forecast data are updated, based on the Weighted Average Cost of Capital ("WACC"), which reflects the average cost of the Group's equity and financial debt, *i.e.* its financial resources available for investment purposes. The WACC includes:

- an industry risk premium;
- an industry financing "spread" to assess the cost of debt;
- a country risk premium;
- the rates used by comparable companies in each segment.

Sensitivity tests are carried out on the key assumptions, namely the discount rate, the perpetual growth rate and the operating margin.

1.7 Non-current assets held for sale and discontinued operations

Assets (or groups of assets) are classified in this category when they are available-for-sale in their current state and the sale is highly probable. These assets are no longer depreciated and are valued at the lower of their carrying amount and disposal price, less selling costs. Any impairment losses are recognized by the Group under "Other operating expenses".

On the balance sheet, data related to "Assets held for sale" shown separately in the financial statements are not subject to restatement of prior years.

In the income statement, the profit/loss (from the period and from the sale) of business operations or entities that meet the definition of a discontinued operation are reported as a separate line item entitled "Net income from discontinued operations" in each of the fiscal years presented.

1.8 Financial items

1.8.1 Financial assets (excluding derivatives)

1.8.1.1 EQUITY INVESTMENTS AND FUNDS

Financial assets include:

- shares in listed companies;
- units subscribed in funds and venture capital companies;
- investments securities not meeting the criteria to be considered as cash equivalents;
- loans, deposits and guarantees paid.

These assets are then measured at fair value, except for loans, deposits and guarantees and investments in government bonds, which are recorded at amortized cost and impaired when necessary. Changes in fair value are recorded:

- for shares in listed companies: in "Other comprehensive income in equity";
- for units in funds and investment securities: Other operating income and expenses.

1.8.2 Cash and cash equivalents

Cash and cash equivalents presented in the Statement of Cash-Flows include short-term, highly liquid cash items, readily convertible into known amounts of cash and subject to a negligible risk of change in value. Cash comprises cash and cash equivalents, short-term deposits and bank balances. Cash equivalents correspond to short-term investments and are subject to a negligible risk of changes in value in the context of the temporary use of cash surpluses (money market funds, negotiable debt securities, etc.). Changes in the fair value of these assets are recognized in profit or loss.

1.8.3 Current and non-current borrowings

Current and non-current borrowings are valued using the amortized cost method and the effective interest rate.

Borrowings in foreign currencies contracted by a subsidiary from the Group and whose repayment is neither planned nor likely in the foreseeable future are considered to be part of the net investment of the OPmobility Group in this foreign business. The corresponding translation differences are recognized in equity.

1.8.4 Derivatives and hedge accounting

In order to manage its interest rate risk, the Group may use OTC derivative instruments. These are recognized in the balance sheet at their fair value.

Changes in the fair value of instruments qualified as "cash-flow hedges" are recorded under "Other comprehensive income" (equity) for the effective part and in financial income for the ineffective part.

Changes in the fair value of derivatives that do not qualify for hedge accounting are recognized in profit or loss.

1.9 Income tax

In France, the entity OPmobility SE maintained the option for the ordinary law tax consolidation system for itself and the French subsidiaries at least 95% controlled, as set out in Article 223 A of the French Tax Code. In addition, the Group applies optional national consolidation or tax consolidation plans in Germany, Spain and the United States.

Deferred taxes are calculated using the liability method, applying the last tax rate enacted (or the quasi-adopted rate) at the balance sheet date and applicable to the period in which the temporary differences reverse.

Tax credits and deferred tax assets related to tax loss carryforwards and temporary differences are only recognized when the probability of their utilization within a relatively short period of time is proven.

1.10 Shareholders' equity and earnings per share

1.10.1 Treasury stock

The Group's treasury stock is recorded as soon as it is acquired as a deduction from equity, regardless of the purpose for which it is being held.

The proceeds from the sale of these securities are recognized directly as an increase in the Group's equity: no profit or loss is thus recognized in the net profit (loss) for the fiscal year.

1.10.2 Earnings per share

Basic earnings per share are calculated using the weighted average number of ordinary shares comprising the share capital, less the weighted average number of shares held in treasury stock.

Diluted earnings per share take into consideration the average number of treasury shares deducted from equity and shares which might be issued in respect of the fiscal year under stock option programs.

1.11 Estimates and judgments

In preparing its financial statements, the Group uses estimates and assumptions to assess some of its assets, liabilities, income, expenses and commitments. These estimates and assumptions, which may lead to significant adjustments to the carrying amount of assets and liabilities, are reviewed periodically by Senior Executives.

The events likely to significantly impact the assumptions are:

- fluctuating production orders from customers;
- the rise in inflation in several geographical areas where the Group operates;
- the geopolitical climate;
- regulations (climate, automotive industry);
- changes in the "mix" of vehicle engines, *i.e.* the proportion of diesel, gasoline, electric and hybrid in the Group's customers' production.

In general, the estimates and assumptions used during the fiscal year were based on the information available at the balance sheet date. Estimates may be revised depending on changes in the underlying assumptions. These assumptions mainly concern:

Deferred taxes

Recognition of deferred tax assets depends on the probability of sufficient future profit being generated to allow their utilization. This leads the Group to make regular estimates of future taxable earnings, particularly as part of the medium-term plans established within the Group. These estimates take into account the recurring or non-recurring nature of certain losses, expenses, etc.

Provisions

PROVISIONS FOR PENSIONS AND OTHER POST-EMPLOYMENT BENEFITS

In the case of defined-benefit plans, the Group, assisted by independent actuaries, adopts assumptions (*see Notes 1.4.2 and 5.2.5 "Provisions for pensions and other post-employment benefits"*) on:

- discount rates for pension and other long-term benefits;
- employee turnover and future salary increases.

OTHER PROVISIONS

Estimates also cover provisions, particularly those relating to employee downsizing, litigation, customer warranties, legal and tax risks.

Impairment tests on fixed assets

Impairment tests are carried out each year, in particular on goodwill and development costs incurred under customer contracts, but also during the fiscal year on these same assets as well as on industrial assets if signs of impairment are identified.

As part of these tests, for the determination of the recoverable amount, the value in use is obtained by the discounted cash-flow method. These tests are based on assumptions about future operating cash-flows, discount rates and long-term growth rates.

The cash flows include:

- the market forecasts covering in particular the change in the vehicle engine mix in worldwide production and regulatory changes, enabling it to integrate changing environmental factors and climate change-related risks;
- volume forecasts provided by the Group's customers;
- the investments required to achieve the carbon neutrality objective, particularly on scopes 1 and 2 by the end of 2025 (and the end of 2027 for the integrated Lighting scope in 2022).

The discount rate (corresponding to the Weighted Average Cost of Capital or WACC) applied in 2024 takes into account geographical and/or business specificities. Thus, the WACCs used in the context of impairment tests are as follows:

- Exterior Systems business group, C-Power and Modules: 9.5%;
- Lighting business group: 11.5%;
- H_2-Power business group: 13.5%;
- e-Power business line: 11.0%;

The long-term growth rate, used in determining the terminal value, is set at 1.5%.

As indicated in Note 1.6.4 "Impairment tests of fixed assets", the forecast data used to determine the value in use of the tested CGUs are taken from the Group's medium-term plans, established at the end of the financial year for the next five years (2025-2029), unless otherwise justified. As part of the tests carried out at the end of 2024, forecast data covering a period of more than five years were used for the following activities:

- H_2-Power: since 2029 is not representative of a relevant level of activity given the maturity of the markets addressed, the period has been extended to 2034, in line with European regulations which, by 2035, are aiming for a shift towards low-carbon mobility;
- Lighting: this business group results from the acquisition in 2022 of companies that were generally under-active and making losses. The ongoing recovery, which is taking longer than expected, makes it relevant to consider forecast data over a seven-year horizon.

Sensitivity tests are carried out on the long-term growth rate, discount rate and operating margin assumptions.

Regulatory changes are taken into account in the Group's strategic plan as well as in the review of impairment indicators carried out under impairment tests. Thus, the consequences of the vote of the European Parliament in favor of the ban, from 2035, of the sale of new gasoline or diesel vehicles in Europe have been analyzed.

The current investment policy and the depreciation periods used (three to ten years maximum for industrial equipment) take this regulatory change into account and the net value of industrial assets affected by this regulatory change is subject to special monitoring to ensure that it is, at all times, in line with future operating forecasts.

Lease contracts (IFRS 16)

The discount rate is a key assumption in determining accounting impacts related to the application of IFRS 16 on leases. It is used to calculate the right of use and the lease liability for each leased asset *(see Note 1.6.3.2)*.

Note 2 Significant events of the period

2.1 The Group's activity in relation with the international context

The OPmobility Group's activity during fiscal year 2024 increased despite the international economic and geopolitical context affected by:

- a decline in sales or weak sales of new vehicles (particularly electric vehicles) depending on the region in question and the factories that are adapting their production;
- European carmakers in difficulty and who are planning cost-cutting measures, layoffs, reductions in production capacity (plant closures or announcements of plant closures);
- high vehicle inventory levels at most carmakers, who will have to start by reducing inventories when the market recovers;
- persistent high level of inflation worldwide, affecting energy and labor costs;
- still high financing rates; and
- impacts related to instability caused by geopolitical conflicts.

2.2 Maintaining over the period the measures taken by the Group in 2023 to mitigate the impacts of inflation and additional costs triggered by the international context

During the fiscal year 2024, the Group has maintained the actions undertaken in 2023 to contain the above impacts. These levers cover:

- the pursuit of flexibility and cost-control;
- the application of contractual provisions for indexing the purchase price of materials such as resin;
- the discussions with suppliers to moderate the increase in materials, goods and services purchased; and
- the pass-through of price increases to car manufacturers.

2.3 Asset impairment tests

Annual impairment tests were carried out at the end of the year on current intangible assets, including goodwill, to confirm that their carrying amount does not exceed their recoverable value.

The Group has also reviewed indicators of loss of value on all industrial and intangible sites but also reviewed indicators of recovery in value on assets that were subject to impairment in previous years. Impairment tests were carried out where appropriate.

During the fiscal year, the tests and analyses carried out on industrial assets did not lead to the recognition of any significant impairment losses, and enabled the reversal of the provision for impairment recognized in 2020 in the industrial assets of the Exterior Greer business group's US plant for €10.6 million (equivalent to US$11.5 million), reflecting the good performance and the positive growth outlook over the next few years.

The result of the impairment tests carried out on the assets, including goodwill, of the groups of cash-generating units, shows a significant positive difference between the recoverable value and the amount of the assets tested, except for the assets of the Lighting business group and the e-Power business line. Thus, for tests carried out on the other activities, only unreasonable values relating to the main assumptions of the long-term growth rate, the discount rate and the operating margin rate could call into question the test results.

Sensitivity analyses on impairment tests

Below are the sensitivity analyses performed on the key assumptions of the tests that could be significantly impacted by a change in assumptions:

- for the Lighting business group, a 10% decrease in the operating margin in the final year would result in an impairment of €43 million. A 0.5-point increase in the discount rate and decrease in the long-term growth would lead respectively to an impairment of €38 million and of €23 million;
- for the Exterior business group in Germany, a 10% decrease in the operating margin would result in an impairment of €14 million. A 0.5point increase in the discount rate would result in an impairment of €11 million.

2.4 Financing transactions

2.4.1 OPmobility long term credit rating of BB+ by S&P Global ratings

OPmobility was assigned a BB+ long-term credit rating with a stable outlook by S&P Global ratings on March 1, 2024.

This long-term credit rating should support the Group to further diversify its sources of funding, enhance its access to capital markets, and manage debt maturities in line with its strategy.

2.4.2 New bond issue in 2024 – Amount: €500 million

On March 6, 2024, OPmobility SE issued a €500 million rated bond to European investors maturing on March 13, 2029 and carrying a coupon of 4.875% per year.

The terms of this bond issue are described in Note 5.2.6.2 "Borrowings: private placement notes and bonds".

2.4.3 OPmobility SE repayment of the €500 million bond issued on June 26, 2017

On June 26, 2024, OPmobility SE repaid the €500 million bond issued on June 26, 2017 to European investors.

See Notes 5.2.6.2 "Borrowings: private placement notes and bonds" and 5.2.6.6 "Reconciliation of gross and net financial debt".

2.4.4 Completion of a *Schuldschein* private placement of €300 million

On December 12, 2024, the Group issued a *Schuldschein* private placement, without covenants, for €300 million to private investors (mainly French and German) with the following terms:

- maturities: 3 and 5 years;
- fixed rate portion: €105 million;
- floating rate portion: €195 million;
- information on financing rates is provided in the dedicated note on borrowings (5.2.6.2).

The following amounts were available: €115 million in December 2024 and €185 million in January 2025.

The variable rate portion was hedged by interest rate hedging instruments.

See Notes 5.2.6.2 “Borrowings: private placement notes and bonds” and 5.2.6.6 “Reconciliation of gross and net financial debt”.

2.4.5 Renewal of credit lines over the period

Over the fiscal year 2024, OPmobility SE renewed several credit lines in advance with banks, of which €430 million maturing in 2025 and €90 million maturing in 2026 and 2027. The total amount of these lines of €520 million, were renewed for a period of five years, before exercising extension options, if applicable.

At the same time, OPmobility SE exercised extension options on some existing credit lines, extending their maturity for one year.

As of December 31, 2024, the average maturity of the confirmed lines is 3.4 years.

2.4.6 Renewal and extension of the Group’s main receivables sales program

Over the fiscal year, OPmobility SE renewed for five years with the same French bank its main receivables sales contract which expired at the end of June 2024.

The renewal of this non-recourse receivables sales program enabled the contract to both be extended to some subsidiaries in Europe and the United States and to some new car manufacturer customers of the Group. See Note 5.1.7.1 “Receivables Sales”.

2.5 Group subsidiaries in hyperinflationary regions and impacts on the Group’s financial statements

2.5.1 Impacts of hyperinflation in Argentina and Turkey on the Group’s financial statements

IMPACTS OF HYPERINFLATION IN ARGENTINA

As of December 31, 2024, the assets and liabilities as well as the net income and expenses of the two subsidiaries Plastic Omnium Auto Inergy Argentina SA (”C-Power”) and Plastic Omnium Argentina (“Exterior”) were revalued. The profit and loss impact was an expense of -€6.2 million.

IMPACTS OF TURKISH HYPERINFLATION

BPO AS, the only Turkish entity of the Group to have the Turkish lira as its functional currency, is 50% owned (Exterior business group) and is consolidated using the equity method. The share of BPO AS’s profit and its weight in the Group’s Operating Margin over the last financial years does not exceed 1.8% and the weight of the equity-accounted security in the total Balance Sheet of the OPmobility Group does not exceed 0.3%.

The impact on the profit and loss of this company amounts to -€3.4 million, *i.e.* the OPmobility Group share of -€1.7 million.

The effects of hyperinflation are calculated on the basis of the consumer price index (CPI).

Note 3 Segment information

3.1 Information by operating segment

The columns in the tables below show the amounts for each segment as defined in the "Presentation of the Group". The "Other" column includes inter-segment eliminations, as well as the activity of the holding companies and the "OP'nSoft" activity, which centralizes the Group's software projects, enabling segment data to be reconciled with the Group's financial statements. Financial results, taxes and the share of profit (loss) of associates are monitored at Group level and are not allocated to segments. Transactions between segments are carried out on an arm's length basis.

Three operating segments have been identified in application of IFRS 8: Powertrain, Exterior Systems(*), Modules, sectors monitored by Senior Executives. The Powertrain and Exterior Systems segments resulted from the aggregation of business groups, which are also monitored by Senior Executives. Aggregating the Lighting and Exterior business groups into the Exterior Systems operating sector and regrouping the C-Power and H_2-Power business groups within Powertrain, are based on the long-term economic similarities of each business group, but also in terms of products, customers and production processes.

(*) The operating segment "Exterior Systems" became "Exterior & Lighting" on February 1, 2025 (refer to the "Group Presentation"), with the Exterior and Lighting business groups being merged into one. The Group's three operating segments remain unchanged: "Powertrain", "Exteriors & Lighting" and "Modules".

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3.1.1 Income statement by operating segment

	2024				
In millions of euros	Exterior Systems	Modules	Powertrain	Other[2]	Total
Economic revenue[1]	**5,494**	**3,486**	**2,667**	**-**	**11,647**
Including revenue from joint ventures and associates consolidated at the Group's percentage stake	*740*	*416*	*7*	*-*	*1,163*
Consolidated revenue before inter Segments' eliminations	**4,824**	**3,073**	**2,660**	**(73)**	**10,484**
Inter-segment revenue	(70)	(2)	(0)	73	-
Consolidated revenue	**4,753**	**3,070**	**2,660**	**-**	**10,484**
% of segment revenue – Total	*45.3%*	*29.3%*	*25.4%*	*-*	*100.0%*
Operating margin before amortization of intangible assets acquired and before share of profit (loss) of associates and joint ventures	**216**	**73**	**119**	**11**	**419**
% of segment revenue	*4.5%*	*2.4%*	*4.5%*	*-*	*4.0%*
Amortization of intangible assets acquired	(8)	(13)	(1)	-	(22)
Share of profit (loss) of associates and joint ventures	43	7	(7)	-	44
Operating margin	**251**	**67**	**111**	**11**	**440**
% of segment revenue	*5.3%*	*2.2%*	*4.2%*	*-*	*4.2%*
Other operating income	11	0	-	9	19
Other operating expenses	(32)	(4)	(36)	(13)	(86)
% of segment revenue	*-0.5%*	*-0.1%*	*-1.4%*	*-*	*-0.6%*
Financing costs					(122)
Other financial income and expenses					(8)
PROFIT (LOSS) FROM CONTINUING OPERATIONS BEFORE INCOME TAX AND AFTER SHARE IN ASSOCIATES AND JOINT VENTURES					**243**
Income tax					(72)
NET PROFIT (LOSS)					**171**

(1) Economic revenue corresponds to revenue of the Group and its joint ventures and associates consolidated at their percentage of ownership.
(2) "Other" corresponds to intra-group eliminations and amounts that are not allocated to a specific segment (for example, holding company activities, Op'nSoft company). This column is included to enable segment information to be reconciled with the consolidated financial statements.

In millions of euros	2023				
	Exterior Systems	Modules	Powertrain	Other[2]	Total
Economic revenue[1]	**5,579**	**3,112**	**2,707**	**-**	**11,399**
Including revenue from joint ventures and associates consolidated at the Group's percentage stake	*718*	*362*	*4*	*-*	*1,084*
Consolidated revenue before inter Segments' eliminations	**4,939**	**2,755**	**2,706**	**(86)**	**10,314**
Inter-segment revenue	(79)	(4)	(3)	86	-
Consolidated revenue	**4,860**	**2,751**	**2,703**	**-**	**10,314**
% of segment revenue – Total	*47.1%*	*26.7%*	*26.2%*	*-*	*100.0%*
Operating margin before amortization of intangible assets acquired and before share of profit (loss) of associates and joint ventures	**209**	**51**	**126**	**(9)**	**378**
% of segment revenue	*4.3%*	*1.8%*	*4.7%*	*-*	*3.7%*
Amortization of intangible assets acquired	(8)	(13)	(1)	-	(21)
Share of profit (loss) of associates and joint ventures	40	6	(8)	-	39
Operating margin	**241**	**44**	**118**	**(9)**	**395**
% of segment revenue	*5.0%*	*1.6%*	*4.4%*	*-*	*3.8%*
Other operating income	9	-	8	5	22
Other operating expenses	(4)	(3)	(76)	(3)	(86)
% of segment revenue	*0.1%*	*-0.1%*	*-2.5%*	*-*	*-0.6%*
Financing costs					(106)
Other financial income and expenses					0
PROFIT (LOSS) FROM CONTINUING OPERATIONS BEFORE INCOME TAX AND AFTER SHARE IN ASSOCIATES AND JOINT VENTURES					**226**
Income tax					(63)
NET PROFIT (LOSS)					**163**

(1) Economic revenue corresponds to revenue of the Group and its joint ventures and associates consolidated at their percentage of ownership.
(2) "Other" corresponds to intra-group eliminations and amounts that are not allocated to a specific segment (for example, holding company activities, OP'nSoft company). This column is included to enable segment information to be reconciled with the consolidated financial statements.

3.1.2 Balance sheet aggregate data by operating segment

In millions of euros *Net amounts*	December 31, 2024				
	Exterior Systems	Powertrain	Modules	Other	Total
Non-current assets	2,645	1,299	884	(91)	4,737
Current assets	1,759	1,065	571	(451)	2,944
TOTAL SEGMENT ASSETS	**4,404**	**2,364**	**1,455**	**(542)**	**7,681**
Non-current liabilities	2,118	903	916	(444)	3,493
Current liabilities	2,286	1,461	539	(98)	4,188
TOTAL SEGMENT LIABILITIES	**4,404**	**2,364**	**1,455**	**(542)**	**7,681**

In millions of euros *Net amounts*	December 31, 2023				
	Exterior Systems	Powertrain	Modules	Other	Total
Non-current assets	2,542	1,178	845	(66)	4,499
Current assets	1,917	1,171	409	(447)	3,050
TOTAL SEGMENT ASSETS	**4,458**	**2,349**	**1,254**	**(512)**	**7,549**
Non-current liabilities	1,775	770	746	(153)	3,138
Current liabilities	2,684	1,579	508	(359)	4,411
TOTAL SEGMENT LIABILITIES	**4,458**	**2,349**	**1,254**	**(512)**	**7,549**

3.1.3 Other information by operating segment

In millions of euros	2024 Exterior Systems	Modules	Powertrain	Other	Total
Acquisitions of intangible assets	101	23	137	9	270
Capital expenditure including investment property	168	34	81	5	287
TOTAL	**269**	**57**	**218**	**14**	**557**

In millions of euros	2023 Exterior Systems	Modules	Powertrain	Other	Total
Acquisitions of intangible assets	93	23	119	11	245
Capital expenditure including investment property	172	38	106	4	321
TOTAL	**265**	**61**	**225**	**15**	**566**

3.1.4 Revenue – Information by geographic region and country of sales

The breakdown of revenue by region is based on the location of the OPmobility subsidiaries generating the sales.

3.1.4.1 INFORMATION BY SALES REGION

In millions of euros	2024 Totals	%
Europe	5,832	50.1%
North America	3,395	29.1%
Asia excluding China	988	8.5%
China	941	8.1%
Africa/Middle East	255	2.2%
South America	236	2.0%
ECONOMIC REVENUE	**11,647**	**100.0%**
Of which revenue from joint ventures and associates at the Group's percentage stake	*1,163*	
CONSOLIDATED REVENUE	**10,484**	

In millions of euros	2023 Totals	%
Europe	5,835	51.2%
North America	3,150	27.6%
China	1,048	9.2%
Asia excluding China	907	8.0%
Africa/Middle East	286	2.5%
South America	172	1.5%
ECONOMIC REVENUE	**11,399**	**100.0%**
Of which revenue from joint ventures and associates at the Group's percentage stake	*1,084*	
CONSOLIDATED REVENUE	**10,314**	

3.1.4.2 INFORMATION FOR THE TOP TEN CONTRIBUTING COUNTRIES

In millions of euros	2024 Totals	%
United States	1,823	15.7%
Germany	1,746	15.0%
Mexico	1,443	12.4%
China	941	8.1%
Slovakia	866	7.4%
Spain	726	6.2%
Korea	559	4.8%
France	542	4.7%
Czech Republic	473	4.1%
Poland	435	3.7%
Other	2,093	18.0%
ECONOMIC REVENUE	**11,647**	**100%**
Of which revenue from joint ventures and associates at the Group's percentage stake	*1,163*	
CONSOLIDATED REVENUE	**10,484**	

In millions of euros	2023 Totals	%
Germany	1,781	15.6%
United States	1,615	14.2%
Mexico	1,412	12.4%
China	1,048	9.2%
Slovakia	734	6.4%
Spain	647	5.7%
France	606	5.3%
Czech Republic	571	5.0%
Korea	503	4.4%
Poland	416	3.6%
Other	2,064	18.1%
ECONOMIC REVENUE	**11,399**	**100%**
Of which revenue from joint ventures and associates at the Group's percentage stake	*1,084*	
CONSOLIDATED REVENUE	**10,314**	

3.1.4.3 INFORMATION BY CAR MANUFACTURER

In millions of euros	2024 Totals	2024 % of total automotive revenue
Volkswagen Group	3,221	27.7%
Stellantis	1,537	13.2%
General Motors	1,052	9.0%
BMW	957	8.2%
Mercedes-Benz	823	7.1%
TOTAL – MAIN MANUFACTURERS	**7,589**	**65.2%**
Other carmakers	4,058	34.8%
TOTAL ECONOMIC REVENUE	**11,647**	**100.0%**
Of which revenue from joint ventures and associates at the Group's percentage stake	*1,163*	
TOTAL CONSOLIDATED REVENUE	**10,484**	

In millions of euros	2023 Totals	2023 % of total automotive revenue
Volkswagen Group	3,210	28.2%
Stellantis	1,664	14.6%
General Motors	954	8.4%
Mercedes-Benz	939	8.2%
BMW	923	8.1%
TOTAL – MAIN MANUFACTURERS	**7,691**	**67.5%**
Other carmakers	3,708	32.5%
TOTAL ECONOMIC REVENUE	**11,399**	**100%**
Of which revenue from joint ventures and associates at the Group's percentage stake	*1,084*	
TOTAL CONSOLIDATED REVENUE	**10,314**	

3.2 Non-current assets by country

In millions of euros	France	Germany	Europe excluding France and Germany	United States	Mexico	Asia	South America	Other[(1)]	Total
December 31, 2024									
Intangible assets	194	115	235	104	47	63	17	17	793
Property, plant and equipment	276	157	586	326	222	281	24	115	1,988
including capital expenditure for the fiscal year	*22*	*41*	*77*	*45*	*32*	*57*	*3*	*10*	*287*
TOTAL NON-CURRENT FIXED ASSETS	**471**	**272**	**821**	**430**	**269**	**344**	**41**	**133**	**2,781**

(1) The "Other" region includes Canada, South Africa and Morocco.

In millions of euros	France	Germany	Europe excluding France and Germany	United States	Mexico	Asia	South America	Other[(1)]	Total
December 31, 2023									
Intangible assets	149	119	218	99	43	64	18	10	720
Property, plant and equipment	254	148	555	299	215	271	23	117	1,880
including capital expenditure for the fiscal year	*33*	*30*	*94*	*45*	*48*	*61*	*3*	*7*	*321*
TOTAL NON-CURRENT FIXED ASSETS	**403**	**267**	**774**	**398**	**258**	**334**	**40**	**126**	**2,600**

(1) The "Other" region includes Canada, South Africa and Morocco.

Note 4 Notes to the income statement

4.1 Breakdown of Research and Development costs

The percentage of Research and Development costs is expressed in relation to the amount of revenue.

In millions of euros	2024	%	2023	%
Research and Development costs after developments sold	(401)	-3.8%	(351)	-3.4%
Capitalized development costs	266	2.5%	194	1.9%
Depreciation of capitalized development costs	(143)	-1.4%	(159)	-1.5%
Research tax credit	15	0.1%	10	0.1%
Other (including grants and contributions received)	2	0.0%	5	0.1%
RESEARCH AND DEVELOPMENT COSTS	**(262)**	**-2.5%**	**(300)**	**-2.9%**

4.2 Cost of goods and services sold, development, selling and administrative costs

In millions of euros	2024	2023
Cost of goods and services sold includes:		
Material consumption (purchases and changes in inventory)	(7,286)	(7,303)
Direct production outsourcing	(15)	(15)
Utilities and fluids	(156)	(173)
Salary and benefits	(1,044)	(996)
Other production costs	(563)	(408)
Depreciation and amortization	(294)	(292)
Provisions	14	11
TOTAL	**(9,346)**	**(9,175)**
Research and Development costs include:		
Salary and benefits	(292)	(274)
Depreciation, amortization and provisions	(166)	(180)
Other	196	154
TOTAL	**(262)**	**(300)**
Selling costs include:		
Salary and benefits	(43)	(42)
Depreciation, amortization and provisions	1	0
Other	(23)	(18)
TOTAL	**(65)**	**(60)**
Administrative costs include:		
Salary and benefits	(255)	(239)
Other administrative expenses	(113)	(135)
Depreciation and amortization	(22)	(22)
Provisions	(1)	(6)
TOTAL	**(391)**	**(401)**

4.3 Staff costs

In millions of euros	2024	2023
Wages and salaries	(1,218)	(1,156)
Payroll taxes	(338)	(321)
Non-discretionary profit-sharing	(21)	(21)
Share-based payments	(1)	(1)
Pension and other post-employment benefit costs	(1)	2
Other employee benefits expenses	(56)	(54)
TOTAL EMPLOYEE BENEFITS EXPENSE EXCLUDING TEMPORARY STAFF COSTS	**(1,634)**	**(1,550)**
Temporary staff costs	(147)	(157)
TOTAL EMPLOYEE BENEFITS EXPENSES	**(1,782)**	**(1,707)**

4.4 Amortization of intangible assets acquired

This item corresponds mainly to:

- the amortization over seven years of contractual customer relationships and over five years(*) for the HBPO brand recognized on the takeover in July 2018;
- the amortization over eight years of Varroc Lighting Systems ("VLS") customer contracts;
- the amortization over twelve years of the "Technology" intangible asset of Varroc Lighting Systems ("VLS");
- the amortization over seven years of the "Technology" intangible asset of Actia Power;
- the amortization over ten years of the "Technology" intangible asset of AMLS Osram; and
- the amortization over twelve years of the "Technology" intangible asset of the Austrian company "Plastic Omnium New Energies Wels GmbH". The amortization started during the second quarter of 2024 which corresponding to the start of series production.

In millions of euros	2024	2023
Amortization of customer contracts	(15)	(15)
Amortization of brands	(1)	(1)
Amortization of intangible assets: "PO Wels" technology	(1)	0
Amortization of intangible assets: "AMLS Osram" technology	(2)	(2)
Amortization of intangible assets: "Actia Power" technology	(1)	(1)
Amortization of intangible assets: "VLS" technology	(4)	(4)
TOTAL AMORTIZATION OF INTANGIBLE ASSETS ACQUIRED	**(22)**	**(21)**

(*) The original amortization period was 15 years. During fiscal year of 2024, the residual amortization period of nine years was revised to five years in line with the economic life.

4.5 Share of profit (loss) of associates and joint ventures

Over the period, the Group has not identified any indicators of loss of value on associates and joint ventures.

Share of profit (loss) of associates and joint ventures breaks down as follows (please refer to Note 5.1.4 to the balance sheet for "Equity investments in associates and joint ventures"):

In millions of euros	2024 % interest	2023 % interest	2024	2023
HBPO – SHB Automotive Modules	50.00%	50.00%	7	6
JV Yanfeng Plastic Omnium and its subsidiaries – joint venture	49.95%	49.95%	35	38
BPO AS – joint venture	49.98%	49.98%	8	2
EKPO Fuel Cell Technologies	40.00%	40.00%	(7)	(8)
TOTAL SHARE OF PROFIT (LOSS) OF ASSOCIATES AND JOINT VENTURES			**44**	**39**

4.6 Other operating income and expenses

In millions of euros	2024	2023
Reorganization costs[1]	(28)	(38)
Impairment and provisions on non-current assets[2]	(10)	(15)
Provisions for litigations and risks[3]	(7)	(3)
Foreign exchange gains and losses on operating activities[4]	(18)	(21)
Changes in the fair value of long-term investments – Financial assets	0	9
Gains/Losses on disposals of non-current assets	(2)	6
Other	(2)	(1)
TOTAL OPERATING INCOME AND EXPENSES	**(67)**	**(64)**
• *of which total income*	*19*	*22*
• *of which total expense*	*(86)*	*(86)*

At December 31, 2024:

(1) Reorganization costs:
- *Reorganization costs mainly correspond to restructurings impacting the "Exterior Systems", "C-Power" and Lighting business groups in Europe (Germany, Belgium, France and Eastern Europe).*

(2) Impairment and provisions on non-current assets:
- *This item mainly includes provisions on Project and industrial assets, as well as a reversal of a provision linked to the Exterior business group plant located in Greer (United States) for +€10.6 million (see Note 2.3 "Asset impairment tests").*

(3) Provisions for litigations and risks:
- *This item includes the additional provision recognized over the period to cover the risk of recovery of assets in Russia.*

(4) Foreign exchange gains and losses on operating activities:
- *Over the period, foreign exchange gains and losses on operating activities mainly concern the Mexican peso to the US dollar, the US dollar, the South Korean won, the Brazilian real, the Moroccan dirham and the South African rand.*

4.7 Net financial income (expense)

In millions of euros	2024	2023
Finance costs	(94)	(83)
Interest on lease liabilities[1]	(13)	(11)
Financing fees and commissions	(15)	(12)
BORROWING COSTS	**(122)**	**(106)**
Exchange gains or losses on financing activities	18	8
Gains or losses on derivatives	(17)	(6)
Interest on post-employment benefit obligations	(3)	(3)
Other[2]	(6)	2
OTHER FINANCIAL INCOME AND EXPENSES	**(8)**	**0**
TOTAL	**(130)**	**(105)**

(1) See Notes 5.1.3 "Property, plant and equipment" and 5.2.6.6 "Reconciliation of gross and net financial debt".
(2) This item corresponds to the financial impact of hyperinflation in Argentina.

Signature of a "Virtual Power Purchase Arrangement – VPPA" by the Group:

As part of its commitment to carbon neutrality, the Group has signed in December 2023, a VPPA (Virtual Power Purchase Arrangement) with a Spanish developer. This ten-year contract covers annual solar production of 62 GWh.

This contract, qualified as a derivative instrument, falls within the scope of IFRS 9 "Financial instruments". The financial component is recognized in the balance sheet on the basis of its market value. This contract does not qualify for hedge accounting. Changes in value are recognized in financial income (expense). The impact was -€0.2 million for fiscal year 2024.

4.8 Income tax

4.8.1 Tax expense recognized in the income statement

The tax expense breaks down as follows:

In millions of euros	2024	2023
CURRENT TAXES ON CONTINUING ACTIVITIES	**(96)**	**(111)**
Current tax expense/(income)	(90)	(99)
Tax expense/(income) on non-recurring items	(6)	(12)
DEFERRED TAXES ON CONTINUING ACTIVITIES	**24**	**48**
Deferred tax income/(expense) on timing differences arising or reversed during the period	26	49
Expense/(income) resulting from changes in tax rates or the introduction of new taxes	(2)	0
TAX EXPENSE (INCOME) ON CONTINUING ACTIVITIES RECORDED IN THE CONSOLIDATED INCOME STATEMENT	**(72)**	**(63)**

4.8.2 European Directive on "Global Minimum Tax" (Pillar Two)

The Group analyzed the consequences of Pillar Two on its effective tax rate. Relying on "Country-by-country reporting – IFRS" (CBCR IFRS) based on 2023 data, only five countries (Belgium, Russia, Hungary, Switzerland and Slovakia) where OPmobility is established are not covered by the "Safe Harbor Rules"(*).

As of December 31, 2024, the amount calculated and recognized for the five countries concerned is insignificant.

(*) In order to reduce the administrative burden on groups in jurisdictions where no additional tax will be due, so-called "Safe Harbor" protection regimes have been established, which make it possible to deem the additional tax to be zero as long as the jurisdiction succeeds simplified tests.

4.8.3 Analysis of tax expense – Tax proof

Analysis of the tax expense includes the following:

	2024		2023	
In millions of euros	Totals	%[1]	Totals	%[1]
Consolidated loss (profit) on continuing activities before tax and share of profit (loss) of associates and joint ventures (A)	**200**		**187**	
Tax rate applicable in France (B)		25.82%		25.82%
THEORETICAL TAX EXPENSE (INCOME) (C) = (A) X (-B)	(52)		(48)	
Difference between the theoretical tax expense and the current and deferred tax expense excluding tax assessed on net interim profit on continuing activities (D)	**(20)**	**-10.2%**	**(14)**	**-7.7%**
Tax credits	33	16.5%	38	20.2%
Permanent differences between accounting profits and taxable profits	(11)	-5.7%	(6)	-3.3%
Change in unrecognized deferred taxes	(31)	-15.6%	(32)	-16.9%
Impact on deferred tax of a tax rate change	1	0.5%	2	1.2%
Impact of differences in foreign tax rates	8	4.0%	2	1.1%
Contribution to Value Added	(1)	-0.7%	(2)	-0.9%
Other impacts	(18)	-9.2%	(17)	-9.1%
TOTAL CURRENT AND DEFERRED TAX EXPENSE (INCOME) ON CONTINUING ACTIVITIES (E) = (C) + (D)	**(72)**		**(63)**	
EFFECTIVE TAX RATE (ETR) ON CONTINUING ACTIVITIES (E)/(A)		**36.0%**		**33.5%**

(1) Percentage expressed in relation to the consolidated profit on continuing activities before tax and share of profit/(loss) of associates and joint ventures.

The Group's effective tax rate was 36.0% in 2024 (33.5% for 2023).

In 2024, the tax recognized was an expense of -€72 million for a theoretical tax expense of -€52 million, based on a tax rate of 25.82%.

In 2023, the tax recognized was an expense of -€63 million for a theoretical tax expense of -€48 million, based on a tax rate of 25.82%.

Over 2024 period, the difference between the tax recognized and the theoretical tax mainly reflects:

- €33 million in specific tax reductions or tax credits mainly in North America, Belgium, Asia and France (€38 million at December 31, 2023);
- -€31 million through the effect of losses or other assets generated in the year but not recognized, net of those previously not capitalized but used or recognized during the year (-€32 million at December 31, 2023);
- -€11 million for permanent differences between accounting profit (loss) and taxable profit (loss) (-€6 million as of December 31, 2023); and
- -€18 million in other differences including mainly withholding tax in France and Germany (-€17 million in other differences at December 31, 2023).

4.9 Net profit (loss) attributable to non-controlling interests

The net profit (loss) attributable to non-controlling interests corresponds to the share of non-controlling interests in the profit (loss) of fully consolidated entities and companies controlled by the Group. It breaks down as follows:

In millions of euros	2024	2023
Hicom HBPO Sdn Bhd – shah alam	1	1
Beijing Plastic Omnium Inergy Auto Inergy Co. Ltd	-	1
Plastic Omnium Auto Inergy Manufacturing India Pvt Ltd	1	0
DSK Plastic Omnium Inergy	1	(2)
DSK Plastic Omnium BV	-	(0)
PO Rein Energy Technology and its subsidiaries	(1)	(0)
TOTAL ATTRIBUTABLE TO NON-CONTROLLING INTERESTS	**1**	**(0)**

4.10 Earnings per share and diluted earnings per share

Net profit (loss) attributable to owners of the parent	2024	2023
Basic earnings per share *(in euros)*	1.18	1.13
Diluted earnings per share *(in euros)*	1.18	1.13
Weighted average number of ordinary shares outstanding at end of period	**145,522,153**	**145,522,153**
Treasury stock	(1,702,669)	(1,591,745)
Weighted average number of ordinary shares, undiluted	**143,819,484**	**143,930,408**
Impact of dilutive instruments *(stock options)*	139,980	176,718
Weighted average number of ordinary shares, diluted	**143,959,464**	**144,107,126**
Weighted average price of the OPmobility SE share during the period		
Weighted average share price	10.00	15.30

Note 5 Notes to the balance sheet

5.1 Assets

5.1.1 Goodwill

Goodwill

In millions of euros	Gross Value	Impairment	Net value
GOODWILL AS OF JANUARY 1, 2023	1,322	(2)	1,320
Goodwill on "Actia Power" acquisition	(5)	-	(5)
Goodwill on "VLS" acquisition	(15)	-	(15)
TRANSLATION DIFFERENCES	(3)	-	(3)
GOODWILL AT DECEMBER 31, 2023	1,299	(2)	1,297
Goodwill of DSK Plastic Omnium Inergy	(2)	2	-
Translation differences	5	-	5
GOODWILL AT DECEMBER 31, 2024	**1,302**	**-**	**1,302**

Below is the breakdown of goodwill by operating segment:

Goodwill by operating segment

In millions of euros	Gross Value	Impairment	Carrying amount
Exterior Systems	**548**	**-**	**548**
Exterior business group	*335*	*-*	*335*
Lighting business group	*213*	*-*	*213*
Powertrain	**226**	**-**	**226**
C-Power business group	*207*	*-*	*207*
H_2-Power business group	*20*	*-*	*20*
Modules	**528**	-	**528**
VALUE AT DECEMBER 31, 2024	**1,302**	**-**	**1,302**
Exterior Systems	**544**	**-**	**544**
Exterior business group	*332*	*-*	*332*
Lighting business group	*213*	*-*	*213*
Powertrain	**227**	**(2)**	**225**
C-Power business group	*207*	*(2)*	*205*
H_2-Power business group	*20*	*-*	*20*
Modules	**528**	**-**	**528**
VALUE AT DECEMBER 31, 2023	**1,299**	**(2)**	**1,297**

5.1.2 Other intangible assets

In millions of euros	Patents and licenses	Software	Development assets	Customer contracts	Other	Total
CARRYING AMOUNT AT DECEMBER 31, 2023	70	21	511	35	83	720
Capitalized development	-	-	266	-	-	266
Acquisitions	-	2	-	-	3	5
Disposals – net	-	-	(9)	-	(3)	(12)
Reclassifications	1	7	61	-	(66)	2
Depreciation and amortization for the fiscal year	(9)	(12)	(143)	(15)	-	(179)
Impairment and reversals	-	-	(16)	-	-	(16)
Translation differences	-	-	5	1	0	7
CARRYING AMOUNT AT DECEMBER 31, 2024	**62**	**18**	**675**	**21**	**17**	**793**

In millions of euros	Patents and licenses	Software	Development assets	Customer contracts	Other	Total
CARRYING AMOUNT AS OF JANUARY 1, 2023	79	16	477	51	59	682
Capitalized development	-	-	194	-	-	194
Acquisitions	0	8	0	0	43	51
Disposals – net	(0)	(0)	(4)	-	(1)	(5)
Newly-consolidated companies	-	0	(0)	-	-	0
Reclassifications	0	9	10	-	(17)	3
Depreciation and amortization for the fiscal year	(8)	(12)	(159)	(15)	(0)	(194)
Impairments and reversals	-	(0)	2	-	(2)	(0)
Translation differences	0	(0)	(9)	(0)	(1)	(10)
CARRYING AMOUNT AS OF DECEMBER 31, 2023	**70**	**21**	**511**	**35**	**83**	**720**

In millions of euros	Patents and licenses	Software	Development costs	Customer contracts	Other	Total
ANALYSIS OF CARRYING AMOUNT AT JANUARY 1, 2024						
Gross value	118	185	1,599	314	85	2,300
Accumulated depreciation and amortization	(43)	(163)	(1,019)	(255)	-	(1,481)
Impairment	(4)	-	(69)	(23)	(2)	(99)
CARRYING AMOUNT AS OF JANUARY 1, 2024	70	21	511	35	83	720
ANALYSIS OF CARRYING AMOUNT AT DECEMBER 31, 2024						
Gross value	118	192	1,875	316	19	2,521
Accumulated depreciation and amortization	(52)	(174)	(1,117)	(272)	-	(1,615)
Impairment	(4)	-	(83)	(23)	(2)	(113)
CARRYING AMOUNT AT DECEMBER 31, 2024	**62**	**18**	**675**	**21**	**17**	**793**

5.1.3 Property, plant and equipment and Investment property

Property, plant and equipment also include rights-of-use related to leases of property, plant and equipment following the application of IFRS 16 "Leases".

For impairment tests carried out at December 31, 2024 and any impairment or reversals on property, plant and equipment, please refer to Note 2.3 "Asset impairment tests".

In millions of euros	Land	Buildings	Technical installations & tooling	Property, plant and equipment under construction	Other property, plant and equipment (including Investment property)	Total
CARRYING AMOUNT AT DECEMBER 31, 2023: PROPERTY, PLANT AND EQUIPMENT	84	518	517	276	180	1,575
Acquisitions	3	6	35	211	33	287
Disposals – net	(3)	(4)	(5)	-	(4)	(16)
Reclassifications and other changes[(1)]	9	25	115	(184)	63	27
Depreciation for the period	(1)	(34)	(130)	-	(85)	(250)
Impairments and reversals	-	(3)	8	6	(5)	7
Translation differences	2	12	12	3	3	31
PROPERTY, PLANT AND EQUIPMENT: CARRYING AMOUNT AT DECEMBER 31, 2024 (A)	**92**	**519**	**552**	**312**	**185**	**1,660**
CARRYING AMOUNT AT DECEMBER 31, 2023: RIGHTS-OF-USE LEASED ASSETS	10	264	20	-	12	305
Acquisitions	2	53	33	-	16	104
Disposals – net	(2)	(8)	(1)	-	(1)	(12)
Depreciation for the period	(1)	(53)	(9)	-	(9)	(72)
Reclassifications and others	-		-	-	-	
Translation differences	-	3	-	-	-	3
RIGHTS-OF-USE LEASED ASSETS: CARRYING AMOUNT AT DECEMBER 31, 2024 (B)	**9**	**258**	**43**	**-**	**18**	**328**
PROPERTY, PLANT AND EQUIPMENT: CARRYING AMOUNT AT DECEMBER 31, 2024 (C) = (A) + (B)	**101**	**777**	**595**	**312**	**203**	**1,988**

(1) Including €24.2 million of fixed assets financed by leasing.

Information on rental expense resulting from uncapitalized leases:

Rental expense on uncapitalized leases amounted to -€22.2 million at December 31, 2024 compared with -€18.4 million at December 31, 2023.

In millions of euros	Land	Buildings	Technical installations, equipment and tooling	Property, plant and equipment under construction	Other property, plant and equipment	Total
ANALYSIS OF CARRYING AMOUNT AS OF JANUARY 1 2024						
Gross value	115	1,392	2,281	284	900	4,972
Accumulated depreciation	(18)	(569)	(1,633)	-	(684)	(2,904)
Impairment	(4)	(42)	(111)	(7)	(23)	(188)
CARRYING AMOUNT AS OF JANUARY 1, 2024	93	781	537	276	192	1,880
ANALYSIS OF CARRYING AMOUNT AS OF DECEMBER 31, 2024						
Gross value	122	1,462	2,448	312	957	5,301
Accumulated depreciation	(19)	(645)	(1,748)	-	(728)	(3,140)
Impairment	(2)	(41)	(103)	(1)	(26)	(173)
CARRYING AMOUNT AS OF DECEMBER 31, 2024	**101**	**776**	**597**	**311**	**203**	**1,988**

5.1.4 Non-consolidated interests and equity investments in associates

5.1.4.1 EQUITY INVESTMENTS IN ASSOCIATES AND JOINT VENTURES

These are equity investments in associates and joint ventures. Details are provided in the following table:

In millions of euros	% interest December 31, 2024	% interest December 31, 2023	December 31, 2024	December 31, 2023
HBPO – SHB Automotive Modules	50.00%	50.00%	16	19
JV Yanfeng Plastic Omnium and its subsidiaries – joint venture	49.95%	49.95%	191	180
BPO AS – joint venture	49.98%	49.98%	21	16
EKPO Fuel Cell Technologies	40.00%	40.00%	92	90
TOTAL INVESTMENTS IN ASSOCIATES AND JOINT VENTURES			**319**	**306**

Investments in these entities include goodwill by segment for the following amounts:

In millions of euros	December 31, 2024	December 31, 2023
Goodwill in associates and joint ventures – Exterior Systems segment[(1)]	22	21
Goodwill in associates and joint ventures – Modules segment	2	2
Goodwill in associates and joint ventures – Powertrain segment	17	17
TOTAL GOODWILL IN ASSOCIATES AND JOINT VENTURES	**41**	**41**

(1) The operating segment "Exterior Systems" became "Exterior & Lighting" on February 1, 2025. Please refer to the "Group Presentation" and the Note 3.1 "Information by operating segment".

In view of the individual contribution of less than 10% of joint ventures and associates to the Group's main financial indicators, the summary balance sheet and income statement aggregates presented below aggregate:

- the joint venture YFPO and its subsidiaries after elimination of internal transactions;
- the associate SHB Automotive Modules (HBPO);
- the BPO AS joint-venture; and
- the EKPO Fuel Cell Technologies associate and its subsidiaries EKPO Fuel Cell (Suzhou) and EKPO Fuel Cell Technologies US, Inc.

In millions of euros	December 31, 2024	December 31, 2023
Non-current assets	816	773
Current assets	1,229	1,273
Cash and cash equivalents	230	209
TOTAL ASSETS	**2,275**	**2,255**
Shareholders' equity	653	592
Non-current liabilities	200	186
Current liabilities	1,422	1,478
TOTAL EQUITY AND LIABILITIES	**2,275**	**2,255**
Revenue	2,372	2,193

5.1.4.2 NON-CONSOLIDATED INTERESTS

The non-consolidated interests relate to inactive wholly-owned companies and shares in which the Group's stake does not allow it to exercise at least significant influence.

Convertible bonds include the Group's investments in the form of bonds for which the Group has the choice, at the time of settlement, of either repayment or conversion into shares, which is the case for the investment in Verkor.

Details of all these assets are provided in the following table:

In millions of euros	December 31, 2024	December 31, 2023
Non-consolidated equity investments in Verkor[(1)]	21	-
Other non-consolidated equity investments	3	3
TOTAL NON-CONSOLIDATED EQUITY INVESTMENTS	**24**	**3**
Verkor convertible bonds[(1)]	-	21
TOTAL CONVERTIBLE BONDS	**-**	**21**
TOTAL NON-CONSOLIDATED EQUITY INVESTMENTS AND CONVERTIBLE BONDS	**24**	**24**

(1) The bonds held in the company Verkor were converted into shares (51,716 shares at a unit price of €409.45 including the issue premium).

5.1.5 Non-current financial assets

The financial assets recognized under this item correspond to long-term investments in equities and funds as well as other assets such as deposits and surety bonds grouped as follows:

5.1.5.1 LONG-TERM INVESTMENTS IN EQUITIES AND FUNDS

- investments in listed companies, government bonds, funds or equivalents and investments in securities of listed companies, including funds invested in the "Aster", "AP Ventures" and "FAIM" venture capital companies;
- the Group's investments in the "FMEA 2" fund as part of the support of the Automotive division sub-contractors and in inactive companies.

	December 31, 2024						December 31, 2023				
In millions of euros	**Subscribed amounts**	**Non -called-up amounts**	**Disposal**	**Fair Value Adjustments OCI**	**Fair Value Adjustments PL**	**Net**	**Subscribed amounts**	**Non -called-up amounts**	**Fair Value Adjustments OCI**	**Fair Value Adjustments PL**	**Net**
Financial investments in the "FMEA 2" fund(1)	4	(4)					4	(4)			
Financial investments in listed securities(2)	51	-	(60)	9		-	47	-	5	-	51
Financial investments in bonds(3)	61	-	-		-	61	-	-			-
Financial investments in the venture capital "AP Ventures"(4)	29	(7)	-	-	7	29	28	(11)		8	25
Financial investment in the venture capital company "Aster"	20	(5)	-	-	2	17	20	(6)		1	15
Financial investment in the venture capital company "FAIM"	5	(4)				1	5	(4)			1
Other	-	-					-	-			
LONG-TERM INVESTMENTS IN EQUITIES AND FUNDS						**109**					**93**
Other non-current financial assets and receivables						**15**					**13**
NON-CURRENT FINANCIAL ASSETS						**124**					**106**

(1) The net value of FMEA 2 at the end of each period corresponds to the fair value of the Group's investments in the fund. Uncalled amounts include distributions of income as well as fair value adjustments.

(2) The fair value adjustment of listed securities is recorded in non-recyclable items (Statement of Comprehensive Income and reserves in changes in Equity). The Group sold its entire portfolio of listed securities over the period. The profit (loss) from the sale is recorded in equity.

(3) During the first half of 2024, the Group purchased US Treasury bonds maturing on March 31, 2026.

(4) The Group has committed to $30 million over the life of the fund. At December 31, 2024, total Group investments in AP Ventures, a venture capital fund dedicated to hydrogen, amounts to $22.5 million versus $19.3 million at December 31, 2023. The fair value adjustment is recognized in "Other income and expenses" in Note 4.5.

