The Group structure

Dumarey Family

- GML Estate NV
- Real Estate Companies
- PUNCH Powerglide
  - Strasbourg SAS, France
- PUNCH Powerglide
  - Tianjin Technology Co., Ltd., China
- PUNCH Flybrid
  - Northampton Ltd., United Kingdom
- PUNCH Motive International NV
- PUNCH Precision Detva, s.r.o., Slovakia
- PUNCH Property Slovakia, s.r.o.
- PUNCH Europe Ltd.
  - PUNCH Torino S.p.A., Italy
  - PUNCH Hydrocells s.r.l., Italy

This presentation is no legal representation and can be subject to changes in the PUNCH Group.
Four activities

**Key figures**
- 339 M€ Sales
- 859 employees (100 for R&D)
- 123,000 sqm footprint
- 350 M€ invested in machinery and R&D in last 7 years

**Product Portfolio**
**Customer Portfolio**

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**Key figures**
- 100 M€ Sales
- 720 Employees (700 for R&D)
- 11 engine families successfully developed
- 460 granted patents

**Product Portfolio**
**Customer Portfolio**

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**Key figures**
- 20 M€ Sales
- 100 employees
- 25,000 sqm footprint
- 40M € invested in facilities and machinery in last 2 years

**Product Portfolio**
**Customer Portfolio**

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**Key figures**
- 15 employees
- 30 M€ invested in R&D
- 50 granted patents

**Product Portfolio**
**Customer Portfolio**
Powerglide – Product & Business Management Key Milestones

- **1967**: Establishment of GENERAL MOTORS Strasbourg
- **1968**: Launch of the 3-Speed Automatic Transmission production
- **1988**: Launch of the 4-Speed Automatic Transmission production
- **1996**: Inauguration of Strasbourg Technical Center
- **2001**: 1 million 5-Speed transmissions produced for Outside Customers
- **2006**: Launch of the 5-Speed Automatic Transmission production
- **2010**: Launch of Component production for outside customers
- **2013**: Start of Component production for outside customers
- **2014**: Launch of Casting parts manufacturing for Outside Customers
- **2015**: 6L customers portfolio diversification
- **2016**: Launch of the 8-Speed Automatic Transmission industrialization for ZF
- **2017**: 6LP2 development (beta)
- **2018**: 1 million 8 speed transmission produced for ZF
- **2019**: Investment in a new production line for 8-speed components for hybrid vehicles
- **2020**: Industry 4.0

- **2019**: 10 million transmissions produced by PUNCH
- **2015**: GM Strasbourg site is acquired by PUNCH Metals International and becomes PUNCH Powerglide Strasbourg
- **2013**: 2 million 6-Speed transmissions produced by PUNCH
- **2017**: Logistic Investments
- **2017**: Launch 6L Stop & Start and 50th anniversary of the site
- **2017**: DHT Concepts & eDrive pre-developments

Legend:
- Inauguration and change of control Thresholds
- Production steps

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<table>
<thead>
<tr>
<th>Position</th>
<th>Name</th>
<th>Title</th>
<th>Age</th>
<th>Seniority</th>
</tr>
</thead>
<tbody>
<tr>
<td>Founder &amp; CEO</td>
<td>Guido DUMAREY</td>
<td>PUNCH Founder</td>
<td>60</td>
<td></td>
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<tr>
<td></td>
<td>Arnaud BAILO</td>
<td>CEO</td>
<td>55</td>
<td>24</td>
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<tr>
<td>Corporate Services</td>
<td>Jean-Marc DELAVILLE</td>
<td>CFO</td>
<td>56</td>
<td>&lt; 1</td>
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<tr>
<td></td>
<td>Christelle EINHORN-DAMM</td>
<td>HR Manager</td>
<td>44</td>
<td>18</td>
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<tr>
<td>Manufacturing</td>
<td>Nicolas DILLINGER</td>
<td>Quality &amp; Purchasing Manager</td>
<td>48</td>
<td>23</td>
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<tr>
<td></td>
<td>Olivier LEPRE</td>
<td>ME Manager</td>
<td>52</td>
<td>29</td>
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<tr>
<td></td>
<td>Jean-François MARCHAL</td>
<td>Manufacturing &amp; Logistics Manager</td>
<td>54</td>
<td>27</td>
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<tr>
<td>Development</td>
<td>Wolfgang de LOTH</td>
<td>R&amp;D Manager</td>
<td>52</td>
<td>5 (26 years within ZF)</td>
</tr>
<tr>
<td></td>
<td>Salwa ARAHOUNI</td>
<td>Program Manager</td>
<td>25</td>
<td>4</td>
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<tr>
<td></td>
<td>Dr. Oliver NASS</td>
<td>Sales &amp; Marketing Manager</td>
<td>52</td>
<td>7</td>
</tr>
</tbody>
</table>
Our Vision
PUNCH strives to be a leading supplier for the development, integration and manufacturing of competitive driveline and powertrain solutions.

