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Driving a cleaner, more sustainable world.

Company Overview
September 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.

”



EV

Leading edge
technology and
systems integration

2.5 million eDrive
units delivered

+

We work with
nearly every
global automotive
manufacturer

No.1

Driveshafts and CVJs
since the 1950s

>68 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

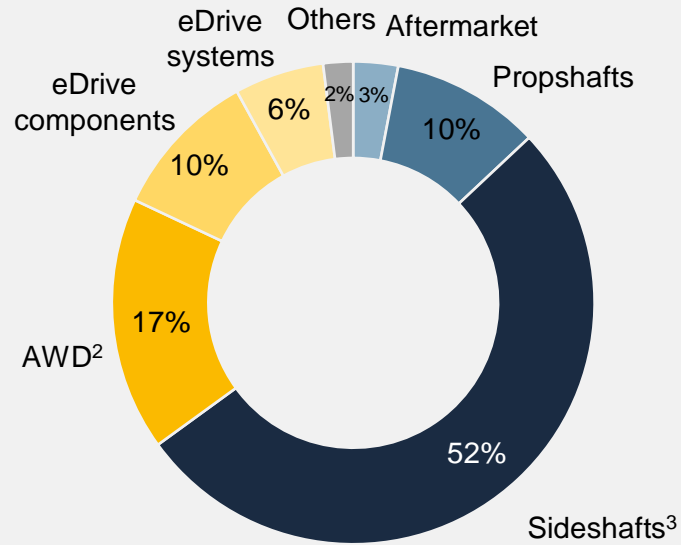
A balanced business following market dynamics

GKN Automotive View



Product mix¹

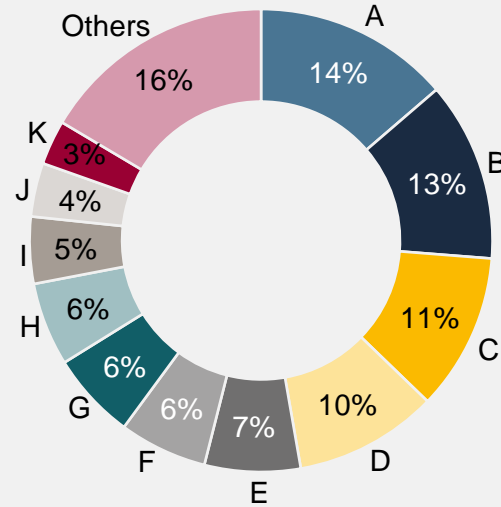
2023



Strong mix of conventional & new technologies

Customer mix³

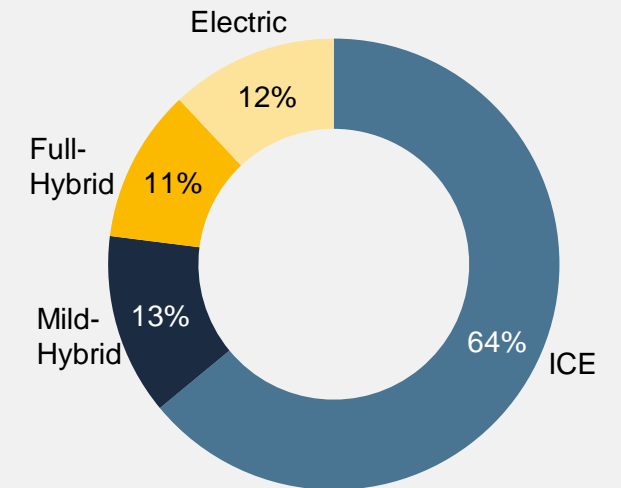
2023



Balanced customer portfolio

Propulsion mix^{4;5}

2023



A balanced, propulsion agnostic business well-placed to manage varying electrification scenarios

