



*2024 Annual Results
Announcement*



19 March 2025

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Vision

WHAT BEING A LEADER MEANS TO US





2024 Business Overview

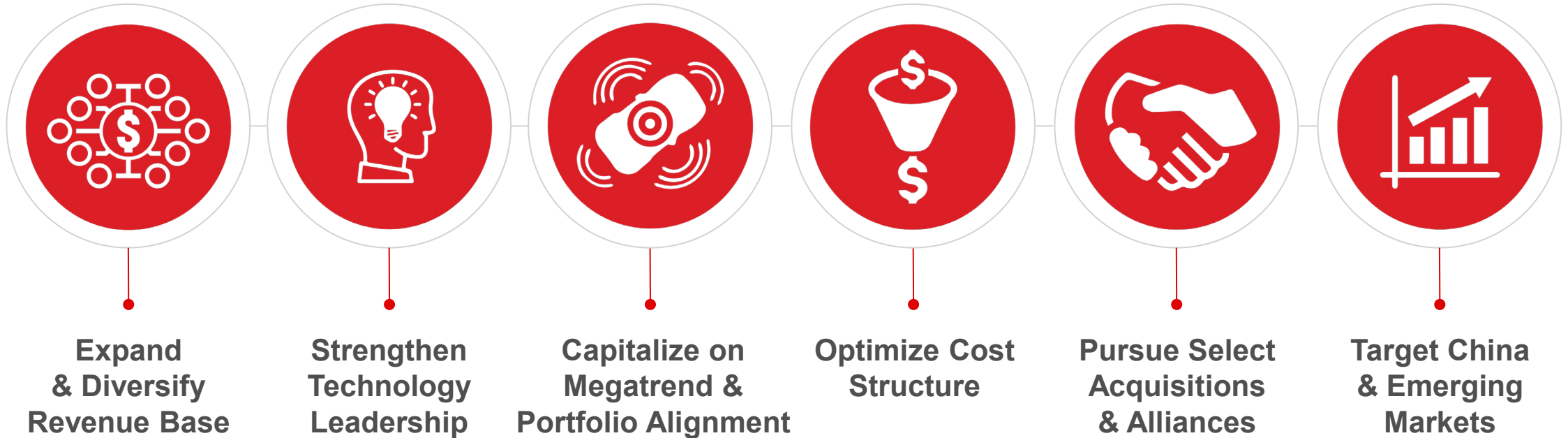
Robin Milavec, Executive Board Director, President,
Chief Technology Officer and Chief Strategy Officer



2024 Financial Review / 2025 Considerations

Mike Bierlein, Senior Vice President and Chief Financial Officer

Strategy for Profitable Growth



A well-defined plan to drive stakeholder value

2024 Achievements



\$4.3B

Total
Revenue

Achieved record
revenue for 2nd
consecutive year



77

Programs
Launch

Strong new
programs
launch in
APAC

\$6.0B

New
Bookings

Incl. 2 SbW wins
with local and
global leading
NEV OEMs



\$1.3B

APAC
Revenue

Surpassing
\$1.3B in
revenue for the
first time

\$22M

Annual Dividend
Payment

35% payout
ratio up
from 20%

New Program Launches

Continued strong launch momentum in APAC



FY2024 Overview

77

Program Launches

Multiple 1st
REPS launches with COEMs

1st
EPS launch with Japanese OEM

1st
DPEPS launch in EMEASA

1st
Major adjacent market launch for steering

52
Launched in APAC

Major Programs Launch in 2024



Chery Exeed Sterra ET
REPS, Halfshafts



Avatr 07
REPS, Columns



Lynk&Co Z20
Halfshafts



Nissan Patrol
REPS



Polaris Ranger
SPEPS



Ford Multimatic Mustang
REPS



Citroën C3 / eC3
CEPS



Peugeot Expert / Fiat Scudo / Toyota ProAce / Vauxhall Vivaro / Citroën Jumpy
DPEPS



Cadillac Escalade IQ
REPS, Columns & I-Shafts



BYD Dolphin
CEPS



Changan Nevo E07
REPS, Columns



China Tech Company
REPS

 EV content included

nexteer
AUTOMOTIVE

a leader in intuitive motion control

New Business Award - 2024



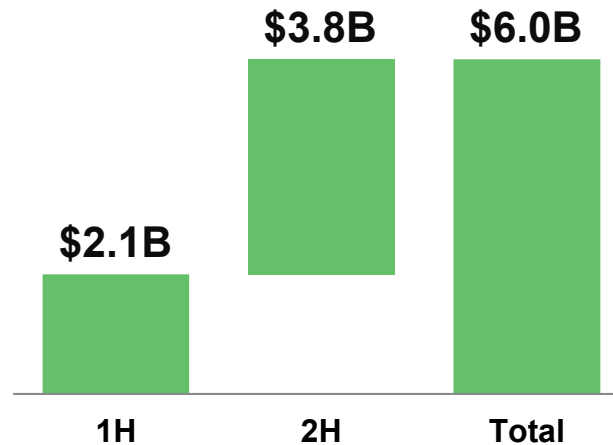
Key Highlights

- **First SbW⁽¹⁾ Win Enabled L4 and MaaS with a Global EV Leader**
- **First SbW Win with a Leading Chinese NEV OEM**
- **First DPEPS⁽²⁾ Win with two Leading Chinese OEMs**
- **First RWS⁽³⁾ Win with Another Chinese NEV OEM**
- **Incumbent Business Extension incl. DL and Fourth-Gen REPS for a Full-size Truck Platform**

(1) SbW: steer-by-wire
 (2) DPEPS: dual pinion electric power steering
 (3) RWS: rear wheel steering

