

Analysts' Conference

FY 2022 Figures

March 28, 2023



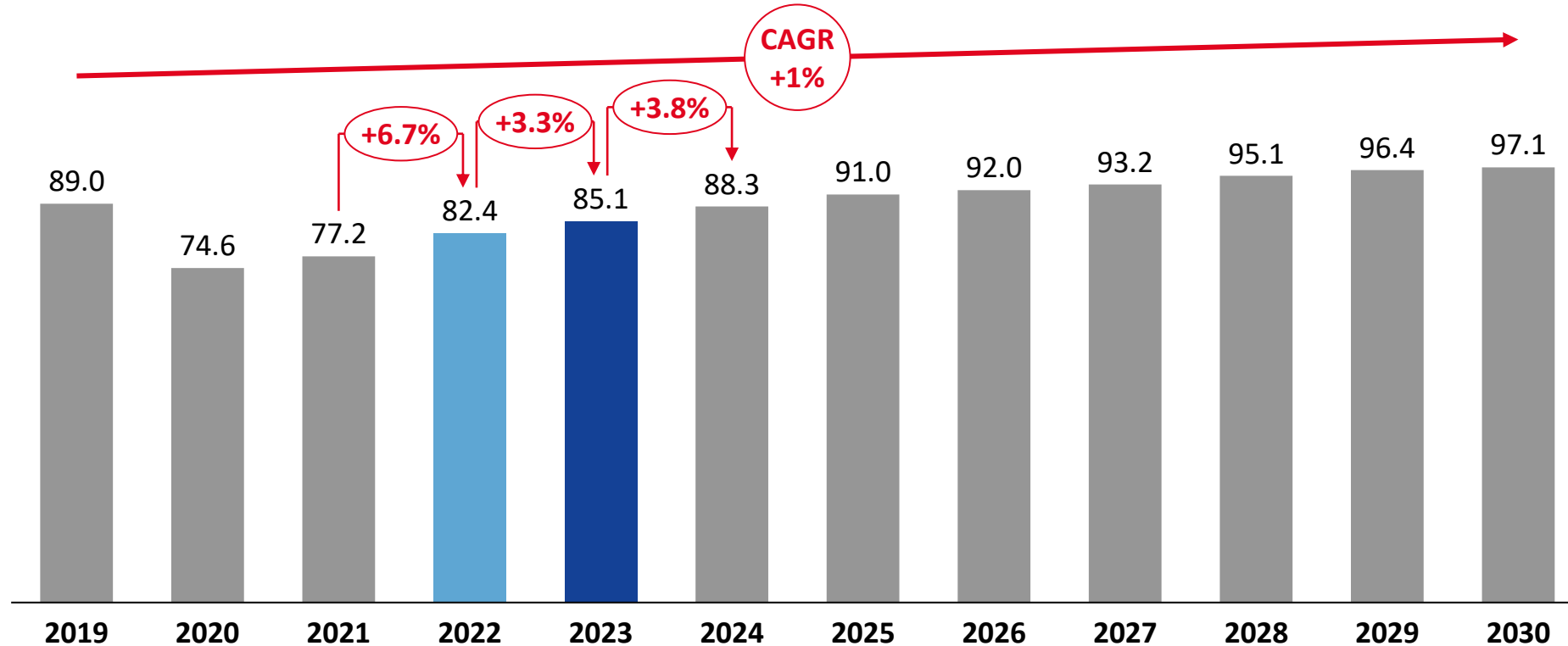


Strategic Overview

Dr. Stefan Wolf
CEO

Automotive remains a growing market

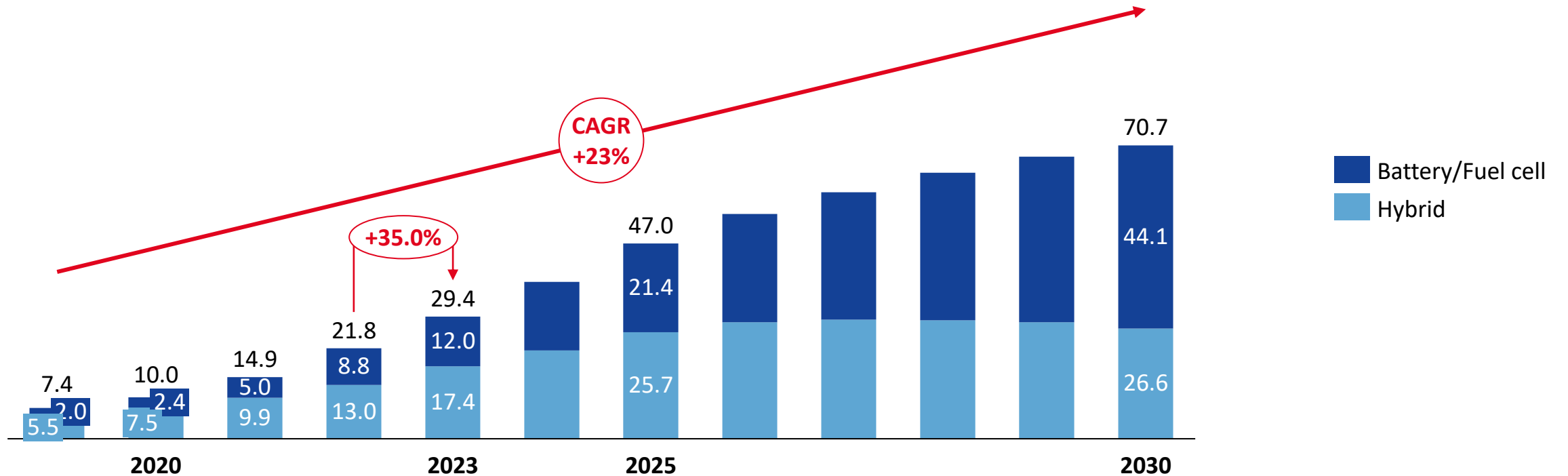
Global light vehicle production – in million units



Source: S&P Global Mobility (02/2023)

Transformation of mobility sector is picking up speed

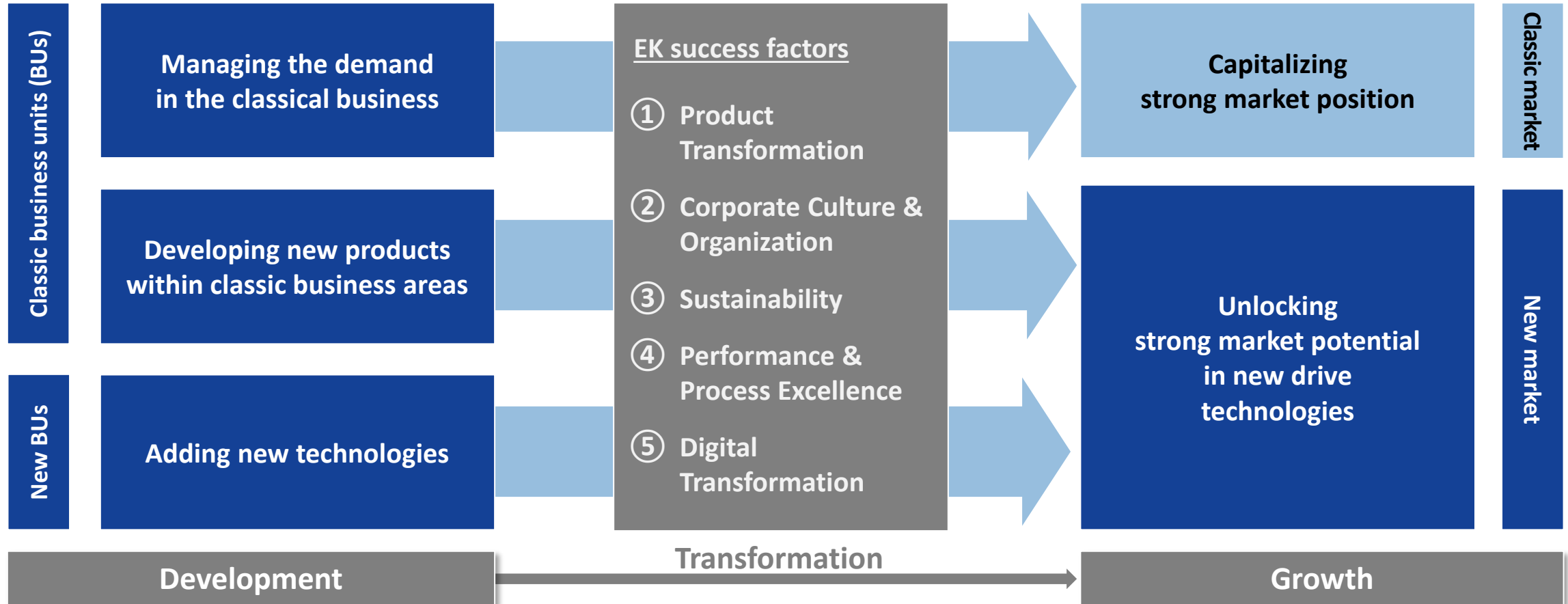
Global light vehicle production by powertrain – in million units



Differences due to rounding

Source: S&P Global Mobility (02/2023)

