DAUCH™

CAPITAL MARKETS DAY

NOVEMBER 17, 2026



DISCLOSURE

The information contained in this presentation is current only as of November 17, 2026, unless otherwise specified. Dauch Corporation undertakes no obligation to update, revise, or supplement any information or forward-looking statements contained herein to reflect subsequent events, new information, or future circumstances.

FORWARD LOOKING STATEMENTS

In this presentation, Dauch Corporation ("Dauch") makes statements concerning our expectations, beliefs, plans, objectives, goals, strategies, and future events or performance, including, but not limited to, certain statements related to future capital expenditures, expenses, revenues, economic performance, synergies, financial conditions, market growth, dividend policy, losses and future prospects and business; and management strategies and the expansion and growth of Dauch's operations. Such statements are "forward-looking" statements within the meaning of the Private Securities Litigation Reform Act of 1995 and relate to trends and events that may affect Dauch's future financial position and operating results. The terms such as "will," "may," "could," "would," "plan," "believe," "expect," "anticipate," "intend," "project," "target," "outlook," and similar words or expressions, as well as statements in future tense, are intended to identify forward-looking statements. Forward-looking statements should not be read as a guarantee of future performance or results and will not necessarily be accurate indications of the times at, or by, which such performance or results will be achieved. These forward-looking statements involve certain risks and uncertainties that could cause actual results to differ materially from those expressed or implied by these statements. These risks and uncertainties related to Dauch include factors detailed in the reports Dauch files with the United States Securities and Exchange Commission (the "SEC"), including those described under "Risk Factors" in its most recent Annual Report on Form 10-K and its Quarterly Reports on Form 10-Q. These forward-looking statements speak only as of the date of this communication. Dauch expressly disclaims any obligation or undertaking to disseminate any updates or revisions to any forward-looking statement contained herein to reflect any change in its expectations with regard thereto or any change in events, conditions or circumstances on which any such statement is based.

NON-GAAP FINANCIAL MEASURES

This presentation includes non-GAAP financial measures that we use to describe our company's performance. In accordance with SEC regulations, you can find the definitions of these non-GAAP measures, as well as reconciliations to the most directly comparable GAAP measures, in the appendix. Non-GAAP measures to be addressed: Adjusted EBITDA, pro forma Adjusted EBITDA, Adjusted EBITDA margin, Adjusted EBITDA less cap-ex, free cash flow, Adjusted free cash flow, net debt.

AGENDA

01 **INTRODUCTION AND DAUCH OVERVIEW**
DAVID DAUCH | CHAIRMAN & CEO

02 **SYNERGY EXECUTION, CHINA OVERVIEW & DIVERSIFICATION**
MATT GIRLANDO | VP, STRATEGY & BUSINESS DEVELOPMENT

03 **ENGINEERING & TECHNOLOGY**
MARK BARRETT | SVP ENGINEERING & QUALITY

04 **BUSINESS UNIT DISCUSSION**
MIKE LYNCH | PRESIDENT DRIVELINE
MARKUS BANNERT | PRESIDENT METAL FORMING

05 **FINANCIAL UPDATE**
CHRISTOPHER MAY | EVP & CFO

06 **CLOSING AND Q&A**
EXECUTIVE TEAM

DAVID DAUCH

CHAIRMAN &
CHIEF EXECUTIVE OFFICER



THE NEW DAUCH

POSITIONED TO WIN

DAUCH CAPITAL MARKETS DAY

SCALE & MIX

Established a leading global Driveline and Metal Forming supplier with significant size and scale with enhanced diversification.

- Sales ~$11.5 billion
- Leader in attractive North America truck market
- Leader in global sideshafts

TECHNOLOGY

Developed a comprehensive powertrain agnostic product portfolio with leading market share positions.

- ICE / Hybrid / Electrification
- Leader in Metal Forming process technologies
- Leading global iron powder producer

SYNERGIES

Increased expected run-rate synergies to **$330M from $300M** by the end of 2028.

- ☑ Achieved $100M in year one
- ☐ Year two target of $200M
- ☐ Year three target of $330M

FINANCIALS

We are building a company positioned to deliver strong financial performance over the long term. Driving towards:

- >15% Adjusted EBITDA Margins
- Adjusted Free Cash Flow >5% of sales
- Net leverage of <2.0x

OUR BUSINESS

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OUR BUSINESS IS ANCHORED BY AXLE SYSTEMS AND SIDESHAFTS AND SUPPORTED BY OUR INDUSTRY LEADING METAL FORMING CAPABILITIES

DRIVELINE

~$8.5B

REVENUE*

Axle Systems / ePowertrain





Sideshafts / Propshafts



METAL FORMING

~$3.0B

REVENUE*

Precision Forging and Machining







Powder Metallurgy



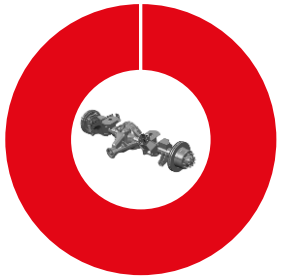


*Reflects 2026 full year pro forma sales (2026 guidance plus January contribution from Dowlais - consistent with November 6, 2026, earnings announcement).

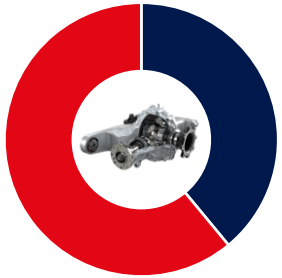
PRODUCT PORTFOLIO

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CAPITAL MARKETS DAY

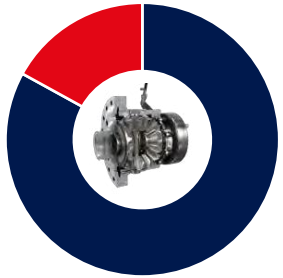
DRIVELINE – MIX OF PRODUCT GROUP SALES



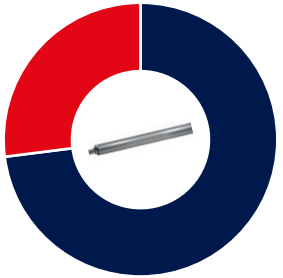
Beam Axles



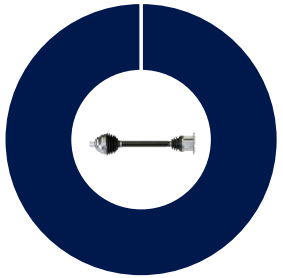
Independent Axle & AWD



Differentials



Propshafts



Sideshafts

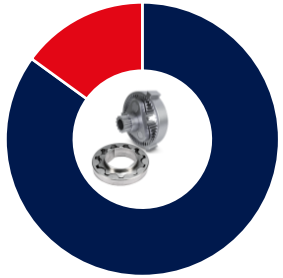
METAL FORMING – MIX OF PRODUCT GROUP SALES



Steel Forging



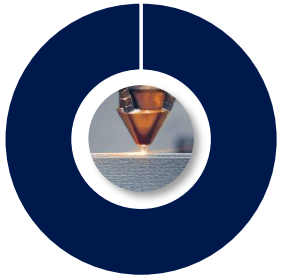
Con Rods



Sinter



Powder



Additive Manufacturing

Legacy AAM Legacy DWL

THE COMBINATION WITH DOWLAIS HAS BROUGHT TOGETHER A COMPREHENSIVE PRODUCT PORTFOLIO

DAUCH COMPANY OVERVIEW

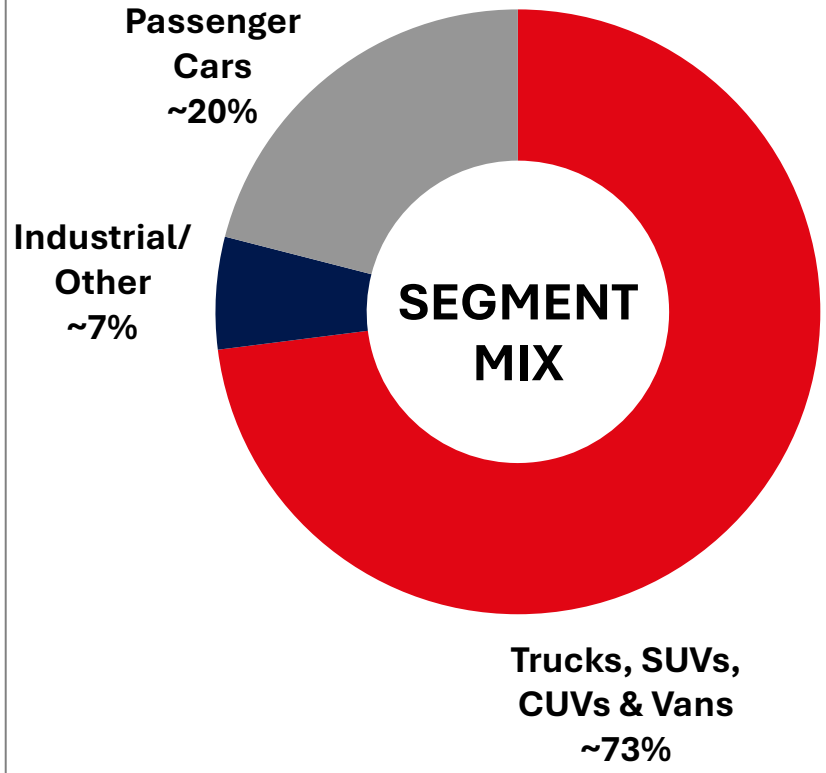
DAUCH CAPITAL MARKETS DAY

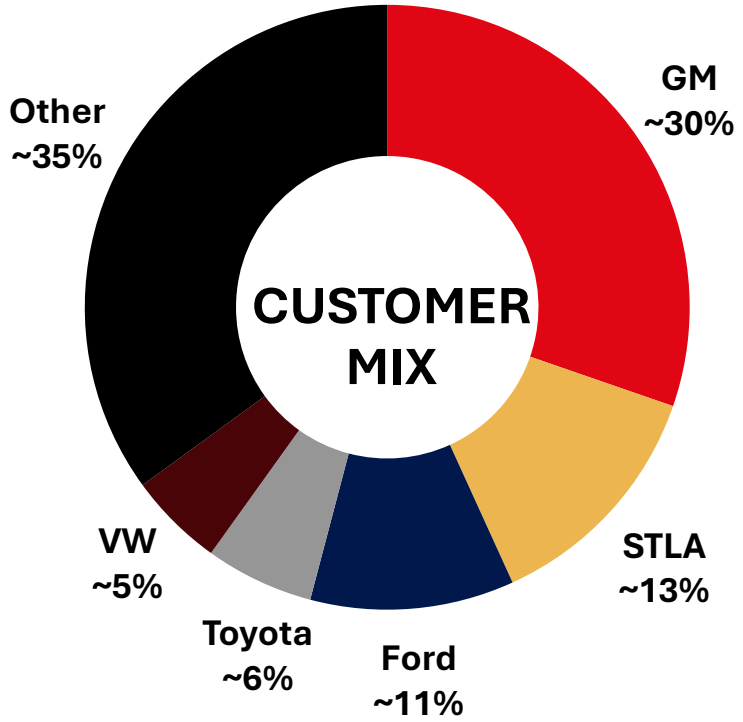
24
COUNTRIES

175+
LOCATIONS

~48,000
ASSOCIATES

OUR INCREASED SCALE CREATES A STRONGER, MORE RESILIENT, AND BETTER-POSITIONED COMPANY

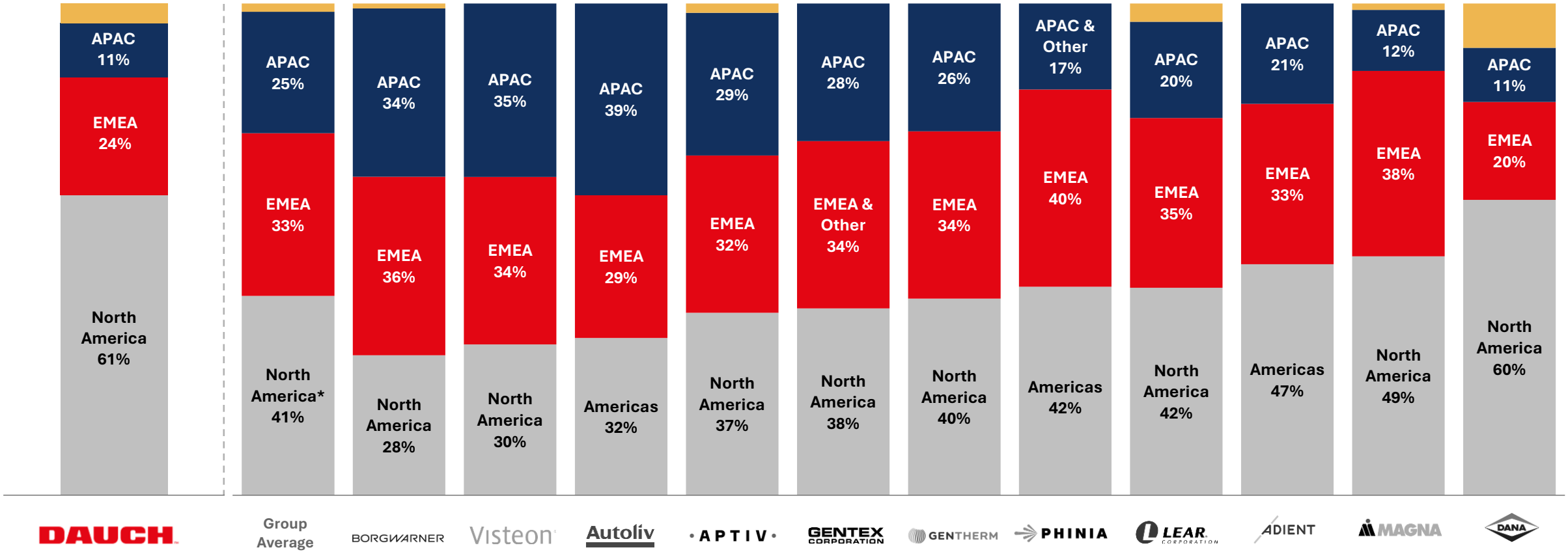




Note: Customer mix reflects 2026 YTD data through September 30, 2026. Locations and Associates include joint venture (JV) data.
Source: Company data.

DIVERSIFIED SUPPLIER WITH STRONG N.A. EXPOSURE

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Denotes Rest of World

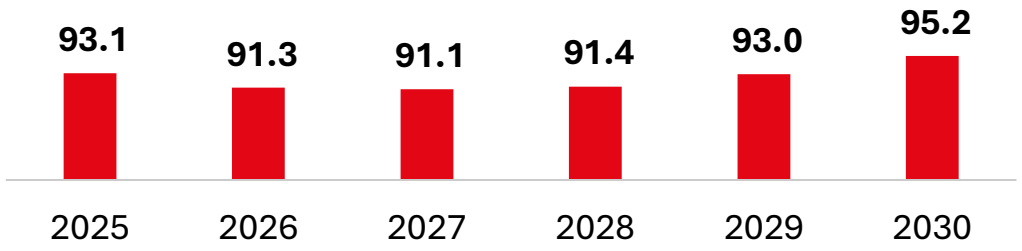
*Includes "Americas" for group average calculation.
Note: Dauch figures are as of September 30, 2026, YTD; all other companies' figures are as of December 31, 2025; figures may not sum to 100% due to rounding.
Source: Public company filings and company data. Dauch APAC figure DOES NOT include China joint ventures (JV).

POSITIONED WELL FOR MARKET TRENDS

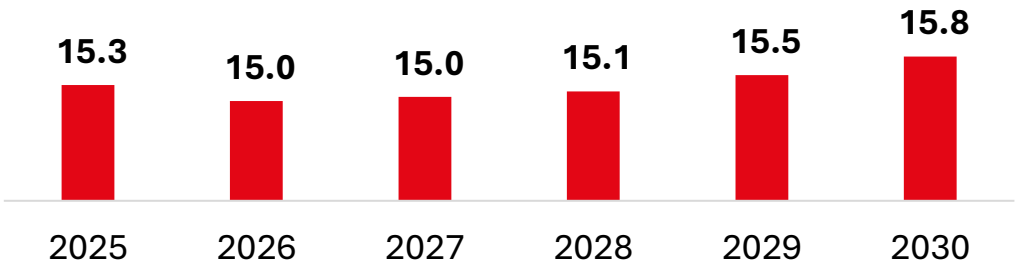
PRODUCTION OUTLOOK

DAUCH CAPITAL MARKETS DAY

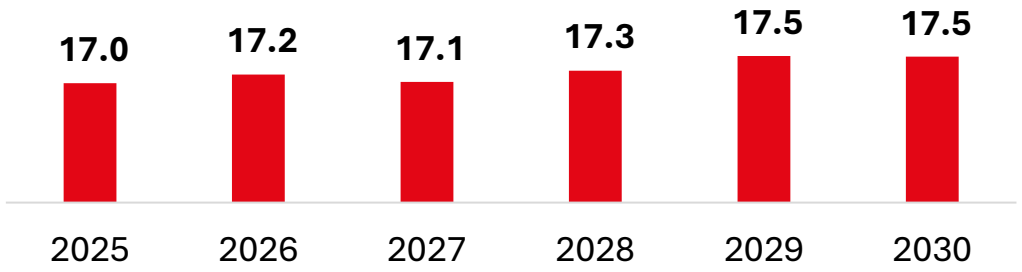
GLOBAL – MILLIONS OF UNITS
2026-2030: +1.1% CAGR



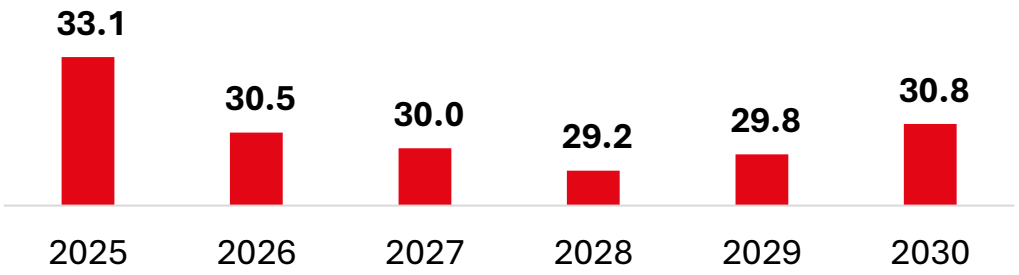
NORTH AMERICA – MILLIONS OF UNITS
2026-2030: +1.4% CAGR



EUROPE – MILLIONS OF UNITS
2026-2030: +0.4% CAGR



CHINA – MILLIONS OF UNITS
2026-2030: +0.2% CAGR



GLOBAL PRODUCTION OUTLOOK MODEST THROUGH 2028, GROWTH IN 2029 AND BEYOND

CAGR: Compound Annual Growth Rate

Source: Mobility Global, November 2026

PROPULSION OUTLOOK

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Global ICE/Hybrid Production Rate Forecasted To Be Significantly Higher Than Previously Estimated[1]