Bookings*

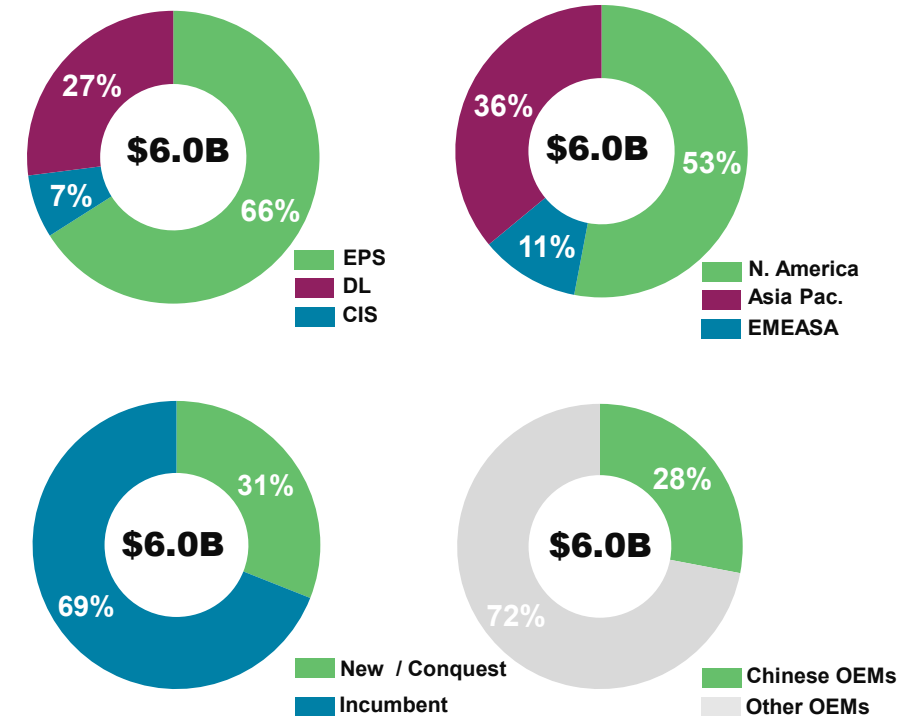
(\$ in billions)



* Booked business information is compiled through our internal records, and such information has not been audited nor reviewed by our auditors.

Bookings Composition

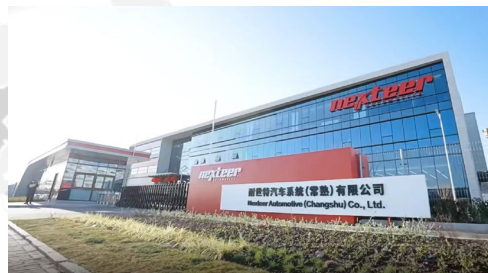
(\$ in billions)



Changshu Plant Grand Opening



“Fast-to-Market” with 12-month from groundbreaking to manufacturing



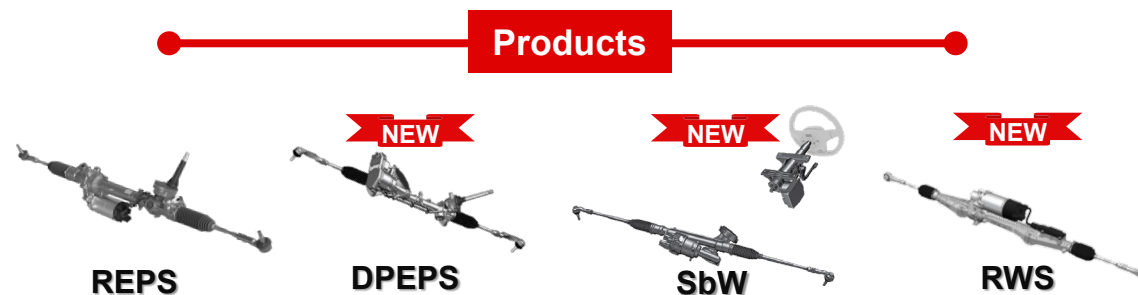
Changshu, China
REPS, DPEPS, SbW, RWS
Manufacturing



Ground Breaking
Jan 2024



Ground Opening
Jan 2025



Prioritizing China OEMs
Exploring Global Opportunities



A Digitalized
Smart Factory

A Highly Efficient
Lean Factory

A Sustainable
Green Factory



a leader in intuitive motion control

Expand & Diversified Customer Base

Serving 60+ Customers including:



BYD



.....



4 New Customers Added Past 2 Years



EV OEM



Tech Company



Off-Road Vehicle Leader



EV OEM

SbW Unlocks Power of Scalability



STEER-BY-WIRE

1 SYSTEM. EVERY VEHICLE.



SMALL CARS TO
LARGE TRUCKS



RIGHT HAND &
LEFT HAND DRIVE



EVs, HEVs & ICEs



DRIVER ASSIST TO
FULL AUTOMATION

SIMPLIFY. STANDARDIZE.



STREAMLINE,
ACCELERATE &
SCALE



NEW UNDERHOOD
SPACE

SUPERCHARGED U/X.

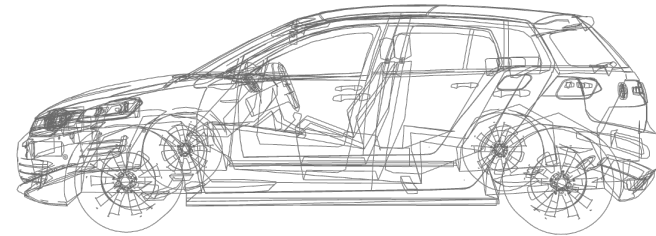
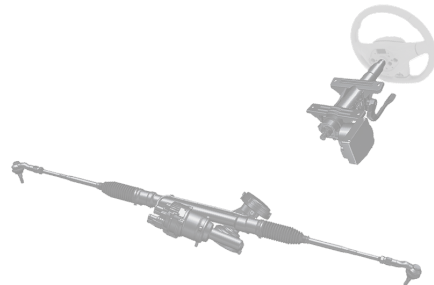


NEW COCKPIT
DESIGN
POSSIBILITIES



NEW ADVANCED
SAFETY &
PERFORMANCE

One Steering System. All Vehicles.



