

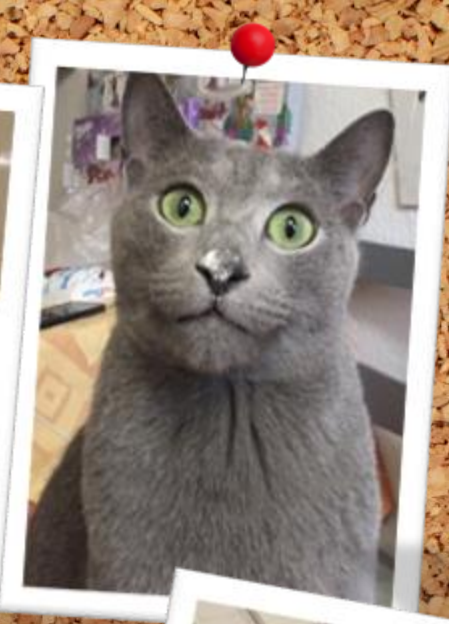
19 April 2023

Meike Pfefferkuchen

Mergers, acquisitions, and communications integration – Oh my!



 **BorgWarner**



AGENDA

1. **Introduction BorgWarner**
2. **State of communication by close of the acquisition**
3. **Program rollout**
4. **Lessons learned**

Introduction BorgWarner



BorgWarner In Numbers

~52k
Employees

\$15.8
Billion in
2022 Sales

92
Locations

22
Countries

Product Portfolio



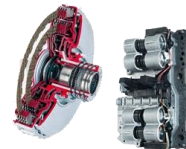
Electric Drive
Modules



Power
Electronics



Fuel Injection
Systems



Transmission
Technologies



Starters &
Alternators



Thermal
Management

Operating Model

- Centralised organisation



- BorgWarner's balanced operating model of:



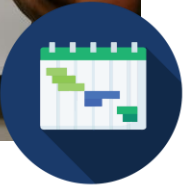
- **Local accountability (LA):** puts authority and empowerment closer to the action – the customer.
- **Global Strength (GS):** necessary for leverage and synergy across the business.