North America ICE/Hybrid Production Rate is Forecasted at **88% in** 2030[2]



North American Truck Segment ICE/Hybrid Production Rate is Forecasted to be **96% in** 2030 (our strongest segment)

ICE/HYBRID PRODUCTS EXPECTED TO REMAIN HIGHLY RELEVANT FOR THE FORESEEABLE FUTURE

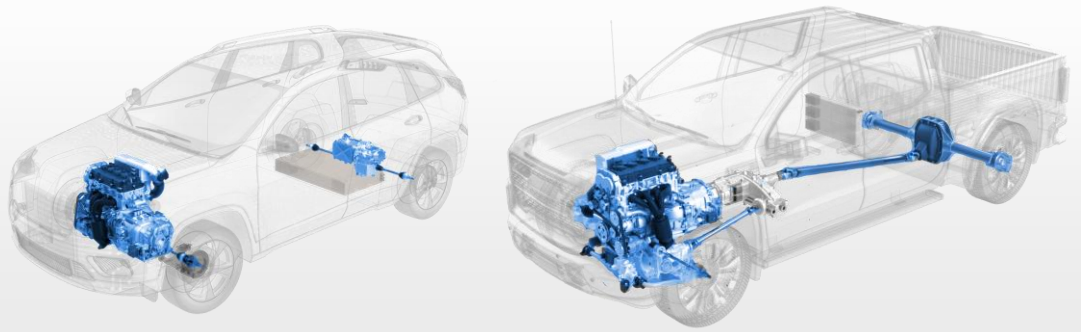
(1) Mobility Global forecasts 2030 estimate at 64% versus ~54% from the 2022 forecast
(2) Versus Mobility Global's 2022 forecast of ~60% in 2030
ICE: Internal Combustion Engine
Source: Mobility Global, October 2026

COMPREHENSIVE POWERTRAIN AGNOSTIC PORTFOLIO

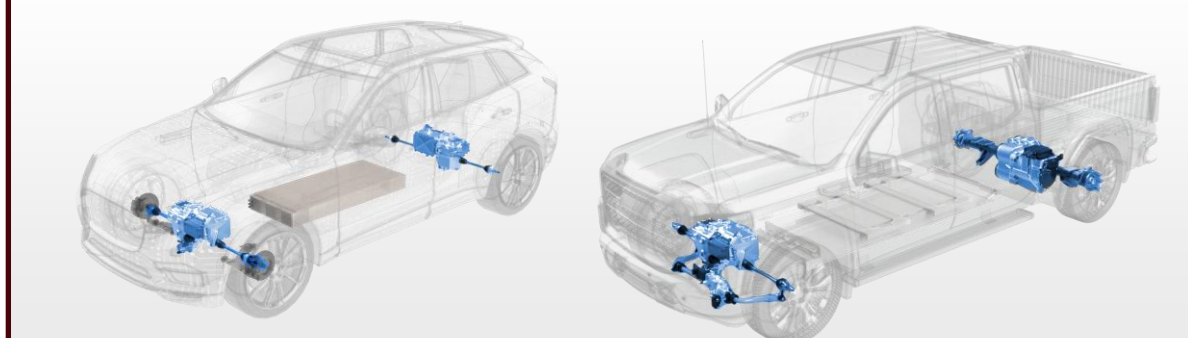
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DIVERSIFIED SOLUTIONS FOR ALL MAJOR LIGHT VEHICLE PROPULSION SYSTEMS

ICE / HYBRID



ELECTRIC





Beam Axles



Rear Drive Modules



Power Transfer Units



Gears



Propshafts



Sideshafts



Differential Assemblies



Gearboxes



e-Machine



Electric Drive Units

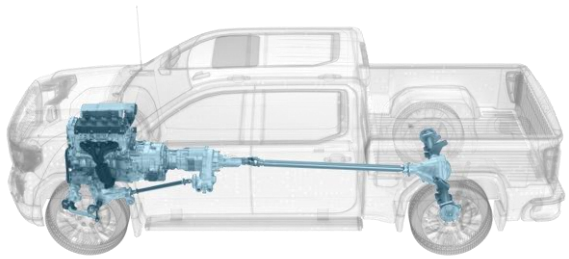


e-Beam Axles

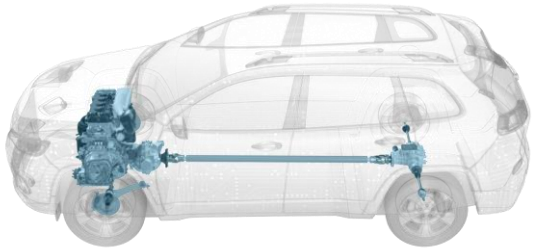
LEADING TECHNOLOGIES TO SERVE ALL MARKETS AND ALL LIGHT VEHICLE SEGMENTS

CONTENT PER VEHICLE (CPV)

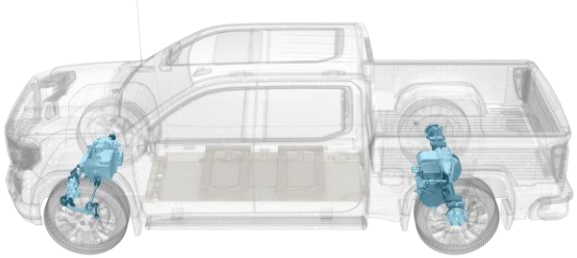
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NORTH AMERICAN PICK UP TRUCKS
DAUCH CPV: $1,600+



CUV / SUV
DAUCH CPV: $1,200+



ELECTRIC
DAUCH CPV: $2,500+



COMPONENTS
DAUCH CPV: UP TO $600

Source: Company information. Potential CPV for vehicle types assumes that Dauch is the primary driveline supplier. Actual CPV will vary by program.

SIDESHAFTS

AGNOSTIC TO PROPULSION



ICE VEHICLE
~2.1 SIDESHAFTS PER VEHICLE

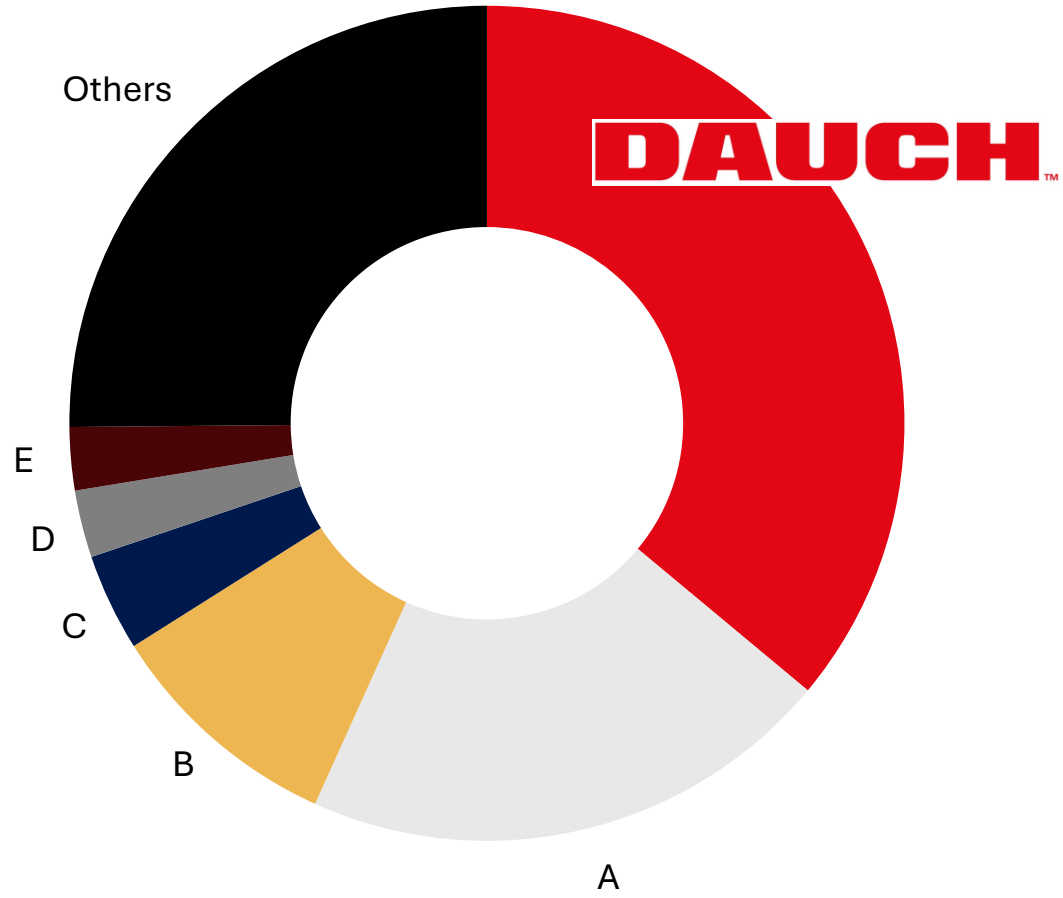


BATTERY ELECTRIC VEHICLE (BEV)
~2.3 SIDESHAFTS PER VEHICLE

Source: Based on 2025 product volume and Dauch market share model.
Note: Shown vehicles are for illustrative purpose only; ICE include mild-hybrids.

MARKET SHARE

NEARLY 2X NEAREST COMPETITOR

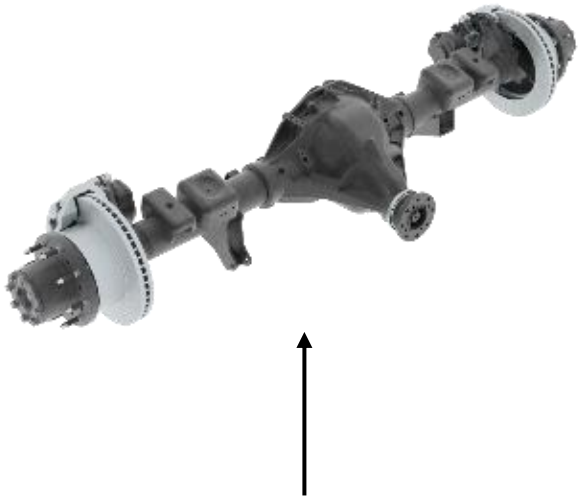


BEAM AXLES

SOLUTIONS FOR DIFFERING PROPULSIONS

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ICE BEAM AXLE

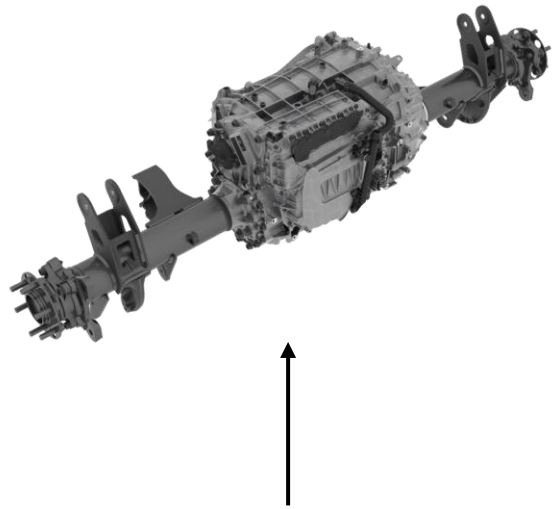


Power comes from the engine.

SIMILARITIES ICE VS. EV

- Component design and vehicle systems integration
- Noise, Vibration & Harshness (NVH) excellence
- Tubes, structural members and suspension interface
- Differential assembly
- Axle shafts
- Wheel hubs and brakes
- Hypoid gears (ICE) replaced with helical gears (EV)

e-BEAM AXLE



Power comes from the battery.
e-Beam replaces engine and transmission with additional content.

DAUCH EXPANDS ITS REAR BEAM AXLE LEADERSHIP TO EVs

DAUCH AWARDED KEY ELECTRIFICATION PROGRAM

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Scout

ELECTRIC DRIVE UNITS AND e-BEAM AXLES

Dauch to supply front electric drive units (EDUs) and rear e-Beam axles for the much-anticipated launch of the all-new Scout® Traveler™ SUV and Scout® Terra™ pickup truck.



Dauch developed electric drive products to meet Scout Motors' requirements for battery electric vehicle (BEV) and extended-range electric vehicle (EREV) configurations.

CROSS-SELLING

RELATIONSHIP

Leverage legacy AAM and Dowlais customer relationships to profitably grow Dauch sales.



PORTFOLIO

Offer OEMs a one-stop solution for complete driveline and metal forming needs

MANUFACTURING FOOTPRINT

Leverage our global manufacturing footprint to serve customers in all regions

DEMONSTRATION

Continue customer technology events to showcase our enhanced and expanded capabilities

OEM: Original Equipment Manufacturer

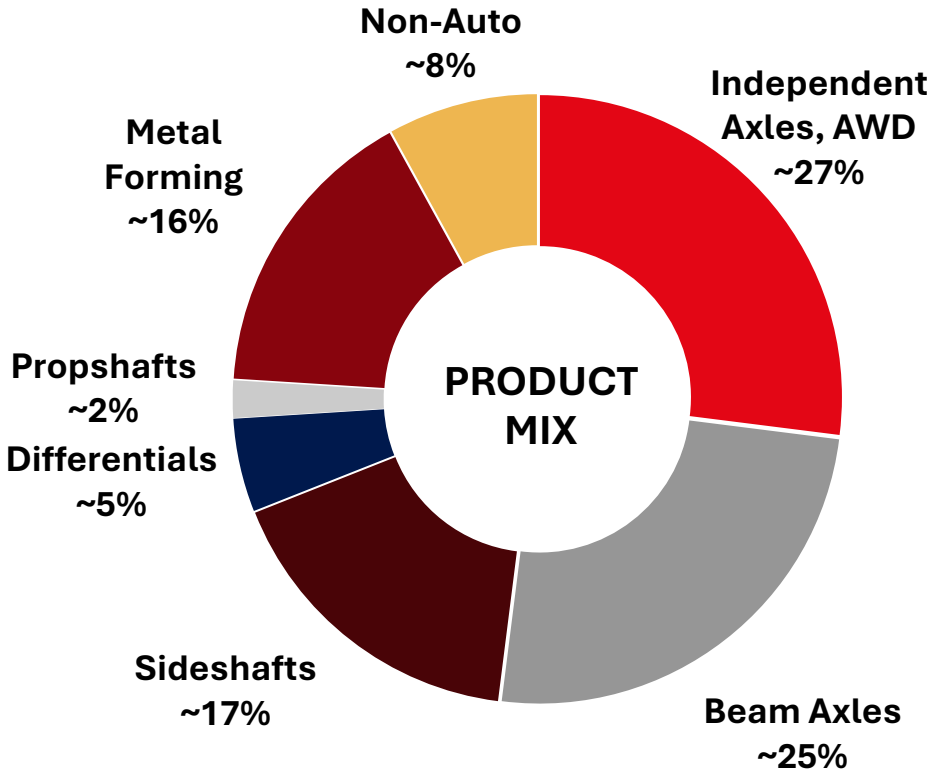
NEW AND INCREMENTAL QUOTING ACTIVITY

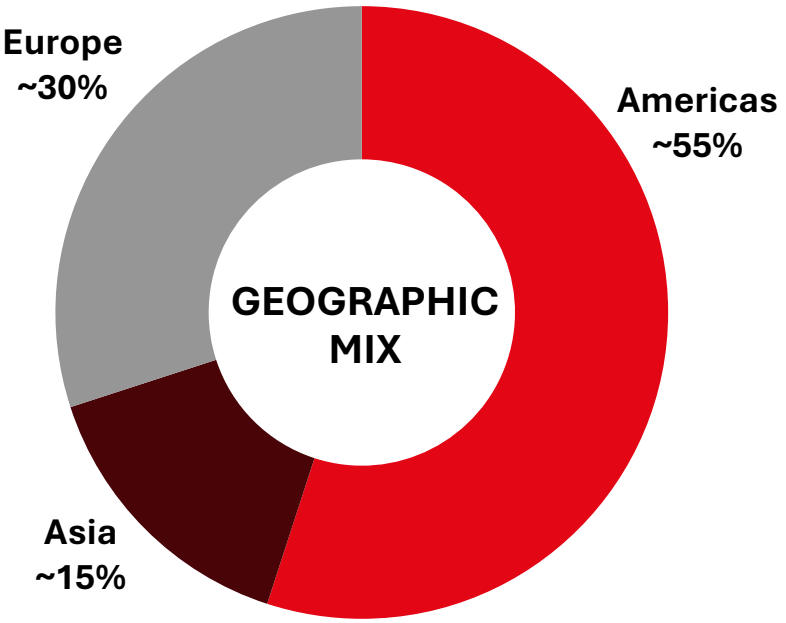
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~$2.3B

OF NEW AND INCREMENTAL REVENUE BEING QUOTED

- Leverage our global manufacturing footprint to pursue new and conquest business
- Showcase our expanded capabilities through technology roadshows
- Drive cross-selling through our combined sales organization





DELIVERING CUSTOMER FOCUSED SOLUTIONS

OUR GEOGRAPHIC APPROACH

OPERATING APPROACH IN KEY MARKETS

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NORTH AMERICA

- Build on our strong pickup truck and SUV leadership
- Support OEM onshoring with powertrain agnostic solutions
- Leverage insourcing and vertical integration opportunities
- Drive footprint optimization to capture synergies



EUROPE

- Focus on our Eastern European manufacturing footprint to enhance cost competitiveness and operational flexibility
- Accelerate insourcing and vertical integration opportunities
- Drive profitable growth with Chinese OEMs



CHINA

- Leverage our SDS JV for sideshafts/propshafts and electric driveline systems
- Continue China for China strategy
- Grow globally with our Chinese OEM customers
- Harness China's competitive cost structure and rapid pace of innovation

APPLYING GLOBAL TECHNOLOGY WITH REGIONAL APPROACHES

OUTLOOK

SYNERGY TARGET UPDATE

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PRIOR TARGET

RUN RATE BY 2028
(3-year target initially disclosed in 2025)

>$100M
YEAR **ONE** TARGET

$180M
YEAR **TWO** TARGET

$300M
YEAR **THREE** TARGET

ACHIEVED $100M RUN RATE TRACKING AHEAD OF SCHEDULE FOR YEAR ONE

NEW TARGET

RUN RATE BY 2028
(as of November 17, 2026)

>$100M
YEAR **ONE** TARGET

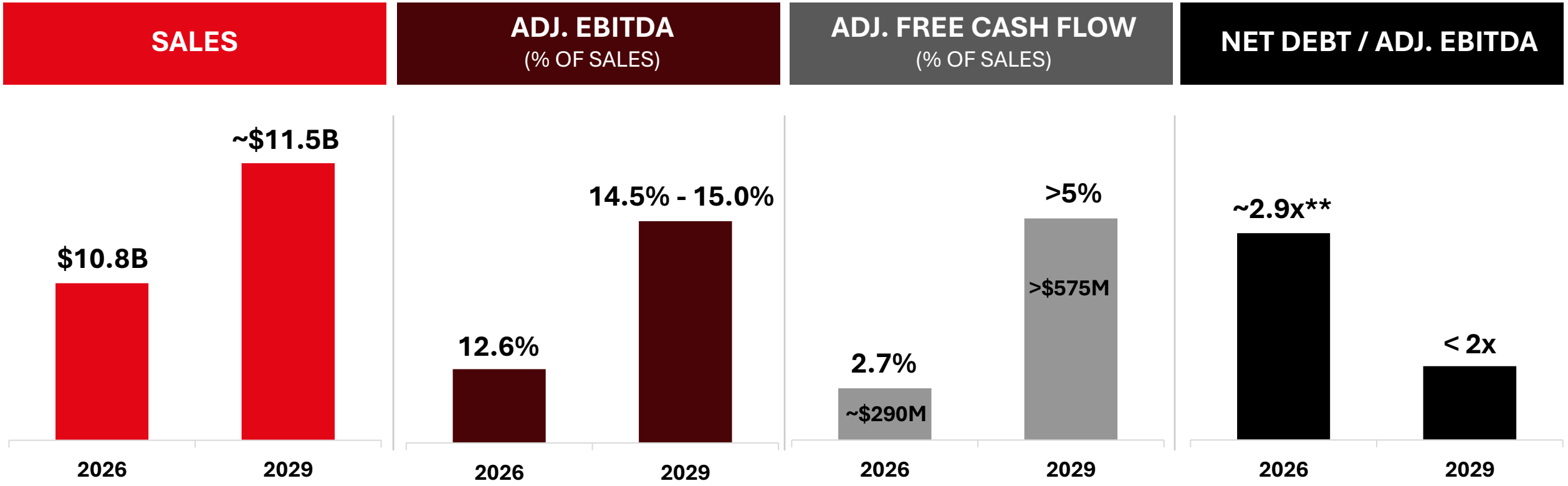
$200M
YEAR **TWO** TARGET

$330M
YEAR **THREE** TARGET

UPDATING OUR OUTLOOK BASED ON ADDITIONAL SYNERGY OPPORTUNITIES

FINANCIAL TARGETS*

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STRONG FINANCIAL METRICS AS WE DELIVER SYNERGIES

* The 2026 financial outlook incorporates partial year contribution from Dowlais as of February 3, 2026, and is consistent with November 6, 2026, earnings announcement. 2026 figures for sales, Adjusted EBITDA and Adjusted free cash flow reflect the midpoint of guidance.

