Driving a cleaner, more sustainable world.
GKN Automotive
The global leader in drive systems
A message from the CEO
Markus Bannert

"GKN Automotive has a rich heritage, we have been engineering the future for over 250 years. We’ve become a world leading automotive technology company through constantly innovating, always striving for better. We believe in collaborating with our customers, creating the broadest, deepest, and best portfolio of products in the world."

"
Global leadership

EV

Leading edge technology and systems integration

>2 million eDrive units delivered

+ No.1

We work with nearly every global automotive manufacturer

Driveshafts and CVJs since the 1950’s

>64 million driveshafts produced annually
Global leader in drive systems

Trusted partner for 90% of global OEMs¹

Applied in 50% of vehicles²

We rank #1 in Driveline

¹ Global OEMs are those with manufacturing locations in multiple regions; ² Vehicles refers to individual nameplates of global OEMs
A balanced business following market dynamics
GKN Automotive View

**Product mix**

- 2022
  - eDrive systems: 5%
  - eDrive components: 18%
  - AWD: 62%
  - Driveline: 10%
  - Others: 5%

**Customer mix**

- 2022
  - Others: 16%
  - A: 14%
  - B: 13%
  - C: 11%
  - D: 9%
  - E: 7%
  - F: 7%
  - G: 6%
  - H: 5%
  - I: 5%
  - J: 4%
  - K: 2%

**Propulsion mix**

- 2022
  - Full-Hybrid: 11%
  - BEV: 69%
  - ICE: 20%
- 2027
  - BEV: 26%
  - ICE: 40%
  - Full-Hybrid: 16%
  - Mild-Hybrid: 18%

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A globally balanced business across products, customers and propulsion types

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1. Includes JVs, FSL, Aftermarket, Cylinder Liners at GKN share.
2. All-Wheel Drive
3. Includes Niche, Motorsports, and Aftermarket
4. Internal combustion engine (ICE), battery electric vehicle (BEV); BEV includes fuel cell, series hybrid and REEV vehicles
5. Propulsion System Design Mix calculated for all products where a Propulsion System Design Mix is applicable
GKN Automotive works with 90% of global OEMs

<table>
<thead>
<tr>
<th>Americas</th>
<th>Europe</th>
<th>Asia-Pacific</th>
<th>China</th>
</tr>
</thead>
<tbody>
<tr>
<td>Ford</td>
<td>Audi</td>
<td>Toyota</td>
<td>SAIC</td>
</tr>
<tr>
<td>GMC</td>
<td>BMW</td>
<td>Honda</td>
<td>Geely</td>
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<tr>
<td>Chevrolet</td>
<td>Daimler</td>
<td>Nissian</td>
<td>Changan</td>
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<tr>
<td>Buick</td>
<td>Bentley</td>
<td>Mazda</td>
<td>JAC</td>
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<tr>
<td>Lincoln</td>
<td>Jaguar</td>
<td>Mitsubishi</td>
<td>FAW</td>
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<tr>
<td>Jeep</td>
<td>Land Rover</td>
<td>Hyundai</td>
<td>DFS</td>
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<tr>
<td>Chrysler</td>
<td>Range Rover</td>
<td>Maruti Suzuki</td>
<td>Guangzhou</td>
</tr>
<tr>
<td>Acura</td>
<td>Maserati</td>
<td>Suzuki</td>
<td>BAIC Group</td>
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<tr>
<td>Dodge</td>
<td>Bugatti</td>
<td>Isuzu</td>
<td>Haval</td>
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<td>smart</td>
<td>Daihatsu</td>
<td>Qoros</td>
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<td>Mahindra</td>
<td>Gordon</td>
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<td></td>
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<td>Subaru</td>
<td>Roewe</td>
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<td>Lexus</td>
<td>Haval</td>
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<td></td>
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<td>Haval</td>
</tr>
</tbody>
</table>

Pure-play EV OEMs

- BYD
- Lucid
- RIVIAN
- e.GO
- LUCID
- STREETSCOOTER
- XPENG
- LEAPMOTOR
- ARRIVAL
- Nikola

Strongly positioned with traditional and emerging OEMs across all regions
Company sales 2022