*OEM Brand Differentiator **DISRUPTOR***

REAR-WHEEL STEERING



- **1st RWS contract with a leading COEM**
- **Targeted SOP 2026**
- **Debuts @ Auto Shanghai April 23–May 2, 2025**

- *Form of SbW*
- *Improves maneuverability, stability, safety, performance*
- *Trucks, SUVs, EVs: Long wheelbases/heavier loads = **Our Core Strength***

Optimized Design

- *Prioritizes cost-effectiveness, lightweighting, durability, integration*
- *Potential REPS component reuse, SbW redundancy layer*

Proven & Pioneering Building Blocks

- **SbW & REPS:** *Industry-leading + award-winning tech*
- **Software & Vehicle Integration Expertise**
- **Quadrasteer:** *RWS-for-mass-production in early 2000s*
- **RWS+EPS/SbW & DL Combinations:** *Synergies, benefits & x-sell opps*



2024 Business Overview

Robin Milavec, Executive Board Director, President,
Chief Technology Officer and Chief Strategy Officer



2024 Financial Review / 2025 Considerations

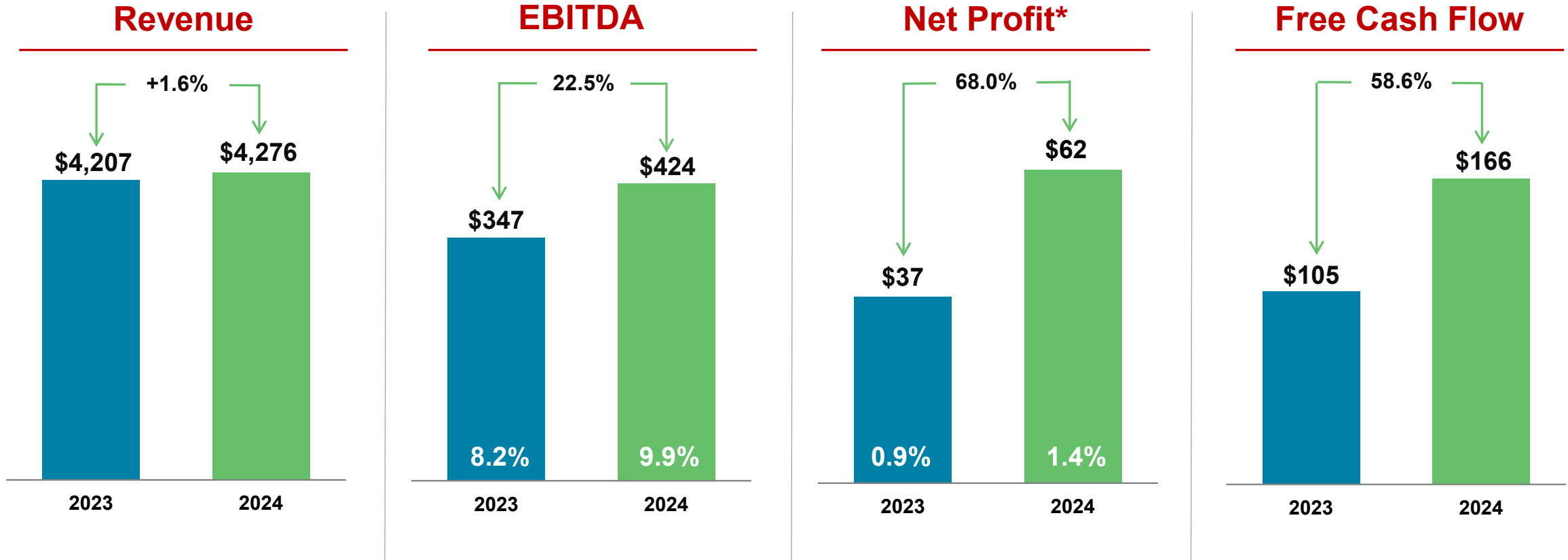
Mike Bierlein, Senior Vice President and Chief Financial Officer

2024 Financial Review

- **Achieved Record Full-Year Revenue of \$4.3 Billion**
 - *Growth of 2.5% YoY adjusted for foreign exchange and commodity, outpacing market by 360 bps*
 - *APAC adjusted revenue growth of 12% driven by growth with China OEMs*
- **EBITDA Growth of 22.5% YoY and Margin Expansion of 170 bps**
- **Positive Free Cash Flow of \$166M / Balance Sheet Remains Strong with \$331M of Net Cash**
- **Strong Bookings of \$6.0B, including two SbW programs Award**
- **\$22M Dividend with 35% Payout Ratio up from 20%**

2024 Key Financial Metrics

(\$ in millions)