** Projected net debt / Adjusted EBITDA by year end 2026.

Refer to information regarding non-GAAP financial measures in the attached appendix.

UNLOCKING SHAREHOLDER VALUE

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NEAR-TERM ACTIONS

- Successfully integrate and synergize the Dowlais acquisition
- Optimize cost structure
- Generate free cash flow
- Select asset divestitures
- Continue to strengthen the balance sheet

NEAR TO MID-TERM GOALS

- Further expand margin and improve free cash flow performance
- Achieve less than 2.5x net debt to adjusted EBITDA with a target to achieve less than 2.0x
- Return capital to shareholders
  - Buybacks / Dividends
- Position company for future growth and revenue diversification

DAUCH IS FOCUSED ON VALUE CREATION

Note: Refer to information regarding non-GAAP financial measures in the attached appendix.

MATT GIRLANDO

VICE-PRESIDENT,
STRATEGY & BUSINESS DEVELOPMENT



AGENDA

01 INTEGRATION STATUS

02 CHINA OVERVIEW

03 DIVERSIFICATION

04 KEY TAKEAWAYS

INTEGRATION STATUS

INTEGRATION STATUS

FROM PLANNING TO VALUE CAPTURE

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JULY 2025 – FEB 2026

PLANNING & CLOSE PREPARATION
Define the plan and prepare for close

CLOSE: FEB 3, 2026

FIRST 100 DAYS
First wins and integration underway

TODAY

TRANSITION COMPLETE
Governance and ownership transitioned back to the Business Unit leaders

2027-2028

ACCELERATE VALUE CAPTURE

INTEGRATION PLANNING

VALUE CAPTURE AND CULTURE TRANSFORMATION

UPDATED SYNERGY ALLOCATION

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SYNERGIES ANNOUNCED IN 2025

SG&A — ~30%
- Public company costs
- Combined workforce
- Streamlining of engineering, R&D
- Reduction of duplicate offices

PURCHASING — ~50%
- Savings through negotiation and resourcing activities
- Freight and logistics savings
- Insourcing

OPERATIONS — ~20%
- Increased operational efficiencies
- Optimized global manufacturing footprint

ORIGINAL TARGET: $300M

UPDATED SYNERGY ALLOCATION

SG&A — ~35%
+5%

PURCHASING — ~30%
–20%

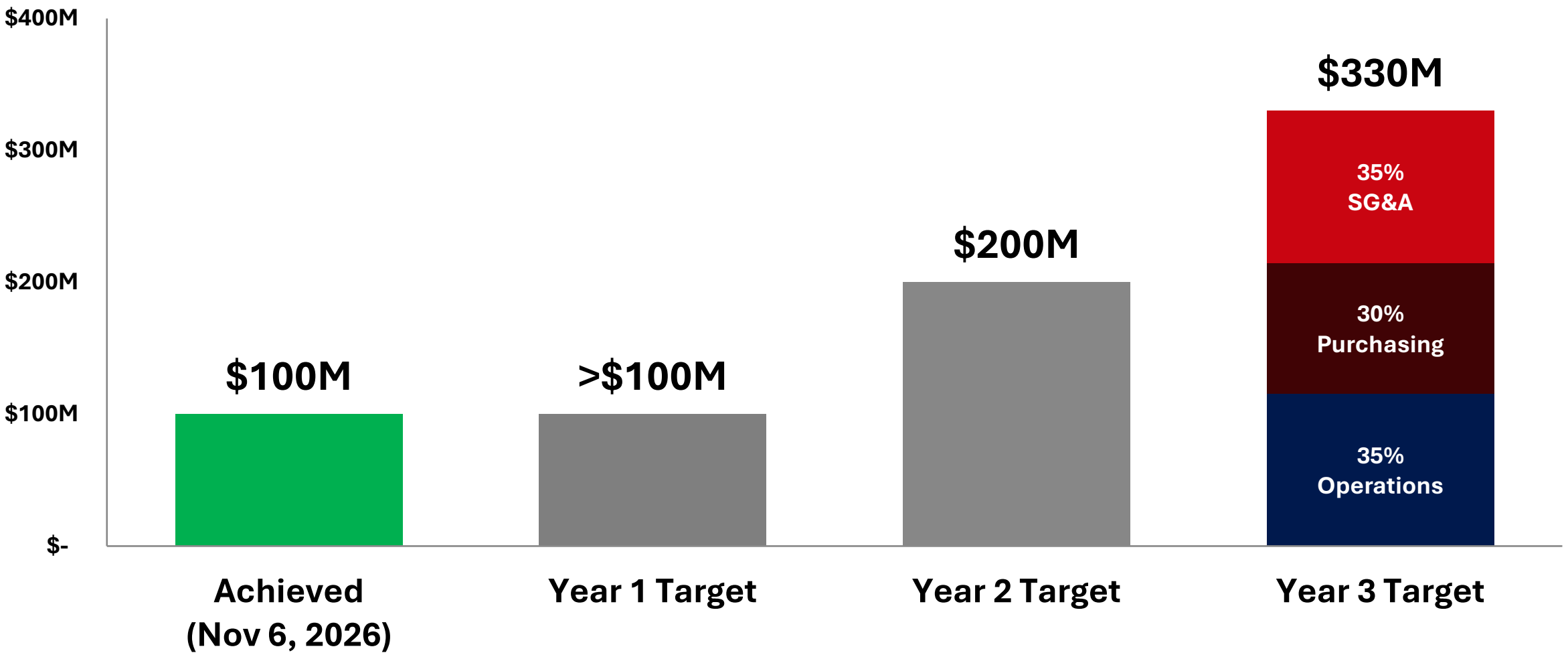
OPERATIONS — ~35%
+15%
- Reallocated insourcing initiatives

REVISED TARGET: $330M

RAISED SYNERGY TARGETS

PATH TO SYNERGY TARGET

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FIRST YEAR TARGET ACHIEVED AHEAD OF SCHEDULE

CHINA OVERVIEW

CHINA OVERVIEW – TOTAL DAUCH

INCLUDING SDS JOINT VENTURE

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4

TECHNICAL CENTERS

16

MANUFACTURING FACILITIES

5900+

ASSOCIATES

270+

CUSTOMERS



2026 SALES FORECAST

~$1.9B

Presentation includes 100% of SDS revenue; Dauch owns 50% and does not include these revenues in consolidated results.

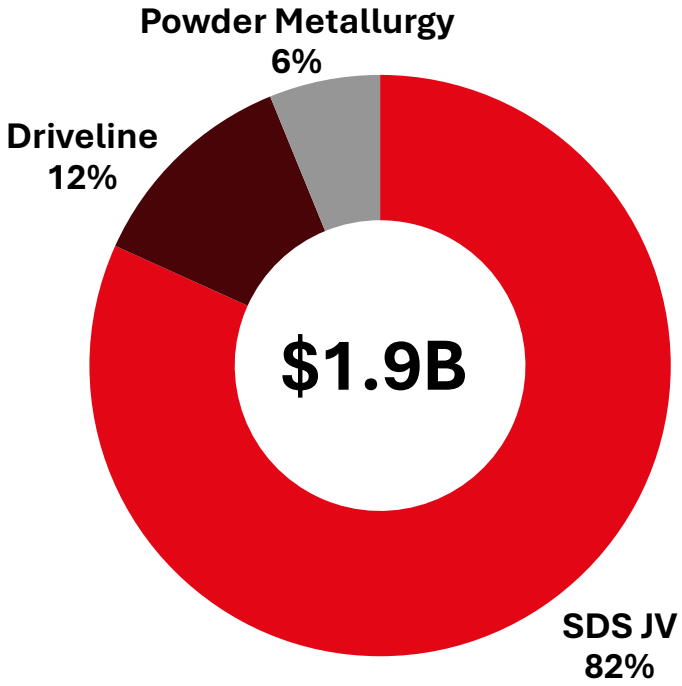
Sales based on our 2026 outlook as of September 2026, FX rate of 6.7 RMB/USD.

SDS: Shanghai GKN HUAYU Driveline Systems Co., Ltd.

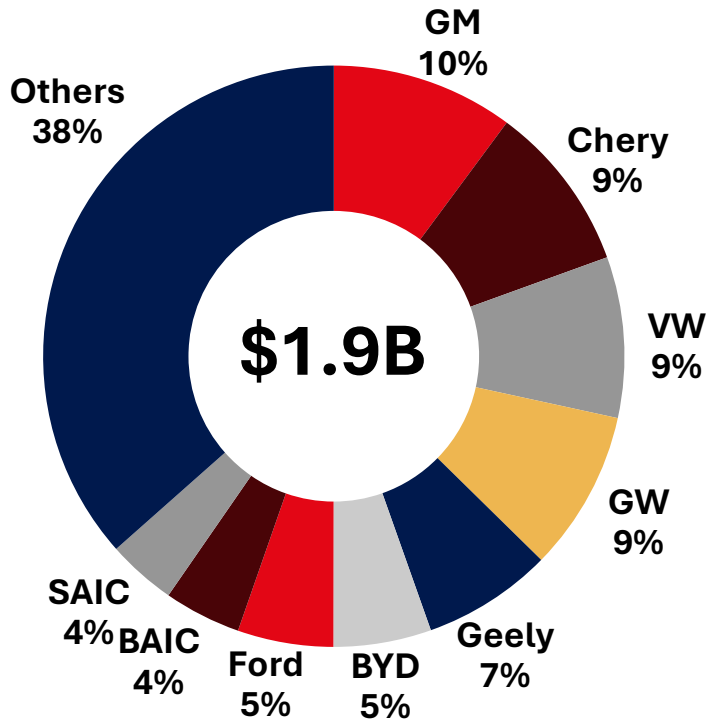
CHINA SALES OVERVIEW – TOTAL DAUCH

DAUCH CAPITAL MARKETS DAY

2026 SALES BY PRODUCT



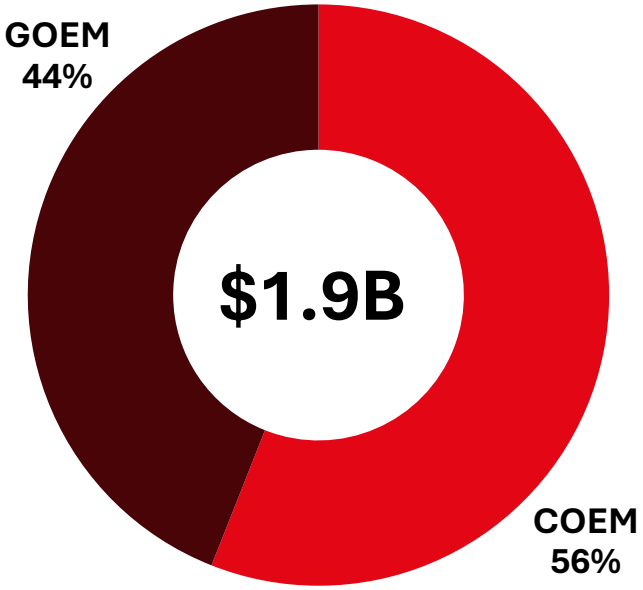
2026 SALES BY CUSTOMER



2026 TOP COEM CUSTOMERS

- Chery
- Great Wall
- Geely
- BYD
- BAIC

2026 SALES BY OEM TYPE



Presentation includes 100% of SDS revenue; Dauch owns 50% and does not include these revenues in consolidated results.

Note: Driveline and Powder Metallurgy are wholly-owned.

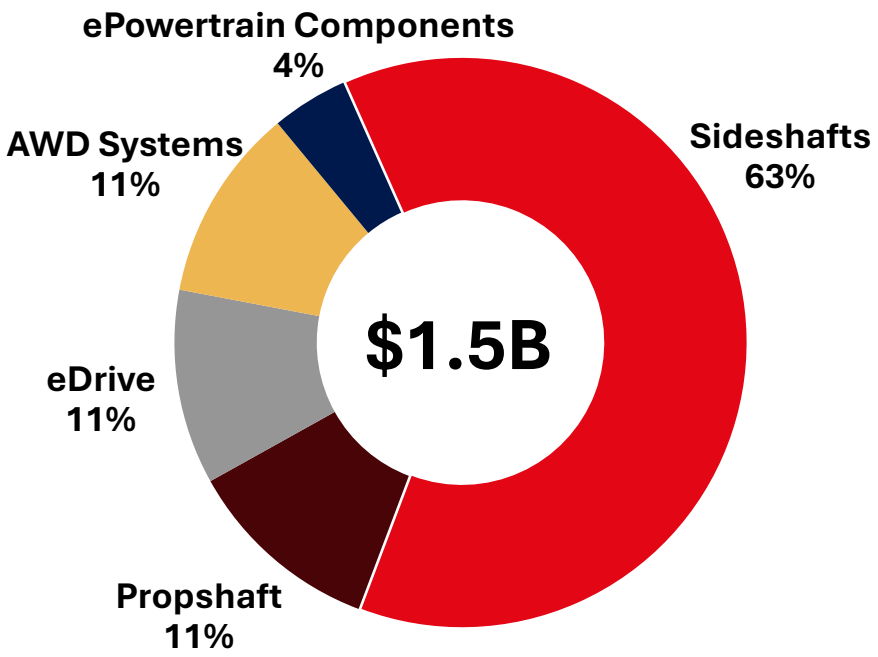
Sales based on our 2026 outlook as of September 2026, FX rate of 6.7 RMB/USD.

COEM – Chinese Original Equipment Manufacturer
GOEM – Global Original Equipment Manufacturer

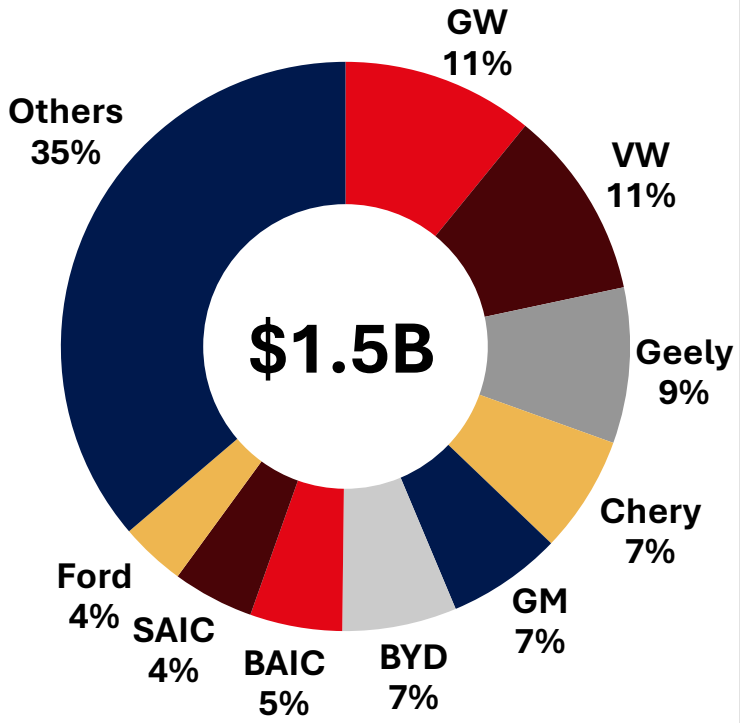
CHINA SALES OVERVIEW – SDS JV

DAUCH CAPITAL MARKETS DAY

2026 SALES BY PRODUCT

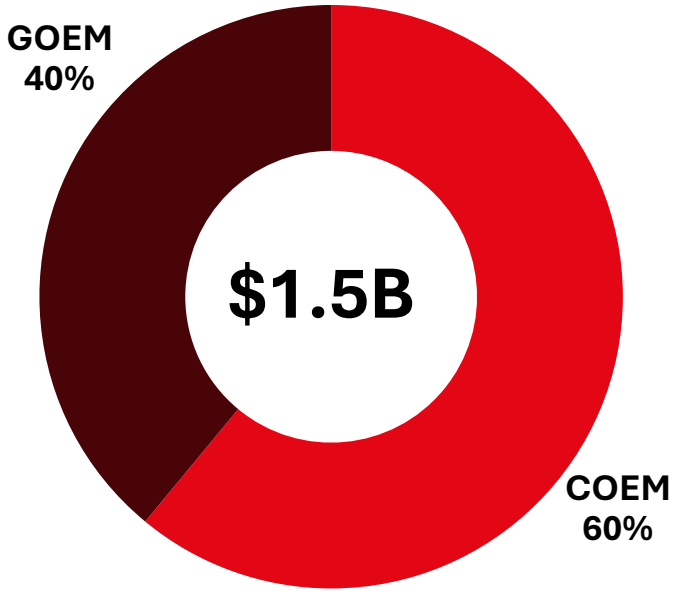


2026 SALES BY CUSTOMER



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Presentation includes 100% of SDS revenue; Dauch owns 50% and does not include these revenues in consolidated results.

