

ELECTRIC POWER
STEERING &
STEER-BY-WIRE

COLUMNS &
INTERMEDIATE SHAFTS

DRIVELINE SYSTEMS

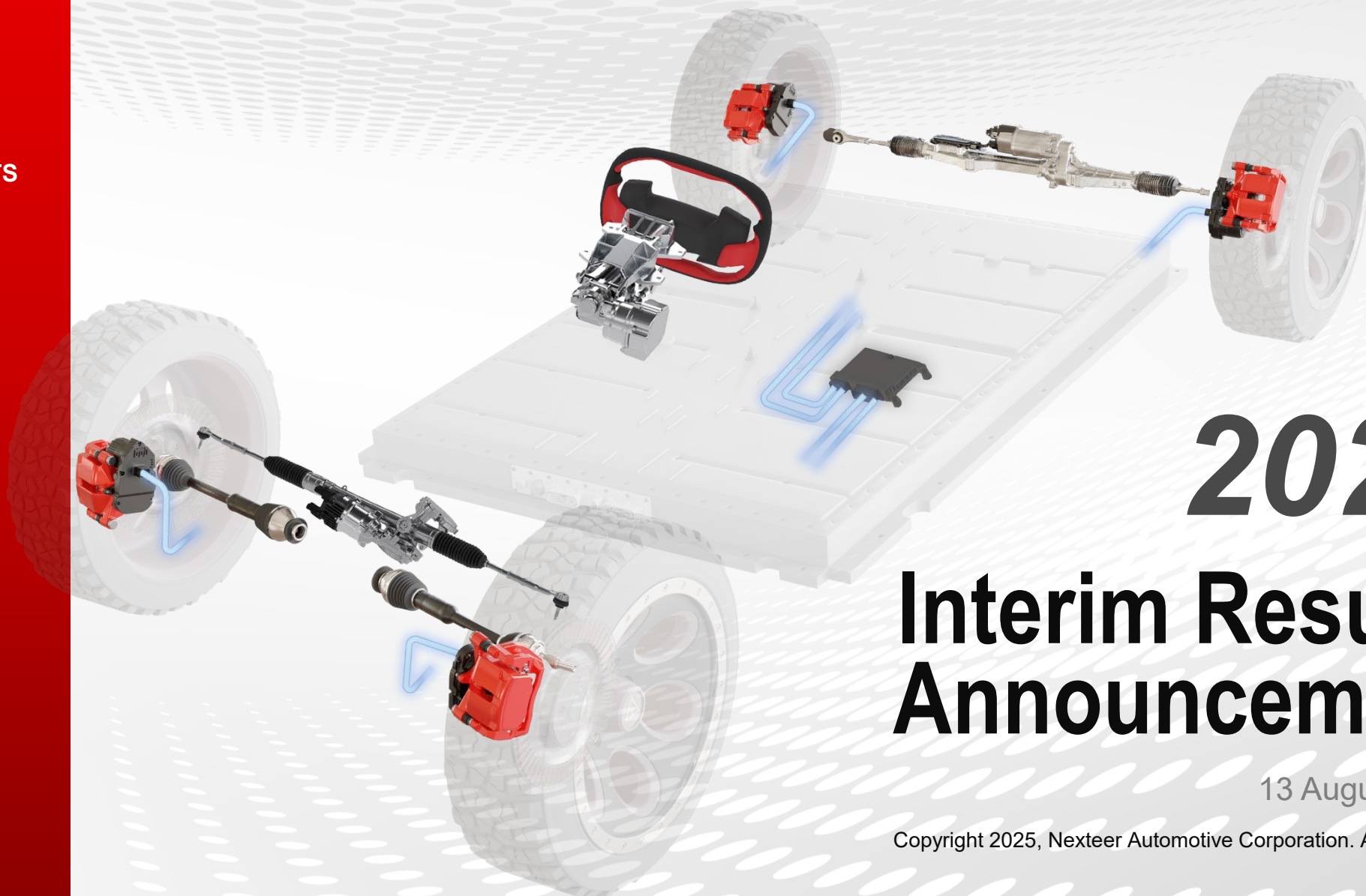
BRAKE-BY-WIRE

SOFTWARE

HYDRAULIC POWER
STEERING



a leader in intuitive motion control



2025 Interim Results Announcement

13 August 2025

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2025 1H Business Overview

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



2025 1H Financial Review / 2H Considerations

Mike Bierlein, Senior Vice President and Chief Financial Officer

2025 1H Business Overview

Launched 31 New Customer Programs Across All Regions

- *23 represented new or conquest business, including 1st DPEPS launch in China*

Secured \$1.5B of New Bookings for the First Half of 2025

- *Continuous Business Expansion with Chinese customers, Plus 1st Rear-Wheel Steering (RWS) Win in EMEASA*

Continued Commitment to Technology Leadership and Megatrend Alignment

- *Expands Motion-by-Wire™ chassis control, including Steer-by-Wire (SbW), RWS, Electro-Mechanical Brake (EMB) & MotionIQ™ Software Suite; local Chinese NEV customers expansion*

