

Q1 2025 REVENUE



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Executive summary

**Solid revenue growth
in Q1 2025**
+3.3%* vs. Q1 2024

**Rapidly adapting
in an uncertain context**

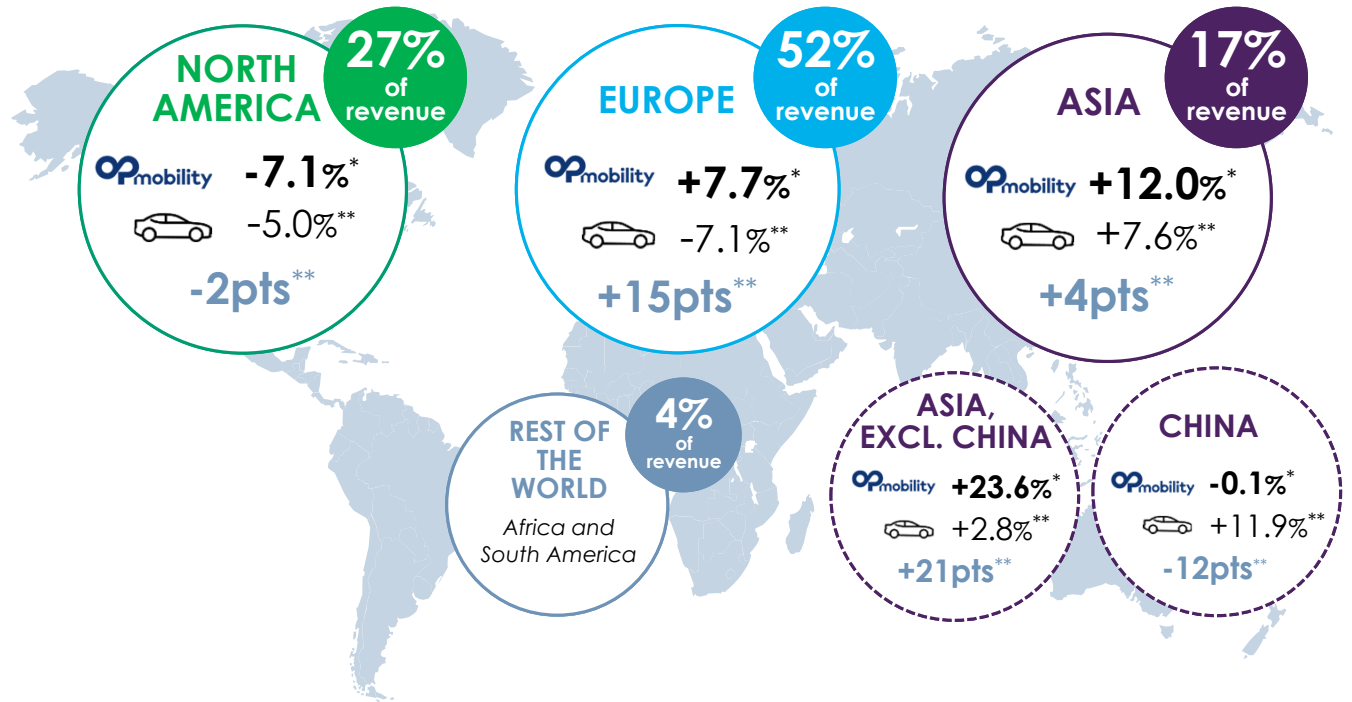
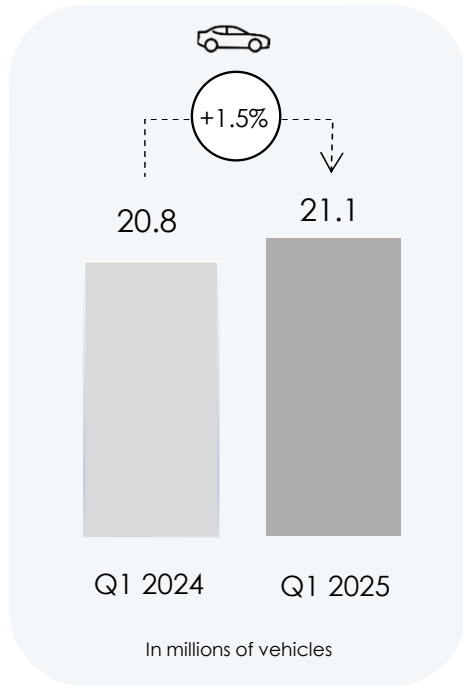


