Driving a cleaner, more sustainable world.

Company Overview
April 2024
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 + No.1

Leading edge technology and systems integration
2.5 million eDrive units delivered

We work with nearly every global automotive manufacturer

Driveshafts and CVJs since the 1950s
>68 million driveshafts produced annually
Global leader in drive systems

Trusted partner for

90% of global OEMs\(^1\)

Applied in

50% of vehicles\(^2\)

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**

| Year | eDrive systems | Others | Aftermarket | Propshafts | Sideways
<table>
<thead>
<tr>
<th></th>
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<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>2023</td>
<td>10%</td>
<td>10%</td>
<td>20%</td>
<td>52%</td>
<td>17%</td>
</tr>
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</table>

**Customer mix**

<table>
<thead>
<tr>
<th>Year</th>
<th>Others</th>
<th>A</th>
<th>B</th>
<th>C</th>
<th>D</th>
<th>E</th>
<th>F</th>
<th>G</th>
<th>H</th>
<th>I</th>
<th>J</th>
<th>K</th>
<th>L</th>
<th>M</th>
<th>N</th>
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</thead>
<tbody>
<tr>
<td>2023</td>
<td>14%</td>
<td>13%</td>
<td>11%</td>
<td>10%</td>
<td>6%</td>
<td>6%</td>
<td>6%</td>
<td>6%</td>
<td>6%</td>
<td>6%</td>
<td>5%</td>
<td>4%</td>
<td>3%</td>
<td>2%</td>
<td>1%</td>
</tr>
</tbody>
</table>

**Propulsion mix**

<table>
<thead>
<tr>
<th>Year</th>
<th>Electric</th>
<th>Full-Hybrid</th>
<th>Mild-Hybrid</th>
<th>ICE</th>
</tr>
</thead>
<tbody>
<tr>
<td>2023</td>
<td>12%</td>
<td>11%</td>
<td>13%</td>
<td>64%</td>
</tr>
</tbody>
</table>

**Notes:**
1. Includes JVs, FSL and Cylinder Liners at GKN share; 2. All-Wheel Drive; 3. Includes CV joints; 4. Full-Hybrid includes PHEVs; Electric is the sum of BEV, Fuel Cell, REEV and Series Hybrids; 5. Propulsion System Design Mix calculated for all products where a Propulsion System Design Mix is applicable.

**A globally balanced business across products, customers and propulsion types**

A balanced, propulsion agnostic business well-placed to manage varying electrification scenarios.
GKN Automotive works with 90% of global OEMs\(^1\)

### Americas
- Ford
- GMC
- Chevrolet
- Cadillac
- Buick
- Lincoln
- Jeep
- Chrysler
- Infiniti

### Europe
- Renault
- Dacia
- Bentley
- Citroën
- BMW
- Mercedes-Benz
- Mini
- Jaguar
- Land Rover
- Fiat
- Maserati
- Koenigsegg

### Asia-Pacific
- Toyota
- Honda
- Nissan
- Hyundai
- Mazda
- Maruti Suzuki
- Suzuki
- Mitsubishi
- Subaru
- Daihatsu
- Mahindra

### China
- SAIC
- Geely
- BYD
- Changan
- BAIC Group
- Tesla
- Great Wall
- SAIC MAXUS
- FAW
- Haval
- XPENG
- WEY
- Chery
- NIO

### NEV\(^2\) OEMs
- Rivian
- BYD
- PENG
- Lucid
- LEVC
- NIO
- AION
- LEAPMOTOR
- Horizon
- Seres

Strongly positioned with traditional and emerging OEMs across all regions

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\(^1\) Global OEMs are OEMs with annual production > 100k light vehicles with production locations in more than one region; \(^2\) New energy vehicles includes BEVs, PHEVs, REEVs and FCEVs.