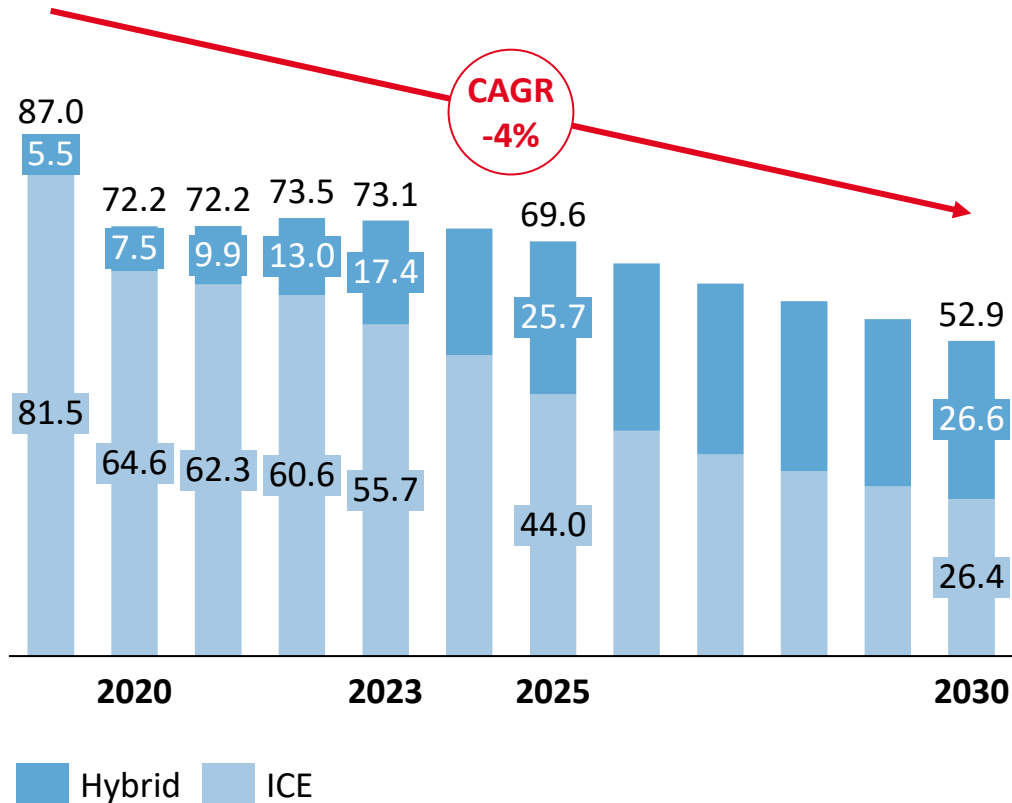
Corporate transformation results in growth path



Success factor: Product transformation

Managing the demand in the classical business

Global light vehicle production by powertrain – in million units



- Utilizing strong market position
- Proactive management of capacities
- Consolidation possible when needed
- Capex spending according to order situation
- Using synergies of ICE- and non-ICE products with regard to machinery



Source: S&P Global Mobility (02/2023)

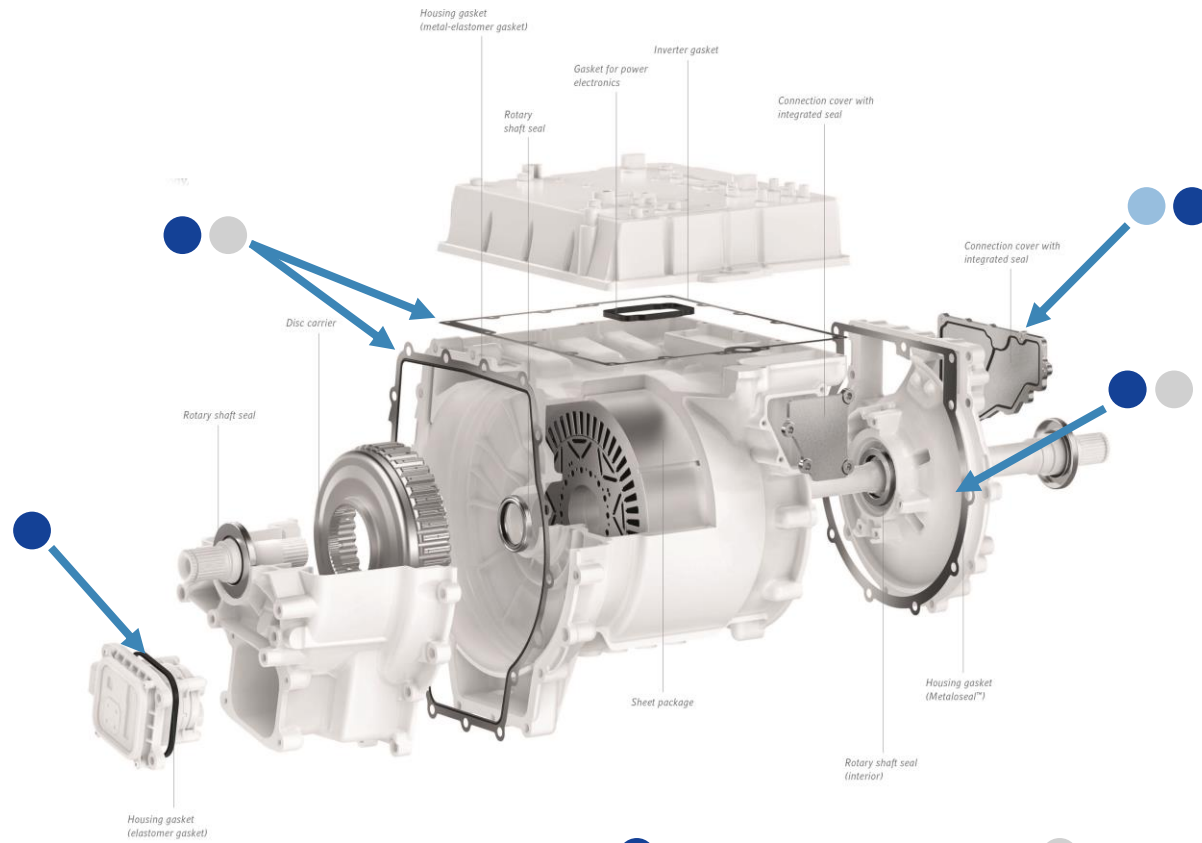
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Success factor: Product transformation

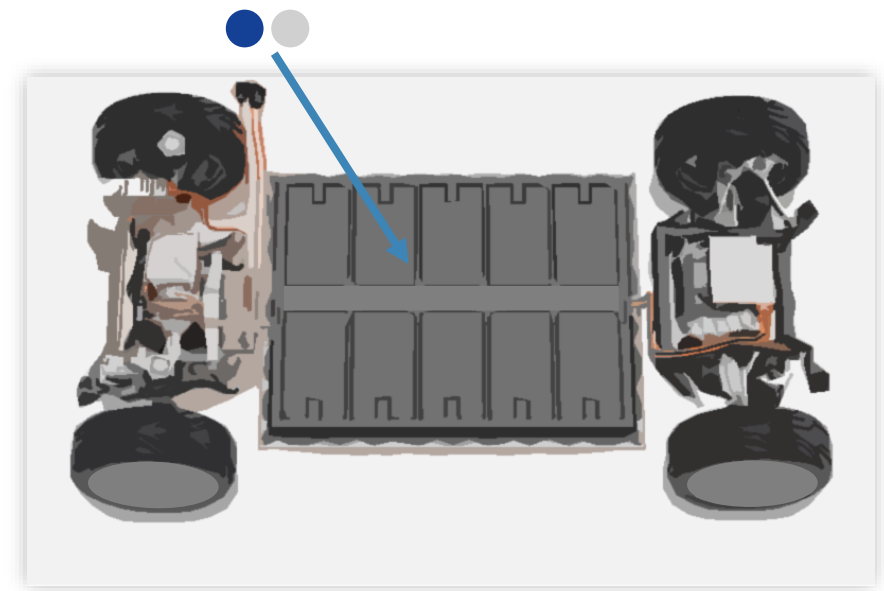
Developing new products within classic business areas

Decomposition of electric drive unit (EDU) with selective ElringKlinger components

Exemplary battery electric vehicle platform



- Elastomer gasket
- Metal elastomer gasket
- Plastic modules



New technologies added to product portfolio

Business unit E-Mobility		
Fuel Cell Technology	Battery Technology	Drivetrain Technology
<ul style="list-style-type: none">• Start of developing activities more than 20 years ago• Joint company EKPO Fuel Cell Technologies with Plastic Omnium, majority stake held by ElringKlinger, thus fully consolidated• Joint company with Airbus for developing and validating aviation-compatible fuel cell stacks, non-controlling interest by ElringKlinger• Providing components and stacks• Metallic bipolar plate enable stacks to provide high power density	<ul style="list-style-type: none">• Serial supplier of components for more than 10 years• First serial order for cell contacting systems followed by further orders• Based on in-depth know-how and expertise in metal handling – coating, stamping, embossing• Dual approach: components targeting mass market, systems focusing on niche markets	<ul style="list-style-type: none">• Combining power of two strong partners: ElringKlinger holding minority stake in hofer AG and majority stake of joint production companies which are, thus, fully consolidated• Focusing on high-end sports and luxury car segment• Components like rotor-stator or disc carrier provided by ElringKlinger business unit Metal Sealing Systems & Drivetrain Components

Success factor: Product transformation

Continuing to develop innovations in new technologies



State of the art design



EK InnoCap design

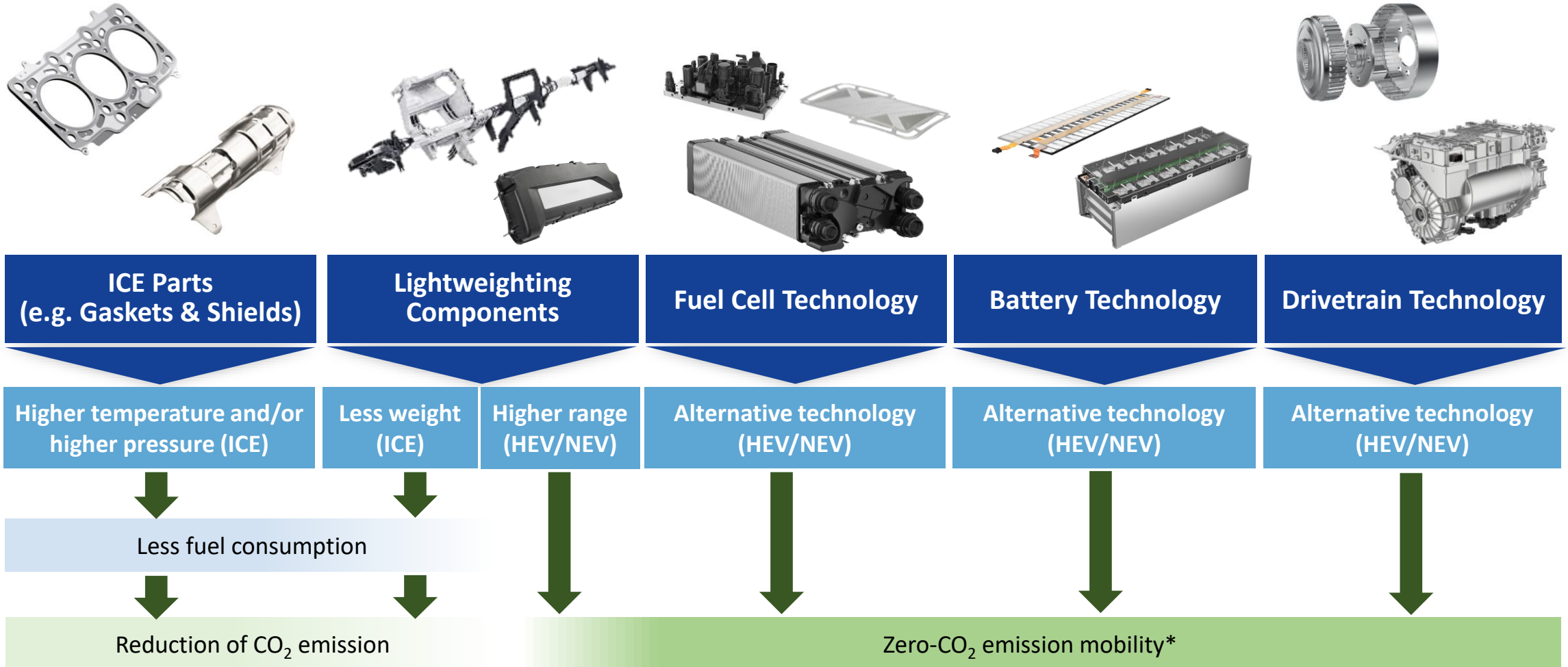
- **IPCEI funding*** for innovative battery cell house design
- **Total funding volume of EUR 33.8m by end of 2026**
- **Some key technological facts:**
 - Innovative sealing and simpler geometries of single parts
 - Lean production concept results in cost effectiveness
 - In the end, cell housing with up to 25% less components, less materials required and thus shrinking carbon footprint by 40%

