H1 2026 RESULTS

mobility

Félicie BURELLE
Chief Executive Officer

Olivier DABI
Chief Financial Officer

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VP Strategic Planning & Investor Relations

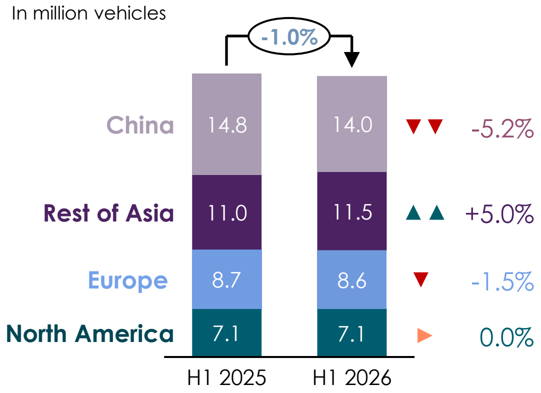
July 22, 2026

H1 2026 Highlights

Félicie BURELLE, Chief Executive Officer

H1 2026: complex environment and intensified tensions

Automotive production in H1 2026*



China remains challenged by **intense competition**, with **domestic sales under pressure** while **exports continue to surge**

In **Europe**, legacy OEMs adapt production levels to **moderate demand** and **Chinese entrants**

Contrasted trends across **North America**, driven by **tariff-related trade environment**

Middle East situation and **rising oil prices** impact market conditions

* Source: Mobility Global automotive production published in July 2026 by source plant region - [0;3.5t PC + LCV]

Adapting to environment uncertainty while preparing the future

Capitalizing on our operational strengths

- ✓ **No production facilities** in the Middle East and **no material impact on production** volumes
- ✓ Building on our **operational proximity** with customers

Containing cost inflation due to Middle East situation

- ✓ Relying on existing raw material **indexation clauses**, with some time lag effect
- ✓ **Hedging mechanisms** to limit impact on energy prices

Accelerating our internal transformation

- ✓ Improving **competitiveness**: adapting development with speed while optimizing R&D costs
- ✓ Boosting **digitalization and automation** across all processes