Sales based on our 2026 outlook as of September 2026, FX rate of 6.7 RMB/USD.

CHINA OVERVIEW – SDS JOINT VENTURE*

DAUCH CAPITAL MARKETS DAY

2
TECHNICAL CENTERS

10
MANUFACTURING FACILITIES

4500+
ASSOCIATES

30+
CUSTOMERS



2026 SALES FORECAST
~$1.5B

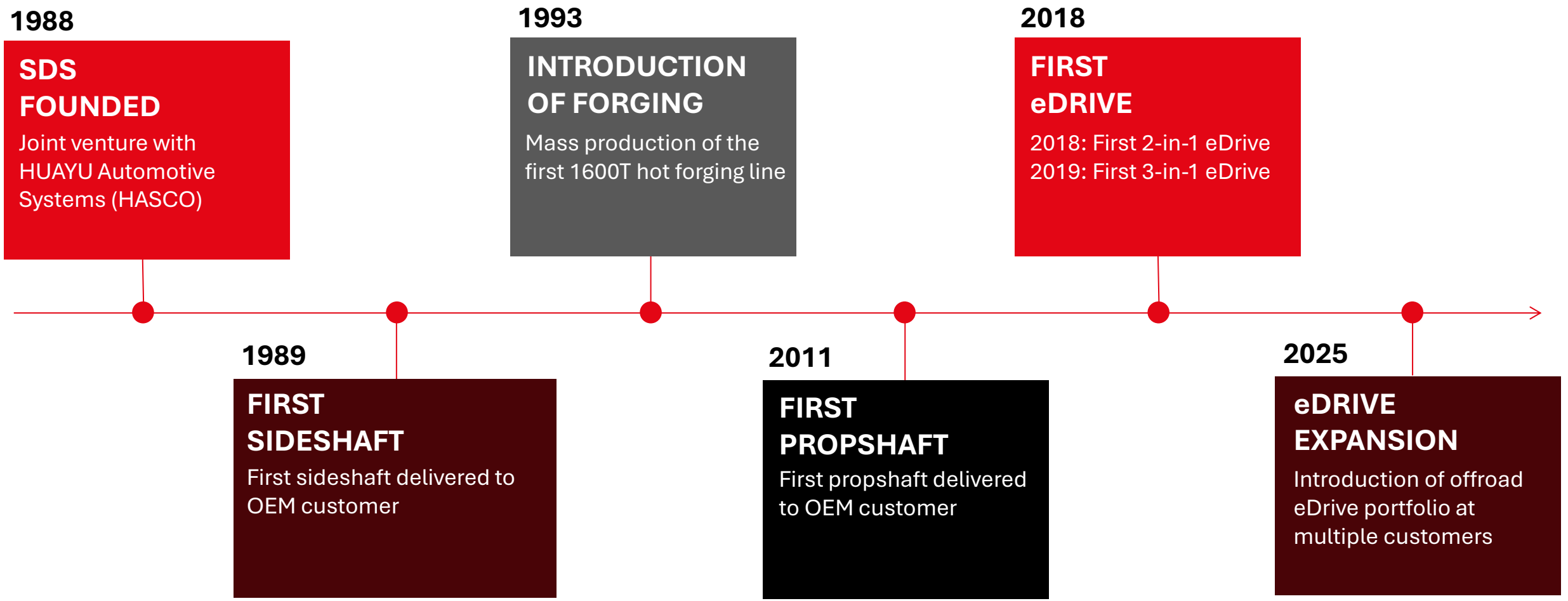
2026E EQUITY INCOME
$70-$80M
(DCH SHARE)

HISTORICAL DIVIDEND RANGE
$80-$100M
(DCH SHARE)

*Dauch owns 50% of SDS JV
Sales based on our 2026 outlook as of September 2026, FX rate of 6.7 RMB/USD.

SDS HISTORY

DAUCH CAPITAL MARKETS DAY



WE HAVE BENEFITED FROM A LONG HISTORY OF SUCCESS AT SDS

SDS: Shanghai GKN HUAYU Driveline Systems Co., Ltd.

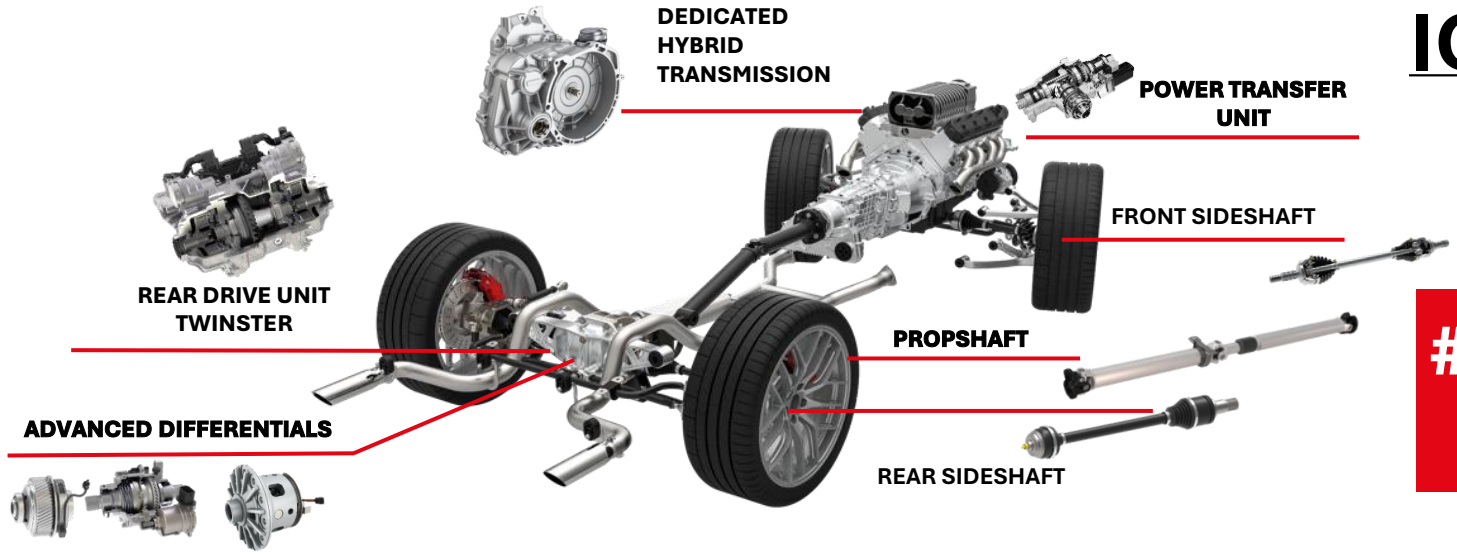
SDS PRODUCT MIX AND CHINA MARKET POSITION

DAUCH
CAPITAL MARKETS DAY

#1 AWD

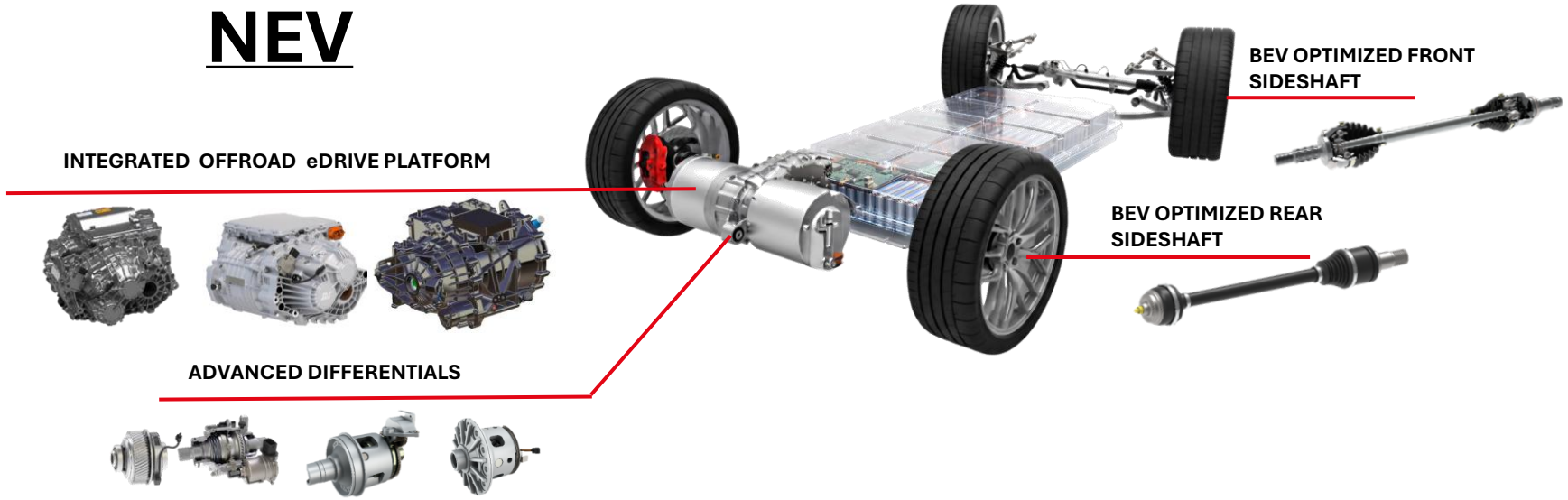
#1 PROPSHAFTS

ICE / HYBRID



#1 ICE SIDESHAFTS

NEV



#1 INDEPENDENT SUPPLIER OF OFFROAD eDRIVE

#1 NEV SIDESHAFT

NEV – New Energy Vehicle (BEV, EREV, PHEV, etc.)

CHINA SUMMARY

DAUCH
CAPITAL MARKETS DAY

1 STRONG JV BUSINESS

- #1 Position in Sideshafts, AWD, and Offroad eDrives
- Long-Standing and Profitable

2 SUSTAINABLE BUSINESS MODEL

- Local-for-Local Production
- Balanced and Agnostic Product Portfolio

3 SPEED AND INNOVATION

- Localized Development Centers
- Speed to Market

4 GROWTH

- Favorable Exposure to COEMs
- Strong Position for Future Growth

POSITIONED TO WIN IN CHINA

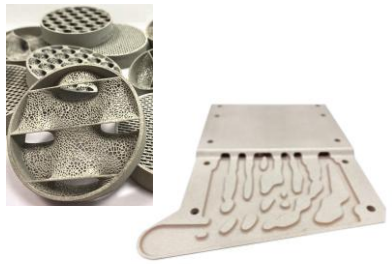
DIVERSIFICATION

FUTURE GROWTH AND DIVERSIFICATION

DAUCH
CAPITAL MARKETS DAY

ADDITIVE METALS

- Chip Cooling
- Robotics
- Defense



DEFENSE

- Driveline
- Metal Forming
- New Opportunities



NON-AUTOMOTIVE FORGINGS

- Agricultural
- CV/Off-Highway
- Industrial



AFTERMARKET

- Strong Sideshaft Brand Recognition
- OES / Aftermarket / Reman Business



AUTOMATION & ROBOTICS

- Components
- Systems



BROAD TECHNOLOGY PORTFOLIO AND DEEP CUSTOMER RELATIONSHIPS

CV: Commercial Vehicle
OES: Original Equipment Service

KEY TAKEAWAYS

DAUCH
CAPITAL MARKETS DAY

1. INTEGRATION OF THE BUSINESSES IS ON TRACK
2. SYNERGY PROGRAM IS AHEAD OF SCHEDULE AND TARGET RAISED TO $330M
3. THE COMBINED BUSINESS BENEFITS FROM RESTRUCTURING ACTIVITIES WITHIN THE SYNERGY PLAN
4. DAUCH IS POSITIONED TO WIN IN CHINA AND GROW AS COEMs EXPAND
5. GROWTH OPPORTUNITIES IN ADJACENT MARKETS LEVERAGING CORE COMPETENCIES

MARK BARRETT

SENIOR VICE PRESIDENT
PRODUCT ENGINEERING & QUALITY



TECHNOLOGY LEADERSHIP

DAUCH
CAPITAL MARKETS DAY

AT DAUCH WE MEASURE TECHNOLOGY LEADERSHIP IN 3 PILLARS

PRODUCT

Industry Leading Product Offerings that are Powertrain Agnostic and Globally Competitive

PROCESS

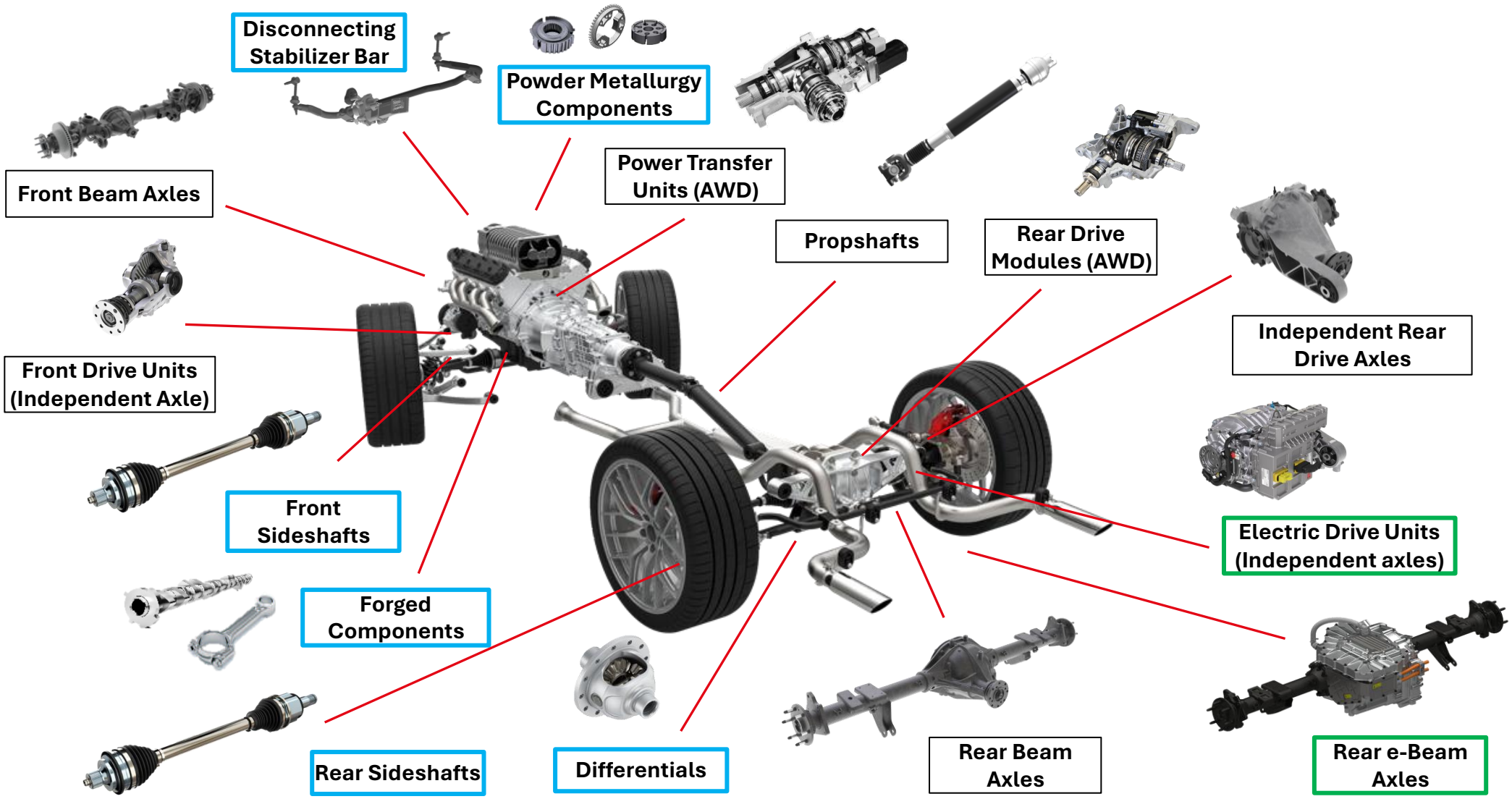
Advanced Manufacturing Systems to Minimize Variation and Improve Cost and Quality

SYSTEMS

State-of-the-Art Technologies and Tools Driving Product Development and Manufacturing Excellence

DAUCH PRODUCT PORTFOLIO

DAUCH
CAPITAL MARKETS DAY



ICE & Hybrid

EV & Hybrid

Powertrain Agnostic

DAUCH PRODUCT ENGINEERING

GLOBAL FOOTPRINT

DAUCH CAPITAL MARKETS DAY

MAJOR TECHNOLOGY CENTERS

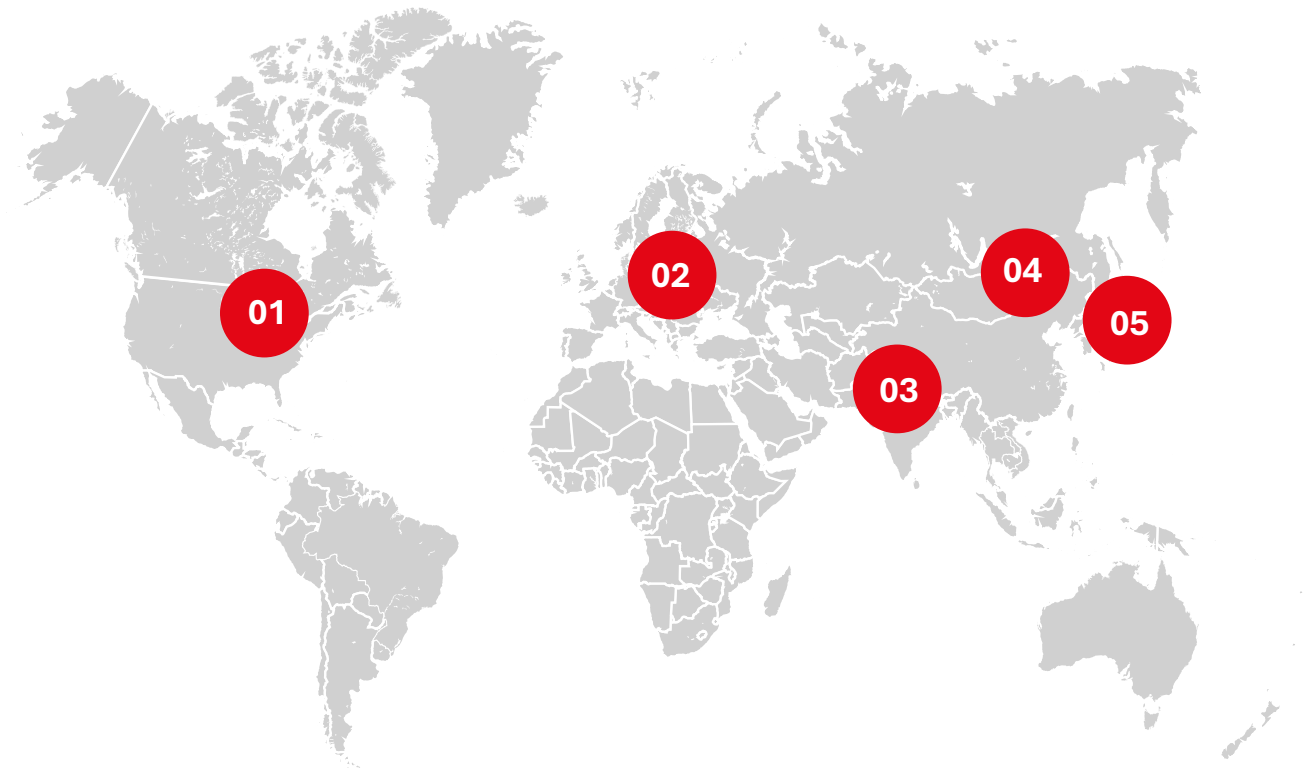
01 **Advanced Technology Development Center**
DETROIT, USA