IPCEI = Important Project of Common European Interest

* By Federal Ministry of Economic Affairs and Energy as well as Ministry of Economic Affairs of the State of Baden-Württemberg

Success factor: Sustainability

Broad product portfolio for future technologies

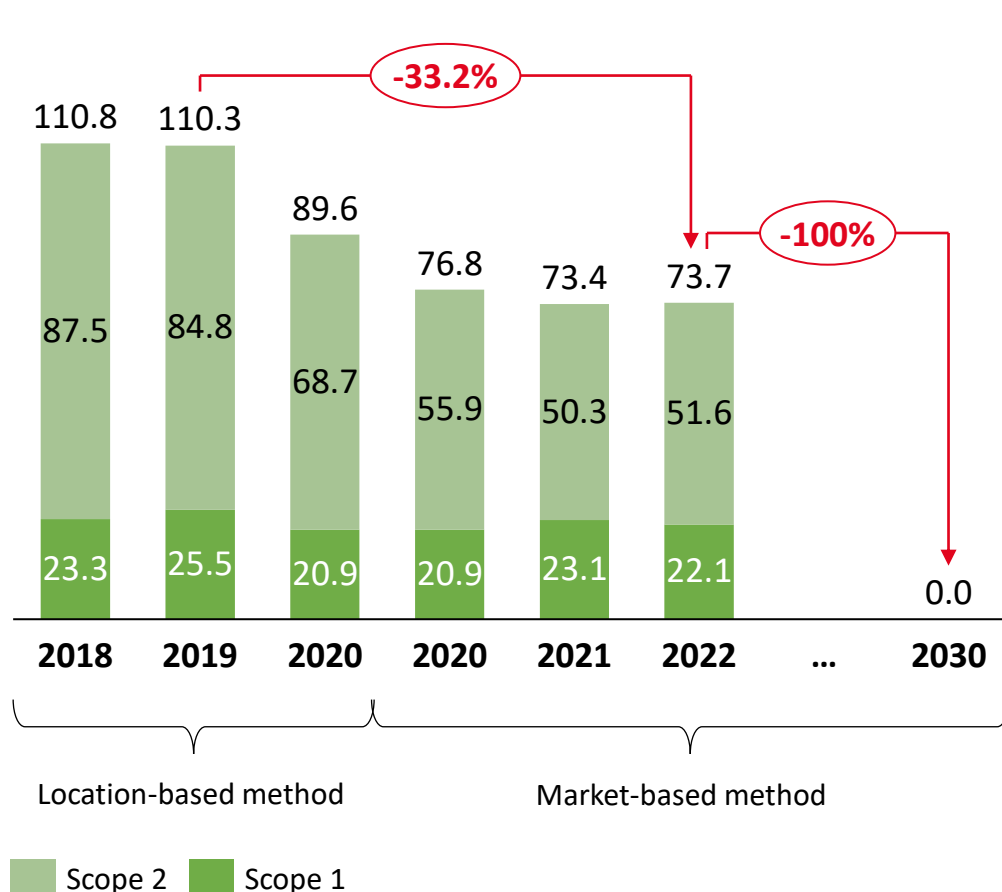


* If using energy from renewable sources

Success factor: Sustainability

Production set up to be CO₂-neutral by 2030

Scope-1 and Scope-2 emissions – in metric tons



Reduction of CO₂ and energy efficiency

- 2.5 % CO₂ emissions p.a. at every production site (base: 2019)
- Increase energy efficiency of buildings and machines
- Optimize existing processes



New clean power

- Investing in green energy projects
- PV installation at Group locations in India (2021), in China (Changchun, 2022) and in Spain (2023)
- Installation of heat pump in Gelting, Germany (2023)



Green power

- Switching electricity contracts to green electricity:
- Until 2025 European sites (German sites switched in 2021)
- Until 2030 worldwide



Offsetting

- Offset unavoidable CO₂ emissions through investments in climate protection projects.

Success factor: Digital transformation

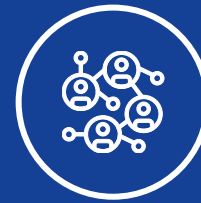
On track to a digital-driven enterprise for managing the growth



DIGITAL
BUSINESS
PLATFORMS



PLATFORM
OPERATING
MODEL



DIGITALLY
EMPOWERED
PEOPLE

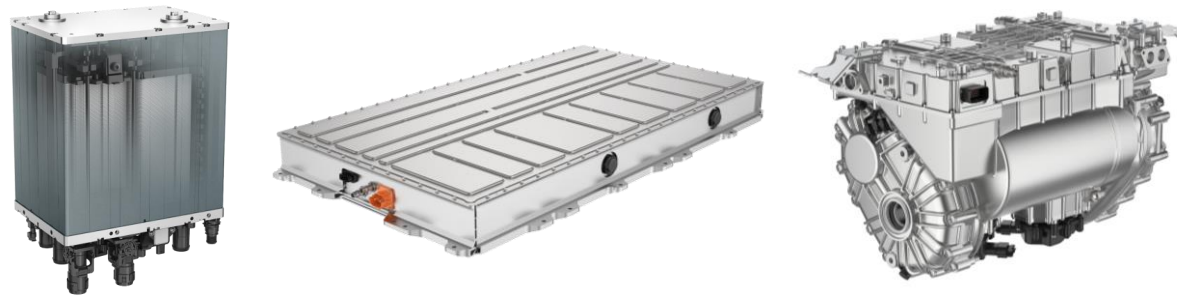


DIGITAL
INTELLIGENT
ENTERPRISE

- **New** process and system **architecture** aligned with strategic priorities and business demands
- Ensuring a leading market standard with **continuous end-to-end optimization** capabilities
- **Empowering our people at all levels** to fully leverage the opportunities of digitization

Broad product spectrum in systems and components business

Stacks and systems



- **Developed** over the past decades
- **Mass market** production in fuel cell business, **niche markets** for battery systems and electric drive units
- Mainly in **ramp-up** phase
- Recognized in sales of E-Mobility business units

Components

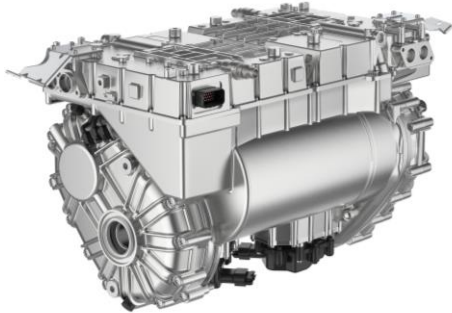


- Based on the **core competencies** of established ICE products
- Already in **serial production** for the most part
- Realizing **further growth** potential
- Recognized in sales of established as well as E-Mobility business units

Transformation starting to materialize

In serial production for high-end car market segment

Systems



- Development and supply of drive units and sub-systems
- Order for **European all-electric high-end sports car model** received
- **New plant in UK for production**
- **Production started in 2021**
- Recognized in sales of business unit **E-Mobility**

Components



- Order for a **European all-electric sports car model** received
- **Mass market** production in fuel cell business, **niche markets** for battery systems and electric drive units
- Manufactured in **headquarters factory in Dettingen/Erms**
- Recognized in sales of business unit **Metal Sealing Systems & Drivetrain Components**

Transformation starting to materialize

Major order for global battery manufacturer ramping up

Systems



- Contract for **prototypes of battery systems** received in 2021, including development, supply and testing
- Initial volume in **single-digit million-euro range**
- Designated for **all-electric sports car model** engineered by Swiss-German manufacturer **Piëch**
- Recognized in sales of business unit **E-Mobility**

Components



- Large-scale **order for cell contacting systems** received in 2021
- Total **volume in mid-triple-digit million-euro** range over a term of **nine years**
- Customer: **global battery manufacturer** with a factory in Germany
- End customer: **German premium OEM**
- Production currently **in ramp-up phase**
- Recognized in sales of business unit **E-Mobility**

Transformation starting to materialize

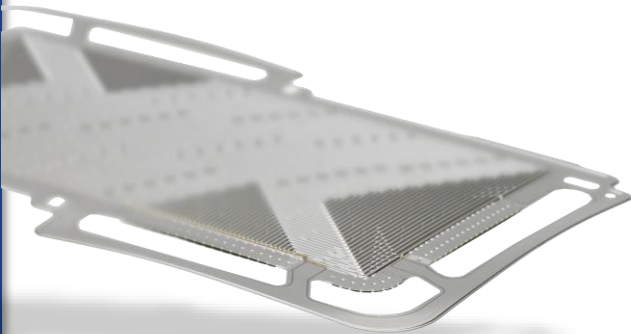
Large-scale order for EKPO by global OEM for bipolar plates

Stacks



- **Broad area of fuel cell applications** reflected in order situation
- **Contracts received** for commercial aviation sector, for maritime applications like boats and ships, for intralogistics vehicles, and for automotive applications
- Initial **production capabilities of up to 10,000 stacks per year** in compliance with automotive standards
- Recognized in sales of business unit E-Mobility