H1 2026 highlights

Resilient organic growth

mainly driven by C-Power
and the ongoing recovery of Lighting

Accelerating diversification strategy

in North America and Asia

Solid operating margin at 4.8% of revenue

supported by core businesses
and measures to contain cost inflation

Strong Free Cash Flow generation

leading to continuous net debt reduction

Strong performance in North America

NORTH AMERICA
27% of revenue

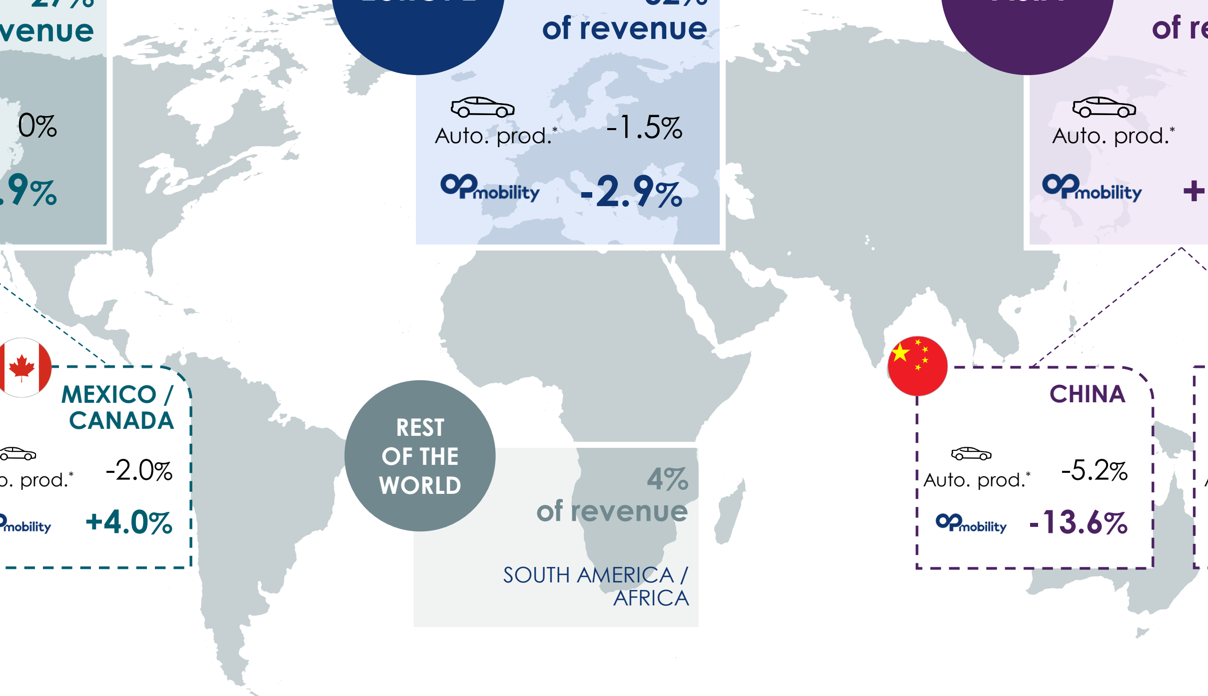
Auto. prod.*	0%
OPmobility	**+5.9%**

EUROPE
52% of revenue

Auto. prod.*	-1.5%
OPmobility	**-2.9%**

ASIA
17% of revenue

Auto. prod.*	-0.8%
OPmobility	**+0.7%**



USA

Auto. prod.*	+1.1%
OPmobility	**+7.3%**

MEXICO / CANADA

Auto. prod.*	-2.0%
OPmobility	**+4.0%**

REST OF THE WORLD
4% of revenue

SOUTH AMERICA / AFRICA

CHINA

Auto. prod.*	-5.2%
OPmobility	**-13.6%**

REST OF ASIA

Auto. prod.*	+5.0%
OPmobility	**+13.3%**

Economic revenue. Changes are in Like-for-Like
* Source: Mobility Global automotive production published in July 2026 by source plant region - [0;3.5t PC + LCV]

Exterior solutions - H1 2026 highlights

Exterior & Lighting

Exterior impacted by **some launches postponed by customers** in Western Europe

Continuous **solid momentum for Exterior in Asia**

Launch
Volkswagen - Taigun
Bumpers

Launch
Chery - Luxeed V9
Bumpers

Award
Chinese tech. player
Bumpers

Return to growth for lighting, notably in North America

Launch
Rivian - R2
Headlamps

Launch
Chrysler - Pacifica
Headlamps and illuminated panels

Modules

Growth in North America, mainly driven by higher volumes for **a major US EV OEM**

Slow start of modules assembly for a **robotaxi program** in Austin, from Q2 2026

Launch
Major US OEM – Robotaxi
Front end modules

Consistent strong growth in Asia

Launch
Kia - Seltos
Front end modules

Award
Chery
Front end modules

Powertrain solutions - H1 2026 highlights

Fuel systems

Increasing fuel tank activity in North America driven by strong demand

Award
Ford
Bronco

Award
Kia
Sportage

Several launches in key markets in **Asia**

Nissan
Kicks

Renault
Duster

Toyota
Hilux

Battery packs

Cell-agnostic strategy focusing on **hybrid vehicles**

Expanding to passenger cars

Global OEM's hybrid model

Addressing collective mobility

HESS
Allison Transmission
ALSTOM
SIEMENS

Hydrogen

Market accelerating in Asia

- 80% of worldwide deployment of **fuel cell electric vehicles** (H_2) in **North-East Asia**
- **China** leading H_2 **heavy mobility** with government support

