Q3 2025 REVENUE

OPmobility

Laurent FAVRE
Chief Executive Officer

Stéphanie LAVAL
VP Investor Relations

October 22, 2025

Strong adaptability in a complex market

Automotive market

Automotive market	OPmobility
Tariffs impact differs by region and OEM	**Local production** and **strict costs** and **investments control**
+4.6%* Q3 2025 — Q3 automotive production mainly driven by Asia (China) and North America	**Accelerating our development** in these growing regions
Seasonal plants shutdowns in Europe	**Mitigating the impact** of lower volumes through flexibility
Unsteady EV subsidies across countries	**>75%** of our revenue **agnostic to powertrain**

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

Q3 2025 highlights

Organic revenue growth in Q3 2025
+2.6% vs. Q3 2024

Strong momentum in **North America and Asia**

Accelerating our development **in India**

2025 outlook confirmed

Q3 2025 Revenue

Stéphanie LAVAL, VP Investor Relations

Strong momentum in North America and Asia

NORTH AMERICA

31%
Q3 2025 revenue*

Auto market +5.8%**

OPmobility **+9.0%**

#1st country in Group's revenue

USA

Auto market +8.7%**

OPmobility **+12.1%**

EUROPE

46%
Q3 2025 revenue*

Auto market +1.0%**

OPmobility **-5.3%**

ASIA

19%
Q3 2025 revenue*

Auto market +6.1%**

OPmobility **+15.9%**

CHINA

Auto market +9.8%**

OPmobility **+9.7%**

REST OF ASIA

Auto market +1.1%**

OPmobility **+22.2%**

REST OF THE WORLD

SOUTH AMERICA / AFRICA

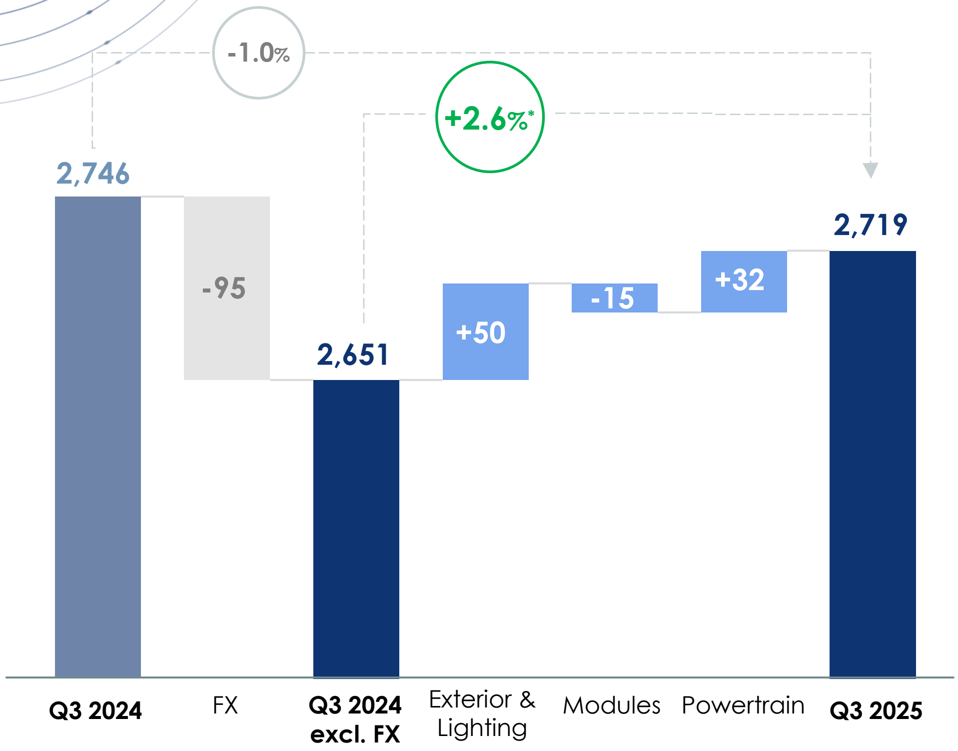
4%
Q3 2025 revenue*

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

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

Revenue up +2.6% LFL in Q3 2025

Economic revenue (€m)



