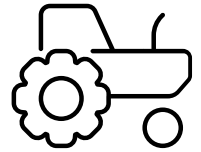


Enterprise-wide electrification strategy to synchronize the development of solutions across the comprehensive portfolio



STRATEGIC CHALLENGES

- Customer value of electrified solutions and future customer expectations are highly uncertain
- Future enterprise electrification product line-up is unclear
- Foundational work in electrification across the enterprise is not aligned and drives internal complexity
- Individual business cases are not positive
- Existing op model doesn't support common architecture and module development

IMPACT

- Increased the focus on customer and company value
- Ensured clarity about future technologies and products
- Potential for standardized interfaces and module reuse identified
- Central development unit to lever synergies across different products established

LEVERS

- Aligned enterprise electrification vision created
- Central market analysis process for electrification established
- Process to assess the value of electrified solutions established
- Central development teams strengthened
- Common architecture and modules defined