Operational Efficiency and Execution

- *Balancing the optimization and expansion of global manufacturing footprint; manufacturing efficiency and material cost improvement; digital transformation; strengthening regional engineering competencies; improving supply chain cost & resiliency.*

New Program Launches

2025 1H Overview

31

Program Launches

1st

DPEPS launch in APAC

1st

mCEPS launch in EMEASA

24

Launched in APAC

Major Programs Launch in 1H



Zeekr 007GT
DPEPS, Halfshafts



Fiat Panda / Opel Frontera / Citroen C3 Aircross
mCEPS



Xiaomi YU7
REPS



BYD Sealion 06
CEPS



Xpeng G9
REPS



GAC Hyper HL
REPS



NA EV Leader SUV
Columns



Tata Harrier
Halfshafts



Ford Expedition / Lincoln Navigator
REPS

Sustained Growth in New Program Launches with Leading COEMs

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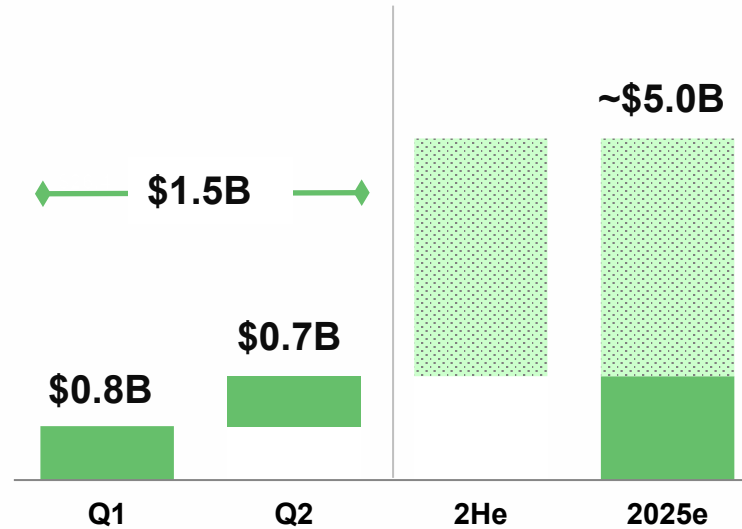
New Business Award - 1H 2025

Key Highlights

- **Continued Strong Booking Wins with Chinese OEMs, including Business Expansion in Indonesia and Brazil**
- **Significant Power Columns Win with a NA Full Size Truck Platform**
- **Expand Product Portfolio with a European Customer, including DPEPS and RWS**
- **Expect More 'By-Wire' Related Bookings being secured in 2H**

Bookings*

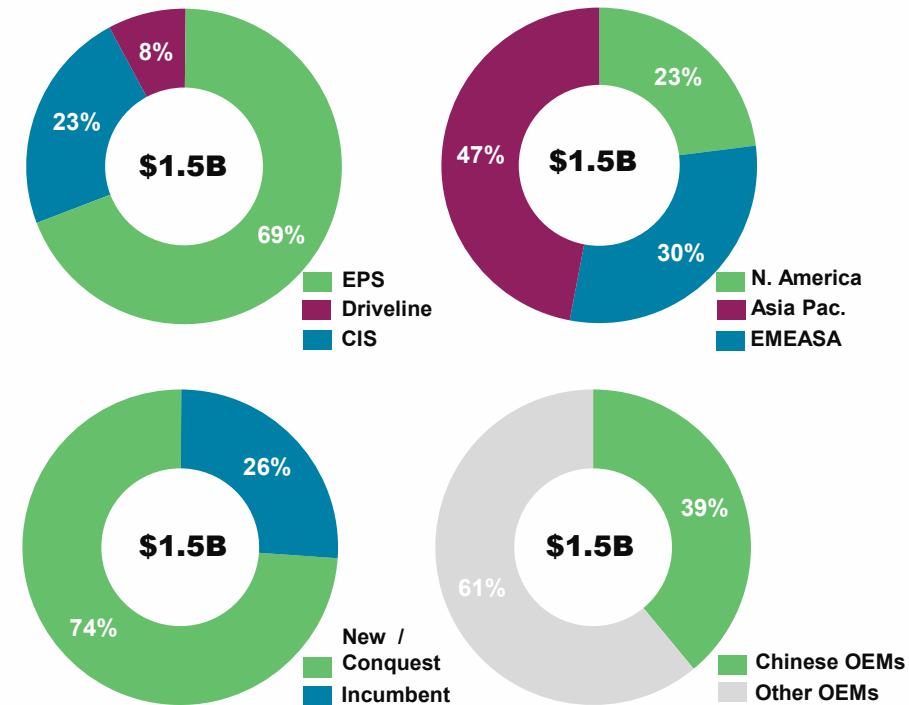
(\$ in billions)



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

Bookings Composition

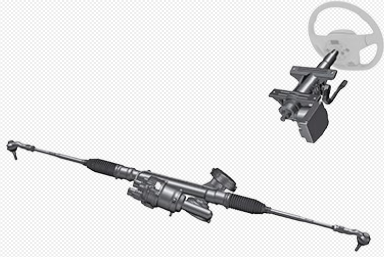
(\$ in billions)