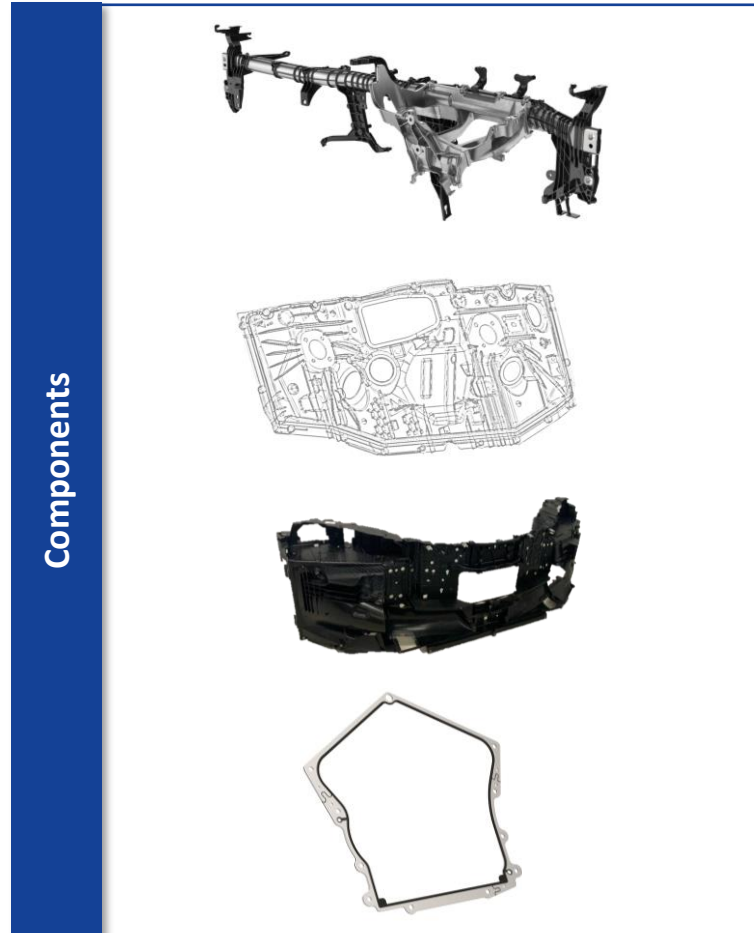
Components



- **Major series order from global car manufacturer** received
- Total **volume in mid-triple-digit million-euro range** over a term of **five years**
- Supply of **metallic bipolar plates for future fuel cell system** of customer
- Production to **commence in 2026**
- Recognized in sales of business unit E-Mobility

Transformation starting to materialize

Numerous orders in established business units, e.g. Lightweighting



Cross-car beam

- Global OEM
- Volume: mid double-digit million-euro area p.a.
- Production from 2023 onwards

Structural plastic component

- Global OEM
- Volume: low double-digit million-euro area p.a.
- Production from 2023 onwards

Front-end

- American OEM
- Volume: mid single-digit million-euro area p.a.
- Production in ramp-up phase

Metal elastomer gaskets

- Global OEM
- Volume: low double-digit million-euro area p.a.
- Production worldwide since 2019

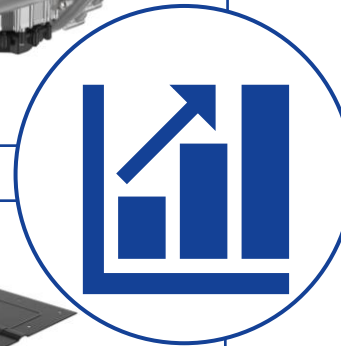
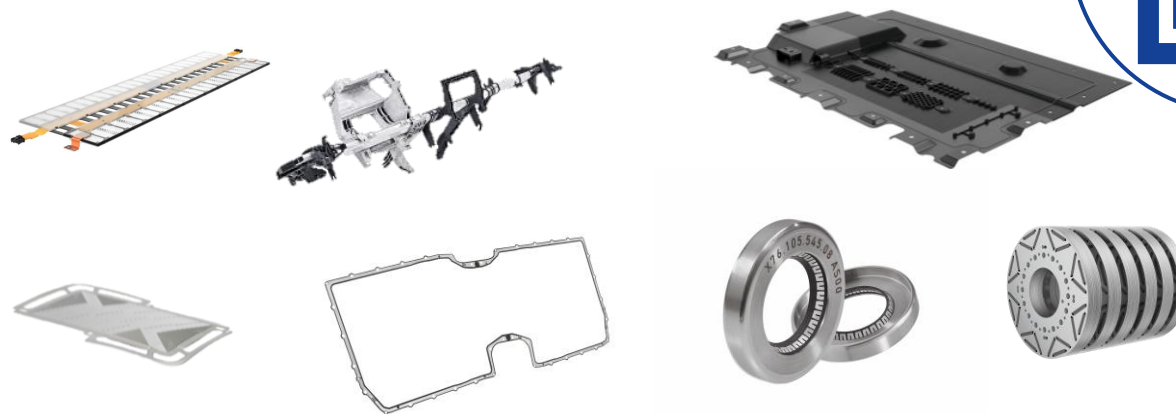
At the starting point of growth period

Substantial growth by products for new drive technologies

Stacks and systems



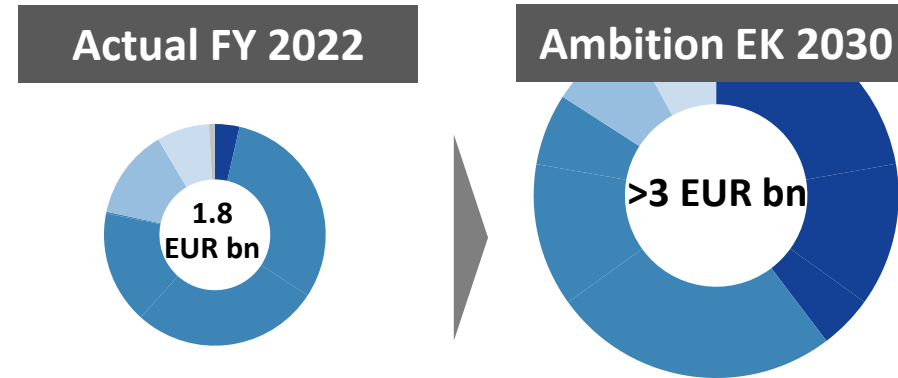
Components



Strong sales growth for the Group expected by both systems and components

At the starting point of growth period

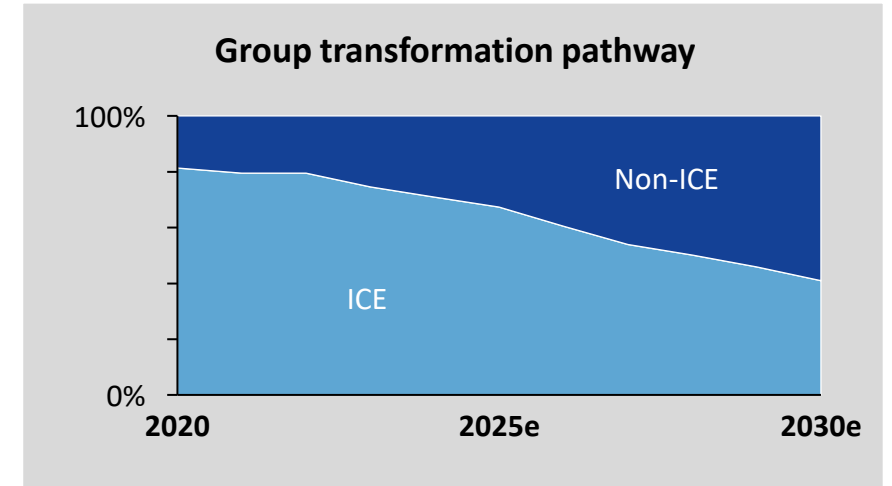
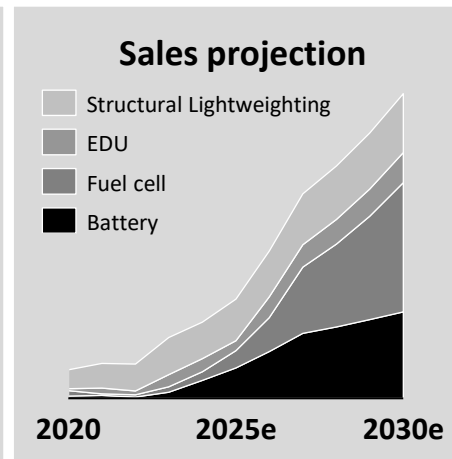
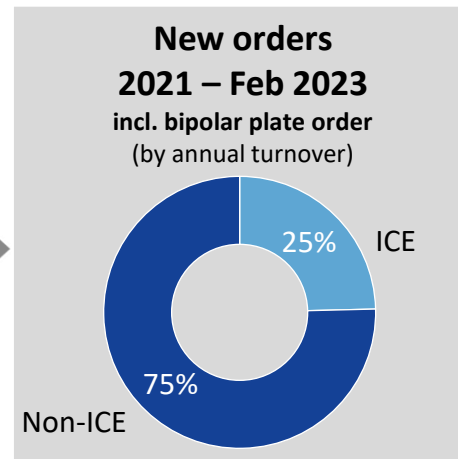
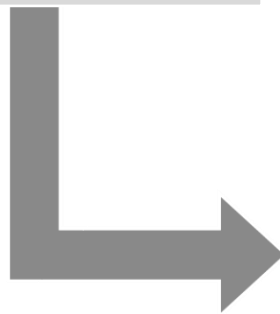
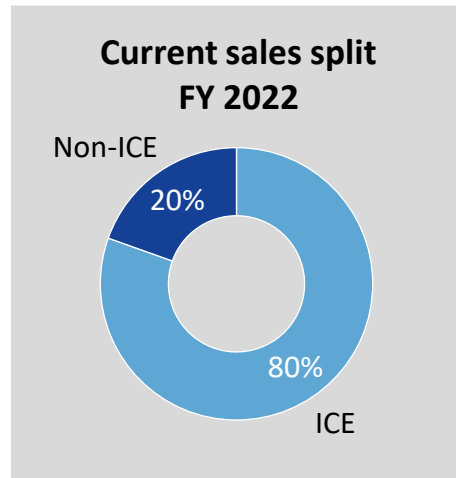
Ambition to achieve more than EUR 3 bn in sales by 2030



- ▶ There is **strong growth in strategic future areas**: fuel cell, battery, drivetrain, and structural lightweighting as well. By ramping up business, they will also generate **good earnings contribution**.
- ▶ The Group will also transform internally by **comprehensive digitization and process optimization** to enable growth and establish a platform for the period beyond 2030.
- ▶ **Established business units** will realize **valuable growth** in the course of their internal transformation, but below the high growth rate of the new technologies.
- ▶ **Sustainability** is to be understood as a comprehensive approach and is a **key priority** of the Group.
- ▶ **Aftermarket** and **Engineered Plastics** remain a strong sales and earnings contributor.