Proprietary and confidential restrictions on title slide apply throughout this presentation.
Company sales 2023

~£4.36bn

2024 Budget FX; includes FSL, SHS, CYL and Niche, Motorsports, and Aftermarket
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>Count</th>
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</thead>
<tbody>
<tr>
<td>Locations</td>
<td>46</td>
</tr>
<tr>
<td>Locations including joint ventures</td>
<td></td>
</tr>
<tr>
<td>Technology and innovation centres</td>
<td>6</td>
</tr>
<tr>
<td>Countries</td>
<td>20</td>
</tr>
<tr>
<td>Employees including joint ventures</td>
<td>~25,000</td>
</tr>
</tbody>
</table>

1. **90% of the world’s global vehicle manufacturers**
2. **50% of the world’s vehicles**
3. **Global leader in drive systems**

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1 Global OEMs are OEMs with annual production > 100k light vehicles with production locations in more than one region. Proprietary and confidential restrictions on title slide apply throughout this presentation.
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>1759</td>
<td></td>
<td></td>
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<tr>
<td>1902</td>
<td>Merger creates Guest,</td>
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<td></td>
<td>Keen &amp; Nettlefolds</td>
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<td></td>
<td>Limited, today’s GKN</td>
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<tr>
<td>1950</td>
<td>GKN-supplied Jaguar</td>
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<td></td>
<td>XK120 wins the</td>
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<td></td>
<td>prestigious Alpine Rally</td>
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<td></td>
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<tr>
<td>1966</td>
<td>GKN begin to supply</td>
<td></td>
<td></td>
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<tr>
<td></td>
<td>CVJs to the iconic</td>
<td></td>
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<td></td>
<td>Mini, which goes on</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>to sell &gt;5m units</td>
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<tr>
<td>1972</td>
<td>GKN-Chrysler</td>
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<td></td>
<td>development car</td>
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<td></td>
<td>breaks the world speed</td>
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<td></td>
<td>record for a road legal</td>
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<td></td>
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<tr>
<td></td>
<td>car</td>
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<tr>
<td>2013</td>
<td>GKN supply world’s</td>
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<td></td>
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<tr>
<td></td>
<td>first dedicated hybrid</td>
<td></td>
<td></td>
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<tr>
<td></td>
<td>transmission</td>
<td></td>
<td></td>
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<tr>
<td>2024</td>
<td>&gt;2.5m vehicles delivered</td>
<td></td>
<td></td>
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<tr>
<td></td>
<td>using GKN eDrive</td>
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<td></td>
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<tr>
<td></td>
<td>technology</td>
<td></td>
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<tr>
<td>2020</td>
<td>13 more models from</td>
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<td></td>
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<tr>
<td></td>
<td>10 brands using</td>
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<tr>
<td></td>
<td>eDrive technologies</td>
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</table>

Founding of the Dowlais Iron Works in Wales, later to become the Guest Company.
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.
Record bookings value
Well balanced and above target profit margins

➢ Record level of new business bookings secured in 2023
➢ >£6bn lifetime revenue
➢ 74% of new business awarded on EV platforms (69% pure BEV)
➢ Awards from global, local Chinese and pure BEV customers
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)

> 1400 Patents granted
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
Leader in all-wheel drive and electrification technology

2.5m eDrive systems delivered to date
Software development and vehicle integration are core competencies
21 years of AWD heritage
eDrive at a glance

4 eDrive manufacturing locations

>310k units in 2023
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
Leader in drive systems

90% of global automotive manufacturers

50% of the world’s vehicles

>68m driveshafts\(^1\) produced annually

\(^1\) Sidshafts and Propshaft including JV production
We are a leading global automotive technology business, with diverse expertise across a global footprint powering the future of transportation.
This is us

- 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

Thierry Minel
Chief Procurement Officer

Markus Bannert
Interim Chief Operations Officer

Adam Ramsay
General Counsel

Sean Bannon
Chief Financial Officer

Volker Schwarz
Chief Information Officer

Mark Gabriel
Chief Commercial Officer

Shaoling (Charlie) Qiu
President GKN Automotive China

Dr. Dirk Kesselgruber
Chief Technology Officer

Dr. Clare Wyatt
Chief People, Communications & Sustainability Officer
Global footprint

- 46 locations
  - 11 Americas
  - 19 Europe
  - 16 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
- 14 live or launch-phase eDrive programmes

Footprint in key regions

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

Balanced customer base

- £1.15bn 2023 Sales\(^2\)
- 15% other
- 21% 30+
- 11% 26
- 9% 24
- 6% 22
- 5% 22
- 4% 14
- 4% 12
- 3% 10
- 3% 10

Selected local OEM’s brands

Selected global OEM’s brands

\(^1\) 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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