INVESTORS PRESENTATION



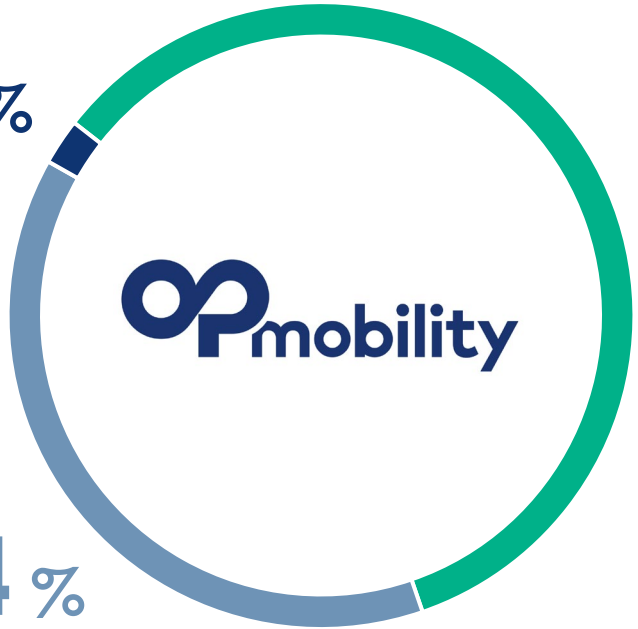
September 2025

GROUP OVERVIEW



A family-owned business supporting long-term strategy

Treasury shares & employees **2.0 %**



60.6 %

Burelle S.A.

Public 37.4 %

As of 31 January 2025

Complementary business groups offering a wide range of solutions

28 Countries | 38,900 People | 150 Plants | 40 R&D Centers

Exterior & Lighting



Exterior parts
(# 1 worldwide)

and lighting solutions

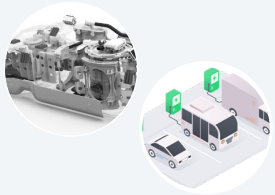
Modules



Modules & cockpits
Design and assembly
(# 1 worldwide)

Powertrain

C-Power



Fuel systems
(# 1 worldwide)
Battery packs

H_2-Power



Hydrogen systems

OPnSoft

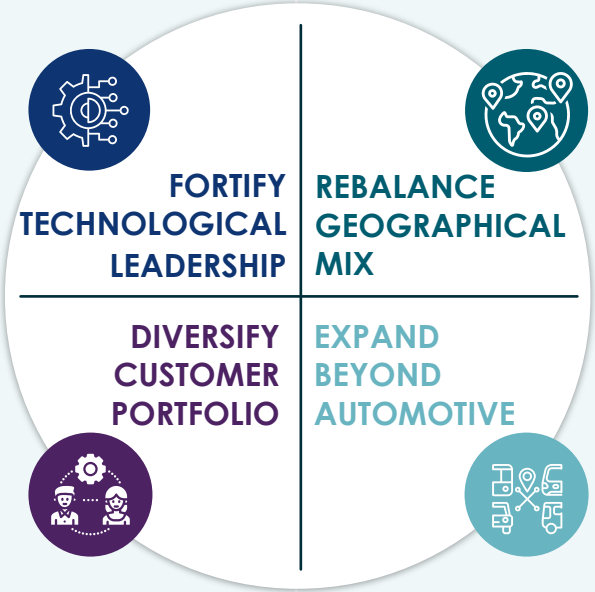
Our strategy to address challenges in mobility

Key challenges

- Low visibility on automotive production
- Volatile environment
- Future of mobility to be reshaped

…ACCELERATING…

4 STRATEGIC PILLARS



FOCUS ON COMPETITIVENESS, PERFORMANCE AND EFFICIENCY

Providing fully integrated exterior solutions

One you
All-in-one exterior solutions for better mobility



Level 3
Extended Exterior Solutions





Renault 4

Level 2
Augmented Modules



Mazda EZ-6

Level 1
Illuminated panels

Combining the expertise of **Exterior & Lighting, Modules and OP'nSoft** to **improve synergies**