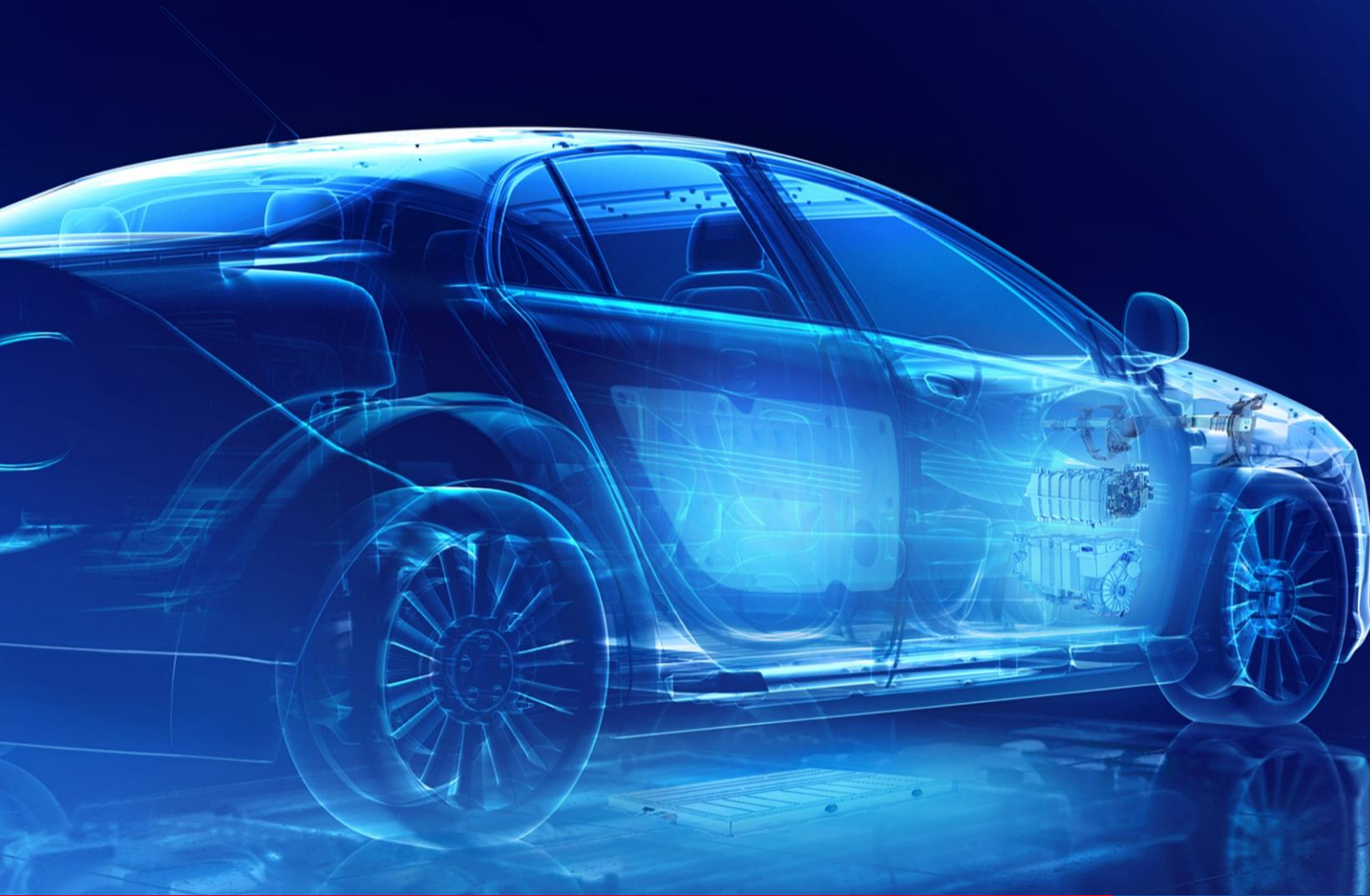
At the starting point of growth period

Product transformation prevails



Non-ICE includes non-automotive business as well as components that are independent of drivetrain technology. ICE includes Aftermarket business. Data after 2027 based on growth assumptions.