5.1.6 Inventories and inventories in progress

In millions of euros	December 31, 2024	December 31, 2023
Raw materials and supplies		
At cost (gross)	315	314
Net realizable value	278	274
Molds, tooling and engineering		
At cost (gross)	484	497
Net realizable value	457	482
Maintenance inventories		
At cost (gross)	103	96
Net realizable value	82	77
Goods		
At cost (gross)	4	4
Net realizable value	3	3
Semi-finished products		
At cost (gross)	70	74
Net realizable value	66	70
Finished products		
At cost (gross)	55	55
Net realizable value	49	51
TOTAL NET	**935**	**956**

5.1.7 Trade and other receivables

5.1.7.1 SALES OF RECEIVABLES

OPmobility SE and some of its European and United States subsidiaries have set up several receivables sales programs with French financial institutions. These programs have an average maturity of 3.7 years. See Note 2.4.6 "Renewal and extension of the Group's main receivables sales program" in the "Significant events of the period".

These confirmed non-recourse programs transfer substantially all the risks and rewards of ownership to the buyer of the sold receivables.

Receivables sold under these programs totaled €557.7 million at December 31, 2024 *versus* €499.5 million at December 31, 2023.

5.1.7.2 TRADE RECEIVABLES – GROSS VALUES, IMPAIRMENT AND CARRYING AMOUNTS

	December 31, 2024				December 31, 2023			
In millions of euros	Gross value	Impairment	%	Carrying amount	Gross value	Impairment	%	Carrying amount
TRADE RECEIVABLES	**903**	**(17)**	**-1.9%**	**886**	**1,039**	**(25)**	**-2.4%**	**1,014**

The Group has not identified any significant non-provisioned customer risk over the two periods.

The late payment of trade receivables is presented in Note 6.3.1 "Customer risk".

5.1.7.3 OTHER RECEIVABLES

In millions of euros	December 31, 2024	December 31, 2023
Sundry receivables	128	115
Prepayments to suppliers of tooling and prepaid development costs	48	60
Income tax receivables	46	50
Other tax receivables	214	196
Employee advances	3	7
Prepayments to suppliers of non-current assets	9	6
OTHER RECEIVABLES	**447**	**435**

5.1.7.4 TRADE AND OTHER RECEIVABLES BY CURRENCY

	December 31, 2024			December 31, 2023		
In millions of currency units	Local currency	Euro	%	Local currency	Euro	%
EUR – Euro	604	604	45%	679	679	47%
USD – US dollar	418	402	30%	440	398	27%
CNY – Chinese yuan	1,030	136	10%	914	116	8%
GBP – Pound sterling	11	13	1%	4	5	0%
Other – Other currencies		177	13%		250	17%
TOTAL		**1,333**	**100%**		**1,448**	**100%**
Of which:						
• *Trade receivables*		*886*	*66%*		*1,014*	*70%*
• *Other receivables*		*447*	*34%*		*435*	*30%*

5.1.8 Deferred taxes

As noted in Note 1.9 of the accounting rules and principles, deferred tax assets on tax loss carryforwards, temporary differences and tax credits are assessed according to their probability of future use. For this purpose, estimates were made as part of the closing of the accounts and led to the recognition of assets based on probable use within a relatively short period of time, reflecting a prudent approach given the current economic environment.

Deferred taxes break down as follows:

In millions of euros	December 31, 2024	December 31, 2023
Intangible assets	88	98
Property, plant and equipment	(32)	(32)
Employee benefit obligations	21	21
Provisions	84	69
Financial instruments	3	(1)
Tax loss carryforwards and tax credits	397	389
Other	57	57
Impairment of deferred tax assets	(450)	(459)
TOTAL	**168**	**144**
Of which:		
Deferred tax assets	*187*	*167*
Deferred tax liabilities	*18*	*23*

Unrecognized tax assets in respect of tax losses amounted to €328 million as of December 31, 2024 against €290 million at December 31, 2023 and have the following characteristics:

In millions of euros	December 31, 2024	December 31, 2023
Indefinite tax loss carryforwards	271	263
Tax loss carryforwards available for more than 5 years	2	2
Tax loss carryforwards available for up to 5 years	36	9
Tax loss carryforwards available for up to 4 years	7	7
Tax loss carryforwards available for up to 3 years	6	5
Tax loss carryforwards available for less than 3 years	6	4
TOTAL	**328**	**290**

The change over the fiscal year was mainly due to changes in Germany.

5.1.9 Cash and cash equivalents

5.1.9.1 GROSS CASH AND CASH EQUIVALENTS

In millions of euros	December 31, 2024	December 31, 2023
Cash at banks and in hand	617	613
Short-term deposits – Cash equivalents	54	24
TOTAL CASH AND CASH EQUIVALENTS ON THE ASSETS SIDE OF THE BALANCE SHEET	**671**	**637**

Cash and cash equivalents break down as follows:

In millions of euros	December 31, 2024	December 31, 2023
Cash and cash equivalents of the Group's captive reinsurance company	24	18
Cash and cash equivalents in countries with exchange controls and/or restrictions on currency transfers(1)	137	144
Available cash	510	475
TOTAL CASH AND CASH EQUIVALENTS ON THE ASSETS SIDE OF THE BALANCE SHEET	**671**	**637**

(1) These available funds are located either (i) in countries, where setting up intra Group loans or financial current accounts is difficult; in this case, funds are repatriated, in particular for the payment of dividends; or (ii) in countries where the cash cannot be centralized due to the regulations in force. The countries selected in this category are Brazil, China, India, Argentina, Turkey, Russia, South Korea, Malaysia, Indonesia and Thailand.

5.1.9.2 NET CASH AND CASH EQUIVALENTS AT END OF PERIOD

In millions of euros	December 31, 2024	December 31, 2023
Cash	617	613
Cash equivalents	54	24
Short-term bank loans and overdrafts	(9)	(3)
NET CASH AND CASH EQUIVALENTS IN THE STATEMENT OF CASH-FLOWS	**662**	**634**

5.1.10 Statement of cash-flows – Acquisitions and disposals of financial assets, non-controlling interests and related investments and non-consolidated equity interests

5.1.10.1 ACQUISITIONS OF EQUITY INVESTMENTS, NON-CONTROLLING INTERESTS AND RELATED INVESTMENTS

At December 31, 2024

a - Acquisitions of equity investments in subsidiaries, investments leading to a change in control, investments in associates and joint ventures, and related investments

For -€28 million, details of which are given below:

- -€20 million disbursed in 2024 in accordance with the schedule agreed when acquiring a 40% stake in "EKPO Fuel Cell Technologies". As of December 31, 2024, the Group has fully paid the debt of €70.0 million recorded in the Group's accounts in the year of acquisition, namely as of December 31, 2021. The total acquisition price of "EKPO Fuel Cell Technologies" and "Plastic Omnium New Energies Wels GmbH (EKAT)" in 2021 was €113.5 million;
- -€8 million related to the subscription over the period to the capital increase of "EKPO Fuel Cell Technologies", consolidated by the equity method, in the amount of the Group's stake, *i.e.* 40%.

5.1.11 Impact of dividends paid in the Statement of cash-flows

5.1.11.1 IMPACTS IN THE STATEMENT OF CASH-FLOWS OF DIVIDENDS PAID BY OPMOBILITY SE

In 2024, the dividend paid by OPmobility SE to shareholders other than Burelle SA amounted to €35.7 million (compared to €22.1 million in 2023), bringing the total amount of the dividend thus paid by OPmobility SE to €90.7 million (compared to €56.2 million in 2023).

See the corresponding amount in the Statement of changes in equity and in Note 5.2.2 "Dividends approved and paid by OPmobility SE".

5.1.11.2 IMPACTS IN THE STATEMENT OF CASH-FLOWS OF DIVIDENDS PAID BY OTHER GROUP COMPANIES

As of December 31, 2024, the amount of dividends of the other Group companies, voted and approved, amounted to €4.2 million compared to €4.3 million at December 31, 2023 in the Statement of cash-flows.

No dividends approved in favor of non-controlling interests of a Group subsidiary are pending payment at the end of the period.

5.2 Liabilities and shareholders' Equity

5.2.1 Group shareholders' equity

5.2.1.1 SHARE CAPITAL OF OPMOBILITY SE

In euros	December 31, 2024	December 31, 2023
Share capital at January 1 of the period	8,731,329	8,731,329
SHARE CAPITAL AT END OF PERIOD, MADE UP OF ORDINARY SHARES WITH A PAR VALUE OF €0.06 EACH OVER THE TWO PERIODS	**8,731,329**	**8,731,329**
Treasury stock	165,475	96,380
TOTAL SHARE CAPITAL NET OF TREASURY STOCK	**8,565,854**	**8,634,950**

Shares registered on behalf of the same holder for at least two years have double voting rights.

Capital structure at December 31, 2024 and at December 31, 2023

At December 31, 2024, and at December 31, 2023, OPmobility SE's share capital was made up of shares with a par value of €0.06, bringing the Company's share capital to €8,731,329.18. OPmobility SE held 2,757,915 treasury shares, representing 1.90% of the share capital, compared with 1,606,330 shares, representing 1.10% of the share capital at December 31, 2023.

OPmobility SE share capital reduction with effect from January 29, 2025

The Board of Directors of OPmobility SE of December 11, 2024 approved a share capital reduction of €90,000.00 corresponding to the cancellation of 1,500,000 shares with a par value of €0.06 with effect from January 29, 2025. The share capital of OPmobility SE was reduced from €8,731,329.18 to €8,641,329.18 representing 144,022,153 shares with a par value of €0.06.

This transaction increases the holding company Burelle SA's stake in OPmobility SE from 60.01%. to 60.63%.

5.2.1.2 VOTING RIGHTS OF THE MAIN SHAREHOLDER BURELLE SA IN OPMOBILITY SE

The voting rights of the main shareholder Burelle SA over the reference periods are presented below:

	December 31, 2024	December 31, 2023
Voting rights of Burelle SA before elimination of treasury shares	73.88%	73.86%

5.2.1.3 NOTE TO THE STATEMENT OF OTHER COMPREHENSIVE INCOME – NET PROFIT (LOSS) OF THE PERIOD ATTRIBUTABLE TO OWNERS OF THE PARENT OPMOBILITY SE

Net profit (loss) of the period:

Net profit (loss) of the period attributable to owners of the parent amounted to:

- €130.4 million at December 31, 2024;
- €99.0 million at December 31, 2023.

Net other comprehensive income of the period:

Net other comprehensive income of the period attributable to owners of the parent amounted to:

- €104.0 million at December 31, 2024;
- €69.8 million at December 31, 2023.

5.2.1.4 BREAKDOWN OF "OTHER RESERVES" IN THE CONSOLIDATED STATEMENT OF CHANGES IN EQUITY

	Actuarial gains/(losses) relating to defined-benefit plans	Cash-flow hedges – interest rate instruments	Cash-flow hedges – currency instruments	Fair value adjustments	Retained earnings and other reserves	Attributable to owners of the parent
AT DECEMBER 31, 2022 RESTATED	**(30)**	**(1)**	**0**	**26**	**1,763**	**1,759**
Movements in 2023	(1)	0	(0)	5	109	113
AT DECEMBER 31, 2023	**(31)**	**(1)**	**0**	**31**	**1,872**	**1,872**
Movements in 2024	0	1	(0)	9	78	88
AT DECEMBER 31, 2024	**(31)**	**0**	**(0)**	**40**	**1,950**	**1,960**

5.2.1.5 BREAKDOWN OF "CHANGES IN THE SCOPE OF CONSOLIDATION AND RESERVES" IN THE "CONSOLIDATED STATEMENT OF CHANGES IN EQUITY"

	Shareholders' equity		Total shareholders' equity
In millions of euros	Attributable to owners of the parent	Attributable to non-controlling interests	
Creation of the "PO Rein Energy Technology" joint venture	-	13	13
CHANGES IN THE SCOPE OF CONSOLIDATION AT DECEMBER 31, 2023	**-**	**13**	**13**
The Group's loss of control on the company DSK Plastic Omnium Inergy	-	(3)	(3)
CHANGES IN THE SCOPE OF CONSOLIDATION AT DECEMBER 31, 2024	**-**	**(3)**	**(3)**

5.2.2 Dividends approved and paid by OPmobility SE

Amounts in millions of euros *Dividends per share in euros* *Number of shares in units*	December 31, 2024				December 31, 2023	
	Interim dividend payment based on 2024 Net Profit[(1)]		Distribution based on 2023 Net Profit		Distribution based on 2022 Net Profit	
	Number of shares in 2024	Dividend	Number of shares in 2023	Dividend	Number of shares in 2022	Dividend
Dividends per share *(in euros)*		**0.24**[(2)]	-	**0.39**[(4)]	-	**0.39**[(4)]
Total number of shares outstanding on the dividend payment date	145,522,153[(3)]		145,522,153[(5)]		145,522,153[(7)]	
Total number of shares outstanding at the end of the previous year	145,522,153		145,522,153		145,522,153	
Total number of shares held in treasury on the dividend payment date	1,606,929[(3)]		1,538,538[(5)]		1,530,663[(7)]	
Total number of shares held in treasury at year-end (for information)			1,606,330[(5)]		1,549,878[(7)]	
Total number of shares held in treasury at the date of the Board of Directors meeting	1,619,929[(3)]					
Dividends on ordinary shares		35		57		57
Dividends on treasury stock (unpaid)		0[(3)]		(1)[(5)]		(1)[(7)]
TOTAL NET DIVIDENDS		**35**[(6)]		**56**[(6)]		**56**

OPmobility SE's dividend distribution operations over the period and the previous period are as follows:

1) Interim dividend payment on 2024 results paid in July 2024;
2) The Board of Directors of OPmobility SE, meeting on July 22, 2024, decided to distribute an interim dividend for the fiscal year 2024 of €0.24 per share. The ex-dividend date was July 25, 2024 and the dividend paid in cash on July 29, 2024;
3) The number of treasury shares on the day of the Board's decision of July 22, 2024, was 1,619,929 shares compared to 1,606,929 shares at the time of the dividend payment, reducing the dividends attached to these shares from €0.389 million to €0.386 million;
4) In fiscal year 2024, OPmobility SE paid a dividend of €0.39 per share based on the fiscal year 2023 net profit as at December 31, 2023 based on the fiscal year 2022 net profit;
5) The number of treasury shares as of December 31, 2023 used to determine the provisional total dividend was 1,606,330. This number of treasury shares at the time of the dividend's payment in 2024 amounted to 1,538,538 shares, decreasing the dividends attached to these shares from €0.626 million to €0.600 million;
6) As of December 31, 2024: The total amount of dividends paid by OPmobility SE in 2024 amounts to €90.7 million, including €55.0 million to Burelle SA and €35.7 million to other shareholders;
7) As of December 31, 2023: 1,549,878 treasury shares were taken into account as of December 31, 2022 to determine the provisional total dividend. The number of treasury shares at the time of the dividend's payment in 2023 amounted to 1,530,663 shares, decreasing the dividends attached to these shares from €0.604 million to €0.597 million.

It will be proposed to the Combined General Meeting of April 24, 2025 to distribute a dividend of €0.60 per share for the fiscal year 2024 (total amount of €86.4 million for 144,022,153 existing shares, before subtracting treasury shares). After deduction of the €34.5 million interim dividend paid on July 29, 2024, the amount of the dividend remaining to be paid would be €51.9 million.

5.2.3 Share-based payments

FREE PERFORMANCE SHARE AWARD PLANS:

Plan of December 11, 2020

A free performance share plan was awarded by the Board of Directors of December 11, 2020, with retroactive effect from April 30, 2020, to employees and executive corporate officers of OPmobility SE, related companies, or groups linked to OPmobility SE, subject to performance conditions and with a four-year vesting period ending on April 30, 2024.

At the end of this plan on April 30, 2024, 84,187 OPmobility shares have been delivered to the beneficiaries.

Plan of April 23, 2021

A free performance share plan was awarded by the Board of Directors of February 17, 2021, to executive corporate officers of OPmobility SE (two beneficiaries), with a four-year vesting period ending on April 23, 2025.

Plan of April 22, 2022

A free performance share plan was awarded by the Board of Directors of February 17, 2022, to executive corporate officers of OPmobility SE (two beneficiaries), with a three-year vesting period ending on April 21, 2025.

Plan of April 27, 2023

A free performance share plan was awarded by the Board of Directors of February 21, 2023, to executive corporate officers of OPmobility SE (two beneficiaries), with a vesting period between April 27, 2023 and the day following the 2026 General Meeting of Shareholders.

Plan of April 24, 2024

A free performance share plan was decided by the Board of Directors on February 21, 2024, for the benefit of the Executive Directors of OPmobility SE (two beneficiaries) and employees of the Group with a three-year vesting period, ending on April 24, 2027 ending after the Board of Directors in 2027 called to approve the 2026 financial statements.

The main assumptions used for the valuation of the plans using the principles of IFRS 2 are provided in the following table:

Valuation of April 24, 2024 plan *In euros* *In units for the number of shares*	**Valuation of the number of shares awarded and valuation on April 24, 2024**		
	Initial	**Cancelled in 2024**	**Final positions**
Number of shares allocated to the performance share plan	153,909 shares	0 share	153,909 shares
Market conditions			Not subject to market conditions
OPmobility SE share price at the performance plan award date			€11.7
Average value of one share			€10.0
Number of shares to be awarded after application of an employee turnover rate			153,909 shares
Estimated overall cost of the plan on the award date – (Accounting expense with adjustment to reserves)			€1,539,090

The overall cost of the plan was valued at the time of set-up. The overall expense amounts to €1.5 million, amortized on a straight-line basis over the three-year vesting period.

Plan of July 22, 2024

A free performance share plan was awarded by the Board of Directors of July 22, 2024, to executive corporate officers of OPmobility SE (two beneficiaries), with a three-year vesting period ending after the Board of Directors in 2027 called to approve the 2026 financial statements.

The main assumptions used for the valuation of the plans using the principles of IFRS 2 are provided in the following table:

Valuation of July 22, 2024 plan *In euros* *In units for the number of shares*	**Valuation of the number of shares awarded and valuation on July 22, 2024**		
	Initial	**Cancelled in 2024**	**Final positions**
Number of shares allocated to the free performance share plan	26,910 shares	0 share	26,910 shares
Market conditions			Not subject to market conditions
OPmobility SE share price at the free performance plan award date			€9.17
Average value of one share			€7.5
Number of shares to be awarded after application of an employee turnover rate			26,910 shares
Estimated overall cost of the plan on the award date – (Accounting expense with adjustment to reserves)			€201,825

The overall cost of the plan was valued at the time of its set-up. The overall expense amounts to €0.2 million, amortized on a straight-line basis over the three-year vesting period.

THE 2024 LONG-TERM INCENTIVE PLAN FOR PERMANENT MEMBERS OF THE EXECUTIVE COMMITTEE AND NON-CORPORATE OFFICERS

The Group set up a Long-term Incentive Plan for the permanent members of the Executive Committee over the period. The terms are similar to the plan set up in 2023: 30% of the beneficiary's fixed annual base salary on the award date.

The dates associated with the 2024 plan are:

- award date: April 25, 2024;
- vesting date: the day following the 2027 Annual Meeting of Shareholders.

The estimated total expense amounts to €0.9 million, amortized on a straight-line basis over the three-year vesting period.

This plan is subject to a 50% social security contribution for the employer, a French subsidiary, due the month following the date of vesting by the beneficiary in 2027.

OUTSTANDING OPTIONS AT THE END OF THE FISCAL YEAR AND OPTION PLAN EXPENSE FOR THE PERIOD

The 2020 performance share plan was closed on December 31, 2024.

Outstanding options **Performance share plan** *In euros* *In units for the number of options*	**Options outstanding at January 1, 2024**	**Revaluations/ adjustments**	**Increases**	**Decreases**		**Cost for the period**	**Options outstanding at December 31, 2024**	
			Options granted during the fiscal year	**Options forfeited during the fiscal year**	**Options exercised during the fiscal year**		**Total**	**Of which, options exercisable at Dec. 31, 2024**
DECEMBER 11, 2020 PLAN								
Number of shares	228,373			(144,186)	(84,187)			None
Number of shares after application of the headcount turnover rate (22%) applied to the Plan concerning the employees[1]	90,187			(6,000)	(84,187)			
Share price at the grant date	17.36							
Average share value	15							
Term	4 years						-	
Unrecognized cost at period-end	111,188	(88,451)				(22,737)	-	
Remaining life	0.3 year						-	

(1) Used to determine "Diluted earnings per share".

Outstanding options **Performance share plan** *In euros* *In units for the number of options*	**Options outstanding at Jan. 1, 2024**	**Revaluations/ adjustments**	**Increases**	**Decreases**		**Cost for the period**	**Options outstanding at December 31, 2024**	
			Options granted during the fiscal year	**Options forfeited during the fiscal year**	**Options exercised during the fiscal year**		**Total**	**Of which, options exercisable at Dec. 31, 2024**
APRIL 23, 2021 PLAN								
Number of shares	45,947						45,947	None
Number of shares after application of the headcount turnover rate (22%) applied to the Plan concerning the employees[1]	22,974						22,974	
Share price at the grant date	29.88						29.88	
Average share value	27.92						27.92	
Term	4 years						4 years	
Unrecognized cost at period-end	210,457					(161,145)	49,312	
Remaining life	1.3 year						0.3 year	

(1) Used to determine "Diluted earnings per share".

Outstanding options **Performance share plan** *In euros* *In units for the number of options*	**Options outstanding at Jan. 1, 2024**	**Revaluations/ adjustments**	**Increases**	**Decreases**		**Cost for the period**	**Options outstanding at December 31, 2024**	
			Options granted during the fiscal year	**Options forfeited during the fiscal year**	**Options exercised during the fiscal year**		**Total**	**Of which, options exercisable at Dec. 31, 2024**
APRIL 22, 2022 PLAN								
Number of shares	95,602						95,602	None
Number of shares after application of the headcount turnover rate (22%) applied to the Plan concerning the employees[1]	95,602	(47,801)					47,801	
Share price at the grant date	15.58						15.58	
Average share value	14						14.00	
Term	3 years						3 years	
Unrecognized cost at period-end	581,819	(669,214)				155,171	67,776	
Remaining life	1.3 year						0.3 year	

(1) Used to determine "Diluted earnings per share".

Outstanding options Performance share plan *In euros* *In units for the number of options*	Options outstanding at Jan. 1, 2024	Revaluations/ adjustments	Increases: Options granted during the fiscal year	Decreases: Options forfeited during the fiscal year	Decreases: Options exercised during the fiscal year	Cost for the period	Options outstanding at December 31, 2024: Total	Options outstanding at December 31, 2024: Of which, options exercisable at Dec. 31, 2024
APRIL 27, 2023 PLAN								
Number of shares	92,025						92,025	None
Number of shares after application of the headcount turnover rate (22%) applied to the Plan concerning the employees[1]	92,025						92,025	
Share price at the grant date	15.82						15.82	
Average share value	14						14.00	
Term	3 years						3 years	
Unrecognized cost at period-end	995,383					(430,627)	564,756	
Remaining life	2.3 years						1.3 year	

(1) Used to determine "Diluted earnings per share".

Outstanding options Performance share plan *In euros* *In units for the number of options*	Options outstanding at Jan. 1, 2024	Revaluations/ adjustments	Increases: Options granted during the fiscal year	Decreases: Options forfeited during the fiscal year	Decreases: Options exercised during the fiscal year	Cost for the period	Options outstanding at December 31, 2024: Total	Options outstanding at December 31, 2024: Of which, options exercisable at Dec. 31, 2024
APRIL 24, 2024 PLAN								
Number of shares			153,909				153,909	None
Number of shares after application of the headcount turnover rate (22%) applied to the Plan concerning the employees[1]			153,909				153,909	
Share price at the grant date			11.70				11.7	
Average share value			10.00				10.00	
Term			3 years				3 years	
Unrecognized cost at period-end			1,539,090			(352,796)	1,186,294	
Remaining life			3 years				2.3 years	

(1) Used to determine "Diluted earnings per share".

Outstanding options Performance share plan *In euros* *In units for the number of options*	Options outstanding at Jan. 1, 2024	Revaluations/ adjustments	Increases: Options granted during the fiscal year	Decreases: Options forfeited during the fiscal year	Decreases: Options exercised during the fiscal year	Cost for the period	Options outstanding at December 31, 2024: Total	Options outstanding at December 31, 2024: Of which, options exercisable at Dec. 31, 2024
JULY 22, 2024 PLAN								
Number of shares			26,910				26,910	None
Number of shares after application of the headcount turnover rate (22%) applied to the Plan concerning the employees[1]			26,910				26,910	
Share price at the grant date			9.17				9.17	
Average share value			7.50				7.50	
Term			3 years				3 years	
Unrecognized cost at period-end			201,825			(32,701)	169,124	
Remaining life			3 years				2.6 years	
TOTAL EXPENSE FOR THE FISCAL YEAR						**(844,835)**	**EUROS**	

(1) Used to determine "Diluted earnings per share".

The summary in 2024 of the items related to Long-Term Incentive Plans for permanent members of the Executive Committee and non-corporate officers (set up during fiscal year 2022) is provided below. These Long-Term Incentive Plans are subject to provisions for expenses:

Long term Incentive Plan **Non-corporate officers of the Executive Committee** *In euros* *In units for the number of options*	**Options outstanding at Jan. 1, 2024**	**Revaluations/ adjustments**	**Increases** **Options granted during the fiscal year**	**Decreases** **Options forfeited during the fiscal year**	**Decreases** **Options exercised during the fiscal year**	**Cost for the period**	**Options outstanding at December 31, 2024** **Total**	**Options outstanding at December 31, 2024** **Of which, options exercisable at Dec. 31, 2024**
MAY 18, 2022 PLAN								
Share price at the grant date	15.98						15.98	
Average share value	15.31						15.31	
Term	3 years						3 years	
Unrecognized provision for expense at period-end	394,174	(555,641)				199,371	37,904	
Remaining life	1.4 year						0.4 year	

Long term Incentive Plan **Non-corporate officers of the Executive Committee** *In euros* *In units for the number of options*	**Options outstanding at Jan. 1, 2024**	**Revaluations/ adjustments**	**Increases** **Options granted during the fiscal year**	**Decreases** **Options forfeited during the fiscal year**	**Decreases** **Options exercised during the fiscal year**	**Cost for the period**	**Options outstanding at December 31, 2024** **Total**	**Options outstanding at December 31, 2024** **Of which, options exercisable at Dec. 31, 2024**
APRIL 27, 2023 PLAN								
Share price at the grant date	15.82						15.82	
Average share value	16.40						16.40	
Term	3 years						3 years	
Unrecognized provision for expense at period-end	824,801	(315,793)				(170,136)	338,872	
Remaining life	2.3 years						1.3 year	

Long term Incentive Plan **Non-corporate officers of the Executive Committee** *In euros* *In units for the number of options*	**Options outstanding at Jan. 1, 2024**	**Revaluations/ adjustments**	**Increases** **Options granted during the fiscal year**	**Decreases** **Options forfeited during the fiscal year**	**Decreases** **Options exercised during the fiscal year**	**Cost for the period**	**Options outstanding at December 31, 2024** **Total**	**Options outstanding at December 31, 2024** **Of which, options exercisable at Dec. 31, 2024**
APRIL 25, 2024 PLAN								
Share price at the grant date			11.70				11.7	
Average share value			10.00				10.00	
Term			3 years				3 years	
Unrecognized provision for expense at period-end			874,813			(248,503)	626,310	
Remaining life			3 years				2.3 years	
TOTAL PROVISION FOR EXPENSE OF THE FISCAL YEAR						**(1,003,086)**	**EUROS**	

5.2.4 Provisions

In millions of euros	Dec. 31, 2023	Allocations	Utilizations	Releases of surplus provisions	Reclassifications	Actuarial gains/ (losses)	Changes in scope of consolidation (derecognition)	Translation adjustment	Dec. 31, 2024
Customer warranties[1]	49	21	(20)	(3)	0	-	-	1	48
Reorganization plans[1]	20	18	(14)	-	(1)	-	-	0	24
Provisions for taxes and tax risks	17	10	(2)	(1)	(0)	-	-	(1)	23
Contract risks[1]	40	15	(31)	(5)	1	-	-	-	20
Provisions for claims and litigation	8	2	(5)	-	(0)	-	-	(0)	4
Other	15	13	(2)	-	(12)[3]	-	-	0	14
PROVISIONS	**150**	**80**	**(74)**	**(9)**	**(12)**	**-**	**-**	**0**	**135**
Provisions for pensions and other post employment benefits	75	10	(9)[2]	-	1	(2)	-	0	76
TOTAL	**225**	**91**	**(83)**	**(9)**	**(12)**	**(2)**	**-**	**0**	**210**

(1) Over the period, the Group mainly used provisions recognized in prior periods as for restructuring, for claims linked to vehicle recalls with carmakers and loss-making contracts.
(2) Over the period, the increase in reference rates in the two main regions, Europe and the United States (respectively from 3.20% to 3.35% for France and from 4.82% to 5.51% for the United States), decreased the actuarial gaps compared to December 31, 2023.
(3) Reclassification as asset impairment.

5.2.5 Provisions for pensions and other post-employment benefits

Provisions for pensions

Provisions for pensions mainly concern:

- end of career benefits;
- supplementary pension plans; and
- healthcare coverage plans: mainly in North America (United States).

2024 Fiscal year: There have been no significant changes in plans or technical rates over the period.

Other long-term employee benefits

Other long-term employee benefits cover long-service awards and other service awards within the Group.

Post-employment benefit plans are subject to the regulations applicable in each country. The benefits recognized in the financial statements are therefore not a function of the number of employees by geographical area.

The regions identified and presented are those for which the regulations are consistent, allowing data to be aggregated. Where no such aggregation is possible, no reference actuarial rate is given, as a mismatch in the parameters does not enable an average to be calculated. Similarly, sensitivity tests are carried out on significant, homogeneous data and by region.

5.2.5.1 ACTUARIAL ASSUMPTIONS

The increase in discount rates in 2024 led the Group to revalue its employee-related commitments for the Euro zone and the United States. The rates used at December 31, 2024 compared to those of last fiscal year are as follows:

	December 31, 2024		December 31, 2023	
	France	United States	France	United States
Changes in interest rates	3.35%	5.51%	3.20%	4.82%

The main significant actuarial assumptions used to value post-retirement and long-term benefits are the following:

	December 31, 2024		December 31, 2023	
	France	United States	France	United States
	Managers and non-managers		Managers and non-managers	
Minimum age for receiving a full pension	60-62 years	65 years	60-62 years	65 years
Age from which no reduction applies	65-67 years		65-67 years	
Annual discount rate – post-employment benefits	3.35%	5.51%	3.20%	4.82%
Annual discount rate – long-service awards	2.95%		3.00%	
Inflation rate[1]	2.00%		2.25%	
Rate of future salary increases	M = 2.00% to 5.00% NM = 2.00% to 3.00%	3.50%	M = 2.25% to 5.25% NM = 2.25% to 3.25%	3.50%
Rate of increase in healthcare costs				
For those under 65 years old		7.20%		7.00%
For those over 65 years old		6.50%		4.50%
Expected long-term rate of return on pension plan assets	3.35%	5.51%	3.20%	4.82%

(1) For the United States region, the inflation rate is not a variable in the assessment of the obligation.

Annual discount rate of post-employment benefits

The Group uses, as a reference, the rate of bonds issued by good quality (AA) commercial and industrial companies and with maturity equal to the length of the commitment being valued.

Average rate of future salary increases

The average rates of future salary increases are weighted between "managers" and "non-managers" and the age of employees.

Expected long-term rate of return on pension plan assets

These rates are based on long-term market forecasts and take account of each plan's asset allocation.

5.2.5.2 CHANGES IN BALANCE SHEET COMMITMENTS AND BENEFIT COSTS CORRESPONDING TO DEFINED-BENEFIT PLANS

The balance sheet amounts for these benefits are as follows:

	Post-employment benefit plans		Other long-term benefits		Total	
In millions of euros	Dec. 31, 2024	Dec. 31, 2023	Dec. 31, 2024	Dec. 31, 2023	Dec. 31, 2024	Dec. 31, 2023
Projected benefit obligation at January 1	**178**	**169**	**6**	**6**	**185**	**174**
Service cost	9	10	-	0	9	10
Interest cost	8	7	-	0	8	7
Curtailments, settlements and other	(1)	-	-	-	(1)	-
Actuarial gains and losses	(7)	9	-	1	(7)	10
Of which, experience adjustments	*1*	*2*	-	*1*	*1*	*2*
Benefits paid from plan assets	(3)	(9)	-	-	(3)	(9)
Benefits paid by the Company	(4)	(5)	-	(0)	(4)	(5)
Change in scope	(0)	-	-	-	(0)	-
Reclassifications	1	1	-	(0)	1	1
Translation difference	4	(3)	-	(0)	4	(3)
Projected benefit obligation at December 31	**184**	**178**	**7**	**6**	**191**	**185**
Change in projected benefit obligation	*6*	*10*	*1*	*1*	*7*	*11*
Fair value of plan assets at January 1	**109**	**104**	**-**	**-**	**109**	**104**
Return on plan assets	5	5	-	-	5	5
Employee and employer contributions	4	4	-	-	4	4
Actuarial gains and losses	(6)	7	-	-	(6)	7
Benefit payments funded by plan assets	(2)	(9)	-	-	(2)	(9)
Change in scope	-	-	-	-	-	-
Reclassifications	-	1	-	-	-	1
Translation difference	4	(2)	-	-	4	(2)
Fair value of plan assets at December 31	**115**	**109**	**-**	**-**	**115**	**109**
Change in fair value of plan assets	*6*	*5*	-	-	*6*	*5*
EXCESS OF PROJECTED BENEFIT OBLIGATION OVER PLAN ASSETS = NET PROVISION RECORDED IN THE BALANCE SHEET	**69**	**69**	**7**	**6**	**76**	**75**
of which France	*44*	*44*	*3*	*2*	*47*	*47*
of which Europe excluding France	*3*	*4*	*3*	*3*	*6*	*7*
of which United States	*1*	*1*	*1*	*1*	*2*	*2*
of which other regions	*21*	*19*	-	*0*	*21*	*19*

The actuarial debt, partially covered by financial assets, amounted to €129.7 million at December 31, 2024, including €20.8 million for French plans and €63.6 million for the United States. At December 31, 2023, it amounted to €126.0 million, including €18.3 million for France and €63.8 million for the United States.

Over the two periods 2024 and 2023:

The increase in the actuarial debt partially covered by assets, mainly in France, is explained by the recognition of an additional year of service, as well as new beneficiaries.

See also Note 5.2.5.1 "Actuarial Assumptions".

5.2.5.3 ANALYSIS OF NET OBLIGATIONS BY REGION

Details of net obligations by region are presented in the table below:

	December 31, 2024				December 31, 2023			
In millions of euros	France	Europe excluding France	United States	Other	France	Europe excluding France	United States	Other
Post-employment benefit plan								
Indemnity payable on retirement	41	3	-	15	40	5	-	14
Supplementary pension plans	3	(1)	(2)	6	4	(1)	(1)	5
Healthcare plans			3	-			2	0
Total post-employment benefit obligations	**44**	**3**	**1**	**21**	**44**	**4**	**1**	**19**
Other long-term benefits	3	3	1	-	2	3	1	0
Total Other post-employment benefit obligations	**3**	**3**	**1**	**-**	**2**	**3**	**1**	**0**
NET OBLIGATIONS RECOGNIZED IN THE BALANCE SHEET	**47**	**6**	**2**	**21**	**47**	**7**	**2**	**19**

The amounts in the table below correspond to commitments in France and the United States before taking into account dedicated hedging financial assets:

	December 31, 2024		December 31, 2023	
	France	United States	France	United States
Average maturity of obligations *(in years)*	11	15	11	11
Amount of obligations *(in millions of euros)*	**58**	**64**	**55**	**64**
of which:				
Retirement obligations	-	26	-	20
Vested deferred obligations	-	16	-	16
Active obligations	58	22	55	28

5.2.5.4 SENSITIVITY TESTS ON RETIREMENT OBLIGATIONS

The retirement obligation sensitivity tests on the main external variable, the discount rate, in 2024 and in 2023 show the following impacts:

	December 31, 2024					December 31, 2023				
		Increase		Decrease			Increase		Decrease	
		+0.25%		-0.25%			+0.25%		-0.25%	
In millions of euros	Basis	Amount	%	Amount	%	Basis	Amount	%	Amount	%
France										
Effect on service cost and interest cost	8	8	-1.80%	8	1.90%	8	8	-2.00%	8	2.00%
Effect on projected benefit obligation	58	57	-2.70%	60	2.90%	55	54	-2.80%	57	2.90%
United States										
Effect on service cost and interest cost	3	3	0.65%	3	-0.86%	3	3	1.56%	3	-1.80%
Effect on projected benefit obligation	64	61	-3.64%	66	3.78%	64	62	-3.37%	66	3.49%

5.2.5.5 CHANGES IN NET BALANCE SHEET BENEFIT POSITIONS

Changes in net balance sheet positions related to the full range of benefits are as follows:

	Post-employment benefit plans		Other long-term benefits		Total	
In millions of euros	December 31, 2024	December 31, 2023	December 31, 2024	December 31, 2023	December 31, 2024	December 31, 2023
Net projected benefit obligation at January 1	**69**	**64**	**6**	**6**	**75**	**70**
Expense/income for the year						
Service cost	9	10	-	0	9	10
Curtailments, settlements and other	(1)	-	-	-	(1)	-
Benefits paid by the Company	(4)	(5)	-	(0)	(4)	(5)
Actuarial gains and losses	-	-	-	1	-	1
Benefit payments funded by assets	(1)	0	-	-	(1)	0
Employee and employer contributions	(4)	(4)	-	-	(4)	(4)
NET NON-RECURRING POST-EMPLOYMENT BENEFIT PLAN COSTS RECORDED IN OPERATING EXPENSES	**(1)**	**1**	**-**	**0**	**(1)**	**2**
Interest cost	8	7	-	0	8	7
Expected return on plan assets	(5)	(5)	-	-	(5)	(5)
INTEREST COSTS OF POST-EMPLOYMENT BENEFIT OBLIGATIONS(1)	**3**	**2**	**-**	**0**	**3**	**3**
Balance sheet impact						
Change in scope	-	-	-	-	-	-
Reclassification	1	0	-	(0)	1	(0)
Actuarial gains and losses	(2)	2	-	-	(2)	2
Translation adjustment	-	(1)	-	(0)	-	(1)
BALANCE SHEET IMPACT	**(1)**	**1**	**-**	**(0)**	**(1)**	**1**
NET PROJECTED BENEFIT OBLIGATION AT DECEMBER 31	**69**	**69**	**7**	**6**	**76**	**75**

(1) See "Interest on post-employment benefit obligations" in Note 4.7 "Net financial income (expense)".

5.2.5.6 BREAKDOWN OF PLAN ASSETS BY CATEGORY

The plan assets at fair value break down by category as follows:

In millions of euros	December 31, 2024	December 31, 2023
Equities	3	66
Bonds	70	4
Real estate	1	1
Banks and Insurance	28	18
Other	12	22
TOTAL	**115**	**109**

5.2.5.7 CONTRIBUTIONS PAID IN RESPECT OF DEFINED-CONTRIBUTION PLANS

Contributions paid in respect of defined-contribution plans amount to €19.9 million in 2024 compared with €17.9 million in 2023.

5.2.6 Current and non-current borrowings

5.2.6.1 DEFINITION OF DEBT WITHIN THE GROUP

Net debt is an important notion for the day-to-day management of OPmobility's cash. It is used to determine the Group's debit or credit position in relation to third parties and outside of the operating cycle. Net debt is determined as:

- long-term borrowings:
  - drawdowns on lines of credit,
  - private placement notes,
  - bonds;
- minus loans, negotiable debt securities and other long-term financial assets;
- plus short-term loans;
- plus overdraft facilities; and
- minus cash and cash equivalents.

5.2.6.2 BORROWINGS: PRIVATE PLACEMENT NOTES AND BONDS

In 2024

- OPmobility's €500 million bond issue on March 6, 2024 and repayment of the €500 million bond issued on June 26, 2017. *See respectively Notes 2.4.2 and 2.4.3 in the "Significant events of the period".*
- Issuance on December 12, 2024, of a *Schuldschein* private placement, without covenants, for €300 million with private investors (mainly French and German). *See Note 2.4.4 in the "Significant events of the period".*

As of December 31, 2024, the main terms of the bonds and private placements are summarized in the following table:

December 31, 2024	*Schuldscheindarlehen* private placement of December 21, 2018	*Schuldschein* private placement of May 24, 2022			Private placement bond issue of March 6, 2024	*Schuldschein* private placement of December 12, 2024	
Issue – Fixed rate *(in millions of euros)*	300	15	36	108	500	10	95
Issue – Variable rate *(in millions of euros)*		80	139	22		40	155
Interest rate/annual coupon	1.632%	3.21%	3.49%	2.99%	4.875%	3.93%(1)	4.22%(1)
	International (German, Chinese, Belgian, Swiss, Austrian) and French investors	International (German, Swiss, Slovak, etc.) and French investors			European investors	Investors mainly French and German	
Investors		No covenant or rating obligations			Rating	No covenant or rating obligations	
Terms	December 21, 2025	May 23, 2025	May 24, 2027	May 23, 2029	March 13, 2029	January 17, 2028	January 17, 2030
Fair value at December 31, 2024	98.25%	99.31%	96.51%	94.1%	103.21%	99.50%	98.98%

(1) The variable rate portion was hedged by interest rate hedging instruments.

5.2.6.3 BANK LOANS

OPmobility did not take out any new loan over the period.

5.2.6.4 RENEWAL AND EXTENSION OF CREDIT LINES OVER THE PERIOD

OPmobility SE renewed and extended several credit lines during the period. See Note 2.4.5 in the "Significant events of the period: Financing transactions".

5.2.6.5 CONFIRMED MEDIUM-TERM CREDIT LINES

As of December 31, 2024, the Group benefited from several confirmed bank credit lines, amounting to €1,960 million with an average maturity of 3.4 years, almost all of which were undrawn *versus* €1,930 million as of December 31, 2023.

5.2.6.6 RECONCILIATION OF GROSS AND NET FINANCIAL DEBT

	December 31, 2024			December 31, 2023		
In millions of euros	Total	Current portion	Non-current portion	Total	Current portion	Non-current portion
Finance lease liabilities[1]	**334**	72	262	**313**	63	249
Bonds and bank loans	**2,019**	1,055	964	**1,955**	1,229	725
of which the 2022 Schuldschein private placement	*403*	*98*	*304*	*403*	*4*	*399*
of which the 2024 Schuldschein private placement[2]	*114*	*0*	*114*	*-*	*-*	*-*
of which the 2018 Schuldscheindarlehen private placement	*300*	*300*	*-*	*300*	*0*	*300*
of which the bond issue in 2017[3]	*-*	*-*	*-*	*503*	*503*	*-*
of which the bond issue in 2024[4]	*514*	*20*	*495*	*-*	*-*	*-*
of which Neu-CP[5]	*489*	*489*	*-*	*619*	*619*	*-*
of which bank lines of credit[6]	*198*	*148*	*50*	*130*	*103*	*27*
Current and non-current borrowings and other debt (+)[7]	**2,353**	1,127	1,226	**2,267**	1,292	975
Other current and non-current debt related to the acquisition of a stake in EKPO (+)	-	-	-	20	20	-
Hedging instruments – liabilities (+)	**14**	14		**0**	0	-
TOTAL BORROWINGS AND DEBT (B)	**2,367**	1,141	1,226	**2,287**	1,312	975
Long-term investments in equity instruments and funds (-)[8]	**(110)**	-	(110)	**(93)**		(93)
Other financial assets (-)	**(16)**	(1)	(15)	**(15)**	(2)	(13)
Other current financial assets and receivables (-)	**(0)**	(0)		**(2)**	(2)	
Hedging instruments – assets (-)	**(3)**	(3)		**(4)**	(4)	
TOTAL FINANCIAL RECEIVABLES (C)	**(129)**	(4)	(124)	**(114)**	(8)	(106)
GROSS DEBT (D) = (B) + (C)	**2,238**	**1,137**	**1,101**	**2,174**	**1,304**	**869**
Cash and cash equivalents (-)[9]	**671**	671		**637**	637	
Short-term bank loans and overdrafts (+)	**(9)**	(9)		**(3)**	(3)	
NET CASH AND CASH EQUIVALENTS AS RECORDED IN THE STATEMENT OF CASH-FLOWS (A)[10]	(662)	(662)		**(634)**	(634)	
NET FINANCIAL DEBT (E) = (D) + (A)	**1,577**	**475**	**1,101**	**1,540**	**670**	**869**

(1) During the period, the net debt from lease contracts amounted to +€22 million, versus a change in net debt of +€21 million in fiscal year 2023.
(2) See Notes 2.4.4 in "Financing transactions".
(3) See Notes 2.4.3 in "Financing transactions".
(4) See Notes 2.4.2 in "Financing transactions".
(5) See Notes 2.4.5 in "Financing transactions".
(6) See Notes 2.4.5 "Financing transactions" and 5.2.6.5 "Confirmed medium-term credit lines".
(7) During fiscal year 2024, the change in borrowings and debt includes an increase of €128.2 million related to leases for €104 million and to the finance leases for €24.2 million (see Note 5.1.3 on "Tangible fixed assets and investment properties").
(8) See Note 5.1.5.1 "Long-term investments in equity instruments and funds".
(9) See Note 5.1.9.1 "Gross cash and cash equivalents".
(10) See Note 5.1.9.2 "Net cash and cash equivalents at end of period".

5.2.6.7 ANALYSIS OF FINANCIAL DEBT AND RECEIVABLES BY CURRENCY

The tables below show the gross borrowings and financial debt and financial receivables, after taking into account the swap transactions converting from euros into foreign currency.

Total borrowings and debt

As a % of financial debt	December 31, 2024	December 31, 2023
Euro	76%	65%
US dollar	18%	27%
Chinese yuan	4%	4%
Other currencies[1]	2%	4%
TOTAL	**100%**	**100%**

(1) "Other currencies" covers various currencies, which taken individually represent less than 2% of the total financial debt over the two periods.

Financial receivables

As a % of financial receivables	December 31, 2024	December 31, 2023
Euro	24%	27%
Swiss Franc(1)	-	45%
US dollar(2)	72%	24%
Other currencies(3)	4%	4%
TOTAL	**100%**	**100%**

(1) The Group sold during the period, the portfolio of listed securities held in Swiss francs. See Note 5.1.5.1 "Long-term investments in shares and funds".
(2) The Group subscribed to US government bonds in dollars during the period. See Note 5.1.5.1 "Long-term investments in shares and funds".
(3) "Other currencies" concerns various currencies, which taken individually represent less than 2% of the total financial receivables over the two periods.

At December 31, 2024, financial receivables comprise mainly, bonds and investment funds.

5.2.6.8 ANALYSIS OF TOTAL BORROWINGS AND DEBT BY TYPE OF INTEREST RATE

As a % of financial debt	December 31, 2024	December 31, 2023
Unhedged variable rates	37%	43%
Fixed rates	63%	57%
TOTAL	**100%**	**100%**

5.2.7 Interest rate and currency hedges

	December 31, 2024		December 31, 2023	
In millions of euros	Assets	Liabilities	Assets	Liabilities
Interest rate derivatives	1	-	-	-
Currency derivatives	0	12	4	(0)
VPPA derivatives	2	2	-	-
TOTAL BALANCE SHEET	**3**	**14**	**4**	**(0)**

5.2.7.1 INTEREST RATE HEDGES

The Group uses derivatives to hedge its exposure to interest rate risk.

The Group has opted for a policy aimed at hedging certain loans taken out at variable rates. The Group has applied to these instruments the accounting treatment of cash flow hedges as provided for by the applicable IFRS standard: the instruments are measured at fair value and changes in value are recognized in equity for the effective portion. These amounts recognized in equity are reported in profit or loss when the hedged forecast cash flows impact profit or loss.

The Group has hedged the variable rate portion of the *Schuldschein* private placement issued on December 12, 2024, using derivative instruments *(see Note 2.4.4 in "Significant events of the period – Financing transactions")*.

At December 31, 2024, the fair value of the subscribed instruments thus recorded amounts to €1.5 million recorded in equity.

5.2.7.2 CURRENCY HEDGES

The Group uses derivatives to hedge its exposure to currency risk.

The Group has chosen a hedging policy to cover the highly probable future transactions in its entities' foreign currencies. Hedging instruments implemented in this respect are forward purchases of foreign currencies. The Group has applied to these instruments the accounting treatment of cash-flow hedges as provided by the applicable IFRS standard: instruments are measured at fair value and changes in value are recognized in equity for the effective portion. These amounts recognized in equity are reported in profit or loss when the hedged forecast cash-flows affect income.

At December 31, 2024, the fair value of the instruments subscribed and thus recognized was -€12.8 million, including -€0.2 million recognized in equity.

Changes in the fair value of currency hedging instruments are recognized in net financial income (expense).

5.2.7.2.1 Portfolio of currency hedges

	December 31, 2024				December 31, 2023			
	Fair value *(in millions of euros)*	Notional amount *(in millions of currency units)*	Medium-term exchange rate	Exchange rate at Dec. 31, 2024	Fair value *(in millions of euros)*	Notional amount *(in millions of currency units)*	Medium-term exchange rate	Exchange rate at Dec. 31, 2023
			Currency/Euro	Currency/Euro			Currency/Euro	Currency/Euro
Net sell position (net buy position if >0)								
USD/EUR – Currency swap	(12)	(415)	1.0727	1.0389	+4	(422)	1.0936	1.1050
Other positions of Forward exchange and currency swap contracts	+0				+0			
TOTAL	**(12)**				**+4**			

5.2.7.2.2 Impact of unsettled foreign exchange hedges on income and equity

In millions of euros	December 31, 2024	December 31, 2023
Impact of change in foreign exchange hedging portfolio on income (ineffective portion)[1]	(16)	(6)
Impact of change in foreign currency hedging portfolio on equity (effective portion)	-	(0)
TOTAL	**(16)**	**(6)**

(1) See "Gains or losses on interest rate and currency hedges" in Note 4.7 "Net financial income (expense)".

5.2.8 Operating and other liabilities

5.2.8.1 TRADE PAYABLES

In millions of euros	December 31, 2024	December 31, 2023
Trade payables	1,510	1,622
Due to suppliers of fixed assets	79	77
TOTAL	**1,589**	**1,699**

5.2.8.2 OTHER OPERATING LIABILITIES

In millions of euros	December 31, 2024	December 31, 2023
Employee benefits expense	237	237
Income taxes	37	46
Other taxes	138	125
Other payables	532	455
Customer prepayments – Deferred revenues	433	447
TOTAL	**1,377**	**1,310**

5.2.8.3 TRADE PAYABLES AND OTHER OPERATING LIABILITIES BY CURRENCY

	Liabilities at December 31, 2024			Liabilities at December 31, 2023		
In millions of currency units	Local currency	Euro	%	Local currency	Euro	%
EUR– Euro	1,635	1,635	55%	1,692	1,692	56%
USD – US dollar	759	731	25%	790	715	24%
GBP – Pound sterling	109	132	4%	81	93	3%
CNY – Chinese yuan	1,103	145	5%	1,040	132	4%
BRL – Brazilian real	305	48	2%	451	84	3%
Other – Other currencies		275	9%		292	10%
TOTAL		**2,966**	**100%**		**3,009**	**100%**
Of which:						
Trade payables		*1,589*	*54%*		*1,699*	*56%*
Other operating liabilities		*1,377*	*46%*		*1,310*	*44%*

Note 6 Capital management and market risks

OPmobility SE has set up a global cash management system centralized within its subsidiary Plastic Omnium Finance, which manages liquidity, currency and interest rate risks on behalf of its subsidiaries. The market risk strategy, which may take the form of on- and off-balance sheet commitments, is validated periodically by the Group's Senior Executives.

6.1 Capital management

The Group's objective is to have, at all times, sufficient financial resources to enable it to carry out its current business, fund the investments required for its development and also to respond to any exceptional events.

This goal is achieved through the use of the capital markets, leading to capital and financial debt management.

As part of its capital management strategy, the Group compensates its shareholders primarily through the payment of dividends and may make adjustments in line with changes in economic conditions.

The capital structure may be adjusted by paying ordinary or special dividends, through share buybacks and cancellation of treasury stock, returning a portion of capital to shareholders or issuing new shares and/or securities giving rights to capital.

Gearing

The Group uses the gearing ratio, corresponding to the ratio of consolidated net debt to equity, as an indicator of the Group's leverage. The Group includes in net debt all financial liabilities and commitments, interest-bearing liabilities other than operating payables, less cash and cash equivalents and other non-operating financial assets, such as marketable securities and loans.