02 **European Headquarters & Engineering Center**
LANGEN, GERMANY

03 **Pune Business Office & Engineering Center**
PUNE, INDIA

04 **Asia Headquarters & Engineering Center**
SHANGHAI, CHINA

05 **Daikoji Engineering Center**
DAIKOJI, JAPAN



TECHNICAL CENTERS IN ALL KEY GLOBAL REGIONS TO SUPPORT CUSTOMERS

PASSENGER CAR & CUV VEHICLE ARCHITECTURE

DAUCH CAPITAL MARKETS DAY

FRONT WHEEL DRIVE



Dauch Content

- Sideshafts
- Forged & Machined Components
- PM Chassis & Powertrain Components

ALL WHEEL DRIVE



Dauch Content

- Sideshafts
- Power Transfer Units
- Rear drive Modules
- Software and Controls
- Forged & Machined Components
- PM Chassis & Powertrain Components

BATTERY ELECTRIC AND HYBRID DRIVE



Dauch Content

- Sideshafts
- Electric Drive Units
- Software & Controls
- Forged & Machined Components
- PM Chassis & Powertrain Components

TRUCK & SUV VEHICLE ARCHITECTURE

DAUCH
CAPITAL MARKETS DAY

FOUR WHEEL DRIVE SUV



Dauch Content

- Sideshafts
- Propshafts
- Rear Independent Axles
- Front Independent Axles
- Forged & Machined Components
- PM Chassis & Powertrain Components

FOUR WHEEL DRIVE TRUCK



Dauch Content

- Sideshafts
- Propshafts
- Rear Beam Axles
- Front Beam or Independent Axles
- Forged & Machined Components
- PM Chassis & Powertrain Components

BATTERY ELECTRIC AND EXTENDED RANGE TRUCK



Dauch Content

- Sideshafts
- eBeam Axles
- Electric Drive Units
- Software & Controls
- Forged & Machined Components
- PM Chassis & Powertrain Components

TECHNOLOGY BUILDING BLOCKS

PRODUCT PORTFOLIO SUMMARY

DAUCH CAPITAL MARKETS DAY

AXLE SYSTEMS



- **Gearing:** layshafts, planetary and ring & pinion gears
- **Differentials:** open, electric locker, limited slip, disconnecting
- **Motors:** hairpin & round wire stators, PM & induction rotors
- **Hardware:** ECU, 400 & 800V inverters, SiC & IGBT modules
- **Software:** embedded platform and OEM integration

SIDESHAFTS & PROPSHAFTS



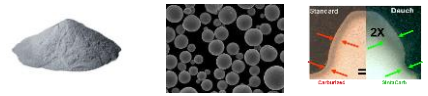
- **Fixed Joints:** Rzeppa, SX and RX styles for standard to high angles
- **Ball Plunge Joints:** DO2/X, RDO and VL3 for SUV, crossover and rear-wheel-drive
- **Tripod Plunge Joints:** AAR and GI for front-wheel-drive
- **Enablers:** TPE boots, hollow connecting shafts, engineered grease

FORGING & MACHINING



- **Forgings:** cold, hot and warm forging
- **Machined Forgings:** spline & gear forming, heat treating & grinding, turning, milling & drilling
- **Casting/Assembly:** high pressure aluminum die casting, SmartBar
- **Connecting Rods:** powder metal forging

POWDER METALLURGY



- **Powders & Materials:** top iron powder maker in North America
- **Product Portfolio:** ICE, BEV and Hybrid automotive applications plus home appliances, 2-wheelers, robotics & power tools
- **Enablers:** digital tools, best-in-class equipment, scale, automation and vertical integration

#1 MARKET POSITION

BEAM AXLES - SIDESHAFTS - AUTOMOTIVE FORGING - POWDER METALLURGY

AUTOMATION STRATEGY

DAUCH CAPITAL MARKETS DAY

CREATE BEST IN CLASS COST LEVELS VIA GREATER ADOPTION OF AUTOMATION

CREATE A GLOBAL OPPORTUNITY SET ACROSS ALL DAUCH FACILITIES

BUILD DEPLOYMENT CAPABILITIES TO MAXIMIZE SUCCESS

DEVELOP LONGER TERM TARGETS TO DIFFERENTIATE OPERATIONS

Ongoing automation planning and continuous proof of concepts pipeline

Building on our strong automation foundation to accelerate global deployment

Developing more advanced applications for adoption

DELIVERS:

LOWER LABOR COSTS – INCREASED PRODUCTIVITY – ENHANCED QUALITY – PROVIDE OPERATIONAL FLEXIBILITY

DIGITAL + AI STRATEGY

BUILDING THE NEXT GENERATION OF OUR DIGITAL ENTERPRISE

DAUCH CAPITAL MARKETS DAY

Standardizing and building AI capabilities that boost productivity and strengthen engineering and manufacturing

STANDARDIZING THE ENTERPRISE

Common processes and platforms across core functions to reduce complexity and enable efficient operations.

UNDERWAY

Establishing the digital core

BUILDING AI CAPABILITY FROM POTENTIAL TO REAL VALUE

People, processes and controls to responsibly scale AI.

- Dedicated AI team and capability
- AI tools deployed for productivity

UNDERWAY

Moving to repeatability

LEVERAGE ENGINEERING AND MANUFACTURING EXPERTISE

AI use cases underway in engineering and manufacturing.

UNDERWAY

Prove, repeat and scale

DELIVERS:

FASTER TIME TO MARKET – BETTER QUALITY THROUGH ROBUST SIMULATIONS – DIGITALLY ENHANCED PLANT OPERATIONS

TWO APPROACHES – MEASURE VS. PREDICT

DAUCH CAPITAL MARKETS DAY

THE REAL-WORLD PERFORMANCE OF OUR PRODUCTS CAN BE UNDERSTOOD IN TWO INDEPENDENT WAYS

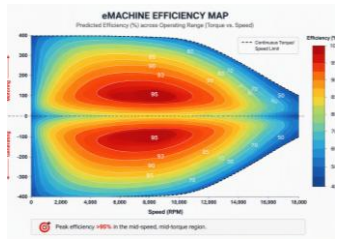
PHYSICAL TESTING
Measure the real world

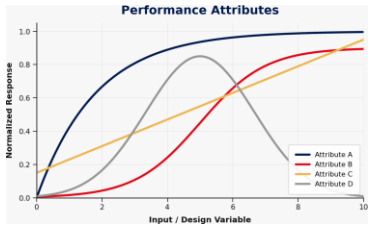
WHAT IT IS
Empirical measurement of the physical product

STRENGTHS
Ground in truth and high credibility

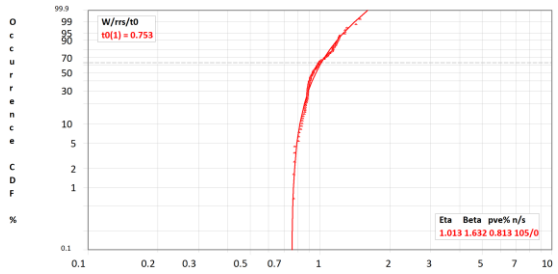
LIMITATIONS
Expensive and time-consuming, late in the development process

BEST ROLE
Performance confirmation, validation sign-off









PHYSICS BASED MODELING
Predict the real world

WHAT IT IS
Use physics, mathematics and computing to predict performance

STRENGTHS
Early insight and fast iterations, lower cost

LIMITATIONS
Depends on model fidelity, inputs and assumptions

BEST ROLE
Discover, explore, optimize early in the development cycle

BENEFITS OF VIRTUAL DESIGN VALIDATION TESTING

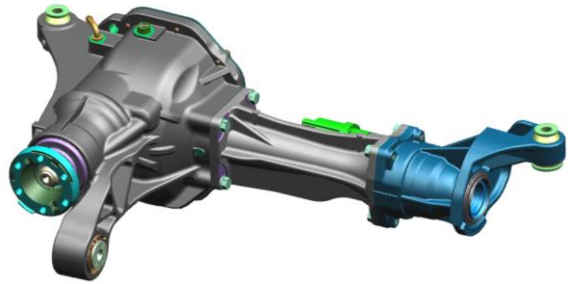
DAUCH CAPITAL MARKETS DAY

TRUCK REAR AXLE



53% TESTS REDUCED	**74%** SAMPLES REDUCED	**6-8WKS** FASTER

TRUCK FRONT AXLE



39% TESTS REDUCED	**70%** SAMPLES REDUCED	**6-8WKS** FASTER

DAUCH IS AN EARLY ADOPTER OF EMERGING TECHNOLOGIES

TECHNOLOGY ROAD MAP

DAUCH
CAPITAL MARKETS DAY

PRODUCT TECHNOLOGY

Comprehensive Product Portfolio

- Powertrain Agnostic
- ICE Products – more Torque, more Power
- Balanced and Selective Electrification Products
- Leverage Technical Strength to Grow in Adjacent Markets

PROCESS TECHNOLOGY

Expand Implementation of Automation Technologies

- Labor Availability and Cost
- Safety and Quality
- Productivity and Throughput
- Optimization and Flexibility

SYSTEMS TECHNOLOGY

Digitalization Tools to Support Enterprise Combination

- AI Initiatives and Virtualization Tools Support:
  - Efficient and more advanced technology development
  - Predictive accuracy
  - Speed to market

GLOBAL LEADERSHIP IN PRODUCT, PROCESS AND SYSTEM TECHNOLOGY

MIKE LYNCH

PRESIDENT, DRIVELINE



DRIVELINE OVERVIEW

20
COUNTRIES

~75
LOCATIONS

~30,000
ASSOCIATES

100+
CUSTOMERS

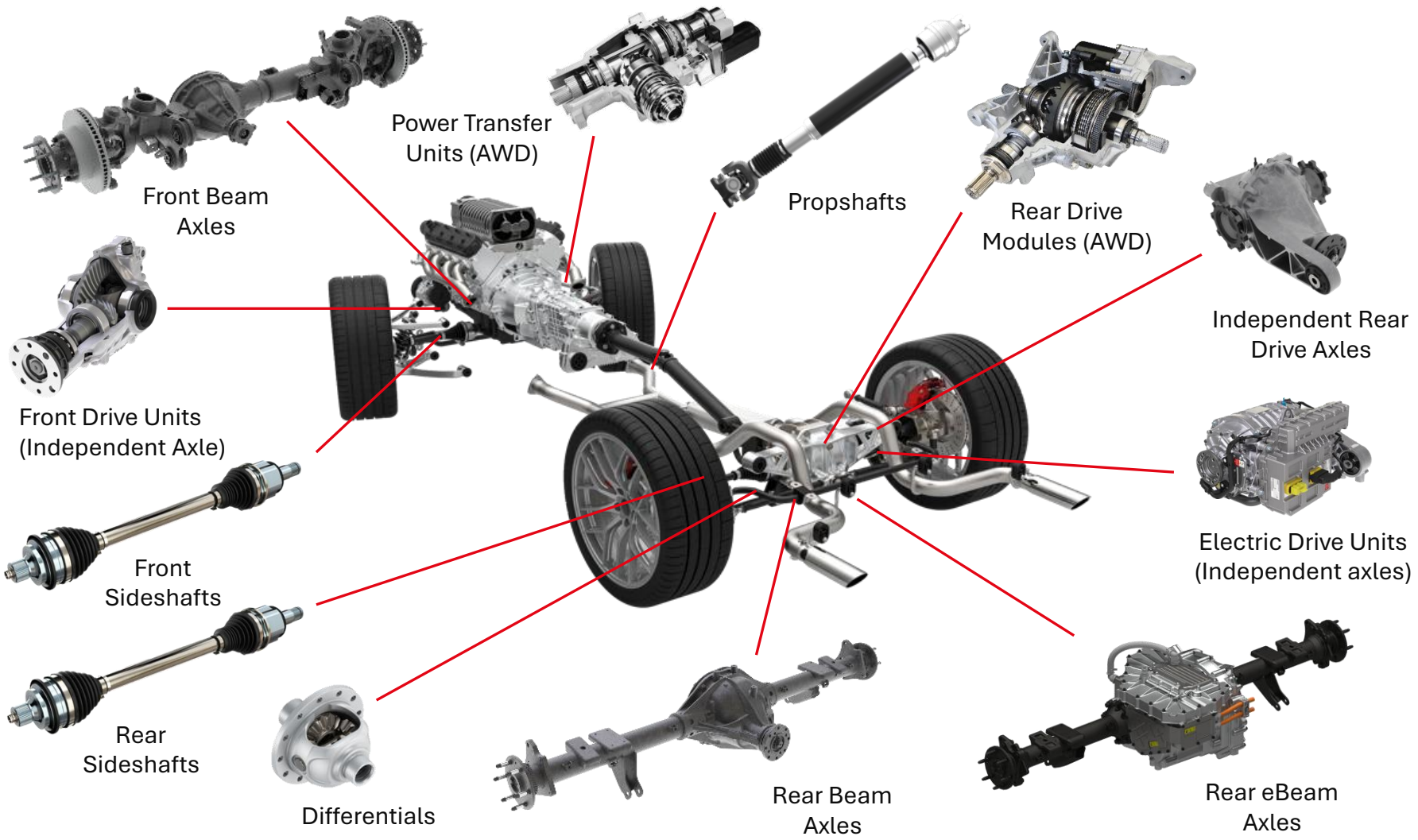


PRO FORMA SALES*
~$8.5B

ADJUSTED EBITDA MARGIN (YTD)**
12.9%

Note: Refer to information regarding non-GAAP financial measures in the attached appendix.
* Reflects 2026 full year proforma sales (2026 guidance plus January contribution from Dowlais - consistent with November 6, 2026, earnings announcement).
** Year-to-date through September 30, 2026.

DRIVELINE PRODUCT MIX



29%*
SIDESHAFTS

26%
INDEPENDENT AXLES & AWD**

25%
BEAM & EBEAM AXLES

8%
PROPSHAFTS

7%
DIFFERENTIALS

5%
OTHER

* As a percentage of Driveline sales.
**Includes electric drive units.
Note: The shown vehicle driveline is for illustrative purposes only and does not reflect varying powertrains.

DRIVELINE VEHICLE CONTENT

SELECT VEHICLES

DAUCH CAPITAL MARKETS DAY



RAM 2500 / 3500 POWER WAGON

Front and rear beam axle, propshafts, disconnecting stabilizer bar*



CHEVROLET SILVERADO

Front sideshafts, front propshaft, front axle, rear beam axle



JEEP COMPASS

Front and rear sideshafts, propshaft, power transfer unit, rear drive module, electronic control module



CHEVROLET EQUINOX

Power transfer unit, rear drive module



VOLVO XC90

Front and rear sideshafts, propshaft, power transfer unit, rear drive module



BMW X5**

Front sideshafts, damper, front drive unit, electronic torque manager incl. ECU*



AUDI Q5

Front and rear sideshafts, propshaft



D-SEGMENT ELECTRIC SUV & SEDAN FROM A LEADING EV OEM

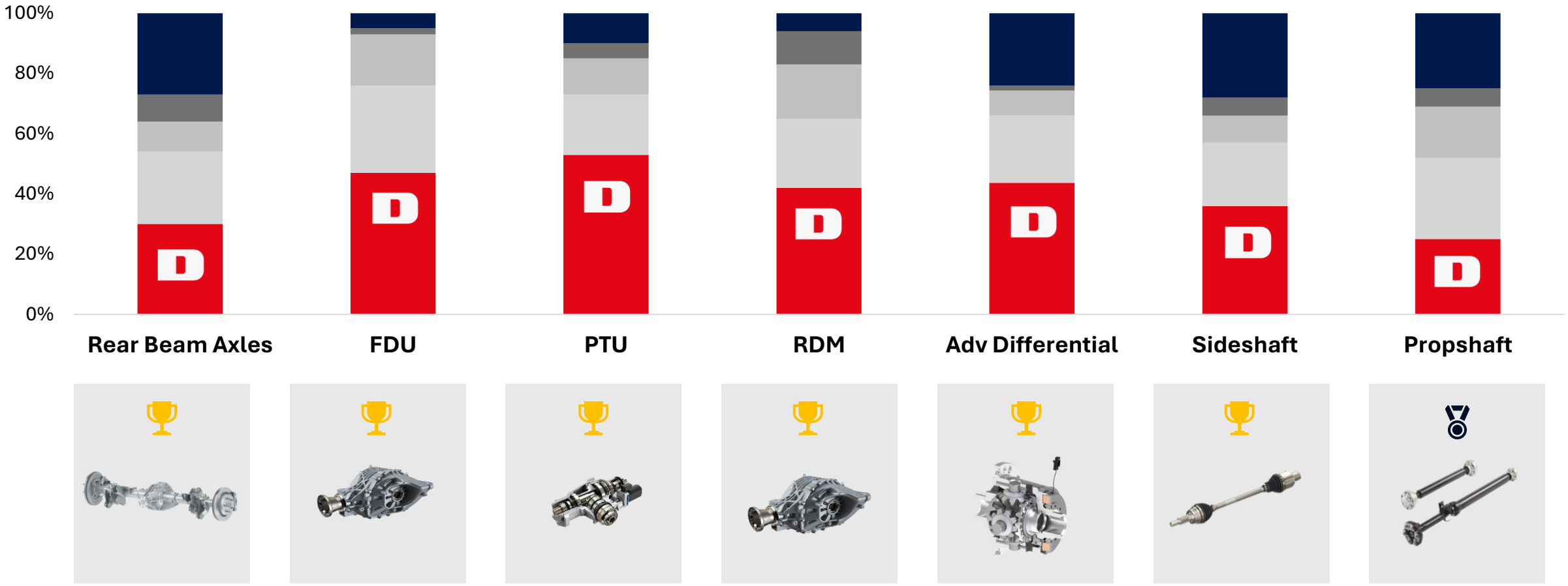
Front and rear sideshafts

*Applies to certain trim-level, drive-type, engine model, and transmission designs.