Accelerates Tech Leadership, Anticipates Trends & OEM

1H 2025 Tech Announcements

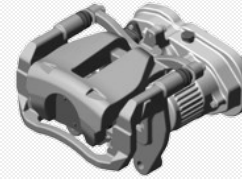
Motion-by-Wire™



SbW



RWS

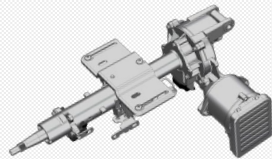


EMB

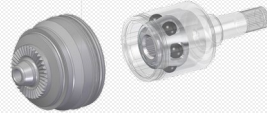


**MotionIQ™
Software Suite**

Competitiveness



High-Output CEPS
(Completes HO Suite)



DL Innovations

*Maximum Power to Balance
PERFORMANCE, PRICE & SPEED
for every vehicle, every market.*

MotionIQ™

Nexteer's suite of intelligent motion control software



MotionIQ/Control™

Advanced Vehicle Dynamics Functions transform safety, performance & driving comfort - delivering precise control for every drive

- Steer-by-Brake
- Quiet Wheel™ Steering
- Hands-Off Detection
- Road Surface Detection



MotionIQ/Health™

Vehicle Health Management Functions enable smarter, data-driven maintenance that prevents failures before they happen & keeps vehicles on the road longer

- Prognostics
- Tire Health & Parameter Detection



MotionIQ/Dev™

Advanced Software Tools - backed by Nexteer's systems integration & software development expertise - for speed-to-market & reduced costs

- Model-based Development Tool
- Systems Integration & Software Development Expertise

Strategic Footprint Expansion in Asia Pacific

Capitalize on growth momentum across China & broader APAC region



Changshu Facility



- Grand opening in Jan 2025
- Total land area is over 90,000m²
- Product line: REPS, DPEPS, SbW, RWS, EMB
- Supplement of APAC Technical Center

Liuzhou Facility



- Liuzhou subsidiary has been established for 10-years, and will move in its entirety to the new site
- Expected to be fully operational in 1H 2026
- Total land area is over 40,000m², >130% bigger than current facility
- Product Line: BEPS, CEPS, HO-CEPS, Manual Gear
- Adding advanced laboratories and test tracks



2025 1H Business Overview

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



2025 1H Financial Review / 2H Considerations

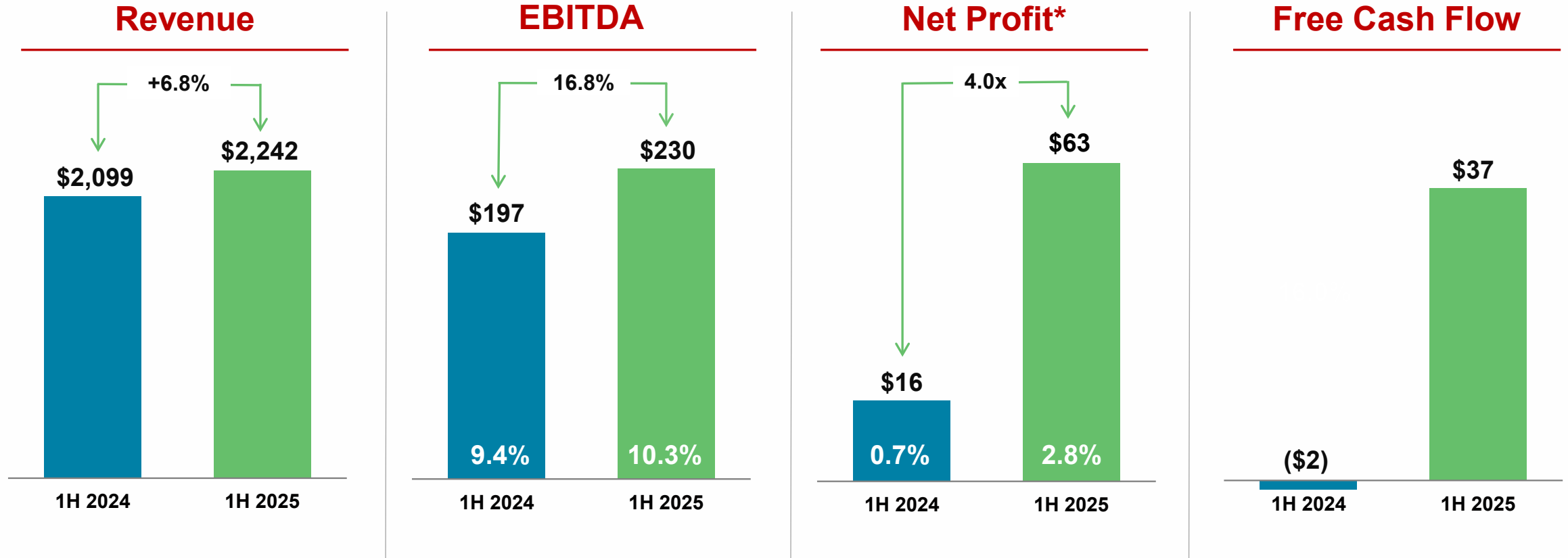
Mike Bierlein, Senior Vice President and Chief Financial Officer