Ongoing orders with Chinese players

H1 2026 Financial Results

Olivier DABI, Chief Financial Officer

Solid H1 2026 results

OPmobility

Operating margin

€251m

Robust
at 4.8% of revenue

Net result Group share

€102m

+€12m
vs. H1 2025

Free Cash Flow

€167m

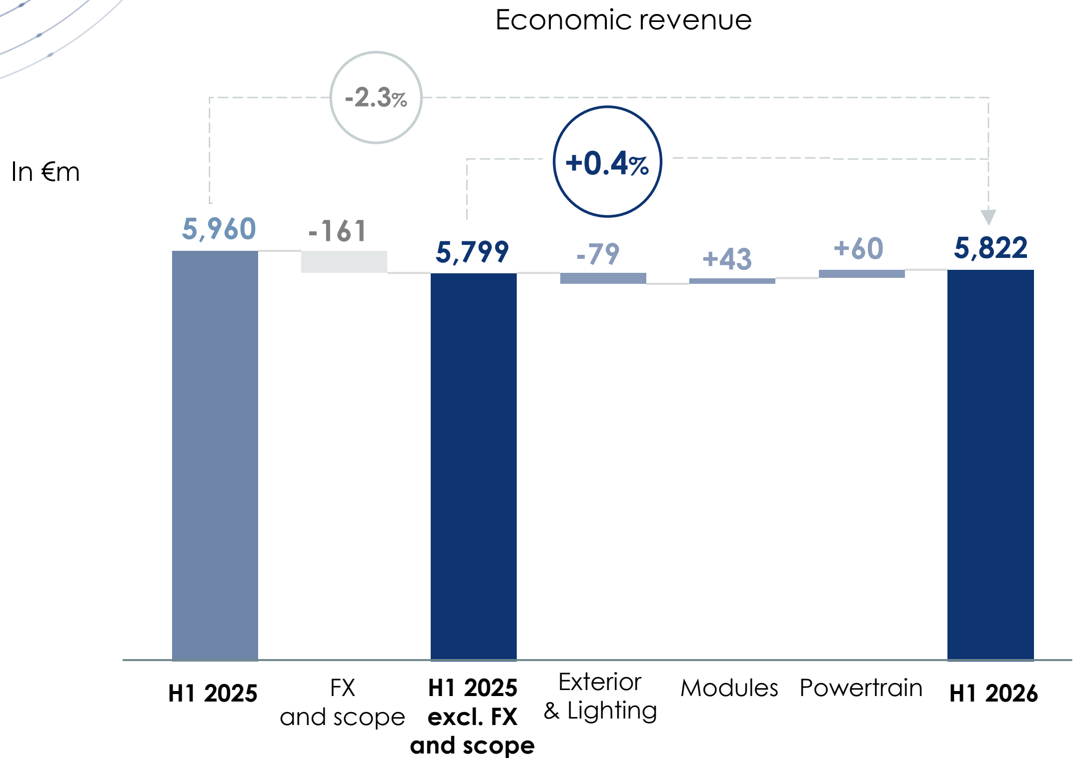
Strong generation
at 3.2% of revenue

Net debt

€1,319m

-€90m
vs. 31 Dec. 2025

Increase in organic revenue in H1 2026



- **Material FX impact,** mainly linked to US dollar
  - **Minor scope impact** from the expansion of YFPO scope starting 1st June 2026
  - **Solid contribution from the joint ventures,** notably SHB in South Korea
- **Powertrain** and **Modules** posting **organic revenue growth** in H1 2026 vs. H1 2025

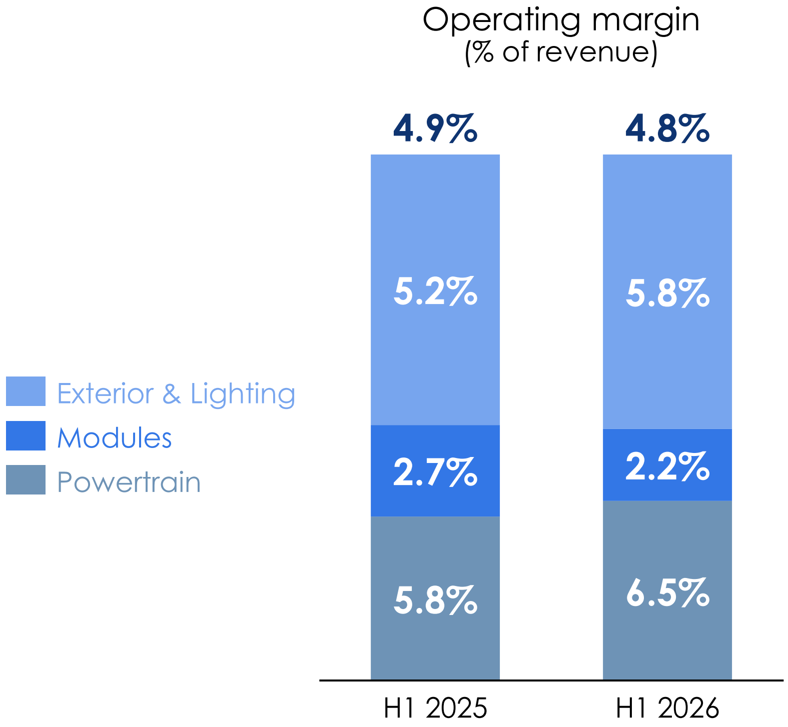
Operating margin at 4.8% of revenue

Operating margin at €251m in H1 2026

- **4.8% of revenue**, stable vs. H1 2025

Strong operational performance from **core businesses**, notably Exterior and C-Power