**Photo copyright BMW 2026.

LEADING SHARE IN CORE PRODUCTS

DAUCH CAPITAL MARKETS DAY



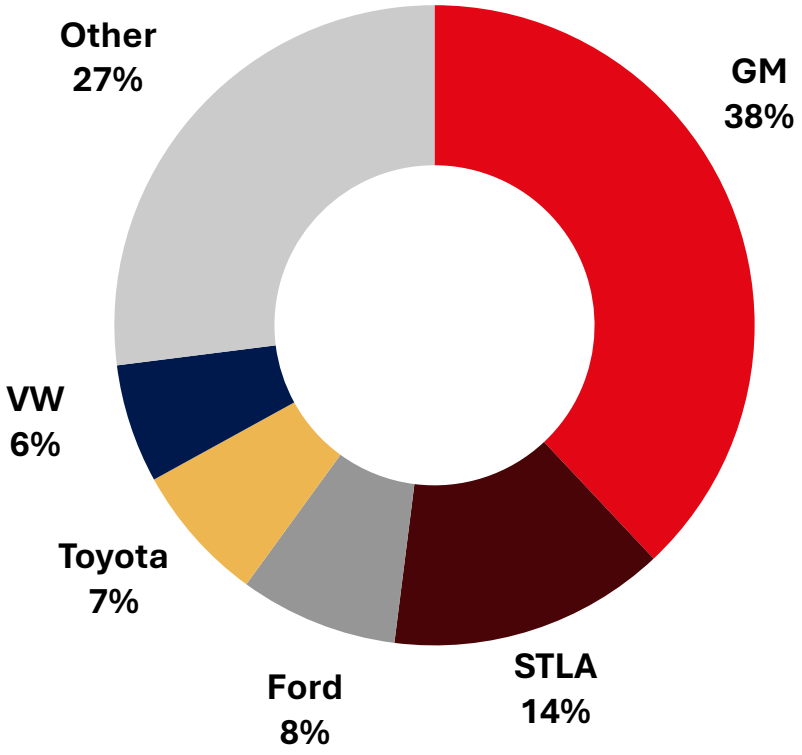
FDU: Front Drive Unit
PTU: Power Transfer Unit
RDM: Rear Drive Module

Source: Company estimates based on global addressable market (volume) as of September 2026.

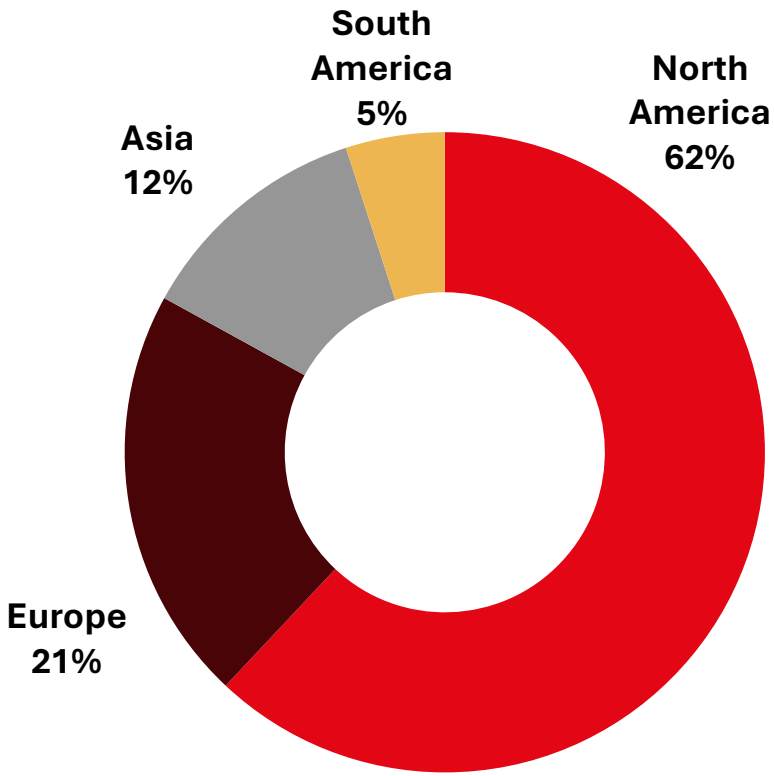
DRIVELINE CUSTOMER & REGIONAL MIX

DAUCH CAPITAL MARKETS DAY

2026 YEAR-TO-DATE
SALES BY CUSTOMER



2026 YEAR-TO-DATE
SALES BY REGION



CUSTOMER MIX

- Expanded customer diversification with increased exposure to leading OEMs
- Detroit Three mix decreased to **~60%** from over **85%** (legacy AAM)
- Sideshaft capabilities open additional opportunities

GEOGRAPHIC MIX

- More balanced global revenue footprint with non-North American exposure increasing to **~38%** from **~24%** (legacy AAM)
- Retains significant North American exposure anchored by market-leading truck and SUV platforms

Note: Regional sales may not sum to 100% due to rounding. Figures represent year-to-date sales through September 30, 2026.

OPERATING SYSTEM

DAUCH
CAPITAL MARKETS DAY

DAUCH OS
OPERATING SYSTEM

DIFFERENTIATOR THAT DRIVES PERFORMANCE

STANDARDIZED SYSTEMS | **CONTINUOUS IMPROVEMENT** | **LEAN PRINCIPLES** | **OPTIMIZED LAYOUTS** | **SPEED AND EFFICIENCY**

- Human Resources
- Safety System
- Environmental Program
- Quality System
- Program Management System
- Supply Chain Management System
- IT Systems
- Maintenance
- Supplier Quality

OPERATIONS MANAGEMENT

STANDARD LEADERSHIP, CADENCE & KPIs DRIVE RESULTS

DAUCH CAPITAL MARKETS DAY

LEVEL 1	LEVEL 2	LEVEL 3	LEVEL 4
Process launched Results below target	**Process improving** Results stabilizing	**Process mature** Results approaching target	**Process standardized** Results meet target

19

STANDARD MEETINGS ON WEEKLY PLANT CALENDAR

Area Start-Up	Financial Walkdown	Commodity Management
Plant Start-Up	Quality System	Monthly Forecast Review
Staff Meeting	Safety & Environmental System	Control Tower: Spot Buy
Fast Response	Gemba	Control Tower: Reorders / Min-Max
Cost of Non-Quality	16-Week Schedule	PIT/GMP
OEE	Cost Request	Overtime Planning
Productivity Improvement		

31

MAJOR KPIs TRACKED

~300 FOR REGIONAL LEADERSHIP



Labor & Benefits



Overtime



Supplies



Utilities



Tooling



Scrap

A COMPETITIVE ADVANTAGE FOR DAUCH CORPORATION
AND KEY ELEMENT FOR SYNERGY GENERATION WITH DOWLAIS ACQUISITION

ACCELERATING AUTOMATION

INVEST TODAY, SUCCEED TOMORROW

DAUCH CAPITAL MARKETS DAY



1

ESTABLISHED DEDICATED AUTOMATION GROUP

Globally coordinated dedicated automation team driving enterprise-wide dark factory strategy

2

300+ IDEAS GENERATED

>$30M

POTENTIAL ANNUAL SAVINGS IDENTIFIED

3

MID / LONG TERM INVESTMENT PHILOSOPHY

Continue to invest and develop leading edge automation technology to sustain manufacturing leadership

IMPROVES PRODUCTIVITY, MITIGATES LABOR SCARCITY, AND ENHANCES COMPETITIVENESS

DRIVELINE SUMMARY

DAUCH
CAPITAL MARKETS DAY

1

GLOBAL SCALE

~$8.5B of pro forma sales, **~30,000** associates and **~75** locations across **20** countries.

2

EXPANDED PORTFOLIO

Diversified driveline product mix with leading market position across core product categories.

3

IMPROVED DIVERSIFICATION

Broader customer and geographic mix, with GM exposure at **38%** and North America at **62%** year to date.

4

OPERATING SYSTEM ADVANTAGE

Standardized operating systems, strong manufacturing discipline and automation drive productivity, accelerating value capture.

A SCALED, DIVERSIFIED DRIVELINE PLATFORM WITH MARKET LEADERSHIP AND A PROVEN OPERATING MODEL

MARKUS BANNERT

PRESIDENT, METAL FORMING



METAL FORMING OVERVIEW

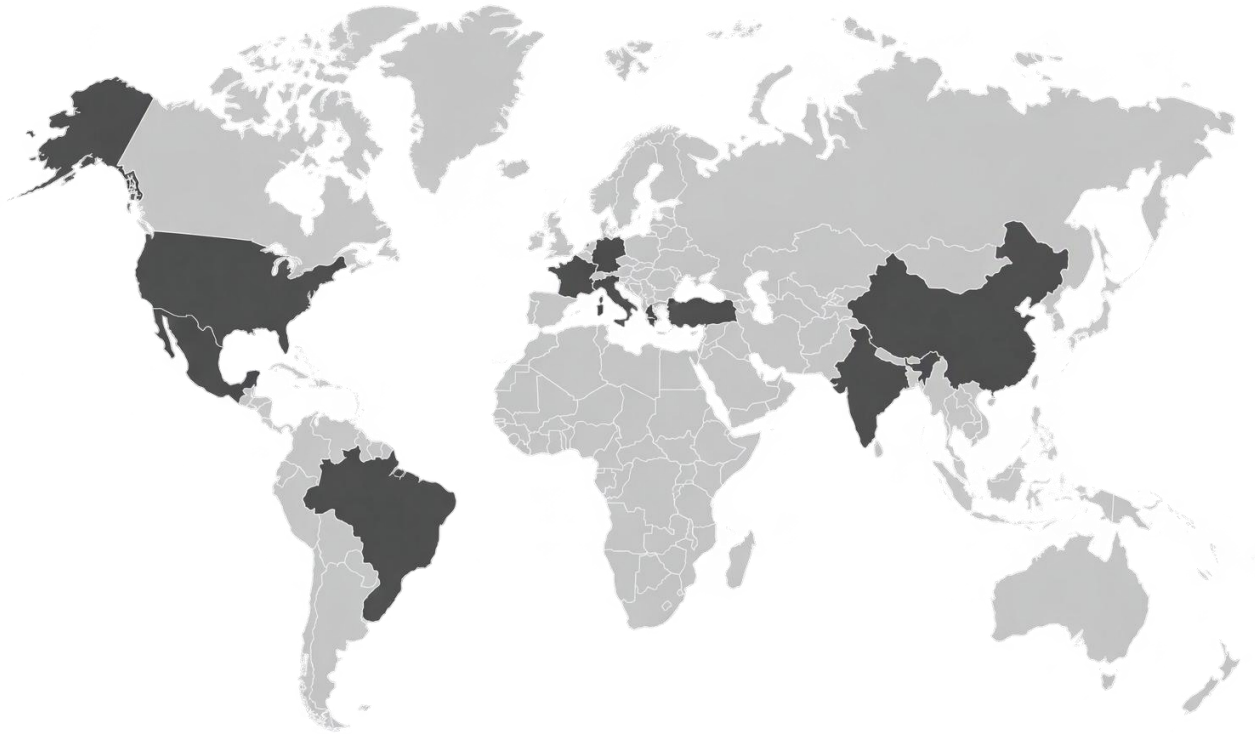
DAUCH CAPITAL MARKETS DAY

11
COUNTRIES

~70
LOCATIONS

~14,000
ASSOCIATES

2,000+
CUSTOMERS



PRO FORMA SALES*
~$3.0B

ADJUSTED EBITDA MARGIN (YTD)**
10.7%

Note: Refer to information regarding non-GAAP financial measures in the attached appendix.
* Reflects 2026 full year proforma sales (2026 guidance plus January contribution from Dowlais - consistent with November 6, 2026, earnings announcement).
** Year-to-date through September 30, 2026.

PRODUCT PORTFOLIO

FORGINGS

DAUCH CAPITAL MARKETS DAY

ENGINE



- Assembled Camshafts
- Cam Lobes
- Variable Lift Components
- Connecting Rods

TRANSMISSION



- Transmission Shafts
- Gears
- Syncro Rings
- Bevel Gears
- Pump and Pilot Hubs
- Sleeves

DRIVELINE



- Ring/Pinions
- Axle Shafts
- Diff Gears
- Wheel Hubs
- Wheel Bearing Components
- Light Weight CVJ
- Side Shaft Components

E-POWERTRAIN



- Rotor Shafts
- Input/Output Shafts
- Parking Lock Components
- Battery Fixations

FASTENER



- Enko Nuts
- 2 Piece Wheel Nuts
- Double Nut
- Safety Critical Fastening Solutions

OTHER



- Hubs
- Support Brackets
- Ball Housings
- Brake Components
- Stabilizer Bar Systems
- Chassis Bushings
- Steering Components

PRODUCT PORTFOLIO

POWDER METALLURGY (COMPONENTS & POWDER)

DAUCH CAPITAL MARKETS DAY

AUTOMOTIVE - 80%

Powertrain

Engine Components (MBC; VVT; Pumps…)

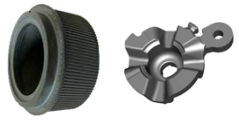


Transmission Components (Synchronizers, Carriers, Clutch Hubs, Dog Rings…)



Chassis

Steering Components



Shock Absorber Components

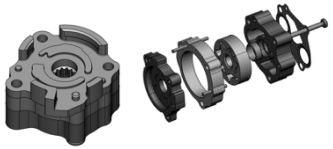


Electrification

Electromechanical Actuation "X-by-Wire" (EMB, EPB …)



Thermal & Fluid (E-pumps, HVAC…)



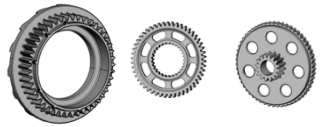
INDUSTRIALS - 20%

Automotive Adjacent

Truck Transmission



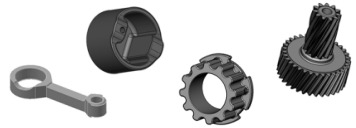
Two-wheeler Components



Appliances & Automation

Cooling & Heating Components

Automation & Robotics



Household Appliances parts



Bearings



Next Gen Components

High-performance Computing



Robotics



POWDER



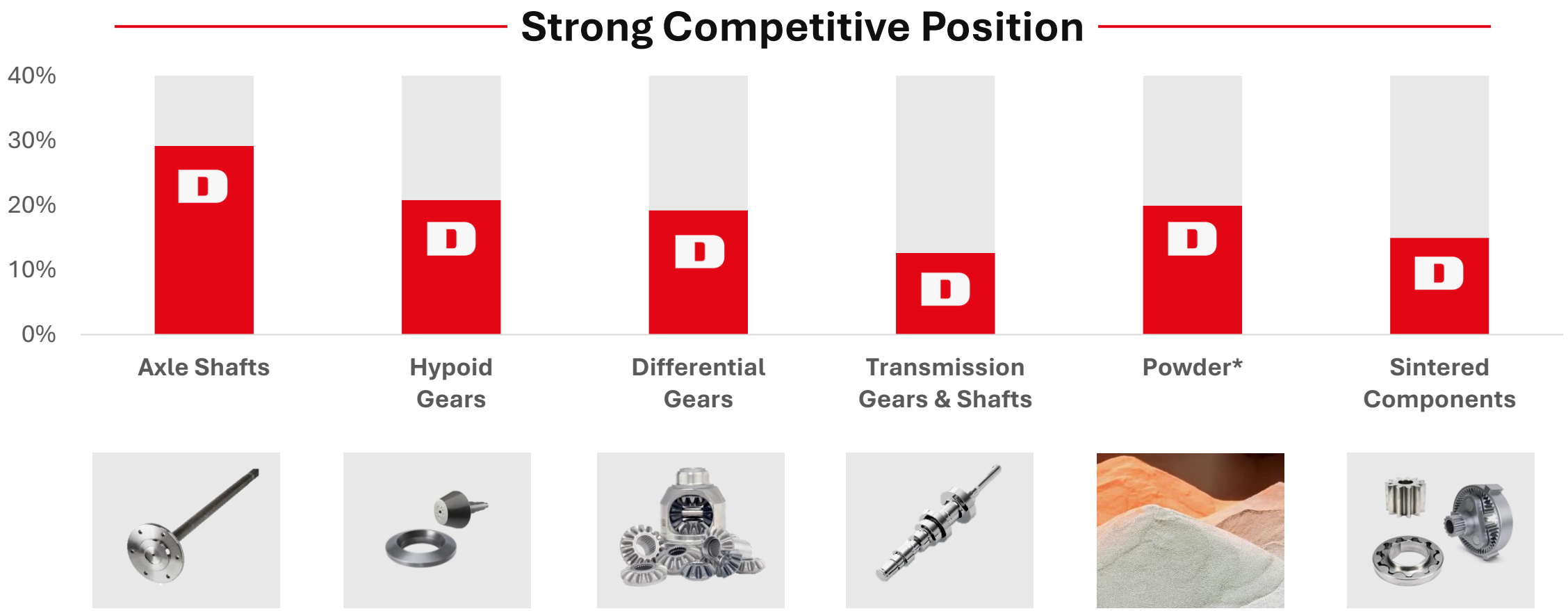
#1 GLOBAL IRON POWDER PRODUCER

Note: Products shown are for illustrative purposes and do not reflect the full portfolio.

METAL FORMING MARKET LEADERSHIP

DAUCH CAPITAL MARKETS DAY

MARKET SHARE BY PRODUCT SEGMENT (%)



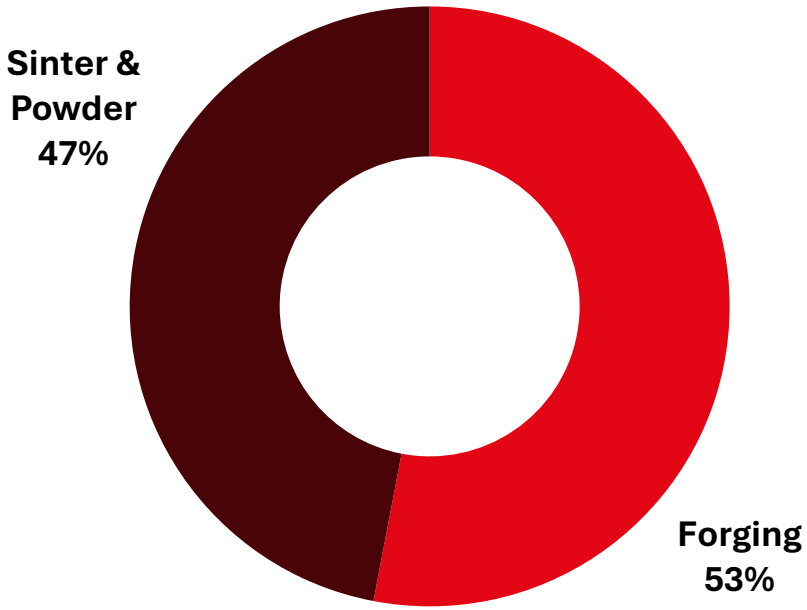
*Atomized iron powder

Source: Company estimates based on global addressable market (dollar value) as of September 2026.