State of communication by October 2020

State of communication by October 2020

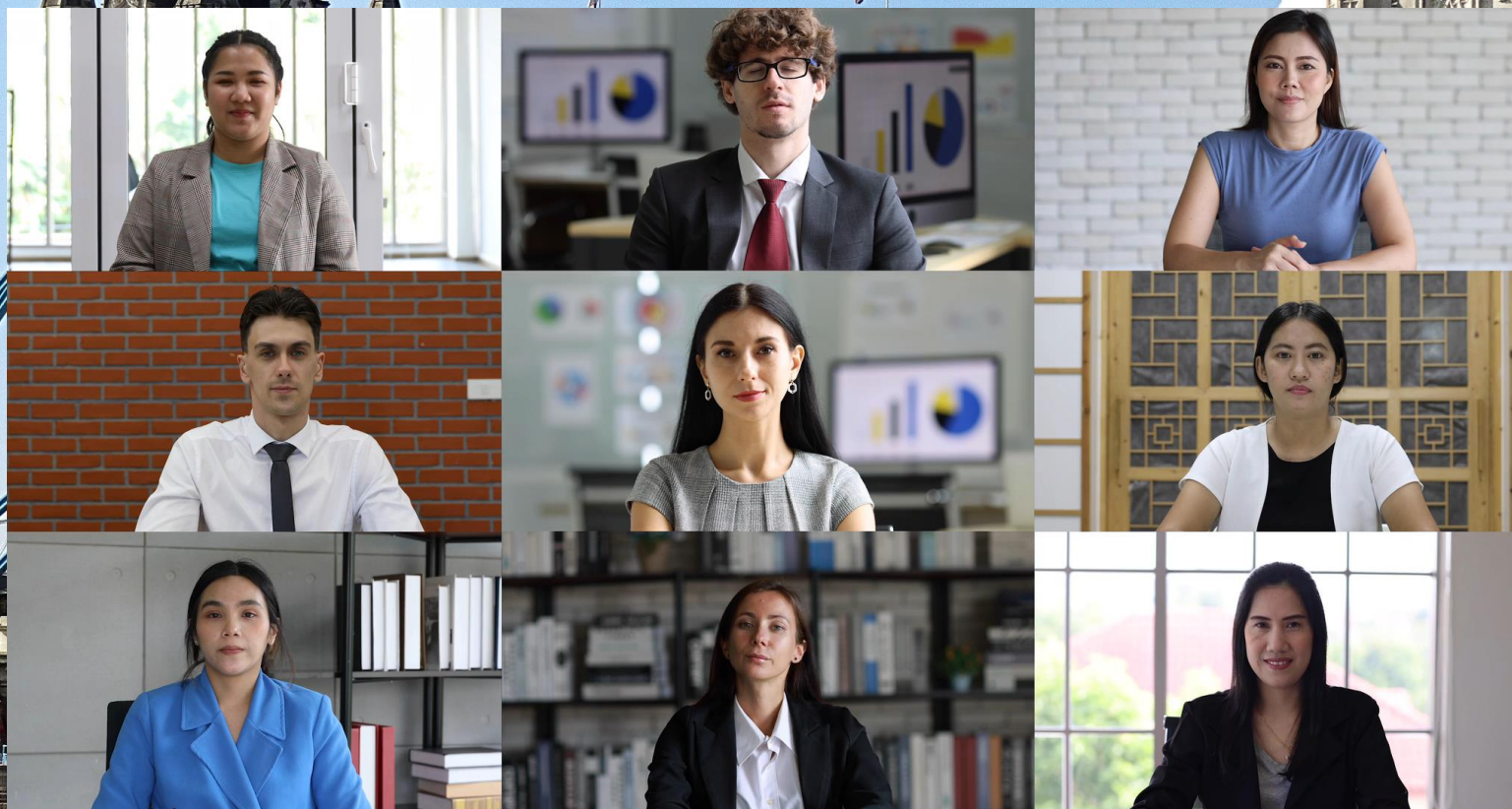


Our approach



Program rollout

Let's follow the project plan



Challenges

- Finding and engaging the right IT partners
- Aligning with the work's council
- Securing legal approvals on the DPA
- Enrolling contract/contingent employees

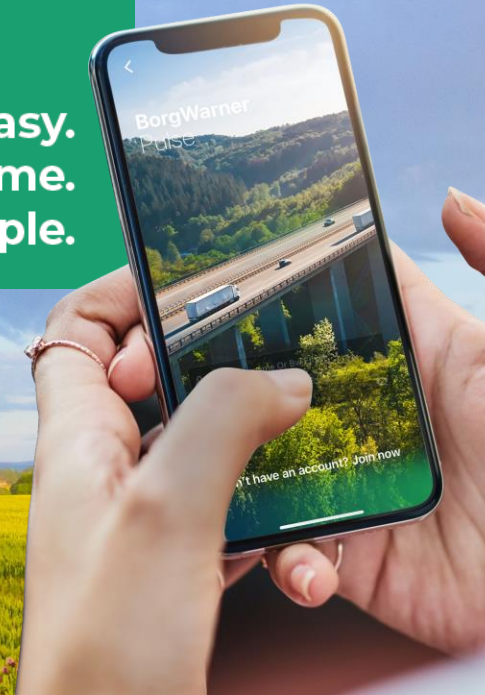
We can make it



PLUG INTO THE POWER!

PULSE
BorgWarner

Real Easy.
In Real Time.
About Real People.