Status: 03/2023



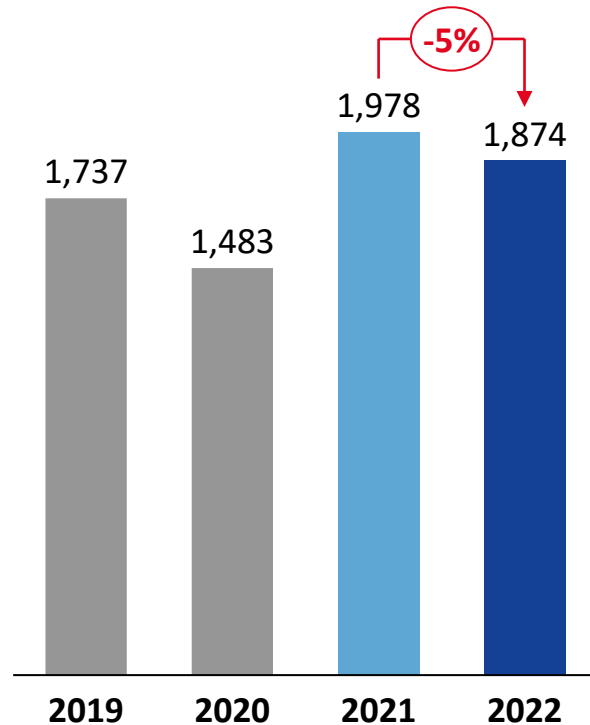
Financials

Thomas Jessulat
CFO

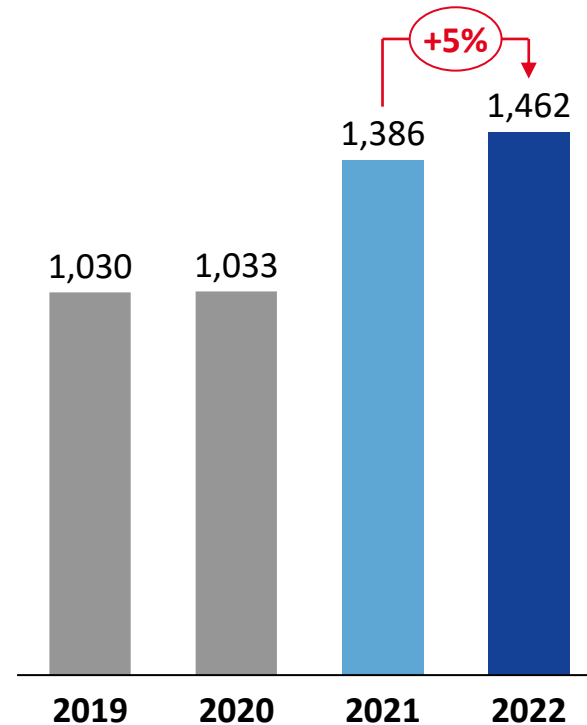
FY 2022: Orders and sales

Solid order situation and sales on record level

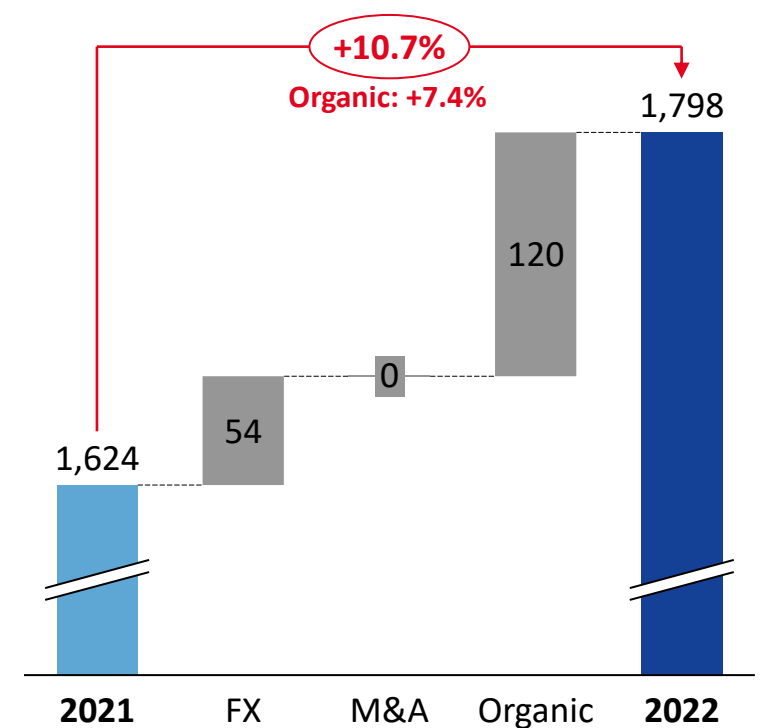
Order intake – in EUR million



Order backlog – in EUR million



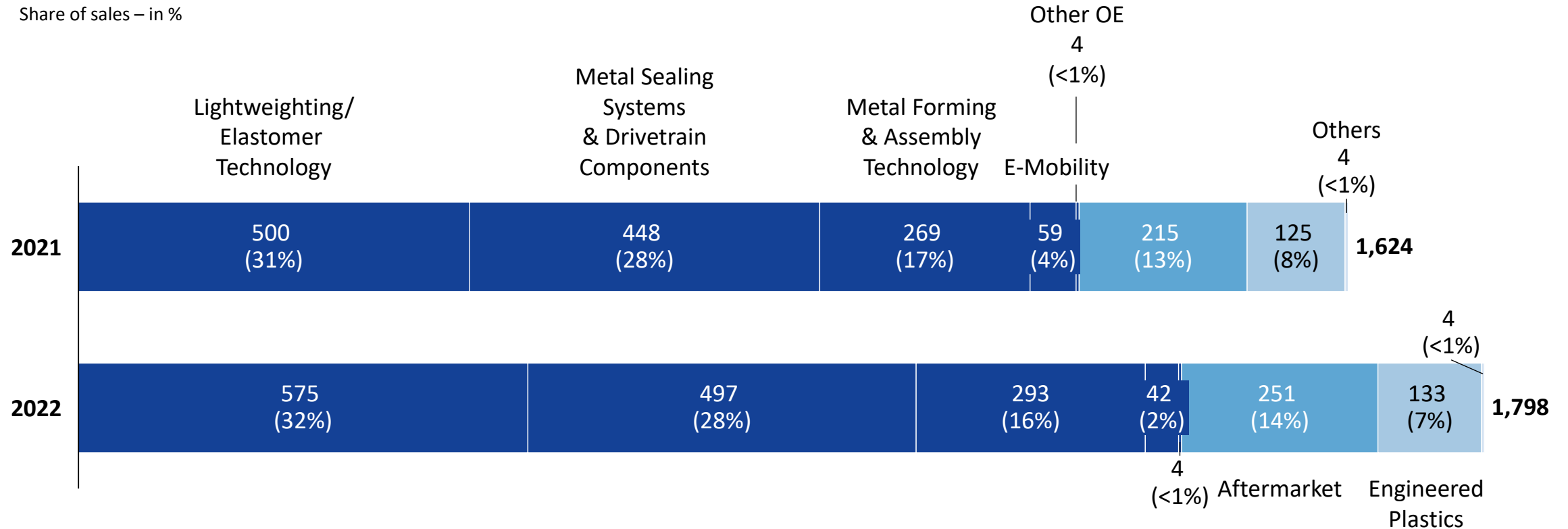
Sales – in EUR million



FY 2022: Sales

Revenue expansion across all major segments

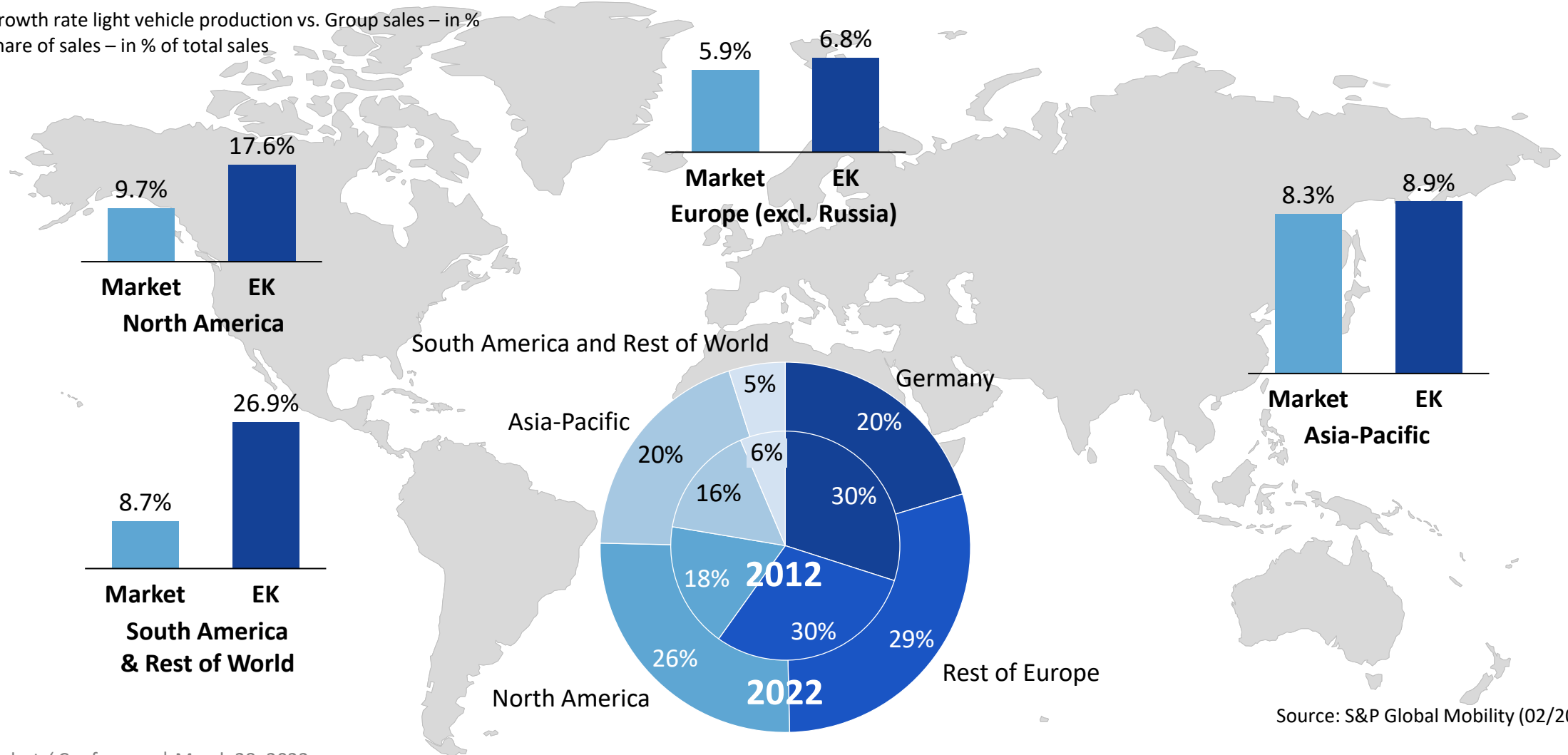
Sales by segment/business unit – in EUR million
Share of sales – in %



FY 2022: Sales

Sales growth above market level in all regions

■ Growth rate light vehicle production vs. Group sales – in %
 ■ Share of sales – in % of total sales

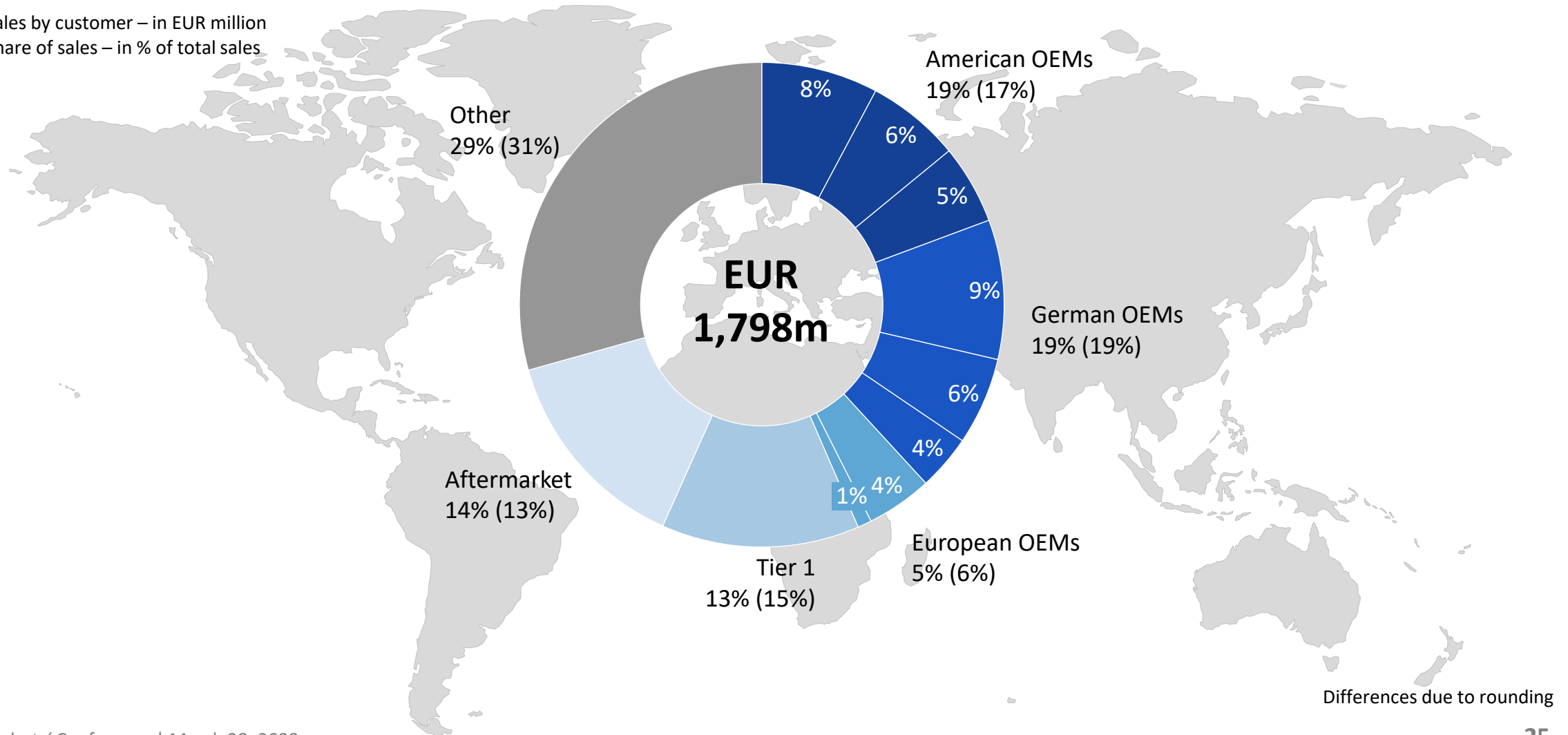


Source: S&P Global Mobility (02/2023)

FY 2022: Sales

Broadly diversified customer base

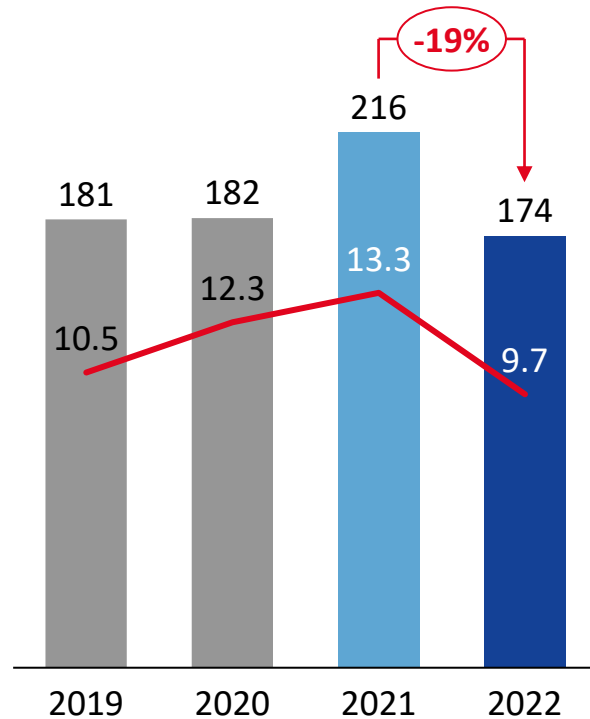
Sales by customer – in EUR million
Share of sales – in % of total sales