Exterior & Lighting

- Exterior continues to deliver solid results
- Lighting improving sequentially since the beginning of the year

Modules

- Impacted by extended shutdowns of European customers' plants

Powertrain

- Very strong performance of fuel systems, especially in USA
- Ramp-up of battery packs activity

Significant FX impact mainly due to the US Dollar

* Changes are in Like-for-Like

Exterior & Lighting – Q3 2025 highlights

Exterior

- **Strong momentum in China and India**, notably with local OEMs
- **Robust activity in USA**
- Benefiting from ramp-up in volumes for **Stellantis** in **Slovakia**
- Impacted by **temporary OEMs shutdowns**

Lighting

- **Revenue stabilization** in progress
- **Securing future activity** with launches in the coming months

Key launches

Renault Alpine 390
Bumpers
Front end carriers

Saic - Huawei H5
Bumpers
Active grille shutters

Renault Clio
Bumpers
Front end carriers

Land Rover Defender
Rear lamps

Key awards

Seres - Huawei Aito M9
Bumpers

Chery
Various vehicles
Bumpers

Mahindra
Various vehicles
Bumpers

Renault Boreal
Front & Rear Lamps
Signal lights

Modules – Q3 2025 highlights

OPmobility

Increasing activity in South Korea
through our JV SHB

Progressive ramp-up in Austin
for the new model of the major US EV player

European activity impacted by

- **longer seasonal shutdowns** of OEMs plants
- **lower volumes** than expected

Key launches

Kia - PV5
Front end modules & carriers
Active grille shutters

Dodge - Charger
Front end modules

Major US EV player
Front end, cockpit,
and cooling modules

Key awards

BMW - Various vehicles
Cooling modules

Powertrain – Q3 2025 highlights

C-Power

- Very solid **fuel systems** activity in **USA**
- Increasing volumes in **Thailand**
- **Reinforcing our order intake** with Chinese OEMs, notably on PHEV
- **Expanding battery packs** activity

H_2-Power

- **Developments in progress,** mainly for heavy mobility
- **All assets operational:** certified vessels and industrial capacities in France, South Korea and China

Key launches

Maruti Suzuki New Victoris
Fuel systems

Geely Various vehicles
Fuel systems

HESS Trolleybus Tram bus
Battery packs

Key awards

BYD Yuan UP
Fuel systems

Hyundai Creta
Fuel systems

Dodge Ram
Fuel systems

Q3 2025 Strategic focus

Laurent FAVRE, Chief Executive Officer

Strengthening our industrial capacities in India

OPmobility

Fast-growing market

#3 automotive market worldwide

Automotive production: **+5.2%*** CAGR by 2030

Consolidating our leading position

1 car out of 3 equipped by OPmobility

Opportunities from regulation to reduce vehicles' weight

Grand opening of the 5th Indian plant
One facility for Exterior and C-Power

SALES by 2030 more than **x2**

Accelerating with local and global players

MARUTI SUZUKI · mahindra Rise · TOYOTA · Volkswagen · SKODA · HYUNDAI

Expanding footprint

Solid presence with **5 plants** & **1** under construction

4 R&D centers accelerating in engineering and digital

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

Supporting Chery in its international expansion

Scaling with Chinese OEMs

Capitalizing on our business with Chery in Asia

Industrial capacities already operational in Spain and Brazil

#3 Chinese OEMs
>15m vehicles produced

#1 Chinese exporter
2.6m sold in 2024
o/w 1m vehicles exported

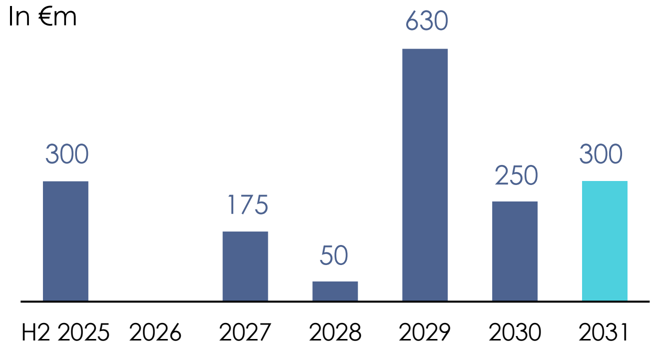
Addressing all powertrains
(ICE, PHEV, 100% EV)