As of December 31, 2024 and December 31, 2023, the gearing ratio was as follows:

In millions of euros	December 31, 2024	December 31, 2023
Net financial debt[(1)]	1,577	1,540
Equity	2,087	1,980
GEARING RATIO	**75.56%**	**77.76%**

(1) See Note 5.2.6.6 "Reconciliation of gross and net financial debt".

None of the Group's bank loans or financial liabilities contains covenants providing for early repayment in the event of non-compliance with financial ratios.

As part of its capital management, OPmobility SE has set up a liquidity contract in accordance with the AMAFI's (French Financial Markets Association) Code of Ethics and managed by an investment services provider. The liquidity account shows the following positions:

- as of December 31, 2024:
  - 346,377 securities (shares), and
  - €376,427 in cash;
- as of December 31, 2023:
  - 322,974 securities (shares), and
  - €595,518 in cash

6.2 Commodities risk – Exposure to plastics risk

OPmobility's business requires the purchase of large quantities of plastic, paint and other raw materials subject to price changes that could have an impact on its operating margin.

To limit the risks associated with such price fluctuations, the Group has negotiated selling price indexation clauses with most of its customers or, failing that, regularly renegotiates selling prices.

6.3 Credit risks

Credit risks cover customer credit risks and bank counterparty risks.

6.3.1 Customer risks

At December 31, 2024, 5.5% of the Group's "Trade receivables" were past due *versus* 7.0% at December 31, 2023. Trade receivables break down as follows:

6.3.1.1 AGEING ANALYSIS OF NET RECEIVABLES

	As of December 31, 2024						
In millions of euros	Total outstanding	Not yet due	Due and past due	Less than 1 month	1-6 months	6-12 months	More than 12 months
Gross Value	903	844	59	31	12	8	8
Impairment	(17)	(7)	(10)	-	-	(2)	(8)
TOTAL	**886**	**837**	**49**	**31**	**12**	**6**	**-**

	As of December 31, 2023						
In millions of euros	Total outstanding	Not yet due	Due and past due	Less than 1 month	1-6 months	6-12 months	More than 12 months
Gross Value	1,039	956	83	34	21	12	16
Impairment	(25)	(13)	(12)	-	(1)	(2)	(9)
TOTAL	**1,014**	**943**	**71**	**34**	**20**	**10**	**7**

The risk of non-recovery of trade receivables is low and involves only an immaterial amount of receivables more than twelve months past due.

6.3.1.2 SENSITIVITY TESTS ON "TRADE AND OTHER RECEIVABLES"

Sensitivity tests on movements in currencies of "Trade and other receivables" give the following results:

	Sensitivity tests on receivables at December 31, 2024						Sensitivity tests on receivables at December 31, 2023					
			Increase		Decrease				Increase		Decrease	
	Base		+10%	+20%	-10%	-20%	Base		+10%	+20%	-10%	-20%
In millions of currency units	Local currency	Exchange rate	%	%	%	%	Local currency	Exchange rate	%	%	%	%
EUR – Euro	604	1.0000	43%	41%	48%	51%	679	1.0000	45%	42%	50%	53%
USD – US dollar	418	0.9626	31%	33%	28%	27%	440	0.9050	29%	30%	26%	25%
CNY – Chinese yuan	1,030	0.1319	11%	11%	10%	9%	914	0.1274	8%	9%	8%	7%
GBP – Pound sterling	11	1.2060	1%	1%	1%	1%	4	1.1507	-	-	-	-
Other currencies	-	-	14%	14%	13%	12%	-	-	18%	19%	16%	15%
TOTAL *(in euros)*		**1,333**	**1,406**	**1,478**	**1,260**	**1,187**		**1,448**	**1,525**	**1,602**	**1,371**	**1,294**
Of which:												
Trade receivables		*886*	*934*	*982*	*837*	*789*		*1,014*	*1,067*	*1,121*	*960*	*906*
Other receivables		*447*	*472*	*496*	*423*	*398*		*435*	*458*	*481*	*411*	*388*

Currency sensitivity tests on "Trade and other receivables" and "Trade payables and other operating liabilities by currency" *(see Notes 5.1.7 and 5.2.8.3)* show a low sensitivity of these items to changes in foreign exchange rates.

6.3.1.3 EXCHANGERATE SENSITIVITY TESTS ON "TRADE PAYABLES AND OTHER LIABILITIES"

Sensitivity tests on changes in foreign exchange rates of "Trade payables and other liabilities" give the following results:

	Sensitivity tests on liabilities at December 31, 2024						Sensitivity tests on liabilities at December 31, 2023					
			Increase – all currencies		Decrease – all currencies				Increase – all currencies		Decrease – all currencies	
	Base		+10%	+20%	-10%	-20%	Base		+10%	+20%	-10%	-20%
In millions of currency units	Local currency	Conversion rate	%	%	%	%	Local currency	Conversion rate	%	%	%	%
EUR – Euro	1,635	1.0000	52%	51%	57%	61%	1,692	1.0000	54%	52%	59%	62%
USD – US dollar	759	0.9626	26%	27%	23%	22%	790	0.9050	25%	26%	22%	21%
GBP – Pound sterling	109	1.2060	5%	5%	4%	4%	81	1.1507	3%	3%	3%	3%
CNY – Chinese yuan	1,103	0.1319	5%	5%	5%	4%	1,040	0.1274	5%	5%	4%	4%
BRL Brazilian real	305	0.1556	2%	2%	2%	1%	451	0.1865	3%	3%	3%	2%
Other – Other currencies			10%	10%	9%	8%			10%	11%	9%	8%
TOTAL *(in euros)*		**2,966**	**3,099**	**3,232**	**2,832**	**2,699**		**3,009**	**3,140**	**3,272**	**2,877**	**2,745**
Of which:												
Trade payables		*1,589*	*1,660*	*1,731*	*1,517*	*1,446*		*1,699*	*1,773*	*1,847*	*1,624*	*1,550*
Other operating liabilities		*1,377*	*1,439*	*1,501*	*1,315*	*1,253*		*1,310*	*1,367*	*1,425*	*1,253*	*1,195*

Exchange rate sensitivity tests on "Trade payables and other liabilities" and "Trade and other receivables" *(see Notes 5.1.7 and 5.2.8.3)* show an immaterial net sensitivity to exchange rate fluctuations at December 31, 2024.

6.3.2 Bank counterparty risks

The Group invests its cash surplus with leading banks and/or in highly-rated securities.

6.4 Liquidity risk

The Group must at all times have sufficient financial resources to finance the current business and the investments required to support its development, but also to withstand any exceptional events.

This goal is mainly achieved by using medium-term lines of credit with banking institutions but also by short-term bank resources.

The cash position of the Group is monitored daily for each business division and at central level, and a weekly summary report is submitted to the Group's Senior Executives.

6.4.1 Other long-term financial receivables – carrying amounts and undiscounted values

Undiscounted values can be reconciled with the information in the table in Note 6.4.2 on "Liquidity risk by maturity". None at December 31, 2024.

6.4.2 Liquidity risk by maturity

Liquidity risk by maturity is calculated on the basis of the undiscounted contractual cash-flows of financial assets and liabilities. The liquidity risk analysis shows the following:

AS OF DECEMBER 31, 2024

In millions of euros	December 31, 2024	Less than 1 year	1 to 5 years	More than 5 years
FINANCIAL ASSETS				
Non-consolidated investments and convertible bonds	24	-	24	-
Non-current financial assets	125	-	125	-
Trade receivables	886	886	-	-
Customers financing and other financial receivables	1	1	-	-
Hedging instruments	3	3	-	-
Cash and cash equivalents	671	671	-	-
TOTAL FINANCIAL ASSETS	**1,711**	**1,562**	**149**	**-**
FINANCIAL LIABILITIES				
Non-current borrowings(1)	1,100	-	1,002	98
Financial debts on leases – Non-current	263	-	177	86
Bank overdrafts	9	9	-	-
Current borrowings(2)	1,105	1,105	-	-
Other current financial debt	-	-	-	-
Financial debts on leases – Current	72	72	-	-
Hedging instruments	14	14	-	-
Trade payables	1,589	1,589	-	-
TOTAL FINANCIAL LIABILITIES	**4,152**	**2,789**	**1,179**	**184**
FINANCIAL ASSETS AND FINANCIAL LIABILITIES – NET	**(2,441)**	**(1,227)**	**(1,030)**	**(184)**

(1) "Non-current borrowings" includes the amounts reported in the balance sheet and interest payable over the remaining life of the borrowings.
(2) "Current borrowings" includes the amounts reported in the balance sheet and interest due within one year.

AS OF DECEMBER 31, 2023

In millions of euros	December 31, 2023	Less than 1 year	1 to 5 years	More than 5 years
FINANCIAL ASSETS				
Non-consolidated investments and convertible bonds	24	-	24	-
Non-current financial assets	106	-	106	-
Trade receivables	1,014	1,007	7	-
Customers financing and other financial receivables	4	4	-	-
Hedging instruments	4	4	-	-
Cash and cash equivalents	637	637	-	-
TOTAL FINANCIAL ASSETS	**1,789**	**1,652**	**136**	**-**
FINANCIAL LIABILITIES				
Non-current borrowings(1)	759	-	606	152
Financial debts on leases – Non-current	249	-	146	103
Bank overdrafts	3	3	-	-
Current borrowings(2)	1,300	1,300	-	-
Financial debts on leases – Current	63	63	-	-
Hedging instruments	0	-	-	-
Trade payables	1,699	1,699	-	-
TOTAL FINANCIAL LIABILITIES	**4,073**	**3,065**	**752**	**255**
FINANCIAL ASSETS AND FINANCIAL LIABILITIES – NET	**(2,285)**	**(1,413)**	**(616)**	**(255)**

(1) "Non-current borrowings" includes the amounts reported in the balance sheet and interest payable over the remaining life of the borrowings.
(2) "Current borrowings" includes the amounts reported in the balance sheet and interest due within one year.

6.5 Currency risk

OPmobility's business is based for the most part on local plants: by producing locally what is sold locally, the Group has little exposure to currency fluctuations, except for the translation of financial statements of companies whose functional currency is not the euro.

The Group's policy is to minimize the currency risk arising from transactions that will result in future payment or future revenue. If a transaction does give rise to a material currency risk, it is hedged with a forward currency contract. The subsidiary involved places this hedge with the Group Treasury Department or, with the latter's approval, locally.

6.6 Interest rate risk

Interest rate risk relates to the possibility of an increase in variable rates for variable rate debt, which would adversely affect net financial income (expense). Interest rate risk is managed on the basis of the Group's consolidated debt with the main objective of maintaining a durably low consolidated financing cost in light of the Group's operating profitability.

As of December 31, 2024 as at December 31, 2023, the Group's financial debt was predominantly fixed rate *(see Note 5.2.6.8 "Analysis of total borrowings and debt by type of interest rate")*.

Financial transactions, particularly interest rate hedges, are carried out with a broad panel of leading financial institutions. A competitive bidding process is carried out for any significant financial transactions and maintaining a satisfactory diversification of resources and participants is a selection criterion.

As of December 31, 2024, taking into account the variable-rate financial debt position presented in Note 5.2.6.8 "Analysis of total borrowings and debt by type of interest rate", the outstanding amount of receivables sold presented in Note 5.1.7.1 "Receivables sales" and the central cash position invested at variable rates, the Group estimates that a 1% increase in short-term interest rates would lead to an increase in the Group's annual net financial expenses of around €6.0 million *versus* €12.0 million as of December 2023.

6.7 Additional information about financial assets and liabilities

Most derivatives are traded over-the-counter for which there are no listed prices. Therefore, their valuation is based on models commonly used by traders to value these financial instruments (models for discounting future cash-flows or option valuation models).

Financial assets and liabilities by category and fair value break down as follows:

	2024								
		At fair value							
In millions of euros **ASSETS**	**At amortized cost**	**Through profit or loss**	**Through shareholders' equity**	**Through shareholders' equity (CFH)[2]**	**Total carrying amount**	**Valued at cost**	**Instrument listed on an active market (level 1)**	**Valuations based on observable market data (level 2)**	**Valuations based on unobservable market data (level 3)**
Non-consolidated equity investments	-	-	24	-	24	24	-	-	-
Long-term investments in equities and funds	61	46	1	-	109		109	-	-
Other non-current financial assets	15	-	-	-	15	-	-	-	-
Customer financing and other financial receivables	1	-	-	-	1	-	-	-	-
Trade receivables	886	-	-	-	886	-	-	-	-
Hedging instruments	-	3	-	-	3	-	-	3	-
Cash and cash equivalents	-	671	-	-	671	-	-	671	-

In millions of euros **LIABILITIES**		**At fair value**							
	At amortized cost	**Through profit or loss**	**Through shareholders' equity**	**Through shareholders' equity (CFH)[(2)]**	**Total carrying amount**	**Valued at cost**	**Instrument listed on an active market (level 1)**	**Valuations based on observable market data (level 2)**	**Valuations based on unobservable market data (level 3)**
Non-current borrowings[(1)]	1,226	-	-	-	1,226	-	-	-	-
Bank overdrafts	9	-	-	-	9	-	-	-	-
Current borrowings[(1)]	1,127	-	-	-	1,127	-	-	-	-
Hedging instruments	-	14	-	1	14	-	-	14	-
Trade payables	1,589	-	-	-	1,589	-	-	-	-

(1) See Note 5.2.6.6 "Reconciliation of gross and net financial debt". This item includes "Finance lease liabilities" and "Bonds and bank loans"."
(2) CFH: "Cash-Flow Hedge".

In 2024, as in 2023, there was no transfer between fair value levels.

	2023								
In millions of euros **ASSETS**		**At fair value**							
	At amortized cost	**Through profit or loss**	**Through shareholders' equity**	**Through shareholders' equity (CFH)[(2)]**	**Total carrying amount**	**Valued at cost**	**Instrument listed on an active market (level 1)**	**Valuations based on observable market data (level 2)**	**Valuations based on unobservable market data (level 3)**
Non-consolidated equity investments	**-**	**-**	**24**	**-**	**24**	**24**	**-**	**-**	**-**
Long-term investments in equities and funds	-	40	52	-	93	-	93	-	-
Other non-current financial assets	13	-	-	-	13	-	-	-	-
Customer financing and other financial receivables	4	-	-	-	4	-	-	-	-
Trade receivables	1,014	-	-	-	1,014	-	-	-	-
Hedging instruments	-	4	-	(0)	4	-	-	4	-
Cash and cash equivalents	-	637	-	-	637	-	-	637	-

In millions of euros **LIABILITIES**		**At fair value**							
	At amortized cost	**Through profit or loss**	**Through shareholders' equity**	**Through shareholders' equity (CFH)[(2)]**	**Total carrying amount**	**Valued at cost**	**Instrument listed on an active market (level 1)**	**Valuations based on observable market data (level 2)**	**Valuations based on unobservable market data (level 3)**
Non-current borrowings[(1)]	975	-		-	975	-	-	-	-
Bank overdrafts	3	-		-	3	-	-	-	-
Current borrowings[(1)]	1,312	-		-	1,312	-	-	-	-
Hedging instruments	-	1		(0)	-	-	-	0	-
Trade payables	1,699	-		-	1,699	-	-	-	-

(1) See Note 5.2.6.6 "Reconciliation of gross and net financial debt". This item includes "Finance lease liabilities" and "Bonds and bank loans"."
(2) CFH: "Cash-Flow Hedge".

In 2023, as in 2022, there was no transfer between fair value levels.

The fair value of financial assets and liabilities at amortized cost is close to the carrying amount, except for borrowings and financial liabilities.

In millions of euros	Balance sheet values at December 31, 2024			Fair value at December 31, 2024		
	Total	**Current**	**Non-current**	**Total**	**Current**	**Non-current**
Bonds and bank loans[1]	**2,019**	1,055	964	**2,008**	1,050	959

In millions of euros	Balance sheet values at December 31, 2023			Fair value at December 31, 2023		
	Total	**Current**	**Non-current**	**Total**	**Current**	**Non-current**
Bonds and bank loans[1]	**1,955**	1,229	725	**1,923**	1,219	704

(1) See Note 5.2.6.6 "Reconciliation of gross and net financial debt".

Methods for measuring fair value:

- the fair value of listed bonds is determined on the basis of quoted prices (level 1). The fair value of other borrowings is determined for each loan by discounting future cash-flows at a rate corresponding to the Euribor yield curve at year-end, corrected for the Group's credit risk (level 2);
- the fair value of monetary and non-monetary UCITS is measured according to their last known net asset value (level 1). The fair value of interest rate products (certificates of deposit, time-deposit accounts, negotiable medium-term notes, etc.) is based on discounted future cash-flows from coupons and coupons excluding accrued interest (principal and interest) for the remaining duration of the product on the closing sheet date (level 2). The discount rate used in this case is the market rate matching the maturity and products' characteristics;
- other financial assets and financial receivables: items consisting mainly of financial receivables recorded on the basis of a discounted value when their maturity is more than one year;
- most of the derivatives are traded over-the-counter, for which there are no listed prices. As a result, their valuation is based on models commonly used by traders to evaluate financial instruments using discounted cash-flow models or option valuation models (level 2).

Note 7 Additional information

7.1 Headcount at end of year of controlled companies

	December 31, 2024			December 31, 2023			
	Excluding temporary	**Temporary**	**Total**	**Excluding temporary**	**Temporary**	**Total**	**Changes/ Total**
France	2,968	364	**3,332**	3,016	442	**3,458**	-4%
%	*10.2%*	*9.7%*	***10.1%***	*10.1%*	*10.8%*	***10.2%***	
Europe excluding France	13,939	1,758	**15,697**	14,483	1,935	**16,418**	-4%
%	*47.7%*	*46.8%*	***47.6%***	*48.5%*	*47.3%*	***48.3%***	
North America	7,562	283	**7,845**	7,397	506	**7,903**	-1%
%	*25.9%*	*7.5%*	***23.8%***	*24.7%*	*12.4%*	***23.3%***	
Asia and South America[1]	4,744	1,348	**6,092**	4,995	1,209	**6,204**	-2%
%	*16.2%*	*35.9%*	***18.5%***	*16.7%*	*29.5%*	***18.3%***	
TOTAL	**29,213**	**3,753**	**32,966**	**29,891**	**4,092**	**33,983**	**-3%**

(1) The "Asia and South America" region includes South Africa and Morocco.

7.2 Off-balance sheet commitments

7.2.1 Commitments granted/received

As of December 31, 2024

In millions of euros	Total	On intangible assets	On property, plant and equipment	On financial assets and liabilities	On other non-financial current assets/ liabilities
Surety bonds granted[1]	(153)	-	(2)	(146)	(5)
Commitments to purchase assets[2]	(43)	(4)	(39)	-	-
Other off-balance sheet commitments	-	-	-	-	-
TOTAL COMMITMENTS GIVEN	(196)	(4)	(41)	(146)	(5)
Surety bonds received	2	-	1	-	1
TOTAL COMMITMENTS RECEIVED	2	-	1	-	1
TOTAL COMMITMENTS – NET	**(194)**	**(4)**	**(40)**	**(146)**	**(4)**

As of December 31, 2023

In millions of euros	Total	On intangible assets	On property, plant and equipment	On financial assets and liabilities	On other non-financial current assets/ liabilities
Surety bonds granted[3]	(132)	-	(9)	(122)	(1)
Commitments to purchase assets[4]	(38)	-	(38)	-	-
Other off-balance sheet commitments	(0)	-	(0)	-	-
TOTAL COMMITMENTS GIVEN	(170)	-	(46)	(122)	(1)
Other commitments received	0	-	0	-	-
TOTAL COMMITMENTS RECEIVED	0	-	0	-	-
TOTAL COMMITMENTS – NET	**(170)**	**-**	**(46)**	**(122)**	**(1)**

As of December 31, 2024:

(1) The guarantees given mainly consisted of:
- *€50 million comfort letter from PO New Energies USA Inc. in favor of BMW Manufacturing;*
- *€39 million in guarantees in favor of Siemens Mobility GmbH;*
- *€35 million in guarantees of Plastic Omnium Equipamientos Exteriores SA as part of a VPPA (Virtual Power Purchase Arrangement);*
- *€8 million in guarantees from PO Industries GmbH in favor of ACT Commodities;*

(2) The commitments to purchase assets are mainly consisted of:
- *€11 million from OPmobility C-Power Holding;*
- *€8 million from PO Lighting Czech SRO;*
- *€7 million from Plastic Omnium Auto Exterieur SARLAU;*
- *€7 million from PO Advanced Innovation & Research SA.*

As of December 31, 2023:

(3) The guarantees given were mainly consisted of::
- *€41 million in guarantees of Plastic Omnium Equipamientos Exteriores SA as part of a VPPA (Virtual Power Purchase Arrangement);*
- *€39 million in guarantees in favor of Siemens Mobility GmbH;*
- *€20 million bank surety bond given related to the remaining payable in respect of the acquisition of a 40% stake in EKPO Fuel Cell Technologies;*
- *€10 million on financial assets and liabilities of HBPO Germany GmbH to Deutsche Bank;*
- *€7.7 million from OPmobility SE to Société Générale Frankfurt;*
- *€6.7 million in bank guarantees from PO Lightıng turkey endüstriyel ürünler imalat ve tic. a.ş to a lessor.*

(4) The commitments to purchase assets are mainly consisted of:
- *€12.9 million from OPmobility C-Power Holding;*
- *€10.2 million from PO Lighting Czech SRO;*
- *€5.1 million from PO Lighting Mexico SA DE CV;*
- *€4.1 million from OPmobility Exterior Management Thailand Ltd.*

7.3 Related-party transactions

7.3.1 Compensation paid to executives and other corporate officers

Executive corporate officers are, in accordance with IAS 24 "Persons with the authority and responsibility for planning, directing and controlling the activities" of OPmobility SE and its subsidiaries.

Under a free shares award plans, the Board of Directors' meetings on February 21, 2024 and July 22, 2024 granted respectively 122,150 shares and 26,910 shares to the executive corporate officers of OPmobility SE. See Note 5.2.3 "Share-based payments" on the terms of the award.

The total amount of compensation paid to members of the Board of Directors and executive corporate officers is presented in the table below:

In millions of euros	*Paid or payable by…*	2024	2023
Directors' fees	Paid by OPmobility SE	0	0
Directors' fees	Paid by companies controlled by OPmobility SE (excl. OPmobility SE) and by Burelle SA	0	0
Gross compensation	Payable by the OPmobility Group	6	5
Supplementary pension plans	Payable by the OPmobility Group	1	1
Cost of stock option and share purchase plans and free share plans	Payable by the OPmobility Group	1	1
	Cost to be spread over the vesting period	*1*	*1*
	Social contributions related to the new plan of the period	*0*	*0*
TOTAL COMPENSATION		**9**	**8**

7.3.2 Transactions with joint ventures and associates

7.3.2.1 TRANSACTIONS PRESENTED AT 100%

The items presented below relate to transactions before application of the Group's share.

2024 *In millions of euros*	Sales	Direct and indirect costs	Royalties and management fees	Trade payables	Other receivables
YFPO and its subsidiaries	2		(10)	8	2
BPO AS	1	(3)	-	-	-
EKPO Fuel Cell Technologies			1	-	1
TOTAL	**2**	**(3)**	**(10)**	**8**	**3**

2023 *In millions of euros*	Sales	Direct and indirect costs	Royalties and management fees	Trade payables	Other receivables
YFPO and its subsidiaries	4	(0)	(11)	9	1
BPO AS	-	(3)	(0)	-	-
EKPO Fuel Cell Technologies	2	-	(0)	0	0
TOTAL	**5**	**(3)**	**(12)**	**9**	**1**

7.3.2.2 TRANSACTIONS PRESENTED AT OPMOBILITY GROUP SHARE

The information presented below is related to transactions in the Financial Statements at the Group's share.

2024 *In millions of euros*	% interest	Dividends approved and paid
The joint venture YFPO and its subsidiaries	49.95%	30
BPO AS	49.98%	3
SHB Automotive Modules (HBPO)	50.00%	10
TOTAL		**42**

2023 *In millions of euros*	% interest	Dividends approved and paid	Dividends approved the previous fiscal year and paid during the period
The joint venture YFPO and its subsidiaries	49.95%	41	-
BPO AS	49.98%	1	1
SHB Automotive Modules (HBPO)	50.00%	8	-
TOTAL		**50**	**1**

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7.3.3 Transactions with Sofiparc SAS and Burelle SA

AS OF DECEMBER 31, 2024

In millions of euros	Direct and indirect costs	Royalties and management fees	Proceeds from disposal of property, plant and equipment including investment property	Other Operating income and expenses	Financial income and expenses	Current accounts	Deposits	Trade payables	Trade receivables	Other receivables	Other debtors
Sofiparc SAS	-	(8)	-	-	-	-	2	3	-	2	-
Burelle SA	-	1	-	-	-	-	-	-	-	-	-

AS OF DECEMBER 31, 2023

In millions of euros	Direct and indirect costs	Royalties and management fees	Proceeds from disposal of property, plant and equipment including investment property	Financial income and expenses	Current accounts	Deposits	Trade payables	Trade receivables	Other receivables	Other debtors
Sofiparc SAS	-	(6)	-	-	-	1	2	-	2	-
Burelle SA	-	1	-	-	-	-	-	-	-	-

7.4 Fees paid to the Statutory Auditors

	2024		
In millions of euros	PwC	EY	Total
AUDIT SERVICES	**(2.7)**	**(3.9)**	**(6.6)**
of which:			
OPmobility SE	*(0.6)*	*(0.6)*	*(1.1)*
Subsidiaries	*(2.1)*	*(3.4)*	*(5.5)*
CORPORATE SUSTAINABILITY REPORTING DIRECTIVE (CSRD)	**(0.3)**	**(0.3)**	**(0.6)**
of which:			
OPmobility SE	*(0.3)*	*(0.3)*	*(0.6)*
Subsidiaries	*0.0*	*0.0*	*0.0*
FEES FOR SERVICES OTHER THAN CERTIFICATION OF FINANCIAL STATEMENTS	**(0.2)**	**(0.2)**	**(0.4)**
of which:			
OPmobility SE	*(0.1)*	*(0.1)*	*(0.2)*
Subsidiaries	*(0.1)*	*(0.1)*	*(0.2)*
TOTAL	**(3.2)**	**(4.4)**	**(7.6)**

	2023		
In millions of euros	PwC	EY	Total
AUDIT SERVICES	**(2.5)**	**(3.9)**	**(6.4)**
of which:			
OPmobility SE	*(0.6)*	*(0.6)*	*(1.3)*
Subsidiaries	*(1.9)*	*(3.2)*	*(5.2)*
CORPORATE SUSTAINABILITY REPORTING DIRECTIVE (CSRD)	**(0.1)**	**(0.1)**	**(0.2)**
of which:			
OPmobility SE	*(0.1)*	*0.0*	*(0.2)*
Subsidiaries	*0.0*	*0.0*	*(0.1)*
TOTAL	**(2.7)**	**(3.9)**	**(6.6)**

7.5 Consolidating entity

Burelle SA holds 61.17% of OPmobility SE after the cancellation of the treasury stock (60.01% before cancellation of treasury stock) and fully consolidates OPmobility SE.

Burelle SA -19 Boulevard Jules Carteret
69342 Lyon Cedex 07 – France

7.6 Subsequent events

The Group announced on January 16, 2025, effective February 1, 2025, the combination of Exterior and Lighting business groups into a single unit called "Exterior & Lighting". The financial impacts of this new organization are currently being estimated *(see the "Group Presentation")*.

No event likely to have a material impact on the Group's business, financial position, earnings or assets and liabilities at December 31, 2024 has occurred since the closing date.

LIST OF CONSOLIDATED COMPANIES AT DECEMBER 31, 2024

		Reportable segment				December 31, 2024			December 31, 2023		
Legal name		**Exterior**	**Power-train**	**Modules**	**Un-allocated**	**Method of Conso-lidation**	**% control**	**% interest**	**Method of Consoli-dation**	**% control**	**% interest**
France											
OPMOBILITY SE	b2024_d				*	Parent company			Parent company		
PLASTIC OMNIUM GESTION SNC					*	FC	100	100	FC	100	100
PLASTIC OMNIUM FINANCE SNC					*	FC	100	100	FC	100	100
SIGNALISATION FRANCE SA					*	FC	100	100	FC	100	100
OPMOBILITY C-POWER INDUSTRIE HOLDING	b2024_d		*			FC	100	100	FC	100	100
PLASTIC OMNIUM AUTO EXTERIEUR SERVICES SAS		*				FC	100	100	FC	100	100
OPMOBILITY EXTERIOR HOLDING	b2024_d	*				FC	100	100	FC	100	100
OPMOBILITY C-POWER HOLDING	b2024_d		*			FC	100	100	FC	100	100
PLASTIC OMNIUM AUTO INERGY MANAGEMENT SAS			*			FC	100	100	FC	100	100
PLASTIC OMNIUM AUTO EXTERIEUR SAS		*				FC	100	100	FC	100	100
PLASTIC OMNIUM COMPOSITES SA		*				FC	100	100	FC	100	100
PLASTIC OMNIUM AUTO INERGY SERVICES SAS			*			FC	100	100	FC	100	100
PLASTIC OMNIUM AUTO INERGY FRANCE SAS			*			FC	100	100	FC	100	100
PLASTIC OMNIUM CLEAN ENERGY SYSTEMS RESEARCH			*			FC	100	100	FC	100	100
PLASTIC OMNIUM NEW ENERGIES FRANCE SAS			*			FC	100	100	FC	100	100
PLASTIC OMNIUM MODULES SAS	c2024			*		-	-	-	FC	100	100
OPMOBILITY MANAGEMENT FRANCE 4	b2024_d				*	FC	100	100	FC	100	100
OPMOBILITY LIGHTING HOLDING	b2024_d	*				FC	100	100	FC	100	100
PLASTIC OMNIUM SOFTWARE HOUSE					*	FC	100	100	FC	100	100
OPMOBILITY E-POWER HOLDING	b2024_d		*			FC	100	100	FC	100	100
PLASTIC OMNIUM E-POWER FRANCE			*			FC	100	100	FC	100	100
PO LIGHTING FRANCE	a2024	*				FC	100	100	-	-	-
South Africa											
PLASTIC OMNIUM AUTO INERGY SOUTH AFRICA (PROPRIETARY) Ltd			*			FC	100	100	FC	100	100
YANFENG PLASTIC OMNIUM (SOUTH AFRICA) AUTOMOTIVE EXTERIOR SYSTEMS Co. Ltd		*				EM_Ifrs	49.95	49.95	EM_Ifrs	49.95	49.95
Germany											
PLASTIC OMNIUM GmbH					*	FC	100	100	FC	100	100
PLASTIC OMNIUM AUTO COMPONENTS GmbH		*				FC	100	100	FC	100	100
PLASTIC OMNIUM AUTO INERGY GERMANY GmbH			*			FC	100	100	FC	100	100
PLASTIC OMNIUM AUTOMOTIVE EXTERIORS GmbH		*				FC	100	100	FC	100	100
EKPO FUEL CELL TECHNOLOGIES GmbH			*			EM_Ifrs	40	40	EM_Ifrs	40	40
HBPO BETEILIGUNGSGESELLSCHAFT GmbH				*		FC	100	100	FC	100	100
HBPO RASTATT GmbH				*		FC	100	100	FC	100	100
HBPO GERMANY GmbH				*		FC	100	100	FC	100	100
HBPO GmbH				*		FC	100	100	FC	100	100
HBPO INGOLSTADT GmbH				*		FC	100	100	FC	100	100
HBPO REGENSBURG GmbH				*		FC	100	100	FC	100	100
HBPO VAIHINGEN Enz GmbH				*		FC	100	100	FC	100	100
HBPO Saarland GmbH				*		FC	100	100	FC	100	100
PLASTIC OMNIUM E-POWER GERMANY GmbH			*			FC	100	100	FC	100	100
PLASTIC OMNIUM LIGHTING SYSTEMS GmbH		*				FC	100	100	FC	100	100
PO LIGHTING GERMANY GmbH		*				FC	100	100	FC	100	100
PLASTIC OMNIUM INDUSTRIE GmbH	a2023				*	FC	100	100	FC	100	100
HBPO BREMEN GmbH	a2023			*		FC	100	100	FC	100	100

		Reportable segment				December 31, 2024			December 31, 2023		
Legal name		Exterior	Power-train	Modules	Un-allocated	Method of Conso-lidation	% control	% interest	Method of Consoli-dation	% control	% interest
Argentina											
PLASTIC OMNIUM AUTO INERGY ARGENTINA SA			*			FC	100	100	FC	100	100
PLASTIC OMNIUM SA		*				FC	100	100	FC	100	100
Austria											
PLASTIC OMNIUM NEW ENERGIES WELS GmbH			*			FC	100	100	FC	100	100
Belgium											
PLASTIC OMNIUM ADVANCED INNOVATION AND RESEARCH NV			*			FC	100	100	FC	100	100
PLASTIC OMNIUM AUTO INERGY BELGIUM SA			*			FC	100	100	FC	100	100
PLASTIC OMNIUM AUTOMOTIVE BELGIUM		*				FC	100	100	FC	100	100
PLASTIC OMNIUM NEW ENERGIES GENK	b2024		*			FC	100	100	FC	100	100
PLASTIC OMNIUM NEW ENERGIES SA			*			FC	100	100	FC	100	100
PLASTIC OMNIUM NEW ENERGIES HERENTALS SA			*			FC	100	100	FC	100	100
Brazil											
PLASTIC OMNIUM AUTO INERGY DO BRASIL LTDA			*			FC	100	100	FC	100	100
PLASTIC OMNIUM DO BRASIL Ltda		*				FC	100	100	FC	100	100
PO LIGHTING DO BRASIL Ltda		*				FC	100	100	FC	100	100
Canada											
HBPO CANADA INC.				*		FC	100	100	FC	100	100
China (1/2)											
PLASTIC OMNIUM HOLDING (SHANGHAI) Co. Ltd					*	FC	100	100	FC	100	100
WUHAN PLASTIC OMNIUM AUTO INERGY Co. Ltd			*			FC	100	100	FC	100	100
BEIJING PLASTIC OMNIUM AUTO INERGY Co. Ltd			*			FC	60	60	FC	60	60
CHONGQING PLASTIC OMNIUM AUTO INERGY Co. Ltd			*			FC	100	100	FC	100	100
GUANGZHOU PLASTIC OMNIUM AUTO INERGY Co. Ltd			*			FC	100	100	FC	100	100
NINGBO PLASTIC OMNIUM AUTO INERGY Co. Ltd			*			FC	100	100	FC	100	100
SHENYANG PLASTIC OMNIUM AUTO INERGY Co. Ltd			*			FC	100	100	FC	100	100
YANFENG PLASTIC OMNIUM AUTOMOTIVE EXTERIOR SYSTEMS Co. Ltd		*				EM_Ifrs	49.95	49.95	EM_Ifrs	49.95	49.95
YANFENG PLASTIC OMNIUM (SHANGHAI TIEXI) AUTOMOTIVE EXTERIOR SYSTEMS Co. Ltd		*				EM_Ifrs	49.95	49.95	EM_Ifrs	49.95	49.95
YANFENG PLASTIC OMNIUM YIZHENG AUTOMOTIVE EXTERIOR SYSTEMS Co. Ltd		*				EM_Ifrs	49.95	49.95	EM_Ifrs	49.95	49.95
YANFENG PLASTIC OMNIUM (SHENYANG) AUTOMOTIVE EXTERIOR SYSTEMS Co. Ltd		*				EM_Ifrs	49.95	49.95	EM_Ifrs	49.95	49.95
YANFENG PLASTIC OMNIUM NINGBO AUTOMOTIVE EXTERIOR SYSTEMS Co. Ltd		*				EM_Ifrs	49.95	49.95	EM_Ifrs	49.95	49.95
YANFENG PLASTIC OMNIUM WUHAN AUTOMOTIVE EXTERIOR SYSTEMS Co. Ltd		*				EM_Ifrs	49.95	49.95	EM_Ifrs	49.95	49.95
YANFENG PLASTIC OMNIUM HARBIN AUTOMOTIVE EXTERIOR SYSTEMS Co. Ltd		*				EM_Ifrs	49.95	49.95	EM_Ifrs	49.95	49.95
YANFENG PLASTIC OMNIUM HANGZHOU AUTO EXTERIOR SYSTEMS Co. Ltd		*				EM_Ifrs	49.95	49.95	EM_Ifrs	49.95	49.95
YANFENG PLASTIC OMNIUM NINGDE AUTOMOTIVE EXTERIOR SYSTEMS Co. Ltd		*				EM_Ifrs	49.95	49.95	EM_Ifrs	49.95	49.95
YANKANG AUTO PARTS RUGAO Co. Ltd		*				EM_Ifrs	49.95	49.95	EM_Ifrs	49.95	49.95
YANFENG PLASTIC OMNIUM (DAQING) AUTOMOTIVE EXTERIOR SYSTEMS Co. Ltd		*				EM_Ifrs	49.95	49.95	EM_Ifrs	49.95	49.95
YANFENG PLASTIC OMNIUM (LIAONING) AUTOMOTIVE EXTERIOR SYSTEMS Co. Ltd		*				EM_Ifrs	49.95	49.95	EM_Ifrs	49.95	49.95
YANFENG PLASTIC OMNIUM (HE FEI) AUTOMOTIVE EXTERIOR SYSTEMS Co. Ltd		*				EM_Ifrs	49.95	49.95	EM_Ifrs	49.95	49.95
YANFENG PLASTIC OMNIUM (NEW DADONG) AUTOMOTIVE EXTERIOR SYSTEMS Co. Ltd		*				EM_Ifrs	49.95	49.95	EM_Ifrs	49.95	49.95
YANFENG PLASTIC OMNIUM (BEIJING) AUTOMOTIVE EXTERIOR SYSTEMS Co. Ltd		*				EM_Ifrs	49.95	49.95	EM_Ifrs	49.95	49.95

Legal name		Reportable segment				December 31, 2024			December 31, 2023		
		Exterior	Power-train	Modules	Un-allocated	Method of Conso-lidation	% control	% interest	Method of Consoli-dation	% control	% interest
China (2/2)											
CHONGQING YANFENG PLASTIC OMNIUM AUTOMOTIVE EXTERIOR FAWAY Co. Ltd		*				EM_Ifrs	49.95	25.47	EM_Ifrs	49.95	25.47
GUANGZHOU ZHONGXIN YANFENG PLASTIC OMNIUM AUTOMOTIVE EXTERIOR TRIM Co. Ltd		*				EM_Ifrs	49.95	25.47	EM_Ifrs	49.95	25.47
CHENGDU FAWAY YANFENG PLASTIC OMNIUM Co. Ltd		*				EM	24.48	24.48	EM	24.48	24.48
DONGFENG PLASTIC OMNIUM AUTOMOTIVE EXTERIOR SYSTEMS Co. Ltd		*				EM	24.98	24.98	EM	24.98	24.98
CHANGCHUN HUAZHONG YANFENG PLASTIC OMNIUM AUTOMOTIVE EXTERIORS Co. Ltd		*				EM_Ifrs	49.95	24.98	EM_Ifrs	49.95	24.98
GUANGZHOU ZHONGXIN YANFENG PLASTIC OMNIUM AUTOMOTIVE EXTERIOR SYSTEMS Co., Ltd	2024_m	*				EM	19.98	19.98	EM_Ifrs	49.95	25.47
HBPO CHINA BEIJING Co. Ltd				*		FC	100	100	FC	100	100
HBPO NANJIN Co. Ltd				*		FC	100	100	FC	100	100
HBPO SHANGHAI Ltd				*		FC	100	100	FC	100	100
HBPO AUTO COMPONENTS (Shanghai) Ltd				*		FC	100	100	FC	100	100
PLASTIC OMNIUM LIGHTING SYSTEMS (KUNSHAN) Co., Ltd		*				FC	100	100	FC	100	100
PLASTIC OMNIUM NEW ENERGIES INVESTMENT (SHANGHAI) Co., Ltd	b2024		*			FC	100	100	FC	100	100
EKPO FUEL CELL (SUZHOU) Co., Ltd	b2024		*			EM_Ifrs	40	40	EM_Ifrs	40	40
PO-REIN (SHANGHAI) ENERGY TECHNOLOGY Co., Ltd	a2023		*			FC	50.10	50.10	FC	50.10	50.10
PO-REIN (SHANGHAI) ENERGY DEVELOPMENT Co., Ltd	a2023		*			FC	50.10	50.10	FC	50.10	50.10
South Korea											
PLASTIC OMNIUM Co. Ltd			*			FC	100	100	FC	100	100
PLASTIC OMNIUM KOREA NEW ENERGIES Co. Ltd			*			FC	100	100	FC	100	100
SHB AUTOMOTIVE MODULES				*		EM_Ifrs	50	50	EM_Ifrs	50	50
HBPO PYEONGTAEK Ltd				*		FC	100	100	FC	100	100
Spain											
PLASTIC OMNIUM EQUIPAMIENTOS EXTERIORES SA		*				FC	100	100	FC	100	100
PLASTIC OMNIUM AUTO INERGY SPAIN SA			*			FC	100	100	FC	100	100
PLASTIC OMNIUM AUTOMOTIVE ESPANA	c2023	*				-	-	-	FC	100	100
HBPO AUTOMOTIVE SPAIN SL				*		FC	100	100	FC	100	100
United States											
OPMOBILITY HOLDING USA, Inc.	b2024_d				*	FC	100	100	FC	100	100
OPMOBILITY INDUSTRIES HOLDING USA, Inc.	b2024_d				*	FC	100	100	FC	100	100
PLASTIC OMNIUM AUTO EXTERIORS LLC		*				FC	100	100	FC	100	100
PLASTIC OMNIUM AUTO INERGY (USA) LLC			*			FC	100	100	FC	100	100
HBPO NORTH AMERICA Inc.				*		FC	100	100	FC	100	100
PLASTIC OMNIUM NEW ENERGIES USA Inc.			*			FC	100	100	FC	100	100
PLASTIC OMNIUM E-POWER Inc.			*			FC	100	100	FC	100	100
PLASTIC OMNIUM LIGHTING SYSTEMS Inc.		*				FC	100	100	FC	100	100
PO LIGHTING USA Inc.		*				FC	100	100	FC	100	100
EKPO FUEL CELL TECHNOLOGIES US, Inc.	a2024		*			EM_Ifrs	40	40	-	-	-
Hungary											
HBPO MANUFACTURING HUNGARY Kft				*		FC	100	100	FC	100	100
HBPO AUTOMOTIVE HUNGARIA Kft				*		FC	100	100	FC	100	100
HBPO SZEKESFEHERVAR Kft				*		FC	100	100	FC	100	100
HBPO PROFESSIONAL SERVICES Kft				*		FC	100	100	FC	100	100
PLASTIC OMNIUM AUTO EXTERIORS HUNGARY Kft		*				FC	100	100	FC	100	100

Legal name		Reportable segment: Exterior	Power-train	Modules	Un-allocated	December 31, 2024: Method of Conso-lidation	% control	% interest	December 31, 2023: Method of Consoli-dation	% control	% interest
India											
PLASTIC OMNIUM AUTO EXTERIORS (INDIA) PVT Ltd		*				FC	100	100	FC	100	100
PLASTIC OMNIUM AUTO INERGY INDIA PVT Ltd			*			FC	100	100	FC	100	100
PLASTIC OMNIUM AUTO INERGY MANUFACTURING INDIA PVT Ltd			*			FC	55	55	FC	55	55
PO LIGHTING INDIA PVT. Ltd		*				FC	100	100	FC	100	100
PLASTIC OMNIUM SOFTWARE HOUSE INDIA PVT Ltd	a2024				*	FC	100	100	-	-	-
Indonesia											
PLASTIC OMNIUM AUTO INERGY INDONESIA			*			FC	100	100	FC	100	100
Japan											
PLASTIC OMNIUM KK			*			FC	100	100	FC	100	100
Malaysia											
HICOM HBPO SDN BHD				*		FC	51	51	FC	51	51
PO AUTOMOTIVE SDN BHD MALAYSIA			*			FC	100	100	FC	100	100
Morocco											
PLASTIC OMNIUM AUTO INERGY (MOROCCO) SARL			*			FC	100	100	FC	100	100
PLASTIC OMNIUM AUTO EXTERIEUR SARLAU		*				FC	100	100	FC	100	100
PO LIGHTING MOROCCO SA		*				FC	100	100	FC	100	100
Mexico											
PLASTIC OMNIUM INDUSTRIAL AUTO EXTERIORES RAMOS ARIZPE SA DE CV		*				FC	100	100	FC	100	100
PLASTIC OMNIUM AUTO INERGY MEXICO SA DE CV			*			FC	100	100	FC	100	100
PLASTIC OMNIUM AUTO EXTERIORES SA DE CV		*				FC	100	100	FC	100	100
PLASTIC OMNIUM AUTO INDUSTRIAL SRL DE CV		*				FC	100	100	FC	100	100
PLASTIC OMNIUM AUTO INERGY INDUSTRIAL SA DE CV			*			FC	100	100	FC	100	100
PLASTIC OMNIUM AUTO INERGY SERVICIOS SA DE CV			*			FC	100	100	FC	100	100
HBPO MEXICO SA DE CV				*		FC	100	100	FC	100	100
PO LIGHTING MEXICO SA DE CV		*				FC	100	100	FC	100	100
Netherlands											
DSK PLASTIC OMNIUM BV			*			FC	51	51	FC	51	51
PLASTIC OMNIUM AUTO INERGY NETHERLANDS HOLDING BV			*			FC	100	100	FC	100	100
Poland											
PLASTIC OMNIUM AUTO INERGY POLAND Sp Z.O.O.			*			FC	100	100	FC	100	100
PLASTIC OMNIUM AUTO EXTERIORS Sp Z.O.O.		*				FC	100	100	FC	100	100
PLASTIC OMNIUM AUTO Sp Z.O.O.	c2024	*				-	-	-	FC	100	100
PO LIGHTING POLAND Sp Z.O.O.		*				FC	100	100	FC	100	100
Czech Republic											
HBPO CZECH S.R.O.				*		FC	100	100	FC	100	100
HBPO KVASINY S.R.O.				*		FC	100	100	FC	100	100
PO LIGHTING CZECH S.R.O.		*				FC	100	100	FC	100	100
Romania											
PLASTIC OMNIUM AUTO INERGY ROMANIA SRL			*			FC	100	100	FC	100	100
PLASTIC OMNIUM LIGHTING SYSTEMS SRL		*				FC	100	100	FC	100	100
United Kingdom											
PLASTIC OMNIUM AUTOMOTIVE Ltd		*				FC	100	100	FC	100	100
HBPO UK Ltd				*		FC	100	100	FC	100	100
Russia											
PLASTIC OMNIUM AUTO INERGY RUSSIA LLC			*			FC	100	100	FC	100	100
DSK PLASTIC OMNIUM INERGY	d_2024		*			EM_Ifrs	51	51	FC	51	51

Legal name		Reportable segment				December 31, 2024			December 31, 2023		
		Exterior	Power-train	Modules	Un-allocated	Method of Conso-lidation	% control	% interest	Method of Consoli-dation	% control	% interest
Slovakia											
PLASTIC OMNIUM AUTO EXTERIORS S.R.O.		*				FC	100	100	FC	100	100
PLASTIC OMNIUM AUTO INERGY SLOVAKIA S.R.O.			*			FC	100	100	FC	100	100
HBPO SLOVAKIA S.R.O.				*		FC	100	100	FC	100	100
Switzerland											
PLASTIC OMNIUM RE AG					*	FC	100	100	FC	100	100
PLASTIC OMNIUM NEW ENERGIES FRIBOURG	b2024		*			FC	100	100	FC	100	100
Thailand											
PLASTIC OMNIUM AUTO INERGY THAILAND Co. Ltd			*			FC	100	100	FC	100	100
OPMOBILITY EXTERIOR MANAGEMENT THAILAND Co. Ltd	b2024_d	*				FC	100	100	FC	100	100
Turkey											
BPO AS		*				EM_Ifrs	50	49.98	EM_Ifrs	50	49.98
PO LIGHTING TURKEY EUDÜSTRIYEL ÜRÜNLER IMALAT VE TICARET AS	b2024	*				FC	100	100	FC	100	100

Consolidation method and special features:

FC:	*Full consolidation.*
EM:	*Companies that were already consolidated by the equity method before the application of the new consolidation standards at January 1, 2014.*
EM_Ifrs:	*Companies consolidated by the equity method since the application of the new consolidation standards at January 1, 2014. They are included at their percentage stake in the determination of "Economic revenue".*

Movements for the period:

a2024:	*Companies acquired and/or created and/or whose business started during fiscal year 2024.*
b2024:	*Companies whose name was changed during fiscal year 2024 and/or for which legal documentation was received in fiscal 2024.*
b2024_d:	*Companies whose change of name was approved on December 31, 2024, following the change of the Group's name from "Plastic Omnium" to "OPmobility" in the 1st quarter of 2024.*
c2024:	*Companies sold and/or merged during fiscal year 2024.*
d_2024:	*Change in consolidation method for "DSK Plastic Omnium Inergy".*
2024_m:	*Displays OPmobility's direct ownership percentage in the company instead of the direct parent's percentage.*
a2023:	*Companies acquired and/or created and/or whose business started during fiscal year 2023.*
b2023:	*Companies whose name was changed during fiscal year 2023.*
c2023:	*Companies sold and/or merged during fiscal year 2023.*

5.4 Statutory auditors' report on the consolidated financial statements

(For the year ended 31 December 2024)

This is a free translation into English of the Statutory Auditors' report issued in French and is provided solely for the convenience of English speaking readers. This report includes information specifically required by European regulations or French law, such as information about the appointment of Statutory Auditors. This report should be read in conjunction with, and construed in accordance with, French law and professional auditing standards applicable in France.

To the General Meeting of Shareholders,

Opinion

In compliance with the engagement entrusted to us by your Shareholders' Meeting, we have audited the accompanying consolidated financial statements of OPmobility SE for the year ended 31 December 2024.

In our opinion, the consolidated financial statements give a true and fair view of the results of operations for the past year, and of the assets and liabilities, and financial position at the end of the fiscal year of the Group comprising the persons and entities included in the consolidation, in accordance with IFRS as adopted by the European Union.

The audit opinion expressed above is consistent with our report to the Audit Committee.

Basis for opinion

Audit framework

We conducted our audit in accordance with professional standards applicable in France. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Our responsibilities under these standards are further described in the "Responsibilities of the Statutory Auditors relating to the audit of the consolidated financial statements" section of our report.

Independence

We conducted our audit engagement in compliance with the independence rules provided for in the French Commercial Code (*Code de commerce*) and the French Code of Ethics (*Code de déontologie*) for Statutory Auditors for the period from 1 January 2024 to the date of our report, and, in particular, we did not provide any non-audit services prohibited by Article 5(1) of Regulation (EU) No. 537/2014.

Justification of assessments – Key audit matters

In accordance with the requirements of Articles L.821-53 and R.821-180 of the French Commercial Code relating to the justification of our assessments, we inform you of the key audit matters relating to the risks of material misstatement that, in our professional judgement, were the most significant in our audit of the consolidated financial statements, as well as how we addressed those risks.

These matters were addressed as part of our audit of the consolidated financial statements as a whole, and therefore contributed to the opinion we formed as expressed above. We do not provide a separate opinion on specific items of the consolidated financial statements.

Measurement and recognition of revenue

Note 1.3.2 "Revenue/Revenue from contracts with customers" to the consolidated financial statements.

Description of risk

Revenue of €10,484 million is reported in the consolidated income statement of OPmobility SE at 31 December 2024.

Sales of parts are recognised when control of the goods is transferred to the customer, usually upon delivery of the goods, and measured at the fair value of the consideration received, net of discounts, rebates and other taxes on sales and customs duties.

Regarding services and the creation of specific tooling: the accounting treatment applied is based on the identification by the Group in most cases of two performance obligations, distinct from the production of parts, under the Design business and the supply of certain specific tooling whose control is transferred to clients. Proceeds from the Design business, including those explicitly included in the part price, are recognised at the start of series production. Payments received before the start of series production are recorded in customer advances. The costs related to these two performance obligations are recognised in inventories during the project phase and then in expenses when their control is transferred to the client, i.e. when series production is launched.

We considered the recognition of "parts" revenue and the measurement of "services and creation of specific tooling" revenue to be a key audit matter, in light of:

- regular discussions between the Group and its customers on part prices, potential discounts, credit notes, discounts and rebates;

- the judgement required from the Group's Management to estimate the proceeds related to these performance obligations as these proceeds are not necessarily directly identifiable within the contracts and therefore require specific measurement by Management.

