INVESTORS PRESENTATION



October 2026

Group overview



A family-owned business supporting long-term strategy

Treasury shares & employees 1.8%



60.6%

Burelle SA

Public 37.6%

As of 31 December 2025

Complementary business groups

Exterior solutions | OPn Soft Digital solutions | **Powertrain solutions**



Exterior & Lighting

- Bumpers
- Tailgates
- Lighting solutions



Modules

- Front-end
- Cockpits



C-Power

- Fuel systems
- Battery packs



H_2-Power

- Hydrogen storage systems
- Fuel cells

28 Countries | **38,100 People** | **152 Plants** | **40 R&D Centers**

Q3 2026 Revenue



Automotive market remains under pressure in Q3 2026

Global automotive production* in Q3 2026

22.0 m vehicles

-1.9% vs. Q3 2025

REGION	Q3 26 % of global automotive production	CHANGE vs. Q3 2025
China	36%	-5.6%
Rest of Asia	26%	+5.3%
Europe	17%	-0.2%
North America	16%	-5.0%

Regional trends

North America

Decreasing market

Softer demand with solid inventory levels in the US, and tariffs uncertainty continue to impact production

China

Domestic market declining

Persistent pressure from intense competition and weak demand, with automotive sales down -24%**, partially offset by higher exports

Europe

Continued production adjustments

Weaker demand drives production adjustments, particularly in Western Europe

Rest of Asia

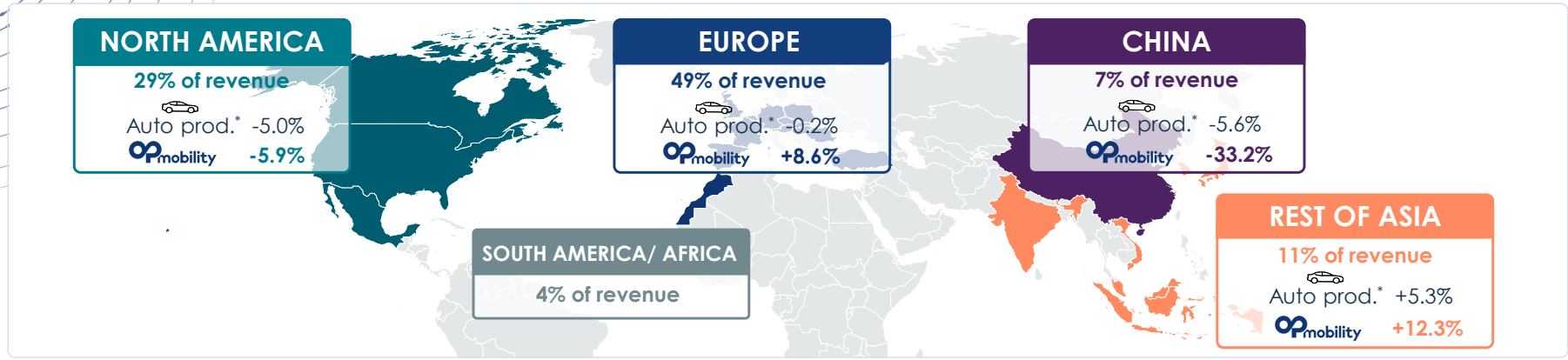
Solid automotive production

Continuous strong growth momentum in India

Raw materials and components cost inflation, and supply chain disruptions

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

OPmobility's performance in a regionally mixed market



North America

- **USA** remains the **top contributor in Group's revenue**
- **US revenue +4.9%,** strongly outperforming the market
- **Modules** activity supported by **higher volumes for a US OEM**
- **Lighting** benefiting from several **Mexico launches**

Europe

- **Eastern Europe** growth driven by **modules assembly** and **exterior systems**
- Announcements of volume cuts from European OEMs due to **weak demand**
- **Reinforcing competitiveness**

China

- **Exterior parts sales evolved broadly in line with the market**, while development revenues pace correlated to OEMs launches
- **Fuel tanks** volumes impacted by **powertrain electrification**
- **Strengthening partnerships** with **strategic local players** in and outside China