A globally balanced business across products, customers and propulsion types

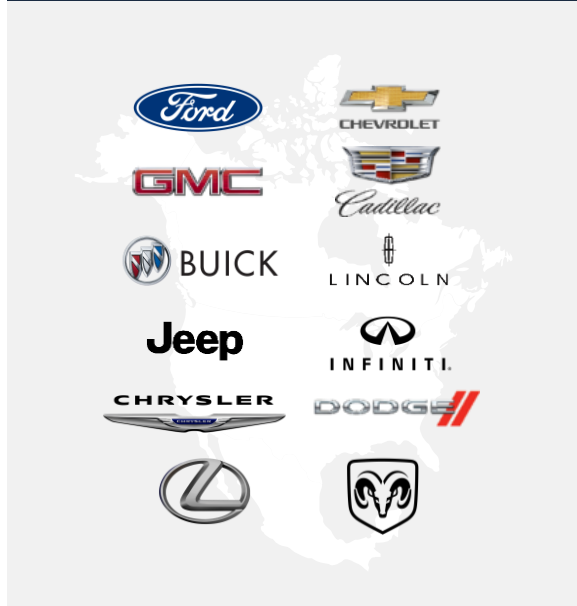
¹ Includes JVs, FSL and Cylinder Liners at GKN share; ² All-Wheel Drive; ³ Includes CV joints;

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

GKN Automotive works with 90% of global OEMs¹



Americas



Europe



Asia-Pacific



China



NEV² OEMs



Strongly positioned with traditional and emerging OEMs across all regions

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

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Company sales 2023

~£4.36bn

90%

**The trusted partner of choice for nearly all
of the world's global automotive manufacturers**

At a glance

Global leader in drive systems



10 ¹ Global OEMs are OEMs with annual production > 100k light vehicles with production locations in more than one region
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Engineering the future

For over 250 years



ORIGINS

AUTOMOTIVE MARKET ENTRY

GLOBAL EXPANSION

GLOBAL LEADER IN ELECTRIFICATION

1759



Founding of the Dowlais Iron Works in Wales, later to become the Guest Company

1950

GKN-supplied Jaguar XK120 wins the prestigious Alpine Rally

1972

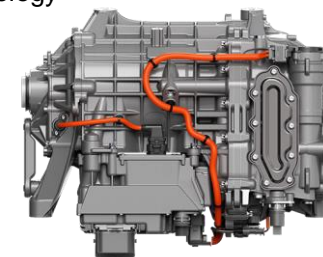
GKN-Chrysler development car breaks the world speed record for a road legal car