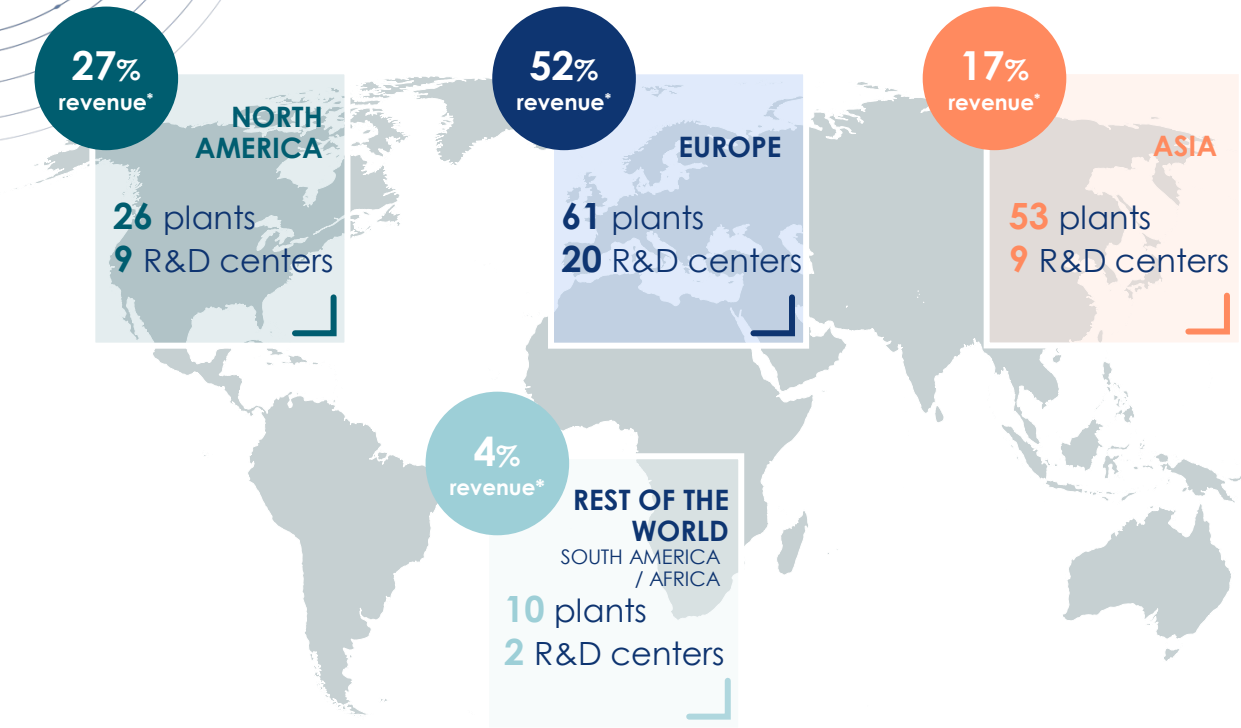
Unique tailor-made technological solutions to our customers

Focus on **operational efficiency, agility,** and sustainability management

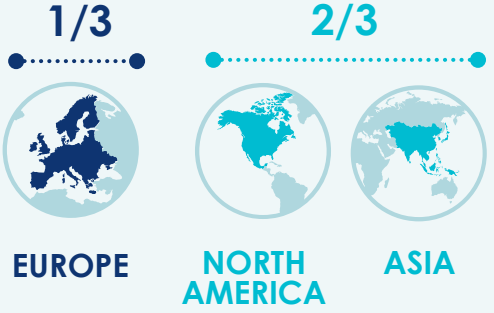
2025 OBJECTIVE

Significant order intake

Towards a more balanced geographical activity



Being reinforced with order book!



* H1 2025 economic revenue

Partnering with strategic players

CAPITALIZING ON HISTORICAL AUTO MAKERS…

VOLKSWAGEN GROUP
BMW GROUP
Mercedes-Benz Group
Renault Group
TATA
Ford
STELLANTIS
HYUNDAI MOTOR GROUP
gm
Major EV player

Our top 10 customers in 2024

… INCREASING EXPOSURE TO NEW PLAYERS…

Major EV player
RIVIAN
xiaomi
GEELY
BYD
HUAWEI
CHERY
NIO

… AND BEYOND AUTOMOTIVE

ALSTOM
CRRC
STADLER
SIEMENS
JOHN DEERE
POLARIS
Major EV player


mobility
H1 2025 RESULTS

Proving resilience in a volatile market

Complex environment in H1 2025

Automotive production* down in Europe and North America

Introduction of new trade tariffs from Q2 2025

Geopolitical tensions

Limited direct impact for OPmobility thanks to

Operational proximity to customers with 150 plants in 28 countries

Commercial intimacy with our customers

Rapid adaptation through **strong measures** on **costs** and **investments**

* Source: S&P Global Mobility automotive production published in July 2025 by source plant region - [0;3.5t PC + LCV]