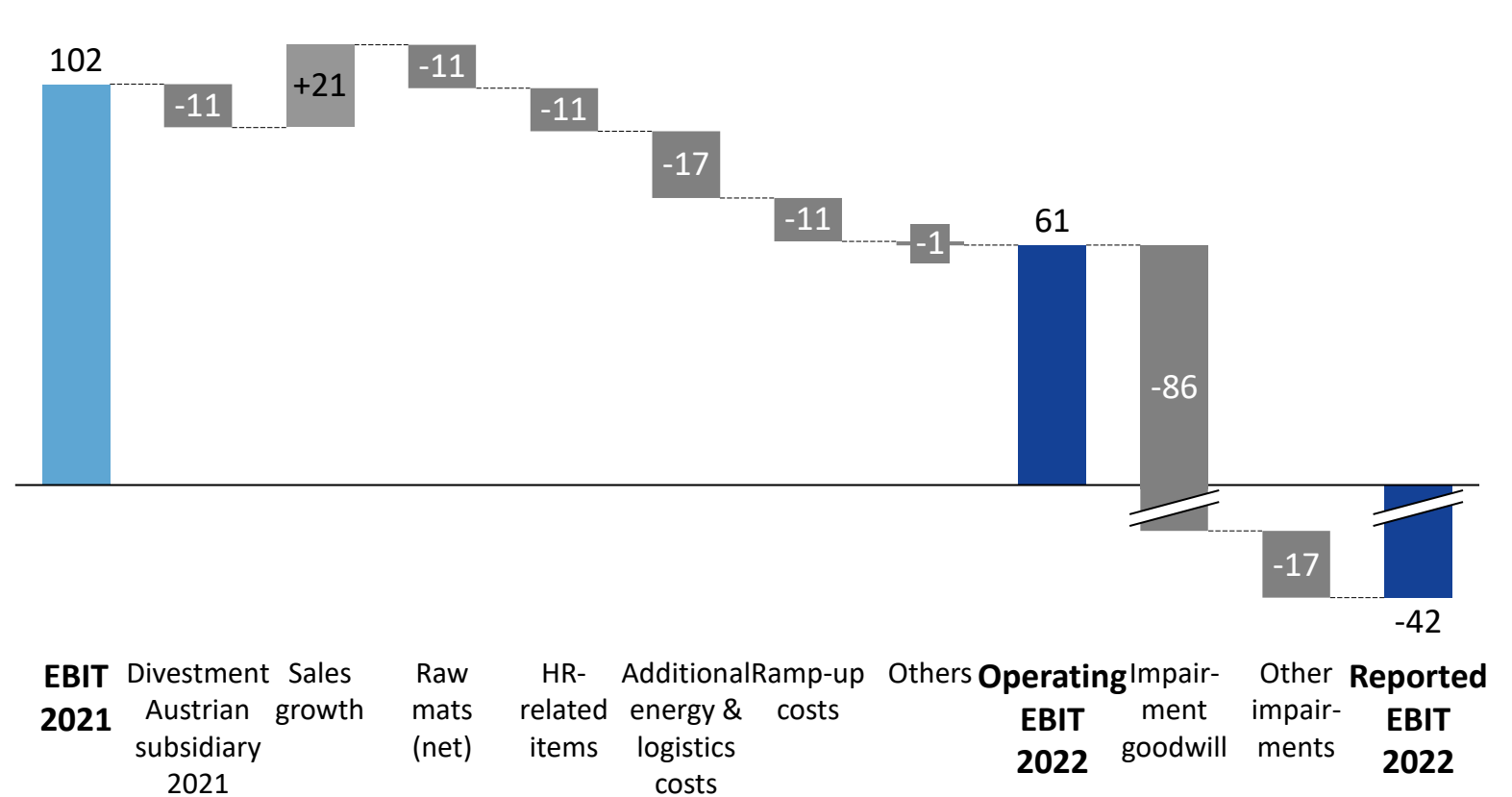
FY 2022: Earnings

Cost inflation affecting operating EBIT

EBITDA – in EUR million
EBITDA margin – in %



EBIT bridge – in EUR million



Adjusted EBIT for comparing operating profitability



EBIT (reported)

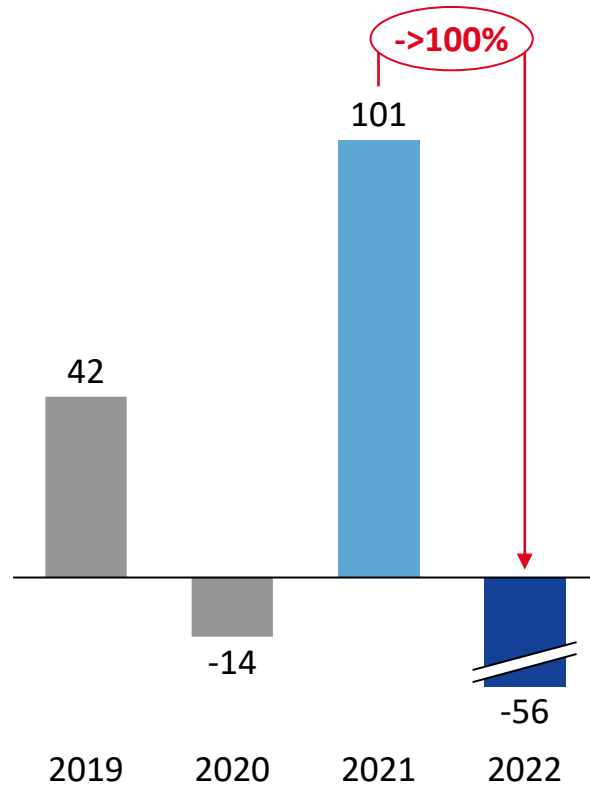
- + Amortization of intangible assets from purchase price allocation (PPA)
- +/- Changes in scope of consolidation
- + Impairment on goodwill
- + Impairment on assets
- Write-ups
- +/- Gains/losses from disposal of entities
- +/- Restructuring and restructuring-related expenses
- +/- Other non-operating effects