~£4.3bn
90%

The trusted partner of choice for nearly all of the world’s global automotive manufacturers
### At a glance
**Global leader in drive systems**

<table>
<thead>
<tr>
<th>Feature</th>
<th>Details</th>
</tr>
</thead>
<tbody>
<tr>
<td>90% of the world's global vehicle manufacturers</td>
<td>Propshafts &amp; sideshafts</td>
</tr>
<tr>
<td>50% of the world's vehicles</td>
<td>All Wheel Drive (AWD)</td>
</tr>
<tr>
<td>No.1</td>
<td>eDrive systems</td>
</tr>
<tr>
<td>50 locations</td>
<td></td>
</tr>
<tr>
<td>6 Technology and innovation centres</td>
<td></td>
</tr>
<tr>
<td>21 Countries</td>
<td></td>
</tr>
<tr>
<td>25,000 Employees</td>
<td></td>
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</tbody>
</table>
## Engineering the future
For over 250 years

<table>
<thead>
<tr>
<th>ORIGINS</th>
<th>AUTOMOTIVE MARKET ENTRY</th>
<th>GLOBAL EXPANSION</th>
<th>GLOBAL LEADER IN ELECTRIFICATION</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>1759</strong></td>
<td><strong>1950</strong></td>
<td><strong>1972</strong></td>
<td><strong>2013</strong></td>
</tr>
<tr>
<td><img src="image" alt="Founding of the Dowlais Iron Works in Wales, later to become the Guest Company" /></td>
<td>GKN-supplied Jaguar XK120 wins the prestigious Alpine Rally</td>
<td>GKN-Chrysler development car breaks the world speed record for a road legal car</td>
<td>GKN supply world’s first dedicated hybrid transmission</td>
</tr>
<tr>
<td><strong>1902</strong></td>
<td><strong>1966</strong></td>
<td><strong>1988</strong></td>
<td><strong>2020</strong></td>
</tr>
<tr>
<td>Merger creates Guest, Keen &amp; Nettletons Limited, today’s GKN</td>
<td>GKN begin to supply CVJs to the iconic Mini, which goes on to sell &gt;5m units</td>
<td>Formation of Shanghai GKN Driveshaft, the first Western tier-1 JV in China</td>
<td>13 more models from 10 brands using eDrive technologies</td>
</tr>
</tbody>
</table>
We constantly transform to meet the needs of our customers. Our ability to combine our leading systems, using our mechatronics, industrial and software experts sets us apart. So does our ability to collaborate with our customers, integrating our systems and adapting with agility to meet their needs to develop and manufacture market-leading electrified vehicles.
Key facts 2022

**ePowertrain**
- **11% increase** in eDrive sales year on year
- **21** ePowertrain programmes going through launch
- **14** brands in **6** different countries and **19** different vehicle applications covering AWD, PHEV and BEV

**Driveline**
- **48** new programme launches
- **£4.3 billion** of lifetime revenue in new contracts
- Sideshaft business expanding and innovating to meet global growth in electric vehicles
Global innovation and engineering capabilities
Our scale and depth of expertise

6 Technology and innovation centres in 3 continents

> 2000 Engineers
(Additional 400+ in China SDS JV)

> 1500 Patents granted
(with around 400 pending applications)
A message from the Chief Technology Officer
Dirk Kesselgruber

We are global leaders in eDrive technologies, leading the transformation to an electrified future. Our innovation, expertise and global footprint enables us to be the go-to technology partner for leading electrified vehicle manufacturers, with the ability to tailor every eDrive solution, matched to Driveline technologies.
We are a go-to technology partner, creating the ultimate electrified driving experience
ePowertrain sales in 2022

£1.4bn
ePowertrain
Leader in all-wheel drive and electrification technology

>2m

eDrive systems delivered to date

Software development and vehicle integration are core competencies

No.1

eDrive technologies built on our leading AWD systems
ePowertrain sales 2022

Sales by product mix
- AWD Systems: 16%
- ePT Components: 54%
- eDrive Systems: 30%