Mitigating higher costs related to the situation in the Middle East



Increasing net result Group share at €102m

In €m	H1 2025	H1 2026
Adjusted EBITDA	**516**	**488**
% of revenue	*9.7%*	*9.4%*
Operating margin	**260**	**251**
% of revenue	*4.9%*	*4.8%*
Other operating income and expenses	-63	-47
Financial result	-69	-56
Income tax	-37	-45
Net result Group share	**90**	**102**
% of revenue	*1.7%*	*2.0%*

Other operating income and expenses

- **Non-recurring costs lower** in H1 2026 than in H1 2025
- Accelerating transformation to improve long-term efficiency

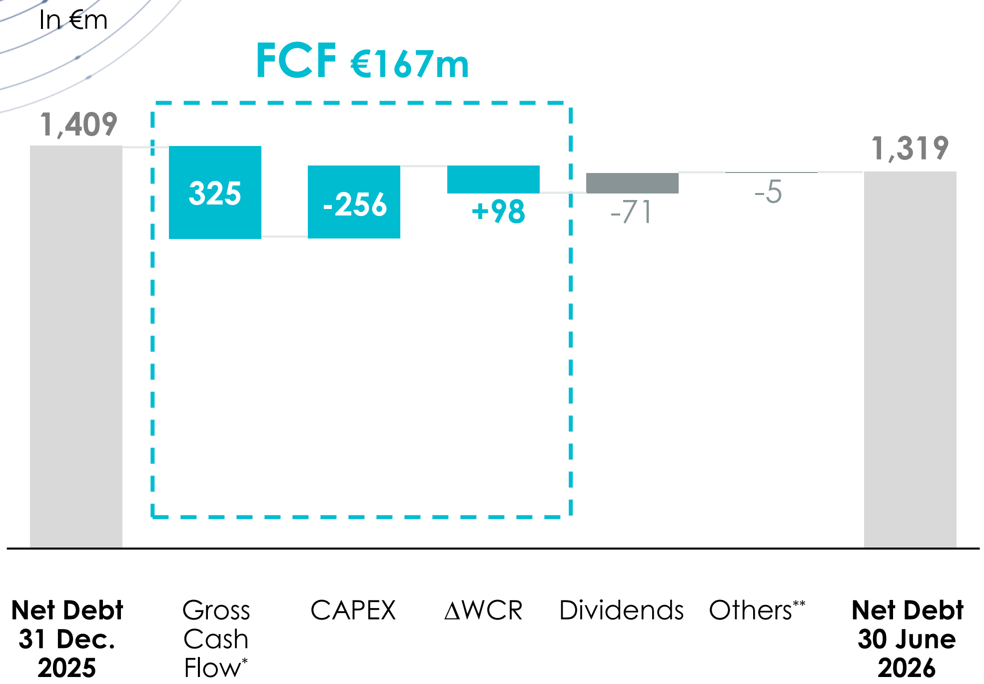
Financial result

- **Controlled financial costs**
- Reduction in foreign exchange losses

Income tax

- **Tax rate at 35.5%** vs. 34.0% in H1 2025

Strong Free Cash Flow generation of €167m



Free Cash Flow

- **Representing 3.2% of revenue** stable vs. H1 2025
- Leading to **continuous net debt reduction**