Very solid start of the year 2025

OPERATING MARGIN

€260m
in H1 2025

+11.1%
vs. H1 2024

NET RESULT GROUP SHARE

€90m
in H1 2025

-€10m
vs. H1 2024

FREE CASH FLOW

€165m
in H1 2025

+5.0%
vs. H1 2024

NET DEBT

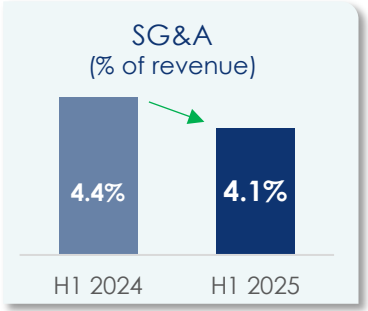
€1,459m
as of 30 June 2025

-€118m
vs. 31 Dec. 2024

Mitigating tariffs impact thanks to strict measures

Strong initiatives on costs

Intensified measures on **structure costs** and **indirect production expenses**

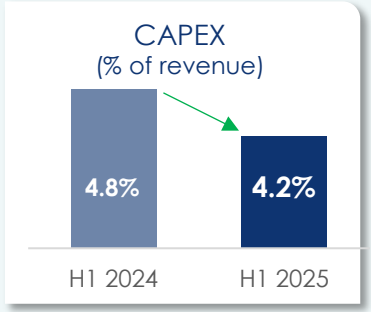


Limited direct impact of tariffs on **component supply**

&

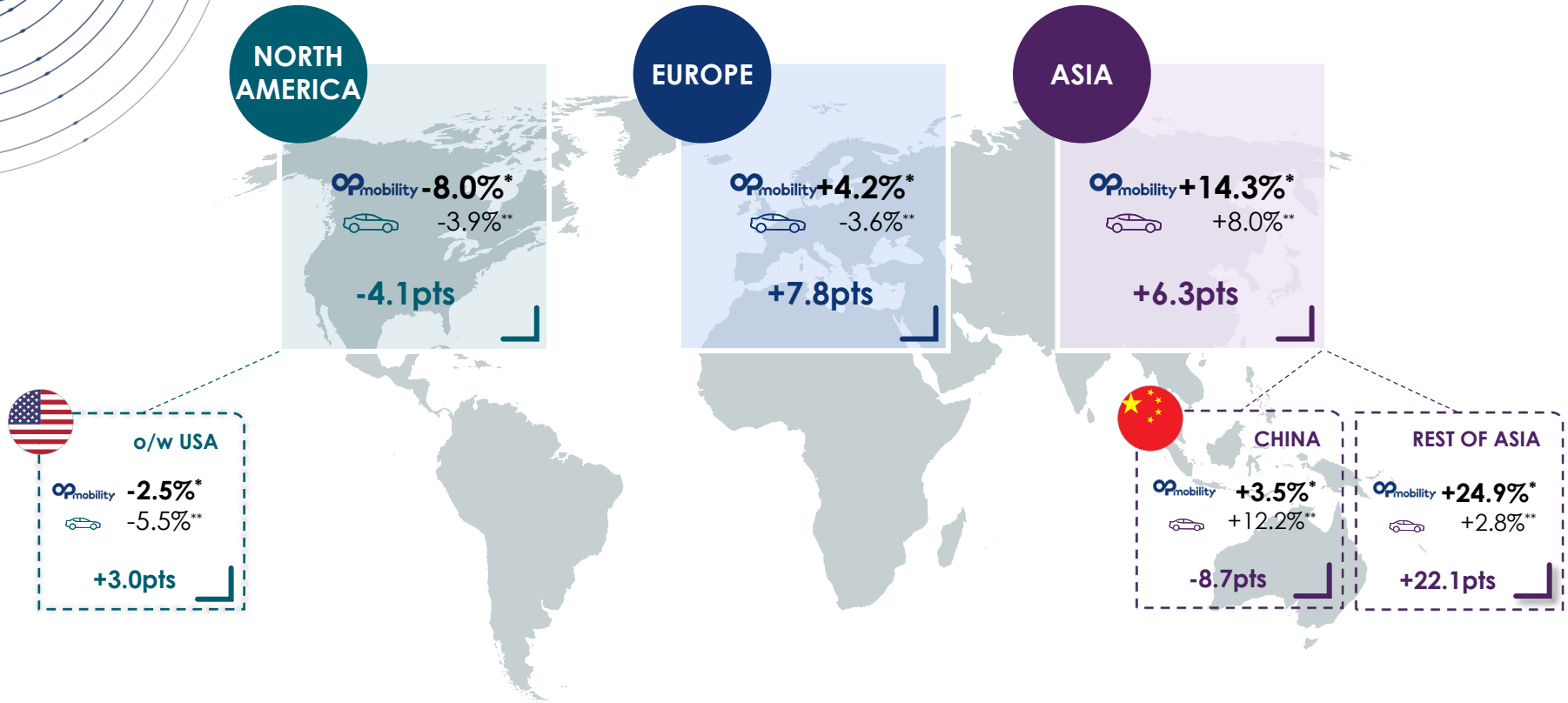
Controlled investments