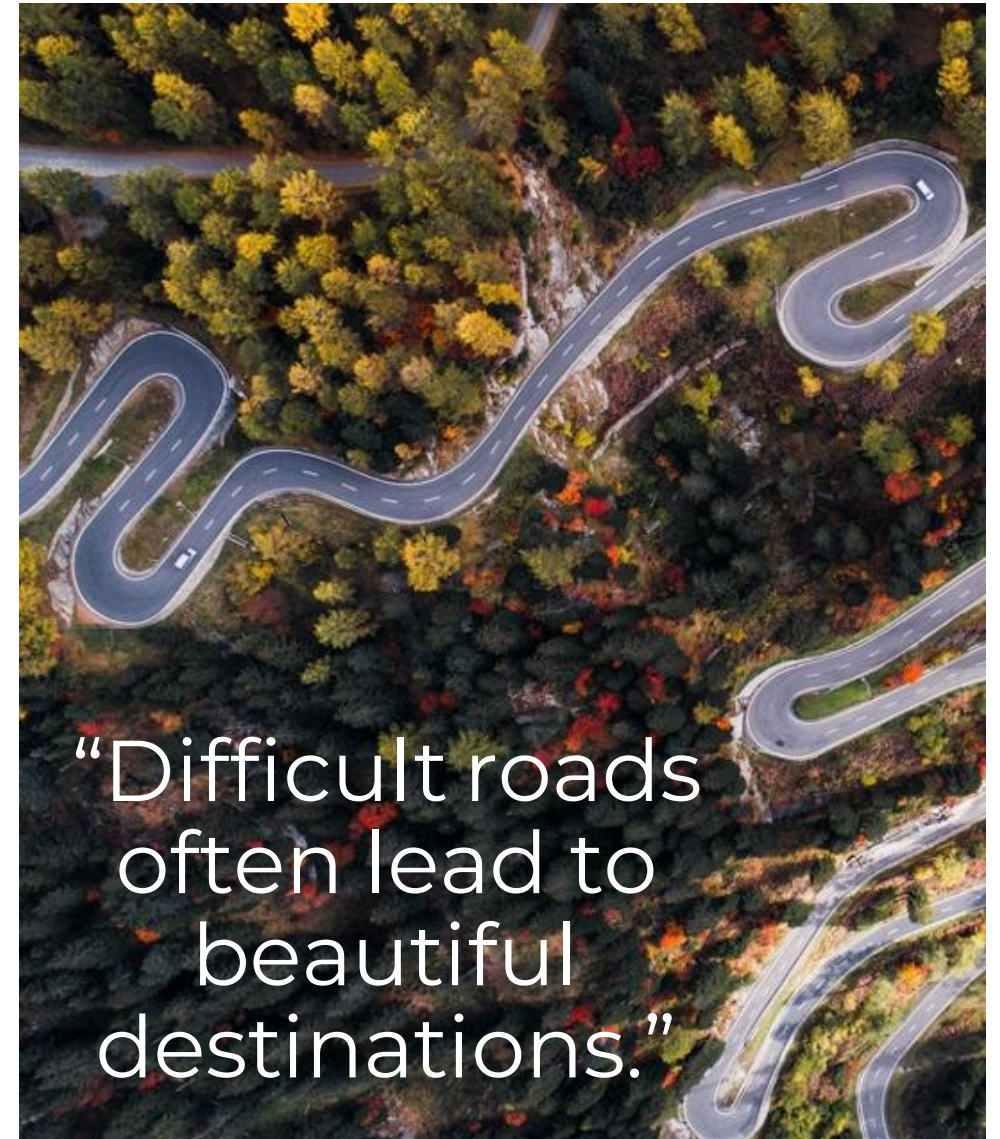


Our achievements



Achievements

- 76% of our salaried employees registered
- 27% of our hourly employees registered
- 80% of our members use the platform regularly
- All with an optional tool



“Difficult roads often lead to beautiful destinations.”

Lessons learned

Lessons learned

1. Start the project from a blank page!
2. Leverage your knowledge and experience but be open to the detours!
3. Show people the power of the tool!