Revenue, Earnings and Cash Flow Improved in 2024

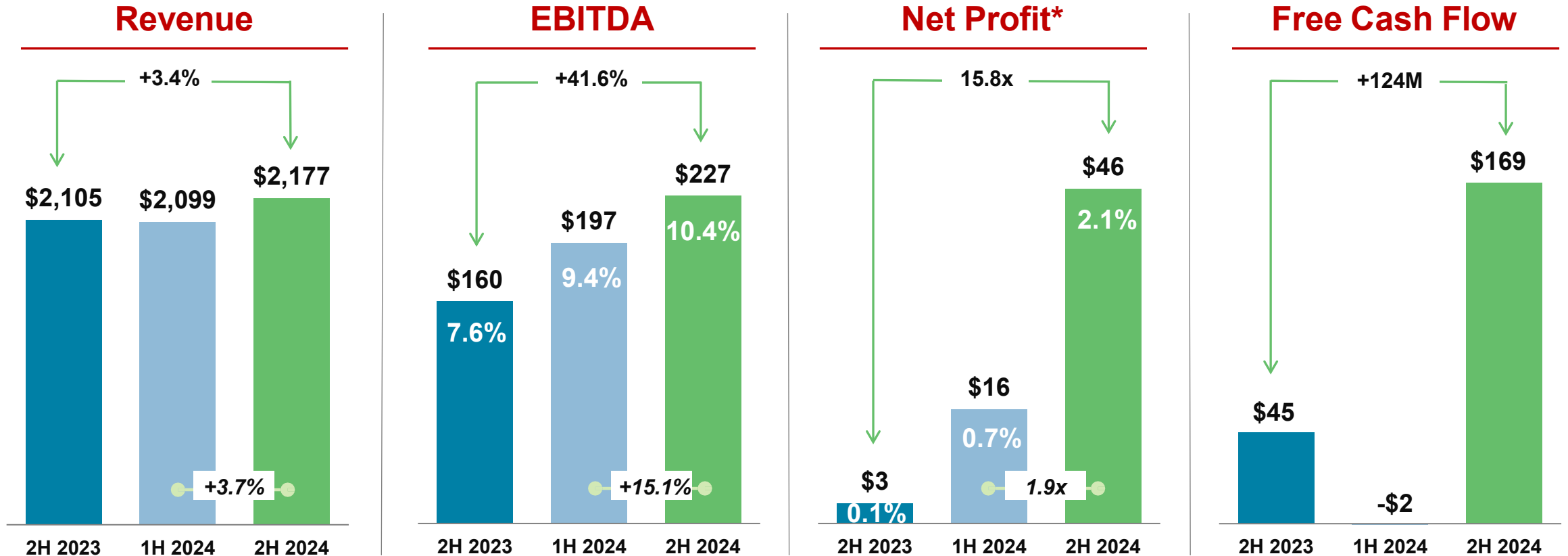
* Net Profit Attributable to Equity Holders



a leader in intuitive motion control

Sequential Improvement in 2H 2024

(\$ in millions)