Rationalization of investments



Investments down -13% in H1 2025 vs. H1 2024

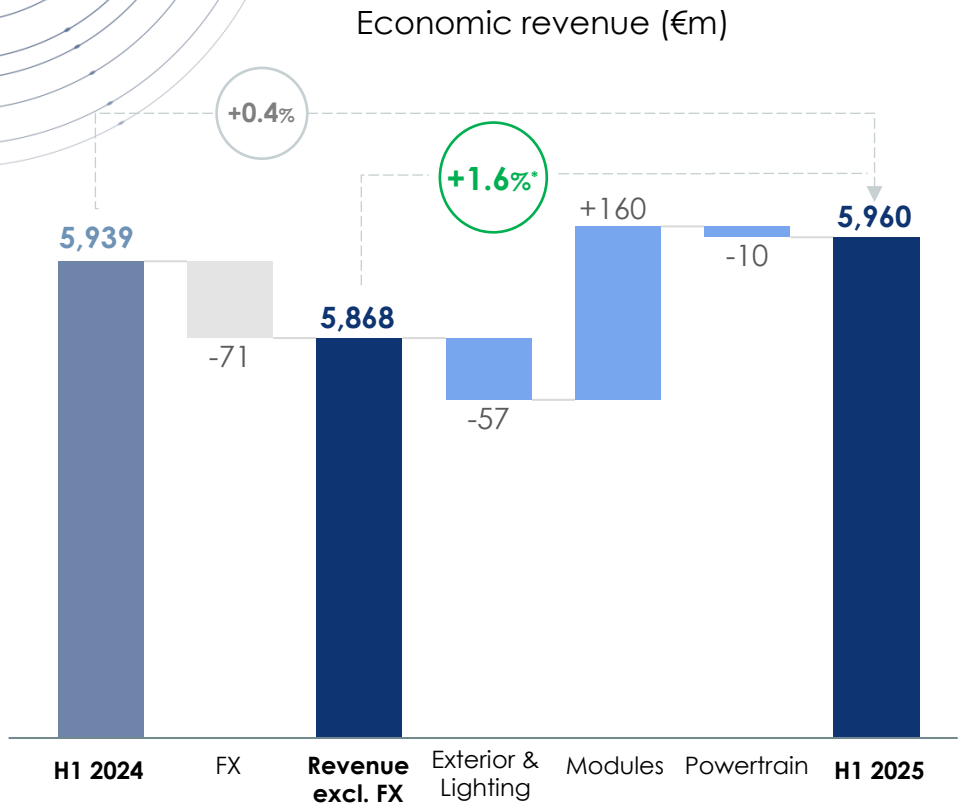
Outperforming the market in Europe, Asia and USA



* Economic revenue. Changes are in Like-for-Like

** Source: S&P Global Mobility automotive production published in July 2025 by source plant region - [0;3.5t PC + LCV]

Revenue up +1.6% LFL in H1 2025



Exterior & Lighting

- Exterior posted slight growth while impacted by lower Tooling & Development than in H1 2024
- Lighting still affected by lower order book prior to acquisition

Modules

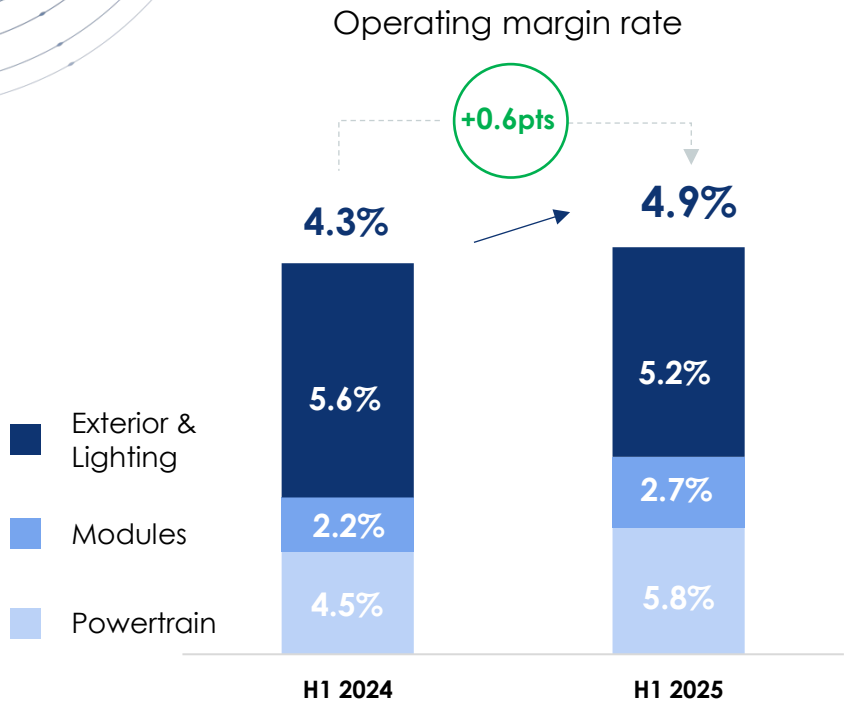
- Benefits from strong volumes in Europe

