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SYSTEMS**

**HYDRAULIC
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2024 Q3 Business Update

8 November 2024

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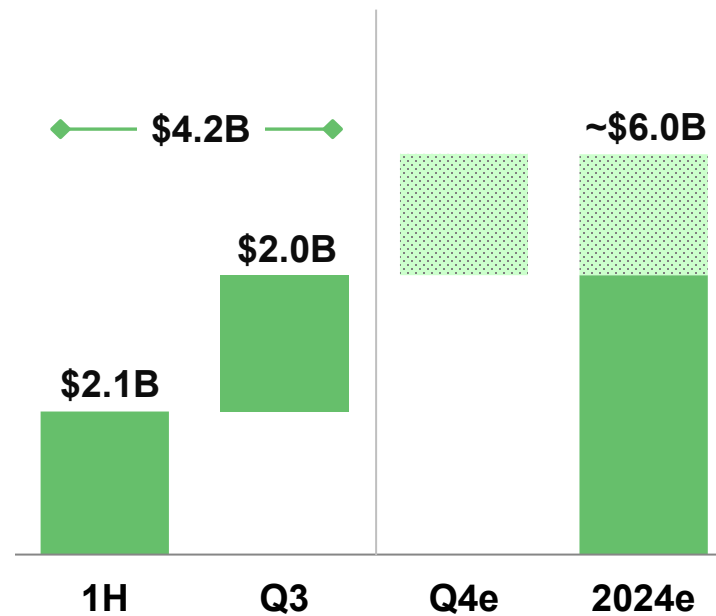
Business Wins – Q3 & 2024 Outlook

Key Highlights in Q3

- **Significant next generation business win on a NA Truck program**
- **Continued strong new business with COEMs**
- **First EPS win with jointly developed program by a European OEM and a COEM**
- **Reaffirm full-year guidance with strong Q3 bookings**

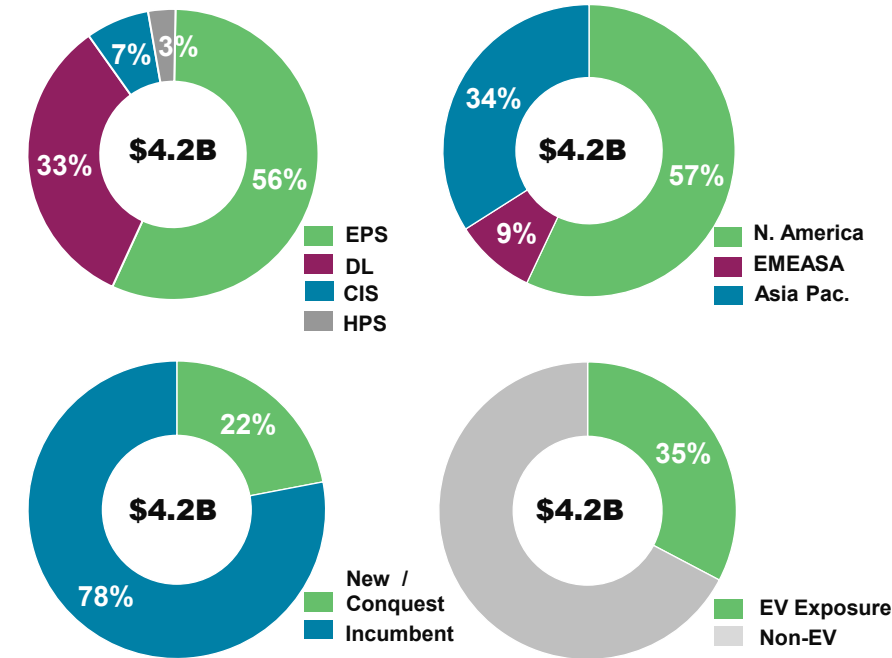
Bookings*

(\$ in billions)



YTD Bookings Composition

(\$ in billions)



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

New Program Launches

2024 Q3 Overview

18

Program Launches

12

EV programs

12

Launched in APAC

ALL

New Business

Key Programs Launches in Q3



Citroen C3 / eC3
CEPS



Cadillac Escalade IQ
REPS, Columns & I-Shafts



Chery Luxeed R7
REPS



Avatr 07
Columns



Buick GL8
Columns



Lynk&Co 07
Halfshafts



Aion RT
CEPS



BMW M5
I-Shafts



Tata Curvv
Halfshafts

 EV content included

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Q3 Update on Strategic Expansion