2013

GKN supply world's first dedicated hybrid transmission

2024

>**2.5m** vehicles delivered using GKN eDrive technology



1902

Merger creates Guest, Keen & Nettlefolds Limited, today's GKN

1966

GKN begin to supply CVJs to the iconic Mini, which goes on to sell **>5m units**



1988

Formation of Shanghai GKN Driveshaft, the first Western tier-1 JV in China



2020

13 more models from 10 brands using eDrive technologies

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

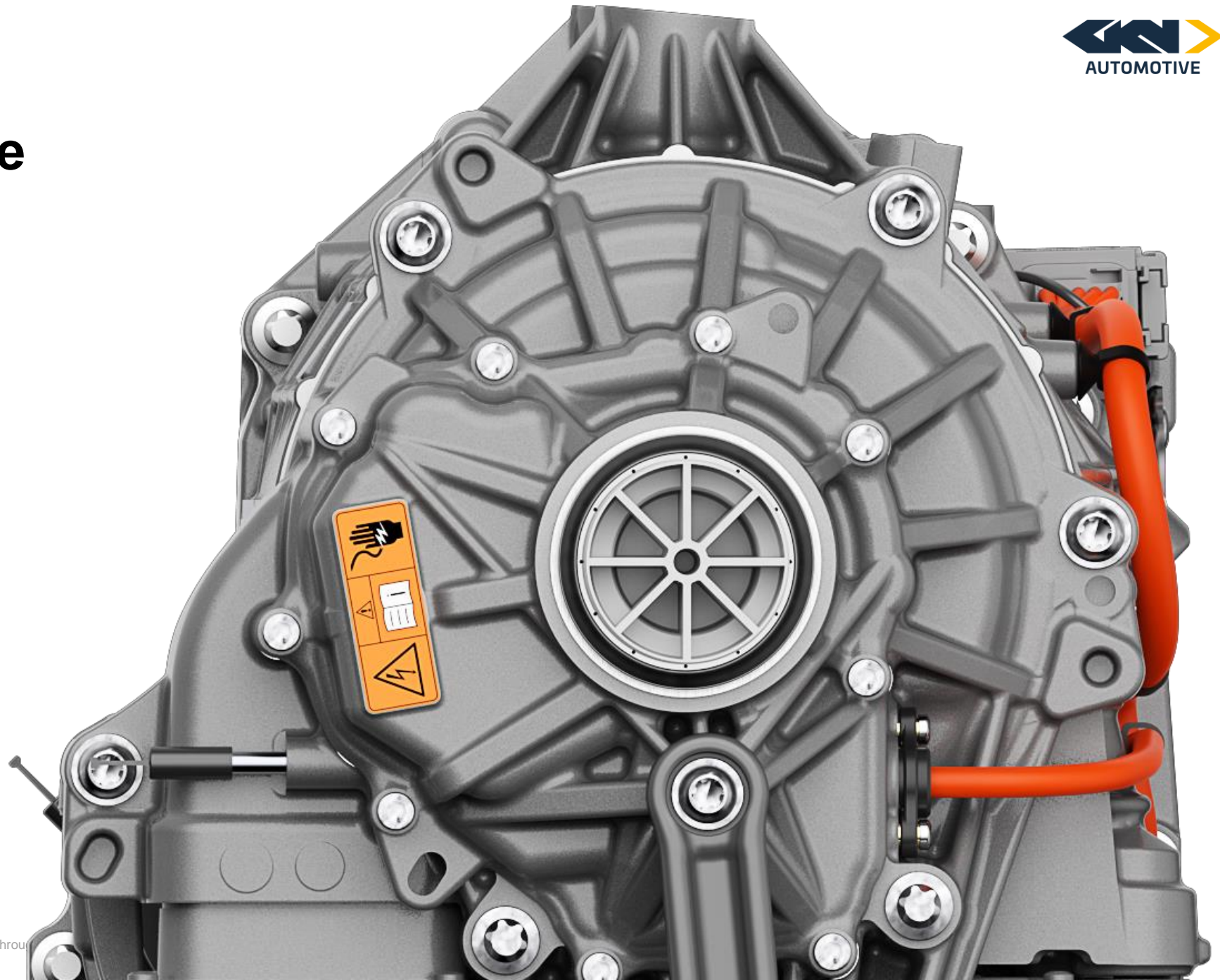
Dirk Kesselgruber



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 global¹ automotive
manufacturers

