

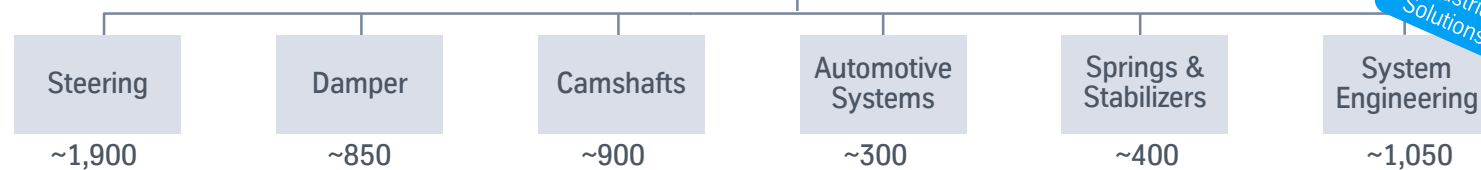
Overview

Sales 2018/19 pro-forma [€ mn]

Automotive Technology

Sales: 5,407

Added from Industrial Solutions



Products and services

- Steering
- Damper
- Camshafts
- Springs & Stabilizers
- Axle Module
- Engine & e-mobility solutions¹
- Car body & light weight solutions¹

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

Key figures [€ mn]

	2017/18 (pro-forma)	2018/19 (pro-forma)
Order intake	5,414	5,251
Sales	5,339	5,407
EBITDA	178	210
EBIT	(53)	(126)
Adjusted EBIT	23	(22)
Ø Capital Employed	~2,800	~3,000
BCF ¹	(232)	(396)

1. Before corporate mark

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

Springs & Stabilizers:

- ~#5 in springs & stabilizers
- Mubea, NHK Springs, Daewon

Automotive Systems:

- ZF/TRW, Benteler, Rhenus Logistics

Camshafts:

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

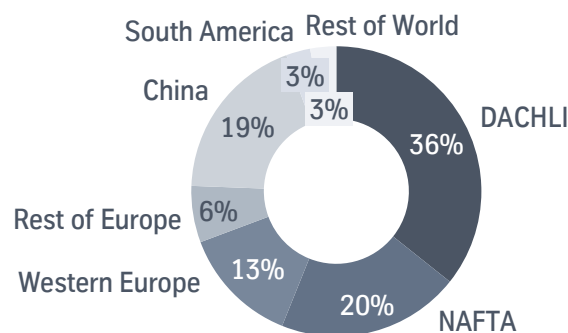
System Engineering:

- #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 (fiscal year 2018/19 pro-forma)



D = Germany, A = Austria, CH = Switzerland, LI = Liechtenstein

Sales by customer group (fiscal year 2018/19 pro-forma)