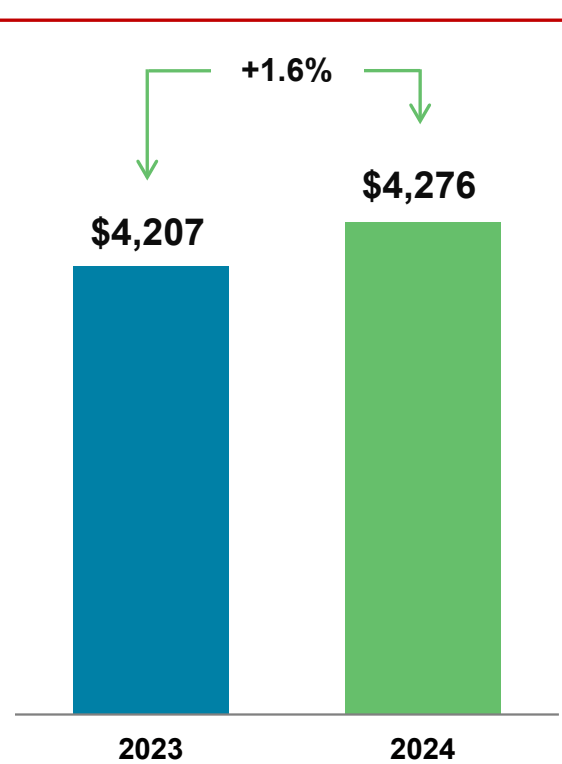
EBITDA Margins Continue to Improve

* Net Profit Attributable to Equity Holders

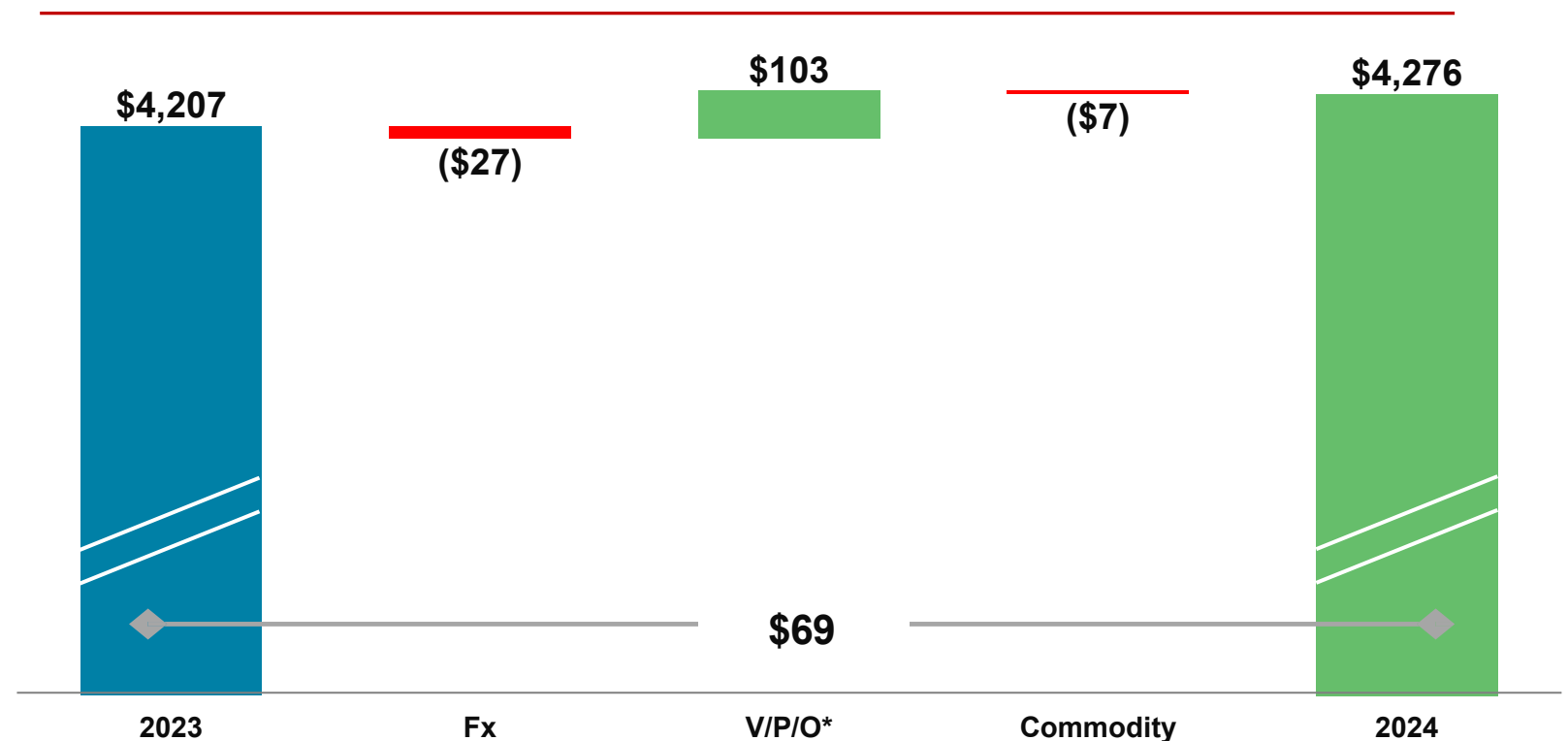
2024 Revenue Bridge

(\$ in millions)

Total Revenue

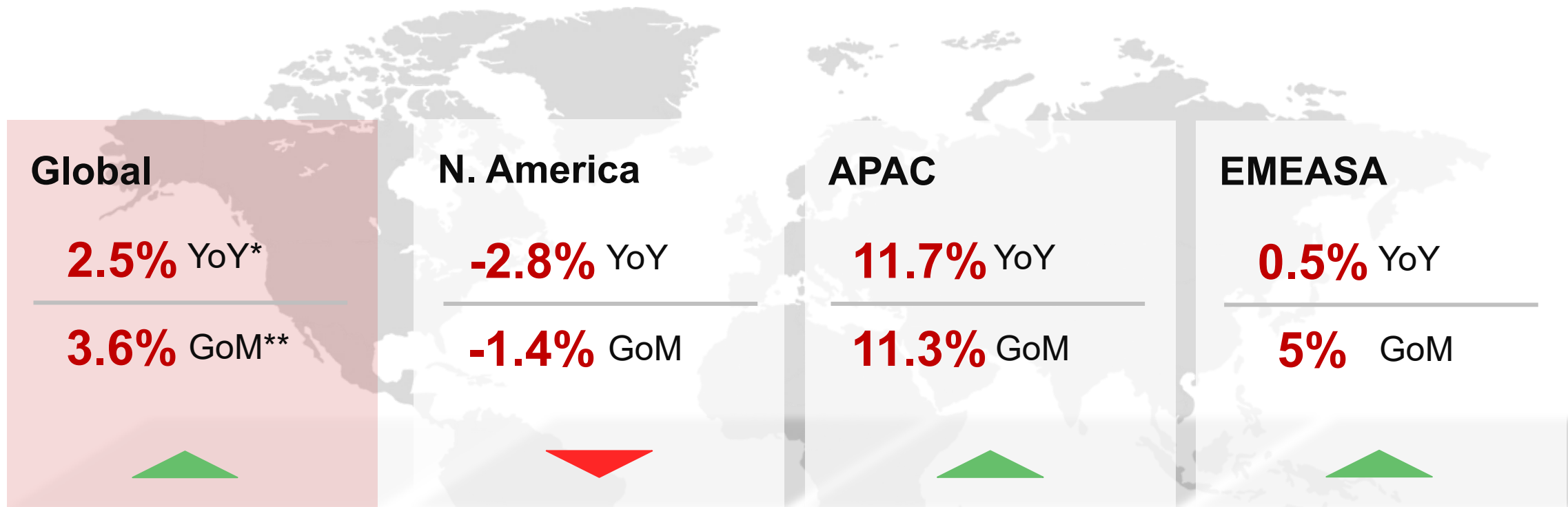


Y-O-Y Revenue Drivers



* V/P/O: Volume, Pricing & Others

2024 Revenue Growth Outpacing Market



**Total Adjusted Revenue Growth Vs. 2023
Outperformed Market 360 bps, +3.6%**

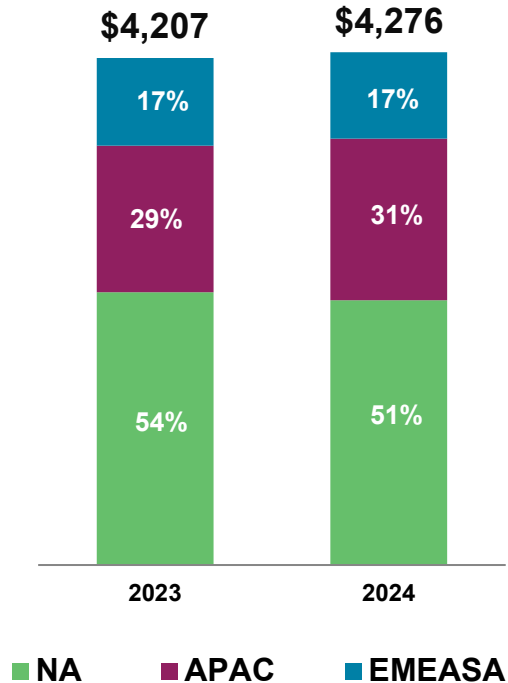
* Adjusted revenue growth excludes foreign exchange and commodity