50%

of the world's vehicles

>68m

driveshafts¹ produced
annually

¹ Sideshafts 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

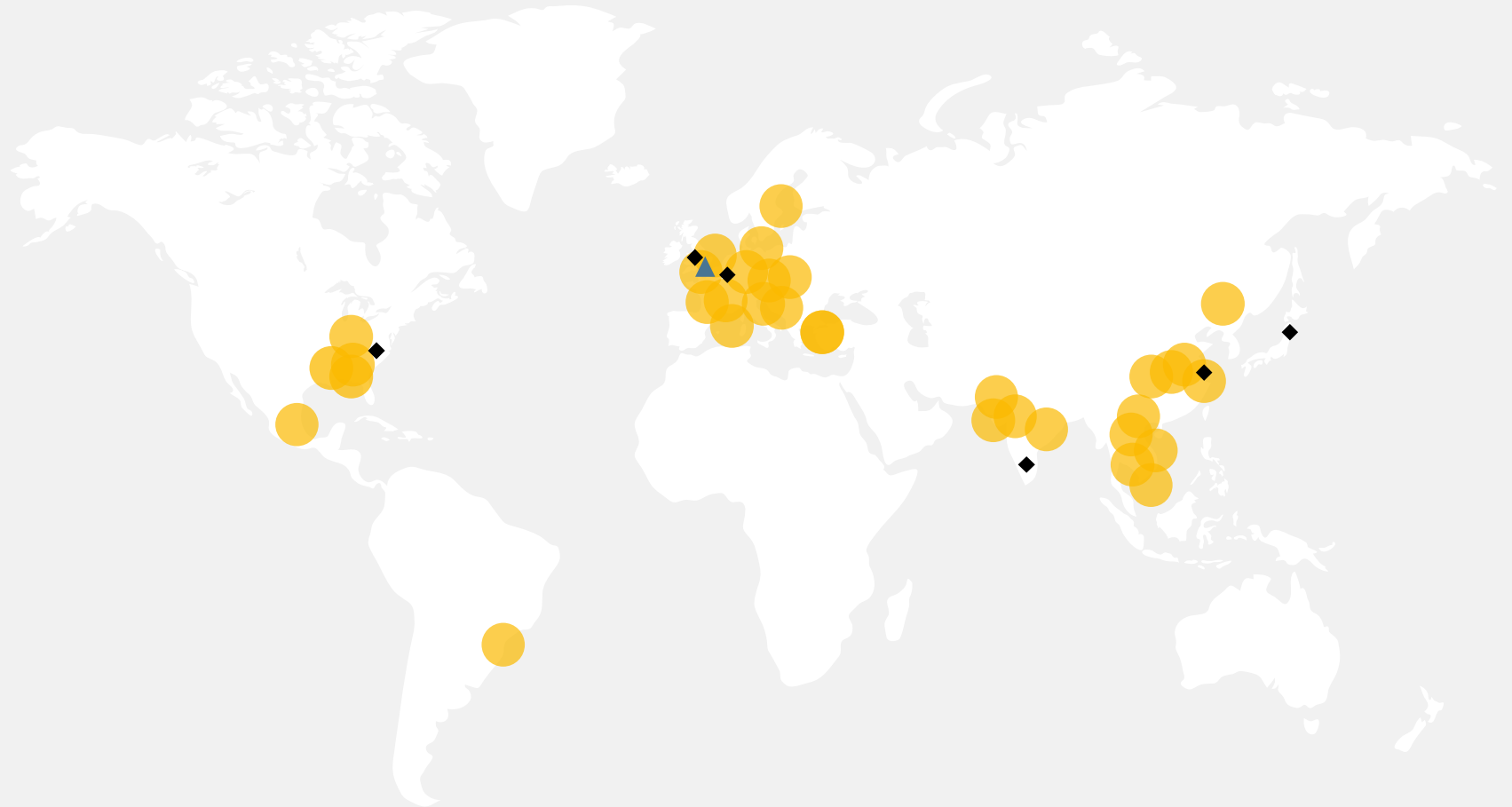
● **48 manufacturing locations**

- 09 Americas
- 18 Europe
- 11 Asia Pacific
- 10 China

◆ **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

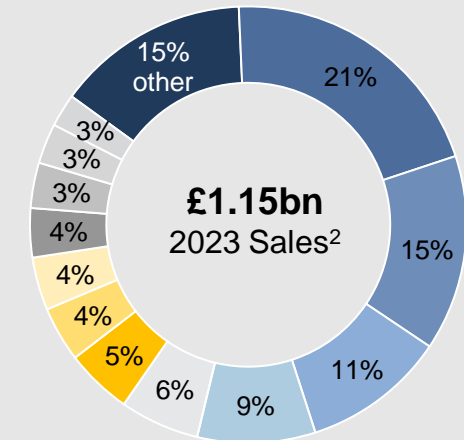
- 30+** years of experience through successful JV with HASCO Group
- #1** market leader in sids shafts & prop shafts
- 10** production sites
- 14** live or launch-phase eDrive programmes

Footprint in key regions

~5,000 employees¹



Balanced customer base



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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