How our audit addressed this risk

Our work consisted primarily in:

- reviewing the revenue measurement and recognition process and identifying the key controls that Management has in place regarding revenue recognition;
- in order to assess the recognition of revenue from the sale of parts, we carried out tests on a sample of transactions to:
  - compare the sales prices applied to parts deliveries with the contract prices;
  - examine any adjustments to the prices of products sold;
  - review the credit notes issued, discounts and rebates;
  - check that parts sales are attributed to the correct financial year.
- in order to assess the recognition of revenue related to Design services and the creation of specific tooling, we carried out tests on a sample of contracts to:
  - compare the sales prices applied and recognised at the start of series production with the valuation made by Management and the contract documents;
  - review the proceeds and costs attributed to performance obligations;
  - check that sales of Design services and tooling creation are attributed to the correct financial year.
- lastly, we examined the appropriateness of the disclosures in the notes to the consolidated financial statements.

Measurement of goodwill

Notes 1.6.1 "Goodwill", 1.6.4 "Impairment tests on goodwill, property, plant and equipment and intangible assets", 2.3 "Asset impairment tests" and 1.11 "Estimates and judgements", section "Impairment tests on goodwill, property, plant and equipment and intangible assets" to the consolidated financial statements.

Description of risk

At 31 December 2024, the net value of goodwill stood at €1,302 million, representing approximately 17% of total assets.

Goodwill is tested for impairment whenever an indication of impairment is identified, and at least annually to compare its carrying amount with its recoverable amount. These tests are performed for cash-generating units (CGU) or groups of CGUs.

As described in the "Impairment tests on goodwill, property, plant and equipment and intangible assets" section of Note 1.11, value in use is determined using the discounted cash-flow method, based on assumptions about future operating cash flows, discount rates and long-term growth.

We deemed the measurement of goodwill to be a key audit matter due to:

- its relative size in the consolidated financial statements;
- significant judgements and estimates involved in determining the parameters used for impairment testing, such as future cash flows, discount rates and perpetual growth rates;
- the sensitivity of annual impairment tests on certain groups of CGUs.

How our audit addressed this risk

We reviewed the methodology used by the Company to test the impairment of goodwill. Our work consisted primarily in:

- assessing the compliance of the methodology applied by the Group with the provisions of IAS 36;
- reconciling the components of the carrying amount of each CGU tested for impairment with the consolidated financial statements;
- identifying the groups of CGUs for which the sensitivity of the goodwill impairment test is greatest in order to focus our work more specifically on these groups;
- analysing the consistency of the key data and assumptions on which the estimates used in determining the cash flow forecasts are based with the plans validated by Management;
- with the help of our valuation specialists, comparing discount rates and long-term growth rates used in the tests to external market data;
- verifying the mathematical accuracy of the models used to determine values in use;
- performing sensitivity analyses on the main assumptions used;
- assessing the appropriateness of the relevant information provided in the notes to the consolidated financial statements.

Valuation of development assets and property, plant and equipment

Notes 1.6.2 "Intangible assets", 1.6.3 "Property, plant and equipment and right-of-use assets", 1.6.4 "Impairment tests on non-current assets", 2.3 "Asset impairment tests" and 1.11 "Estimates and judgements", section "Impairment tests on non-current assets" to the consolidated financial statements.

Description of risk

At 31 December 2024, the net value of property, plant and equipment amounted to €1,988 million. Development assets are mainly recorded within intangible assets for a net amount of €675 million. These assets are representing approximately 35% of total assets.

- Note 1.6.2 to the consolidated financial statements describes how development costs incurred during the project phase and related to the execution of a contract with a customer, which are not subject to a performance obligation, are recognised as intangible assets. Note 1.6.3 describes the accounting treatment of property, plant and equipment and their depreciation period.
- As described in Note 1.6.4, the Group carries out impairment tests on these assets whenever there is evidence of signs of impairment and at least once a year for non-amortisable development assets.
- As described in Note 1.11, for the determination of the recoverable amount, the concepts of fair value net of disposal costs and value in use obtained by the discounted cash-flow method are used. These tests are based on assumptions about future operating cash-flows and discount rates.
- As described in Note 2.3, a review of signs of impairment and reversals of impairment on assets impaired in previous years was performed.
- We considered the valuation of development assets and property, plant and equipment to be a key audit matter owing to:
  - their relative size in the consolidated financial statements;
  - the judgement required from Management to assess whether there are any signs of impairment and the recoverable amount;
    - the timeline used to determine the recoverable amount.

How our audit addressed this risk:

Our work consisted primarily of:

- reviewing the mechanisms for identifying signs of impairment used by the Group;
- assessing the analyses and judgements made by the Group to identify whether there are any signs of impairment or reversal of impairment;
- checking that assets that show signs of impairment have been tested for impairment.
- as concerns the valuation of development assets:
  - reviewing the process for identifying capitalised development costs;
  - assessing the completeness of the programmes included in the analysis of signs of impairment or reversal of impairment, by reconciling the assets analysed to the consolidated financial statements;
  - examining the assumptions used in the analyses and impairment tests (forecast sales, gross margin, other fixed costs, etc.).
- as concerns the valuation of property, plant and equipment and where there are signs of impairment or reversal of impairment:
  - examining the compliance of the Group's methodology with IAS 36;
  - reconciling the file of assets subject to impairment testing with the consolidated financial statements;
  - reviewing the key inputs and assumptions used to determine the recoverable amount through discussions with the Business Group's Finance Department, the Group's Finance Department and the Group's Executive Management; and in particular in the context of (i) inflation in some of the Group's host countries, (ii) the geopolitical climate and (iii) regulations that may impact the automotive industry.
- lastly, as concerns the valuation of these assets, we also:
  - verified the mathematical accuracy of the models used to determine values in use;
  - compared discount rates and long-term growth rates to external market data, with the help of our valuation specialists;
  - performed sensitivity analyses on the main assumptions used.

Specific verifications

As required by legal and regulatory provisions and in accordance with professional standards applicable in France, we have also verified the information pertaining to the Group presented in the Board of Directors' management report.

We have no matters to report as to its fair presentation and its consistency with the consolidated financial statements.

Other verifications and information pursuant to legal and regulatory requirements

Presentation of the consolidated financial statements to be included in the annual financial report

In accordance with professional standards applicable to the Statutory Auditors' procedures for annual and consolidated financial statements presented according to the European single electronic reporting format, we have verified that the presentation of the consolidated financial statements to be included in the annual financial report referred to in paragraph I of Article L.451-1-2 of the French Monetary and Financial Code (*Code monétaire et financier*) and prepared under the Chief Executive Officer's responsibility, complies with this format, as defined by European Delegated Regulation No. 2019/815 of 17 December 2018. As it relates to the consolidated financial statements, our work included verifying that the markups in the financial statements comply with the format defined by the aforementioned Regulation.

On the basis of our work, we conclude that the presentation of the consolidated financial statements to be included in the annual financial report complies, in all material respects, with the European single electronic reporting format.

It is not our responsibility to ensure that the consolidated financial statements to be included by the Company in the annual financial report filed with the AMF correspond to those on which we carried out our work.

Appointment of the Statutory Auditors

We were appointed Statutory Auditors of OPmobility SE by the Shareholders' Meetings held on 21 April 2022 for PricewaterhouseCoopers Audit and on 29 April 2010 for Ernst & Young et Autres.

As at 31 December 2024, PricewaterhouseCoopers Audit and Ernst & Young et Autres were in the third year and the fifteenth year of total uninterrupted engagement, respectively.

Previously, Ernst & Young Audit was the Statutory Auditor of OPmobility SE from 2001.

Responsibilities of management and those charged with governance for the consolidated financial statements

Management is responsible for preparing consolidated financial statements giving a true and fair view in accordance with International Financial Reporting Standards as adopted by the European Union and for implementing the internal control procedures it deems necessary for the preparation of consolidated financial statements that are free of material misstatement, whether due to fraud or error.

In preparing the consolidated financial statements, management is responsible for assessing the Company's ability to continue as a going concern, disclosing, as applicable, matters related to going concern, and using the going concern basis of accounting, unless it expects to liquidate the Company or to cease operations.

The Audit Committee is responsible for monitoring the financial reporting process and the effectiveness of internal control and risk management systems, as well as, where applicable, any internal audit systems relating to accounting and financial reporting procedures.

The consolidated financial statements were approved by the Board of Directors.

Responsibilities of the Statutory Auditors relating to the audit of the consolidated financial statements

Objective and audit approach

Our role is to issue a report on the consolidated financial statements. Our objective is to obtain reasonable assurance about whether the consolidated financial statements as a whole are free of material misstatement. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with professional standards will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions taken by users on the basis of these consolidated financial statements.

As specified in Article L.821-55 of the French Commercial Code, our audit does not include assurance on the viability or quality of the Company's management.

As part of an audit conducted in accordance with professional standards applicable in France, the Statutory Auditors exercise professional judgement throughout the audit.

They also:

- identify and assess the risks of material misstatement in the consolidated financial statements, whether due to fraud or error, design and perform audit procedures in response to those risks, and obtain audit evidence considered to be sufficient and appropriate to provide a basis for their opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control;
- obtain an understanding of the internal control procedures relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the internal control;
- evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates made by management and the related disclosures in the notes to the consolidated financial statements;

- assess the appropriateness of management's use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the Company's ability to continue as a going concern. This assessment is based on the audit evidence obtained up to the date of the audit report. However, future events or conditions may cause the Company to cease to continue as a going concern. If the Statutory Auditors conclude that a material uncertainty exists, they are required to draw attention in the audit report to the related disclosures in the consolidated financial statements or, if such disclosures are not provided or are inadequate, to issue a qualified opinion or a disclaimer of opinion;
- evaluate the overall presentation of the consolidated financial statements and assess whether these statements represent the underlying transactions and events in a manner that achieves fair presentation;
- obtain sufficient appropriate audit evidence regarding the financial information of the entities or business activities within the Group to express an opinion on the consolidated financial statements. The Statutory Auditors are responsible for the management, supervision and performance of the audit of the consolidated financial statements and for the opinion expressed thereon.

Report to the Audit Committee

We submit a report to the Audit Committee which includes, in particular, a description of the scope of the audit and the audit programme implemented, as well as the results of our audit. We also report any significant deficiencies in internal control that we have identified regarding the accounting and financial reporting procedures.

Our report to the Audit Committee includes the risks of material misstatement that, in our professional judgement, were the most significant for the audit of the consolidated financial statements and which constitute the key audit matters that we are required to describe in this report.

We also provide the Audit Committee with the declaration provided for in Article 6 of Regulation (EU) No. 537/2014, confirming our independence within the meaning of the rules applicable in France, as defined in particular in Articles L.821-27 to L.821-34 of the French Commercial Code and in the French Code of Ethics for Statutory Auditors. Where appropriate, we discuss any risks to our independence and the related safeguard measures with the Audit Committee.

Neuilly-sur-Seine and Paris-La Défense, 14 March 2025

The Statutory Auditors

PricewaterhouseCoopers Audit	ERNST & YOUNG et Autres
David Clairotte	May Kassis-Morin

6. 2024 statutory financial statements

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6.1 Comments on the statutory financial statements

Balance sheet changes

The main changes involved the following transactions:

Equity investments

- On December 6, 2023, the Board of Directors of OPmobility SE decided to dissolve the subsidiary Plastic Omnium Modules by universal transfer of the assets and set the accounting effective date for this dissolution at January 9, 2024 with retroactive tax effect to January 1, 2024. As a result, OPmobility SE recognized in its financial statements the cancellation of Plastic Omnium Modules shares for an amount of €101.4 million and a merger premium of €290.3 million.
- Following this universal transfer of the assets, the Plastic Omnium GmbH shares previously held by Plastic Omnium Modules are recorded as assets of OPmobility SE for an amount of €387.2 million.

  OPmobility SE also strengthened its investment in Plastic Omnium GmbH by subscribing €200 million to its capital on October 7, 2024.
- OPmobility SE subscribed to a capital increase of its subsidiary OPmobility Lighting Holding, holding the subsidiaries specializing in automotive lighting, with a cash contribution of €65 million on November 15, 2024.

  This capital increase enabled its subsidiary OPmobility Lighting Holding to strengthen its own financial structure and subscribe to capital increases of its subsidiaries completed at the end of 2024.
- An agreement for the sale of HBPO North America Inc. shares was signed on October 28, 2024 between OPmobility SE and its subsidiary HBPO GmbH, whereby the latter sold to OPmobility SE all the shares held in the subsidiary HBPO North America Inc. for €125 million, effective December 30, 2024.
- Following this transaction, on December 31, 2024, OPmobility SE contributed all of the HBPO North America Inc. shares previously acquired to its subsidiary OPmobility Holding USA Inc. for €125 million.

Net financial liabilities

- On March 13, 2024, OPmobility SE issued a bond of €500 million, maturing on March 13, 2029, with a 4.875% coupon.
- OPmobility SE repaid the €500 million bond issued on June 26, 2017 on its maturity date of June 26, 2024.
- On December 17, 2024, OPmobility SE completed a €300 million Schuldschein private placement without covenants. It is broken down into 5 maturity tranches of 3 years, 3 years and 1 month, 5 years, and 5 years and 1 month, for an average financing rate of 4.17%.

  This loan was paid to OPmobility SE in the amount of €115 million on December 17, 2024, and the balance of €185 million on January 17, 2025.
- Outstanding confirmed medium-term credit lines increased to €1,960 million as of December 31, 2024 compared to €1,870 million as of December 31, 2023. In addition, €489 million of commercial paper had been issued by the Company as of December 31, 2024 compared to €619 million as of December 31, 2023.

Earnings performance

OPmobility SE posted operating revenue of €38.2 million in 2024, compared with €36.1 million in 2023. This revenue mainly includes trademark license fees from subsidiaries for €34.6 million.

Net financial income for OPmobility SE was €390.5 million in 2024, versus €223.7 million in 2023. This financial income was largely composed of:

- dividends from subsidiaries for €277.9 million in 2024 versus €198.5 million in 2023;
- net interest income on loans, receivables and borrowings of €48.1 million in 2024 versus income of €31.9 million in 2023;
- the merger premium of €290.3 million following the universal transfer of the assets of the Plastic Omnium Modules subsidiaries;
- net allocation to provisions for impairment of €227.7 million in 2024 versus a net allocation to provisions for impairment of €2.8 million in 2023.

Non-operating items produced a loss of €0.9 million.

Profit before tax was €384.9 million in 2024, compared to €216.3 million in 2023.

Income tax was an expense of €3.4 million in 2024, compared with an expense of €1 million in 2023.

As a result, the net profit for 2024 was €381.5 million, compared with €215.3 million in 2023.

6.2 Statutory financial statements as of December 31, 2024

6.2.1 Balance sheet

Assets

In thousands of euros	Notes	December 31, 2024			December 31, 2023
		Gross values	Depreciation, amortization and provisions	Net amounts	Net amounts
NON-CURRENT ASSETS					
Intangible assets	1	993	977	16	18
Property, plant and equipment	2	3,762	963	2,799	2,875
Financial assets	3	3,494,660	266,073	3,228,587	2,330,442
TOTAL NON-CURRENT ASSETS		**3,499,415**	**268,013**	**3,231,402**	**2,333,335**
CURRENT ASSETS					
Prepayments to suppliers	4	323	0	323	148
Trade receivables	4	10,847	0	10,847	9,999
Other receivables	4	491,771	1,348	490,423	1,203,351
Short-term investment securities	5	38,696	0	38 696	35,224
Cash and cash equivalents	5	244,703	0	244 703	122,113
Prepaid expenses	6	4,338	0	4,338	3,992
TOTAL CURRENT ASSETS		**790,678**	**1,348**	**789,330**	**1,374,827**
Deferred charges (debt issuance costs)	6	4,792	0	4,792	2,289
Bond redemption premiums	6	2,508	0	2,508	625
Translation differences – assets	6	435	0	435	413
TOTAL		**4,297,828**	**269,361**	**4,028,467**	**3,711,489**

Net cash and cash equivalents of OPmobility SE amounted to €78.8 million in 2024, compared with €242.2 million in 2023.

As of December 31, 2024, it comprised: cash and cash equivalents for €283.3 million, loans to subsidiaries and financial receivables for €1,634.8 million, cash instrument liabilities for €12.1 million, bonds for €1,338.2 million and current borrowings and financial debt for €489 million.

Liabilities

In thousands of euros	Notes	December 31, 2024	December 31, 2023
SHAREHOLDERS' EQUITY			
Share capital	7	8,731	8,731
Additional paid-in capital	7	17,389	17,389
Other reserves	7	1,598,527	1,473,903
NET INCOME FOR THE YEAR		**381,503**	**215,317**
Regulated provisions	7	0	0
TOTAL SHAREHOLDERS' EQUITY	**7**	**2,006,150**	**1,715,340**
Provisions for contingencies and charges	8	8,647	7,182
LIABILITIES			
Bonds	9	1,338,244	1,207,230
Bank borrowings	9	0	0
Other borrowings	9	508,207	629,205
Trade payables	9	9,099	10,222
Accrued taxes and payroll costs	9	4,938	7,779
Other liabilities	9	44,404	38,916
Prepaid income	9	108,752	95,610
TOTAL LIABILITIES	**9**	**2,013,644**	**1,988,962**
Prepaid expenses and accrued income – liabilities		26	5
TOTAL		**4,028,467**	**3,711,489**

6.2.2 Income statement

In thousands of euros	Notes	2024	2023
NET REVENUE	**10**	**1,364**	**132**
Provision reversals and expense transfers		2,132	1,331
Other operating revenue	10	34,675	34,667
TOTAL OPERATING REVENUE		**38,171**	**36,130**
Purchases and other external charges	11	(37,057)	(36,383)
Taxes other than on income		(481)	(397)
Personnel costs	12	(1,330)	(1,610)
Depreciation, amortization and provisions	13	(2,629)	(2,938)
Other expenses		(1,326)	(1,523)
TOTAL OPERATING EXPENSES		**(42,823)**	**(42,851)**
NET OPERATING INCOME		**(4,652)**	**(6,721)**
TOTAL FINANCIAL INCOME	**14**	**699,281**	**315,661**
TOTAL FINANCIAL EXPENSES	**14**	**(308,813)**	**(91,953)**
NET FINANCIAL INCOME	**14**	**390,468**	**223,708**
INCOME BEFORE NON-OPERATING ITEMS		**385,816**	**216,987**
Non-operating items	15	(924)	(666)
PROFIT (LOSS) BEFORE TAX		**384,892**	**216,321**
Income tax	16	(3,389)	(1,004)
NET INCOME		**381,503**	**215,317**

6.2.3 Notes to the statutory financial statements

The information below constitutes the notes to the balance sheet before distribution for the fiscal year ended December 31, 2024, for which the total amounted to €4,028,467 million and the result was €381,503 million.

Significant events of the year

The Combined General Meeting of April 24, 2024 approved the change of the company's name, becoming OPmobility SE as of April 24, 2024.

Equity investments

- On December 6, 2023, the Board of Directors of OPmobility SE decided to dissolve the subsidiary Plastic Omnium Modules by universal transfer of the assets and set the accounting effective date for this dissolution at January 9, 2024 with retroactive tax effect to January 1, 2024. As a result, OPmobility SE recognized in its financial statements the cancellation of Plastic Omnium Modules shares for an amount of €101.4 million and a merger premium of €290.3 million.
- Following this universal transfer of the assets, the Plastic Omnium GmbH shares previously held by Plastic Omnium Modules are recorded as assets of OPmobility SE for an amount of €387.2 million.

  OPmobility SE also strengthened its investment in Plastic Omnium GmbH by subscribing €200 million to its capital on October 7, 2024.
- OPmobility SE subscribed to a capital increase of its subsidiary OPmobility Lighting Holding, holding the subsidiaries specializing in automotive lighting, with a cash contribution of €65 million on November 15, 2024.

  This capital increase enabled its subsidiary OPmobility Lighting Holding to strengthen its own financial structure and to subscribe to capital increases of its subsidiaries completed at the end of 2024.
- An agreement for the sale of HBPO North America Inc. shares was signed on October 28, 2024 between OPmobility SE and its subsidiary HBPO GmbH, whereby the latter sold to OPmobility SE all the shares held in the subsidiary HBPO North America Inc. for €125 million, effective December 30, 2024.
- Following this transaction, on December 31, 2024, OPmobility SE contributed all of the HBPO North America Inc. shares previously acquired to its subsidiary OPmobility Holding USA Inc. for €125 million.

Net financial liabilities

- On March 13, 2024, OPmobility SE issued a bond of €500 million, maturing on March 13, 2029, with a 4.875% coupon.
- OPmobility SE repaid the €500 million bond issued on June 26, 2017 on its maturity date of June 26, 2024.
- On December 17, 2024, OPmobility SE completed a €300 million Schuldschein private placement, without covenants. It is broken down into five maturity tranches of three years, three years and one month, five years and five years and one month, for an average financing rate of 4.17%.

  This loan was paid to OPmobility SE in the amount of €115 million on December 17, 2024, and the balance of €185 million on January 17, 2025.
- Outstanding confirmed medium-term credit lines increased to €1,960 million as of December 31, 2024 compared to €1,870 million as of December 31, 2023. In addition, €489 million of commercial paper had been issued by the Company as of December 31, 2024 compared to €619 million as of December 31, 2023.

Accounting principles and methods

The financial statements of OPmobility SE have been prepared in accordance with the provisions of the *French Commercial Code* and the French General Accounting Plan (ANC regulation no. 2014-03 of June 5, 2014 amended by regulation No. 2018-07 of December 10, 2018). The annual financial statements include the provisions of the French Accounting Standards Authority (*Autorité des Normes Comptables* – ANC) regulation 2015-05 for financial futures and hedging transactions.

The accounting conventions for preparing and presenting the Company statutory accounts have been applied in accordance with the following basic assumptions:

- going-concern;
- consistency of accounting principles;
- separation of accounting periods.

The basic method used for the items presented in the accounts is the historical cost method.

The accounting principles used to prepare the 2024 financial statements are the same as those used in 2023.

The significant accounting policies applied are described below.

Property, plant and equipment

Property, plant and equipment are initially recognized at cost and depreciated on a straight-line basis over their estimated useful lives, as follows:

- fixtures and fittings: 10 years;
- office equipment and furniture: 5 to 10 years.

Equity investments and related receivables

The equity investments are composed of investments that enable control of the issuing company or notable influence to be exercised over it. They are intended to be retained over the long term and to contribute to the business of the holding company.

Gross values of investments in subsidiaries and affiliates are initially recognized at cost or transfer value. If applicable, a provision for impairment will be booked when the value in use or the probable realization value is lower than the net carrying amount.

At each year-end, the Company assesses the value in use of its equity investments. In the event of a lasting decline in the value in use, and if this decline is less than the net carrying amount, a provision for impairment is recognized. Value in use is determined according to a multi-criteria approach, based on management's judgment, taking into account the share of net equity and an enterprise value approach based on discounted future cash-flows. The flows are based on five-year plans prepared by the subsidiaries' management and validated by Management (Strat Plan). As an exception and in limited cases, a longer period may be used, in particular when the maturity of the targeted market justifies it or following acquisitions. The terminal value is calculated on the basis of data for the last year, taking into account a perpetual growth rate specific to the geographical areas in which the companies operate. Qualitative elements representative of the strategic value of the investment may also be taken into account.

Related receivables are valued at their par value. Depreciation is recorded where the inventory value is less than the carrying amount. Related receivables are impaired through a provision by taking into account the overall situation and the likelihood of non-recovery.

Other long-term investments

The other long-term investments are securities that the Company intends to hold for the long term without involvement in the management of the companies in which the securities are held.

The gross value of the other long-term investments corresponds to the acquisition cost. If applicable, a provision for impairment will be booked when the value in use or the probable realization value is lower than the net carrying amount.

Treasury shares

The Company has been authorized by Ordinary General Meetings to purchase its own shares to maintain a liquid market for its shares under a liquidity contract with an investment firm, reduce the share capital by canceling shares, or cover current or future stock option or stock grant plans for employees and directors of the Group.

The accounting classification of treasury shares depends on its final purpose:

- treasury shares intended for cancelation and allocated to a future capital reduction or acquired as part of a liquidity contract are recognized as long-term investments;
- treasury shares bought back to be granted to employees and directors as part of a stock-option plan or performance share plan are recognized as short-term investment securities.

Treasury shares are measured in line with their accounting classification (investments, stock option plans or performance share plans, shares acquired under the liquidity contract) using a FIFO (first-in, first-out) method.

The gross value equals the acquisition price, and treasury shares are valued at the average market price of the latest month. Impairment is recognized where the gross value is higher than the inventory value, except for treasury shares intended for cancellation. For shares allocated to cover stock options, their fair value is determined on the basis of the exercise price of the stock options granted. For treasury shares allocated to the grant of performance shares, a provision for expenses is recognized for the total value of the treasury shares allocated to the employees and directors of OPmobility SE and its subsidiaries.

For shares otherwise classified, market value is determined on the basis of the average quoted stock market price during the month before the balance sheet date.

Receivables

Receivables are valued at their nominal value. Depreciation is recorded where the inventory value is less than the carrying amount. Receivables are depreciated through provisions that take into account possible recovery problems.

Short-term investment securities

The short-term investment securities are valued by securities category (shares held as part of the liquidity agreement, unallocated treasury shares, other short-term investment securities), using a FIFO (first-in, first-out) method.

When necessary, they are impaired, calculated for each line of similar securities.

For securities that represent listed securities, the impairment is booked to bring their net carrying amount to the closing price.

Cash and cash equivalents

These include cash, and other items with a similar nature to cash, on hand and at the bank, as well as warrants that may be redeemed at any time after they have been subscribed.

Cash and cash equivalents are valued at their nominal value.

Foreign currency transactions

At closing, monetary items in foreign currencies are converted on the balance sheet at the exchange rates in effect at the closing date as an offset to items in "Translation differences – Assets/ Liabilities" on the balance sheet, except for hedges, in which case revaluations are carried in net financial income and are offset by the impacts recognized on the hedging instrument. Unrealized foreign exchange gains are not recognized in accounting income.

A provision for foreign exchange losses is recognized for the total amount of unrealized losses, except for the following situations:

- in the case of a hedge, the provision is recognized only for the amount of unhedged exposure;
- when unrealized gains or losses on foreign exchange relate to transactions in a single currency maturing in the same accounting period, the provision is limited to the excess of the losses over the gains, based on the overall foreign exchange position.

Bank accounts in foreign currencies are valued on the balance sheet at the exchange rate in effect at the closing date as an offset to Net financial income (expense).

Financial instruments and hedging instruments

The Company may at times use currency and interest rate derivatives to hedge the currency risk on loans granted to Group companies and variable rate loans. Realized foreign exchange gains or losses on these derivatives are recognized in Net financial income (expense) to match those of the hedged items.

Unrealized foreign exchange and interest rate gains/losses are recognized in financial assets and liabilities, with a corresponding entry in the income statement, to reflect the symmetrical effect of hedged foreign currency monetary items on the balance sheet.

The premium or discount on forward foreign exchange and interest rate contracts is recognized in the income statement under Net financial income (expense) over the term of the hedge.

As of December 31, 2024, the Company did not hold any derivative instrument that does not qualify as a hedge.

Provisions for contingencies and charges

Provisions for contingencies and charges are recognized when:

- the Company is bound by a legal or implicit obligation resulting from past events;
- a likely outflow of resources, without any equivalent benefit, is required to extinguish the obligation;
- the amount of the provision can be reliably measured.

Borrowings and financial debt

Debts are recognized at their nominal reimbursement value. They are not discounted.

Issuance costs and redemption premiums incurred at the time of borrowing are recognized as assets and spread over the life of the bond using the compound interest rate method.

Revenue

Revenue is booked to profit (loss) if it is:

- realized, *i.e.* if the principle and amount are certain; and
- acquired during the year.

Income tax

The Company is the parent company of the tax consolidation group that it constitutes with its French subsidiaries.

The subsidiaries of the tax consolidation scope contribute the amount that they would have had to pay if there was no consolidation to the Group's tax consolidation tax expense.

The additional tax savings or expense resulting from the difference between the tax owed by consolidated subsidiaries and the tax resulting from the determination of the overall profit/loss is recorded by the parent company.

The tax savings enjoyed by OPmobility SE in respect of the losses incurred by its French subsidiaries are neutralized in the "Deferred revenues" account presented under liabilities. In accordance with the tax consolidation agreement, in the event of a return to the profit of the French operating subsidiaries, OPmobility SE will bear a tax expense.

Non-operating items

Exceptional income and expenses include items designated as exceptional in nature by accounting law (in particular gains and losses on the sale of non-current assets, tax adjustments or relief other than income tax). When the nature of income or an expense also exists in the list of operating items of the French General Accounting Plan (in particular, bad debts or receivables on amortized loans and contributions paid and balancing subsidies received), they are only classified in non-operating items if their amount and/or frequency is not current.

Detailed summary of notes to the statutory financial statements

Notes to the balance sheet

Note 1 Intangible assets

In thousands of euros	2023	+	-	2024
Patents, trademarks and licenses	993	-	-	993
TOTAL, GROSS	**993**	**-**	**-**	**993**
Accumulated depreciation	(975)	(2)	-	(977)
TOTAL, NET	**18**	**(2)**	**0**	**16**

Note 2 Property and equipment

In thousands of euros	2023	+	-	2024
Land	13	-	-	13
Fixtures and fittings	127	-	-	127
Office equipment and furniture	3,620	2	-	3,622
TOTAL, GROSS	**3,760**	**2**	**-**	**3,762**
Accumulated depreciation	(885)	(78)	-	(963)
TOTAL, NET	**2,875**	**(76)**	**-**	**2,799**

Note 3 Financial assets

In thousands of euros	2023	+	-	2024
Equity investments	1,575,205	902,200	226,450	2,250,955
Other long-term investments	58,281	35,535	23,059	70,757
Loans	739,484	1,291,419	858,787	1,172,116
Other financial assets	760	72	-	832
TOTAL, GROSS	**2,373,730**	**2,229,226**	**1,108,296**	**3,494,660**
Provisions for impairment	(43,288)	(228,307)	5,522	(266,073)
TOTAL, NET	**2,330,442**	**2,000,919**	**1,102,774**	**3,228,587**

Movements in equity investments are described in the significant events of the year.

Impairment tests were carried out on the subsidiaries' equity investments. These tests resulted in an allocation to provisions for impairment of the shares of the subsidiary OPmobility Lighting Holding for €190.1 million, representing the entire gross value of the shares, and an allocation to provisions for the shares of the subsidiary Plastic Omnium Shanghai for €36 million euros. These impairments result respectively from the lag in the return to profit of the operational subsidiaries of OPmobility Lighting Holding and the reduction in the activity of the subsidiaries of Plastic Omnium Holding Shanghai.

As of December 31, 2024, other long-term investments mainly consisted of:

- €17.7 million in commitments in the Aster VI professional private equity fund of Aster Capital Partners SAS, specialized in the energy, industry and mobility sectors;
- €5 million in commitments to the Fonds d'Amorçage Industriel Métropolitain SLP (FAIM);
- €2.7 million in commitments in the professional private equity fund Fonds d'Avenir Automobile, focused on automotive equipment manufacturers;
- €21.2 million corresponding to 51,716 shares in the share capital of VERKOR, a company specializing in the development and production of electric vehicle batteries, following the conversion of convertible bonds into shares on September 4, 2023;
- €3.1 million corresponding to 346,377 treasury shares allocated to market-making;
- €7.2 million corresponding to 524,055 treasury shares held for future allocation.

  Treasury shares held for future allocation are subject to a provision for impairment of €2.2 million as of December 31, 2024.
- €13.9 million corresponding to 1,500,000 treasury shares intended for cancellation, following the Board of Directors' decision on December 11, 2024 to allocate these shares to the capital reduction to take place on January 29, 2025.

These securities were impaired by €5.6 million out of a gross value of €19.5 million.

Loans consist of medium- and long-term financing provided to entities of the OPmobility Group. They totaled €1,171.9 million, of which €3.9 million mature in less than one year. The change of €432.6 million compared to the amount on December 31, 2024 is due to loan repayments of €858.8 million, new loans taken out for €1,280.3 million and the revaluation in euros of foreign currency loans for €11.1 million.

Subsidiaries and affiliates	Currency	Capital in foreign currencies	Reserves and retained earnings before appropriation of net income in foreign currencies	% share of capital held	Gross value of shares held	Net value of shares held	Amount of sureties and endorsements given by the Company in euros	Revenue for the past fiscal year in euros	Dividends received by the Company during the fiscal year in euros
1-Information concerning subsidiaries (+50% of capital held)									
PLASTIC OMNIUM INC	USD	474.7	8.7	100%	413.7	413.7		1.0	42.6
PLASTIC OMNIUM GmbH	EUR	39.9	854	100%	914.2	914.2		35.4	0
PLASTIC OMNIUM GESTION SNC	EUR	2	0	100%	2	2		140.5	2.7
PLASTIC OMNIUM FINANCE SNC	EUR	0.2	3.6	100%	0.5	0.5		0.3	16
OPMOBILITY EXPTERIOR HOLDING	EUR	5.8	72.6	100%	280.5	280.5		8.5	118
OPMOBILITY C-POWER HOLDING	EUR	119.8	24.7	100%	315.5	315.5		5.6	95
PLASTIC OMNIUM RE AG	EUR	22.2	8.5	100%	19.8	19.8		0	0.9
PLASTIC OMNIUM MANAGEMENT 4	EUR	0.6	(1)	100%	10	0.7		0	0
SOFTWARE HOUSE SAS	EUR	0.1	(7.9)	100%	0.1	0.1		4.7	0
OPMOBILITY LIGHTING HOLDING	EUR	190.1	(71.5)	100%	190.1	0		22.4	0
OPMOBILITY MANAGEMENT 8	EUR	0.1	0	100%	0.1	0.1		0	0
OPMOBILITY MANAGEMENT 10	EUR	0.1	0	100%	0.1	0.1		0	0
OPMOBILITY MANAGEMENT 11	EUR	0.1	0	100%	0.1	0.1		0	0
PLASTIC OMNIUM HOLDING (Shanghai) CO. LTD	CNY	801	(214)	100%	100	37	4.1	0.7	0
2-Information concerning subsidiaries (between 10% and 50% of capital held)									
BPO AS	TRL	5	-	50%	4.2	4.2		95.3	2,7
TOTAL					**2,250.9**	**1,988.5**	**4.1**	**314.4**	**277.9**

Note 4 Receivables

In thousands of euros	December 31, 2023	December 31, 2024	Maturity date < 1 year	Maturity date > 1 year
Prepayments to suppliers	148	323	323	-
Customers	9,999	10,847	10,847	-
Tax receivables	18,499	13,803	6,665	7,138
Financial receivables – Current accounts	1,171,799	461,957	461,957	-
Other receivables	13,053	14,663	9,190	5,473
TOTAL, NET	**1,213,498**	**501,593**	**488,982**	**12,611**

The decrease in receivables between 2023 and 2024 is mainly due to the decrease in the current account outstanding with the OPmobility Group central treasury of €709.8 million in connection with new loans to subsidiaries.

Trade receivables from OPmobility Group companies mainly consist of invoicing of financial guarantees for €4.3 million and royalties for €1.6 million. Accrued income consisted of €4.8 million from OPmobility companies, including €4 million in brand royalties, €0.2 million for the re-invoicing of patent protection costs and €0.6 million for the re-invoicing of securities acquisition costs to the Group's segment holding companies that acquired these securities.

Tax receivables primarily include:

- €7.2 million of research tax credits from subsidiaries consolidated for tax purposes;
- a carrying amount of €3.8 million in respect of tax withholding at source to be offset against income tax of companies in the tax consolidation group;
- €2.7 million of deductible VAT.

Other receivables mainly include:

- the tax current accounts of the subsidiary members of the tax group, of which OPmobility SE is the parent company, for an amount of €7.4 million;
- a receivable on the subsidiaries of €7.3 million with respect to the free performance share award plans. The costs associated with the April 23, 2021, February 17, 2022, April 27, 2023 and April 25, 2024 and July 22, 2024 plans will be invoiced by OPmobility SE to the subsidiaries whose employees and directors are beneficiaries of the plans. Treasury shares allocated to free share allocation plans are the subject of a provision for expenses of equal amount.

Note 5 Short term investment securities and cash and cash equivalents

In thousands of euros	December 31, 2023	+	-	December 31, 2024
Short-term investment securities	16,865	-	9,211	7,654
Other short-term investment securities	19,976	115,419	104,353	31,042
Bank accounts	122,113	122,590	-	244,703
TOTAL, GROSS	**158,954**	**238,009**	**113,564**	**283,399**
Provisions for short-term investment securities	(1,617)	-	1,617	0
TOTAL, NET	**157,337**	**238,009**	**111,947**	**283,399**

The "Short-term investment securities" item includes 387,483 treasury shares allocated to the Free Performance Share Plans for a gross value of €7.6 million.

As of December 31, 2024, treasury shares were allocated as follows by Free Performance Share Plan:

	Number of shares allocated at 12/31/2024	Carrying amount at 12/31/2024 *(in thousands of euros)*
Free Performance Share Plan 2021		
Authorized by the Board of Directors on February 17, 2021	45,947	1,170
Free Performance Share Plan 2022		
Authorized by the Board of Directors on February 17, 2022	95,602	1,777
Free Performance Share Plan 2023		
Authorized by the Board of Directors on February 21, 2023	92,025	1,563
Free Performance Share Plan 2024		
Authorized by the Board of Directors on February 21, 2024	153,909	3,143
Free Performance Share Plan 2024		
Authorized by the Board of Directors on July 22, 2024	0	0
TOTAL	**387,483**	**7,654**

On April 30, 2024, the maturity date of the Free Performance Share Award Plan of April 30, 2020, OPmobility SE allocated 84,187 free shares to the Group's beneficiary employees and directors. This allocation resulted in the re-invoicing of the subsidiaries for a total related cost of €1.3 million.

Pursuant to the authorization by the Combined General Meeting of April 21, 2022, at its meeting of February 21, 2024 the Board of Directors allocated 153,909 performance shares to the directors of OPmobility SE and Group employees on April 25, 2024. The vesting of the performance shares will occur following the General Meeting that will take place in 2027. The cost associated with this plan is estimated at €3.1 million as of December 31, 2024. On the vesting date of the shares, the relevant subsidiary with plan beneficiaries will be re-invoiced for the cost.

Pursuant to the authorization by the Combined General Meeting of April 24, 2024, at its meeting of July 22, 2024 the Board of Directors allocated 26,910 performance shares to the directors of OPmobility SE. The vesting of the performance shares will occur following the General Meeting that will take place in 2027. The cost associated with this plan is estimated at €0.6 million as of December 31, 2024. On the vesting date of the shares, the relevant subsidiary with plan beneficiaries will be re-invoiced for the cost.

As of December 31, 2024, the 278,277 treasury shares allocated to the 2017 stock option plan can no longer be vested by the beneficiaries, as the exercise period for the corresponding stock options expired on March 11, 2024.

As of December 31, 2024, the number of free shares remaining to be allocated by plan, after forfeits, was as follows:

For the year	2021	2022
	Plan of April 23, 2021	Plan of April 21, 2022
Date of the GM authorization	04/26/2018	04/21/2021
Board decision date	02/17/2021	02/17/2022
Share value in euros (1)	28	14
Start of vesting period	After the 2025 General Meeting of Shareholders	After the 2025 General Meeting of Shareholders
Start of holding period	No later than June 30, 2025 concerning the directors for a total of 10% of the shares	No later than June 30, 2025 concerning the directors for a total of 10% of the shares
End of holding period	On the date of dismissal of the director	On the date of dismissal of the director
Related conditions	25% depending on the rate of Return on Capital Employed in 2021, 2022, 2023 25% depending on the level of cumulative free cash flow in 2021, 2022, 2023 25% depending on the average annual growth rate of the Group's consolidated revenue for 2021, 2022, 2023 25% depending on the percentage of women and deployment of actions to reduce the carbon footprint in 2021, 2022, 2023	25% depending on the rate of return on Capital Employed in 2022, 2023, 2024 25% depending on the level of cumulative free cash flow in 2022, 2023, 2024 25% depending on the average annual growth rate of the Group's consolidated revenue for 2022, 2023, 2024 25% depending on the percentage of women and deployment of actions to reduce the carbon footprint in 2022, 2023, 2024
Number of performance shares awarded	45,947	95,602
Shares vested from 01/01/2024 to 12/31/2024	0	0
Rights canceled at 12/31/2024	0	0
Rights granted at 12/31/2024	0	0
Balance of rights at 12/31/2024	45,947	95,602

(1) Weighted average value (according to the method used for the consolidated financial statements).

For the year	2023	2024
	Plan of April 27, 2023	Plan of April 25, 2024
Date of the GM authorization	04/21/2022	04/21/2022
Board decision date	02/21/2023	02/21/2024
Share value in euros (1)	14	10
Start of vesting period	After the 2026 General Meeting	After the 2027 General Meeting
Start of holding period	No later than June 30, 2026 concerning the directors for a total of 10% of the shares	No later than June 30, 2027 concerning the directors for a total of 10% of the shares
End of holding period	On the date of dismissal of the director	On the date of dismissal of the director
Related conditions	20% depending on the rate of Return on Capital Employed in 2023, 2024, 2025 20% depending on the level of cumulative free cash flow in 2023, 2024, 2025 20% depending on Debt/EBITDA targets for 2023, 2024, 2025 20% based on the stock market performance objective for 2023, 2024, 2025 20% depending on the percentage of women and achievement of carbon neutrality in 2025	25% depending on the level of cumulative free cash flow in 2024, 2025, 2026 25% depending on Debt/EBITDA targets for 2024, 2025, 2026 25% depending on the level of net profit (loss) Group share for 2024, 2025, 2026 25% based on the percentage of women, reduction in CO_2 emissions and workplace safety as of December 31, 2026
Number of performance shares awarded	92,025	153,909
Shares vested from 01/01/2024 to 12/31/2024	0	0
Rights canceled at 12/31/2024	0	0
Rights granted at 12/31/2024	0	0
Balance of rights at 12/31/2024	92,025	153,909

For the year	2024
	Plan of July 22, 2024:
Date of the GM authorization	04/24/2024
Board decision date	07/22/2024
Share value in euros (1)	7.5
Start of vesting period	After the 2027 General Meeting
Start of holding period	No later than June 30, 2026 concerning the directors for a total of 10% of the shares
End of holding period	On the date of dismissal of the director
	25% depending on the level of cumulative free cash flow in 2024, 2025, 2026
	25% depending on Debt/EBITDA targets for 2024, 2025, 2026
	25% depending on the level of net profit (loss) Group share for 2024, 2025, 2026
Related conditions	25% based on the percentage of women, reduction in CO_2 emissions and workplace safety as of December 31, 2026
Number of performance shares awarded	26,910
Shares vested from 01/01/2024 to 12/31/2024	0
Rights canceled at 12/31/2024	0
Rights granted at 12/31/2024	0
Balance of rights at 12/31/2024	26 910

(1) Weighted average value (according to the method used for the consolidated financial statements).

Note 6 Prepaid expenses and accruals

In thousands of euros	2024	2023
Prepaid expenses	4,338	3,992
Deferred charges (debt issuance costs)	4,792	2,289
Bond redemption premiums	2,508	625
Translation differences – assets	435	413
TOTAL, NET	**12,073**	**7,319**

The increase in amortized debt issuance costs and bond redemption premiums is due to the €500 million bond issued on March 13, 2024 and the completion of a €300 million Schuldschein private placement on December 17, 2024. (See "Significant events of the year").

Note 7 Statement of changes in shareholders' equity

In thousands of euros	2023	+	-	2024
Capital	8,731			8,731
Additional paid-in capital	17,389			17,389
Translation differences	245			245
Legal reserve	1,501			1,501
Other reserves	8,956			8,956
Carried forward	1,463,201	215,317	90,693	1,587,825
Net income for the year	215,317	381,503	215,317	381,503
Regulated provisions	-	-	-	-
TOTAL	**1,715,340**	**596,820**	**306,010**	**2,006,150**

Shares held as treasury shares numbered 2,757,915 and represented 1.9% of the Company's capital.

The decrease in retained earnings of €90.7 million corresponds to the dividend payment of May 3, 2024 for €56.2 million and the payment of an interim dividend on July 29, 2024 for €34.5 million.

Movements for the year concerning treasury shares were as follows:

In numbers of shares	**Number at 1/1/2024**	**Purchases**	**Sales**	**Share transfers**	**Allocation of free shares**	**Number at 12/31/2024**
Treasury shares held for cancelation	0	1,111,244	-	388,756	-	1,500,000
Treasury shares to be allocated	533,409	101,125		(110,479)		524,055
Treasury shares allocated to stock option plans	336,000	-	-	(336,000)	-	0
Treasury shares allocated to the 07/22/2024 Free Performance Share Award Plan	0			0		0
Treasury shares allocated to the 04/25/2024 Free Performance Share Award Plan	0			153,909		153,909
Treasury shares allocated to the 04/27/2023 Free Performance Share Award Plan	92,025	-	-	-	-	92,025
Treasury shares allocated to the 04/22/2022 Free Performance Share Award Plan	95,602	-	-	-	-	95,602
Treasury shares allocated to the 04/23/2021 Free Performance Share Award Plan	45,947	-	-	-	-	45,947
Treasury shares allocated to the 12/11/2020 Free Performance Share Award Plan	180,373	-	-	(96,186)	(84,187)	0
Treasury shares allocated to liquidity contracts	322,974	1,555,848	(1,532,445)	-	-	346,377
TOTAL	**1,606,330**	**2,768,217**	**(1 532 445)**	**0**	**(84,187)**	**2,757,915**

In value *In thousands of euros*	**Gross value at 01/01/2024**	**Purchases**	**Sales**	**Share transfers**	**Other changes**	**Gross value at 12/31/2024**
Treasury shares held for cancelation	0	10,000	-	9,545	(5,642)	13,903
Treasury shares to be allocated	7,961	926		(1,658)		7,229
Treasury shares allocated to stock option plans	9,518	-	-	(9,518)	-	0
Treasury shares allocated to the 07/22/2024 Free Performance Share Award Plan	0	-	-	-	-	0
Treasury shares allocated to the 04/25/2024 Free Performance Share Award Plan	0	0	0	3,143	-	3,143
Treasury shares allocated to the 04/27/2023 Free Performance Share Award Plan	1,563	-	-	-	-	1,563
Treasury shares allocated to the 04/22/2022 Free Performance Share Award Plan	1,777	-	-	-	-	1,777
Treasury shares allocated to the 04/23/2021 Free Performance Share Award Plan	1,170	-	-	-	-	1,170
Treasury shares allocated to the 12/11/2020 Free Performance Share Award Plan	2,835	-	-	(1,512)	(1,323)	0
Treasury shares allocated to liquidity contracts	3,765	16,720	(17,415)	-		3,070
TOTAL	**28,589**	**27,646**	**(17,415)**	**0**	**(6,965)**	**31,855**

Following the decision of the Board of Directors of December 11, 2024 to allocate 1,500,000 treasury shares to the future capital reduction that will take place on January 29, 2025, the net carrying amount of €13.9 million on the day of the reclassification decision constitutes the new gross value of shares. As a result, the impairment recorded until the reclassification date of €5.6 million is deducted from the historical gross value of the 1,500,000 treasury shares.

On April 30, 2024, the expiry date of the Free Performance Share Award Plan of April 30, 2020, OPmobility SE allocated 84,187 free shares to the Group's beneficiaries, employees and directors. This allocation resulted in the re-invoicing of the subsidiaries for a total related cost of €1.3 million.

Note 8 Provisions for contingencies and charges

In thousands of euros	**2023**	**+**	**Utilized (-)**	**Surplus (-)**	**2024**
Provisions for foreign exchange losses	413	433	-	(413)	433
Provisions for contingencies and charges on Free Performance Share Plans	5,344	3,909	-	(2,306)	6,947
Other provisions for contingencies and charges	1,425	-	-	(158)	1,267
TOTAL	**7,182**	**4,342**	**-**	**(2,877)**	**8,647**

Note 9 Debts

In thousands of euros	**2023**	**2024**	**Maturity date < 1 year**	**Maturity date 1-5 years**	**Maturity date > 5 years**
Bonds	1,207,230	1,338,244	418,244	845,000	75,000
Bank borrowings (1)	0	0	-	-	-
Other borrowings	629,205	508,207	508,207	-	-
TOTAL NET FINANCIAL LIABILITIES	**1,836,435**	**1,846,451**	**926,451**	**845,000**	**75,000**
Trade payables	10,222	9,099	9,099	-	-
Accrued taxes and payroll costs	7,779	4,938	4,938	-	-
Other liabilities	38,916	44,404	17,734	26,670	-
Prepaid income (2)	95,610	108,752	108,752	-	-
TOTAL	**1,988,962**	**2,013,644**	**1,066,974**	**871,670**	**75,000**

(1) Including bank loans not taken into account.
(2) Maturity within one year by default, subject to future use of subsidiaries' losses

Net financial liabilities

See Note "Significant events of the period".

Bonds

The main features of the bonds totaling €1,315 million as of December 31, 2024 are presented below:

Schuldschein private placement of December 21, 2018

Private placement	***Schuldschein***
Issue *(in euros)*	300,000,000
Maturity	December 21, 2025
Annual coupon – Fixed rate	1.632%

Schuldschein private placement of May 23, 2022

Private placement	***Schuldschein***
Issue *(in euros)*	15,000,000
Maturity	May 23, 2025
Annual coupon – Fixed rate	1.7790%

Schuldschein private placement of May 23, 2022

Private placement	***Schuldschein***
Issue *(in euros)*	80,000,000
Maturity	May 23, 2025
Half-yearly coupon – Variable rate	3.478%

Schuldschein private placement of May 23, 2022

Private placement	***Schuldschein***
Issue *(in euros)*	36,000,000
Maturity	May 23, 2027
Annual coupon – Fixed rate	2.3550%

Schuldschein private placement of May 23, 2022

Private placement	***Schuldschein***
Issue *(in euros)*	139,000,000
Maturity	May 23, 2027
Half-yearly coupon – Variable rate	3.778%

Schuldschein private placement of May 23, 2022

Private placement	***Schuldschein***
Issue *(in euros)*	108,000,000
Maturity	May 23, 2029
Annual coupon – Fixed rate	2.7760%

Schuldschein private placement of May 23, 2022

Private placement	*Schuldschein*
Issue *(in euros)*	22,000,000
Maturity	May 23, 2029
Half-yearly coupon – Variable rate	4.028%

Bond issue of March 13, 2024

Bond issue	Euro Bond
Issue *(in euros)*	500,000,000
Maturity	March 13, 2029
Annual coupon – Fixed rate	4.875%
Listed	Euronext Paris

Schuldschein private placement of December 17, 2024

Private placement	*Schuldschein*
Issue *(in euros)*	40,000,000
Maturity	January 17, 2028
Half-yearly coupon – Variable rate	3.940%

Schuldschein private placement of December 17, 2024

Private placement	*Schuldschein*
Issue *(in euros)*	75,000,000
Maturity	January 17, 2030
Annual coupon – Fixed rate	4.250%

Accrued interest payable on bonds amounted to €23.2 million as of December 31, 2024.

Other borrowings

Miscellaneous current borrowings and financial debt totaling €508.2 million as of December 31, 2024 mainly consisted of:

- €489 million in commercial paper issued in the fiscal year;
- the remaining commitment to the Aster VI Institutional Venture Capital (FPCI) fund of €2.4 million;
- the remaining commitment to the Fonds d'Amorçage Industriel Métropolitain for an amount of €3.6 million;
- the remaining commitment to the Fonds d'Avenir Automobile rank 2 in the amount of €1 million;
- financial instruments valued at €12.2 million (*see Note "Portfolio of financial instruments"*).