1H 2025 Financial Observations

- **Achieved Record 1st Half Revenue of \$2.2B Increasing by 6.8% Compared to Prior Year - Driven by Continued Growth in APAC with the COEMs**
- **EBITDA Growth of 16.8% YoY and Margin Expansion of 90 bps**
 - *Increased revenue, enhanced efficiency and performance driving margin expansion*
 - *Net tariff costs and troubled suppliers impacting 1st half results*
- **Balance Sheet Remains Strong with \$367M of Net Cash**
- **Bookings of \$1.5B in the 1st Half Shows Path to Achieving CY Target of \$5B**

1H 2025 Key Financial Metrics

(\$ in millions)



Improving YoY in All Key Financial Metrics

* Net Profit Attributable to Equity Holders

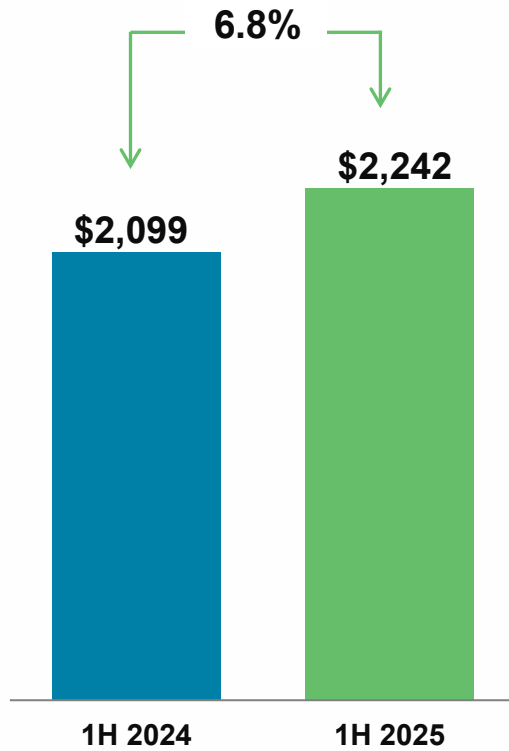
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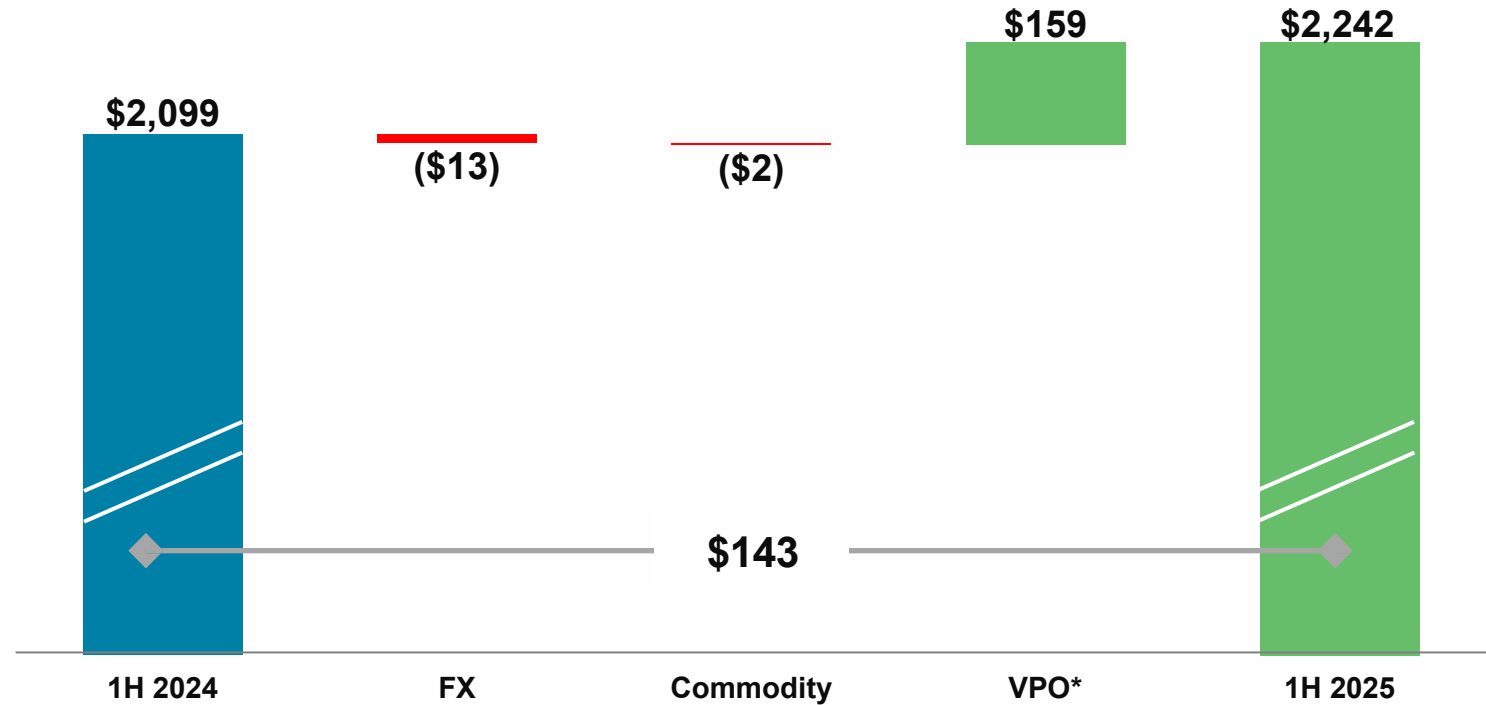
1H 2025 Revenue Bridge