Sales by region
- Americas: 23%
- Europe: 11%
- Asia Pacific: 25%
- China: 41%

Sales by OEM
- A: 17%
- B: 25%
- C: 11%
- D: 11%
- E: 8%
- F: 8%
- G: 7%
- H: 5%
- Others: 8%
eDrive at a glance

4 eDrive manufacturing locations > 360k units in 2022
A message from the Chief Commercial Officer
Mark Gabriel

"Our world-class, constantly transforming Driveline technologies combine competitive cost with high quality. We are the global market leaders and the supplier of choice for the world’s automotive manufacturers."
We are the global leader in Driveline technologies and the trusted supplier of choice for the world’s leading automotive manufacturers.
Driveline sales in 2022

£2.647bn

2023FX; excluding Aftermarket; Freight Services; Shared Services & China ePT sales
Driveline
Leader in drive systems

90% of global automotive manufacturers
50% of the world’s vehicles
>44m driveshafts produced annually
Driveline 2022

Sales by product mix

- CVJ Systems: 83%
- Propshafts: 17%

Sales by region

- Americas: 37%
- Europe: 37%
- Asia Pacific: 9%
- China: 17%
- Others: 9%

Sales by OEM

- A: 18%
- B: 12%
- C: 9%
- D: 8%
- E: 7%
- F: 6%
- G: 5%
- H: 5%
- I: 4%
- J: 4%
- K: 3%
- L: 3%
- Others: 11%
We are a leading global automotive technology business, with diverse expertise across a global footprint powering the future of transportation.
25,000 people across the globe
Experts in our fields
We are ingenious, collaborative and principled – driven to achieve results
Constantly learning, developing and transforming
The employer of choice for the world’s best talent
The executive team

Markus Bannert
CEO

Andrea Arobio
Chief Strategy Officer

Adam Ramsay
General Counsel

Sean Bannon
Chief Financial Officer

Shaoling (Charlie) Qiu
President GKN Automotive China

Mark Gabriel
Chief Commercial Officer

TBC
Chief Human Resources Officer

Dr. Dirk Kesselgruber
Chief Technology Officer

Dr. Clare Wyatt
Chief Communications & Sustainability Officer

Thierry Minel
Chief Procurement Officer

Nic Zerbst
Chief Operations Officer
Global innovation and engineering capabilities
Our award-winning technologies

Recent ‘CLEPA’ award 2021
Cooperation category, 3-in-1 eDrive system
Winner 2021

Recent ‘Pace’ awards 2015 – 2020

Volvo eAxle
Winner 2017

BMW VL3
Driveshaft system
Winner 2016

eTwinster and eTwinster
2-speed
Finalist 2016

World’s first 2-speed disconnecting eAxle
Winner 2015

First AWD system completely designed, integrated and produced in China
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Global footprint

- **50 locations**
  - 9 Americas
  - 20 Europe
  - 21 Asia Pacific

- **6 technology and innovation centres**
  - 1 Americas
  - 1 Europe
  - 1 UK
  - 1 India
  - 1 Japan
  - 1 China

- **Head office**
  - UK
As market leader, we are well positioned to capture ongoing growth in China

GKN Automotive in China

- 30+ years of experience through successful JV with HASCO Group
- #1 market leader in sideshafts & propshafts
- 10 production sites
- 9 live or launch-phase eDrive programmes

Footprint in key regions

- ~5,000 employees\(^1\)

Balanced customer base

- £1.12bn 2022 Sales\(^2\)
- 13% other
- 21% 5
- 14% 6
- 11% 7
- 10% 8
- 9% 9
- 8% 10
- 7% 11
- 6% 12
- 6% 13
- 5% 14
- 4% 15
- 3% 16
- 4% 17
- 2% 18
- 3% 19
- 2% 20

Selected local OEM’s brands

- BYD
- Haval
- 广汽
- 北京现代
- 理想
- JAC

Selected global OEM’s brands

- Volkswagen
- Toyota
- Stellantis
- Mercedes Benz

\(^1\) Including China JV employees; 2 JV sales at 100% of which GKN Automotive has 50% share
Thank you

GKN Automotive Limited

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