Forward financial instruments and hedging transactions

The currency swaps portfolio, created to hedge foreign-currency loans granted to subsidiaries, stood as follows:

Financial instruments portfolio as of December 31, 2024

Currency *In thousands of euros*	Nominal Currency	Fair value Assets	Fair value Liabilities	Fair value
CNY/EUR	200,000	33	(485)	(452)
USD/EUR	325,000	-	(11,631)	(11,631)
IDR/EUR	46,085,000	-	(61)	(61)
TOTAL	**-**	**33**	**(12,177)**	**(12,144)**

Financial instruments portfolio at December 31, 2023

Currency *In thousands of euros*	Nominal Currency	Fair value Assets	Fair value Liabilities	Fair value
CNY/EUR	300,000	134	(24)	110
USD/EUR	156,300	4,169	(802)	3,367
IDR/EUR	46,085,000	111	(24)	87
KRW/EUR	10,000,000	55	(7)	48
TOTAL	**-**	**4,469**	**(857)**	**3,612**

The interest rate swap portfolio set up to hedge variable-rate borrowings is as follows as of December 31, 2024:

Currency *In millions of euros*	Rate	Amount of the variable-rate loan tranche	Hedge amount
Hedge period			
from 12/17/2024 to 07/17/2025	4.49%	40	40
from 12/17/2024 to 07/17/2025	4.79%	75	75

Trade payables, tax and other liabilities

OPmobility SE has a corporate income tax liability in respect of the tax consolidation group of €3.6 million. Payables to suppliers and social organizations amounted to €9 million and €0.6 million respectively as of December 31, 2024.

Other liabilities mainly relate to tax current accounts with the other corporate members of the tax group for €40.3 million, including €36 million relating to tax credits and customer credits for €1.9 million.

Prepaid income

The neutralization of the tax saving enjoyed by OPmobility SE in respect of the losses incurred by its French subsidiaries represented an amount of €108.8 million as of December 31, 2024.

Accrued income

In thousands of euros	As of December 31, 2024
Loans	42
Trade receivables	5,288
Other receivables	7,259
TOTAL	**12,589**

Accrued expenses

In thousands of euros	As of December 31, 2024
Other bonds, accrued interest	23,244
Bank borrowings and liabilities	-
Net financial liabilities	-
Trade payables	8,868
Accrued taxes and payroll costs	944
Other liabilities	693
TOTAL	**33,749**

Related companies

Balance sheet items *In thousands of euros*	**As of December 31, 2024**
Assets	
Equity investments	1,988,549
Loans	1,172,116
Other financial assets	33
Customers	10,772
Financial receivables – Current accounts	461,957
Other receivables	14,663
Liabilities	
Trade payables	244
Other liabilities	43,782

Notes to the income statement

Note 10 Net Revenue and other operating revenue

Total revenue, excluding expense transfers and provision reversals, breaks down as follows:

In thousands of euros	**2024**	**2023**
By operating segment		
Property management income	5	4
Other expenses re-invoiced	1,359	128
License and service fees	34,582	34,658
TOTAL	**35,946**	**34,790**
By region		
France	4,149	3,355
International	31,797	31,435
TOTAL	**35,946**	**34,790**

Note 11 Purchases and other external expenses

In thousands of euros	**2024**	**2023**
Overheads and headquarters expenses	511	534
Professional fees	5,785	6,121
Advertising, print collateral and publication	6,693	7,192
Travel and entertainment	492	1,065
Bank charges	9,471	7,701
Insurance	14	38
Other purchases and external charges	14,091	13,732
TOTAL	**37,057**	**36,383**

The increase in bank fees and commissions mainly concerns commissions for the commitment and non-use of credit lines.

Note 12 Personnel costs

In thousands of euros	2024	2023
Wages and salaries	950	1,175
Payroll taxes	380	435
TOTAL	**1,330**	**1,610**

The Board of Directors of OPmobility SE on February 21, 2024 approved the principles and criteria for the compensation of the Chairman of the Board of Directors.

Note 13 Depreciation, amortization and impairment

Change in depreciation and amortization *In thousands of euros*	2023	+	-	2024
Trademarks, patents and software	975	2	-	977
Fixtures and fittings	110	8	-	118
Office equipment and furniture	775	70	-	845
TOTAL	**1,860**	**80**	**0**	**1,940**

Changes in provision *In thousands of euros*	2023	+	-	2024
On assets				
Financial assets	43,288	228,307	5,522	266,073
Other receivables	1,951	1 348	1,951	1,348
Cash and cash equivalents	1 617	-	1,617	0
TOTAL	**46,856**	**229,655**	**9,090**	**267,421**
On liabilities				
Regulated provisions	0	-	-	
Provisions for contingencies and charges under the Free Performance Share Plan of April 30, 2020	1,418	-	1,418	0
Provisions for contingencies and charges under the Free Performance Share Plan of April 23, 2021	585	-	-	585
Provisions for contingencies and charges under the Free Performance Share Plan of April 21, 2022	1,777	-	888	889
Provisions for contingencies and charges under the Free Performance Share Plan of April 27, 2023	1,563	-	-	1,563
Provisions for contingencies and charges under the Free Performance Share Plan of April 25, 2024	0	3,327		3,327
Provisions for contingencies and charges under the Free Performance Share Plan of July 22, 2024	0	582		582
Other provisions for contingencies and charges	1,839	433	571	1,701
TOTAL	**7,182**	**4,342**	**2,877**	**8,647**

The allocations under the 2024 Free Performance Share Plans are described in Note 5 "Short-term investment securities and cash and cash equivalents."

The provision for contingencies and charges under the April 30, 2020 Free Performance Share Plan was reversed in full following the allocation of 84,187 free shares to the beneficiaries at the end of the plan on April 30, 2024.

The reversal of the provision for contingencies and charges under the April 22, 2022 plan was recognized in view of the non-fulfillment of performance conditions.

Note 14 Net financial income

In thousands of euros	2024	2023
FINANCIAL INCOME	**699 281**	**315,661**
Dividend income	277,983	198,526
Interest income on loans	117,680	85,147
Reversal of provisions for impairment	7,139	31,468
Net foreign exchange gains and losses	246	0
Net gain on disposal of short-term investment securities	1,615	495
Merger premium	290,264	0
Miscellaneous financial income	4,354	25
FINANCIAL EXPENSES	**308,813**	**91,953**
Interest on borrowings, commercial paper and financing	73,961	53,261
Foreign exchange gains and losses	0	4,399
Allocations to provisions	234,852	34,293
TOTAL	**390,468**	**223,708**

Dividend income includes €231.7 million from French subsidiaries and €46.3 million received from international subsidiaries.

The merger premium of €290.3 million concerns the dissolution of the subsidiary Plastic Omnium Modules by universal transfer of the assets with effect from January 9, 2024. (See "Significant events of the year").

The impairment tests carried out on equity investments resulted in a provision for impairment of €226.1 million (see Note 3 Financial assets). Other additions and reversals of provisions relate to treasury shares.

Note 15 Non operating items

Other net non-operating income and expenses which stood at €0.9 million correspond to transactions carried out on treasury shares under the liquidity contract.

Note 16 Related companies

Income statements items

In thousands of euros	Related companies
Income	
Net revenue and other operating revenue	35,795
Financial income	392,754
Non-operating income	6,216
Expenses	
Operating expenses	(14,141)
Financial expenses	(226,169)
Non-operating expenses	(6,218)

Note 17 Income tax

In thousands of euros	2024 result		
	Current	Non-operating items	Net
* Profit before tax	385,816	(924)	384,892
* Tax consequences	(321,596)	0	(321,596)
= Base	64,220	(924)	63,296
Current theoretical tax (25.82%)	**(16,582)**	**239**	**(16,343)**
INCOME AFTER TAX AT THEORETICAL (STANDARD) RATE	369,234	(685)	368,549
Impact of Group relief	-	-	**10,753**
Other tax impacts	-	-	**(14,142)**
TOTAL CORPORATE INCOME TAX	-	-	(3,389)
INCOME AFTER TAX	-	-	**381,503**

OPmobility SE is the parent company of a tax consolidation group comprising 24 entities.

The tax consolidation impact for fiscal year 2024 was a loss of €1.2 million.

The other impacts, for €13.1 million, mainly correspond to the provision for the amount of tax losses used by the tax group and likely to be charged subsequently by its subsidiaries.

The tax consolidation group's tax loss carryforwards represent €68 million, *i.e.* estimated future tax savings of €17.6 million at the rate of 25.82% (rate used for deferred taxes).

Unrecognized deferred tax assets (+) and liabilities (-), excluding tax loss carryforwards, calculated at a tax rate of 25.82%, broke down as follows at December 31, 2024:

In thousands of euros	2024
Translation differences – liabilities	27
Translation differences – assets	(434)
TOTAL NET DEFERRED TAX ASSET	**(407)**

OPmobility SE was subject to a tax audit covering the period from 01/01/2020 to 12/31/2022. It finished end-2024 without significant impact.

No overheads were added back to the taxable profit in fiscal year 2024, in accordance with Articles 223 quater and 223 quinquies of the French General Tax Code.

Other disclosures

Off-balance sheet commitments

Commitments given

In thousands of euros	2024
Unused EUR credit lines (1)	-
Endorsements, sureties and guarantees given (1)	381,358
Collateral	-
TOTAL	**381,358**

(1) Guarantees on behalf of subsidiaries as part of their financing.

Guarantees received

In thousands of euros	2024
Unused credit lines	1,853,000
Schuldschein private placement: To be received on January 17, 2025	185,000
Endorsements, guarantees and guarantees received	-
Collateral	-
TOTAL	**2,040,000**

The outstanding amount of confirmed medium-term credit lines increased to €1,960 million as of December 31, 2024, of which €180 million was for the benefit of Group subsidiaries. The subsidiaries had used €107 million from credit lines at the end of 2024. OPmobility SE did not make any drawdowns at the end of 2024.

On December 17, 2024, OPmobility SE completed a €300 million Schuldschein private placement, for €300 million.

This loan was paid to OPmobility SE in the amount of €115 million on December 17, 2024, and the balance of €185 million on January 17, 2025.

Loans and advances to executive corporate officers

No loans or advances were made to executive corporate officers of the Company as defined in Article L. 225-43 of the *French Commercial Code*.

Compensation of management bodies

The total compensation paid to management bodies in fiscal year 2024 amounted to €1,795,768.

Events after the reporting period

The capital reduction of €90,000 representing 1,500,000 shares to be canceled, approved by the Board of Directors on December 11, 2024, was carried out on January 29, 2025.

Other

The identity of the parent company consolidating the financial statements of OPmobility SE is: Burelle SA – 19, boulevard Jules Carteret – 69342 Lyon Cedex 07, France.

At December 31, 2024, Burelle SA held 60.01% of the capital of OPmobility SE, identical to that of December 31, 2023 (% excluding treasury shares).

6.3 Five year financial summary

In thousands of euros	2020	2021	2022	2023	2024
1 – Capital at year-end					
a) Share capital	8,914	8,827	8.731	8,731	8,731
b) Number of shares issued	148,566,107	147,122,153	145,522,153	145,522,153	145,522,153
c) Number of bonds convertible into shares	0	0	0	0	0
2 – Transactions and results of the fiscal year					
a) Revenue excluding tax and other operating revenue	31,349	31,840	58,157	34,790	35,946
b) Profit before tax, depreciation, amortization and provisions	99,335	106,447	173,622	216,875	614,494
c) Income tax	3,889	3,044	4,025	1,004	3,389
d) Profit after tax, depreciation, amortization and provisions	104,496	100,758	196,349	215,317	381,503
e) Amount of profits distributed	71,287	41,194	56,754	56,754	86,413
3 – Earnings per share					
a) Profit after tax, before depreciation, amortization and provisions	0.69	0.70	1.17	1.48	4.20
b) Profit after tax, depreciation, amortization and provisions	0.70	0.68	1.35	1.48	2.62
c) Dividend paid per share	0.49	0.28	0.39	0.39	0.60
4 – Personnel					
a) Number of employees	1	1	1	1	1
b) Total payroll	1,875	950	950	1,175	950
c) Employee benefits expense (social security, private welfare programs, etc.)	562	366	386	435	380

6.4 Table of subsidiaries and affiliates

Subsidiaries and affiliates In thousands of euros	**Currency**	**Capital** *in foreign currencies*	**Reserves and retained earnings before appropriation of net income** *in foreign currencies*	**% share of capital held**	**Gross value of shares held**	**Net value of shares held**	**Amount of sureties and endorsements given by the Company** *in euros*	**Revenue for the past fiscal year** *in euros*	**Dividends received by the Company during the fiscal year** *in euros*
1-Information concerning subsidiaries (+50% of capital held)									
PLASTIC OMNIUM INC	USD	474.7	8.7	100%	413.7	413.7		1.0	42.6
PLASTIC OMNIUM GmbH	EUR	39.9	854	100%	914.2	914.2		35.4	0
PLASTIC OMNIUM GESTION SNC	EUR	2	0	100%	2	2		140.5	2.7
PLASTIC OMNIUM FINANCE SNC	EUR	0.2	3.6	100%	0.5	0.5		0.3	16
OPMOBILITY EXTERIOR HOLDING	EUR	5.8	72.6	100%	280.5	280.5		8.5	118
OPMOBILITY C-POWER HOLDING	EUR	119.8	24.7	100%	315.5	315.5		5.6	95
PLASTIC OMNIUM RE AG	EUR	22.2	8.5	100%	19.8	19.8		0	0.9
PLASTIC OMNIUM MANAGEMENT 4	EUR	0.6	(1)	100%	10	0.7		0	0
SOFTWARE HOUSE SAS	EUR	0.1	(7.9)	100%	0.1	0.1		4.7	0
OPMOBILITY LIGHTING HOLDING	EUR	190.1	(71.5)	100%	190.1	0		22.4	0
OPMOBILITY MANAGEMENT 8	EUR	0.1	0	100%	0.1	0.1		0	0
OPMOBILITY MANAGEMENT 10	EUR	0.1	0	100%	0.1	0.1		0	0
OPMOBILITY MANAGEMENT 11	EUR	0.1	0	100%	0.1	0.1		0	0
PLASTIC OMNIUM HOLDING (Shanghai) CO. LTD	CNY	801	(214)	100%	100	37	4.1	0.7	0
2-Information concerning subsidiaries (between 10% and 50% of capital held)									
BPO AS	TRL	5	-	50%	4.2	4.2		95.3	2.7
TOTAL					**2,250.9**	**1,988.5**	**4.1**	**314.4**	**277.9**

6.5 Table of supplier and customer payment terms as mentioned in Article D. 441-6 of the *French Commercial Code*

Invoices received or issued but unpaid and past due as of the closing date (Table pursuant to I of Article D. 441-6 of the *French Commercial Code*)

	Article D. 441 I. - 1° of the *French Commercial Code*: overdue invoices received and unpaid at the closing date						**Article D. 441 I. - 2° of the *French Commercial Code*: overdue invoices issued and unpaid at the closing date**					
In thousands of euros	**0 days (as reference)**	**1 to 30 days**	**31 to 60 days**	**61 to 90 days**	**91 days or more**	**Total (1 day or more)**	**0 days (as reference)**	**1 to 30 days**	**31 to 60 days**	**61 to 90 days**	**91 days or more**	**Total (1 day or more)**
(A) Portion past due												
Number of invoices in question	-	-	-	-	-	34	-	-	-	-	-	37
Total amount of invoices in question including tax	-	66	0	0	8	74	-	787	0	0	824	1,611
Percentage of total purchases including tax in the period	-	0%	0%	0%	-0%	-0 %	-					
Percentage of year's revenue including tax	-	-	-	-	-	-	-	2.14%	0%	0%	2.24%	4.38%
(B) Invoices excluding (A) involving disputed or non-recognized liabilities and receivables												
Number of invoices excluded						0						0
Total amount of invoices excluded						0						0
(C) Reference payment periods used (contractual or legal period – Article L. 441-6 or Article L. 443-1 of the *French Commercial Code*)												
Payment periods used in calculating late payments	30 days from invoice date – 30 days from the end of the month 45 days from invoice date – 45 days from the end of the month 60 days from invoice date						Upon receipt					

6.6 Statutory auditors' report on the financial statements

Year ended December 31, 2024

This is a translation into English of the statutory auditors' report on the financial statements of the Company issued in French and it is provided solely for the convenience of Englishspeaking users.

This statutory auditors' report includes information required by European regulations and French law, such as information about the appointment of the statutory auditors or verification of the management report and other documents provided to the shareholders.

This report should be read in conjunction with, and construed in accordance with, French law and professional auditing standards applicable in France.

To the Annual General Meeting of OPmobility SE,

Opinion

In compliance with the engagement entrusted to us by your Annual General Meeting, we have audited the accompanying financial statements of OPmobility SE for the year ended December 31, 2024.

In our opinion, the financial statements give a true and fair view of the assets and liabilities and of the financial position of the Company as at December 31, 2024 and of the results of its operations for the year then ended in accordance with French accounting principles.

The audit opinion expressed above is consistent with our report to the Audit Committee.

Basis for Opinion

Audit Framework

We conducted our audit in accordance with professional standards applicable in France. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Our responsibilities under those standards are further described in the *Statutory Auditors' Responsibilities for the Audit of the Financial Statements* section of our report.

Independence

We conducted our audit engagement in compliance with the independence requirements of the French Commercial Code *(Code de commerce)* and the French Code of Ethics for Statutory Auditors *(Code de déontologie de la profession de commissaire aux comptes)* for the period from January, 1st 2024 to the date of our report, and specifically we did not provide any prohibited nonaudit services referred to in Article 5(1) of Regulation (EU) No. 537/2014.

Justification of Assessments Key Audit Matters

In accordance with the requirements of Articles L. 821-53 and R. 821-180 of the French Commercial Code *(Code de commerce)* relating to the justification of our assessments, we inform you of the key audit matters relating to risks of material misstatement that, in our professional judgment, were of most significance in our audit of the financial statements of the current period, as well as how we addressed those risks.

These matters were addressed in the context of our audit of the financial statements as a whole and in forming our opinion thereon, and we do not provide a separate opinion on specific items of the financial statements.

Measurement of equity investments

Risk identified	Note 'Accounting Principles and Methods – Equity Investments and Related Receivables' and note 3 'Financial Assets' of the appendix to the annual accounts. Equity investments are recorded on your company's balance sheet for a net amount of €1,989 million as of December 31, 2024. • As described in the note 'Accounting Principles and Methods – Equity Investments and Related Receivables' of the appendix to the annual accounts, a provision for impairment is established in the event of a sustained decline in utility value and when this value or the probable realizable value is less than the net book value. Your company evaluates the utility value of its equity investments at each annual closing. The utility value is determined using a multi-criteria approach, based on management's judgment, particularly taking into account the share of equity, and a business value approach based on discounted future cash flows. These expected cash flows are determined over a five-year horizon unless limited exceptions apply when the maturity of the addressed market or the subsidiary's situation justifies a longer duration. The cash flows are prepared by the management of the subsidiaries and validated by your company's management (Strat Plan). The terminal value, calculated based on the last year, takes into account a perpetual growth rate specific to the geographical areas in which the companies operate. Qualitative elements representative of the strategic value of the investment may also be considered. • As described in note 3 'Financial Assets' of the appendix to the annual accounts, impairment tests have been conducted on the shares of the subsidiaries. • The evaluation of equity investments is considered a key audit matter given the significance of equity investments on the balance sheet and due to the judgments that must be made by management, particularly in estimating the profitability prospects of the subsidiaries.
Our response	Our work primarily consisted of: • Understanding the methodology adopted by your company to assess the utility value of each equity investment; • Comparing the net book value of the equity investments with the share of the net assets of the subsidiaries; • For evaluations based on forecast elements: • Assessing the consistency of the assumptions made by management with the economic environment at the balance sheet and account preparation dates, particularly in the context of the current macroeconomic situation and its impacts on the profitability prospects of your company's subsidiaries; • Comparing the discount rates and long-term growth rates used with external market data, with the assistance of our valuation specialists; • Verifying the arithmetic accuracy of the utility value assessment calculations.

Specific Verifications

We have also performed, in accordance with professional standards applicable in France, the specific verifications required by laws and regulations.

Information given in the management report and in the other documents with respect to the financial position and the financial statements provided to the shareholders

We have no matters to report as to the fair presentation and the consistency with the financial statements of the information given in the Board of Directors' management report and in the other documents with respect to the financial position and the financial statements provided to the shareholders.

We attest the fair presentation and the consistency with the financial statements of the information relating to payment deadlines mentioned in Article D. 4416 of the French Commercial Code (*Code de commerce*).

Report on Corporate Governance

We attest that the Board of Directors' Report on Corporate Governance sets out the information required by Articles L. 225374, L. 221010 and L. 22109 of the French Commercial Code (*Code de commerce*).

Concerning the information given in accordance with the requirements of Article L. 22109 of the French Commercial Code *(Code de commerce)* relating to the remuneration and benefits received by, or allocated to the directors and any other commitments made in their favor, we have verified its consistency with the financial statements, or with the underlying information used to prepare these financial statements and, where applicable, with the information obtained by your Company from companies controlled thereby, included in the consolidation scope. Based on these procedures, we attest the accuracy and fair presentation of this information.

Other information

In accordance with French law, we have verified that the required information the controlling interests and the identity of the shareholders and holders of voting rights has been properly disclosed in the management report.

Report on Other Legal and Regulatory Requirements

Format of preparation of the financial statements intended to be included in the annual financial report

We have also verified, in accordance with the professional standard applicable in France relating to the procedures performed by statutory auditors regarding the annual and consolidated financial statements prepared in the European single electronic format, that the preparation of the financial statements intended to be included in the annual financial report mentioned in Article L. 45112, I of the French Monetary and Financial Code (Code monétaire et financier), prepared under the Chief Executive Officer's responsibility, complies with the single electronic format defined in Commission Delegated Regulation (EU) No. 2019/815 of 17 December 2018.

On the basis of our work, we conclude that the preparation of the financial statements intended to be included in the annual financial report complies, in all material respects, with the European single electronic format.

We have no responsibility to verify that the financial statements that will ultimately be included by your Company in the annual financial report filed with the AMF (*Autorité des marchés financiers)* agree with those on which we have performed our work.

Appointment of the Statutory Auditors

We were appointed Statutory Auditors of Compagnie Plastic Omnium SE by the Shareholders' Meeting held on 21 April 2022 for PricewaterhouseCoopers Audit and on 29 April 2010 for Ernst & Young et Autres.

At 31 December 2024, PricewaterhouseCoopers Audit was in the third consecutive year of its engagement and Ernst & Young et Autres in its fiveteenth year.

Previously, Ernst & Young Audit was the Statutory Auditor of Compagnie Plastic Omnium SE from 2001.

Responsibilities of Management and Those Charged with Governance for the Financial Statements

Management is responsible for the preparation and fair presentation of the financial statements in accordance with French accounting principles and for such internal control as Management determines is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, Management is responsible for assessing the Company's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless it is expected to liquidate the Company or to cease operations.

The Audit Committee is responsible for monitoring the financial reporting process and the effectiveness of internal control and risk management systems and where applicable, its internal audit, regarding the accounting and financial reporting procedures.

The financial statements were approved by the Board of Directors.

Statutory Auditors' Responsibilities for the Audit of the Financial Statements

Objectives and audit approach

Our role is to issue a report on the financial statements. Our objective is to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with professional standards will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users made on the basis of these financial statements.

As specified in Article L. 82155 of the French Commercial Code *(Code de commerce)*, our statutory audit does not include assurance on the viability of the Company or the quality of management of the affairs of the Company.

As part of an audit conducted in accordance with professional standards applicable in France, the statutory auditor exercises professional judgment throughout the audit and furthermore:

- Identifies and assesses the risks of material misstatement of the financial statements, whether due to fraud or error, designs and performs audit procedures responsive to those risks, and obtains audit evidence considered to be sufficient and appropriate to provide a basis for his opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- Obtains an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the internal control.
- Evaluates the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by Management in the financial statements.

- Assesses the appropriateness of Management's use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the Company's ability to continue as a going concern. This assessment is based on the audit evidence obtained up to the date of his audit report. However, future events or conditions may cause the Company to cease to continue as a going concern. If the statutory auditor concludes that a material uncertainty exists, there is a requirement to draw attention in the audit report to the related disclosures in the financial statements or, if such disclosures are not provided or inadequate, to modify the opinion expressed therein.
- Evaluates the overall presentation of the financial statements and assesses whether these statements represent the underlying transactions and events in a manner that achieves fair presentation.

Report to the Audit Committee

We submit to the Audit Committee a report which includes in particular a description of the scope of the audit and the audit program implemented, as well as the results of our audit. We also report significant deficiencies, if any, in internal control regarding the accounting and financial reporting procedures that we have identified.

Our report to the Audit Committee includes the risks of material misstatement that, in our professional judgment, were of most significance in the audit of the financial statements of the current period and which are therefore the key audit matters that we are required to describe in this report.

We also provide the Audit Committee with the declaration provided for in Article 6 of Regulation (EU) No. 537/2014, confirming our independence within the meaning of the rules applicable in France as set out in particular in Articles L. 82127 to L. 82134 of the French Commercial Code *(Code de commerce)* and in the French Code of Ethics for Statutory Auditors *(Code de déontologie de la profession de commissaire aux comptes)*. Where appropriate, we discuss with the Audit Committee the risks that may reasonably be thought to bear on our independence, and the related safeguards.

Neuilly-sur-Seine and Paris-La Défense, March 14, 2025

The Statutory Auditors

French original signed by

PricewaterhouseCoopers Audit
David Clairotte

Audit ERNST & YOUNG et Autres
May Kassis-Morin

6.7 Statutory auditors' special report on related-party agreements

Annual General Meeting held to approve the financial statements for the year ended December 31, 2024

This is a translation into English of a report issued in French and it is provided solely for the convenience of English-speaking users.

This report should be read in conjunction with, and construed in accordance with, French law and professional standards applicable in France.

To the Annual General Meeting of OPmobility SE,

In our capacity as statutory auditors of your Company, we hereby present to you our report on related party agreements.

We are required to inform you, on the basis of the information provided to us, of the terms and conditions of those agreements indicated to us, or that we may have identified in the performance of our engagement, as well as the reasons justifying why they benefit the Company. We are not required to give our opinion as to whether they are beneficial or appropriate or to ascertain the existence of other agreements. It is your responsibility, in accordance with Article R. 225-31 of the French Commercial Code *(Code de commerce)*, to assess the relevance of these agreements prior to their approval.

We are also required, where applicable, to inform you in accordance with Article R. 225-31 of the French Commercial Code *(Code de commerce)* of the continuation of the implementation, during the year ended December 31, 2024, of the agreements previously approved by the Annual General Meeting.

We performed those procedures which we deemed necessary in compliance with professional guidance issued by the French Institute of Statutory Auditors *(Compagnie nationale des commissaires aux comptes)* relating to this type of engagement. These procedures consisted in verifying the consistency of the information provided to us with the relevant source documents.

Agreements submitted for approval to the Annual General Meeting

In accordance with Article L. 225-40 of the French Commercial Code *(Code de commerce)*, we have been notified of the following related party agreements which received prior authorization from your Board of Directors.

WITH BPO-B.PLAS PLASTIC OMNIUM OTOMOTIV PLASTIK VE METAL YAN SANAYI A.S., WHOSE 50% OF THE VOTING RIGHTS IS OWNED BY YOUR COMPANY

Royalty agreement for licensing and technical assistance

Nature and purpose

The agreement entered into on December 21, 2001, for an initial duration of five years with tacit annual rewal, aims at using designs, models, industrial processes, know-how, and related technical assistance services associated with your Company. The renewal of this agreement was authorized by your Board of Directors on February 21, 2024.

Conditions

The royalties will be billed by your Company at 1.5% of the net sales of the licensed products made by BPO-B.PLAS-Plastic Omnium Otomotiv Plastik A.S.

On December 31, 2024, your Company has recognized an income, in respect of the royalty to be charged to BPO-B.PLAS Plastic Omnium Otomotiv Plastik Ve Metal Yan Sanayi

A.S., amounting to of € 433,397.81.

Reasons justifying why the Company benefits from this agreement

Your Board of Directors gave the following reasons: This agreement was authorized in view of the benefits for your Company and after having examined the financial conditions attached thereto.

Agreements previously approved by the Annual General Meeting

Agreements approved in prior years

a) Whose implementation continued during the year ended December 31, 2024

In accordance with Article R. 225-30 of the French Commercial Code *(Code de commerce)*, we have been notified that the implementation of the following agreements, which were approved by the Annual General Meeting in prior years, continued during the year ended December 31, 2022.

WITH YANFENG PLASTIC OMNIUM AUTOMOTIVE SYSTEMS CO LTD., WHOSE 49.95% OF THE SHARE CAPITAL IS INDIRECTLY OWNED BY YOUR COMPANY.

Person concerned

M. Laurent Favre, Director and Managing Director of your Company and Director of Yanfeng Plastic Omnium Automotive Exterior SystemS CO Ltd.

Royalty agreement for trademark concession

Nature and purpose

This agreement, concluded on April 11, 2007 for a period of thirty years, aims at using trademarks owned by your Company. It was authorized by the Board of Directors on February 26, 2013.

Conditions

The royalties will be billed by your Company at 0.25% of the benefits to the company receives from the agreement.

On December 31, 2024, your Company has recognized an income in respect of the royalty to be charged to Yanfeng Plastic Omnium Automotive Systems Exterior Systems CO Ltd. amountingto € 2,510,024.72

b) which were not implemented during the year ended

In addition, we have been notified that the following agreements, which were approved by the Annual General Meeting in prior years, were not implemented during the year ended December 31, 2024.

WITH BURELLE S.A., WHICH DIRECTLY OWNS 60.63% OF YOUR COMPANY'S SHARE CAPITAL.

Persons concerned

Mr Laurent Burelle, President and Chief Executive Officer of Burelle S.A., Mr Paul Henry Lemarié and Mrs Eliane Lemarié and Félicie Burelle, directors of Burelle S.A.

Supplementary retirement plan of the Group's General Management

Nature and purpose

This Agreement authorized by the Board of Directors on December 11, 2003, aims at re-invoicing, by Burelle S.A. to your company of the share of the cost for the supplementary retirement plan, which provides to directors performing salaried functions an additional retirement benefit of 10% of their current compensation. This share is proportional to compensations supported by Burelle S.A. invoiced to your company

As at December 31, 2024, no payments were made by Burelle S.A. under the supplementary pension plan. Your Company has therefore not recognized any expense in respect of this share of the pension plan expense.

Neuilly-sur-Seine and Paris-La Défense, March 14, 2025

The Statutory Auditors

PricewaterhouseCoopers Audit	Audit ERNST & YOUNG et Autres
David Clairotte	May Kassis-Morin

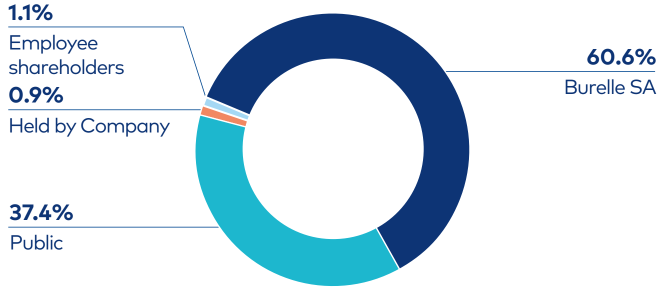
7. Capital and shareholding structure

7.1 Share capital information

For information regarding OPmobility SE's capital, see chapter 3, section 3.5 "Information on Share Capital" in this document.

7.2 Information on the shareholding structure

BREAKDOWN OF THE SHAREHOLDING STRUCTURE OF OPMOBILITY SE AS OF JANUARY 31, 2025



As of 31 December 2024, OPmobility SE's share capital consisted of 145,522,153 shares with a par value of €0.06, *i.e.* an amount of €8,731,329.18. The holding company Burelle SA held a controlling interest of 60.01%. Employee shareholding comprised 1.1%, treasury shares 1.9% and the public held 37.0% of the share capital.

As of 31 January 2025, the share capital of OPmobility SE was composed of 144,022,153 shares with a par value of €0.06, *i.e.* an amount of €8,641,329.18. Following a capital reduction by cancellation of treasury shares of 1.03% effective January 29, 2025, the share capital was reduced from 145,522,153 shares to 144,022,153 shares. The stake of the controlling holding company Burelle SA was thus increased, after this transaction, from 60.01% to 60.63% of the share capital.

7.3 The OPmobility share

7.3.1 Share management

7.3.1.1 OPmobility share fact sheet

The Company's securities are traded on the Euronext Paris market (ISIN code: FR0000124570). OPmobility is included in the SBF 120 index.

The par value of the share is €0.06. It is eligible for the deferred settlement service (SRD) and the Share Saving Plan (PEA).

UPTEVIA manages the registered shares. The service to issuers is available at the following telephone numbers: +33 (0) 800 00 75 35 from France (toll-free service and calls) and +33 (0) 1 49 37 82 36 from abroad (rate of a call to France). In addition, the OPmobility Shareholders Service has a toll-free number +33 (0) 800 777 889, as well as a dedicated "Become a shareholder" page on the Group's website, in the "Finance" - "Individual shareholders" section, which lists the different types of ownership and indicates the procedures to follow to become a shareholder of OPmobility.

Kepler Cheuvreux SA was appointed to intervene in the purchase and sale of the shares on behalf of OPmobility SE on the Euronext Paris market. The terms and conditions were set out in a liquidity agreement valid from January 2, 2015, with regard to its ordinary shares (Paris – ISIN code FR0000124570), providing an overall budget at commencement of €6 million.

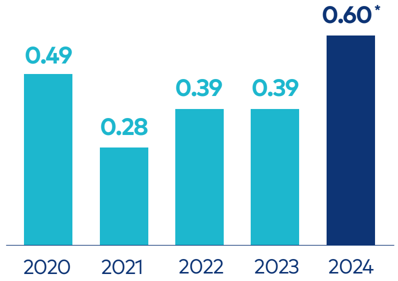
7.3.1.2 Stock market data

Share price at December 31, 2024	**€10.03**
Average closing price of the last 30 trading sessions in 2024	€9.17
Highest price in 2024	€12.98 on 04/03/2024
Lowest price in 2024	€7.83 on 09/25/2024
Market capitalization at December 31, 2024	**€1.46 billion**

Year-on-year change at December 31, 2024	
OPmobility	-16.42%
SBF 120	-2.45%
CAC Mid 60	-5.64%
STOXX Europe 600 Automobiles & Parts	-12.17%

7.3.2 Dividends distributed to shareholders

CHANGE IN DIVIDENDS PER SHARE OVER FIVE YEARS *(IN EUROS/SHARE)*



*Subject to approval by the General Assembly on April 24, 2025

The Board of Directors will propose, to the General Meeting of April 24, 2025, a dividend of €0.60 per share for the 2024 financial year, corresponding to a payout ratio of 50.8%.

A first interim dividend of €0.24 per share for the financial year 2024 was paid in July 2024. The balance of €0.36 will be paid on May 2, 2025, after approval by the General Meeting.

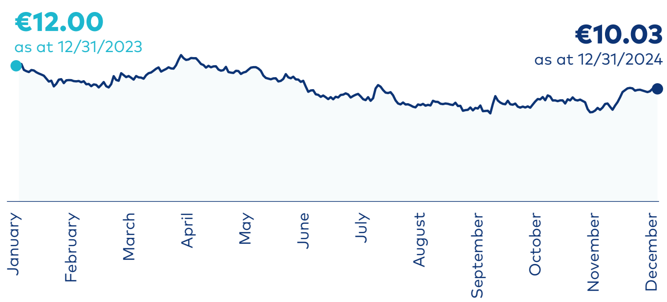
Dividends must be claimed within five years. Unclaimed dividends are paid back to the *Caisse des Dépôts et Consignations*.

7.3.3 Change in the price and trading volume

	Highest price *(in euros)*			**Lowest price** *(in euros)*			**Transaction volume** *(average daily)*		
	2022	**2023**	**2024**	**2022**	**2023**	**2024**	**2022**	**2023**	**2024**
January	24.40	16.04	12.19	20.02	14.07	10.21	170,483	117,809	169,972
February	21.52	17.40	11.38	18.96	16.28	10.12	185,499	148,215	190,972
March	17.65	18.17	12.08	15.22	15.06	10.81	267,495	126,535	185,510
April	16.70	16.75	12.98	14.71	15.61	11.48	210,279	97,328	189,338
May	17.59	16.11	11.91	14.50	14.83	10.65	137,230	75,940	132,252
June	18.07	16.97	11.30	15.72	15.18	9.07	133,462	80,037	215,060
July	18.21	19.12	10.33	15.40	16.26	8.94	143,135	97,130	199,267
August	19.77	18.11	9.43	18.13	16.06	8.36	105,581	61,202	131,907
September	18.48	16.40	9.35	13.23	15.20	7.83	204,681	80,712	190,409
October	14.89	15.48	9.42	13.43	10.11	8.33	139,782	188,200	136,253
November	15.70	11.99	9.24	13.83	10.91	7.92	101,483	173,430	174,074
December	14.65	12.38	10.08	13.14	11.39	8.15	142,702	162,180	150,076

Transaction volumes are those carried out on Euronext.

CHANGE IN THE OPMOBILITY SHARE PRICE IN 2024



The OPmobility share closed the year 2024 at €10.03, down -16.42% over the year, compared to -12.17% for the STOXX Europe 600 Automobiles & Parts. The automotive sector continued to be impacted by an uncertain environment and a slowdown in global automotive production.

7.4 Relations with the financial community

The Investor Relations Department acts as the interface between the Group and the international financial community comprising:

- institutional investors (equity, bond and ESG investors);
- financial analysts;
- individual shareholders.

It provides accurate, precise and fairly-presented information in real time to keep interested parties updated on the Group's strategies, activities, financial results and short- and medium-term outlook.

The OPmobility Investor Relations Department responds to all requests for information and documentation from any individual shareholder, financial analyst or institutional investor. It also provides them with a dedicated "Finance" section on the www.opmobility.com website, in which the following information is published:

- the Universal Registration Document including the Sustainability statement;
- the interim financial report;
- press releases;
- financial and investor presentations;
- the capital structure and all information relating to the OPmobility share;
- all documents relating to the General Shareholders' Meeting;
- and the Group's financial communication agenda.

Each results publication is followed by a conference call. After each publication, a replay is available on the website, in the "Finance" section. All this information is also available *via* the "OPmobility IR" app, available on smartphones and tablets, in French and English.

The transparency and quality of the Group's regulated financial and non-financial information have been recognized at the Finance & ESG 2024 Transparency Awards organized on July 4, 2024 by the company Labrador. OPmobility is ranked 8th on the SBF 120.

7.4.1 Institutional investors

During 2024, dialogue with the financial community took place mainly in the form of conferences, roadshows, site visits and both face-to-face and remote meetings. In total, the Group interacted with more than 400 investors during 2024.

The Group also took part in several investor meetings dedicated to ESG topics, during which it presented its governance and its social and environmental responsibility policy. Further information on OPmobility's sustainable mobility commitment can be consulted in the "Sustainability" section of the Group's website.

7.4.2 Individual shareholders

As of December 31, 2024, OPmobility had more than 28,000 individual shareholders.

In order to strengthen the dialogue with shareholders and promote long-term investor engagement, the members of the Board of Directors and the entire management team pay particular attention to the relationship with individual shareholders. OPmobility has strengthened its individual investor communication strategy by holding site visits. On June 19, 2024, the Investor Relations Department organized a visit to the Σ-Sigmatech Research and Development center in Sainte-Julie, near Lyon in France. Around twenty individual shareholders had the opportunity to discover the products of the Exterior & Lighting and Modules Business Groups.

On December 4, 2024, the Group also took part in a meeting in Paris, bringing together nearly 130 individual shareholders, organized by *Place des Investisseurs*. On this day, the Investor Relations Department presented OPmobility's activities, strategy and ESG commitments.

In addition, OPmobility's investor relations team introduced for the first time an innovative digital decoding of the Group's 2023 annual and 2024 half-year results for individual shareholders, followed by a question-and-answer session with participants.

Lastly, the Investor Relations department sends individual shareholders two shareholder letters as well as a Shareholders' Guide, available in the "Individual shareholders" area of the "Finance" section of the Group's website.

All these initiatives with its individual shareholders earned OPmobility the "Jury's Special Prize for shareholder relations within the SBF 120 (excluding CAC 40)," awarded by *Le Revenu* magazine on December 5, 2024

7.5 Financial communication calendar

Full-year results for 2024	February 20, 2025
1st quarter revenue for 2025	April 23, 2025
General Shareholders' Meeting	April 24, 2025
1st half results for 2025	July 24, 2025
3rd quarter revenue for 2025	October 23, 2025

7.6 Contacts

OPmobility SE

1 Allée Pierre Burelle

92593 Levallois Cedex – France

Tel. : +33 (0) 1 40 87 64 00

Institutional investors and financial analysts

Email: investor.relations@opmobility.com

Individual shareholders

Tel. : +33 (0) 800 777 889

(toll-free service and call)

Email: investor.relations@opmobility.com

For any questions relating to registered shares:

UPTEVIA

Tel. : +33 (0) 800 00 75 35 from France

(toll-free service and call)

Tel. : +33 (0) 1 49 37 82 36 from abroad

(rate for a call to France)

8. General Meeting

8.1 Agenda

8.1.1 Ordinary resolutions

- First resolution: Approval of the annual financial statements for the fiscal year ended December 31, 2024
- Second resolution: Appropriation of net income for the fiscal year and determination of the dividend
- Third resolution: Approval of the consolidated financial statements for the fiscal year ended December 31, 2024
- Fourth resolution: Approval of an agreement pursuant to the provisions of Articles L. 225-38 et seq. of the *French Commercial Code* (former agreement renewed by tacit agreement during fiscal year 2024)
- Fifth resolution: Authorization to be granted to the Board of Directors to transact in the Company's shares pursuant to the provisions of Article L. 22-10-62 of the *French Commercial Code*, duration of the authorization, purposes, terms, ceiling
- Sixth resolution: Renewal of the term of office of Ms. Élisabeth Ourliac as director
- Seventh resolution: Approval of the compensation policy for the Chairman of the Board of Directors for fiscal year 2025 in accordance with Article L. 22-10-8 II of the *French Commercial Code*
- Eighth resolution: Approval of the compensation policy for the Chief Executive Officer for fiscal year 2025 in accordance with Article L. 22-10-8 II of the *French Commercial Code*
- Ninth resolution: Approval of the compensation policy for the Managing Director for fiscal year 2025 in accordance with Article L. 22-10-8 II of the *French Commercial Code*
- Tenth resolution: Approval of the compensation policy for directors for fiscal year 2025 in accordance with Article L. 22-10-8 II of the *French Commercial Code*
- Eleventh resolution: Approval of all compensation paid or awarded to directors for the fiscal year ended December 31, 2024 in accordance with Article L. 22-10-34 I of the *French Commercial Code*
- Twelfth resolution: Approval of the components of compensation paid or awarded for the fiscal year ended December 31, 2024 to Mr. Laurent Burelle, Chairman of the Board of Directors
- Thirteenth resolution: Approval of the components of compensation paid or awarded for the fiscal year ended December 31, 2024 to Mr. Laurent Favre, Chief Executive Officer
- Fourteenth resolution: Approval of the components of compensation paid or awarded for the fiscal year ended December 31, 2024 to Ms. Félicie Burelle, Managing Director
- Fifteenth resolution: Setting of the amount of compensation allocated to members of the Board of Directors and Censors

8.1.2 Extraordinary resolutions

- Sixteenth resolution: Authorization to be given to the Board of Directors to cancel the shares repurchased by the Company pursuant to the provisions of Article L. 22-10-62 of the *French Commercial Code*, duration of the authorization, ceiling
- Seventeenth resolution: Delegation of authority to be given to the Board of Directors to decide to issue, with preferential subscription rights, ordinary shares and/or equity securities giving access to other equity securities or granting entitlement to the allocation of debt securities and/or securities giving access to equity securities to be issued by the Company, duration of the delegation, maximum nominal amount of the capital increase, option to limit to the amount of the subscriptions, to distribute or offer unsubscribed securities to the public
- Eighteenth resolution: Delegation of authority to be given to the Board of Directors to decide to issue, without preferential subscription rights, ordinary shares and/or equity securities giving access to other equity securities or granting entitlement to the allocation of debt securities and/or securities giving access to equity securities to be issued by the Company, by public offering to the exclusion of the offers referred to in 1° of Article L. 411-2 of the *French Monetary and Financial Code* and/or as consideration for securities as part of a public exchange offer, duration of the delegation, maximum nominal amount of the capital increase, issue price, option to limit amount of subscriptions
- Nineteenth resolution: Delegation of authority to be given to the Board of Directors to decide to issue, without preferential subscription rights, ordinary shares and/or equity securities giving access to other equity securities, or granting entitlement to the allocation of debt securities and/or securities giving access to equity securities to be issued by the Company, by an offer referred to in 1° of Article L. 411-2 of the *French Monetary and Financial Code*, duration of the delegation, maximum nominal amount of the capital increase, issue price, option to limit to the amount of subscriptions
- Twentieth resolution: Delegation of authority to be given to the Board of Directors to increase the number of securities to be issued in an issue of securities with or without preferential subscription rights carried out pursuant to the 17^{th} to 19^{th} resolutions, up to a limit of 15% of the initial issue
- Twenty-first resolution: Delegation of authority to be given to the Board of Directors to decide to issue, without preferential subscription rights, ordinary shares and/or equity securities giving access to other equity securities of the Company or granting entitlement to the allocation of debt securities and/or securities giving access to equity securities to be issued by the Company, in consideration for contributions in kind consisting of equity securities or securities giving access to the capital, duration of the delegation, maximum nominal amount of the capital increase

- Twenty-second resolution: Delegation of authority to be given to the Board of Directors to decide to issue, without preferential subscription rights, ordinary shares and/or equity securities giving access to other equity securities or granting entitlement to the allocation of debt securities and/or securities giving access to equity securities to be issued by the Company, as consideration for equity securities or securities giving access to the share capital contributed as part of a public exchange offer initiated by the Company, duration of the delegation, maximum nominal amount of the capital increase
- Twenty-third resolution: Delegation of authority to be given to the Board of Directors to increase the share capital by issuing ordinary shares and/or securities giving access to the share capital without preferential subscription rights, for the benefit of the members of a Company savings plan pursuant to Articles L. 3332-18 et seq. of the *French Labor Code*, duration of the delegation, maximum nominal amount of the capital increase, issue price, possibility of allocating free shares pursuant to Article L. 3332-21 of the *French Labor Code*
- Twenty-fourth resolution: Amendment of the first paragraph of Article 12 "Deliberations of the Board of Directors" of the Company's bylaws concerning the written consultation of the directors
- Twenty-fifth resolution: Amendment of the third paragraph of Article 12 "Deliberations of the Board of Directors" of the Company's bylaws concerning the use of a means of telecommunication during Board meetings
- Twenty-sixth resolution: Amendment of Article 12 "Deliberations of the Board of Directors" of the Company's bylaws to allow directors to vote by mail
- Twenty-seventh resolution: Powers for formalities

8.2 Explanatory statement and draft resolutions submitted to the Combined General Meeting of April 24, 2025

8.2.1 Ordinary resolutions

The text of the resolutions is preceded by an introductory paragraph setting out the reasons for each of the resolutions proposed. All of these paragraphs form the Board of Directors' report to the General Meeting.

EXPLANATORY STATEMENT

1ST, 2ND AND 3RD RESOLUTIONS: APPROVAL OF THE STATUTORY AND CONSOLIDATED FINANCIAL STATEMENTS FOR FISCAL YEAR 2024, APPROPRIATION OF NET INCOME AND DETERMINATION OF THE DIVIDEND

In light of the reports of the Board of Directors and the Statutory Auditors, the General Meeting is called upon to approve:

- the statutory financial statements for fiscal year 2024, which show a net profit of €381,502,964 compared to €215,317,327 in 2023; and
- the consolidated financial statements for fiscal year 2024, which show a consolidated net profit Group share of €170 million compared to a consolidated net profit Group share of €163 million in 2023.

The Board of Directors proposes to the General Meeting the appropriation of net income and the determination of the dividend for the fiscal year ended December 31, 2024 as follows:

In euros

Taking into account the retained earnings before deduction of the interim dividend paid in July 2024, of	1,622,363,876
And net profit (loss) for the fiscal year ended December 31, 2024 of	381,502,964
Total amount to be appropriated	2,003,866,840

The Board of Directors proposes to the General Meeting a net dividend for the fiscal year ended December 31, 2024 of €0.60 per share, up by 54% compared to the previous year's dividend.

Upon payment, the dividend attributable to treasury shares held by the Company will be transferred to "Retained earnings."

If the General Meeting approves this proposal, shares will trade ex-dividend as of April 29, 2025 at midnight (Paris time) and the dividend will be paid on May 2, 2025.

For individual shareholders resident for tax purposes in France who do not opt for withholding at the flat rate of 30%, this dividend is eligible for the 40% tax relief resulting from the provisions of Article 158-3-2° of the *French General Tax Code*. The dividends for individual shareholders are subject to withholding at 12.8%.

Over the last three fiscal years, dividends have been distributed as follows:

Fiscal year	Number of shares with dividend rights	Dividend per share	Income eligible for the tax relief provided for in Article 158-3-2° of the *French General Tax Code*		Income not eligible for the tax relief provided for in Article 158-3-2° of the *French General Tax Code*	
			Dividends	Other income	Dividends	Other income
2021	144,949,672	€0.28	€40,585,908	-	-	-
2022	143,991,490	€0.39	€56,156,681	-	-	-
2023	143,983,615	€0.39	€56,153,610			

The Board of Directors recommends that this amount be appropriated as follows:

In euros

Total to be appropriated before deduction of the interim dividend paid in July 2024	2,003,866,840
Appropriation:	
Dividend distributed for FY 2024	86,413,292
Carried forward	1,917,453,548
TOTAL APPROPRIATED	**2,003,866,840**

FIRST RESOLUTION

Approval of the annual financial statements for the fiscal year ended December 31, 2024

The General Meeting, voting in accordance with the quorum and majority requirements for Ordinary General Meetings, after having read the annual financial statements for the fiscal year ended December 31, 2024, the reports of the Board of Directors and the Statutory Auditors for the fiscal year ended December 31, 2024, approves the financial statements for the said fiscal year as presented, as well as the transactions reflected in these financial statements or summarized in these reports, and showing, for said fiscal year, a net profit of €381,502,964.

SECOND RESOLUTION

Appropriation of net income for the fiscal year and determination of the dividend

The General Meeting, on the proposal of the Board of Directors, voting in accordance with the quorum and majority requirements for Ordinary General Meetings, and noting that the results for the fiscal year ended December 31, 2023 show a net profit of €381,502,964 and that retained earnings, before deduction of the interim dividend paid in July 2024, totaled €1,622,363,876 as of December 31, 2023, decides to appropriate the net sum representing an amount of €2,003,866,840, namely

In euros

Total to be appropriated before deduction of the interim dividend paid in July 2024	2,003,866,840
Appropriation:	
Net dividend distributed for FY 2024	86,413,292
Carried forward	1,917,453,548
TOTAL APPROPRIATED	**2,003,866,840**

Consequently, the General Meeting sets the net dividend for fiscal year 2024 at €0.60 per share. It should be noted that, pursuant to a decision of the Board of Directors on July 22, 2024, an interim dividend of €34,539,654, or €0.24 per share, has already been paid. Consequently, a final dividend of €51,873,638, or €0.36 per share, remains to be paid to the shareholders, taking into account the capital reduction of January 29, 2025, reducing the number of shares comprising the capital from 145,522,153 to 144,022,153. As a reminder, this dividend is eligible for the 40% tax relief resulting from the provisions of Article 158-3-2° of the *French General Tax Code* for individual shareholders resident for tax purposes in France who do not opt for withholding at the flat rate of 30%. The dividends for individual shareholders are subject to withholding at 12.8%.

The shares will trade ex-dividend on April 29, 2025.

This dividend will be paid on the date set by the Board of Directors, *i.e.* May 2, 2025.

OPmobility SE shares held in treasury on the dividend payment date will be stripped of dividend rights and the related dividends will be credited to retained earnings.

This appropriation will have the effect of bringing the amount of shareholders' equity to €1,954,276,543 and that of reserves to €1,928,156,566.

In accordance with the law, the General Meeting notes that, after deducting dividends not paid on treasury stock, dividends for the last three years were distributed.

In accordance with the provisions of Article 243 *bis* of the *French General Tax Code*, the following table summarizes the amount of dividends and other income distributed in respect of the three preceding fiscal years, as well as their eligibility for the 40% tax relief, provided for in Article 158-3-2° of the *French General Tax Code*, where applicable, for individual shareholders resident in France for tax purposes.