Capex

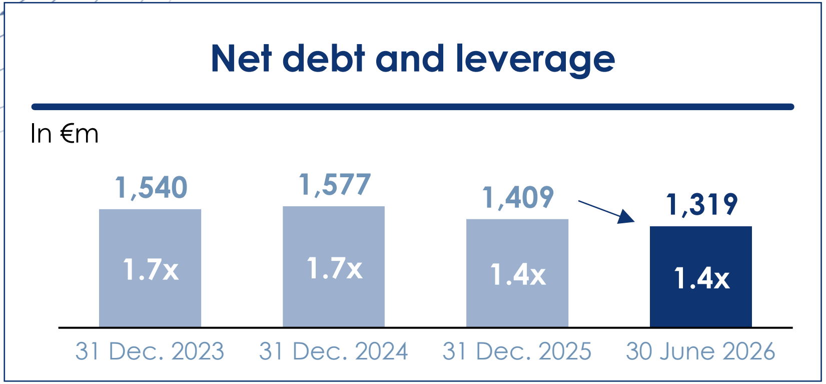
- **Representing 4.9% of revenue** vs. 4.2% in H1 2025
- Supporting Group **future growth**

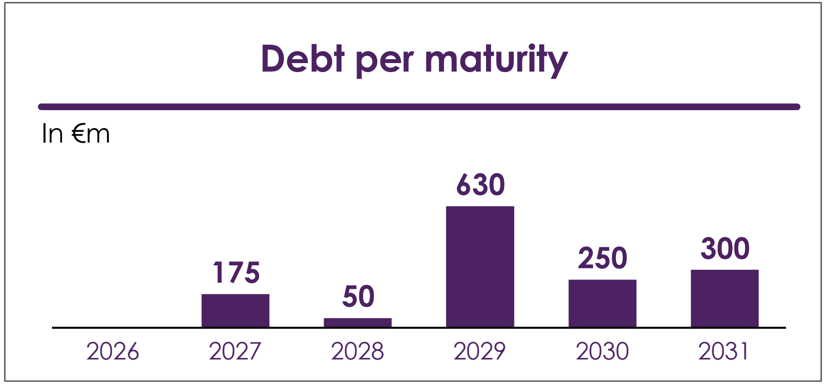
ΔWCR

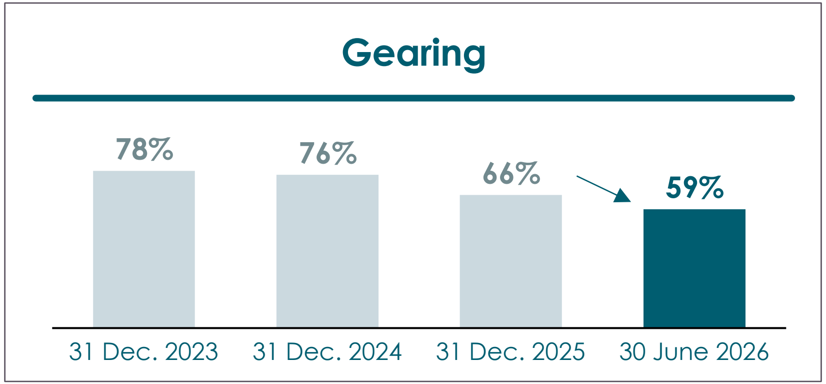
- **+€98m in H1 2026** vs. +€7m in H1 2025

* Adjusted EBITDA – taxes, interest & non-recurring cash items
** Including IFRS 16 for €24m

Sound financial structure and net debt reduction







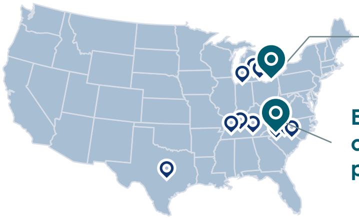
- **Strong net debt reduction of - €90m** vs. 31 December 2025
- **Gearing at 59%** as of 30 June 2026
- **Liquidity amounted to €2.5bn** as of 30 June 2026

Strategic Highlights

Stéphanie LAVAL, VP Strategic Planning & Investor Relations

Accelerating our activities in North America

Expanding our industrial capacities



New plant in Toledo, Ohio

New plant, 1st one in the Midwest
dedicated to **exterior systems**

- **Strategic location**
  - Midwest, a key region for the US automotive production
- **Next-generation manufacturing technologies**
- Start of production expected in **H2 2027**

Extension of Anderson plant, South Carolina,
for **battery packs**

Strengthening our position in the US

- ✓ **1st country** contributing to Group revenue since 2024
- ✓ **Expanding our customer base**

