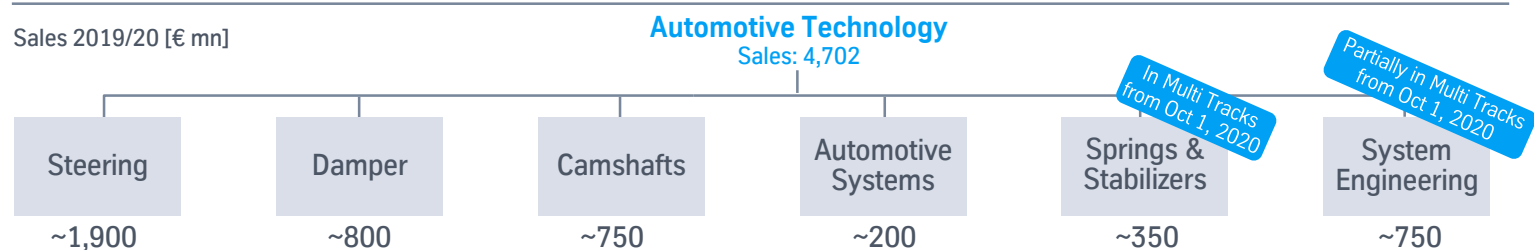


Overview

Sales 2019/20 [€ mn]



Products and services

- Steering
- Damper
- Camshafts
- Axle Module
- Car body & light weight solutions¹
- Springs & Stabilizers (in Multi Tracks from Oct 1, 2020)
- Engine & e-mobility solutions¹ (in Multi Tracks from Oct 1, 2020)

1. Assembly and production solutions as well as light weight small series production

Key figures [€ mn]

	2018/19	2019/20
Order intake	5,251	4,610
Sales	5,407	4,702
EBITDA	210	(210)
EBIT	(126)	(1,157)
Adjusted EBIT	(22)	(260)
Ø Capital Employed	~3,000	~3,100
BCF	(396)	(776)

Market positions and competitors

Steering:

- #1 in steering column
- Bosch Automotive Steering Systems, ZF/TRW, NSK

Damper:

- #2 in (semi-) active damper
- Tenneco, ZF/TRW, Hitachi Tokico

Automotive Systems:

- ZF/TRW, Benteler, Rhenus Logistics

Camshafts:

- #1 in assembled camshafts
- SECO, Linamar, Mahle

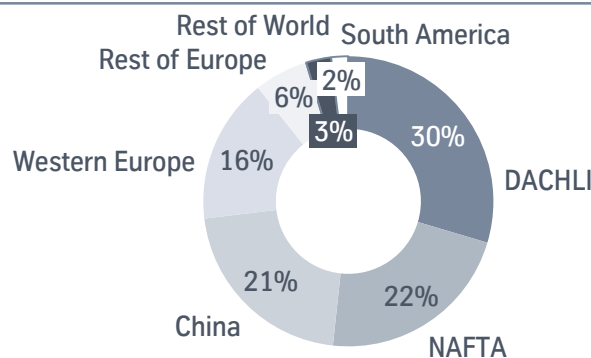
System Engineering:

- #4 in system engineering
- KUKA, Hirata, COMAU

Key strategic elements

- Mission critical and high-performance components and systems for leading automotive customers
- Well-known brands with strong reputation and leading global market positions
- Strong expertise and engineering culture leading to a large IP portfolio and high R&D competence
- High quality products ranging from forging of components to digital expertise (e.g. active dampers, steer-by-wire)
- Global production footprint
- Improve cost position and cash contribution in all businesses

Sales by region (FY 2019/20)



Sales by customer group (FY 2019/20)