Fiscal year	Number of shares with dividend rights	Dividend per share	Income eligible for the tax relief provided for in Article 158-3-2° of the *French General Tax Code*		Income not eligible for the tax relief provided for in Article 158-3-2° of the *French General Tax Code*	
			Dividends	Other income	Dividends	Other income
2021	144,949,672	€0.28	€40,585,908	-	-	-
2022	143,991,490	€0.39	€56,156,681	-	-	-
2023	143,983,615	€0.39	€56,153,610			

THIRD RESOLUTION

Approval of the consolidated financial statements for the fiscal year ended December 31, 2024

The General Meeting, voting in accordance with the quorum and majority requirements for Ordinary General Meetings, after having read the report of the Board of Directors and the Statutory Auditors' report on the consolidated financial statements, approves the consolidated financial statements for the fiscal year ended December 31, 2024 as presented, as well as the transactions reflected in these financial statements or summarized in these reports, and showing, for said fiscal year, a net profit (Group share) of €170 million.

EXPLANATORY STATEMENT

4TH RESOLUTION: APPROVAL OF A NEW AGREEMENT PURSUANT TO ARTICLES L. 225-38 ET SEQ. OF THE *FRENCH COMMERCIAL CODE*

In the 4th resolution, you are asked to approve a new agreement referred to in Articles L. 225-38 et seq. of the *French Commercial Code*, which alone is submitted to the vote of the General Meeting:

Previous agreement, tacitly renewed during the fiscal year ended December 31, 2024

Regulated agreement entered into between OPmobility SE and BPO-B.PLAS Plastic Omnium Otomotiv Plastik Ve Metal Yan Sanayi AS since December 21, 2001, for the use of designs, models, industrial processes, know-how and related technical assistance services from OPmobility SE.

OPmobility SE holds 50% of the voting rights in BPO-B.PLAS Plastic Omnium Otomotiv Plastik Ve Metal Yan Sanayi AS.

The financial terms are 1.5% of BPO-B.PLAS Plastic Omnium Otomotiv Plastik Ve Metal Yan Sanayi AS's net sales of licensed products.

The agreement, for an initial period of five years, followed by tacit renewals for a period of one year, initially authorized by the Board of Directors on February 24, 2016, and ratified by the General Meeting of April 28, 2016, was tacitly renewed from January 1, 2024 for a further period of one year. We propose that you approve this tacit renewal.

This agreement is described in the Statutory Auditors' special report on related-party agreements referred to in Article L. 225-38 of the *French Commercial Code*.

Agreements entered into and duly authorized by the Board of Directors in previous fiscal years and whose performance continued during the fiscal year ended December 31, 2024

The agreements authorized and entered into during previous fiscal years whose performance continued during the past fiscal year are described in the Statutory Auditors' special report on related-party agreements referred to in Article L. 225-38 of the *French Commercial Code*. Already approved by the General Meeting, they are not resubmitted to your vote.

FOURTH RESOLUTION

Approval of an agreement pursuant to the provisions of Articles L. 225-38 et seq. of the *French Commercial Code* (former agreement tacitly renewed during 2024)

The General Meeting, voting in accordance with the quorum and majority requirements for Ordinary General Meetings, having reviewed the Statutory Auditors' special report on the related-party agreements referred to in Article L. 225-38 of the *French Commercial Code*, approves the agreement, which was tacitly renewed during the fiscal year ended December 31, 2024 with BPO-B. PLAS Plastic Omnium Automotiv Plastik Ve Metal Yan Sanayi AS and mentioned in said report.

EXPLANATORY STATEMENT

5TH RESOLUTION: AUTHORIZATION FOR THE COMPANY TO BUY BACK ITS OWN SHARES

As the existing authorization expires in October 2025, it is proposed that the General Meeting grants the Board a new authorization for a period of eighteen months.

At the General Meeting of April 24, 2024, the shareholders authorized the Company to buy back its own shares under the following terms and conditions:

Maximum purchase price	€80 per share
Maximum shares that may be held	10% of share capital
Maximum investment in the buyback program	€1,164,177,200

Between April 25, 2024 and January 31, 2025, the Company acquired 651,034 shares for a total value of €6,470,241, i.e. a value per share of €9.94, including under the liquidity agreement. The Company also acquired 101,125 shares for a total value of €926,143, i.e. a unit value of €9.16, under a share buyback plan and 1,111,244 shares for cancellation for a total value of €10,000,001, i.e. a value per share of €9.

During the same period, the Company sold 641,108 shares under the liquidity agreement for a total proceeds of €6,363,973, i.e. a unit value of €9.93. The Company also delivered 84,187 shares to the beneficiaries of the free performance share plan of April 30, 2020 with a total value of €1,323,423, i.e. a unit value of €15.72.

The detailed summary of the transactions carried out and the description of the authorization submitted for your vote are provided in section 3.5.5 of chapter 3 of the Company's 2024 Universal Registration Document.

The authorization to buy back the shares of the Company granted by the General Meeting of April 24, 2024 expires on October 23, 2025.

Share buybacks allow an investment service provider to make a market in the Company's shares under a liquidity agreement complying with the Code of Ethics issued by the *Association Française des Marchés Financiers* (AMAFI), and the subsequent cancelation of shares.

Shares can also be repurchased to support external growth transactions, to implement stock option and free share plans for employees or executive corporate officers, to cover securities granting rights to the allocation of the Company's shares within current regulations, or any market practice permitted by the market authorities.

The Board at Directors may not use this authorization during the course of a takeover bid for the Company's shares.

We are seeking to renew this authorization on the following terms:

Maximum purchase price	**€80 per share**
Maximum shares that may be held	10% of share capital
Maximum amount of acquisitions under the buyback program as of the day of the General Meeting, *i.e.* April 24, 2025	€1,152,177,200

FIFTH RESOLUTION

Authorization to be granted to the Board of Directors to transact in the Company's shares pursuant to the provisions of Article L. 22-10-62 of the *French Commercial Code*, duration of the authorization, purposes, terms, ceiling

The General Meeting, after having read the report of the Board of Directors, voting in accordance with the quorum and majority requirements for Ordinary General Meetings, authorizes the latter, with the option of subdelegation under the conditions set by French law, for a period of eighteen months, in accordance with Articles L. 22-10-62 et seq. of the *French Commercial Code*, to proceed with the purchase, on one or more occasions that it will decide, of shares of the Company up to the limit of 10% of the number of shares comprising the share capital, if necessary adjusted to take into account any capital increase or decrease that may occur during the duration of the program.

Acquisitions may be made with a view to any use permitted by law, in particular:

- to ensure the promotion of the secondary market or the liquidity of the OPmobility SE share through an investment service provider *via* a liquidity agreement in accordance with the practice accepted by the regulations, it being understood that in this context, for the purposes of calculating the aforementioned limit of 10%, the number of shares held corresponds to the number of shares purchased, less the number of shares resold during the term of the authorization;
- to retain the shares acquired and use them at a later date for exchange or in payment for any external growth transactions, with the understanding that shares purchased for this purpose may not exceed 5% of the Company's capital;
- to cover stock option and/or free share (or similar) plans awarded to Group employees and/or corporate officers and all allocations of shares as part of a company or group savings (or similar) plan, or for purposes of Company profit-sharing and/or any other form of allocation of shares to Group employees and/or corporate officers;
- to cover securities carrying rights to the allocation of the Company's shares within the current regulations;
- to implement any market practice that may be accepted by the AMF, and more generally carrying out any other transaction in accordance with the regulations in force;
- cancel any shares acquired, subject to the authorization to be granted by this General Shareholders' Meeting in its sixteenth extraordinary resolution.

Shares may be purchased, sold or transferred using any method, including by purchasing blocks of shares, on the stock market or over the counter. Transactions may be made at any time, except during a public offer period concerning the Company.

The Company does not intend to use options or derivative instruments.

The maximum number of shares that may be purchased by the Company may not exceed 10% of share capital on the date of this decision, *i.e.* a maximum number of 14,402,215 shares as of this date.

The maximum purchase price may not exceed €80 per share. In the event of a transaction affecting capital, in particular stock splits or reverse stock splits or free share allocations, the aforementioned amount will be adjusted in the same proportion (coefficient of the ratio between the number of shares comprising the equity capital before the transaction and the number of shares after the transaction).

At December 31, 2024, the Company held 2,757,915 treasury shares. In the event that these treasury shares were to be canceled or used, the maximum amount that the Company would be able to pay out would be €1,152,177,200 for the purchase of 14,402,215 shares.

This authorization takes effect at the end of this Meeting and is valid for a period of eighteen months from today. It cancels and supersedes the authorization granted by the Combined General Meeting of April 24, 2024 in its fifth resolution for the unused portion.

Unless it takes this action itself, the General Meeting authorizes the Board of Directors to adjust the aforementioned maximum number of shares and maximum purchase price as necessary to take into account the impact on the share price of any change in the par value of the shares, or any capital increase by incorporation of reserves and free share allocation issues, any stock split or reverse stock split, any return of capital or any other transaction relating to shareholders' equity, within the aforementioned limits of 10% of share capital and €1,152,177,200.

The General Meeting grants full powers to the Board of Directors, with the option of subdelegation under the conditions set by law, to use this authorization, to conclude any agreements, carry out any filing and other formalities, notably with the French Financial Markets Authority or any other authority that may replace it, and, more generally, take all necessary, with the option of subdelegation under the conditions set by law, action.

EXPLANATORY STATEMENT

6TH RESOLUTION: MULTIPLE DIRECTORSHIPS HELD BY DIRECTORS

1. Composition of the Board of Directors of OPmobility SE at December 31, 2024

The directors of OPmobility SE are complementary due to their different professional backgrounds, skills and nationalities. They are present, active and involved and have a good knowledge of the Company. The directors are vigilant and exercise their complete freedom of judgment, which enables them to participate in the decisions and work of the Board and its specialized committees.

Laurent Burelle, aged 75, began his career within the Plastic Omnium Group, which became OPmobility, as a production engineer and assistant to the director of the Langres plant. In 1977, he was appointed Chief Executive Officer and then Chairman and Chief Executive Officer of Plastic Omnium SA in Valencia, Spain. He was Director of the Environment Division from 1981 to 1988 before becoming Vice-Chairman and Chief Executive Officer of Compagnie Plastic Omnium, since renamed OPmobility SE, in 1988, and then Chairman and CEO in 2001, a position he held until December 31, 2019. On this date, the functions of Chairman of the Board of Directors and Chief Executive Officer were separated. Laurent Burelle has been Chairman of the Board of Directors of OPmobility SE since January 1, 2020, and Chairman and CEO of Burelle SA since January 1, 2019. He was Chairman of the *Association Française des Entreprises Privées* (AFEP) from May 2017 to July 2023. Laurent Burelle is also a founder-director of the Jacques Chirac Foundation.

Laurent Favre, aged 53, spent his career before joining the OPmobility Group in the automotive industry in Germany, where he held various positions of responsibility within leading automotive equipment manufacturers such as ThyssenKrupp (steering systems), ZF (transmissions and steering columns) and Benteler (structural components), where he was Chief Executive Officer of the Automotive Division. Laurent Favre has been Chief Executive Officer of OPmobility SE since January 1, 2020. He is also Chairman of the Franco-German Economic Club and independent director of Imerys.

Félicie Burelle, aged 45, began her career in 2001 within the Plastic Omnium Group, which became OPmobility, then joined the Mergers & Acquisitions Department of Ernst & Young Transaction Services in 2005. In 2010, she rejoined Compagnie Plastic Omnium, since renamed OPmobility SE, and took over the Strategic Planning and Commercial Coordination Department of the Auto Exteriors Division. She also became member of the Executive Committee of this Division. Félicie Burelle has been a member of the Burelle SA Board of Directors since 2013. In 2015, she was appointed Strategy and Development Director of OPmobility SE and has been member of the Executive Committee since then. Appointed Chief Operating Officer of OPmobility SE on January 1, 2018, Félicie Burelle has been a member of the Board of Directors of OPmobility SE since 2017 and Managing Director since January 1, 2020.

Gonzalve Bich, aged 45, of dual French-American nationality, started his career in management consulting at Deloitte, then he joined BIC in 2003. Over the next fifteen years, he held regional and international positions in Human Resources, Marketing, Innovation and Business Operations. In 2018, he was appointed Chief Executive Officer of BIC SA. Until March 2024, Gonzalve Bich was also Chairman of Enactus, a platform that aims to inspire tomorrow's leaders to use innovation and business organization to create a better and more sustainable world. Gonzalve Bich sits on the international advisory board of EDHEC, a French business school. Gonzalve Bich has been a member of the Board of Directors of OPmobility SE since December 6, 2023 and member of the Compensation Committee since December 11, 2024.

Anne-Marie Couderc, aged 74, is Chairwoman of the Board of Directors of Air France KLM. After beginning her professional career in 1973 as an attorney in Paris, Anne-Marie Couderc joined the Hachette Group in 1982 as Deputy Corporate Secretary. She then became the Group's Deputy Chief Executive Officer in 1993. A Paris city councilor, then Deputy Mayor and member of Parliament for Paris, she was appointed Secretary of State for Employment in the office of the Prime Minister in 1995, then Minister attached to the Ministry of Labor and Social Affairs with responsibility for employment until 1997. At the end of 1997, Anne-Marie Couderc was appointed Chief Executive Officer of Hachette Filipacchi Associés and, from 2006 to 2010, General Secretary of Lagardère Active. From 2011 to 2017, she was Chairwoman of the Presstalis group. Anne-Marie Couderc has been Chairwoman of the Board of Directors of Air France KLM since 2018. Anne-Marie Couderc has been a member of the Board of Directors of OPmobility SE since July 20, 2010, and she chaired the Appointments and CSR Committee until December 2024, of which she remains a member and is a member of the Compensation Committee.

Virginie Fauvel, aged 50, is Chairwoman and Chief Executive Officer of the Harvest Group. An engineer by training, a graduate of the *École des Mines de Nancy*, Virginie Fauvel began her career at Cetelem in 1997 where she worked in risk forecasting. There, she discovered the world of digital technology and its ability to change industry and the economy. In 2008, Virginie Fauvel took over the management of online banking and created Hellobank! In 2013, she joined Allianz as a member of the Management Committee, where she led a digital transformation, before joining the Management Board of Euler Hermes in 2018. In 2020, she became CEO of Harvest, TechForFin specializing in wealth management, and thus succeeded the founders of this digital sector company. Virginie Fauvel has been a member of the Board of Directors of OPmobility SE since April 26, 2023 and is a member of the Appointments and CSR Committee.

Vincent Labruyère, aged 74, began his professional career in 1976 at Établissements Bergeaud Mâcon, a subsidiary of Rexnord Inc. USA, manufacturer of equipment for the preparation of materials. In 1981, he took over the management of Imprimerie Perroux, specializing in the production of checkbooks and bank forms, which he diversified by creating its subsidiary DCP Technologies. In 1989, he founded the SPEOS Group, specializing in desktop publishing and electronic archiving of management documents and the manufacture of means of payment, which he sold to the Belgian Post Office. Vincent Labruyère is Chairman of the Supervisory Board of the Labruyère Group, a family group active in the operation of vineyards in France and the United States, commercial real estate, hotels and growth capital in France and abroad. Vincent Labruyère has been a member of the Board of Directors of OPmobility SE since May 16, 2002 and is a member of the Audit Committee.

Paul Henry Lemarié, aged 77, entered the engineering group Sofresid (steel industry, mining, offshore) and joined the Plastic Omnium Group, which became OPmobility, in 1980 as Director of the 3P Division – Performance Plastics Products. In 1985, he became head of the Automotive Division. In 1987 he was appointed Chief Operating Officer of Compagnie Plastic Omnium, since renamed OPmobility SE, then Chief Executive Officer in 2001 and Managing Director from 2001 to December 31, 2019. He was appointed Chief Executive Officer of Burelle SA in April 1989, then Managing Director from 2011 until December 31, 2020. Paul Henry Lemarié was appointed Chairman and Chief Executive Officer of Burelle Participations on July 28, 2021, then Chairman of the Board of Directors on January 1, 2024. He has been a member of the Board of Directors of OPmobility SE since June 26, 1987.

Lucie Maurel Aubert, aged 62, began her professional career in 1985 as a business attorney at Gide Loyrette Nouel. She joined the family bank Martin Maurel, where she has been a director since 1999. Appointed Managing Director of Compagnie Financière Martin Maurel in 2007, then Vice-Chairwoman Managing Director in 2011 and Chief Operating Officer of Banque Martin Maurel in 2013, since 2020, she has been Vice-Chairwoman of the Supervisory Board of Rothschild & Co. and Chairwoman of the CSR Committee. She has been Chairwoman of the Board of Directors of Rothschild Martin Maurel since 2023. Lucie Maurel Aubert has been a member of the Board of Directors of OPmobility SE since December 15, 2015, chaired the Audit Committee until December 2024, of which she remains a member, and since December 2024, now chairs the Appointments and CSR Committee.

Alexandre Mérieux, aged 50, was responsible for marketing in the United States and Europe at Silliker Group Corporation, then Director of Marketing and Business Unit Director until 2004. He has held various operational positions within bioMérieux. Managing Director in 2014 after having headed the Industrial Microbiology unit between 2005 and 2011, and then the Microbiology unit between 2011 and 2014. Chairman and CEO of bioMérieux from December 2017 to 2023, on July 1, 2023, he left the General Management of bioMérieux and remained Executive Chairman of the company. Alexandre Mérieux is also Vice-Chairman of the Institut Mérieux and Chairman of Mérieux Développement. He also chairs the Board of Directors at Mérieux NutriSciences. Alexandre Mérieux has been a member of the Board of Directors of OPmobility SE since April 26, 2018 and chairs the Compensation Committee.

Cécile Moutet, aged 51, began her career in communication consulting at the agency IRMA Communication, then continued her career by working independently in Spain, in the field of communication consulting. In 2009 and 2010, Cécile Moutet worked at IRMA Communication, which later became Cap & Cime PR, and coordinated various consulting assignments. She has been a member of the Board of Directors of OPmobility SE since April 27, 2017.

Élisabeth Ourliac, aged 65, began her career in an audit firm then joined Airbus in 1983. After holding several positions of responsibility within the Finance Department, she became Director of Audit in 2000 and then Director of Audit and Risk Management until 2007. In 2008, Élisabeth Ourliac became Director of Commercial Aircraft Business Strategy, where she participated in the establishment of the Airbus final assembly plant on the American continent. From 2016 to 2022, Élisabeth Ourliac was Vice-President Strategy at Airbus. Élisabeth Ourliac is also Chairwoman of the Board of Directors of the Toulouse School of Management and a member of the Board of Directors of the International Women Forum. She has been a member of the Board of Directors of OPmobility SE since December 7, 2022 and has chaired the Audit Committee since December 2024.

Amandine Chaffois, aged 44, is Vice-Chairwoman of OP'nSoft in the OPmobility Group. Appointed Director of Launches for Europe in September 2018, then Innovation Director for the Exterior Systems segment, Amandine Chaffois has been Vice-Chairwoman of Environmental Sustainability since 2021. Amandine Chaffois has been a director representing employees of OPmobility SE, appointed by the France Group Works Council, since July 4, 2019 and is a member of the Compensation Committee.

Martin Krivan, 42, of Slovak nationality, is the Technical Teams and Continuous Improvement Manager for the Poland and Slovakia Region. Martin Krivan is a director representing employees of OPmobility SE, appointed by the European Works Council on June 20, 2024.

2. Resolutions submitted to the vote of the General Meeting of April 24, 2025

6th resolution: As the term of office of Élisabeth Ourliac expires in 2025, the renewal of her term of office for a period of three years is submitted to the General Meeting.

Élisabeth Ourliac started her career in an audit firm and then joined Airbus in 1983. After holding several positions of responsibility within the Finance Department, she became Director of Audit in 2000 and then Director of Audit and Risk Management until 2007. In 2008, Élisabeth Ourliac became Director of Commercial Aircraft Business Strategy, where she participated in the establishment of the Airbus final assembly plant on the American continent. From 2016 to 2022, Élisabeth Ourliac has been Vice-President Strategy at Airbus.

Élisabeth Ourliac is also Chairwoman of the Board of Directors of the Toulouse School of Management and a member of the Board of Directors of the International Women Forum.

Ms. Élisabeth Ourliac acts as an independent director, with commitment and freedom of judgment. She brings to the Board her expertise in finance and auditing, her command of risk management, her knowledge of the industry, combined with international business experience. She actively contributes to the smooth operations of the Board, in particular as a member of the Audit Committee, which she took over as Chairwoman in December 2024. Over the two years of her term of office as director, Ms. Élisabeth Ourliac attended 100% of meetings of the Board of Directors and 100% of the meetings of the Audit Committee.

3. Composition of the Board of Directors following the General Meeting of April 24, 2025

Subject to the approval of the resolutions submitted to the vote of the General Meeting on April 24, 2025, at the end of this General Meeting, the terms of office of the fourteen directors of OPmobility SE will be as follows:

	Age	Male/Female	Independent director	Audit Committee	Compensation Committee	Appointments and CSR Committee
Laurent Burelle	75	M				
Laurent Favre	53	M				
Félicie Burelle	45	F				
Gonzalve Bich	46	M	✓		●	
Amandine Chaffois	44	F			●	
Anne-Marie Couderc	75	F			●	●
Virginie Fauvel	50	F	✓			●
Martin Krivan	42	M				
Vincent Labruyère	74	M		●		
Paul Henry Lemarié	78	M				
Lucie Maurel Aubert	63	F	✓	●		★
Alexandre Mérieux	51	M	✓		★	
Cécile Moutet	52	F				
Élisabeth Ourliac	65	F	✓	★		

✓ Independence within the meaning of the AFEP-MEDEF Code criteria

● Member of the Committee ★ Chairman of the Committee

SIXTH RESOLUTION

Renewal of the term of office of Ms. Élisabeth Ourliac as director

The General Meeting, voting in accordance with the quorum and majority requirements for Ordinary General Meetings, after having read the report of the Board of Directors, renews, for a three-year period, the term of office of Ms. Élisabeth Ourliac as a director. Her term of office will expire at the close of the General Meeting to be held in 2028 to approve the 2027 financial statements.

Ms. Élisabeth Ourliac has indicated that she would accept the renewal of the duties entrusted to her and that she is not subject to any measure likely to prevent her from performing such duties.

EXPLANATORY STATEMENT

7TH, 8TH, 9TH, 10TH, 11TH, 12TH, 13ST AND 14TH RESOLUTIONS: COMPENSATION OF THE COMPANY'S DIRECTORS

The General Meeting is asked to vote on the compensation policy for the directors of OPmobility SE (*ex ante* vote).

In the 7th to 10th resolutions, the General Meeting is asked to approve, in accordance with the provisions of Article L. 22-10-8, II of the *French Commercial Code*, the compensation policies for OPmobility SE's directors. These policies would apply from the 2025 fiscal year until the General Meeting decides on a new compensation policy.

The texts of these compensation policies drawn up by the Board of Directors appear in section 3.2.2 of the Company's 2024 Universal Registration Document of the Company.

The shareholders are asked to approve, separately:

- in the vote on the 7th resolution, the compensation policy for the Chairman of the Board of Directors of OPmobility SE, drawn up by the Board of Directors on the recommendation of the Compensation Committee and as set out in section 3.2.2.2 of the 2024 Universal Registration Document;
- in the vote on the 8th resolution, the compensation policy for the Chief Executive Officer of OPmobility SE, drawn up by the Board of Directors on the recommendation of the Compensation Committee and as set out in section 3.2.2.2 of the 2024 Universal Registration Document;
- in the vote on the 9th resolution, the compensation policy for the Managing Director of OPmobility SE, drawn up by the Board of Directors on the recommendation of the Compensation Committee and as set out in section 3.2.2.2 of the 2024 Universal Registration Document;
- in the vote on the 10th resolution, the compensation policy for the directors of OPmobility SE, drawn up by the Board of Directors on the recommendation of the Compensation Committee and as set out in section 3.2.2.2 of the 2024 Universal Registration Document.

The General Meeting is asked to approve the compensation of OPmobility SE's directors for fiscal year 2024 (*ex post* vote).

Each year, the General Meeting must vote on the compensation awarded or paid to the Company's corporate officers during the fiscal year.

This so-called "*ex post*" vote concerns:

- all directors of OPmobility SE, namely the directors including the Chairman of the Board of Directors, the Chief Executive Officer and the Managing Director. The shareholders are thus asked to approve, by voting on the 11th resolution, the compensation for fiscal year 2024 of each of the aforementioned directors, as required by Article L. 22-10-9, I of the *French Commercial Code*. This information is provided in section 3.2.1.1 of the 2024 Universal Registration Document;
- and the Company's executive corporate officers. By voting on the 12th, 13th and 14th resolutions, the shareholders are asked to approve the fixed and variable components of the total compensation and benefits of any kind paid or allocated during fiscal year 2024 to Mr. Laurent Burelle, Chairman of the Board of Directors (12th resolution), Mr. Laurent Favre, Chief Executive Officer (13th resolution) and Ms. Félicie Burelle, Managing Director (14th resolution), pursuant to the provisions of Article L. 22-10-34, II of the *French Commercial Code*. This information is presented in section 3.2.1.2 of the 2024 Universal Registration Document and summarized in the tables below:

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SUMMARY TABLE OF THE COMPONENTS OF COMPENSATION PAID OR GRANTED IN RESPECT OF THE 2024 FISCAL YEAR TO LAURENT BURELLE, CHAIRMAN OF THE BOARD OF DIRECTORS

Components of compensation	Amounts paid in fiscal year 2024	Amounts granted in respect of fiscal year 2024	Comments
Fixed compensation	€950,000	€950,000	Laurent Burelle's annual fixed compensation has stood at €950,000 since January 1, 2023, unchanged in fiscal year 2024.
Annual variable compensation	€0	€0	Laurent Burelle does not receive any annual variable compensation.
Multi-year variable compensation	€0	€0	Laurent Burelle does not receive any multi-year variable compensation.
Exceptional compensation	€0	€0	Laurent Burelle does not receive any exceptional compensation.
Director's compensation	€64,154	€64,154	Laurent Burelle received compensation of €64,154 in respect of his offices as a director and Chairman of the Board of Directors for fiscal year 2024.
Grant of stock options, performance shares or other long-term compensation	€0	€0	Laurent Burelle does not receive any stock options, performance shares or other long-term compensation.
Joining or severance compensation	€0	€0	Laurent Burelle does not receive any compensation for taking up or leaving office.
Supplementary pension plans	€0	€0	In addition to the pension rights in the mandatory plan, Laurent Burelle benefits from the supplementary pension plan provided by Burelle SA (OPmobility SE's parent company)
Benefits in kind	€0	€0	N/A

SUMMARY TABLE OF THE COMPONENTS OF COMPENSATION PAID OR GRANTED IN RESPECT OF THE 2024 FISCAL YEAR TO LAURENT FAVRE, CHIEF EXECUTIVE OFFICER

Components of compensation	Amounts paid in fiscal year 2024	Amounts granted in respect of fiscal year 2024	Comments
Fixed compensation	€1,100,900	€1,100,900	Laurent Favre's annual fixed compensation stood at €1,100,900 since January 1, 2023, unchanged in fiscal year 2024.
Annual variable compensation	€1,320,000 (variable compensation granted for fiscal year 2023)	€1,540,000	During the meeting of February 19, 2025, the Board of Directors, on the recommendation of the Compensation Committee, determined and set the amount of the variable compensation (quantifiable and qualitative parts) of Laurent Favre in respect of fiscal year 2024 at €1,540,000. The Board of Directors, on the recommendation of the Compensation Committee, had decided to define the methods for calculating the variable compensation as follows: • weighting of 70% for the quantifiable part and 30% for the qualitative part; • target variable part for 2024 (in the event of achievement of the objectives set by the Board of Directors) set at €1,400,000, with a trigger threshold set at 80% achievement of the results and a maximum of 150% of achievement of the results. In application of these methods and the achievement of the criteria used to calculate the variable portion, the amount of the variable portion for 2023 was determined as follows: • For the financial part, the criteria used are: ◦ change in operating margin (20%), ◦ change in free cash flow (20%), ◦ change in net profit (loss) - Group share (15%), ◦ change in the Group's debt reduction (15%). The financial targets for 2024 had been set in relation to the Group's provisional budget as approved by the Board of Directors on December 6, 2023. • The non-financial portion includes: ◦ effectiveness in the implementation of the strategy: returning acquisitions to on-track, operational excellence and project start-ups, long-term value creation, optimized CapEx management (15%), ◦ ESG criteria relating to FR2 safety: environment (carbon neutrality roadmap), compliance (compliance indicators), diversity (according to objectives) (15%). The proportion of quantitative elements included in the composition of the ESG criterion represents 53% of the total weighting defined at 15%, *i.e.* a sub-weighting of 8% out of the total 15% thus defined. The quantifiable part of the criteria therefore represents 78% and the qualitative part 22%. At its meeting of February 19, 2025, the Board of Directors, on the recommendation of the Compensation Committee: • noted that the achievement rate of the financial criteria was 102%, broken down as follows: ◦ free cash flow: 107%, ◦ net profit (loss) - Group share: 100%, ◦ debt reduction: 95%, ◦ operating margin: 105%; • decided that the achievement rate for the non-financial criteria met the expectations and targets at 122%: ◦ strategy and development: 120%, ◦ ESG: 125%. Overall achievement rate taking into account the weighting of the various criteria: 110%. The variable portion for 2024 thus amounts to €1,540,000 and will only be paid to Laurent Favre subject to the favorable vote of shareholders at the General Meeting of April 24, 2025. This annual variable compensation represents 106% of the total cash compensation granted in respect of fiscal year 2024 (excluding performance shares, pension plans and benefits in kind).

Components of compensation	Amounts paid in fiscal year 2024	Amounts granted in respect of fiscal year 2024	Comments
Multi-year variable compensation	None	None	Laurent Favre does not receive any multi-year compensation.
Director's compensation	€44,154	€44,154	Laurent Favre received compensation of €44,154 in respect of his office as director for fiscal year 2024.
Exceptional compensation	€300,000 16,146 shares awarded on 07/22/2024 under the Free Performance Share Plan 2024 and valued at €121,095	€300,000 16,146 shares awarded on 07/22/2024 under the Free Performance Share Plan 2024 and valued at €121,095	Laurent Favre received exceptional compensation of €300,000 in cash and the award of 16,146 free shares subject to the achievement of the performance criteria of the July 22, 2024 plan.
Grant of stock options, performance shares or other long-term compensation	€209,415 (corresponding to 13,961 shares delivered on 04/30/2024 under the 2020 Free Share Plan)	Valuation: €732,900 (corresponding to 73,290 shares allocated under the 04/2024 Free Share Plan)	The Board of Directors' meeting of February 21, 2024 decided to implement a new free share plan from April 25, 2024, under the authorization granted by the General Meeting of April 21, 2022. The vesting of the shares allocated in respect of the plans of April 24, 2024 and July 22, 2024 is subject to the achievement of four performance conditions assessed in respect of each fiscal year 2024, 2025 and 2026. The number of performance shares vested depends on the achievement of the following objectives: • for 25% on the level of the Group's cumulative free cash flow • for 25% on the level of net profit (loss) • for 25% on the level of Debt/Ebitda • for 25% of the percentage of women, progress in the reduction of scope 3 CO_2 emissions and safety at work compared to the FR2 target. The first full year taken into account for the assessment of the performance conditions for this grant is 2024. The Board of Directors defined a threshold for each of these criteria, below which no shares will be vested in respect of each of these criteria. This threshold is set at 80% achievement for the first two criteria. For the other two criteria, the trigger threshold is the achievement of the objective. The allocation cannot exceed 100% of the total, even if the objectives are exceeded.
End-of-service indemnity	None	None	The Chief Executive Officer receives a commitment to pay an indemnity equal to two years of gross compensation in the event of an involuntary departure. The reference basis for this indemnity is the gross compensation (fixed and variable) for the last 12 months prior to the date of the dismissal or non-renewal of the corporate office. The indemnity will only be paid in the event of an involuntary departure subject to performance conditions. The amount would be reduced by the amount that would, if applicable, be paid in respect of any other indemnity, such as for example the non-competition indemnity so that an overall compensation greater than the aforementioned maximum amount of two years cannot be granted.
Supplementary pension plans	€0	€112,572	In addition to the pension rights of the mandatory plan, Laurent Favre benefits from OPmobility SE's new pension plan with certain rights.
Benefits in kind	Valuation: €14,613	Valuation: €14,613	Laurent Favre benefits from a company car whose total value is estimated at €14,613. Laurent Favre benefits from supplementary social protection schemes, in particular the welfare and health insurance scheme for Group employees in accordance with the decision of the Board of Directors of September 24, 2019.

COMPONENTS OF COMPENSATION PAID DURING FISCAL YEAR 2024 OR GRANTED FOR FISCAL YEAR 2023 TO FÉLICIE BURELLE, MANAGING DIRECTOR

Components of compensation	Amounts paid in fiscal year 2024	Amounts granted in respect of fiscal year 2024	Comments
Fixed compensation	€750,900	€750,900	The annual fixed compensation of Félicie Burelle has stood at €750,900 since January 1, 2023, unchanged in fiscal year 2024.

Annual variable compensation	€825,000 (variable compensation awarded in respect of fiscal year 2023)	€1,045,000	During the meeting of February 19, 2025, the Board of Directors, on the recommendation of the Compensation Committee, determined and set the amount of the variable compensation (quantifiable and qualitative parts) of Félicie Burelle in respect of fiscal year 2024 at €1,045,000.
			
			The Board of Directors, on the recommendation of the Compensation Committee, had decided to define the methods for calculating the variable compensation as follows:
			• weighting of 70% for the quantifiable part and 30% for the qualitative part;
			• target variable part for 2024 (in the event of achievement of the objectives set by the Board of Directors) set at €950,000, with a trigger threshold set at 80% of achievement rate and capped at 150%.
			In application of these methods and the achievement of the criteria used to calculate the variable portion, the amount of the variable portion for 2024 was determined as follows:
			• For the financial part, the criteria used are:
			  • change in operating margin (20%),
			  • change in free cash flow (20%),
			  • change in net profit (loss) - Group share (15%),
			  • change in the Group's debt reduction (15%).
			
			The financial targets for 2024 had been set in relation to the Group's provisional budget as approved by the Board of Directors on December 6, 2023.
			
			• The non-financial portion includes:
			  • efficiency in the implementation of the strategy: acquisition plan completed in 2022, operational excellence and project start-ups, long-term value creation and deployment of the Hydrogen strategy (15%),
			  • ESG criteria, safety performance: compliance with sustainability commitments for 2030; the implementation of a Human Resources policy ensuring gender balance, talent development and access to training; the deployment of the compliance program (15%).
			
			The proportion of quantitative elements included in the composition of the ESG criterion represents 53% of the total weighting defined at 15%, *i.e.* a sub-weighting of 8% out of the total 15% thus defined.
			
			The quantifiable part of the criteria therefore represents 78% and the qualitative part 22%.
			
			At its meeting of February 19, 2025, the Board of Directors, on the recommendation of the Compensation Committee:
			• noted that the achievement rate of the financial criteria was 102%, broken down as follows:
			  • free cash flow: 107%,
			  • net profit (loss) - Group share: 100%,
			  • debt reduction: 95%,
			  • operating margin: 105%;
			• decided that the achievement rate for the non-financial criteria met the expectations and targets at 122%:
			  • strategy and development: 120%,
			  • ESG: 125%.
			Overall achievement rate taking into account the weighting of the various criteria: 110%.
			The variable portion for 2024 thus amounts to €1,045,000 and will only be paid to Félicie Burelle subject to the favorable vote of shareholders at the General Meeting of April 24, 2025.
			This annual variable compensation represents 105% of the total cash compensation granted in respect of fiscal year 2024 (excluding performance shares, pension plans and benefits in kind).

Components of compensation	Amounts paid in fiscal year 2024	Amounts granted in respect of fiscal year 2024	Comments
Multi-year variable compensation	None	None	Félicie Burelle does not receive any multi-year compensation.
Joining or severance compensation	None	None	Félicie Burelle does not receive any compensation for taking up or leaving office.
Director's compensation	€44,154	€44,154	Félicie Burelle was paid €44,154 as compensation for her office as director in respect of fiscal year 2024.
Exceptional compensation	€200,000 €200,000 10,764 shares awarded on 07/22/2024 under the Free Performance Share Plan 2024 valued at €80,730	€200,000 10,764 shares awarded on 07/22/2024 under the Free Performance Share Plan 2024 valued at €80,730	Félicie Burelle received exceptional compensation of €200,000 and the award of 10,764 free shares subject to the achievement of the performance criteria of the July 22, 2024 plan.
Grant of stock options, performance shares or other long-term compensation	€130,890 (corresponding to 8,726 shares delivered on 04/30/2024 under the 2020 Free Performance Share Plan)	Valuation: €488,600 (corresponding to 48,860 shares allocated under the Free Performance Share Plan of 04/2024)	The Board of Directors' meeting of February 21, 2024 decided to implement a new free share plan from April 25, 2024, under the authorization granted by the General Meeting of April 21, 2022. The vesting of the shares allocated in respect of the plans of April 24, 2024 and July 27, 2024 is subject to the achievement of four performance conditions assessed in respect of each fiscal year 2024, 2025 and 2026. The number of performance shares vested depends on the achievement of the following objectives: • for 25% on the level of the Group's cumulative free cash flow • for 25% on the level of net profit (loss) • for 25% on the level of Debt/Ebitda • for 25% of the percentage of women, progress in the reduction of scope 3 CO_2 emissions and safety at work compared to the FR2 target. The first full year taken into account for the assessment of the performance conditions for this grant is 2024. The Board of Directors defined a threshold for each of these criteria, below which no shares will be vested in respect of each of these criteria. This threshold is set at 80% achievement for the first two criteria. For the other two criteria, the trigger threshold is the achievement of the objective. The allocation cannot exceed 100% of the total, even if the objectives are exceeded.
End-of-service indemnity	None	None	The Managing Director receives a commitment to pay an indemnity equal to two years of gross compensation in the event of an involuntary departure. The reference basis for this indemnity is the gross compensation (fixed and variable) for the last 12 months prior to the date of the dismissal or non-renewal of the corporate office. The indemnity will only be paid in the event of an involuntary departure subject to performance conditions. The amount would be reduced by the amount that would, if applicable, be paid in respect of any other indemnity, such as for example the non-competition indemnity so that an overall compensation greater than the aforementioned maximum amount of two years cannot be granted.
Supplementary pension plans	€0	€66,820 (under the defined-benefit pension plan with certain rights under Article L. 137-11-2 of the *French Social Security Code*) €46,860 (under the defined-benefit pension plan with uncertain rights under Article L. 137-11 of the *French Social Security Code*)	In addition to the pension rights of the mandatory plan, Félicie Burelle benefits from the OPmobility SE supplementary defined-benefit pension plans with uncertain rights and the new plan with certain rights.
Benefits in kind	Valuation: €12,075	Valuation: €12,075	Félicie Burelle has a company car. Félicie Burelle benefits from supplementary social protection schemes, in particular the welfare and health insurance scheme for Group employees in accordance with the decision of the Board of Directors of September 24, 2019.

SEVENTH RESOLUTION

Approval of the compensation policy for the Chairman of the Board of Directors for fiscal year 2025 in accordance with Article L. 22-10-8 II of the *French Commercial Code*

The General Meeting, voting in accordance with the quorum and majority requirements for Ordinary General Meetings, after having read the report of the Board of Directors on corporate governance, approves, in accordance with Articles L. 22-10-8 II and R. 22-10-14 of the *French Commercial Code*, the compensation policy for the Chairman of the Board of Directors for fiscal year 2025, as described in section 3.2.2 of the Company's 2024 Universal Registration Document.

EIGHTH RESOLUTION

Approval of the compensation policy for the Chief Executive Officer for fiscal year 2025 in accordance with Article L. 22-10-8 II of the *French Commercial Code*

The General Meeting, voting in accordance with the quorum and majority requirements for Ordinary General Meetings, after having read the report of the Board of Directors on corporate governance, approves, in accordance with Articles L. 22-10-8 II and R. 22-10-14 of the *French Commercial Code*, the compensation policy for the Chief Executive Officer for fiscal year 2025 as described in section 3.2.2 of the Company's 2024 Universal Registration Document.

NINTH RESOLUTION

Approval of the compensation policy for the Managing Director for fiscal year 2025 in accordance with Article L. 22-10-8 II of the *French Commercial Code*

The General Meeting, voting in accordance with the quorum and majority requirements for Ordinary General Meetings, after having read the report of the Board of Directors on corporate governance, approves, in accordance with Articles L. 22-10-8 II and R. 22-10-14 of the French Commercial Code, the compensation policy for the Managing Director for fiscal year 2025 as described in section 3.2.2 of the Company's 2024 Universal Registration Document.

TENTH RESOLUTION

Approval of the compensation policy for directors for fiscal year 2025 in accordance with Article L. 22-10-8 II of the *French Commercial Code*

The General Meeting, voting in accordance with the quorum and majority requirements for Ordinary General Meetings, after having read the report of the Board of Directors on corporate governance, approves, in accordance with Articles L. 22-10-8 II and R. 22-10-14 of the French Commercial Code, the compensation policy for the directors for fiscal year 2025 as described in section 3.2.2 of the Company's 2024 Universal Registration Document.

ELEVENTH RESOLUTION

Approval of all compensation paid or granted to directors for the fiscal year ended December 31, 2024 in accordance with Article L. 22-10-34 I of the *French Commercial Code*

The General Meeting, voting in accordance with the quorum and majority requirements for Ordinary General Meetings, after having read the report of the Board of Directors on corporate governance, approves, in accordance with the provisions of Article L. 22-10-34 I of the *French Commercial Code*, the information referred to in Article L. 22-10-9 I of the *French Commercial Code* relating to compensation paid or granted to directors during the fiscal year ended December 31, 2024, as described in section 3.2.1 of the Company's 2024 Universal Registration Document.

TWELFTH RESOLUTION

Approval of the components of compensation paid or awarded for the fiscal year ended December 31, 2024 to Mr. Laurent Burelle, Chairman of the Board of Directors

The General Meeting, voting in accordance with the quorum and majority requirements for Ordinary General Meetings, after having reviewed the report of the Board of Directors on corporate governance, approves, in accordance with the provisions of Article L. 22-10-34 II of the *French Commercial Code*, the fixed, variable and exceptional components of the total compensation and benefits of any kind paid or granted to Mr. Laurent Burelle as Chairman of the Board of Directors for the fiscal year ended December 31, 2024, as described in section 3.2.1 of the Company's 2024 Universal Registration Document.

THIRTEENTH RESOLUTION

Approval of the components of compensation paid or granted in respect of the fiscal year ended December 31, 2024 to Mr. Laurent Favre, Chief Executive Officer

The General Meeting, voting in accordance with the quorum and majority requirements for Ordinary General Meetings, after having reviewed the report of the Board of Directors on corporate governance, approves, in accordance with the provisions of Article L. 22-10-34 II of the *French Commercial Code*, the fixed, variable and exceptional components of the total compensation and benefits of any kind paid or granted to Mr. Laurent Favre as Chief Executive Officer for the fiscal year ended December 31, 2024, as described in Section 3.2.1 of the Company's 2024 Universal Registration Document.

FOURTEENTH RESOLUTION

Approval of the components of compensation paid or granted in respect of the fiscal year ended December 31, 2024 to Ms. Félicie Burelle, Managing Director

The General Meeting, voting in accordance with the quorum and majority requirements for Ordinary General Meetings, after having reviewed the report of the Board of Directors on corporate governance, approves, in accordance with the provisions of Article L. 22-10-34 II of the *French Commercial Code*, the components of fixed, variable and exceptional compensation comprising the total compensation and benefits of any kind paid or awarded to Ms. Félicie Burelle in her capacity as Managing Director for the fiscal year ended December 31, 2024, as described in section 3.2.1 of the Company's 2024 Universal Registration Document.

EXPLANATORY STATEMENT

15TH RESOLUTION: COMPENSATION ALLOCATED TO MEMBERS OF THE BOARD OF DIRECTORS AND CENSORS

The 15th resolution proposes to the General Meeting to increase the amount of compensation allocated to the members of the Board of Directors and to the Censors to €1,000,000 from fiscal year 2025.

FIFTEENTH RESOLUTION

Setting the amount of compensation allocated to members of the Board of Directors and Censors

The General Meeting, voting in accordance with the quorum and majority requirements for Ordinary General Meetings, resolves to increase the total annual amount of compensation to be allocated to the Board of Directors and the Censors from €900,000 to €1,000,000.

This decision, applicable to the current fiscal year, will be maintained until a new decision is taken.

8.2.2 Extraordinary resolutions

EXPLANATORY STATEMENT

16TH RESOLUTION: AUTHORIZATION TO BE GIVEN TO THE BOARD OF DIRECTORS TO CANCEL THE SHARES REPURCHASED BY THE COMPANY

The authorization granted to the Board of Directors by the General Meeting of April 26, 2023 to cancel shares acquired by the Company under Article L. 22-10-62 of the *French Commercial Code* having been used, it is then proposed to the General Meeting to grant the Board a new authorization allowing it to cancel shares, within the legal limits, *i.e.* 10% of the capital existing on the date of cancellation for periods of twenty-four months. This authorization would be granted for a period of twenty-six months from the date of this Meeting and would cancel, as of this date, any unused portion of any previous authorization.

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SIXTEENTH RESOLUTION

Authorization to be given to the Board of Directors to cancel the shares repurchased by the Company pursuant to the provisions of Article L. 22-10-62 of the *French Commercial Code*, duration of the authorization, ceiling

The General Meeting, voting in accordance with the quorum and majority requirements for Extraordinary Meetings of Shareholders, after having read the report of the Board of Directors and the Statutory Auditors' special report:

1. authorizes the Board of Directors, at its sole discretion and with the option of subdelegation under the conditions set by law, to cancel, on one or more occasions and up to a limit of 10% of the capital calculated as at the date of the cancellation decision, less any shares canceled during the previous 24 months, any shares that the Company holds or may hold as a result of share buybacks carried out under Article L. 22-10-62 of the *French Commercial Code*, and to reduce the share capital accordingly, in accordance with the legal and regulatory provisions in force;

2. sets the period of validity of this authorization at twenty-six months from the date of this General Meeting, which cancels and replaces any previous authorization with the same purpose;

3. authorizes the Board of Directors, with the option of subdelegation under the conditions set by law, to carry out the transactions necessary for such cancellations and the corresponding reductions in the share capital, to amend the Company's bylaws accordingly and to carry out all formalities required.

EXPLANATORY STATEMENT

17TH RESOLUTION: DELEGATION OF AUTHORITY TO THE BOARD OF DIRECTORS TO ISSUE ORDINARY SHARES AND/OR EQUITY SECURITIES GIVING ACCESS TO OTHER EQUITY SECURITIES, OR GRANTING ENTITLEMENT TO THE ALLOCATION OF DEBT SECURITIES AND/OR INVESTMENT SECURITIES GIVING ACCESS TO EQUITY SECURITIES TO BE ISSUED BY THE COMPANY, WITH PREFERENTIAL SUBSCRIPTION RIGHTS

The renewal of the authorization in the 17th resolution would grant the Board of Directors its authority to increase the share capital by issuing ordinary shares or securities giving access to the share capital with preferential subscription rights. This delegation of authority granted to the Board of Directors gives it the necessary flexibility to proceed, if necessary, with the issues best suited to market possibilities.

This delegation of authority relates to issues with preferential subscription rights, of ordinary shares and/or equity securities giving access to other equity securities or giving entitlement to the allocation of debt securities and/or securities giving access to equity securities to be issued by the Company issued for consideration or free of charge, governed by Articles L. 228-91 et seq. of the *French Commercial Code*.

This authorization would be granted for a period of twenty-six months as of this General Meeting and, consequently would cancel, from that same date, all previous delegations of authority with the same purpose.

In the event of an issue of securities giving future access to new shares, the decision of the General Meeting would entail a waiver by the shareholders of the subscription of shares likely to be obtained from the securities initially issued.

This authorization would be renewed for a maximum nominal amount of six million euros (*i.e.* based on the current par value of the Company's shares of €0.06, 100 million shares), for capital increases carried out immediately or in the future under this authorization, it being specified that the nominal amount of capital increases carried out under the 18th to 22nd resolutions would be deducted from this amount.

To this ceiling would be added, where applicable, the nominal amount of any additional shares to be issued in the event of new financial transactions, in order to preserve, in accordance with the law and any contractual provisions providing for other cases of adjustment, the rights of holders of stock options and/or securities giving access to the capital.

The present delegation of authority would also cover the authorization to issue, under the conditions specified above, securities giving access to debt securities for a maximum nominal amount of two billion euros, it being specified that the nominal amount of debt securities issued under the 18th to 22rd resolutions would be deducted from this amount.

On this basis, the Board of Directors would be authorized to carry out these issues, on one or more occasions, in the best interests of the Company and its shareholders, and could, in accordance with the law, institute a reducible subscription right in favor of shareholders.

The Board of Directors would be authorized to issue warrants for Company shares by subscription offer, but also by free allocation to the owners of existing shares.

Lastly, the Board of Directors would be empowered to deduct all costs incurred in connection with the issue of shares carried out under this resolution from the corresponding share premium account, and to deduct from this account the sums necessary to fund the legal reserve.

SEVENTEENTH RESOLUTION

Delegation of authority to be given to the Board of Directors to decide to issue, with preferential subscription rights, ordinary shares and/or equity securities giving access to other equity securities or granting entitlement to the allocation of debt securities and/or securities giving access to equity securities to be issued by the Company, duration of the delegation, maximum nominal amount of the capital increase, option to limit to the amount of the subscriptions, to distribute or offer unsubscribed securities to the public

The General Meeting, ruling under the quorum and majority conditions required for Extraordinary General Meetings, having reviewed the Board of Directors' report and the Statutory Auditors' special report and in accordance with the provisions of the *French Commercial Code* and, in particular, to Articles L. 225-129-2, L. 22-10-49, L. 228-91, L. 228-92 and L. 225-132 et seq.:

1. delegates to the Board of Directors, with the option to subdelegate under the conditions set by law, its authority to issue, on one or more occasions, in the proportions and at the times it sees fit, shares or share equivalents denominated in euros, foreign currencies or any other unit of account calculated by reference to a basket of currencies, with preferential subscription rights for existing shareholders, the issue of ordinary shares and/or equity securities giving access to other equity securities (including through the free allocation of warrants) or giving entitlement to the allocation of debt securities, and/or securities giving access to equity securities to be issued by the Company, the subscription of which may be effected by offsetting liquid and due debts:

2. sets the following limits on the amounts of the issues authorized in the event of use by the Board of Directors of this delegation of authority:

- the total amount of capital increases that may be carried out, immediately or in the future, under this delegation is limited to a nominal amount of six million euros (*i.e.* based on the current nominal value of the Company's shares of €0.06, 100 million shares) or at the equivalent value of this amount on the date of the decision to issue in another currency or in a unit of account set by reference to several currencies, it being specified that this amount will be deducted from the nominal amount of the capital increases carried out pursuant to the 18th to 22nd resolutions, subject to their adoption by the General Meeting,
- to this ceiling will be added, where applicable, the nominal amount of any additional shares to be issued in the event of new financial transactions, in order to preserve, in accordance with the law and any contractual provisions providing for other cases of adjustment, the rights of holders of stock options and/or securities giving access to the capital,
- the total amount of debt securities on the Company that may result from this delegation will be limited to a nominal amount of two billion euros or the equivalent value of this amount on the date to issue the equivalent value in foreign currencies, it being specified that this amount will be deducted from the nominal amount of debt securities issued pursuant to the 18th to 22nd resolutions of this Meeting, subject to their adoption by the Meeting;

3. sets the period of validity of this delegation at twenty-six months from the date of this Meeting and duly notes that this delegation cancels any previous delegation having the same purpose as of this date;

4. if the Board of Directors uses this delegation:

- resolves that shareholders may exercise their preferential subscription rights under the conditions pursuant to the law; in addition, the Board of Directors may institute for the benefit of shareholders a subscription right on a reducible basis which will be exercised in proportion to the subscription rights they have within the limit of their requests,
- resolves that, if the subscriptions on an irreducible basis and, where applicable, on a reducible basis, have not absorbed the entire issue of shares or securities as defined above, the Board of Directors may use, in the order it sees fit, any or all of the options offered by Article L. 225-134 of the *French Commercial Code*,
- notes, as necessary, that this aforementioned delegation automatically entails, in favor of the holders of securities giving future access to the Company's shares that may be issued pursuant to this resolution, the waiver by the shareholders of their preferential subscription rights to the shares to which these securities give entitlement;

5. resolves that the amount due or due to the Company for each of the shares issued under this delegation shall be at least equal to the par value of the share on the date of issue of said shares;

6. resolves that the Board of Directors shall have full powers, with the option of subdelegation under the conditions set by law, to implement this delegation and, in particular, to set the conditions for the issue, subscription and payment terms, to record the completion of the resulting capital increases and to amend the bylaws accordingly, and to:

- with regard to the preferential subscription rights attached to treasury shares, decide to disregard these shares for the purpose of determining the preferential subscription rights attached to the other shares, allocate the preferential subscription rights attached to the treasury shares among the shareholders, *pro rata* to the rights of each, or sell them on the stock market,
- set, where applicable, the terms and conditions for exercising the rights attached to shares or securities giving access to the share capital or to debt securities to be issued, determining the terms and conditions for exercising rights, where applicable, in particular, conversion, exchange, redemption, including by delivery of Company assets such as securities already issued by the Company,
- decide, in the event of the issue of debt securities, including securities giving entitlement to the allocation of debt securities referred to in Article L. 228-91 of the *French Commercial Code*, whether or not they are subordinated and, where applicable, their subordination ranking in accordance with the provisions of Article L. 228-97 of the *French Commercial Code*, set their interest rate, in particular fixed or variable rate or zero coupon or indexed interest, their term, either fixed or perpetual, and the other terms of issue, set the conditions under which these securities will give access to the Company's share capital,
- at its sole initiative, deduct the costs incurred by the capital increase from the corresponding share premium account, and to deduct from this account the sums necessary to fund the legal reserve to one-tenth of the new capital after each capital increase,
- set and make any adjustments to take into account the impact of transactions on the Company's capital, in particular in the event of a change in the par value of the share, a capital increase by incorporation of reserves, allocations of free shares, stock splits or reverse splits, distribution of reserves or any other assets, redemption of capital or any other transaction affecting shareholders' equity, and set the terms on which any rights of holders of securities giving access to the capital will be preserved, and amend the bylaws accordingly,
- and, in general, enter into any agreement, in particular to successfully complete the proposed issues, take all measures and decisions, carry out all formalities necessary for the issue, listing and financial servicing of the securities issued pursuant to this delegation and the exercise of the rights attached thereto or subsequent to the capital increases carried out.