BMW GROUP | Ford | Major EV player | RIVIAN
gm | STELLANTIS | VW | HYUNDAI MOTOR GROUP

x2 **Sales by 2030**
vs. 2024

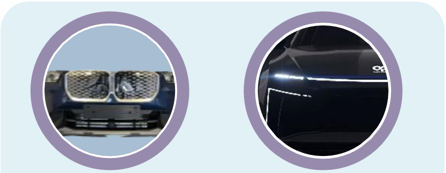
Strengthening our position with Chinese OEMs in China

Expanding YFPO product portfolio

YFPO

Providing **a full range of products**

&



Exterior systems
Leader in China

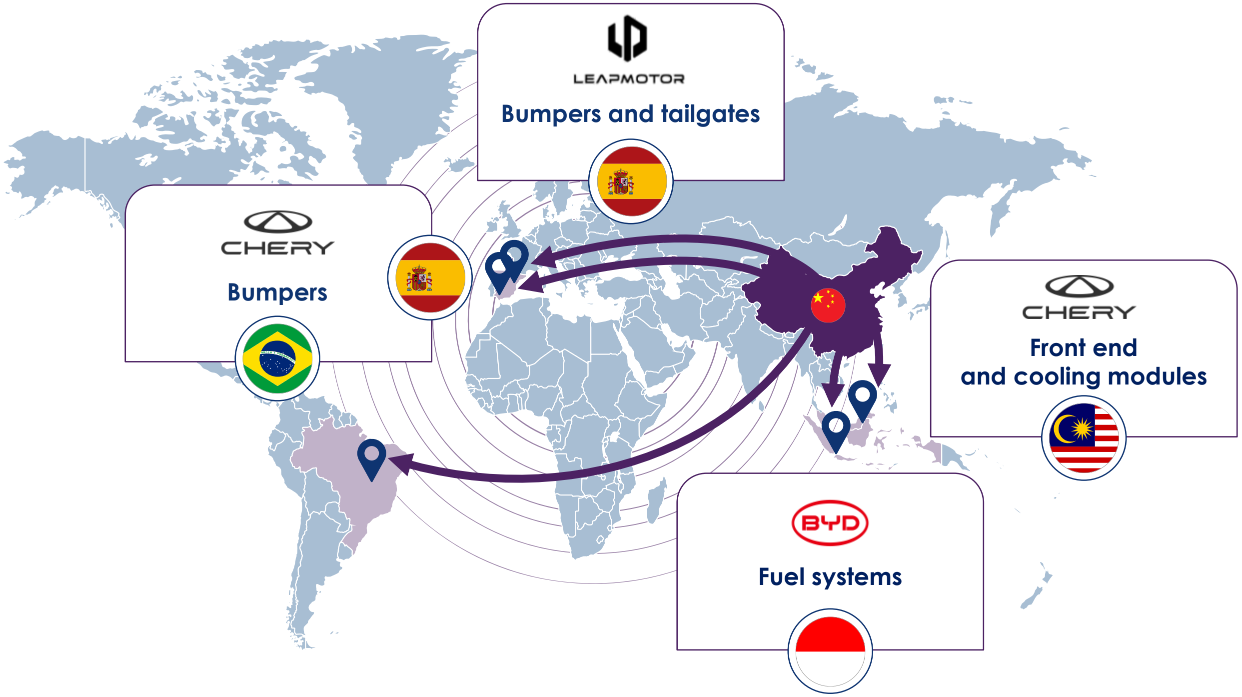
Modules

Signature
& decorative
lighting

- Addressing growing demand for **integrated solutions** in China
- **c.50%** of H1 2026 revenue in China with **Chinese OEMs**

Accelerating with strategic local players

Expanding our position with Chinese OEMs outside China



Addressing Chinese OEMs global expansion

Well positioned to capture growth

Leveraging our long-term relations with Chinese OEMs

Operating from our existing industrial capacities

Stepping up developments in electrification

- **Major award** from a global OEM for **hybrid passenger cars**
  - ➢ **1 million 350V battery packs** to be delivered in
  - ➢ Start of production in **2028**
- **Strengthening our leadership** in energy storage solutions across **all powertrains**

- **ProLogium partnership** on solid-state battery technology
- Expanding **next-generation electrification**
- **Reinforcing battery pack expertise** across all cell technologies