(\$ in millions)

Total Revenue



YoY Revenue Drivers

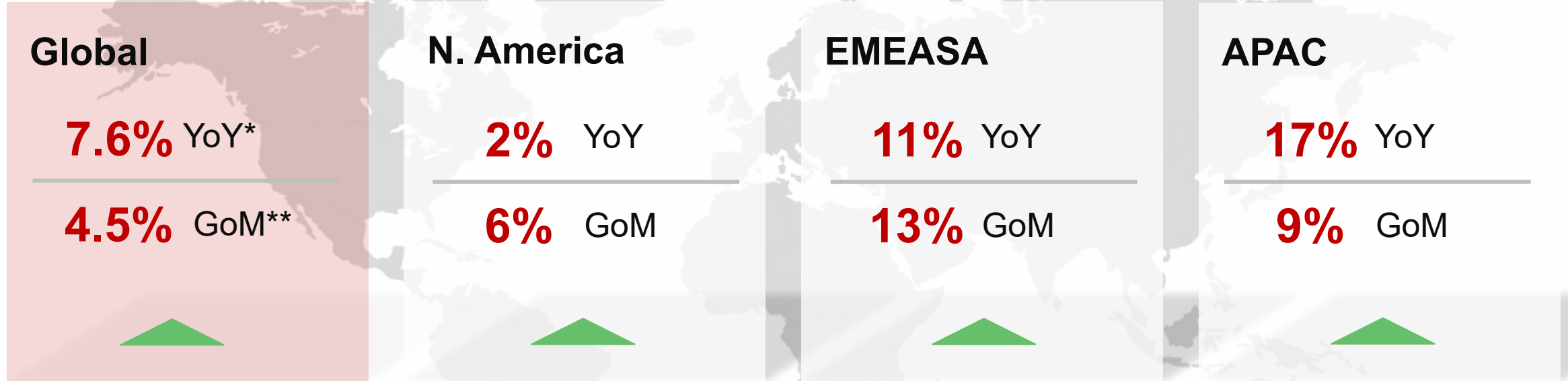


* VPO: Volume, Pricing & Others

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1H 2025 Revenue Growth Outpacing Market



**Total Adjusted Revenue Growth Vs. 1H 2024
Outperformed Market 450 bps, +4.5%**

* Adjusted revenue growth excludes foreign exchange and commodity

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

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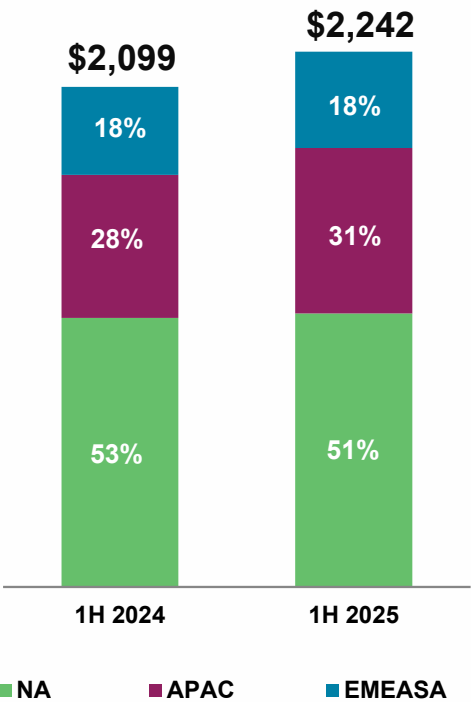
1H 2025 Financial Results

Revenue by Region

(\$ in millions)

Total Revenue

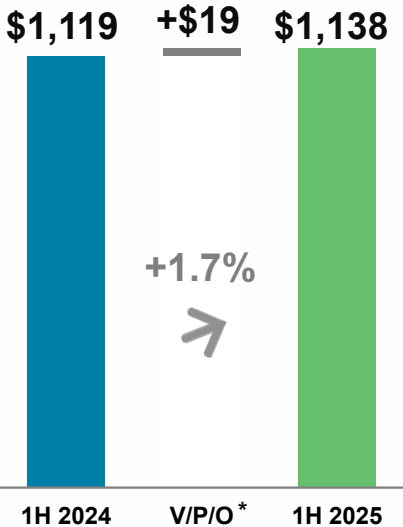
(structural %)