Powertrain

- Consolidating leadership position in fuel systems
- Gradual ramp-up in hydrogen and electrification systems

* Changes are in Like-for-Like

Significant improvement in operating margin to 4.9% of revenue



- **Strong increase** in operating margin
  - **+11%** vs. H1 2024
  - **4.9% of revenue** (+0.6pts YoY)
- Already benefiting from **acceleration on cost reduction measures**
- **Modules** succeeded in increasing its operating margin **> 2.5%**
- **Exterior & Lighting and Powertrain** posted operating margin at **5.9%** (+0.7pts vs. H1 2024)

Net result Group share at €90m

In €m	H1 2024	H1 2025
EBITDA *In % of revenue*	**471** *8.7%*	**516** *9.7%*
Operating margin *In % of revenue*	**234** *4.3%*	**260** *4.9%*
Other operating income and expenses	-30	-63
Financial result	-63	-69
Income tax	-41	-37
Net result Group share *In % of revenue*	**100** *1.9%*	**90** *1.7%*

Operating margin

- Strong growth in operating margin **+€26m** vs. H1 2024
- **Offsetting** most of the increase in **non-recurring items**

Other operating income and expenses

- Additional €33m vs. H1 2024
- Mainly including **reorganization costs** and **currency effects**

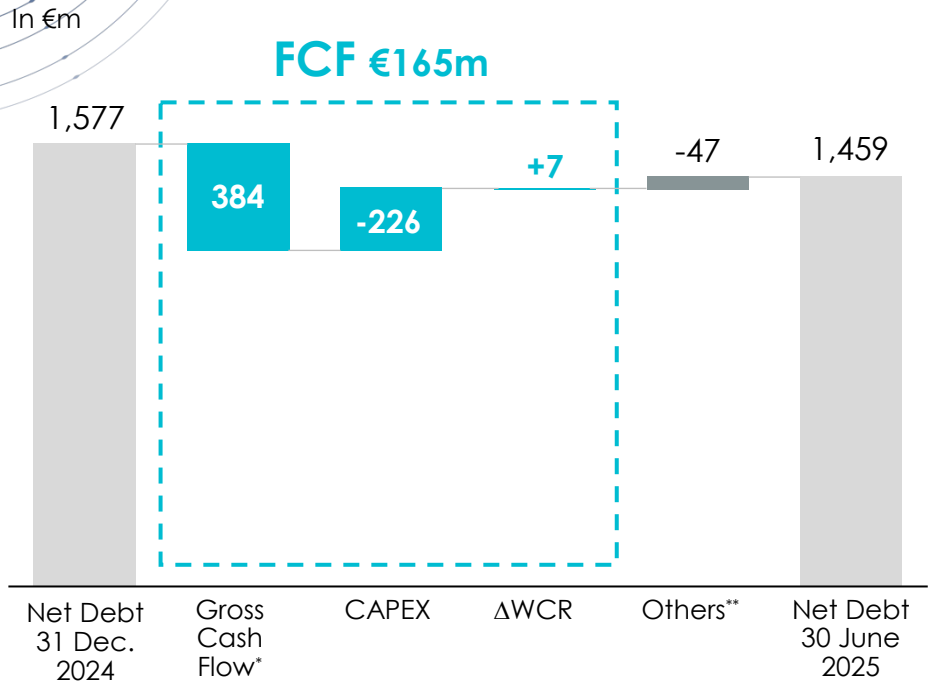
Financial result

- **Contained increase** in financial costs

Income tax

- **Tax rate stable** at 34% vs. H1 2024

Consistent Free Cash Flow generation of €165m



Free Cash Flow

- **Up +5.0%** vs. H1 2024
- Representing **3.1% of revenue** vs. 2.9% in H1 2024

Capex

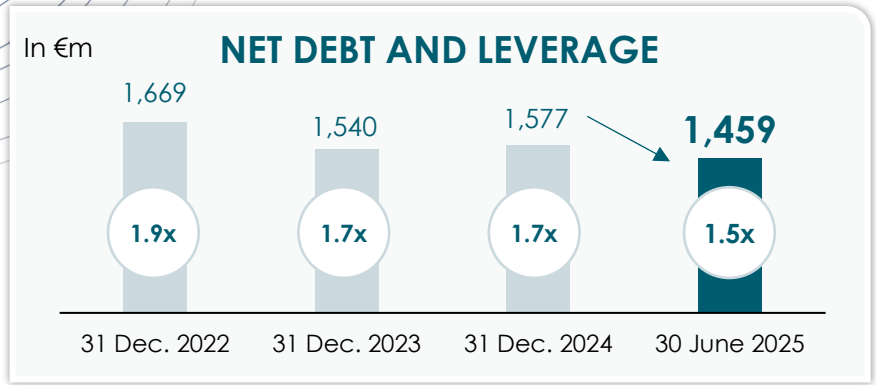
- **Controlled investments** in a volatile environment
- Representing **4.2% of revenue** vs. 4.8% in H1 2024