** Growth-over-market based on S&P Global Mobility January 2025

2024 Revenue by Region

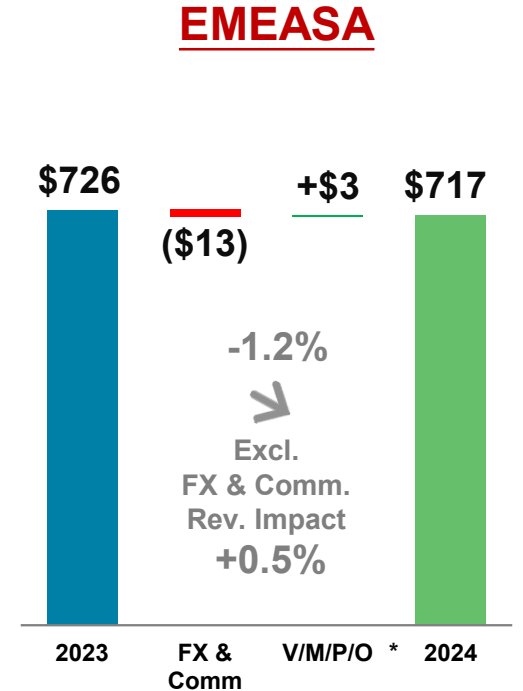
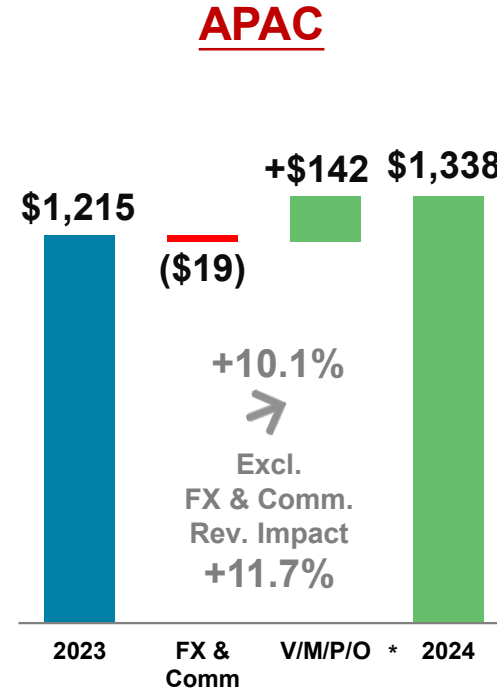
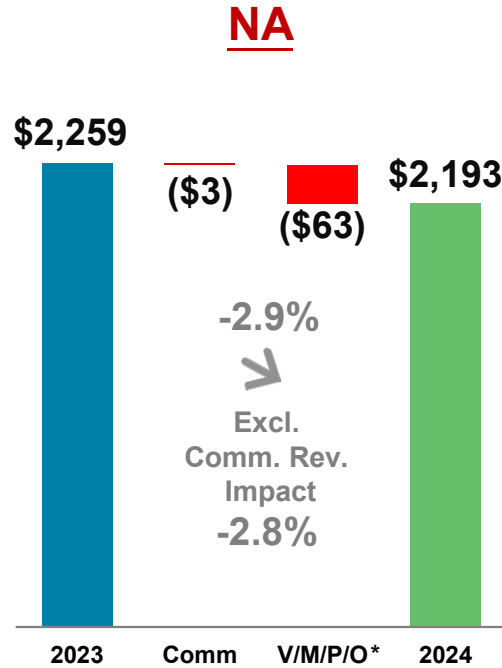
Total Revenue

(structural %)



Regional Distribution

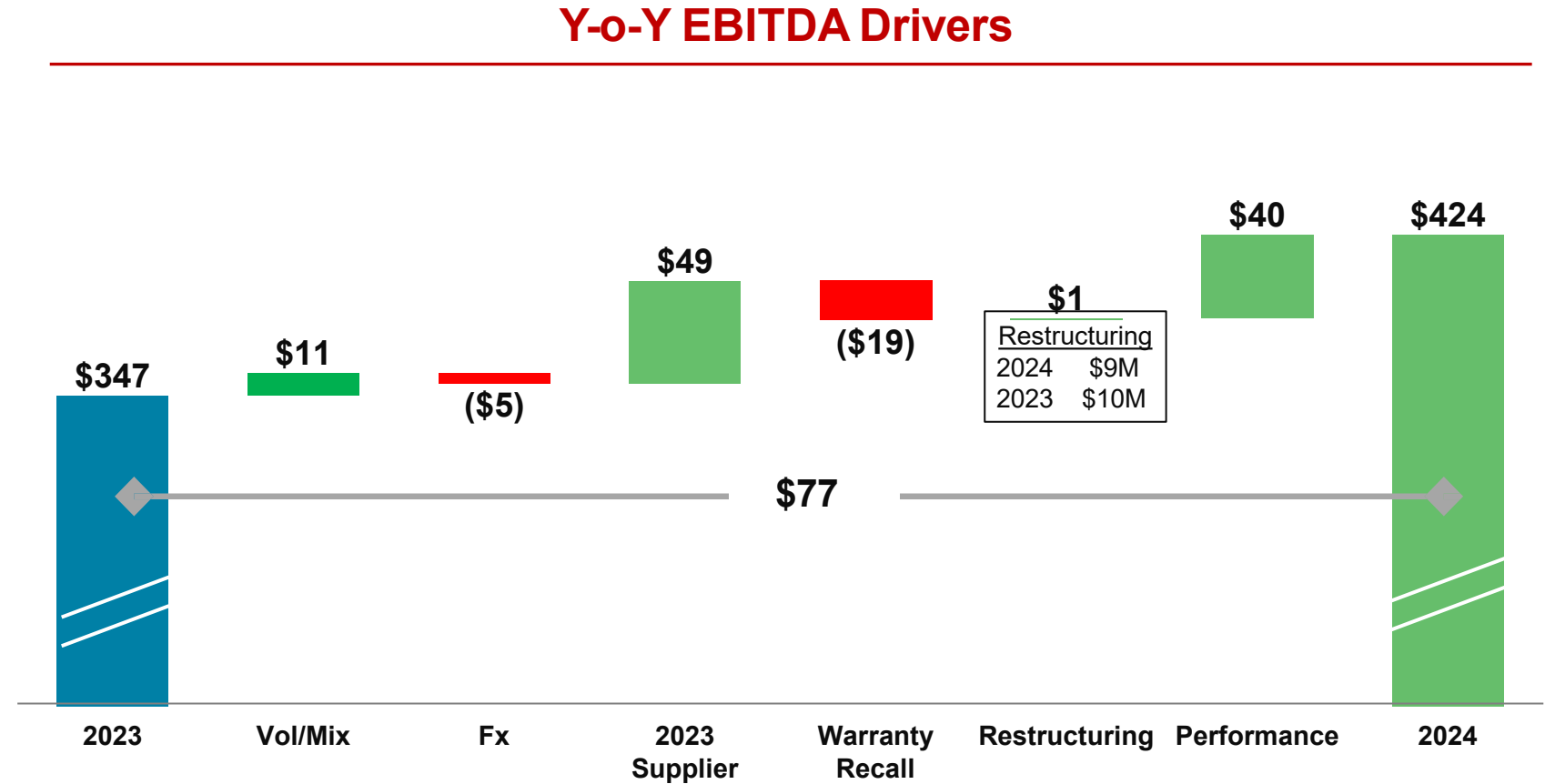
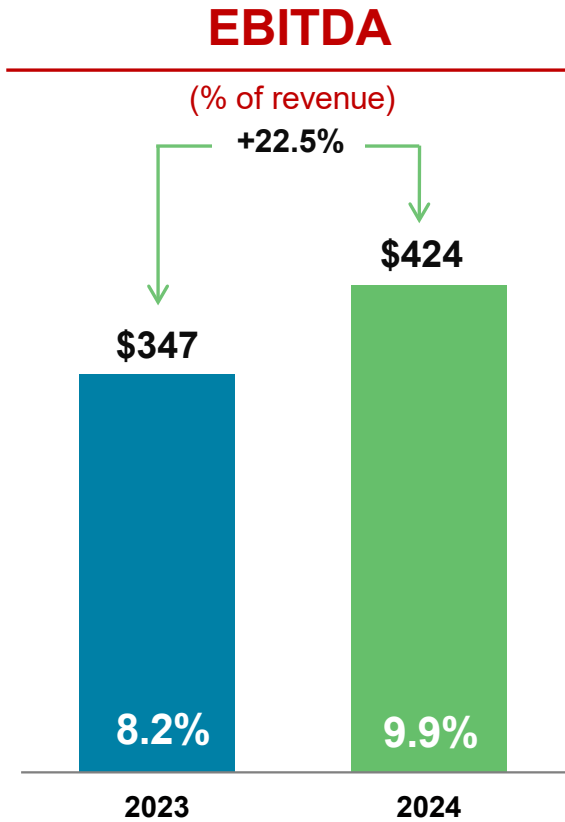
(growth %)