Regional Distribution

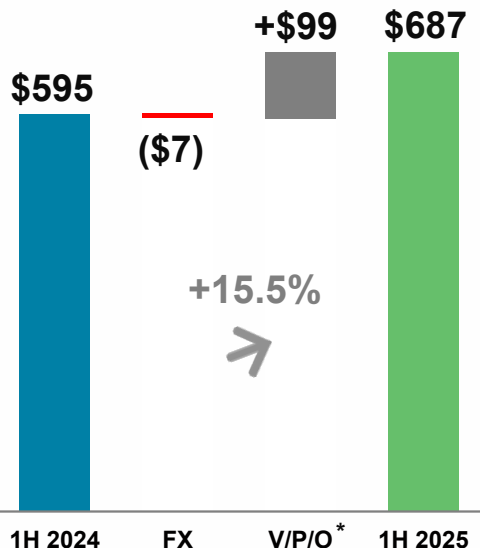
(growth %)

NA

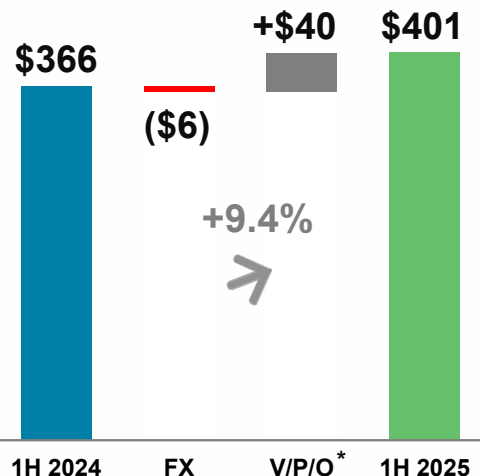


* V/P/O: Volume, Pricing & Others

APAC

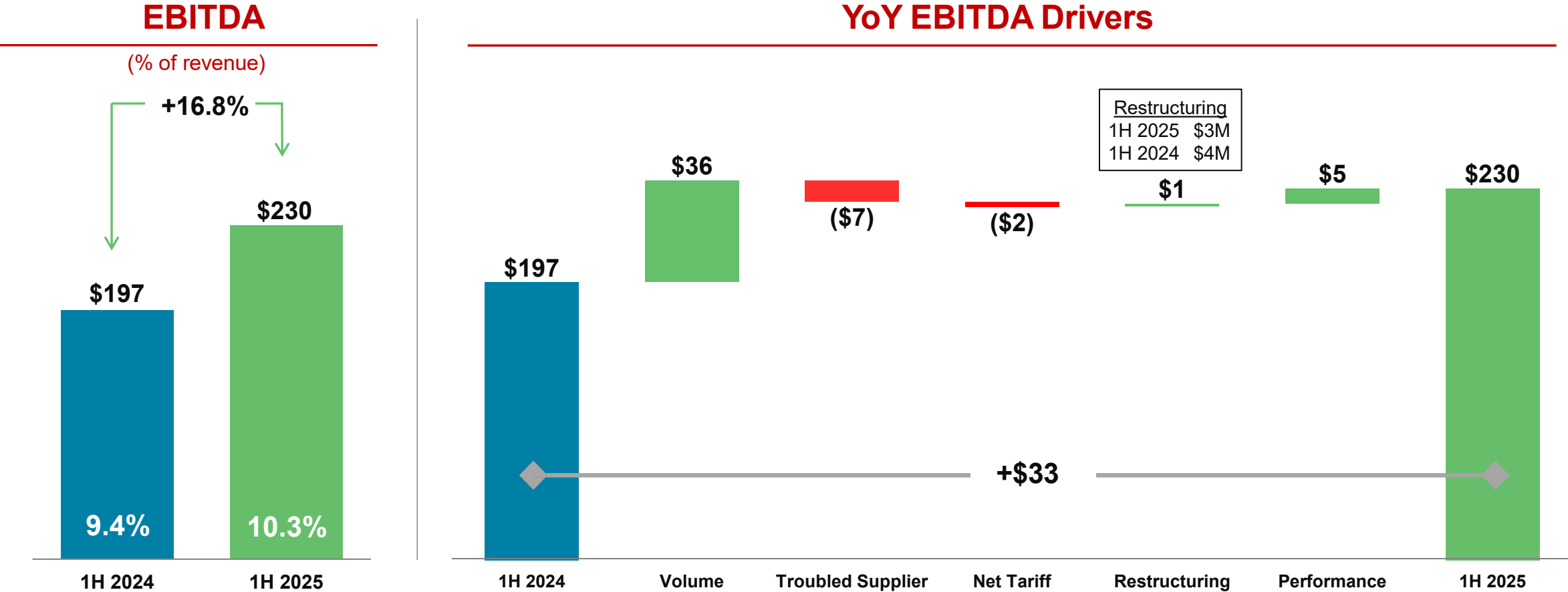


EMEASA



EBITDA Bridge – 1H 2025 vs 1H 2024

(\$ in millions)