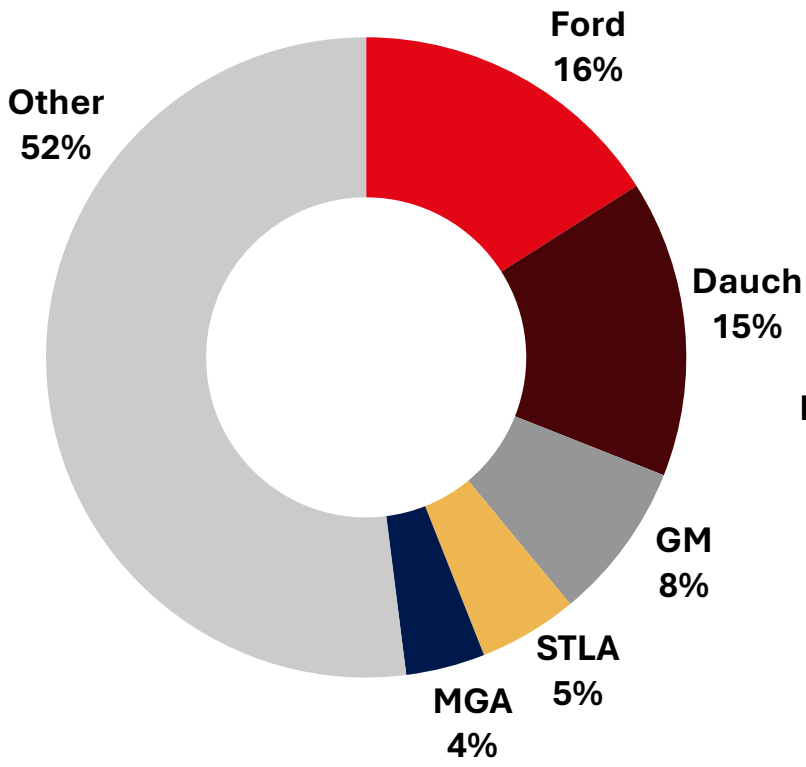
METAL FORMING SALES, CUSTOMER & GEOGRAPHIC MIX*

DAUCH CAPITAL MARKETS DAY

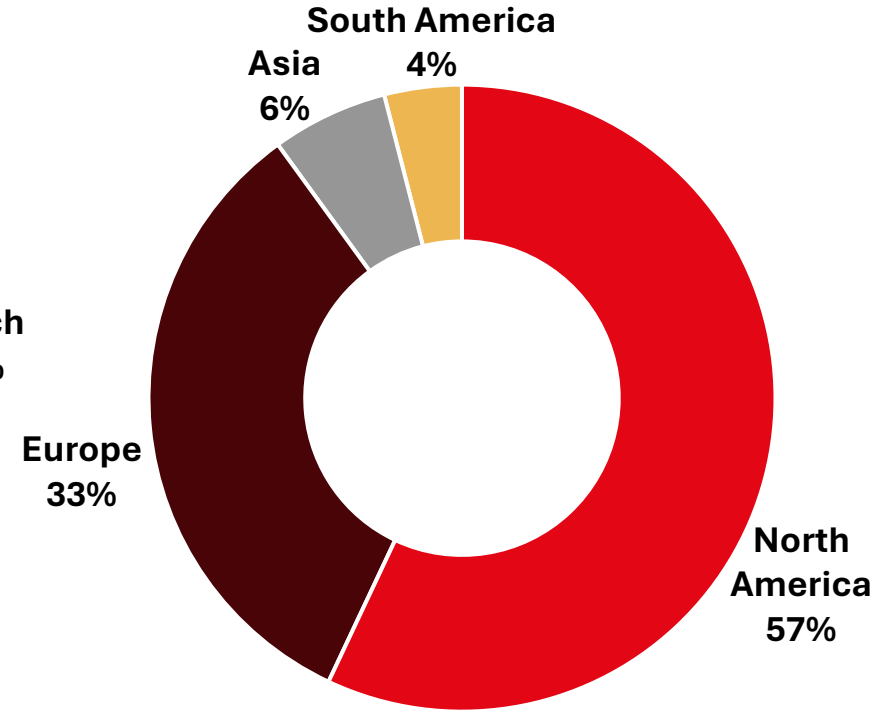
SALES MIX
(INTERNAL & EXTERNAL)



SALES BY CUSTOMER
(INTERNAL & EXTERNAL)



SALES BY REGION
(EXTERNAL)



BALANCED AND DIVERSIFIED METAL FORMING PORTFOLIO

*Year-to-date data through September 30, 2026.

COMPETITIVE ADVANTAGES

DAUCH CAPITAL MARKETS DAY



SCALE & BUYING POWER

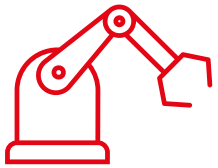
Largest buyer of Special Bar Quality (SBQ) steel globally

Largest producer of atomized iron powder and powdered metal components



GLOBAL FOOTPRINT

Global customers served from **~70** sites in **11** countries, leveraging best-cost locations



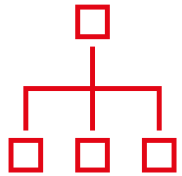
PROCESS EXCELLENCE

Deep and broad process expertise in high volume metal forming technologies resulting in cost and quality leadership



ENGINEERING SUPPORT

Engineering & development capabilities, including make to print, design optimization, and design and validation capability

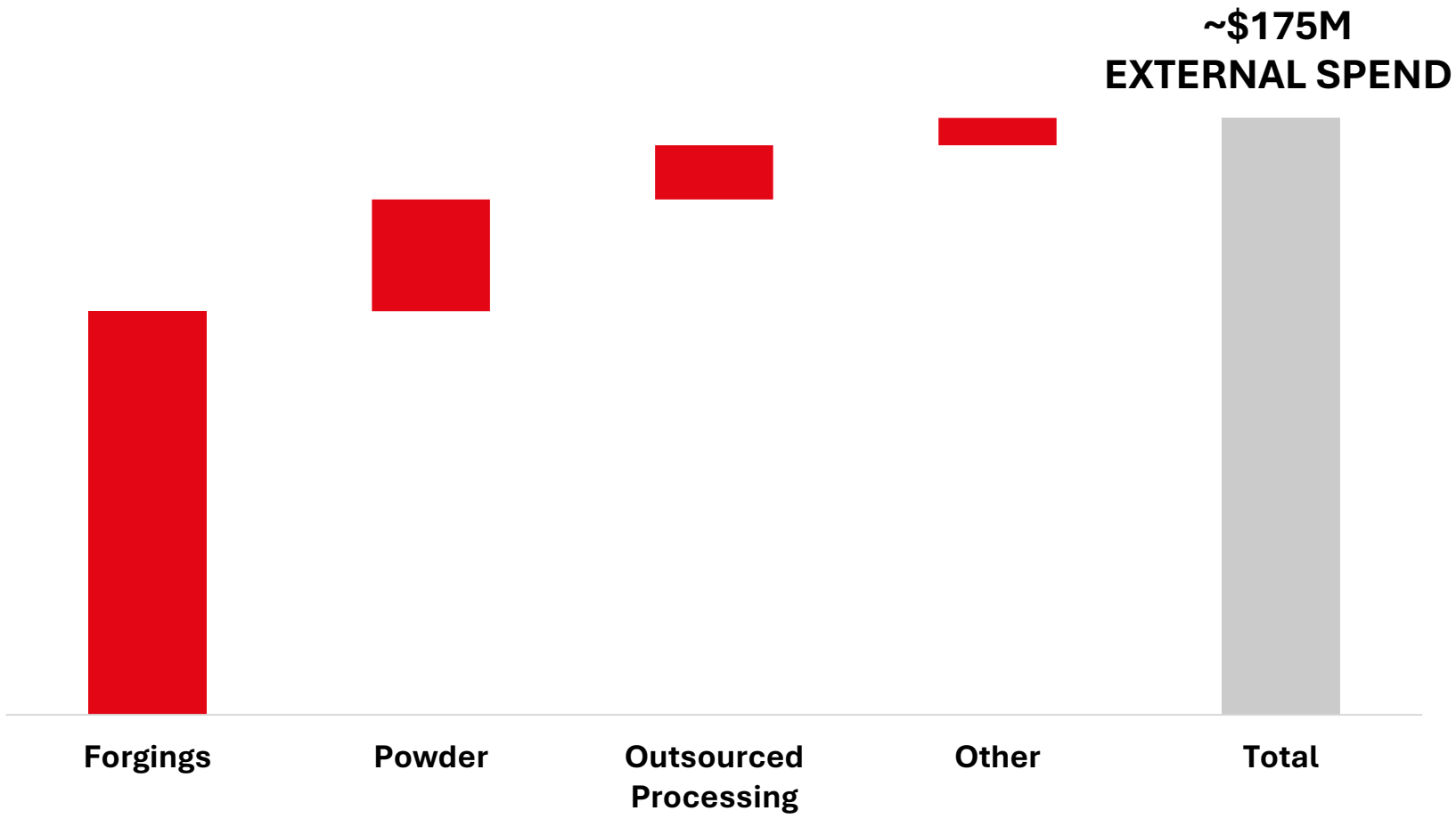


VERTICAL INTEGRATION

~60% of forgings and **~75%** of powder consumed by Dauch are manufactured in-house

VERTICAL INTEGRATION OPPORTUNITY

DAUCH CAPITAL MARKETS DAY



- Approximately **$175M** of legacy AAM and Dowlais external spend identified for potential insourcing, with initiatives at varying stages of evaluation
- First wave representing **>$75M** of spend already underway
- Next wave representing **>$100M** of spend identified

SIGNIFICANT MARGIN CAPTURE OPPORTUNITY TO DRIVE SYNERGIES

METAL FORMING SUMMARY

DAUCH CAPITAL MARKETS DAY

1

INDUSTRY LEADER IN FORGINGS AND POWDER METALLURGY

~70 global operations supporting >2,000 customers

2

BROAD, PROPULSION AGNOSTIC PORTFOLIO WITH STRONG MARKET POSITIONS

Capabilities span across forging, sintering and powder metallurgy for advanced component solutions across propulsion and industrial applications

3

BALANCED DIVERSIFICATION

The strategic acquisition creates an enhanced revenue profile, reducing concentration across regions and customers

4

COMPELLING VALUE-CREATION OPPORTUNITY

More than **$175 million** of external spend under review for potential insourcing

GLOBAL SCALE AND A DIVERSIFIED, PROPULSION AGNOSTIC PORTFOLIO UNDERPIN METAL FORMING'S VALUE-CREATION OPPORTUNITY

CHRISTOPHER MAY

EXECUTIVE VICE PRESIDENT
& CHIEF FINANCIAL OFFICER



AGENDA

01 FINANCIAL GOALS FOR DAUCH'S VISION

02 2029 FINANCIAL OUTLOOK UPDATE

03 CAPITAL ALLOCATION PRIORITIES

04 BRINGING IT ALL TOGETHER

FINANCIAL GOALS FOR DAUCH'S VISION

DAUCH
CAPITAL MARKETS DAY

TOP TIER

EBITDA MARGINS

Scale and synergy capture driving margin expansion

TOP TIER

CASH FLOW CONVERSION

Disciplined capital spending and working capital management

STRONG

BALANCE SHEET

Continued leverage reduction

BALANCED

CAPITAL ALLOCATION

Debt paydown and return of capital to shareholders

FINANCIAL GOALS FOR DAUCH'S VISION

DAUCH CAPITAL MARKETS DAY

FINANCIAL METRIC	2029 TARGET
Sales	**~$11.5B**
Adj. EBITDA Margin	**14.5% to 15.0%**
Adj. FCF / Sales	**> 5%**
Net Debt / Adj. EBITDA	**< 2x**

ASSUMPTIONS

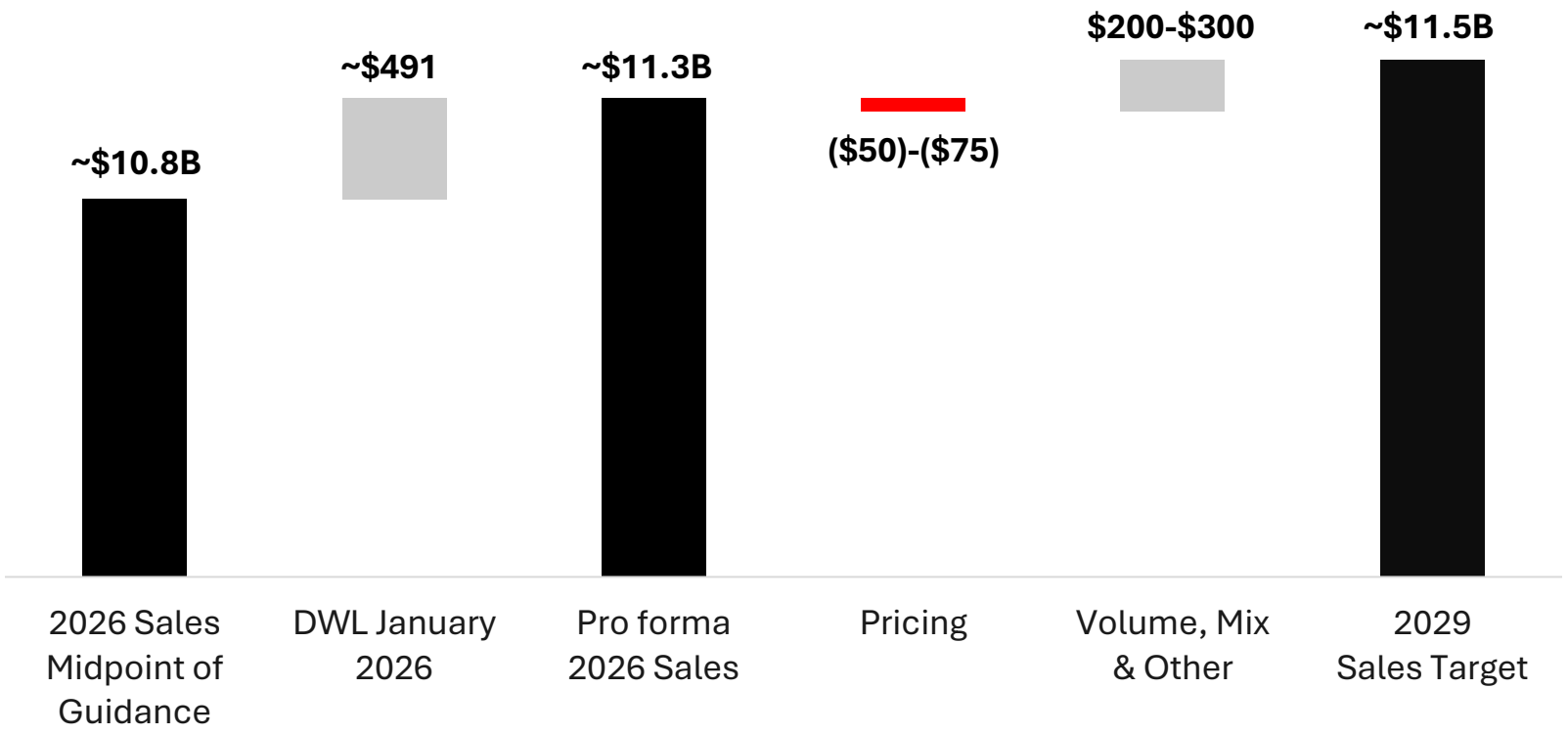
- Production*:
  - Global production: 95M
  - NA production: 15.4M
  - EU production: 17.5M
  - China production: 32M
  - NA full-size truck production similar to current levels
- Equity income from China JV: $70 – $80M
- No change to USMCA or incremental tariffs
- Current FX rates
- No significant M&A or dispositions

Note: Refer to information regarding non-GAAP financial measures in the attached appendix.
*Mobility Global October 2026 forecast.

REVENUE WALK 2026 TO 2029

DAUCH CAPITAL MARKETS DAY

$ IN MM, UNLESS NOTED OTHERWISE



STRONG LINE OF SIGHT TO 2029 SALES

COMMENTARY

- We have secured most of our primary Driveline and Metal Forming programs through 2029.
- Volume, Mix & Other reflect net change based on volume assumptions on current and new business.
- Metal markets and foreign currency are assumed to be based on current levels.
- Further opportunities for cross-selling may drive additional upside.

DRIVERS OF LONG-TERM MARGIN EXPANSION

DAUCH CAPITAL MARKETS DAY

MARGIN EXPANSION OPPORTUNITIES

1 SYNERGY CAPTURE

- SG&A and operational synergies
- Procurement and sourcing scale

2 OPERATIONAL EXCELLENCE

- Automation and digitization
- Productivity, quality and throughput

3 FOOTPRINT OPTIMIZATION

- Optimize global capacity and utilization
- Improve capital efficiency and cost structure

4 PORTFOLIO & GROWTH

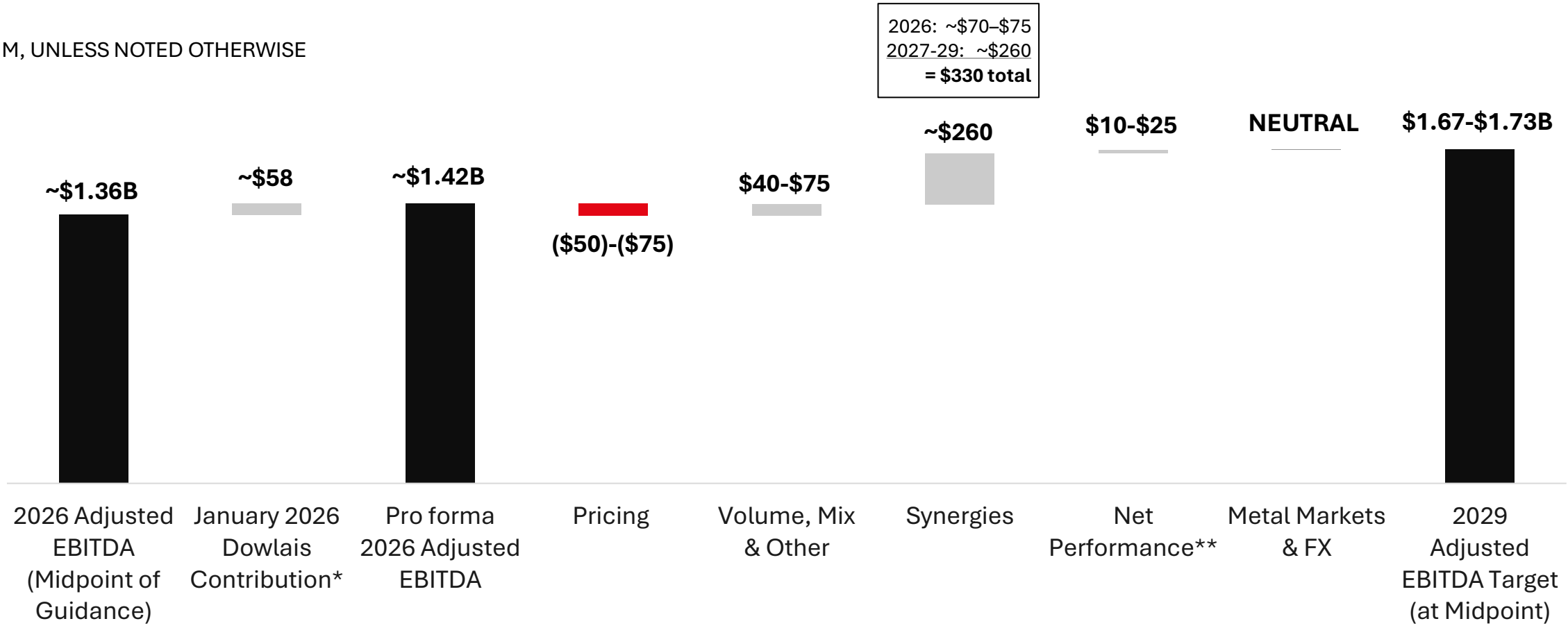
- Higher-content applications
- Profitable customer growth

LEVERAGE SCALE, SYNERGIES AND OPERATING DISCIPLINE TO DRIVE SUSTAINABLE MARGIN EXPANSION

ADJUSTED EBITDA WALK 2026 TO 2029 TARGET

DAUCH CAPITAL MARKETS DAY

$ IN MM, UNLESS NOTED OTHERWISE



SYNERGY ACHIEVEMENT DRIVES 2029 PERFORMANCE

* ~$58M excludes one-time favorable commercial settlements of approximately $15M.
**Operational excellence productivity assumed to offset inflation.
Note: Refer to information regarding non-GAAP financial measures in the attached appendix.