PROVIDING BATTERY PACK SOLUTIONS, ADAPTABLE TO CUSTOMERS' TECHNOLOGIES

Confirming our technological ambitions

Accelerating our competitiveness

Boosting programs efficiency

Reducing **R&D hours** x2 in **best-cost countries**

Driving **enhanced digitalization** through One-PLM

Improving **programs competitiveness**

Optimizing plants performance

Digital Twin Factory with advanced simulation

Use cases
- New **plant layout**
- New **line modeling**

Exploring **humanoids** in manufacturing

Streamlining transport operations

Integrated **Transport Management System** (TMS)

Improving productivity of transport operations

Reducing transport-related **CO_2 emissions**

Across all Business Groups in all regions

Accelerating decarbonization & energy autonomy

Reducing energy consumption

-2.8% in H1 2026
vs. 2019*

Securing long-term decarbonization

Long-term renewable PPA with edp

~25% of our electricity needs in Spain covered

Strengthening renewable supply autonomy

c.40 sites

equipped with solar panels or wind turbines

Carbon neutrality milestones achieved

Scopes 1 & 2	Scope 3
Emissions from operations and energy	Emissions from upstream and downstream activities
Neutral from 2025	**Targeting -30% emissions** by 2030 vs. 2019

* Data available from June 2025 to May 2026 vs. FY 2019

Outlook and Conclusion

Félicie BURELLE, Chief Executive Officer

2026 Outlook confirmed

Solid H1 2026 in a complex environment

Relevance of our diversification strategy and operational proximity to customers

Middle East situation

Limited impact on production volumes at this stage

Closely monitoring the evolution

Moving forward on lighting acquisition

Potential acquisition of a controlling stake in **Hyundai Mobis' lighting business**

Outlook 2026

Operating Margin	Net result Group share	Free Cash Flow	Net debt
> 2025	> 2025	> 2025	< 2025

Conclusion

- ✓ **Solid start of the year** in a complex environment
- ✓ **Strong operational execution in H1 2026**, with Middle East impacts contained
- ✓ **Sound financial structure** with continuous **deleveraging**
- ✓ Confirming our **North America growth ambitions**
- ✓ **Supporting Chinese OEMs' expansion** in China and abroad
- ✓ **Accelerating in battery pack activity** to support future growth
- ✓ **Moving forward** with Hyundai Mobis **Lighting acquisition**

Questions & Answers

Appendix: Cash Flow statement

In €m	H1 2025	H1 2026
Operating margin	260	251
Adjusted EBITDA	516	488
Gross Cash Flow	**384**	**325**
% of revenue	*7.2%*	*6.2%*
Capex and development	-226	-256
% of revenue	*4.2%*	*4.9%*
Change in WCR	+7	+98
Free Cash Flow	**165**	**167**
Dividends	-54	-71
Treasury shares	-1	0
IFRS 16	-20	-24
Acquisition impacts & others	27	19
Net debt (end of the period)	**1,459**	**1,319**

Appendix: glossary

- **Group segment reporting** breaks down as follows:
    - Exterior & Lighting, which includes exterior systems and lighting activities;
    - Modules, which comprises module design, development and assembly 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.
- **Economic revenue** corresponds to consolidated revenue of the Group and the following 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.
- **Consolidated revenue** does not include the Group's share of revenue from joint ventures, consolidated using the equity method, in accordance with IFRS 10-11-12.
- **Like-for-Like (LFL)**: at constant scope and exchange rates. The currency effect is calculated by applying the exchange rate of the current period to the revenue of the previous period.
- **Operating margin** includes the Group's share of income from companies consolidated using the equity method and amortization of intangible assets acquired, before other operating income and expense.
- **Adjusted EBITDA** corresponds to the operating margin, which includes the share of profit of associates and joint ventures before allowances for depreciation and operating provisions.
- **Investments** comprise expenditure on property, plant and equipment and intangible assets, net of disposals.
- **Free cash flow** corresponds to operating cash flow less expenditure on property, plant and equipment and intangible assets net of disposals, taxes and net interest paid, plus or minus the change in the working capital requirement (cash surplus from operating activities).
- **Net debt** includes all long-term borrowings, short-term loans, and bank overdrafts less loans, marketable debt instruments and other non-current financial assets, and cash and cash equivalents.
- **Global or regional automotive production data** refer to Mobility Global forecasts published in July 2026 (<3.5-ton passenger car segment and commercial light vehicles).

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