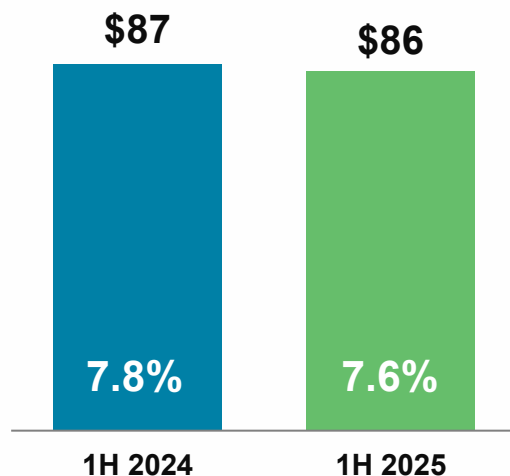
**Margin Profile Improved as Volume and Performance
Offsetting Net Tariff Costs and Troubled Supplier**

EBITDA and Margin Performance by Region

(\$ in millions)

NA

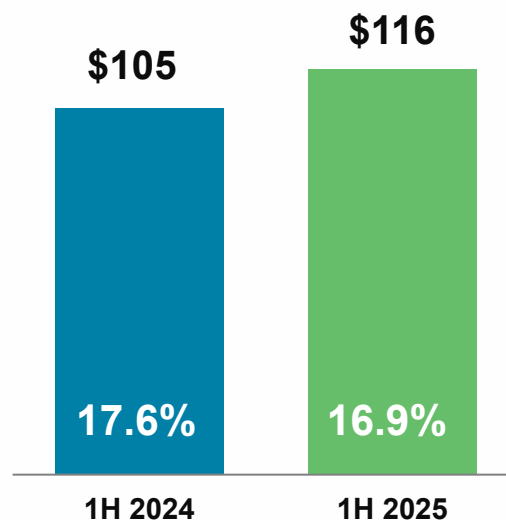
(% of revenue)



Improved Performance
Offset by Net Tariff Costs
and Troubled Suppliers

APAC

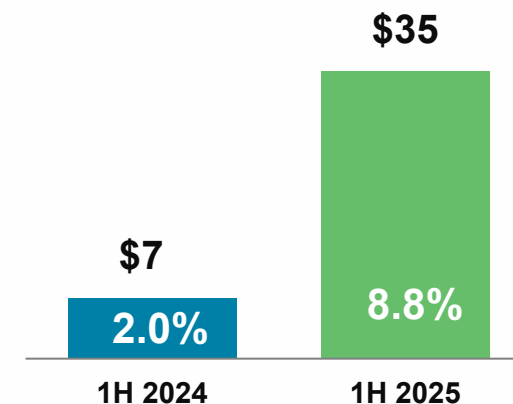
(% of revenue)



Continued Growth and
Strong Margins

EMEASA

(% of revenue)