**Outperforming
the market by +1.8pts****

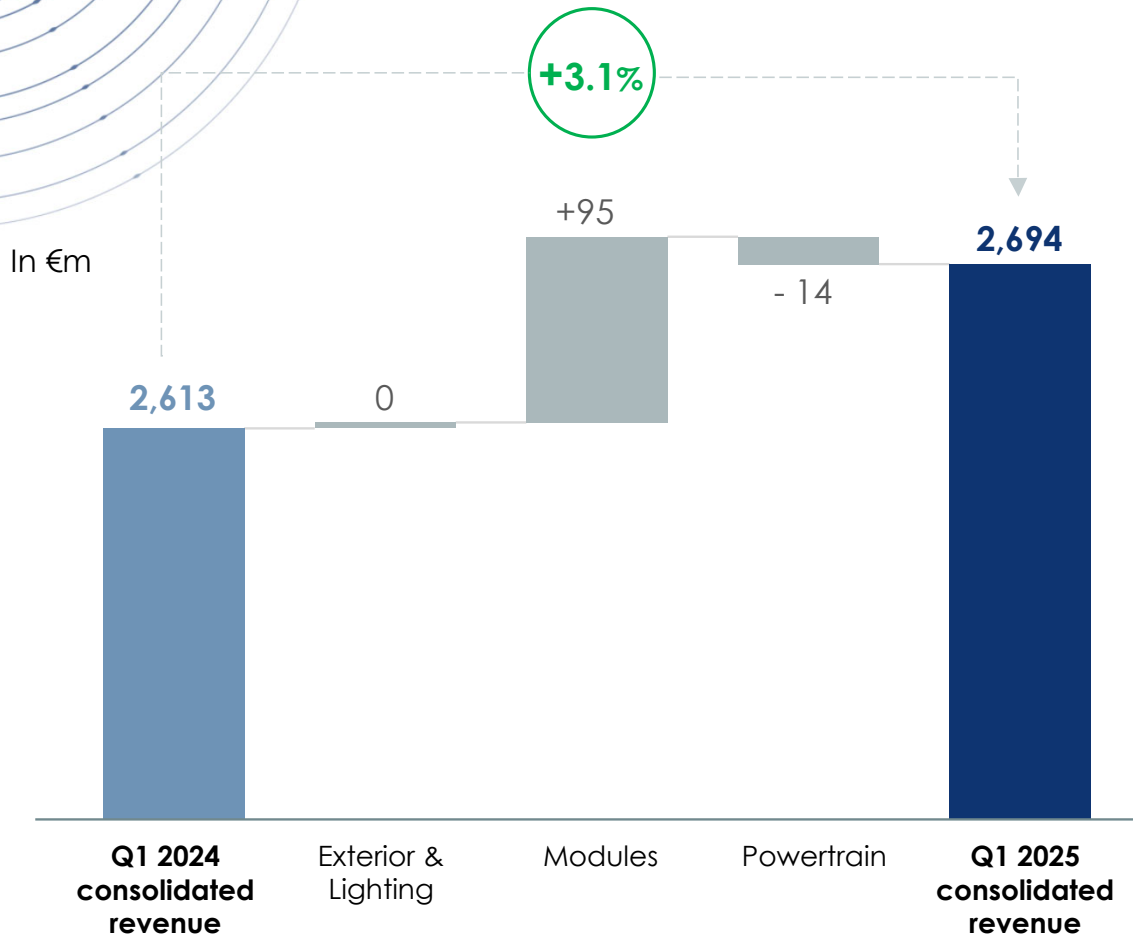
**Additional costs reduction
& investments slowdown**

* Economic revenue. Changes are in Like-for-Like
** Source: S&P Global Mobility automotive production published in April 2025 - [0:3.5t PC + LCV]

Outperformance of +1.8pts in Q1 2025



Revenue up +3.1% in Q1 2025



Exterior & Lighting
Stable vs. Q1 2024



Modules
+13.4% vs. Q1 2024



Powertrain
-2.1% vs. Q1 2024



FX effect of +€22.5m (mainly USD)