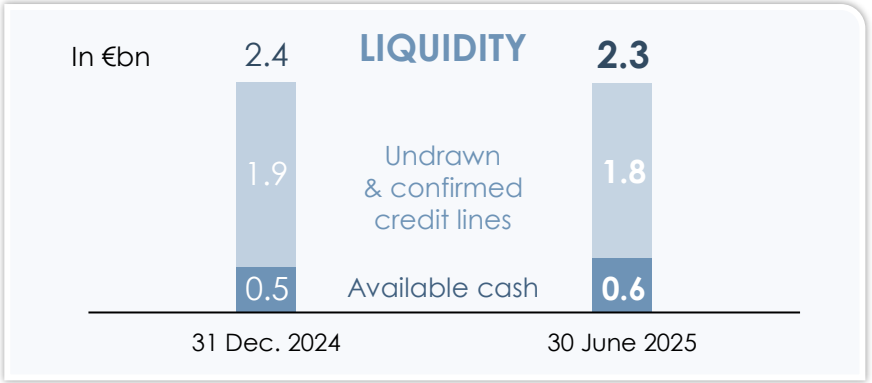
ΔWCR

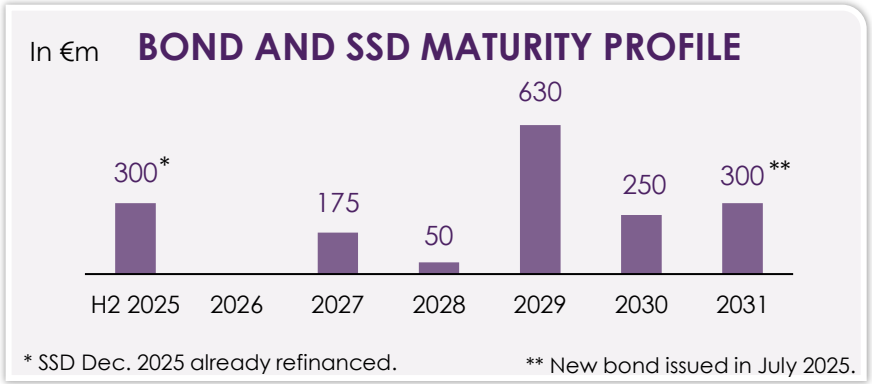
- **+€7m in H1 2025** vs. +€42m in H1 2024

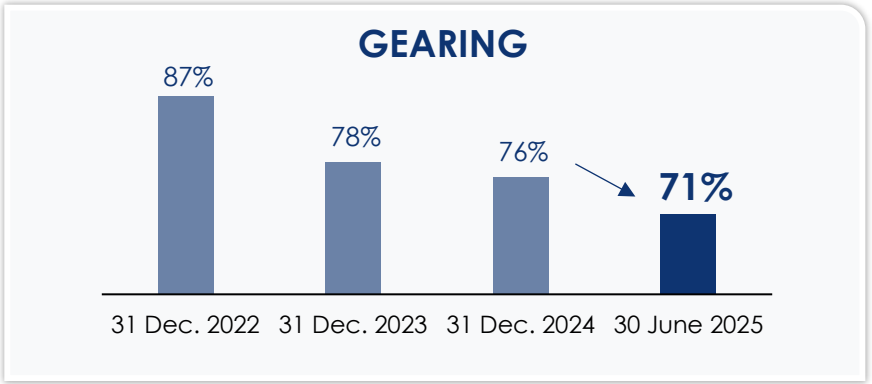
* EBITDA – taxes, interest & non-recurring cash items
** Including dividends (-€54m), IFRS 16 (-€20m) and others (€27m)

Solid and sound financial structure









BUSINESS HIGHLIGHTS



Exterior & Lighting - H1 2025 highlights

- **Combining Exterior and Lighting** activities to generate **new products**, notably One4you, and **costs synergies**
- **Exterior** secured a **strategic 10-year contract** in Europe and USA for >3m vehicles
- Gaining **momentum with local Chinese OEMs**
- **Lighting** continuing to **secure new orders** for future growth