Changshu Plant



Ground Breaking
Jan 2024



Current
Sep 2024



Complete
Jan 2025

Mexico Tech Center



Ground Breaking
Mar 2024



Current
Oct 2024

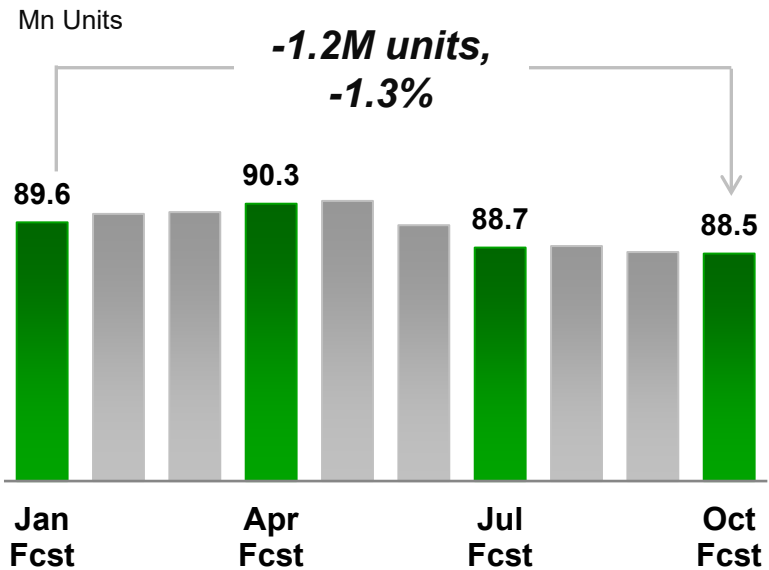


Complete
2026

2024 Full Year Production Outlook

2024 Global Light Vehicle Production Forecast

Forecast to Forecast



China Market Remains Resilient with COEMs Outpacing

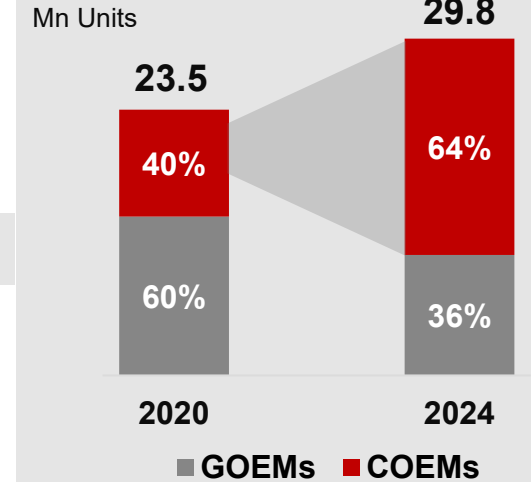
Regional Production Forecast

Y/Y Growth %

	1H	2He	FYe
Global	0%	-4%	-2%
NA	1%	-4%	-1%
China	5%	-1%	2%
APAC	1%	-3%	-1%
EMEASA*	-4%	-6%	-5%

* EMEASA includes Europe & S. America

China Light Vehicle Production by OEM



Lower 2024 OEM Production vs Early-Year Forecast While COEMs Significantly Expanded Market Share in China

Source: S&P Global Mobility October 2024

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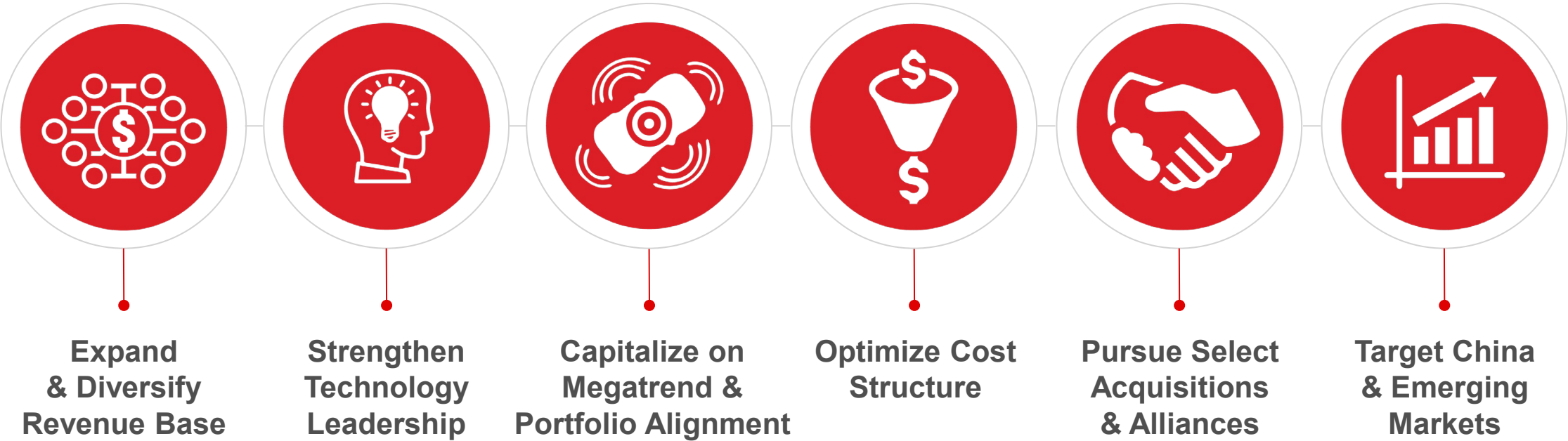
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Q4 and Full-Year Considerations

Above Market Revenue Growth and Margin Expansion

- **Forecasting Global OEM Production Volumes to be ~2% Lower in 2024 Compared to 2023**
- **Restructuring initiatives underway to improve margins in North America and EMEASA**
- **Continued strong growth in China with COEMs**
- **New manufacturing plant in Changshu, China on track to support further revenue growth in APAC in 2025**
- **Another Year of Strong Business Bookings - Targeting \$6B**

Strategy for Profitable Growth



A well-defined plan to drive stakeholder value