* V/M/P/O: Volume, Mix, Pricing & Others

EBITDA Bridge – 2024 vs 2023

(\$ in millions)



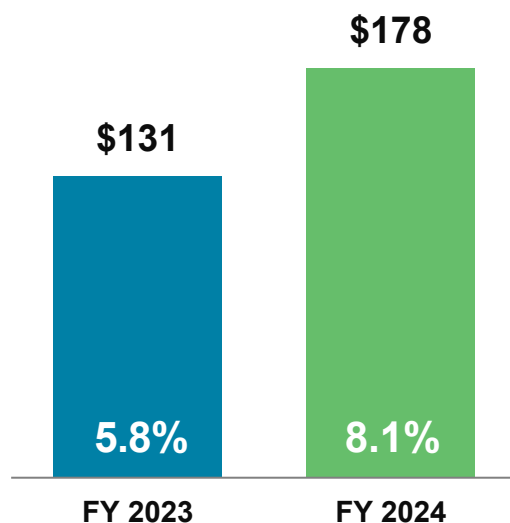
EBITDA Growth of 22.5% Driven by Increased Revenue and Performance

2024 EBITDA and Margin Performance by Region

(\$ in millions)

NA

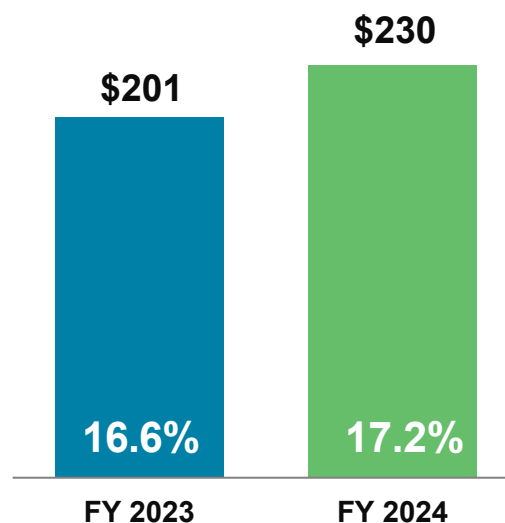
(% of revenue)



Margins Improvement due to Restructuring and 2023 Supplier Issue, Partially Offset by Lower Revenue

APAC

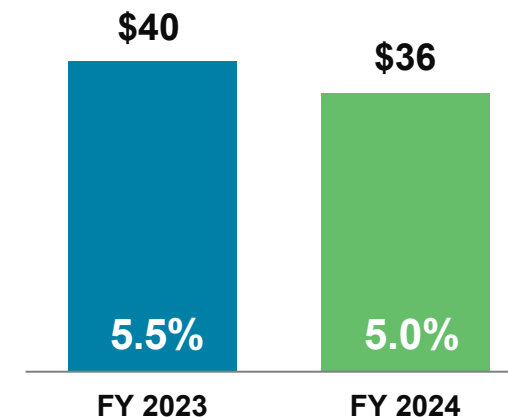
(% of revenue)



Continued Strong Growth and Margin Expansion

EMEASA

(% of revenue)



Margin Reduction Due to FX and Warranty Recall Expense

Operational Efficiency and Execution



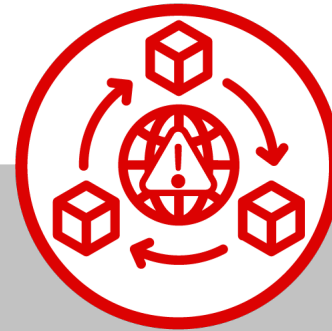
REDUCING FIXED COSTS

- *US Early Retirement Incentive Program*
- *10% Salary Reduction implemented in 2024 excl APAC*
- *Energy Efficiencies*