Key launches



AITO Seres M8
Bumpers



Land Rover Range Rover
Bumpers



BYD Sealion 6e
Tailgates



Renault 4 E-Tech
Bumpers

Key awards



Stellantis Various vehicles
Lamps



Premium OEM
Bumpers



Chery - Huawei Luxeed R7
Bumpers



Major local player
Bumpers

Modules - H1 2025 highlights

- **Strong performance in Europe** driven by an increase of modules assembled in Slovakia and Czech Republic
- **High level of activity in South Korea** through our JV SHB
- **Combining expertise** from several business groups to **address new mobility**

Key launches



Major US EV player
Front end & cockpit modules, active grille shutters

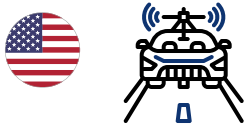


Skoda Enyaq
Front end modules



Mercedes CLA
Front end carriers

Key awards



Major US EV player Robotaxi
Modules and exterior parts



Chevrolet Various vehicles
Active grille shutters



Mercedes EQE
Front end modules

Powertrain - H1 2025 highlights

C-Power

- **Consolidating leadership** in fuel systems production
  - ✓ Sustained demand for ICE
  - ✓ Strong hybrid ramp-up
- Accelerating **growth in Southeast Asia**, mainly in Thailand

H_2-Power

- First hydrogen **high-pressure vessels assembled in Lachelle** (France)

Key launches



Kia Tasman
Fuel systems



Polaris Ranger
Fuel systems



Chery Tiggo
Depollution systems

Key awards



General Motors GMC Sierra
Fuel systems



Geely XingRui
Fuel systems



Hyundai Kona
Fuel systems

Expanding our business in Asia

CHINA

Accelerating our exposure to **strategic local players**

Xiaomi – Bumpers
BYD – Tailgates
Geely – Fuel systems
Huawei / AITO – Bumpers

Building on our joint venture **YFPO**

Bumpers 22% Market share Tailgates 60%

Leveraging our relations with local OEMs to **expand business beyond China**

- 1st awards for bumpers in Europe and South America for a Chinese OEM

> 60% order intake in this country is with Chinese OEMs



REST OF ASIA

Capitalizing on **solid momentum in modules**

HYUNDAI

Strong growth in Southeast Asia for **fuel systems**


BYD

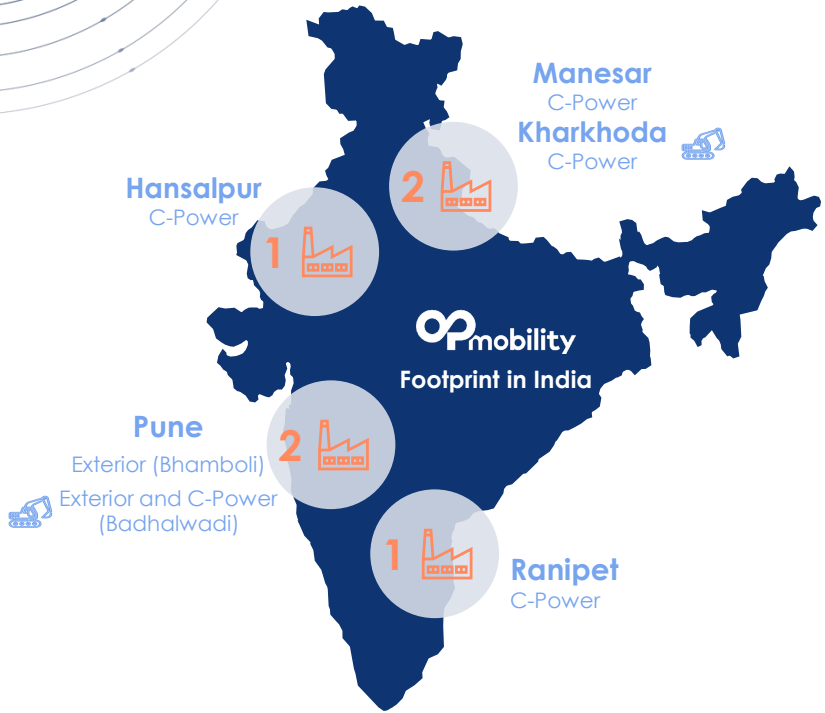

Suzuki Fronx

Expanding to **collective mobility** with **hydrogen systems**

CRRC

Increasing activity with **Indian OEMs**

Strengthening our leadership in India



- Solid presence with a target of **>50% market share** for **fuel systems by 2030**
- **Continuous growth** for Exterior
  - New plant to be open in Pune end 2025
  - Key award with local player