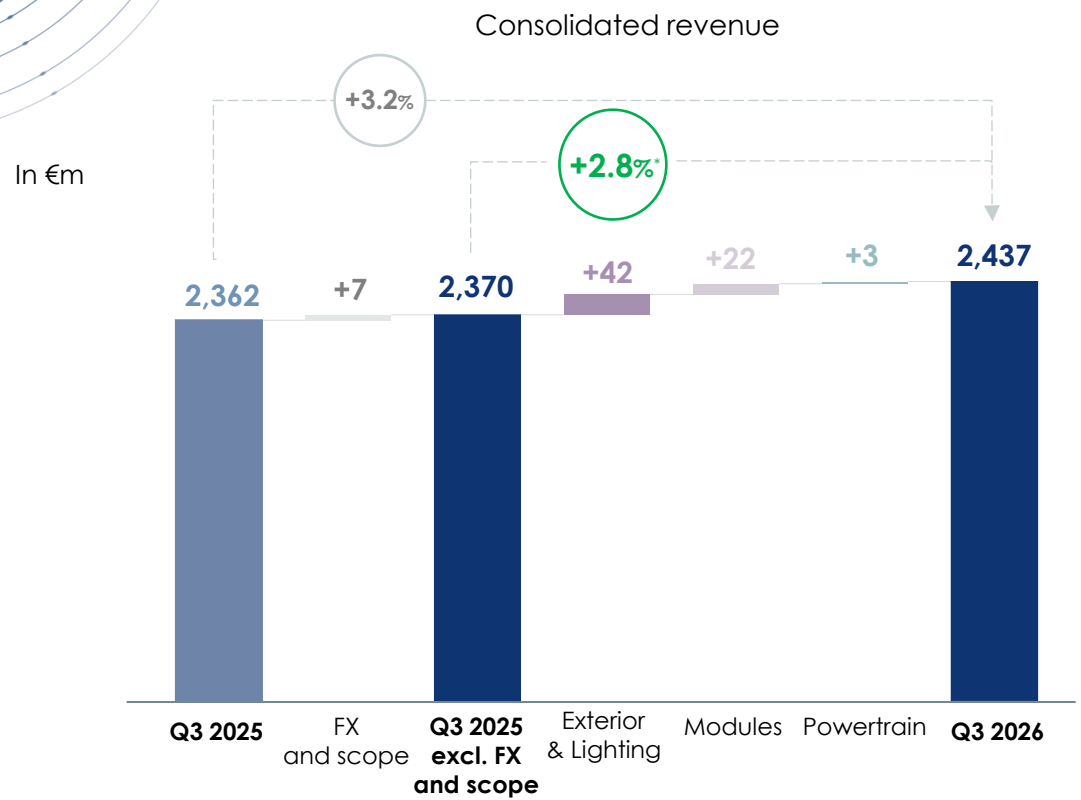
Rest of Asia

- **South Korea** led by **strong momentum** in **Modules** and **Fuel Systems**
- **Strong outperformance** in **India**, confirming a strong market position
- **New C-Power plant opening** by end 2026 in India

Economic revenue. Changes are in Like-for-Like

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

Solid organic revenue growth in Q3 2026



- **All segments** posted **revenue growth** vs. Q3 2025
- **Positive FX impact,** mainly linked to US dollar
- **No material scope impact** from the expansion of YFPO scope since 1st June 2026
- **Joint ventures revenue** reflecting decreasing production in China, partially offset by the growing activity in South Korea

*Like-for-Like: at constant scope and exchange rates

Strategic Highlights



Moving forward with our diversification strategy

Synergies on exterior solutions

Technologies for all powertrains

FORTIFYING TECHNOLOGICAL LEADERSHIP

REBALANCING GEOGRAPHICAL MIX

~ 2/3 of orders in Americas and Asia to capture growth

DIVERSIFYING CUSTOMER PORTFOLIO

EXPANDING BEYOND AUTOMOTIVE

Capitalizing on historical OEMs

Increasing business with new players

Addressing all mobilities

PERFORMANCE and INNOVATION

Strengthening our industrial capacities in Morocco

OPmobility in Morocco

Presence since **2013**

Three existing plants

Kenitra

Exterior
1 plant

+

Tangier

Lighting
1 plant

Fuel tanks
1 plant



Inauguration of a new plant in Kenitra

Fourth plant in the country

A new plant for Exterior

Kenitra

Exterior
2 plants

+

Tangier

Lighting
1 plant

Fuel tanks
1 plant

To support higher demand from a major OEM in a growing Moroccan market)

Driving long-term value with Hyundai Mobis' lighting business

Key figures

- Enterprise value: KRW600bn*
- 2025 revenue: KRW2.5 trillion**
- Positive operating margin in 2025

Transaction perimeter

- Acquisition of 100% of Hyundai Mobis' lighting activity
- Including industrial, commercial and engineering capabilities

Financing

- No material impact on OPmobility deleveraging strategy

Agenda

- Subject to customary antitrust and regulatory approvals
- Closing expected in H2 2027



OPmobility | HYUNDAI MOBIS

Building a leading automotive lighting player

Expanding our expertise and reinforcing our unique portfolio of exterior solutions

Consistent for technological and customer diversification

Major milestone in strengthening our global Lighting activity

*Equivalent to about €390 million based on FX rate as of September 29, 2026
** Equivalent to about €1.6 billion based on FX rate as of September 29, 2026

Accelerating our diversification strategy

Current Lighting business

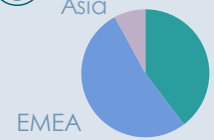
Technology

Rear lamps focused technology



Geography

Concentrated regional mix



Main customers

Limited exposure to key Asian OEMs

Industrial footprint

9 plants

A Stronger Global Lighting Player combined with Hyundai Mobis

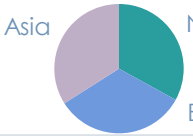
Fortifying our technological leadership



Rear lamps + Headlamps

Broader product and technology portfolio

Rebalancing our geographical mix*



More balanced regional mix

Diversifying our customer portfolio

Western OEMs + HYUNDAI KIA

Major Group customers

Expanding our presence in Asia

9 existing plants + **5** additional plants





*Based on 2025 Group's revenue



Outlook

Addressing the transformation of the automotive market through targeted actions in Europe



Adapting industrial footprint in Germany

- ✓ Market with overcapacity
- ✓ Production transfer from an exterior plant to other sites
- ✓ Enhanced asset utilization



Optimizing R&D organization in France

- ✓ Lower development activity in Powertrain
- ✓ 2035 regulation on combustion engine vehicles and delays in the hydrogen mobility market



Restructuring costs

- ✓ Adaptation and competitiveness initiatives
- ✓ Between €120 million and €130 million for the full-year 2026

Reinforcing our operational competitiveness and creating value over the medium term

Outlook 2026

More pronounced deterioration of the market conditions

- Persistent volatility in the prices of raw materials and certain components
- Automotive production revised downwards, particularly in China
- Announcements of volume cuts from some customers

Full-year objectives aligned with market conditions

• Operating margin	€430m – €450m
• Net result Group share	Significant
• Free Cash Flow	> €220m
• Net debt	< Net debt end 2025

While maintaining strict financial discipline and selective allocation of resources

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