GLOBAL SUPPLY CHAIN

- *Dual Sourcing*
- *Cost Targets and Contractual APRs (Annual Price Reductions)*
- *Digitalizing Global Supply Chain Management*



OPTIMIZING FOOTPRINT

- *NA Columns Business Transition*
- *Mexico Technical Center Expansion*
- *New Plant and Tech Center in Changshu, China*



CUSTOMER RECOVERY

- *Recovery of increased costs due to inflation and foreign exchange impacts*
- *Recovery of US tariff costs*
- *Quality of bookings*

ONGOING EFFORTS TO **IMPROVE PROFITABILITY**

2024 EBITDA to Net Profit Walk

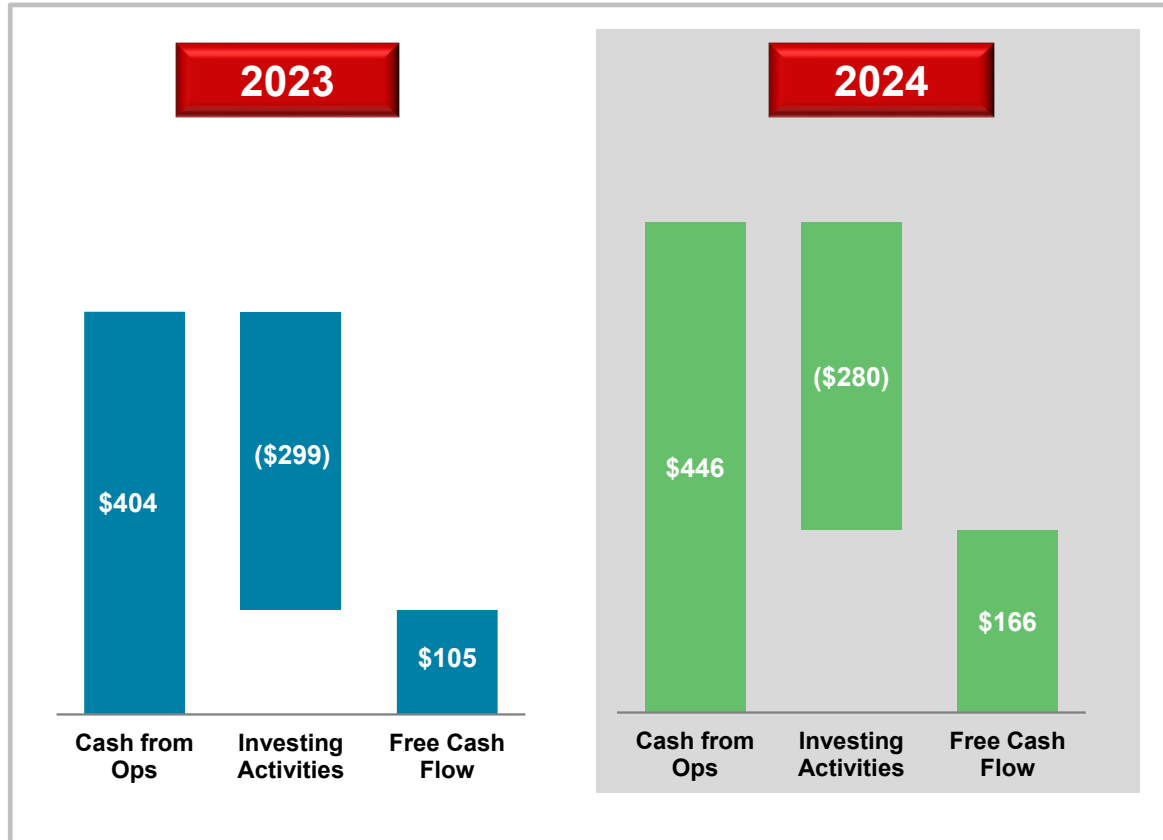
(\$ in millions)

| | <u>FY 2023</u> | <u>FY 2024</u> |
|-------------------------|----------------|----------------|
| EBITDA | 347 | 424 |
| - D&A Expense | 285 | 310 |
| Operating Profit | 61 | 115 |
| + Share of JV Earnings | 3 | 4 |
| - Net Finance Costs | 0 | 2 |
| - Income Tax (Benefit) | 19 | 42 |
| - Minority Interest | 8 | 13 |
| Net Profit | 37 | 62 |

- D&A includes \$(47M) of Impairments and \$24M Recovery from customer program cancellation
- Income Tax Expense unfavorable primarily due to improved profitability and \$11M one-time tax benefit in Brazil in 2023
- Minority interest comprised of the China Driveline JV

2024 Free Cash Flow and Capital Structure Metrics

(\$ in millions)



| | Dec 2023 | Dec 2024 |
|----------------------------|----------|----------|
| Cash and Capital | | |
| Gross Debt | \$ 49 | \$ 48 |
| Finance Leases | 51 | 44 |
| Less: Cash | 312 | 422 |
| Net Debt / (Cash) | \$ (211) | \$ (331) |
| Total Equity | \$ 2,011 | \$ 2,030 |
| Total Net Capital | \$ 1,800 | \$ 1,699 |
| Net Debt / Net Capital | n/a | n/a |
| Liquidity | | |
| Cash | \$ 312 | \$ 422 |
| Credit Facilities | 370 | 324 |
| Total | \$ 682 | \$ 746 |
| Leverage / Coverage | | |
| Gross Debt to EBITDA | 0.1x | 0.1x |
| Net Debt to EBITDA | n/a | n/a |

2025 Operating Considerations

Above Market Revenue Growth and Continued Margin Expansion

- **Forecasting Global OEM Production Volumes to be Roughly Flat in 2025 Compared to 2024**
- **Above Market Revenue Growth in 2025 Driven by APAC**
- **New Changshu, China Plant Enabling Continued Further Growth in 2025 and Beyond**
- **Continued Margin Expansion Benefiting from Increased Volume, Favorable Foreign Exchange, Fixed Cost Reductions and Footprint Initiatives**
- **US Tariff Cost Mitigation and Customer Recoveries Underway**