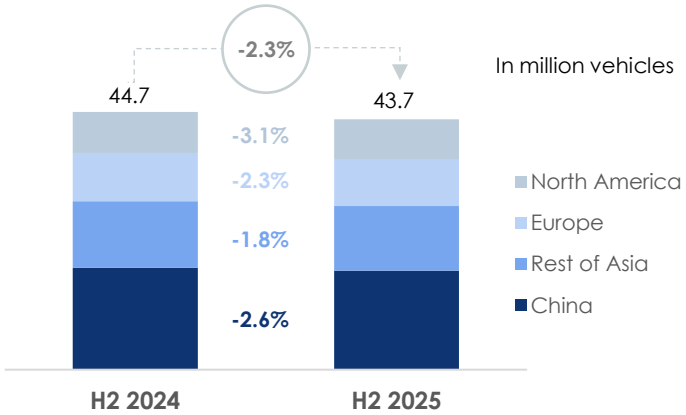
  Bumpers and grilles developed in record time
- Among **top countries contributing** to Group's revenue in Asia
- Strong growth opportunities: auto production of **+4.7%*** **CAGR by 2030**

* Source: S&P Global Production forecast published in July 2025 by source plant country - [0;3.5t PC + LCV]


OUTLOOK

Outlook

Market remaining volatile



- S&P* expects all regions to decrease in H2 2025 vs. H2 2024
- Volatile environment linked to trade tariffs and geopolitical context

2025 outlook confirmed

- **Solid start of the year** demonstrating **our resilience** and the **relevance of our strategy**
- **No significant changes on volumes** from our customers
- Maintaining **strong measures** on **costs** and **investments**

Outlook 2025

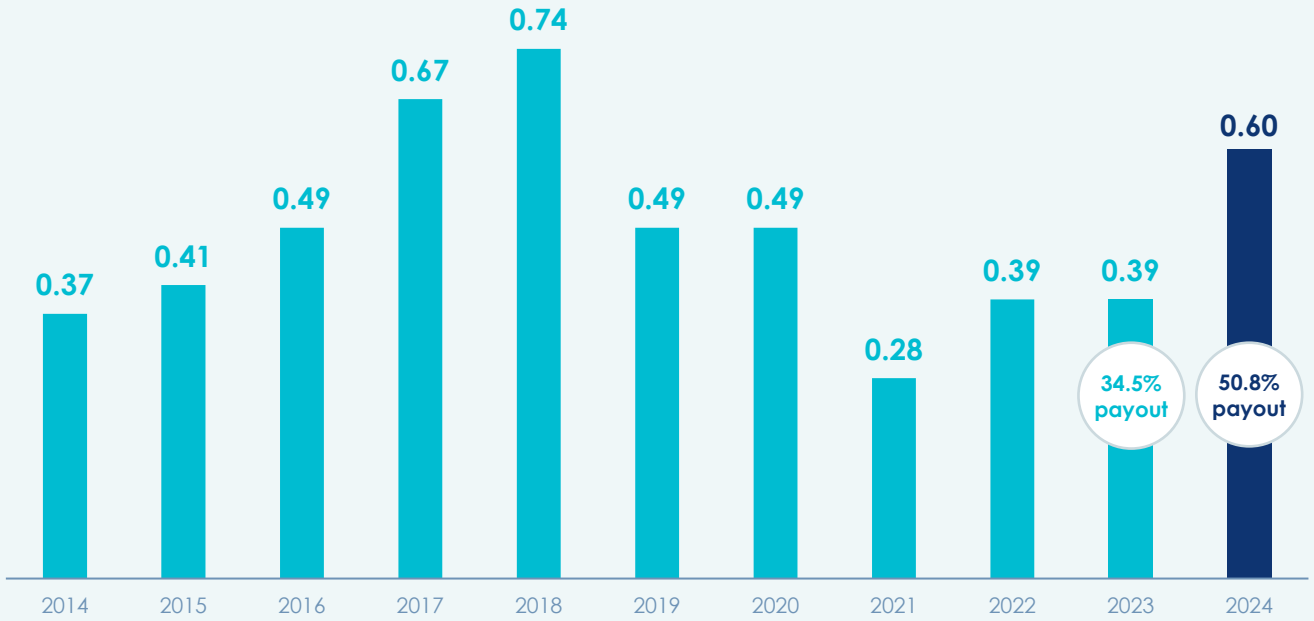
Operating Margin	Net Result	Free Cash Flow	Net Debt
> 2024	> 2024	> 2024	< 2024

* Source: S&P Global Mobility automotive production published in July 2025 by source plant region - [0;3.5t PC + LCV]

Consistent return to shareholders

Strong track record of dividend distribution

In € per share





OPmobility's strengths

- ✓ **Very solid start of the year** proving our **rapid adaptability** in a volatile market
- ✓ **Sound financial structure** with net debt reduction and high level of liquidity
- ✓ **Accelerating our strategy** of technologies, customers, and geographies **diversification**
- ✓ **Reinforcing our competitiveness** with structural measures
- ✓ **Strong commercial momentum**, supporting future growth
- ✓ **All targets confirmed for 2025**, improving our key financial metrics compared to 2024

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