CASH FLOW POTENTIAL – % OF SALES

DAUCH CAPITAL MARKETS DAY

	2026 ESTIMATE*	2029 POTENTIAL
Adjusted EBITDA	12.6%	14.5% – 15.0%
Cap-ex	(~4%)	(~4%)
Adjusted EBITDA less Cap-ex	**8.5%**	**10.5% - 11.0%**
Interest	(3.2%)	(~2.7%)
Taxes	(1.6%)	(~1.4%)
Pension	(0.3%)	(~0.4%)
Working capital/other	(0.8%)	(0.5% - 1.0%)
Adjusted Free Cash Flow	**~2.7%**	**> 5%**
Adjusted Free Cash Flow ($)	**~$290M**	**> $575M**
Adj FCF / Adj EBITDA	~21%	~35%
FCF - Unadjusted	Use	Positive
Net Debt / Adj EBITDA	~2.9x	< 2x

*Based on midpoint of guidance provided on November 6, 2026.
Note: Refer to information regarding non-GAAP financial measures in the attached appendix.

COMMENTARY

- Lower interest expense reflects continued debt reduction
- Assumes current interest rates
- Reflects improvement opportunities in working capital management
- Assumes no changes in tax laws
- Assumes anticipated pension funding

MEANINGFUL CASH FLOW OPPORTUNITY

CASH FLOW SWING FACTORS FOR 2027 - 2029

DAUCH CAPITAL MARKETS DAY

	2026*	2027	2028	2029
Acquisition Cash Costs	$170	$0	$0	$0
Restructuring Cash Costs	$135-$150	< $100	< $90	< $75
Synergy Implementation Cash Costs**	$85-$100	~$130	< $100	$0
Totals***	**~$405**	**< $230** ↓	**< $190** ↓	**< $75** ↓

GOAL IS TO REDUCE NON-OPERATING CASH COSTS

*Based on guidance provided on November 6, 2026.
**Approximately one for one cash spend ratio to achieve synergies.
***Midpoint of the ranges.

DEBT MATURITIES AND LIQUIDITY

DAUCH CAPITAL MARKETS DAY

7.1%
AVERAGE INTEREST RATE

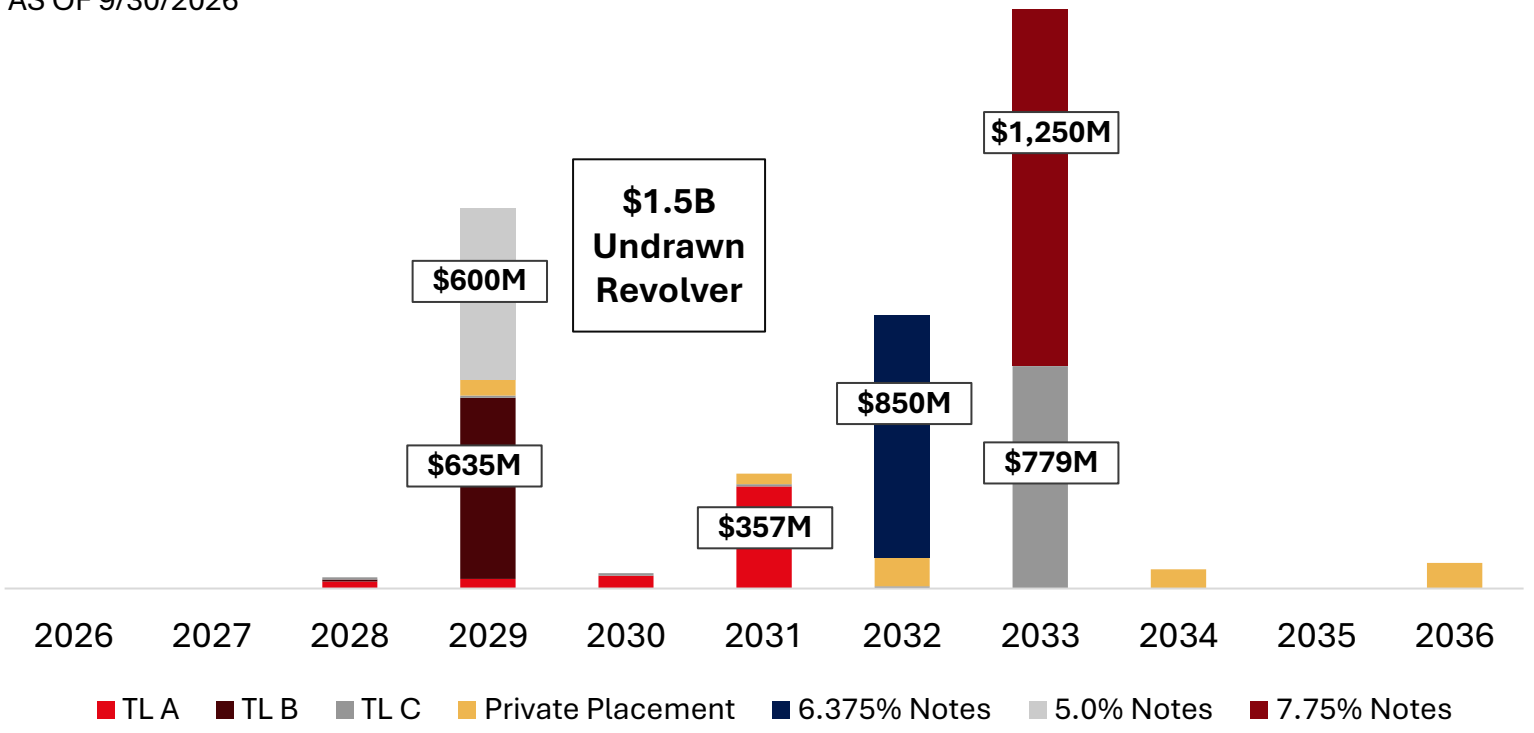
81%
FIXED RATE DEBT

$2.4B
LIQUIDITY AT 9/30/2026

~5.5 YRS
WEIGHTED AVERAGE MATURITY OF SENIOR DEBT

Note: Data as of September 30, 2026.

SENIOR DEBT MATURITIES
AS OF 9/30/2026



NO SIGNIFICANT MATURITIES UNTIL 2029

OPPORTUNISTIC PORTFOLIO MANAGEMENT

DAUCH CAPITAL MARKETS DAY

RECENT DIVESTITURES

1Q 2025	3Q 2025	1Q 2026
~$30M	~$64M	~$21M
CHINA JOINT VENTURES	INDIA CV AXLE BUSINESS	CYLINDER LINER BUSINESS

~$115M

CUMULATIVE CASH PROCEEDS[1]
2025-PRESENT

GOING FORWARD

- Selective non-core asset sales
- Continue to realize cash from property, plant and equipment disposals

INCREMENTAL PORTFOLIO ACTIONS CAN ADD UP OVER TIME AND SUPPORT DELEVERAGING

(1) Selected transactions within the last 24 months; proceeds as reported.

CAPITAL ALLOCATION PRIORITIES

CAPITAL ALLOCATION

DAUCH
CAPITAL MARKETS DAY

BALANCED CAPITAL ALLOCATION TO SUPPORT PROFITABLE GROWTH, DELEVERAGING AND LONG-TERM SHAREHOLDER VALUE

HIGH-RETURN ORGANIC INVESTMENT

Invest in R&D, technology and operational capabilities that support long-term profitable growth.

DISCIPLINED DELEVERAGING

Reduce debt and strengthen the balance sheet.

STRATEGIC PORTFOLIO ACTIONS

Optimize the portfolio and pursue strategic partnerships, while selectively evaluating opportunities that enhance long-term value creation.

SHAREHOLDER RETURNS

At 2.5x net leverage, begin a more balanced capital allocation approach.

BRINGING IT ALL TOGETHER

DAUCH
CAPITAL MARKETS DAY

SYNERGY CAPTURE OPPORTUNITIES TO CREATE VALUE

CASH FLOW GENERATING POWER

STRONG 2029 TARGETS

Adj EBITDA*: 14.5% - 15%

Adj FCF*: >5%

Net Debt*: <2x

POWERTRAIN-AGNOSTIC PORTFOLIO POSITIONED FOR HIGHER-VALUE CONTENT AND EXPANDED SERVED MARKETS

DELIVER MORE BALANCED CAPITAL ALLOCATION TO ALL STAKEHOLDERS

Note: Refer to information regarding non-GAAP financial measures in the attached appendix.

* Adjusted EBITDA margin, Adjusted free cash flow as a percentage of sales, net debt to Adjusted EBITDA

DAVID DAUCH

CHAIRMAN &
CHIEF EXECUTIVE OFFICER



KEY TAKEAWAYS FROM TODAY'S PRESENTATION

DAUCH CAPITAL MARKETS DAY

POSITIONED TO WIN AND DELIVER VALUE

STRONG FOUNDATIONAL BUSINESS

Market Leader:

- Axle Systems for North American Trucks / SUVs
- Global AWD Systems
- Global Sideshafts
- Metal Forming

COMPREHENSIVE PRODUCT PORTFOLIO

Our Business Units are positioned to support global propulsion requirements while expanding and diversifying into select adjacent markets.

POWERFUL CASH GENERATOR

Strong cash flow generation potential combined with synergies allow for future investment, debt paydown and the return of capital to shareholders.

POSITIONED TO WIN WITH CHINA OEMS GLOBALLY

Through our SDS JV, we are the market leader in China Sideshafts, supported by long-standing relationships with leading Chinese OEMs.

LONG-TERM VISION - BEYOND 2029

DAUCH CAPITAL MARKETS DAY

SALES

Accelerate organic growth and cross-selling.

Expand into select non-automotive markets that leverage our core competencies.

MARGINS

Sustain Adjusted EBITDA margin **>15%**.

Deliver Free Cash Flow of **>5%** of sales.

OPERATIONS

Apply emerging technologies to rapidly advance engineering development and operating performance.

VALUE CREATION

Maintain a balanced capital allocation approach.

Note: Refer to information regarding non-GAAP financial measures in the attached appendix.

APPENDIX / SUPPLEMENTAL DATA



ADDITIONAL DISCLOSURES

DAUCH CAPITAL MARKETS DAY

Non-GAAP Financial Information

This presentation refers to certain financial measures, including Adjusted EBITDA, Adjusted EBITDA margin, Adjusted Earnings per Share, Adjusted Free Cash Flow, Net Debt, Net Leverage Ratio and Liquidity that are not required by, or presented in accordance with, accounting principles generally accepted in the United States, or GAAP. These measures are presented to provide additional useful measurements to review Dauch's operations, provide transparency to investors and enable period-to-period comparability of financial performance. These non-GAAP measures should not be considered a substitute for any GAAP measure. Additionally, non-GAAP financial measures as presented by Dauch may not be comparable to similarly titled measures reported by other companies.

RECONCILIATION OF NON-GAAP MEASURES

DAUCH CAPITAL MARKETS DAY

The accompanying financial information provides reconciliations of certain non-GAAP financial measures, including adjusted EBITDA and adjusted free cash flow, to the most directly comparable financial measures calculated and presented in accordance with GAAP.

We have not provided a reconciliation of our adjusted EBITDA outlook to the most comparable GAAP measure of net income (loss). Providing net income (loss) guidance is potentially misleading and not practical given the difficulty of projecting event driven, transactional and other non-core operating items that impact net income (loss), including restructuring actions, asset impairments and certain income tax adjustments.

In addition, we have not provided a reconciliation of our adjusted free cash flow outlook to the most comparable GAAP measure of net cash provided by (used in) operating activities. Guidance on net cash provided by (used in) operating activities may be misleading and not practical given the difficulty of projecting certain items that impact net cash provided by (used in) operating activities, including cash paid for restructuring and synergy integration costs and changes in working capital, which could have a significant impact on future GAAP financial results.

The accompanying reconciliations of these non-GAAP measures with the most comparable GAAP measures for the historical periods presented are indicative of the reconciliations that will be prepared upon completion of the future periods covered by the non-GAAP guidance.

SUPPLEMENTAL DATA*

DAUCH CAPITAL MARKETS DAY

Segment Financial Information
($ in millions)

	Three Months Ended September 30,		Nine Months Ended September 30,	
	2026	2025	2026	2025
Segment Sales				
Driveline	$ 2,165.8	$ 1,073.8	$ 6,159.9	$ 3,168.0
Metal Forming	870.5	543.3	2,458.4	1,613.8
Total Sales	3,036.3	1,617.1	8,618.3	4,781.8
Intersegment Sales	(127.7)	(111.8)	(375.2)	(329.0)
Net External Sales	$ 2,908.6	$ 1,505.3	$ 8,243.1	$ 4,452.8
Segment Adjusted EBITDA				
Driveline	$ 263.9	$ 163.3	$ 792.4	$ 451.4
Metal Forming	94.6	32.4	264.2	124.1
Total Segment Adjusted EBITDA	$ 358.5	$ 195.7	$ 1,056.6	$ 575.5

*Please refer to definition of Non-GAAP measures.

SUPPLEMENTAL DATA*

DAUCH CAPITAL MARKETS DAY

Full Year 2026 Financial Outlook
($ in millions)

	Adjusted EBITDA	
	Low End	High End
Net loss	$ (220)	$ (195)
Interest expense	355	355
Income tax expense	-	-
Depreciation and amortization	825	825
Full year 2026 targeted EBITDA	960	985
Acquisition-related costs	60	60
Restructuring costs	100	100
Synergy integration costs	110	110
Acquisition-related fair value inventory adjustment	38	38
Amortization of acquisition intangible asset attributable to SDS	25	25
Unrealized foreign exchange loss on acquired U.S. Private Placement Notes	15	15
Mark-to-market on nondesignated derivatives assumed as part of the Business Combination with Dowlais	50	50
Other	(8)	(8)
Full year 2026 targeted Adjusted EBITDA	$ 1,350	$ 1,375

*Please refer to definition of Non-GAAP measures.

SUPPLEMENTAL DATA*

DAUCH CAPITAL MARKETS DAY

Full Year 2026 Financial Outlook
($ in millions)

	Adjusted Free Cash Flow	
	Low End	High End
Net cash provided by operating activities	$ 330	$ 340
Capital expenditures net of proceeds from the sale of property, plant and equipment	(450)	(450)
Full year 2026 targeted Free Cash Flow	(120)	(110)
Cash payments for acquisition-related costs	170	170
Cash payments for restructuring costs	135	150
Cash payments for synergy integration costs	85	100
Full year 2026 targeted Adjusted Free Cash Flow	$ 270	$ 310

*Please refer to definition of Non-GAAP measures.

DEFINITION OF NON-GAAP MEASURES

DAUCH CAPITAL MARKETS DAY

EBITDA and Adjusted EBITDA
We define EBITDA to be earnings before interest expense, income taxes, depreciation and amortization. As revised, Adjusted EBITDA is defined as EBITDA excluding the impact of restructuring and acquisition-related costs, debt refinancing and redemption costs, gains or losses on the derivative associated with our Business Combination with Dowlais, interest income on debt held in escrow, gains or losses on equity securities, impairment charges, unrealized foreign exchange gains and losses on acquired U.S. Private Placement Notes, mark-to-market on nondesignated derivatives assumed as part of the Business Combination with Dowlais, gains and losses on the disposal of property, plant and equipment, amortization of the acquisition intangible asset attributable to our investment in SDS, net of tax, and non-recurring items. We believe that EBITDA and Adjusted EBITDA are meaningful measures of performance as they are commonly utilized by management and investors to analyze operating performance and entity valuation. Our management, the investment community and the banking institutions routinely use EBITDA and Adjusted EBITDA, together with other measures, to measure our operating performance relative to other Tier 1 automotive suppliers. We also use Segment Adjusted EBITDA as the measure of earnings to assess the performance of each segment and determine the resources to be allocated to the segments. EBITDA and Adjusted EBITDA are also key metrics used in our calculation of incentive compensation. EBITDA and Adjusted EBITDA should not be construed as income from operations, net income or cash flow from operating activities as determined under GAAP. Other companies may calculate EBITDA and Adjusted EBITDA differently.

Free Cash Flow and Adjusted Free Cash Flow
We define free cash flow to be net cash provided by operating activities less capital expenditures net of proceeds from the sale of property, plant and equipment. Adjusted free cash flow is defined as free cash flow excluding the impact of cash payments for restructuring and acquisition-related costs, including net interest on debt held in escrow. We believe free cash flow and Adjusted free cash flow are meaningful measures as they are commonly utilized by management and investors to assess our ability to generate cash flow from business operations to repay debt and return capital to our stockholders. Free cash flow and Adjusted free cash flow are also key metrics used in our calculation of incentive compensation. Other companies may calculate free cash flow and Adjusted free cash flow differently.

Net Debt and Net Leverage Ratio
We define net debt to be total debt, net less cash, cash equivalents, and restricted cash. We define Net Leverage Ratio to be net debt divided by the trailing 12 months of Adjusted EBITDA. We believe that Net Leverage Ratio is a meaningful measure of financial condition as it is commonly used by management, investors and creditors to assess capital structure risk. Other companies may calculate Net Leverage Ratio differently.

Liquidity
We define Liquidity as cash on hand plus amounts available on our revolving credit facility and non-U.S. credit facilities.