Exterior & Lighting in Q1 2025

Exterior

Business highlights

- Strong performance driven by Europe and Asia
- Solid order intake with the new winners in China

Lighting

Business highlights

- Combining Exterior and Lighting activities to generate production and costs synergies
- Sales still impacted by lower order book before acquisition

Key launches



BYD Seal
Bumpers



Cadillac Vistiq
Front & Rear Bumpers,
Tailgates & Roof Spoilers



Renault 4
Front Bumpers & Wheel
Arches & Bodyshells



Mazda 6e
Bumpers
& Lighting Grills

Combining
Exterior
and
Lighting

Modules in Q1 2025

Modules

Business highlights

- Strong performance in Europe driven by an increase of modules assembled in Slovakia and Czech Republic



- Launch of a new vehicle in the USA and in China for a major US EV player

- High activity for Hyundai in South Korea through our JV with SHB



Key launch



Dodge Charger
Front end modules

Key award



Robotaxi (major EV player)
Modules and exterior parts

Powertrain in Q1 2025

C-Power

Business highlights

- Consolidating our leadership in fuel tank production
- Securing new orders from major American and Chinese OEMs
- Expanding our footprint in India by building two new plants



Key launch



Kia Syros
Fuel systems

Key award



Geely XingRui L
Fuel systems

H₂-Power

Business highlights

- First hydrogen high-pressure vessels assembled in Lachelle
- Adaptation to gradual volumes



Lachelle (France),
Europe's biggest
hydrogen vessels
plant

A global player with regionalized footprint



opmobility footprint
(# of plants)



Local industrial footprint and operational proximity to customers

€1.8 bn of revenue in the US in 2024, o/w >80% produced locally



Ongoing negotiations with customers to mitigate the impact of tariffs

Focus on components supply: directed (~2/3) and free purchases (~1/3)

Quickly adapting with strong measures



Intensifying costs reduction



Additional reduction of structure costs



Adapting our indirect production costs to volumes



Securing balance sheet and cash



Slowdown of investments and inventories optimization

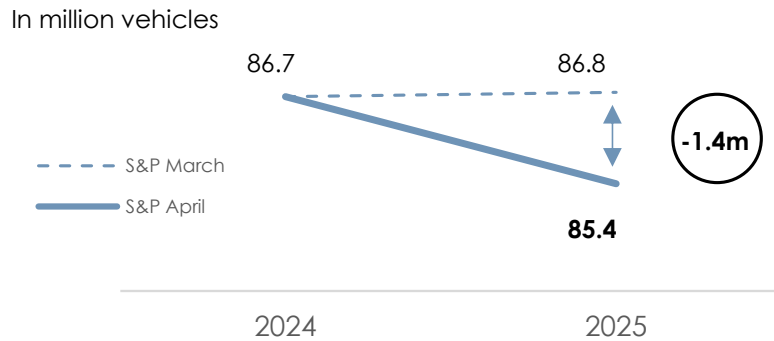


Sound financial structure and high level of liquidity

← **Strong measures to anticipate impacts on automotive production** →

Outlook

Uncertain automotive market*



- Volatile environment linked to trade tariffs
- Low visibility on automotive production expected to be down by -1.5% in 2025 (S&P)

In this context, we maintain our outlook

- **A solid start of the year with revenue growth**
- **Encouraging signals on volumes from our customers**
- **Rapid adaptation** through additional measures on **costs and investments**

← Outlook 2025 maintained →

Operating Margin
> 2024

Net Result
> 2024

Free Cash Flow
> 2024



Conclusion

- ✓ **Solid start** of the year with **growing revenue**
- ✓ Benefiting from our **agility and operational efficiency** to tackle current geopolitical uncertainties
- ✓ **Adapting quickly** with **additional measures on costs and investments**, given limited visibility on volumes
- ✓ **Maintaining our guidance** for 2025, after strong Q1 performance and encouraging signals from our customers
- ✓ Proving once again our capacity **to combine short term agility and long-term vision**

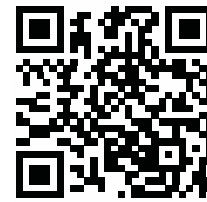


QUESTIONS & ANSWERS





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