EXPLANATORY STATEMENT

18TH RESOLUTION: DELEGATION OF AUTHORITY TO THE BOARD OF DIRECTORS TO INCREASE THE CAPITAL BY ISSUING ORDINARY SHARES AND/OR EQUITY SECURITIES GIVING ACCESS TO OTHER EQUITY SECURITIES OR ENTITLING THE ALLOCATION OF DEBT SECURITIES AND/OR SECURITIES GIVING ACCESS TO EQUITY SECURITIES TO BE ISSUED BY THE COMPANY, WITHOUT PREFERENTIAL SUBSCRIPTION RIGHTS

The renewal of the authorization provided for in the 18th resolution would give the Board of Directors the power to issue, without preferential subscription rights, on one or more occasions, ordinary shares and/or equity securities giving access to other equity securities or giving entitlement to the allocation of debt securities and/or securities giving access to equity securities to be issued by the Company, by public offer excluding the offers referred to in 1° of Article L. 411-2 of the *French Monetary and Financial Code*, up to a maximum nominal amount of six million euros, (*i.e.* on the basis of the current par value of the Company's shares of €0.06, 100 million shares), it being specified that this amount would be deducted from the nominal amount of the capital increases carried out under the 17th and 19th to 22nd resolutions.

To this ceiling would be added, where applicable, the nominal amount of any additional shares to be issued in the event of new financial transactions, in order to preserve, in accordance with the law and any contractual provisions providing for other cases of adjustment, the rights of holders of stock options and/or securities giving access to the capital.

This resolution would also allow the Board of Directors to issue, under the conditions specified above, securities giving access to debt securities for a maximum nominal amount of two billion euros, it being specified that this amount would be deducted from the nominal amount of the debt securities issued under the 17th and 19th to 22nd resolutions and under the same terms and conditions as those provided for in the 19th resolution.

The Board of Directors would have the power to freely set the issue price of the securities and, where applicable, the terms of remuneration of the debt securities, in the best interests of the Company and the shareholders, taking into account all the parameters involved.

The Board of Directors could deduct the costs incurred by the capital increases from the related premiums and make the necessary deductions from these premiums to fund the legal reserve.

Pursuant to Article L. 22-10-51 of the *French Commercial Code*, the Board of Directors may grant shareholders a priority subscription right not creating a negotiable right for all or part of an issue carried out and in proportion to the number of shares held by each shareholder, for a period and on terms and conditions to be determined by the Board in accordance with applicable laws and regulations.

The decision of the Meeting would automatically entail a waiver by the shareholders of the subscription of shares that may be obtained from the securities giving access to the share capital.

If an issue of securities is intended be contributed as part of a public exchange offer, the Board of Directors would have, within the limits set above, the powers necessary to draw up the list of securities to exchange, set the issue conditions, the exchange ratio and, where applicable, the amount of the cash balance to be paid, and determine the issue terms and conditions.

This authorization would be granted for a period of twenty-six months as of this General Meeting and, consequently would cancel, from that same date, all previous delegations of authority with the same purpose.

EIGHTEENTH RESOLUTION

Delegation of authority to be given to the Board of Directors to decide to issue, without preferential subscription rights, ordinary shares and/or equity securities giving access to other equity securities or granting entitlement to the allocation of debt securities and/or securities giving access to equity securities to be issued by the Company, by public offering, excluding the offers referred to in 1° of Article L. 411-2 of the *French Monetary and Financial Code* duration of the delegation, maximum nominal amount of the capital increase, issue price, option to limit to the amount of subscriptions

The General Meeting, ruling under the quorum and majority conditions required for Extraordinary General Meetings, having reviewed the Board of Directors' report and the Statutory Auditors' special report and in accordance with the provisions of the *French Commercial Code* and in particular its Articles L. 225-129-2, L. 22-10-49, L. 22-10-52, L. 22-10-54 and L. 228-92:

1. delegates to the Board of Directors, with the option of subdelegation under the conditions set by law, its authority to the issue, on one or more occasions, in the proportions and at the times it deems appropriate, either in euros or in foreign currencies or in any other unit of account established by reference to a basket of currencies, without preferential subscription rights, and by public offering excluding the offers referred to in 1° of Article L. 411-2 of the *French Monetary and Financial Code*, ordinary Company shares and/or equity securities giving access to other equity securities or giving entitlement to the allocation of debt securities, and/or securities giving access to equity securities to be issued by the Company, the subscription of which may be made by offsetting against liquid and payable receivables; the public offers decided under this resolution may be combined under the same issue or several issues carried out simultaneously, with the offers referred to in 1° of Article L. 411-2 of the French Monetary and Financial Code, decided pursuant to the 19th resolution submitted to this General Meeting;

2. sets the limits for the amounts of the issues authorized if the Board of Directors uses this delegation of authority:

- the total amount of capital increases that may be carried out, immediately or in the future, under this delegation is limited to a nominal amount of six million euros (*i.e.* based on the current nominal value of the Company's shares of €0.06, 100 million shares) or at the equivalent value of this amount on the date of the decision to issue in another currency or in a unit of account set by reference to several currencies, it being specified that this amount will be deducted from the nominal amount of the capital increases carried out pursuant to the 17th and 19th to 22nd resolutions subject to their adoption by the General Meeting,
- to this ceiling will be added, where applicable, the nominal amount of any additional shares to be issued in the event of new financial transactions, in order to preserve, in accordance with the law and any contractual provisions providing for other cases of adjustment, the rights of holders of stock options and/or securities giving access to the capital,
- the total amount of debt securities of the Company that may result from this delegation will be limited to a nominal amount of two billion euros or its equivalent value in foreign currencies on the date of the decision to issue, it being specified that this amount will be deducted from the nominal amount of the debt securities issued pursuant to the 17th and 19th to 22nd resolutions of this Meeting, subject to their adoption by the Meeting;

3. sets the period of validity of this delegation at twenty-six months from the date of this Meeting and duly notes that this delegation cancels any previous delegation having the same purpose as of this date;

4. resolves to cancel shareholders' preferential subscription rights to the securities covered by this resolution, while leaving the Board of Directors, pursuant to Article L. 22-10-51 of the *French Commercial Code,* the right to grant shareholders, for a period and on terms and conditions to be determined by the Board in accordance with the applicable laws and regulations, and for all or part of an issue, a priority subscription period which does not create negotiable rights and which must be exercised in proportion to the number of shares held by each shareholder and may be supplemented by a reducible subscription;

5. resolves that, if the subscriptions on an irreducible basis and, where applicable, on a reducible basis, have not absorbed the entire issue of shares or securities as defined above and if the Board of Directors has decided to do so, the Board of Directors may limit the amount of the transaction to the amount of subscriptions received;

6. notes, to the extent necessary, that this delegation automatically entails, in favor of the holders of securities giving future access to the Company's shares that may be issued under this delegation, the waiver by the shareholders of their preferential subscription rights to the shares to which these securities give entitlement;

7. resolves, in accordance with Article L. 22-10-52 of the *French Commercial Code*, to delegate to the Board of Directors all powers to freely set the issue price of the equity securities that may be issued under this delegation of authority;

8. resolves that the Board of Directors shall have full powers, with the option of subdelegation under the conditions set by law, to implement this delegation of authority and, in particular, to set the conditions for the issue, subscription and payment terms, to record the completion of the resulting capital increases and to amend the bylaws accordingly, and to:

- set, where applicable, the terms and conditions for exercising the rights attached to shares or securities giving access to the share capital or to debt securities to be issued, determining the terms and conditions for exercising rights, where applicable, in particular, conversion, exchange or redemption, including by delivery of Company assets such as securities already issued by the Company,
- decide, in the event of the issue of debt securities, including securities giving entitlement to the allocation of debt securities referred to in Article L. 228-91 of the *French Commercial Code*, whether they should be subordinated or not and, if so, their subordination ranking in accordance with the provisions of Article L. 228-97 228-97 of the *French Commercial Code*, set their interest rate, in particular fixed or variable interest rates or zero coupon or indexed interest rates, their term, either fixed or perpetual, and the other terms of issue, set the conditions under which these securities will give access to the Company's share capital, or that of companies in which it directly or indirectly owns more than half of the capital,
- at its sole initiative, deduct the costs incurred by the capital increase from the corresponding share premium account, and to deduct from this account the sums necessary to fund the legal reserve to one-tenth of the new capital after each capital increase,
- set and make any adjustments to take into account the impact of transactions on the Company's capital, in particular in the event of a change in the par value of the share, a capital increase by incorporation of reserves, allocations of free shares, stock splits or reverse splits, distribution of reserves or any other assets, redemption of capital or any other transaction affecting shareholders' equity, and set the terms on which any rights of holders of securities giving access to the capital will be preserved, and amend the bylaws accordingly,
- and, in general, enter into any agreement, in particular to successfully complete the proposed issues, take all measures and decisions, carry out all formalities necessary for the issue, listing and financial servicing of the securities issued pursuant to this delegation and the exercise of the rights attached thereto or subsequent to the capital increases carried out.

EXPLANATORY STATEMENT

19TH RESOLUTION: DELEGATION OF AUTHORITY TO THE BOARD OF DIRECTORS TO ISSUE ORDINARY SHARES AND/OR EQUITY SECURITIES GIVING ACCESS TO OTHER EQUITY SECURITIES, OR GRANTING ENTITLEMENT TO THE ALLOCATION OF DEBT SECURITIES AND/OR INVESTMENT SECURITIES GIVING ACCESS TO EQUITY SECURITIES TO BE ISSUED BY THE COMPANY, WITHOUT PREFERENTIAL SUBSCRIPTION RIGHTS BY WAY OF AN OFFER REFERRED TO IN 1° OF ARTICLE L. 411-2 OF THE *FRENCH MONETARY AND FINANCIAL CODE*

The renewal of the authorization referred to in the 19th resolution would give the Board of Directors the power to issue, without preferential subscription rights, in one or more installments, ordinary shares and/or equity securities granting access to other equity securities or securities giving entitlement to the allocation of debt securities and/or securities giving access to equity securities to be issued by the Company, through an offer referred to in 1° of Article L. 411-2 of the *French Monetary and Financial Code*, up to a maximum nominal amount of two million euros (*i.e.* based on the current nominal value of the Company's shares of €0.06, 33,333,333 shares) it being specified that this amount would be deducted from the nominal amount of the capital increases carried out pursuant to the 17th, 18th and 20th to 22nd resolutions.

To this ceiling would be added, where applicable, the nominal amount of any additional shares to be issued in the event of new financial transactions, in order to preserve, in accordance with the law and any contractual provisions providing for other cases of adjustment, the rights of holders of stock options and/or securities giving access to the capital.

This resolution would also allow the Board of Directors to issue, under the conditions specified above, securities giving access to debt securities for a maximum nominal amount of seven hundred and fifty million euros, it being specified that of this amount would be deducted from the nominal amount of the debt securities issued under the 17th, 18th and 20th to 22nd resolutions and according to the same methods as those provided for in the 18th resolution.

The Board of Directors would have the authority to freely set the issue price of the securities and, where applicable, the terms and conditions of remuneration of the debt securities, in the best interests of the Company and the shareholders taking into account all the parameters involved.

The Board of Directors could deduct the costs incurred by the capital increases from the related premiums and make the necessary deductions from these premiums to fund the legal reserve.

The decision of the Meeting would automatically entail a waiver by the shareholders of the subscription of shares that may be obtained from the securities giving access to the share capital.

This authorization would be granted for a period of twenty-six months as of this General Meeting and, consequently would cancel, from that same date, all previous delegations of authority with the same purpose.

NINETEENTH RESOLUTION

Delegation of authority to be given to the Board of Directors to decide to issue, without preferential subscription rights, ordinary shares and/or equity securities giving access to other equity securities, or granting entitlement to the allocation of debt securities and/or securities giving access to equity securities to be issued by the Company, by an offer referred to in 1° of Article L. 411-2 of the *French Monetary and Financial Code*, duration of the delegation, maximum nominal amount of the capital increase, issue price, option to limit to the amount of subscriptions

The General Meeting, ruling under the quorum and majority conditions required for Extraordinary Shareholders' Meetings, having reviewed the Board of Directors' report and the Statutory Auditors' special report and in accordance with the provisions of the *French Commercial Code* and in particular its Articles L. 225-129-2, L. 22-10-52 and L. 228-92:

1. delegates to the Board of Directors, with the option of subdelegation under the conditions set by law, its authority to issue, on one or more occasions, in the proportions and at the times that it deems appropriate, either in euros or in foreign currencies or in any other unit of account established by reference to a basket of currencies, without preferential subscription rights, and by a public offering referred to in 1° of Article L. 411-2 of the *French Monetary and Financial Code*, ordinary shares and/or equity securities giving access to other equity securities or giving entitlement to the allocation of debt securities, and/or securities giving access to equity securities to be issued by the Company, the subscription for which may be effected by offsetting against liquid and payable receivables. The offers referred to in 1° of Article L. 411-2 of the *French Monetary and Financial Code* decided under this resolution may be combined, in the context of one issue or several issues carried out simultaneously, with public offers decided pursuant to the 18th resolution submitted to this Shareholders' Meeting;

2. sets the limits for the amounts of the issues authorized if the Board of Directors uses this delegation of authority:

- the total nominal amount of capital increases that may be carried out under this delegation is limited to a nominal amount of two million euros (*i.e.* based on the current nominal value of the Company's shares, €0.06 euros, 33,333,333 shares), or at the equivalent value of this amount on the date of the decision to issue in another currency or in a unit of account set by reference to several currencies, it being specified that this amount will be deducted from the nominal amount of the capital increases carried out pursuant to the 17th, 18th and 20th to 22nd resolutions, subject to their adoption by the General Meeting,
- to this ceiling will be added, where applicable, the nominal amount of any additional shares to be issued in the event of new financial transactions, in order to preserve, in accordance with the law and any contractual provisions providing for other cases of adjustment, the rights of holders of stock options and/or securities giving access to the capital,
- the total amount of the debt securities of the Company that may result from this resolution may not exceed the ceiling of seven hundred and fifty million euros or its equivalent in foreign currencies at the date of the decision to issue, it being specified that this amount will be deducted from the nominal amount of the debt securities that will be issued pursuant to the 17th, 18th and 20th to 22nd resolutions of this Meeting, subject to their adoption by the Meeting;

In addition, in accordance with the provisions of Article L. 225-136 2° of the *French Commercial Code*, the issue of equity securities will be limited, in any event, to 30% of the share capital over a period of 12 months, assessed on the issue date;

3. sets the period of validity of this delegation at twenty-six months from the date of this Meeting and duly notes that this delegation cancels any previous delegation having the same purpose as of this date;

4. resolves to cancel shareholders' preferential subscription rights to the securities issued under this resolution;

5. notes, to the extent necessary, that this delegation automatically entails, in favor of the holders of securities giving future access to the Company's shares, the waiver by the shareholders of their preferential subscription rights to the shares to which these securities give entitlement;

6. resolves, in accordance with Article L. 22-10-52 of the *French Commercial Code*, to delegate to the Board of Directors all powers to set the issue price of the equity securities that may be issued under this delegation of authority;

7. resolves that, if subscriptions have not absorbed the entire issue of securities, the Board of Directors may limit the amount of the transaction to the amount of subscriptions received;

8. resolves that the Board of Directors shall have full powers, with the option of subdelegation under the conditions set by law, to implement this delegation of authority and, in particular, to set the conditions for the issue, subscription and payment terms, to record the completion of the resulting capital increases and to amend the bylaws accordingly, and to:

- set, where applicable, the terms and conditions for exercising the rights attached to shares or securities giving access to the share capital or to debt securities to be issued, determining the terms and conditions for exercising rights, where applicable, in particular, conversion, exchange, redemption, including by delivery of Company assets such as securities already issued by the Company,
- decide, in the event of the issue of debt securities, including securities giving entitlement to the allocation of debt securities referred to in Article L. 228-91 of the *French Commercial Code*, whether or not they are subordinated and, where applicable, their subordination ranking in accordance with the provisions of Article L. 228-97 of the *French Commercial Code*, set their interest rate, in particular fixed or variable rate or zero coupon or indexed interest, their term, either fixed or perpetual, and the other terms of issue, set the conditions under which these securities will give access to the Company's share capital,
- at its sole initiative, deduct the costs incurred by the capital increase from the corresponding share premium account, and to deduct from this account the sums necessary to fund the legal reserve to one-tenth of the new capital after each capital increase,
- set and make any adjustments to take into account the impact of transactions on the Company's capital, in particular in the event of a change in the par value of the share, a capital increase by incorporation of reserves, allocations of free shares, stock splits or reverse splits, distribution of reserves or any other assets, redemption of capital or any other transaction affecting shareholders' equity, and set the terms on which any rights of holders of securities giving access to the capital will be preserved, and amend the bylaws accordingly,
- and, in general, enter into any agreement, in particular to successfully complete the proposed issues, take all measures and decisions, carry out all formalities necessary for the issue, listing and financial servicing of the securities issued pursuant to this delegation and the exercise of the rights attached thereto or subsequent to the capital increases carried out.

EXPLANATORY STATEMENT

20TH RESOLUTION: DELEGATION OF AUTHORITY TO BE GIVEN TO THE BOARD OF DIRECTORS TO INCREASE THE SHARE CAPITAL, WITH OR WITHOUT PREFERENTIAL SUBSCRIPTION RIGHTS, CARRIED OUT PURSUANT TO THE 17TH TO 19TH RESOLUTIONS, UP TO A LIMIT OF 15% OF THE INITIAL ISSUE

As permitted by law, the 20th resolution would allow the Board of Directors to decide, as part of capital increases with or without preferential subscription rights decided under the terms of the 17th, 18th and 19th resolutions, to increase the number of securities to be issued at the same price as that used for the initial issue, within the deadlines and limits pursuant to the applicable regulations.

This option would enable the Board of Directors to increase the number of shares to be issued by a maximum of 15% within thirty days of the close of the subscription period, at the same price and within the same nominal limits as set out in the 17th, 18th and 19th resolutions.

This new authorization for a period of twenty-six months from this General Meeting would cancel, from that same date, all previous delegations of authority with the same purpose.

TWENTIETH RESOLUTION

Delegation of authority to be given to the Board of Directors to increase the number of securities to be issued when a securities issue with or without preferential subscription rights is carried out pursuant to the 17th to 19th resolutions up to a maximum of 15% of the initial issue

The General Meeting, ruling under the quorum and majority conditions required for Extraordinary Shareholders' Meetings, having reviewed the Board of Directors' report and the Statutory Auditors' report and in accordance with the provisions of Article L. 225-135-1 of the *French Commercial Code*:

1. resolves that the Board of Directors, with the option of subdelegation under the conditions set by law, may increase the number of securities to be issued in issues decided pursuant to the 17th, 18th and 19th resolutions by a maximum of 15%, at the same price as that used for the initial issue under the conditions pursuant to Articles L. 225-135-1 and R. 225-118 of the *French Commercial Code* and within the deadlines and limits provided for by the regulations applicable on the date of the initial issue (to date, within thirty days of the closing of the subscription) and subject to the ceilings provided for in the resolution pursuant to which the issue is decided;

2. sets the period of validity of this delegation at twenty-six months from the date of this Meeting and duly notes that this delegation cancels any previous delegation having the same purpose as of this date.

EXPLANATORY STATEMENT

21ST RESOLUTION: DELEGATION OF AUTHORITY GRANTED TO THE BOARD OF DIRECTORS TO INCREASE THE SHARE CAPITAL TO REMUNERATE CONTRIBUTIONS IN KIND OF EQUITY SECURITIES OR SECURITIES GIVING ACCESS TO THE CAPITAL OF OTHER COMPANIES GRANTED TO THE COMPANY

The General Meeting is asked to delegate authority to the Board of Directors to increase the Company's capital in order to remunerate contributions in kind made to the Company in the form of equity securities or securities giving access to the capital of other companies, outside of a public exchange offer, in order to carry out any external growth transactions.

The Board will approve the report of the Contribution Auditor(s) relating in particular to the value of the contributions, if necessary.

The amount of the capital increase(s) that may be carried out in this respect would be limited to a maximum nominal amount of two million euros and would be deducted from the overall cap on capital increases.

This resolution would also allow the Board of Directors to issue, under the conditions specified above, securities giving access to debt securities for a maximum nominal amount of seven hundred and fifty million euros, it being specified that of this amount the nominal amount of the debt securities issued under the 17th to 20th and 22nd resolutions would be deducted.

The Board of Directors would have the authority, under the conditions set by law, to set the issue price of the securities and, where applicable, the terms and conditions of remuneration of the debt securities, in the best interests of the Company and the shareholders taking into account all the parameters involved.

If the subscriptions, including, where applicable, those of shareholders, have not absorbed the entire issue, the Board of Directors would be authorized, in the order it shall determine, (i) to limit the amount from the issue to the amount of subscriptions, it being specified that in the event of an issue of ordinary shares or securities whose primary security is a share, the amount of subscriptions should reach at least three quarters of the issue decided, (ii) freely distribute all or part of the unsubscribed shares.

The Board of Directors could deduct the costs incurred by the capital increases from the related premiums and make the necessary deductions from these premiums to fund the legal reserve.

The decision of the Meeting would automatically entail a waiver by the shareholders of the subscription of shares that may be obtained from the securities giving access to the share capital.

This authorization would be granted for a period of twenty-six months as of this General Meeting and, consequently would cancel, from that same date, all previous delegations of authority with the same purpose.

TWENTY-FIRST RESOLUTION

Delegation of authority to be given to the Board of Directors to decide to issue, without preferential subscription rights, ordinary shares and/or equity securities giving access to other equity securities of the Company or granting entitlement to the allocation of debt securities and/or securities giving access to equity securities to be issued by the Company, in consideration for contributions in kind consisting of equity securities or securities giving access to the capital, duration of the delegation, maximum nominal amount of the capital increase

The General Meeting, ruling under the quorum and majority conditions required for Extraordinary General Meetings, having reviewed the Board of Directors' report and the Statutory Auditors' special report and in accordance with the provisions of the *French Commercial Code* and, in particular, to Articles L. 225-129-2, L. 225-147, L. 225-147-1, L. 22-10-53 and L. 228-92:

1. delegates to the Board of Directors, with the option of subdelegation under the conditions set by law, its authority to issue, on one or more occasions, in the proportions and at the times it deems appropriate, *i.e.* in euros, either in foreign currencies or in any other unit of account established by reference to a set of currencies, without preferential subscription rights, ordinary shares and/or equity securities giving access to other equity securities or securities giving entitlement to the allocation of debt securities, and/or securities giving access to equity securities to be issued by the Company as consideration for contributions in kind granted to the Company and consisting of equity securities or securities giving access to capital, when the provisions of Article L. 22-10-54 of the *French Commercial Code* are not applicable;

2. sets the limits for the amounts of the issues authorized if the Board of Directors uses this delegation of authority:

- the total nominal amount of capital increases that may be carried out under this delegation is limited to a nominal amount of two million euros (*i.e.* based on the current nominal value of the Company's shares, €0.06 euros, 33,333,333 shares), or at the equivalent value of this amount on the date of the decision to issue in another currency or in a unit of account set by reference to several currencies, it being specified that this amount will be deducted from the nominal amount of the capital increases carried out pursuant to the 17th to 20th and 22nd resolutions, subject to their adoption by the Meeting,
- to this ceiling will be added, where applicable, the nominal amount of any additional shares to be issued in the event of new financial transactions, in order to preserve, in accordance with the law and any contractual provisions providing for other cases of adjustment, the rights of holders of stock options and/or securities giving access to the capital,
- the total amount of the debt securities of the Company that may result from this resolution may not exceed the ceiling of seven hundred and fifty million euros or its equivalent in foreign currencies at the date of the decision to issue, it being specified that this amount will be deducted from the nominal amount of the debt securities that will be issued pursuant to the 17th to 20th and 22nd resolutions of this Meeting, subject to their adoption by the Meeting.
- In addition, in accordance with the provisions of Article L. 22-10-53 of the *French Commercial Code*, the issue of equity securities will be limited, in any event, to 20% of the share capital over a period of 12 months, assessed on the issue date;

3. sets the period of validity of this delegation at twenty-six months from the date of this Meeting and duly notes that this delegation cancels any previous delegation having the same purpose as of this date;

4. resolves to cancel shareholders' preferential subscription rights to the securities issued under this resolution;

5. notes, to the extent necessary, that this delegation automatically entails, in favor of the holders of securities giving future access to the Company's shares, the waiver by the shareholders of their preferential subscription rights to the shares to which these securities give entitlement;

6. resolves that the Board of Directors shall have full powers, with the option of subdelegation under the conditions set by law, to implement this delegation and, in particular, to set the conditions for the issue, subscription and payment terms, to record the completion of the resulting capital increases and to amend the bylaws accordingly, and to:

- approve the list of securities contributed, approve or reduce the valuation of the contributions, grant special benefits and set, where applicable, the amount of the cash balance to be paid and record the number of securities contributed,
- set, where applicable, the terms and conditions for exercising the rights attached to shares or securities giving access to the share capital or to debt securities to be issued, determining the terms and conditions for exercising rights, where applicable, in particular, conversion, exchange, redemption, including by delivery of Company assets such as securities already issued by the Company,
- decide, in the event of the issue of debt securities, including securities giving entitlement to the allocation of debt securities referred to in Article L. 228-91 of the *French Commercial Code*, whether or not they are subordinated and, where applicable, their subordination ranking in accordance with the provisions of Article L. 228-97 of the *French Commercial Code*, set their interest rate, in particular fixed or variable rate or zero coupon or indexed interest, their term, either fixed or perpetual, and the other terms of issue, set the conditions under which these securities will give access to the Company's share capital,

- at its sole initiative, deduct the costs incurred by the capital increase from the corresponding share premium account, and to deduct from this account the sums necessary to fund the legal reserve to one-tenth of the new capital after each capital increase,
- set and make any adjustments to take into account the impact of transactions on the Company's capital, in particular in the event of a change in the par value of the share, a capital increase by incorporation of reserves, allocations of free shares, stock splits or reverse splits, distribution of reserves or any other assets, redemption of capital or any other transaction affecting shareholders' equity, and set the terms on which any rights of holders of securities giving access to the capital will be preserved, and amend the bylaws accordingly,
- and, in general, enter into any agreement, in particular to successfully complete the proposed issues, take all measures and decisions, carry out all formalities necessary for the issue, listing and financial servicing of the securities issued pursuant to this delegation and the exercise of the rights attached thereto or subsequent to the capital increases carried out.

EXPLANATORY STATEMENT

22ND RESOLUTION: DELEGATION OF AUTHORITY TO BE GRANTED TO THE BOARD OF DIRECTORS TO INCREASE THE SHARE CAPITAL WITHOUT PREFERENTIAL SUBSCRIPTION RIGHTS, TO REMUNERATE CONTRIBUTIONS OF SECURITIES AS PART OF A PUBLIC EXCHANGE OFFER

The General Meeting is asked to delegate authority to the Board of Directors to increase the Company's share capital intended to remunerate the shares that would be contributed to the Company as part of a public exchange offer initiated by the Company and carried out in accordance with the provisions of Articles L. 225-129-2, L. 225-147, L. 22-10-54 and L. 228-92 of the French Commercial Code.

The maximum nominal amount of capital increases that may be carried out under this delegation of authority may not exceed a ceiling of €6 million or its equivalent value in foreign currency and will be deducted from the total amount of the capital increases.

The total nominal amount of the securities representing debt securities giving access to the share capital that may be issued under this delegation of authority may not exceed seven hundred and fifty million euros, it being specified that this amount would be deducted from the nominal amount of debt securities issued under the 17th to 21st resolutions.

The Board of Directors would have the authority to set the issue price of the securities and, where applicable, the terms of remuneration of the debt securities, in the best interests of the Company and the shareholders, taking into account all the parameters involved.

The Board of Directors could deduct the costs incurred by the capital increases from the related premiums and make the necessary deductions from these premiums to fund the legal reserve.

The decision of the Meeting would automatically entail a waiver by the shareholders of the subscription of shares that may be obtained from the securities giving access to the share capital.

This authorization would be granted for a period of twenty-six months as of this General Meeting and, consequently, would cancel, from that same date, all previous delegations of authority with the same purpose.

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TWENTY-SECOND RESOLUTION

Delegation of authority to be given to the Board of Directors to decide to issue, without preferential subscription rights, ordinary shares and/or equity securities giving access to other equity securities or granting entitlement to the allocation of debt securities and/or securities giving access to equity securities to be issued by the Company, as consideration for equity securities or securities giving access to the capital contributed as part of a public exchange offer initiated by the Company, duration of the delegation, maximum nominal amount of the capital increase

The General Meeting, ruling under the quorum and majority conditions required for Extraordinary Shareholders' Meetings, having reviewed the Board of Directors' report and the Statutory Auditors' report and in accordance with the provisions of the *French Commercial Code* and in particular its Articles L. 225-129-2, L. 225-147, L. 22-10-54 and L. 228-92:

1. delegates to the Board of Directors, with the option of sub-delegation under the conditions set by law, its authority to issue, on one or more occasions, in the proportions and at the times it deems appropriate, i.e. in euros, either in foreign currencies or in any other unit of account established by reference to a set of currencies, without preferential subscription rights, ordinary shares and/or equity securities giving access to other equity securities or securities giving entitlement to the allocation of debt securities, and/or securities giving access to equity securities to be issued by the Company as consideration for equity securities or securities giving access to capital contributed as part of a public exchange offer initiated by the Company, and decide as required, to cancel the preferential subscription right of shareholders to these ordinary shares and securities to be issued, for the benefit of holders of these securities;

2. sets the limits for the amounts of the issues authorized if the Board of Directors uses this delegation of authority:

- the total nominal amount of capital increases that may be carried out under this delegation is limited to a nominal amount of six million euros (*i.e.* based on the current nominal value of the Company's shares of €0.06 euros, 100 million shares), or at the equivalent value of this amount on the date of the decision to issue in another currency or in a unit of account set by reference to several currencies, it being specified that this amount will be deducted from the nominal amount of the capital increases carried out pursuant to the 17th to 21st resolutions, subject to their adoption by the Meeting,

- to this ceiling will be added, where applicable, the nominal amount of any additional shares to be issued in the event of new financial transactions, in order to preserve, in accordance with the law and any contractual provisions providing for other cases of adjustment, the rights of holders of stock options and/or securities giving access to the capital,
- the total amount of the debt securities of the Company that may result from this resolution may not exceed the ceiling of seven hundred and fifty million euros or its equivalent in foreign currencies at the date of the decision to issue, it being specified that this amount will be deducted from the nominal amount of the debt securities that will be issued pursuant to the 17th to 21st resolutions of this Meeting, subject to their adoption by the Meeting;

3. sets the period of validity of this delegation at twenty-six months from the date of this Meeting and duly notes that this delegation cancels any previous delegation having the same purpose as of this date;

4. resolves to cancel shareholders' preferential subscription rights to the securities issued under this resolution;

5. notes, to the extent necessary, that this delegation automatically entails, in favor of the holders of securities giving future access to the Company's shares, the waiver by the shareholders of their preferential subscription rights to the shares to which these securities give entitlement;

6. resolves that the Board of Directors shall have full powers, with the option of sub-delegation under the conditions set by law, to implement this delegation of authority and, in particular, to set the conditions for the issue, subscription and payment terms, to record the completion of the resulting capital increases and to amend the bylaws accordingly, and to:

- approve the list of securities tendered to the public exchange offer, set the exchange ratio, if applicable, the amount of the cash balance to be paid and record the number of securities contributed to the offer,
- set, where applicable, the terms and conditions for exercising the rights attached to shares or securities giving access to the share capital or to debt securities to be issued, determining the terms and conditions for exercising rights, where applicable, in particular, conversion, exchange, redemption, including by delivery of Company assets such as securities already issued by the Company,
- decide, in the event of the issue of debt securities, including securities giving entitlement to the allocation of debt securities referred to in Article L. 228-91 of the *French Commercial Code*, whether or not they are subordinated and, where applicable, their subordination ranking in accordance with the provisions of Article L. 228-97 of the *French Commercial Code*, set their interest rate, in particular fixed or variable rate or zero coupon or indexed interest, their term, either fixed or perpetual, and the other terms of issue, set the conditions under which these securities will give access to the Company's share capital,
- at its sole initiative, deduct the costs incurred by the capital increase from the corresponding share premium account, and to deduct from this account the sums necessary to fund the legal reserve to one-tenth of the new capital after each capital increase,
- set and make any adjustments to take into account the impact of transactions on the Company's capital, in particular in the event of a change in the par value of the share, a capital increase by incorporation of reserves, free share allocations, stock splits or reverse splits, distribution of reserves or any other assets, redemption of capital or any other transaction affecting shareholders' equity, and set the terms on which any rights of holders of securities giving access to the capital will be preserved, and amend the bylaws accordingly,

and, in general, enter into any agreement, in particular to successfully complete the proposed issues, take all measures and decisions, carry out all formalities necessary for the issue, listing and financial servicing of the securities issued pursuant to this delegation and the exercise of the rights attached thereto or subsequent to the capital increases carried out.

EXPLANATORY STATEMENT

23RD RESOLUTION: DELEGATION OF AUTHORITY GRANTED TO THE BOARD OF DIRECTORS TO CARRY OUT A CAPITAL INCREASE RESERVED FOR EMPLOYEES, WITHOUT PREFERENTIAL SUBSCRIPTION RIGHTS

It is proposed to the General Meeting, under the 23rd resolution, to delegate to the Board of Directors the power to decide on the capital increase for the benefit of the Group's employees who are members of the company savings plan.

In accordance with Article L. 3332-19 of the French Labor Code, the issue price may not be higher than the average of the last quoted prices for the twenty trading sessions preceding the date of the decision setting the opening date of the subscription. The issue price may not be more than 30% below this average, unless the shares are subject to a lock-up period of at least ten years, in which case the issue price may not be more than 40% below this average.

The General Meeting is therefore being asked to delegate authority to the Board of Directors to carry out this capital increase, up to a maximum par value of two hundred and fifty-nine thousand two hundred and thirty-nine euros and ninety cents.

This new delegation of authority, which is valid for twenty-six months from the date of this General Meeting, would therefore invalidate any previous delegation.

TWENTY-THIRD RESOLUTION

Delegation of authority to be given to the Board of Directors to increase the share capital by issuing ordinary shares and/or securities giving access to the share capital without preferential subscription rights, for the benefit of the members of a Company savings plan pursuant to Articles L. 3332-18 et seq. of the *French Labor Code*, duration of the delegation, maximum nominal amount of the capital increase, issue price, possibility of allocating free shares pursuant to Article L. 3332-21 of the *French Labor Code*

The General Meeting, ruling under the quorum and majority conditions required for Extraordinary General Meetings, having reviewed the Board of Directors' report and the Statutory Auditors' report, ruling pursuant to Articles L. 225-129-6 and L. 225-138-1 of the *French Commercial Code*, and Articles L. 3332-18 et seq. of the *French Labor Code*:

- authorizes the Board of Directors, if it deems it appropriate, at its sole discretion and with the option of subdelegation under the conditions set by law, to increase the share capital on one or more occasions by issuing ordinary shares or securities giving access to the Company's capital for the benefit of members of one or more company or group savings plans established by the Company and/or French or foreign companies related to it under the conditions of Article L. 225-180 of the *French Commercial Code* and Article L. 3344-1 of the *French Labor Code*;
- cancels in favor of these persons the preferential subscription rights to the shares that may be issued under this delegation;
- sets the period of validity of this delegation at twenty-six months from the date of this Meeting;
- the total nominal amount of capital increases that may be carried out under this delegation is limited to a nominal amount of two hundred and fifty-nine thousand two hundred and thirty-nine euros and ninety cents (*i.e.* based on the current nominal value of the Company's shares of €0.06, 4,320,665 shares), or the equivalent of this amount on the date of the decision to issue if issued in another currency or in a unit of account set by reference to several currencies, this amount being independent of any other ceiling provided for capital increase delegations. To this amount will be added, where applicable, the additional amount of ordinary shares to be issued in order to preserve, in accordance with the law and any applicable contractual provisions providing for other cases of adjustment, the rights of holders of securities giving entitlement to equity securities of the Company;
- resolves that the price of the shares to be issued under this authorization may not be more than 30% lower than the average opening price of the Company's shares over the twenty trading days preceding the Board of Directors' decision to carry out the capital increase and issue the corresponding shares, or 40% lower if the lock-up period provided for in the plan pursuant to Articles L. 3332-25 and L. 3332-26 of the *French Labor Code* is ten years or more, nor may it be higher than this average.
- resolves, in accordance with the provisions of Article L. 3332-21 of the *French Labor Code*, that the Board of Directors may grant to the beneficiaries defined in the first paragraph above, free of charge, shares to be issued or previously issued or other securities giving access to the Company's share capital to be issued or already issued, in respect of (i) the matching contribution that may be paid pursuant to the regulations of company or group savings plans, and/or (ii), where applicable, the discount;
- acknowledges that this authorization cancels any prior authorization with the same purpose.

The Board of Directors may decide whether or not to implement this authorization and, with the option to sub-delegate authority in accordance with the law, to take all necessary measures and carry out all formalities.

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EXPLANATORY STATEMENT

24TH, 25TH AND 26TH RESOLUTIONS: AMENDMENT OF ARTICLE 12 "DELIBERATIONS OF THE BOARD OF DIRECTORS" OF THE COMPANY'S BYLAWS WITH FRENCH LAW NO. 2024-537 OF JUNE 13, 2024 AIMED AT INCREASING THE FINANCING OF COMPANIES AND THE ATTRACTIVENESS OF FRANCE AND SIMPLIFYING THE FUNCTIONING OF CORPORATE BODIES BY PROMOTING THE USE OF PAPERLESS PROCEDURES, KNOWN AS THE "ATTRACTIVENESS LAW"

By the 24th to 26th resolutions, the General Meeting is asked harmonize Article 12 "Deliberation of the Board of Directors" of the Company's bylaws with recent provisions, in particular the Attractiveness Law no. 2024-537 of June 13, 2024.

The shareholders are asked to approve, separately:

- by voting on the 24th resolution, the amendment of the first paragraph of Article 12 of the bylaws, concerning the written consultation of the directors in order to provide for the terms and conditions;

Former wording:

…/…

Directors may be invited to Board meetings by any means, even verbally. Board meetings can be held wherever the convenor chooses. However, the Board may adopt decisions specified by current regulations by written consultation.

…/…

New wording:

…/…

Directors are invited to Board meetings by any means, including verbally. Board meetings may be held at any place chosen by the convener. However, the Chairman of the Board of Directors may ask the Board to adopt its decisions by written consultation, unless one of the members of the Board objects. In the event of written consultation, the text of the proposed decisions as well as any information necessary for its decision-making is made available to each director by any means of written communication (including email). Unless there is a shorter deadline indicated in an emergency consultation, the directors have five (5) calendar days from the date on which the consultation is sent to cast their votes by any means of written communication (including by email) to the address indicated. Directors who do not respond by the deadline set are deemed not to be present for the calculation of the quorum and majority. The rules of quorum and majority relating to decisions taken in physical meetings are applicable mutatis mutandis to decisions made by written consultation.

.../...

- by voting on the 25th resolution, amending the third paragraph of Article 12 of the bylaws, concerning the use of a means of telecommunication during meetings of the Board of Directors and removing the exception for the closing of the financial statements;

Former wording:

.../...

A director may be represented by another director at Board meetings. However, each director may have only one proxy for the same session. Directors can attend Board meetings by any videoconferencing or telecommunications means, in conditions compliant with regulations, unless the Commercial Code requires them to be physically in attendance or represented.

.../...

New wording:

.../...

A director may be represented by another director at a meeting of the Board of Directors. However, no director may hold more than one such proxy at any one meeting.

For the purposes of calculating the quorum and majority, directors are deemed to be present if they attend the meeting by a means of telecommunication that enables them to be identified and guarantees their effective participation, in accordance with the regulations in force.

.../...

- by voting on the 26th resolution, the addition of a paragraph, in order to provide the option for directors to vote by mail at meetings of the Board of Directors.

New paragraph:

.../...

A director may also vote by post using a form under the conditions provided for by the applicable regulatory provisions.

TWENTY-FOURTH RESOLUTION

Amendment of the first paragraph of Article 12 "Deliberation of the Board of Directors" of the Company's bylaws, concerning the written consultation of the directors

The General Meeting, voting in accordance with the quorum and majority requirements for Extraordinary General Meetings, after having read the Board of Directors' report and the Statutory Auditors' special report, resolve:

- to amend the first paragraph of Article 12 of the by-laws concerning the written consultation of directors, in particular to provide the terms and conditions thereof, in accordance with Article L. 225-37 as amended by French Law No. 2024-537 of June 13, 2024;
- to amend the first paragraph of Article 12 of the bylaws accordingly:

"Directors are invited to Board of Directors' meetings by any means, even verbally. Board meetings may be held at any place chosen by the convener. However, the Chairman of the Board of Directors may ask the Board to adopt its decisions by written consultation, unless one of the members of the Board objects. In the event of written consultation, the text of the proposed decisions as well as any information necessary for its decision-making is made available to each director by any means of written communication (including email). Unless there is a shorter deadline indicated in an emergency consultation, the directors have five (5) calendar days from the date on which the consultation is sent to cast their votes by any means of written communication (including by email) to the address indicated. Directors who do not respond by the deadline set are deemed not to be present for the calculation of the quorum and majority. The rules of quorum and majority relating to decisions made in physical meetings are applicable mutatis mutandis *to decisions taken by written consultation."*

The rest of the article remains unchanged.

TWENTY-FIFTH RESOLUTION

Amendment of the third paragraph of Article 12 "Deliberation of the Board of Directors" of the Company's Articles of Association, concerning the use of a means of telecommunication during Board meetings

The General Meeting, voting in accordance with the quorum and majority requirements for Extraordinary General Meetings, after having read the Board of Directors' report and the Statutory Auditors' special report, resolve:

- to amend the last sentence of the third paragraph of Article 12 of the by-laws concerning the use of a means of telecommunication during Board of Directors' meetings, to harmonize with the provisions of Article L. 22-10-3-1 of the *French Commercial Code*, created by French Law No. 2024-537 of June 13, 2024;
- to amend the last sentence of the third paragraph of Article 12 of the bylaws accordingly:

"Directors who take part in the meeting by a means of telecommunication that allows their identification and guarantees their effective participation, in accordance with the regulations in force, are deemed to be present for the calculation of the quorum and majority."

The rest of the article remains unchanged.

TWENTY-SIXTH RESOLUTION

Amendment of Article 12 "Deliberations of the Board of Directors" of the Company's bylaws, to allow directors to vote by mail

The General Meeting, voting in accordance with the quorum and majority requirements for Extraordinary General Meetings, after having read the Board of Directors' report and the Statutory Auditors' special report, resolve:

- to give directors the option to vote by mail in accordance with the provisions of Article L. 225-37 of the *French Commercial Code*, as amended by French Law No. 2024-537 of June 13, 2024;
- to add the following paragraph after the third paragraph of Article 12 of the bylaws:

"*A director may also vote by mail using a form under the conditions provided for by the applicable regulatory provisions.*"

The rest of the article remains unchanged.

EXPLANATORY STATEMENT

27TH RESOLUTION: POWERS FOR FORMALITIES

This resolution is intended to grant the necessary powers to carry out the formalities following the holding of the General Shareholders' Meeting.

TWENTY-SEVENTH RESOLUTION

Power for formalities

The General Meeting grants full powers to the bearer of an original, a copy or an extract of the minutes of the General Meeting to carry out any and all legal filings and formalities.

8.3 Statutory Auditors' report on the share capital reduction

COMBINED GENERAL MEETING OF 24 APRIL 2025

SIXTEENTH RESOLUTION

This is a free translation into English of the Statutory Auditors' report issued in French and is provided solely for the convenience of English speaking readers. This report should be read in conjunction with, and construed in accordance with, French law and professional auditing standards applicable in France.

To the General Meeting of Shareholders,

In our capacity as Statutory Auditors of OPmobility SE and in accordance with the provisions of Article L.22-10-62 of the French Commercial Code (*Code de commerce*), applicable in the event of a share capital reduction by cancellation of treasury shares, we hereby report to you on our assessment of the reasons for and conditions of the planned share capital reduction.

The Board of Directors is seeking, with the power to sub-delegate and for a 26-month period, the authority to cancel, for a up to a maximum of 10% of the share capital per period of 24 months, the treasury shares pursuant to an authorisation to buy back its own shares in accordance with the provisions of the aforementioned article.

We performed those procedures which we deemed necessary in compliance with professional guidance issued by the French Institute of Statutory Auditors (*Compagnie nationale des commissaires aux comptes*) relating to this type of engagement. These procedures consisted in verifying that the reasons for and the terms and conditions of the proposed share capital reduction, which is not considered to affect shareholder equality, comply with the applicable legal provisions.

We have no matters to report on the reasons for and the terms and conditions of the proposed share capital reduction.

Neuilly-sur-Seine and Paris-La Défense, 14 March 2025

The Statutory Auditors

PricewaterhouseCoopers	Audit ERNST & YOUNG et Autres
David Clairotte	May Kassis-Morin

8.4 Statutory Auditors' report on the issue of shares and/or various securities with and/or without cancellation of the preferential subscription rights.

COMBINED GENERAL MEETING OF APRIL 24TH, 2025

SEVENTEENTH, EIGHTEENTH, NINETEENTH, TWENTIETH, TWENTY-FIRST AND TWENTY-SECOND RESOLUTIONS.

This is a translation into English of a report issued in French and it is provided solely for the convenience of English-speaking users.

This report should be read in conjunction with, and construed in accordance with, French law and professional standards applicable in France.

To the Annual General Meeting of OPmobility SE,

In our capacity as statutory auditors of your Company and in compliance with Articles L. 228-92 and L. 225-135 and seq. of the French Commercial Code (*Code de commerce*), we hereby report on the proposed issue of shares and/or securities, an operation upon which you are called to vote.

Your Board of Directors proposes, on the basis of its report:

- that you delegate to it, with the option of sub-delegation, for a period of twenty-six months, the power to decide on the following operations and to set the final terms and conditions of these issues and proposes, where relevant, to cancel or maintain your preferential subscription rights:
  - issue – with preferential subscription rights (seventeenth resolution)– of ordinary shares and/or equity securities providing access to other equity securities or granting entitlement to the allocation of debt securities, and/or securities giving access to equity to be issued by the Company;
  - issue – with cancellation of preferential subscription rights - by way of a public offering excluding offers referred to 1° in Article L. 411-2 of the Monetary and Financial Code (eighteenth resolution), of ordinary shares and/or securities, which are equity securities providing access to other equity securities or granting entitlement to the allocation of debt securities and/or securities giving access to equity securities to be issued by the Company;
  - issue – with cancellation of preferential subscription rights – through offerings in accordance with 1° of article L. 411-2 of the French Monetary and Financial Code (Code monétaire et financier) for an amount that does not exceed 30% of the share capital per year (nineteenth resolution)– of ordinary shares and/or equity securities giving access to other equity securities or granting entitlement to the allocation of debt securities and/or securities providing access to equity securities to be issued by the Company;
  - issue, in the event of a public exchange offer initiated by your company (twenty-second resolution), of ordinary shares and/or equity securities giving access to other equity securities or granting entitlement to the allocation of debt securities and/or securities providing access to equity securities to be issued by the Company;
- that you delegate to it, for a period of twenty-six months, the necessary powers to proceed with the issuance of ordinary shares and/or equity securities giving access to other equity securities or granting entitlement to the allocation of debt securities and/or securities providing access to equity securities to be issued by the company, with a view to compensating for contributions in kind made to your company consisting of equity securities or securities giving access to equity (twenty-first resolution), within the limit of 20% of the capital;

The global nominal amount of the capital increases that may be carried out immediately or in the future may not exceed a nominal amount of € 6,000,000 under the seventeenth, eighteenth and twenty-second resolutions and € 2,000,000 of the nineteenth and twenty-first resolutions; it being specified that the nominal amount of the capital increases that may be carried out pursuant to the seventeenth to nineteenth and twenty-first to twenty-second resolutions would be deducted from these amounts, subject to their adoption by this Assembly;

The global nominal amount of the debt securities that may be carried out immediately or in the future may not exceed a maximum nominal amount of € 2,000,000,000 under seventeenth and eighteenth resolutions and € 750,000,000 under the nineteenth, twenty-first and twenty-second; it being specified that the nominal amount of the debt securities that may be issued pursuant to the seventeenth to nineteenth and twenty-first to twenty-second resolutions would be deducted from these amounts, subject to their adoption by this Assembly;

These ceilings take into account the additional number of securities to be created within the framework of the implementation of the delegations referred to in the seventeenth, eighteenth and nineteenth resolutions, in accordance with Article L. 225-135-1 of the French Commercial Code, if you adopt the twentieth resolution.

It is the responsibility of the Board of Directors to prepare a report in accordance with Articles R. 225-113 and seq. of the French Commercial Code (Code de commerce). Our role is to report on the fairness of the financial information taken from the accounts, on the proposed cancellation of preferential subscription rights and on other information relating to the issue provided in the report.

We have performed those procedures which we considered necessary to comply with the professional guidance issued by the French national auditing body (*Compagnie Nationale des Commissaires aux Comptes*) for this type of engagement. These procedures consisted in verifying the information provided in the Board of Directors' report relating to these operations and the methods used to determine the issue price of the equity securities to be issued.

We have the following matters to report on the Board of Directors' report:

Your board of directors proposes that you delegate all powers to it to freely set the issue price of equity securities in accordance with Article L. 22-10-52 of the Commercial Code. Furthermore, the provisions of Article R. 225-114 of the Commercial Code require that the Board of Directors' report indicates, along with their justification, the issue price or the methods of its determination. The Board of Directors' report does not include this information. Consequently, we are not able to give our opinion on the choice of the elements used to calculate this issue price.

Furthermore, since this report does not specify the method of determining the issue price of the equity securities to be issued as part of the implementation of the seventeenth and twenty-first resolutions, we are not able to give our opinion on the choice of computational elements of this issue price.

As the final conditions for the issues have not yet been determined, we cannot report on these conditions, and, consequently, on the proposed cancellation of preferential subscription rights made under the eighteenth and nineteenth resolutions.

In accordance with Article R. 225-116 of the French Commercial Code (*Code de commerce*), we will issue a supplementary report, if necessary, on the use of these delegations by the Board of Directors in the case of issues of equity securities giving access to other equity securities or debt securities, in the case of issues of securities giving access to equity securities to be issued and in the case of issues of shares without preferential subscription rights.