Long-term global strategic partnership

Key contracts for bumpers in Spain and Brazil

A sound financial structure

Private placement notes & bonds issue per maturity



SUCCESSFUL €300m BOND

Issued in August 2025

Due 2031

Coupon of 4.3%

Rated BB+ by S&P

2025 debt maturity fully refinanced

No major refinancing terms until 2028

Accelerating on our ESG initiatives

Upgrade to "B-" prime status
from "C+"

Top 10% performers
among 101 automotive suppliers

ISS ESG highlights

- Reducing energy use, emissions, water, and waste
- Raising supplier compliance
- Strengthening governance with a dedicated CSR Committee and robust compliance training

Outlook and conclusion

Laurent FAVRE, Chief Executive Officer

2025 Outlook confirmed

Successfully adapting

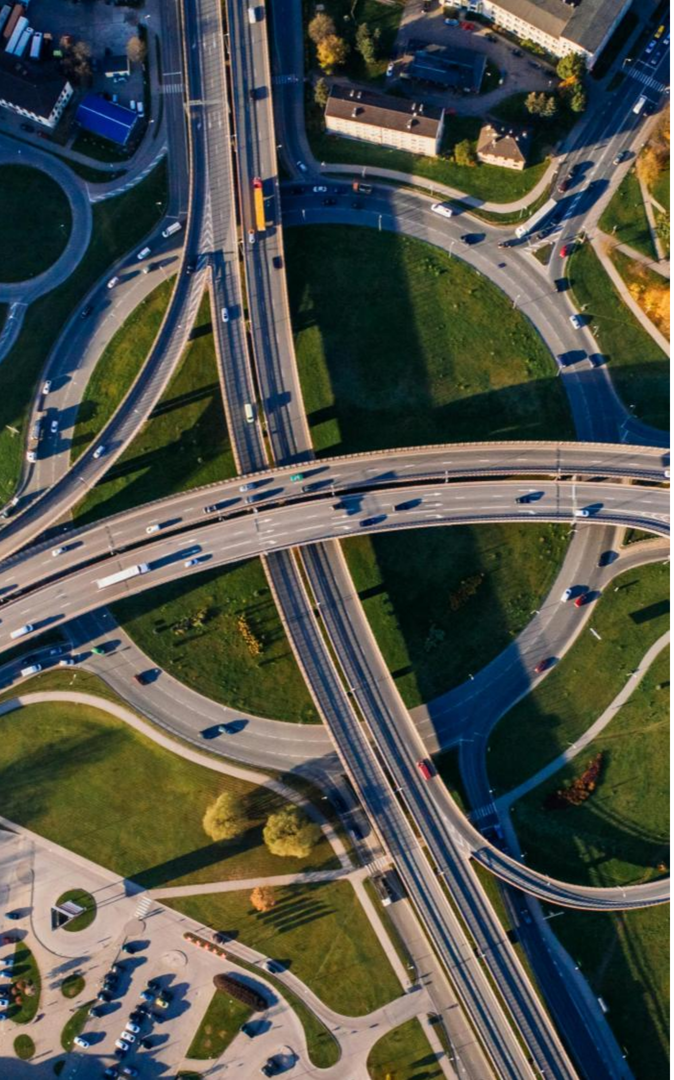
to the complex environment

Strong H1 results and

solid Q3 revenue momentum

Outlook 2025

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



Conclusion

OPmobility

- ✓ Accelerating our **geographical, technological and customer diversification**
- ✓ Well positioned to **capture long-term growth opportunities**
- ✓ Expanding our footprint and **leveraging India's growing market potential**
- ✓ Strengthening **commercial and R&D partnership with Chery**
- ✓ **Very sound financial profile** with no major refinancing terms until 2028
- ✓ **All 2025 objectives reaffirmed**

Questions & Answers

2025 Annual results

Wednesday February 25, 2026

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