Business Model
- Independent growth
- Product innovation
- Brand strength
- Customer diversification
- Production volume
- Industrial excellence
- Technology learning
- Fixed cost absorption

Core values
- Entrepreneurship
- Creativity
- Integrity
- Operational Excellence
- Reliable Partnerships

Development & production of own product
- 6L, 6L Hybrid, DHT, eDrive
- 8HP45,50, 8HP51 (3Gen)
Powerglide – The site

Site
910,000 sqm area with about 110,800 sqm of building

Certifications
• IATF 16949
• ISO 14001
• OHSAS 18001
Powerglide – R&D capabilities

**Experienced team of engineers and technicians**

- ~100 engineers and technicians

**Full transmission product development competence**

- **AT**
- **AT Hybrid**
- **CVT**
- **Manual**
- **DCT**
- **DHT**
- **eDrive (reducer)**

**Track record of successful technology development**

- 5 & 6 speed transmission development
- 6 speed transmission with stop & start feature + MH
- 6 speed hybrid transmission (confirmed solution)
- E-drive & DHT in concept phase

**State of the art engineering centre**

- >10 patents filed
- 75 M€ invested in R&D since PUNCH Powerglide takeover
- 11 research & development projects in progress
- 2017: “Pôle Véhicule du Futur” Label for successful hybridization of the 6LP2 transmission
- 2017: Alsace Innovation Trophy for “Mobility Excellence” for the plug-in hybrid transmission project
## Value chain coverage

<table>
<thead>
<tr>
<th>Consulting &amp; Project Management</th>
<th>Test Facilities</th>
</tr>
</thead>
<tbody>
<tr>
<td>Design &amp; Analysis</td>
<td>Laboratories</td>
</tr>
<tr>
<td>Manufacturing Engineering Process</td>
<td>Software &amp; Calibration</td>
</tr>
</tbody>
</table>
### Value chain coverage

<table>
<thead>
<tr>
<th>Component</th>
<th>Material</th>
<th>Process Steps</th>
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</thead>
<tbody>
<tr>
<td><strong>Main case</strong></td>
<td>Liquid aluminum</td>
<td>HP die casting, Machining, HP deburring, Leak testing</td>
</tr>
<tr>
<td><strong>Torque converter housing</strong></td>
<td>Liquid aluminum</td>
<td>HP die casting, Machining, HP deburring, Leak testing</td>
</tr>
<tr>
<td><strong>Pinion gear machining</strong></td>
<td>Forged blank</td>
<td>Pre-machining, Milling, LP carburizing, Shot blasting &amp; peening, Tooth grinding</td>
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<tr>
<td><strong>Ring gear machining</strong></td>
<td>Forged blank</td>
<td>Pre-machining, Helicoidal broaching, Pot broaching, Thermal deburring, Soft burnishing, Nitrocarburizing</td>
</tr>
<tr>
<td><strong>Rotative machining</strong></td>
<td>Forged blank</td>
<td>Pre-machining, Spline rolling, Deep drilling, Induction Hardening, Hard turning, Honing, HP deburring</td>
</tr>
<tr>
<td><strong>Clutch housing</strong></td>
<td>Deep draw stamping</td>
<td>Spline forming, Punching, Laser/CD welding, Turning, Balancing</td>
</tr>
<tr>
<td><strong>Hydraulic control unit</strong></td>
<td>Casting</td>
<td>Milling &amp; drilling, HP deburring, Assembly, Leak/functional test</td>
</tr>
<tr>
<td><strong>Assembly &amp; testing</strong></td>
<td>Sub-system assembly &amp; test</td>
<td>Final assembly, Leak test, Functional, oil level &amp; NVH test, Washing, Racking</td>
</tr>
</tbody>
</table>

- **Outsourced**
- **In-house**

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**Value chain coverage**

- **2016**: "Best Industrial Performance" from the French Automotive and Mobility Industry Association (PFA)
- **2018**: “Pôle Véhicule du Futur Perfo Est” Label certificates with the Performance Award for a high service level
Powerglide – Manufacturing performance

Our Portfolio

AT RWD-AWD
- RWD/AWD 6L45/50
- RWD/AWD 6L50S&S

ZF Products
- Contract manufacturing
  - RWD 8HP45/50/51

Electrified Transmissions
- in development
  - DHT
  - eDrive

Transmission Components
- Carriers, Ring Gears, Output shafts, Input shafts, Cover pump, Housing

Digital Factory

Collaborative robots

Smartphone based applications for maintenance and production team leaders

Automated guided vehicles

Traceability through ERP

Connected workstations

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PUNCH Powerglide develops, produces and delivers ATs to OEMs all around the world:
Powerglide – Future Product Portfolio: eDrive

Modular solutions

- Gears & shafts*
- Components & Housing*

Integrated solution

- 3 in 1 Housing* (EM/Inverter/Reducer)

*optional park lock system

Levels of integration
**Powerglide – FWD DHT (Dedicated Hybrid Transmission)**

**DHT XT20** (Dedicated Hybrid Transmission)

- **Increased efficiency** (e.g. by lowering the number of components and utilizing more efficient technologies, e.g. dog clutches versus wet friction clutches)

- **Reduced costs** (e.g. by lowering the number of components)

- **Reduced packaging space**

- **High level of integration** (to reduce the number of interfaces and thus costs by increasing robustness at the same time)

- **Simplified sub-system** drivetrain system approach = de-content (e.g. reduce the number of gears)
  - Integration into the overall vehicle cooling concept
  - Hybrid mode optimization through smart combination of subsystems to maintain performance and comfort level

- **Modularity** in order to allow for fast adaptation to customer specific requirements