Neuilly-sur-Seine and Paris-La Défense, March 14th 2025

The Statutory Auditors

PricewaterhouseCoopers Audit	ERNST & YOUNG et Autres
David Clairotte	May Kassis-Morin

8.5 Statutory Auditors' report on the issuance of ordinary shares and/or securities giving access to the Company's share capital, reserved for members of an employee savings plan

COMBINED GENERAL MEETING OF 24 APRIL 2025

TWENTY-THIRD RESOLUTION

This is a free translation into English of the Statutory Auditors' report issued in French and is provided solely for the convenience of English speaking readers. This report should be read in conjunction with, and construed in accordance with, French law and professional standards applicable in France.

To the General Meeting of Shareholders,

In our capacity as Statutory Auditors of OPmobility SE and in accordance with the requirements of Articles L.228-92 and L.225-135 *et seq.* of the French Commercial Code (*Code de commerce*), we hereby report to you on the proposal to issue ordinary shares and/or securities that are equity securities granting access to other equity securities, and/or securities granting access to equity securities to be issued with cancellation of pre-emptive subscription rights, reserved for members of the Company savings plan, which is submitted for your approval.

The total nominal amount of share capital increases that may be carried out is limited to a nominal amount of €259,239.90 (i.e., on the basis of the current par value of the Company's shares of €0.06, 4,320,665 shares), or to the equivalent value of this amount on the date of the issue decision in the event of an issue in another currency or in a unit of account set by reference to several currencies, with this amount being independent of any other ceiling provided for in any delegation of authority for share capital increases. Where applicable, this amount shall be increased by the additional amount of ordinary shares to be issued to protect, pursuant to the law or any contractual stipulations providing for any other adjustments, the rights of holders of securities granting access to the Company's equity securities.

This operation is submitted to you for approval pursuant to the provisions of Article L.225129-6 of the French Commercial Code and Articles L.3332-18 *et seq.* of the French Labour Code (*Code de travail*).

On the basis of its report, the Board of Directors proposes that you grant it the authority, for a 26-month period, to set the terms and conditions of this transaction and that you waive your pre-emptive subscription rights to the equity securities to be issued.

It is the Board of Directors' responsibility to prepare a report in accordance with the provisions of Articles R. 225-113 *et seq.* of the French Commercial Code. It is our responsibility to express an opinion on the fairness of the information taken from the financial statements, on the proposed cancellation of pre-emptive subscription rights and on certain other information relating to this issue, presented in this report.

We performed the procedures that we deemed necessary in accordance with professional standards applicable in France to such engagements. These procedures consisted in verifying the information contained in the Board of Directors' report relating to the transaction and the methods used to set the issue price of the equity securities to be issued.

Subject to a subsequent examination of the terms and conditions of the proposed issue, we have no matters to report as regards the methods used to set the issue price of the securities to be issued given in the Board of Directors' report.

Since the final terms and conditions of the issue have not been set, we do not express an opinion in this respect or, consequently, on the proposed cancellation of pre-emptive subscription rights.

In accordance with Article R.225116 of the French Commercial Code, we will prepare an additional report when the Board of Directors uses this delegation.

Neuilly-sur-Seine and Paris-La Défense, 14 March 2025

The Statutory Auditors

PricewaterhouseCoopers Audit	ERNST & YOUNG et Autres
David Clairotte	May Kassis-Morin

8.6 Draft bylaws of OPmobility SE as of April 24, 2025

ARTICLE 1 - FORM

The Company, initially formed as a *Société anonyme* (≃ public limited company), was converted into a Societas Europaea (SE) by a decision of the extraordinary general meeting of shareholders on 25 April 2019.

It is governed by current community and national provisions (hereafter the "Law"), as well as by these articles of association.

ARTICLE 2 - NAME

The company's corporate name is: OPmobility SE

This name must be preceded or followed legibly by "SE" and the amount of the share capital on all deeds and documents issued by the company.

ARTICLE 3 - OBJECTS OF THE COMPANY

The company's objects include:

- the treatment and processing of any plastic, metal or other raw materials, with a view to manufacturing any products and articles for any uses, industrial uses in particular;
- managing its immovable and movable assets;
- acquiring, constructing, leasing, fitting out, developing and operating any land, buildings and constructions;
- acquiring any interests and stakes in any French or foreign companies, enterprises and businesses, whatever their objects, and in any manner whatsoever, including acquisition and subscription of any transferable securities, partnership shares and other ownership interests;
- managing its portfolio of equity investments and holdings;
- carrying out any works and services relating to common services and building maintenance (other than management thereof);
- and generally speaking, any commercial, industrial, property, movable and financial transactions directly or indirectly related to or useful for these objects or facilitate the implementation thereof.

In France and abroad, the Company may create, acquire, exploit or cause to be exploited, any manufacturing, commercial or service trademarks, models and drawings, patents and manufacturing processes related to the aforementioned objects.

The Company may directly or indirectly operate in any country, either on its own behalf or on behalf of third parties, through partnerships, holdings, groupings or companies, with all individuals or companies, and make any transaction within the scope of its objects in any form whatsoever.

Article 4 - Head office

The head office is fixed at: Lyon (69007) 19, boulevard Jules-Carteret.

It can be transferred anywhere in France by a decision of the Board, subject to ratification thereof by the next general shareholders' meeting. It can be transferred to another member state of the European Union by a decision of the extraordinary shareholders' meeting; and where necessary any mandatory general shareholders' meetings, subject to the provisions of the Law.

ARTICLE 5 – TERM OF THE COMPANY

The term of the company, initially set at 99 years from the time of registration at the Trade & Companies Register, was extended by 99 years further to a decision of the combined shareholders' meeting on 25 April 2013. Accordingly, the company's term will expire on 24 April 2112, barring early dissolution or extension.

ARTICLE 6 - SHARE CAPITAL

The share capital is fixed at the sum of €8,641,329.18. It is divided into 144,022,153 shares each worth €0.06, all of the same category.

ARTICLE 7 - FORM OF THE SHARES

1. Shares may be registered or bearer shares, as the shareholder chooses.
2. As provided for by law, the Company is authorized to request at any time the information required by law concerning the identity of the owners of bearer shares conferring immediately or at term the voting right at shareholder's meetings, as well as the number of shares held by each of them and where relevant any restrictions applying to the said shares.

   The Company is additionally entitled, as provided for by law, to request the identity of shareholders and the number of shares they each hold when it deems that certain holders whose identity has been disclosed to it hold shares on behalf of third parties.

   The Company may ask any legal entity owning more than 2.5% of the share capital or voting rights to reveal the identity of persons directly or indirectly holding more than one third of the share capital of the said legal entity or the voting rights at its general shareholders' meetings.

ARTICLE 8 - RIGHTS ATTACHED TO EACH SHARE

1. The rights and obligations attached to shares remain attached to them, regardless of their holder.
2. Each share entitles its holder to a share of the company's assets, profits and final dividend proportional to the number and value of existing shares.
3. Whenever a certain number of shares is required to exercise a right, it is up to the owners not having the said number to pool the required number.
4. Voting rights attached to shares belong to the usufructuary in ordinary general meetings and to the bare owner in extraordinary general meetings.
5. All shares making up the share capital are treated equally with regard to tax liability. Accordingly, all direct or indirect taxes that may be payable for any reason whatsoever in the event of repayment of the capital, either during the lifetime of the Company or on its liquidation, will be apportioned uniformly between all the shares making up the capital, in such a way that the sum allotted to each share is the same for them all, allowance made however for the nominal value of each of them.

ARTICLE 9 - TRANSFER OF SHARES

Shares can be freely transferred.

ARTICLE 10 - FULL PAYMENT OF SHARES

1. The amount of shares issued for a capital increase and payable in cash is payable under the conditions laid down by the Board of Directors.
2. Subscribers and shareholders are informed of calls for funds at least fifteen days before the date set for each payment, by registered letter with acknowledgement of receipt addressed to each shareholder or by a notice in a paper that publishes legal notices in the *département* of the head office.
3. In case of late payment of amounts outstanding on the not fully paid-up amount of the shares, interest will be charged from their due date on any amounts outstanding in this respect at the rate of 5% per day of delay, ipso jure and without any formalities, without prejudice to any personal action the Company may bring against the defaulting shareholder and any enforcement measures provided for by law.

ARTICLE 11 - ADMINISTRATION

The Company is administered by a Board of Directors, which lays down guidelines for the Company's business and ensures they are followed, in accordance with its corporate interest, taking into consideration the social and environmental aspects of its business.

Subject to the powers expressly conferred on shareholders' meetings and within the limits of the company's objects, the Board examines any question in connection with the smooth running of the company and through its deliberations settles matters concerning it.

The Board of Directors' prior approval is required for the following transactions:

- collateral security, sureties and guarantees given by the Company, under the conditions of article L.225-35 of the Commercial Code;
- regulated agreements, under the conditions of article 13 herein.

The Board of Directors may carry out any checks and verifications it sees fit.

The Board of Directors, appointed as required by law, is made up of three to eighteen members, who may be natural persons or legal entities, the number thereof may be increased under the conditions laid down by law.

During their term of office, all directors must own at least 900 shares. Directors are appointed for three years and are re-eligible.

A director's term of office expires at the end of the general shareholders' meetings ruling on the accounts of the past year convened in the year in which the term of office of the director in question expires.

The number of directors who are natural persons and permanent representative of legal-entity directors over the age of seventy-five cannot exceed half (rounded up to the nearest integer) the directors in office.

Even after their term of office ends, members of the Board of Directors shall not disclose any information on the Company that if disclosed would harm its interests, unless such disclosure is required or accepted by current statutory or regulatory provisions or is in the public interest.

ARTICLE 11A - DIRECTOR REPRESENTING EMPLOYEES

Pursuant to article L.22-10-7 of the Commercial Code, the Board of Directors also includes two directors representing the Group's employees. If the number of directors appointed by the general meeting, apart from directors representing shareholder employees appointed under article L.22-10-5 of the Commercial Code, were to fall to eight or less, the number of directors representing employees would be reduced to one at the end of their term of office.

The term of office of directors representing employees is 3 years.

If the seat of a director representing employees falls vacant for any reason whatsoever, the vacant seat will be filled as provided for by article L.225-34 of the Commercial Code.

Notwithstanding the rule stated in article 11 "Administration" herein for directors appointed by the general meeting, directors representing employees are not required to own a minimum number of shares.

Appointment procedures:

Directors representing employees are appointed under the following procedure:

1. one of them is appointed by the Group Works Council France;
2. the other by the staff representative body of the Societas Europaea.

Directors representing employees must meet the conditions of appointment specified by the statutory and regulatory requirements on the subject.

ARTICLE 12 - DELIBERATIONS OF THE BOARD OF DIRECTORS

Directors are invited to Board meetings by any means, including verbally. Board meetings may be held at any place chosen by the convener. However, the Chairman of the Board of Directors may ask the Board to adopt its decisions by written consultation, unless one of the members of the Board objects. In the event of written consultation, the text of the proposed decisions as well as any information necessary for its decision-making is made available to each director by any means of written communication (including email). Unless there is a shorter deadline indicated in an emergency consultation, the directors have five (5) calendar days from the date on which the consultation is sent to cast their votes by any means of written communication (including by email) to the address indicated. Directors who do not respond by the deadline set are deemed not to be present for the calculation of the quorum and majority. The rules of quorum and majority relating to decisions taken in physical meetings are applicable mutatis mutandis to decisions made by written consultation.

The Board of Directors meets as often as the company's interests so require and at least once every three months.

A director may be represented by another director at a meeting of the Board of Directors. However, no director may hold more than one such proxy at anyone meeting. For the purposes of calculating the quorum and majority, directors are deemed to be present if they attend the meeting by a means of telecommunication that enables them to be identified and guarantees their effective participation, in accordance with the regulations in force.

A director may also vote by post using a form under the conditions provided for by the applicable regulatory provisions.

The Board of Directors can only validly deliberate if at least half its members are in attendance or represented. Decisions are made by majority vote of the members in attendance or represented. In the event of an equal division of votes, the Chairman of the Board has the casting vote.

The minutes are drawn up and copies or extracts of the deliberations are issued and certified as required by law.

The Board can appoint Committees and fix their composition and remit. The members of these Committee are tasked with examining the questions submitted to them for an opinion by the Chair or the Board.

ARTICLE 13 - REGULATED AGREEMENTS

Pursuant to article L.229-7 subsection 6 of the Commercial Code, the provisions of articles L.225-35, L.225-38 and L.22-10-12 to L.22-10-13 of the Commercial Code apply to agreements entered into by the Company.

ARTICLE 14 - CHAIR AND MANAGING DIRECTORS

The Board of Directors elects one of its members as Chair.

The Chair organizes and directs the Board of Directors' work and reports on it to the general shareholders' meeting. He sees to the smooth running of the company's bodies and more particularly ensures that the directors are in a position to carry out their duties.

General Management of the company is conducted, under his or her own responsibility, either by the Chair of the board or by another natural person appointed by the board of directors as Managing Director.

The Board of Directors freely chooses its members by a majority between two terms of office of the General Management and may at any time modify its choice by a majority of its members.

The Board of Directors may legally appoint one or more natural persons as Deputy Managing Directors to assist either the Chair, if he assumes the duties of managing director, or the Managing Director. There can be no more than five Deputy Managing Directors.

The powers of the Chair of the Board of Directors, if he acts as Managing Director, and those of the Managing Director, are those laid down by law. With regard to the Company's internal organization, his powers may be restricted by a decision of the Board of Directors.

The Board of Directors legally fixes the scope and term of the powers vested in the Deputy Managing Directors. Deputy Managing Directors hold the same powers as the Managing Director *vis-à-vis* third parties.

The age limit for the Chair of the Board of Directors is eighty.

The age limit for the Managing Director and Deputy Managing Directors is seventy-five.

ARTICLE 15 - REMUNERATION OF DIRECTORS AND NON-VOTING BOARD MEMBERS

The Board of Directors freely apportions between its members, and where applicable the non-voting board members, the remuneration that may be allocated to them by the general meeting. A higher proportion than that awarded to other directors may be awarded to directors who are members of the Committees provided for in article 12. The Board of Directors can award directors exceptional remunerations in the cases and under the conditions laid down by law.

ARTICLE 16 - STATUTORY AUDITORS

The general shareholders' meeting confers on one or more statutory auditors the duties laid down by law. He or they are engaged for six financial years, in compliance with the conditions of eligibility laid down by law. They are re-eligible.

The Statutory Auditor(s) engaged may be natural or legal persons. They must be registered with the French association of chartered accountants.

The general shareholders' meeting may engage one or more substitute auditors under the same conditions and for the same period. The latter will be engaged in lieu of the statutory auditor in the event of refusal, impediment, resignation or death of the latter. Engagement of a substitute auditor is mandatory (in France) if the incumbent statutory auditor is a natural person or a single-owner company, as required by law.

ARTICLE 17 - OBSERVERS (NON-VOTING BOARD MEMBERS)

The Board of Directors can appoint up to three observers, who may be natural or legal persons and may be chosen from among the shareholders.

They are appointed for a term of three years ending at the end of the general shareholders' meeting ruling on the accounts of the last financial year and convened in the year in which their term expires.

Observers are called to attend meetings of the Board of Directors and take part in the deliberations in an advisory role, their absence not affecting the validity of the deliberations.

The Board of Directors can award observers remuneration commensurate with their activity. The Board determines their share of remuneration and apportions it among them. This share is deducted from the total directors' remuneration package as fixed by the general shareholders' meeting.

ARTICLE 18 - SHAREHOLDERS' MEETINGS

1. Shareholders' meetings are convened and deliberate under the conditions laid down by law, it being recalled that to calculation the majority quorum, votes cast do not include those attached to shares for which the shareholder did not vote, abstained or cast a blank or spoiled vote.
2. The meetings are held at the head office or any other place specified in the notice of meeting.
3. Any owner of shares may attend meetings in person or through a proxy holder, subject to providing proof of identity and to the said shares being registered in the person's name or that of the intermediary registered on their own account pursuant to the seventh subsection of article L.228-1 of the Commercial Code, on the second working day preceding the meeting at midnight Paris time, either in the Company's account of registered shares or in the accounts of bearer securities held by an authorized intermediary, such registration in the bearer securities accounts being proven by a sworn statement of attendance within the same deadline and in the place stated in the notice of meeting.
4. Meetings are chaired by the Chair of the Board of Directors, or in his absence by a director specially empowered so to do by the Board. Failing which, the meeting elects its own Chair.
5. The minutes of meetings are drawn up and copies thereof are certified and issued as laid down by law.

Postal voting, electronic voting and voting by proxy:

6. All shareholders can vote by post as provided for by law. To be taken into account, a postal voting form must be received by the Company at least two days before the day of the meeting, together with proof of registration of shares or a sworn statement of attendance as stated above.

However, shareholders can use the electronic voting form available on the Company's site for that purpose, if they vote no later than 3 pm Paris time the day before the general meeting. This electronic form must bear the voter's digital signature as provided for by this article.

7. Shareholders may be represented by another shareholder, their spouse or civil partner. They may also be represented by any natural or legal person of their choosing. A proxy can be named and withdrawn by electronic means.

8. The remote voting form and proxy given by a shareholder are signed by the latter, where necessary by a secure electronic signature process as defined by article 1367 of the Civil Code, or by a digital signature process decided by the Board of Directors

Attendance at meetings by teletransmission means:

9. If the Board of Directors so allows at the time of convening the meeting, shareholders may attend by any means of telecommunication, including the Internet, that ensure they can be duly identified under the conditions and according to the procedures laid down by current regulations.

10. Shareholders attending by such means are deemed to be in attendance when determining the quorum and majority.

11. Each member of the meeting has as many votes as they own or represent. However, a double voting right with respect to the share of capital they represent compared with voting rights attached to other shares is awarded to all fully paid-up shares that can be proved to have been registered in the name of the same shareholder for at least two years. This right is attached when the shares are issued, in the event of a capital increase through incorporation of reserves, profits or share premiums, to registered shares awarded free of charge to shareholders for former shares for which they benefit from this right. Any shares transferred freehold lose this double voting right; however, transfer further to inheritance, liquidation of community of property between spouses or donation *inter vivos* in favour of a spouse or legal heir, does not withdraw this vested right and does not interrupt the two-year period if it is in progress. Merger of the Company has no effect on a double voting right, which can be exercised in the acquiring company if the latter benefits from it.

ARTICLE 19 - INDIVIDUAL FINANCIAL STATEMENTS

1. Each accounting year starts on 1st January and ends on 31 December every year.

2. The accounting year's profit or loss is the difference between the period's revenue and expenses after deduction of amortization and provisions, as attested to by the profit and loss statement.

3. A mandatory charge of at least five percent, less prior losses where applicable, is deducted from the period's profits and allocated to a reserve fund called "legal reserve". This deduction ceases to be mandatory when the reserve fund equals one tenth of the share capital.

4. If there is a cash balance, the general shareholders' meeting may decide to distribute it, post it to retained earnings or allocate it to one or more reserve accounts the allocation or use of which it controls.

5. After noting the existence of reserves at its disposal, the general meeting may decide to distribute sums deducted from such reserves. In that case, the decision must expressly state the reserve accounts from which distributions are made.

6. For some or all of the distributed dividend or interim dividend, the general meeting can award shareholders the choice between payment of the dividend or interim dividend in cash or in shares.

ARTICLE 20 - DISSOLUTION

1. On dissolution of the Company as decided by the extraordinary general meeting, one or more liquidators are appointed under the same conditions of quorum and majority as for ordinary general meetings. These appointments terminate the terms of office of the directors and the engagements of statutory auditors.

2. The liquidator represents the Company. He has full power to sell the assets, including amicably. He is empowered to pay the creditors and to share out the cash balance.

3. After reimbursement of the par value of the shares, the remaining net worth is shared between the shareholders in proportion to their stake in the capital.

ARTICLE 21 - DISPUTES

Any disputes arising between the company and the shareholders, or between shareholders themselves about corporate matters during the company's lifetime or on its liquidation will be brought before the courts having jurisdiction over the registered office.

Articles of Association updated on April 24, 2025

9. Additional information

9.1 Information about the Company /AFR/

General information about the Company

Company name and registered office

The full company name is OPmobility SE. Its registered office is located in France, and its administrative headquarters is at 1, allée Pierre Burelle, 92300 Levallois-Perret, France.

Trade and Companies Register – worldwide directory of LEIs

The Company is registered in the Lyon Trade and Companies Register under number 955 512 611 and registered in the worldwide directory of LEIs (Legal Entity Identifier) under code 9695001VLC2KYXXODW73.

Legal form and governing law

OPmobility SE, founded in 1875, is a European company governed by the applicable European Community and national provisions.

Term

The Company's term will run until April 24, 2112.

Fiscal year

The Company's accounting period runs for twelve months, from January 1 to December 31.

Corporate purpose (Article 3 of the bylaws)

The company's objects include:

- the treatment and processing of any plastic, metal or other raw materials, with a view to manufacturing any products and articles for any uses, industrial uses in particular;
- managing its immovable and movable assets;
- acquiring, constructing, leasing, fitting out, developing and operating any land, buildings and constructions;
- acquiring any interests and stakes in any French or foreign companies, enterprises and businesses, whatever their objects, and in any manner whatsoever, including acquisition and subscription of any transferable securities, partnership shares and other ownership interests;
- managing its portfolio of equity investments and holdings;
- carrying out any works and services relating to common services and building maintenance (other than management thereof);
- and generally speaking, any commercial, industrial, property, movable and financial transactions directly or indirectly related to or useful for these objects or facilitate the implementation thereof.

In France and abroad, the Company may create, acquire, exploit or cause to be exploited, any manufacturing, commercial or service trademarks, models and drawings, patents and manufacturing processes related to the aforementioned objects.

The Company may directly or indirectly operate in any country, either on its own behalf or on behalf of third parties, through partnerships, holdings, groupings or companies, with all individuals or companies, and make any transaction within the scope of its objects in any form whatsoever.

Chair and Managing Directors (Article 14 of the bylaws)

The Board of Directors elects one of its members as Chair.

The Chair organizes and directs the Board of Directors' work and reports on it to the general shareholders' meeting. He sees to the smooth running of the company's bodies and more particularly ensures that the directors are in a position to carry out their duties.

General Management of the company is conducted, under his or her own responsibility, either by the Chair of the board or by another natural person appointed by the board of directors as Managing Director.

The Board of Directors freely chooses its members by a majority between two terms of office of the General Management and may at any time modify its choice by a majority of its members.

The Board of Directors may legally appoint one or more natural persons as Deputy Managing Directors to assist either the Chair, if he assumes the duties of managing director, or the Managing Director. There can be no more than five Deputy Managing Directors.

The powers of the Chair of the Board of Directors, if he acts as Managing Director, and those of the Managing Director, are those laid down by law. With regard to the Company's internal organization, his powers may be restricted by a decision of the Board of Directors.

The Board of Directors legally fixes the scope and term of the powers vested in the Deputy Managing Directors. Deputy Managing Directors hold the same powers as the Managing Director vis-à-vis third parties.

The age limit for the Chair of the Board of Directors is eighty.

The age limit for the Managing Director and Deputy Managing Directors is seventy-five.

Consultation of documents relating to the Company

Documents that must be made available to the public (Company's bylaws, reports from the Statutory Auditors, reports from the Board of Directors and historical financial information relating to OPmobility SE and its subsidiaries, and that included in this Universal Registration Document) may be consulted, while they remain valid, at the registered office of OPmobility SE and also at its administrative headquarters (1, allée Pierre Burelle, 92300 Levallois-Perret, France). Some of these documents may also be available in electronic format on www.opmobility.com.

This Universal Registration Document and OPmobility SE's 2024 integrated report are both available in English.

The role of OPmobility SE in relation to its subsidiaries

OPmobility SE is a holding company with the following role:

- to hold equity interests in the holding companies for each business line. These holding companies own, directly or indirectly, shares in the operating subsidiaries;
- to finance Group subsidiaries to provide them with optimal market conditions, either directly or *via* Plastic Omnium Finance (the Group's Central Treasury);
- to grant Group subsidiaries the right to use the brands it owns. This is subject to a license fee paid by the licensees (see the Statutory Auditors' report on related-party agreements).

Statutory Auditors

Statutory Auditors

ERNST & YOUNG ET AUTRES

Statutory Auditor, member of the Compagnie Régionale de Versailles, represented by May Kassis-Morin

41, rue Ybry

92200 Neuilly-sur-Seine

Ernst & Young et Autres was appointed (first term) by the General Meeting of Shareholders of June 29, 2010 and renewed by the General Meeting of Shareholders of April 21, 2022 for a period of six fiscal years expiring at the close of the Ordinary General Meeting called to approve the financial statements for the fiscal year ended December 31, 2027.

PRICEWATERHOUSECOOPERS AUDIT

Statutory Auditor, member of the Compagnie Régionale de Versailles, represented by David Clairotte.

63 rue de Villiers

92200 Neuilly-sur-Seine

PricewaterhouseCoopers Audit was appointed (first term) by the General Meeting of Shareholders of April 21, 2022 for a period of six fiscal years expiring at the close of the Ordinary General Meeting called to approve the financial statements for the fiscal year ended December 31, 2027.

Compensation of Statutory Auditors and members of their network paid by the Group

See Note 7.4 to the consolidated financial statements in chapter 5 of this Universal Registration Document.

Agreements entered into by the Company which would change or end if control of the Company changed

The bond issued in March 2024 includes a clause allowing the investor to demand redemption or repurchase of their bond(s) if control over the Company changes. There is a similar clause in other Company financing contracts.

Agreements which, if implemented, could either provoke a change of control of the Company, or could delay, postpone or prevent such a change

There is currently no bylaw, charter, regulation or provision that could delay, postpone or prevent a change of control.

Material contracts

There are no material contracts apart from those agreed in the normal course of business.

The Company's material financial contracts are described in Note 5.2.6.2 to the consolidated financial statements and also in section 5.1.3.

Dependence

OPmobility SE is not currently dependent on any patents or manufacturing processes owned by third parties or on any special supplying contracts.

In the sector of the automotive industry in which OPmobility SE operates, sub-contractors do not generally define the specifications for sub-contracted parts. When, exceptionally, sub-contractors are able to do so, the Group's policy is to define contractually the arrangements for the sub-contractor to transfer the design work, in order to be able to be used with other services.

9.2 History and development of the Group

OPmobility SE's (formerly Compagnie Plastic Omnium SE's) origins stretch back to **1946**, when Plasticomnium, created on April 15, set up business at the rue du Louvre in Paris. The Company then had three employees, and Pierre Burelle was the Chairman and Chief Executive Officer. Its first products were pipe fittings, dehydrator spark plugs and other plastic automotive parts (Jaeger).

During this time, injection molding machines were characterized by the weight of the part produced. In 1949, the Company had 5 molds, with the largest able to produce a 250-gram part.

1952

The Company moved to rue du Parc in Levallois-Perret (in the Hauts-de-Seine department).

1954

The Company borrowed to buy a mold capable of making 1,200-gram parts, a serious challenge for a company of this size.

1963

New premises in Langres (Haute-Marne) were built to keep pace with the significant growth in business.

1965

Plasticomnium took control of UMDP (Union Mutuelle Des Propriétaires Lyonnais), a company listed on the Lyon stock exchange. The two companies merged and Pierre Burelle became Chairman and Chief Executive Officer of the new entity. Plasticomnium's stock market listing dates back to this merger.

UMDP was a septic tank cleaning and sanitation company. Pierre-Émile Burelle, a civil engineer and graduate of the *École des Mines* in Paris, took over its management in 1877 at the age of 29.

This company, under the aegis of Pierre-Émile Burelle, installed a vast network of pipes from the La Mouche plant in Lyon. This network distributed extraction materials to agricultural and market gardening areas. This 55 km network led to the creation of spread cropping.

After 1914, with the development of sewer systems, Pierre-Émile Burelle refocused the business on waste bucket rentals. He died in 1926. Two of his sons were involved in the management of UMDP: Jean Burelle, who died in the war in 1915, and Charles, who headed the Company until 1965. In that year, Pierre Burelle, the son of Jean Burelle and the grandson of Pierre-Émile Burelle, acquired a majority stake in UMDP on the Lyon stock exchange.

UMDP's Waste bucket business was the starting point for the development of a range of products and services by Pierre Burelle, Chairman and Chief Executive Officer of Plasticomnium, including waste container rental, maintenance and cleaning. This business became the backbone of the Environment Division.

1966

Creation of the current logo by Raymond Loewy, with a new graphic design; since then, Plastic Omnium has been written in two words.

1968

The Group formed the 3P division by buying Gachot's Fluorinated Resin Division and launching a plant in Langres dedicated to these products.

The 1970s

The 1970s saw the start of the Company's international expansion with the creation of one subsidiary per year, including Spain in 1970, Germany in 1972, the United Kingdom in 1973 and the United States in 1977.

1974

The parent company, Compagnie Plastic Omnium, was set up.

In 1974, the Group acquired a 2,500-metric ton injection molding machine, followed in 1982 by a 10,000-metric ton machine, both records in terms of power for the time.

1980

Beginning of the Bumper business for Renault.

1986

Plastic Omnium took over the Landry group and Techniplaste Industrie, which would create the Fuel Tank Systems business. The Group's customer portfolio diversified with Peugeot and Citroën.

1987

Jean Burelle became Chairman and CEO of Compagnie Plastic Omnium; Pierre Burelle became Honorary Chairman and remained a director.

In the 1990s, the Group continued to extend its geographic reach internationally with the creation of new subsidiaries and with acquisitions:

- Zarn, in the United States, which has 4 container plants, in 1991. The company would be sold in 2001;
- Vasam, a fuel tank manufacturer based in Madrid and Vigo, was acquired in 1994;
- Reydel, a dashboard and door panel specialist with operations in France, Spain, Italy and the United Kingdom, was acquired in 1996 and formed the basis of the Plastic Omnium Auto Interior Division that was sold on to Visteon in 1999.

2000

Inergy Automotive Systems, the world leader in fuel tank systems, was created as a 50/50 joint venture with Solvay. During the 2000s, the Group continued its development and established itself in Asia.

2001

Laurent Burelle became Chairman and Chief Executive Officer of Compagnie Plastic Omnium.

2002

The Company's global Research and Development center for exterior body parts, Σ-Sigmatech, was inaugurated in the Lyon area.

The 3P Division's pipe fitting business was sold.

2004

Plastic Omnium Medical was sold.

The joint venture HBPO, the global leader in complex front-end automotive modules design, development, assembly and logistics, was set up with two German automotive suppliers, Hella and Mahle-Behr.

2006

The Group took control of Inoplast, a manufacturer of components and products made with composite materials and thermoplastics for cars and trucks.

2007

Plastic Omnium began operations in China, as part of a joint venture with Yanfeng Visteon for exterior body parts.

The Group also began operations in India, through a majority-owned joint venture with Varroc for exterior body parts. The Group took full control in 2012.

The Group acquired German-based Sulo, Europe's 2nd largest waste container group.

Plastic Omnium acquired Signature, the European leader in road signage and marking, from Burelle SA, the parent company, and launch of a partnership with Eurovia (Vinci) in the same business segment.

2008

The Performance Plastics Products (3P) Division was sold.

2010

The Group took control of the Inergy Automotive Systems joint venture through the acquisition of Solvay's 50% stake.

2011

The Company acquired Ford's fuel system production assets in the United States, and the Polish auto exterior plants of its competitor Plastal.

2012

Two majority-owned fuel tank system joint ventures, one in China with BAIC, and the other in Russia with DSK, were set up.

Signature's German and French operations were sold to Eurovia.

2014

The Group's Research and Development activities were strengthened with the opening of α-Alphatech, Auto Inergy Division's global center in Compiègne, France.

2016

In July, the Group finalized the acquisition of Faurecia's Exterior Systems business.

2018

On June 26, Plastic Omnium raised its stake in HBPO, the world leader in automotive front-end modules, by acquiring a 33.33% stake in the German group Mahle (HBPO had previously been held equally by Plastic Omnium, Hella and Mahle-Behr), bringing Plastic Omnium's stake in HBPO to 66.67%.

On December 18, Plastic Omnium sold its subsidiary Plastic Omnium Environment BV to the consortium Latour Capital/ Bpifrance (French public investment bank).

2020

Compagnie Plastic Omnium SE announced changes in its governance with effect from January 1: Laurent Burelle became Chairman of the Board of Directors, Laurent Favre joined the Group as Chief Executive Officer and Félicie Burelle was appointed Managing Director.

2021

In March 2021, the Group finalized the creation of the EKPO fuel cell joint venture with German equipment manufacturer ElringKlinger, and the acquisition of EKAT, ElringKlinger's Austrian subsidiary specializing in integrated hydrogen systems, thus completing its global hydrogen offering.

In December, the Group presented its carbon neutrality roadmap with CO_2 emissions reduction targets, validated by the Science-Based Target initiative (SBTi) and aligned with the corporate ambitions for the 1.5° C trajectory.

2022

The Group's purpose became "Driving a new generation of mobility."

Creation of the Lighting division with the acquisition of Automotive Lighting Systems GmbH (AMLS Osram) and Varroc Lighting Systems (VLS), two complementary entities, to offer a complete range of products in automotive lighting.

On August 1, acquisition of the Actia Power business, specializing in mobility electrification (on-board batteries, power electronics).

On December 12, acquisition of Hella's 33.33% stake in HBPO, enabling Plastic Omnium to hold HBPO at 100%.

2023

Plastic Omnium announced the creation of OP'nSoft, a new activity dedicated to the development of embedded software for its products and services.

Plastic Omnium and Rein, a subsidiary of Shenergy Group, announced the creation of the PO-Rein joint venture with the aim of producing and marketing high-pressure hydrogen storage systems for the Chinese commercial vehicle market.

2024

Compagnie Plastic Omnium SE became OPmobility SE, opening a new page in its history and confirming the acceleration of its strategic transformation into a leader in sustainable and connected mobility. In April, OPmobility inaugurated its new modules assembly plant in Austin (Texas), a major step in its development in the United States.

9.3 Organization chart /AFR/

At january 31, 2025
(1) 74.75% of voting rights.
(2) The % of voting rights is equal to the % interest.

The OPmobility Group is organized around segment holding companies or country holding companies that hold the securities of local operating subsidiaries, as indicated in the organization chart above.

The activity of these local operating entities primarily depends on their local market; they therefore have the assets and liabilities necessary for their activity but do not hold strategic assets. OPmobility SE's subsidiaries are directly or indirectly wholly owned or controlled by OPmobility SE, with the exception in particular of the following four entities, which are held jointly with partners.

YFPO: a Chinese joint venture owned at 49.95% by OPmobility Exterior Holding, the company is the Chinese leader in exterior body parts. Its 2024 revenue stood at €693 million (OPmobility's share).

YFPO employs 5,427 employees in its development center and its 26 plants.

SHB Automotive modules: Korean joint venture, market leader in front-end modules, 50% owned by HBPO. Its 2024 revenue stood at €416 million (OPmobility's share).

BPO: a joint venture 50% owned by OPmobility SE, the company is the Turkish leader in exterior body parts. Its 2024 revenue stood at €47 million (OPmobility's share).

EKPO: a joint venture 40% owned by OPmobility C-Power Holding, leader in the development and mass production of fuel cell stacks, created in 2020 to accelerate the growth of hydrogen mobility. Its 2024 revenue stood at €9 million (OPmobility's share).

9.4 List of regulated information published

The list of regulated information below covers the 2024 fiscal year, as well as the beginning of 2025.

Results	
1st quarter revenue for 2024	April 23, 2024
1st half results for 2024	July 23, 2024
3rd quarter revenue for 2024	October 28, 2024
Full-year results for 2024	February 20, 2025
Share performance	
Half-year statement on the liquidity agreement as of June 30, 2024	July 8, 2024
Half-year statement on the liquidity agreement as of December 31, 2024	January 9, 2025
Declaration of transactions involving treasury stock	June 18, October 7, October 14, November 25, December 2, December 9, December 16, December 20, 2024
Declaration of voting rights	2024: January 17, February 5, March 11, April 4, May 6, June 13, July 3, August 5, September 6, October 7, November 12, December 10 2025: January 8, February 5, March 6
General Meeting of Shareholders	
Availability of preparatory documents for the 2024 General Meeting	April 3, 2024
Other regulated information	
Olivier Dabi is appointed Chief Financial Officer of Plastic Omnium	January 19, 2024
Plastic Omnium has been assigned a BB+ Long-Term Credit Rating by S&P Global Ratings	March 1, 2024
Plastic Omnium successfully issued a €500 million 5-year bond	March 7, 2024
Plastic Omnium adapted its organization to accelerate development of its integrated range of exterior systems	March 12, 2024
Availability of the 2023 Universal Registration Document	March 15, 2024
Plastic Omnium became OPmobility	March 27, 2024
A major milestone in its development in the United States, OPmobility inaugurates its first plant in Texas	April 16, 2024
Change in the name and ticker code of OPmobility shares on Euronext Paris	May 22, 2024
OPmobility will equip the hydrogen trams of the Chinese rail giant CRRC	May 30, 2024
OPmobility will equip the first hydrogen trains built by Stadler in Europe	July 18, 2024
OPmobility: 2025 publication schedule	September 10, 2024
OPmobility successfully completed a Schuldschein private placement of €300 million	December 18, 2024
OPmobility changes its Management Committee to accelerate the Group's transformation	January 16, 2025
Reduction of 1.03% of the share capital by cancellation of treasury shares	January 27, 2025
OPmobility obtains an "A" rating from the CDP for the second consecutive year for its climate actions	February 19, 2025

The press releases have been posted on the French Financial Markets Authority (AMF - *Autorité des Marchés Financiers*) website and are available on the OPmobility SE website, www.opmobility.com, in the "Regulated information" section of the "Finance" section.

9.5 Person responsible for the Universal Registration Document /AFR/

Appointment of the person responsible for the Universal Registration Document containing the annual financial report

Laurent Favre, Chief Executive Officer of OPmobility SE

Declaration by the person responsible for the Universal Registration Document

I certify that the information contained in this universal registration document is, to the best of my knowledge, factual and does not contain any material omission that would alter its content.

I certify, to the best of my knowledge, that the annual financial statements and consolidated financial statements are prepared in accordance with the applicable accounting standards and give a true picture of the assets, the financial situation and the results of the Company and its consolidated entities, and that the management report included in this document, as detailed in the cross-reference table in section 9.5 - Management Report cross-reference table, presents an accurate picture of the business development, results and financial situation of the Company and its consolidated entities, and that it describes the main risks and uncertainties that they face, and that it was prepared in accordance with applicable sustainability reporting standards.

Levallois, March 14, 2025

Laurent FAVRE

Chief Executive Officer

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Cross-reference table of the Sustainability Statement

The cross-reference table of the Sustainability Statement is in section 4.5 "Cross-reference table" of chapter 4 "Sustainability Statement."

Annual Financial Report cross-reference table

The cross-reference table below enables the information relating to the annual financial report in this Universal Registration Document to be identified.

Management Report cross-reference table

The cross-reference table below enables the information relating to the annual management report in the Universal Registration Document in accordance with Articles L. 225-100-1 *et seq.* of the *French Commercial Code* to be identified.

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Corporate Governance Report cross-reference table

The cross-reference table below enables the information relating to the corporate governance report in this Universal Registration Document in accordance with Articles L. 225-37-3 *et seq*. of the *French Commercial Code* to be identified.

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Financial glossary

A

AMF (French Financial Markets Authority)	Financial institution and French independent administrative authority whose role is to set the operating and ethics rules of the markets, monitor the markets and protect investors and shareholders.

B

Broker	Intermediary between a buyer and a seller, the broker facilitates trades between different traders or asset managers.

C

Capital expenditures and projects	Corresponds to acquisitions of property, plant and equipment and intangible assets, net of disposals, the net change in advances to suppliers of fixed assets and investment subsidies received.
Consolidated revenue	Does not include the share of joint ventures, consolidated by using the equity method, in accordance with IFRS 10-11-12.

D

DSS (Deferred Settlement Service)	Paid service enabling, for the most liquid shares, to defer the payment for orders and delivery of shares until the last stock market day of the month.

E

EBITDA	Corresponds to the operating margin, which includes the share of profit of associates and joint ventures before allowances for depreciation and operating provisions.
Economic revenue	Corresponds to consolidated revenue plus revenue from investments by controlled subsidiaries in joint ventures and associates consolidated at their percentage holding: BPO (50%) and YFPO (50%) for Exterior & Lighting, EKPO (40%) for Powertrain and SHB (50%) for Modules.
Euronext Paris	Market operator which organizes, manages and develops the Paris securities markets. It performs a market regulatory function (financial transactions, monitoring of brokers) through delegation of the AMF.
Ex-dividend date	The date on which the share's dividend is paid. The dividend amount is deducted from the closing price on the day preceding the ex-dividend date. The dividend will then be received by the shareholder on the payment date. On the ex-dividend date, the opening price theoretically loses the equivalent of the amount of the dividend from its closing price of the day before.

F

Float	Portion of the equity capital available to the public and used in stock market trading.
Free cash flow	Corresponds to the operating cash flow, less tangible and intangible investments net of disposals, taxes and net interest paid +/- the change in working capital requirements (cash surplus from operations).

G

Gearing	Net debt rate (net debt/shareholders' equity). It is a ratio which measures a company's level of indebtedness in relation to its shareholders' equity.

I

IFRIC (International Financial Reporting Interpretations Committee)	The International Financial Reporting Interpretations Committee (IFRIC) formulates interpretations of IFRS international accounting standards to ensure homogeneous application of these standards, clarify details that apply to them and find practical solutions.
IFRS (International Financial Reporting Standards)	International accounting standards established by the IASB (International Accounting Standards Board). Since January 1, 2005, the preparation of consolidated financial statements is mandatory for all listed companies in Europe to facilitate the comparison of their financial positions.

L

Like-for-like	At constant scope and exchange rates.

M

Market capitalization	Value of all the shares of a company on the market at a given time. It is equal to the stock market price multiplied by the number of shares comprising the equity capital of the Company.

N	
Net dividend per share	Share of the net income of a company distributed to shareholders. Its amount is voted on by shareholders at the General Meeting of Shareholders, after approval of the annual financial statements and on the recommendation of the Board of Directors.
Net financial debt	Includes all long-term borrowings, short-term borrowings and bank overdrafts less loans, marketable debt instruments and other non-current financial assets, and cash and cash equivalents.
Net profit (loss) – Group share	The profit or loss of the Company is obtained by adding the operating margin, other income and expenses, net financing expenses, other financial income and expenses, net income after tax of discontinued, or being discontinued, operations and by deducting net income tax and earnings payable to minority shareholders.
O	
Operating margin	Includes the share of profit of entities accounted for by the equity method and the amortization of acquired intangible assets, before other operating income and expenses.
P	
Par value	Initial value of a share set in the bylaws of a company. The share capital of a company is the product of the par value of the share multiplied by the total number of shares.
Q	
Quorum	Minimum percentage of shares present or represented and having the right to vote, necessary for the General Meeting of Shareholders to legally deliberate.
R	
Roadshow	Institutional investor meetings during which the Company’s corporate executive officers and the “Investor relations” team communicates on the Group's net income, markets and strategy.
ROCE (Return on capital employed)	Return on capital employed corresponds to the ratio of the operating margin to the sum of shareholders’ equity and net financial debt.
S	
Share	Negotiable security representing a fraction of a company’s share capital. Equities grant certain rights to their holders, the shareholders. The share may be held in registered or bearer form.
Share buyback	Transaction where a company buys its own shares on the market, up to a threshold of 10% of its share capital, and after authorization by the shareholders given at the General Meeting of Shareholders. Shares bought back are not included in the calculation of earnings per share and do not receive dividends.
Shareholders’ equity	The shareholders’ equity is the financial resources of the Company (excluding debt) and is comprised of share capital, reserves, net income for the year and operating subsidies.
Shareholder of an administered registered share	Equities held in administered registered form are registered with the listed company, but their management remains with the shareholder’s financial intermediary, who remains the preferred contact for all transactions.
Shareholder of a pure registered share	Shares held in pure registered form are held with the listed company, who has delegated the management of them to its financial intermediary.
Shareholder of bearer shares	Shares are held in an account opened with a financial intermediary (bank, broker).
SRI (Socially responsible investment)	Socially responsible investment includes, in addition to the usual financial criteria, environmental, social and governance (ESG) criteria in the analysis and investment process.
Stock option	See Subscription Option.
Subscription option (Stock option)	An option which gives the right to subscribe for, at a price fixed in advance and during a pre-determined period, shares of a company.
T	
Treasury stock	Treasury shares represent the portion of the share capital held by the Company which issued them. They do not have voting rights and do not receive dividends.
Treasury shares	A portion of the treasury shares held by a company, regulated and capped at 10% of the share capital.

Technical and sustainability glossary

ACT FOR ALL™	OPmobility SE CSR policy. This global program aims to mobilize the Group's stakeholders around three areas: a responsible company, care for people and sustainable production.
ADAS	Advanced Driver-Assistance System
ARPEJEH	Supporting the Implementation of Study Projects for Young Pupils and Students with Disabilities Association is a general interest association, governed by the law of July 1, 1901, bringing together private and public professional organizations committed to an active policy in favor of the employment of people with disabilities, equal opportunity and diversity.
BP	The Basis of Preparation (BP) as part of the CSRD framework describes the principles and methods used to prepare Sustainability Statement, including the scope of consolidation and materiality criteria.
CAPEX	Capital Expenditure - Refers to expenditures on non-current assets, i.e. investments made by a company to acquire, improve or maintain physical or intangible assets.
Circular economy	An economic concept that is notably inspired by the ideas of the green economy, the economy of use or the economy of functionality, the performance economy and industrial ecology, to produce goods and services whilst significantly limiting the consumption and waste of raw materials, and the use of non-renewable energy sources.
CNG	Compressed natural gas
CMR	Carcinogenic, Mutagenic and toxic for Reproduction
CMRT	The Conflict Minerals Reporting Template is a standardized tool used by companies to disclose information on the source of conflict minerals (tin, tantalum, tungsten and gold) in their supply chain.
Composite	A composite material is an assembly of at least two immiscible components (but with high penetration ability) with properties that complement each other, enabling enhancements in performance.
CO_2	Carbon dioxide, or carbon gas, mainly from the combustion of hydrocarbons and coal (industry, energy generation, transportation, etc.).
CSR	Corporate Social Responsibility - For OPmobility, it is structured around three focus areas with the aim of becoming the leading partner for sustainable mobility: sustainable production, attention to employees and responsible entrepreneurs.
CSRD	European Corporate Sustainability Reporting Directive setting new non-financial reporting standards and obligations, applicable from 2025 for OPmobility.
EcoVadis	A CSR (Corporate Social Responsibility) assessment designed to observe the inclusion of sustainability principles in a company's business.
ESG	Environmental, Social and Governance criteria
ESRS	ESRS (European Sustainability Reporting Standards) are European sustainability reporting standards covering environmental, social and governance (ESG) aspects.
Fuel cell stack	This is an electrochemical device that produces electricity by reverse electrolysis of water.
FR2	Workplace accident frequency rate with and without lost time: number of workplace accidents with and without lost time multiplied by 1 million, divided by the number of hours worked (including temporary staff).
GDPR	General data protection regulation. The goal of the GDPR is to strengthen supervisory practices regarding the collection and use of personal data.
GHG	Greenhouse Gas - Gas components that absorb the infrared radiation emitted by the Earth's surface, and contribute to the greenhouse effect. Their increased concentration in the Earth's atmosphere is one of the factors causing global warming.
GOV	GOV (Governance) as part of the CSRD framework refers to the governance structures and processes of a company, including the way in which it manages sustainability issues and integrates ESG (environmental, social and governance) criteria into its strategy and operations.
GRI (Global Reporting Initiative)	A non-profit organization that aims to develop directives applicable worldwide with respect to corporate sustainability policies and reporting www.globalreporting.org
HSE	Health, Safety, Environment - A function that deals with workplace Health, Safety and Environment issues.
Hybrid	This is a general operating principle which consists of combining an electrical engine (often reversible as a generator) with a combustion engine to propel a vehicle.
Hydrogen	"Hydrogen vehicle" refers to any type of transportation that uses the chemical transformation of hydrogen as a propulsion energy source (either direct combustion or through transformation into electricity using fuel cells).

IATF	The International Automotive Task Force is a group of carmakers and their trade associations dedicated to improving product quality for customers in the global automotive industry.
IEA	The International Energy Agency is an intergovernmental organization that provides analysis and policy recommendations on global energy issues, including sustainability and energy transition.
ILO	International Labour Organization, founded in 1919, is an institution on a worldwide level charged with articulating and supervising international labor standards.
IPCC	Intergovernmental Panel on Climate Change, which is an international organization that assesses scientific, technical and socio-economic information related to climate change.
IRO	Impacts, Risks and Opportunities - Key elements of CSRD that help companies identify, prioritize and manage their environmental and social impacts, the risks they face, and development opportunities.
ISO 14001	International environmental management system standard.
ISO 45001	International workplace health and safety management system standard.
ISO 50001	International energy management system standard.
LCA	Life Cycle Assessment
MDR	Minimum Disclosure Requirements (as part of the CSRD) - Minimum disclosure requirements that companies must meet for their sustainability statements, covering sustainability-related policies, actions, metrics and objectives.
MIT	Massachusetts Institute of Technology, one of OPmobility's partners in the innovation ecosystem.
NICE	Network of Innovation Centers par Excellence - Grouping of universities and start-ups in the Yangtze River Delta region, OPmobility's partner for Open Innovation in China.
NOx	Nitrogen oxides whose emissions are regulated by worldwide standards for cars and trucks.
OECD	The Organization for Economic Co-operation and Development is an international organization that promotes policies aimed at improving economic and social well-being worldwide.
OHSAS 18001/ISO 45001	International workplace health and safety management system standard
Open Innovation	OPmobility's "open innovation" approach, with three main focuses: environmental sustainability, or how to move towards clean propulsion systems; autonomous cars and shared vehicles, or how to integrate the new IT, data capture and processing technologies; and industrial performance (4.0 plant), or how to use data to create the most efficient production and logistics technologies while developing employees' skills.
OPEX	Operating Expenditure - Refers to the operating expenses, i.e. the costs related to the day-to-day activities of a company.
PPA	The Power Purchase Agreement is a long-term contract between an electricity producer and a buyer, often used to finance renewable energy projects.
REACH	Registration, Evaluation, Authorization and Restriction of Chemicals is a European Union regulation that aims to protect human health and the environment against the risks related to chemical substances. It requires companies to provide information on the properties and uses of the substances they manufacture or import.
SBM	The SBM (Strategy and Business Model) as part of the CSRD framework describes how a company's strategy and business model interact with the IRO in terms of sustainability.
SBTi	The SBTi (Science Based Targets initiative) is an initiative that helps companies set targets for reducing greenhouse gas (GHG) emissions in line with the objectives of the Paris Agreement.
SCR	Selective Catalytic Reduction - Through the injection of the additive AdBlue®, this technology reduces NOx emissions (nitrogen oxides, which have adverse health effects) from diesel engines by 95%.
SVHC	Substance of Very High Concern - Chemical substances that fall into one of the following categories: substances that are carcinogenic, mutagenic or toxic for reproduction, persistent, bioaccumulative and toxic substances, very persistent and very bioaccumulative substances, substances that can disrupt the endocrine system.

Taxonomy	This makes it possible to identify the economic activities of a company that are considered environmentally sustainable. It aims to redirect capital flows towards sustainable investments, integrate sustainability into risk management and promote transparency in corporate reporting.
TISAX	Trusted Information Security Assessment Exchange is an information security standard specific to the automotive industry, which allows companies to assess themselves and share the results of their security assessments with their business partners.
Thermoplastic	A thermoplastic material is one that softens (sometimes fusion is observed) repeatedly when heated above a certain temperature, but which becomes hard again below that temperature.
Top Planet	Energy management system applicable to all subsidiaries and joint ventures controlled by OPmobility.
Top Safety	System to manage the security of people and property applicable to all subsidiaries and joint ventures controlled by OPmobility.
VOC	Volatile organic compounds are composed of carbon, oxygen and hydrogen and can be easily found in gaseous form in the atmosphere. They are mainly the result of solvent evaporation.
vPPA	The Virtual Power Purchase Agreement is a financial contract in which a company undertakes to purchase renewable electricity produced by a third party, with no direct physical connection to the production.
WoMen@OP	Internal network whose purpose is to promote and facilitate gender diversity in companies.

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OPmobility
1, allée Pierre Burelle – 92 593 Levallois Cedex – France
Tél. : +33 (0) 1 40 87 64 00 – Fax : +33 (0) 1 47 39 78 98

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