Improving Operating
Efficiency and Revenue
Growth

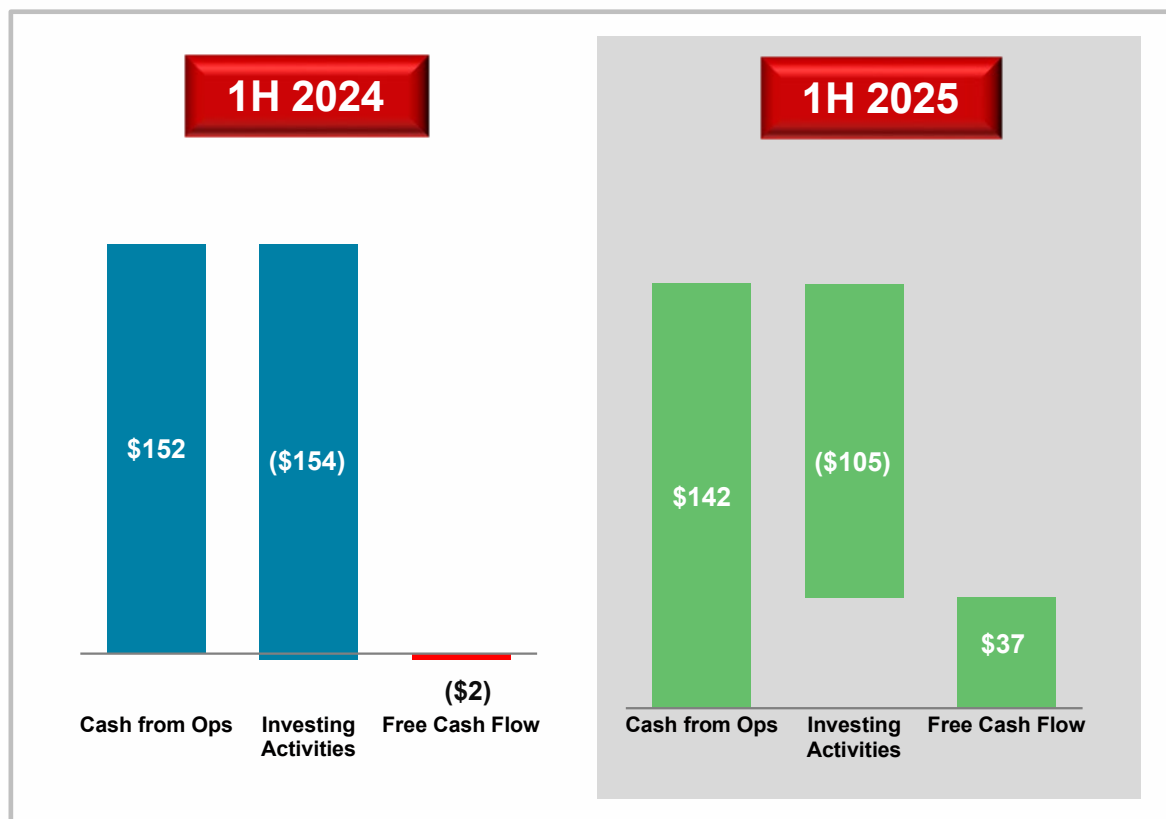
EBITDA to Net Profit Bridge

(\$ in millions)

	<u>1H 2024</u>	<u>1H 2025</u>
EBITDA	\$ 197	\$ 230
- D&A Expense	156	137
Operating Profit	\$ 41	\$ 93
+ Share of JV Earnings	2	2
- Net Finance Costs	2	(1)
Income Tax Expense / (Benefit)	18	27
- Minority Interest	7	6
Net Profit	\$ 16	\$ 63

- JV Earnings comprised of Chongqing operations
- D&A includes \$14M net impairment costs from customer program cancellations in 1H 2024
- Income Tax Expense higher primarily due to improved profitability
- Minority Interest comprised of China DL JVs

1H 2025 Free Cash Flow / Balance Sheet



Cash and Capital

	Dec 2024	Jun 2025
Gross Debt	\$ 48	\$ 49
Finance Leases	44	44
Less: Cash	422	459
Net Debt / (Cash)	\$ (331)	\$ (367)
Total Equity	\$ 2,030	\$ 2,108
Total Net Capital	\$ 1,699	\$ 1,741
Net Debt / Net Capital	n/a	n/a

Liquidity

Cash	\$ 422	\$ 459
Credit Facilities	324	380
Total	\$ 746	\$ 839

Leverage / Coverage

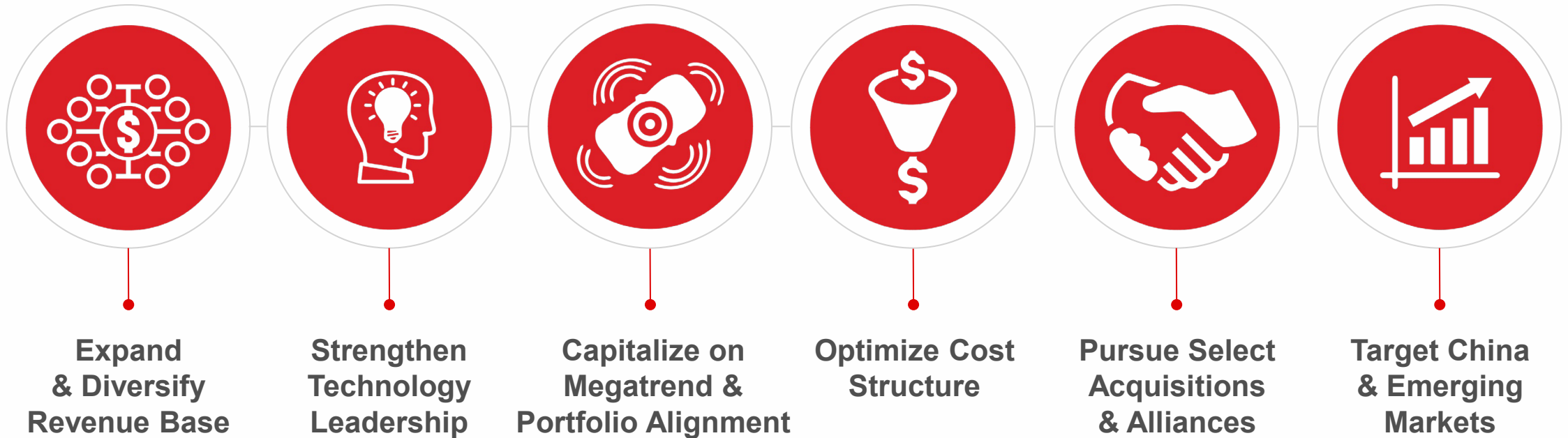
Gross Debt to EBITDA	0.1x	0.1x
Net Debt to EBITDA	n/a	n/a

2025 Operating Considerations

Driving Value in Dynamic Markets

- On-Track for Another Record Revenue for the Full Year of 2025
- Dynamic Tariff Environment and Ongoing Geopolitical Tensions
- Plans in Place to Mitigate Tariff Costs and Pass Remaining Costs to Customers
- Restructuring Actions on Track to Improve Profit Margins
- Continued Momentum with Improving Operating Performance

Strategy for Profitable Growth



A well-defined plan to drive stakeholder value