= **EBIT (adjusted)**

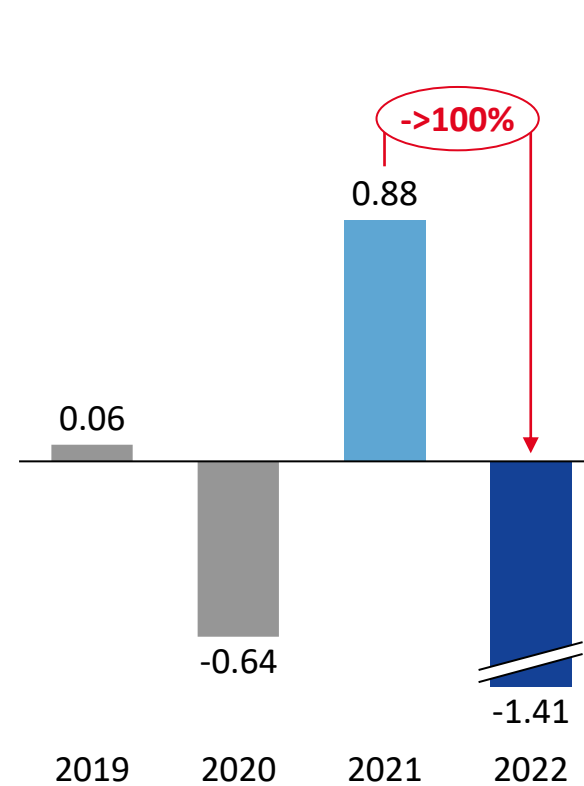
FY 2022: Earnings

Stable dividend payment proposed for reasons of continuity

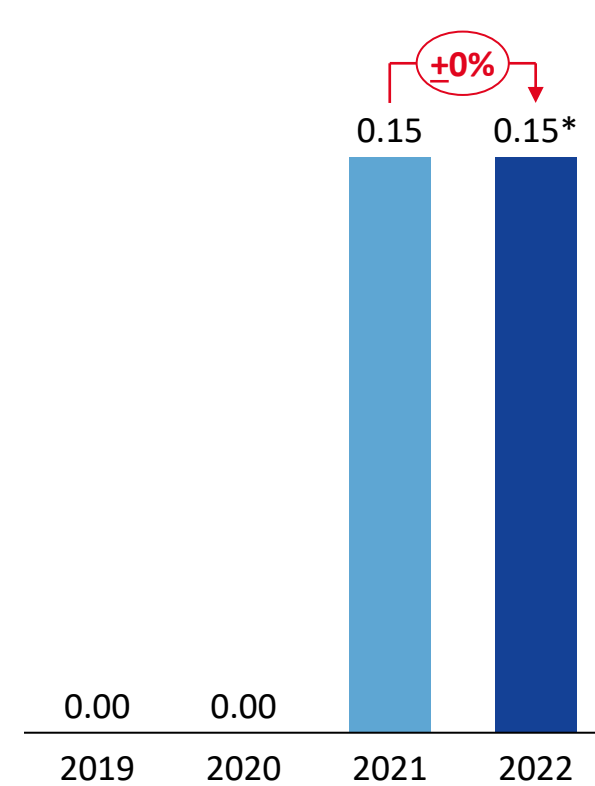
EBT – in EUR million



Earnings per share – in EUR



Dividend payment per share – in EUR

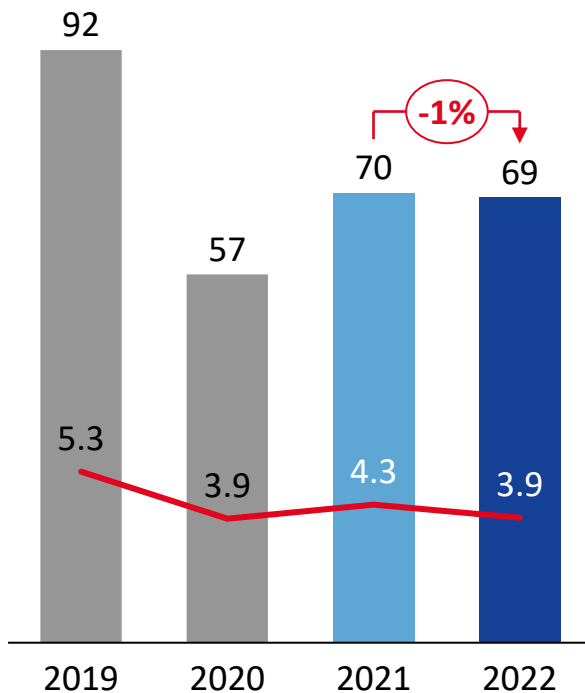


*Proposal to the Annual General Meeting 2023

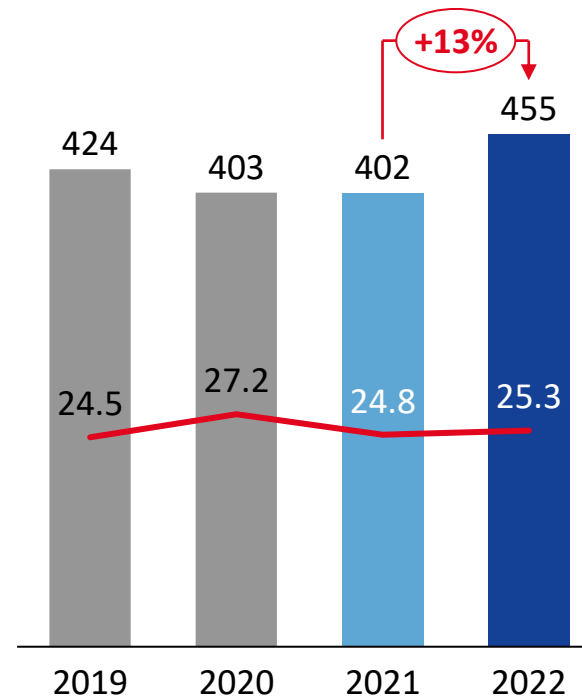
FY 2022: Cash flow

NWC ratio almost on prior-year level, op. free cash flow positive

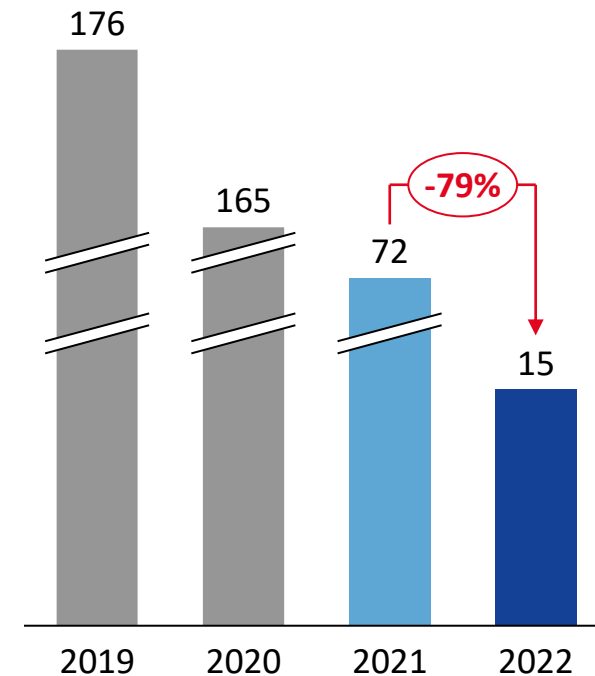
Capex – in EUR million
Capex ratio – in % of total sales



Net Working Capital (NWC) – in EUR million
NWC ratio – in % of total sales



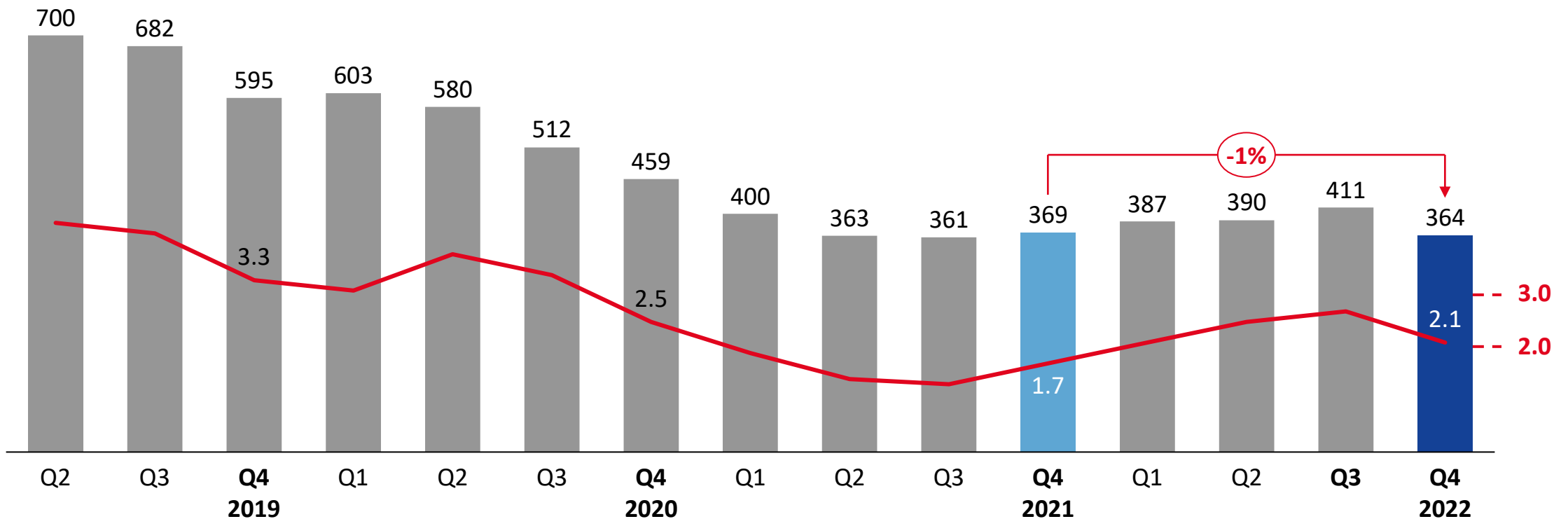
Operating Free Cash Flow – in EUR million



FY 2022: Balance sheet

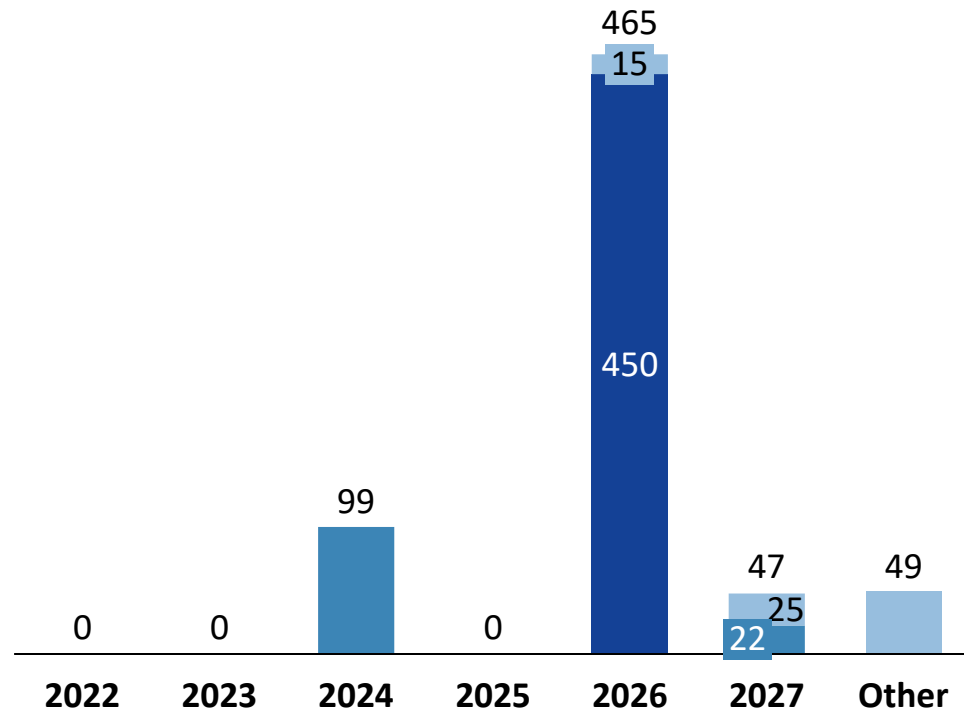
Net financial debt at the lower end of expectations

Net Financial Debt – in EUR million
Net Financial Debt/EBITDA



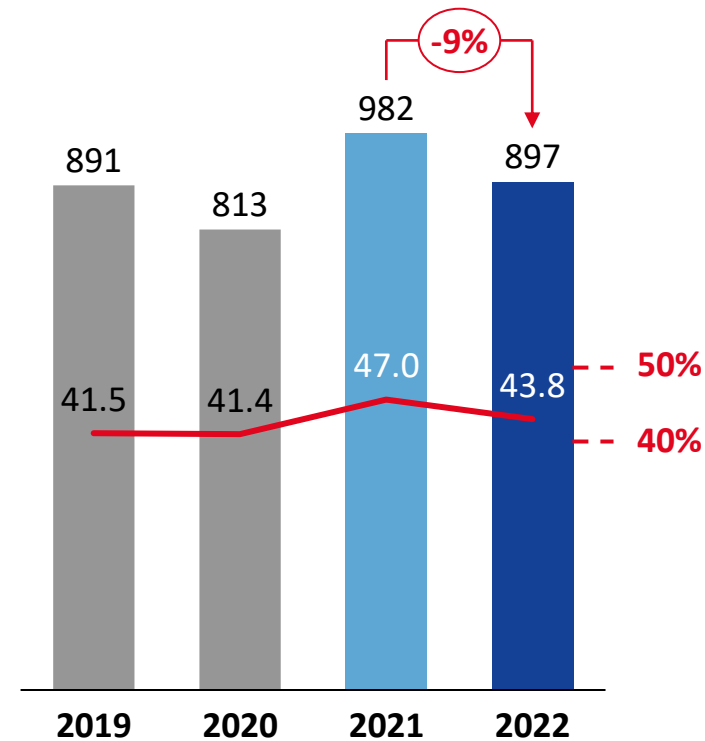
No major refinancing in 2023, equity ratio remains robust

Loans and credit lines by year of maturity – in EUR million



■ Bilateral
 ■ Promissory Notes
 ■ Syndicated Loan

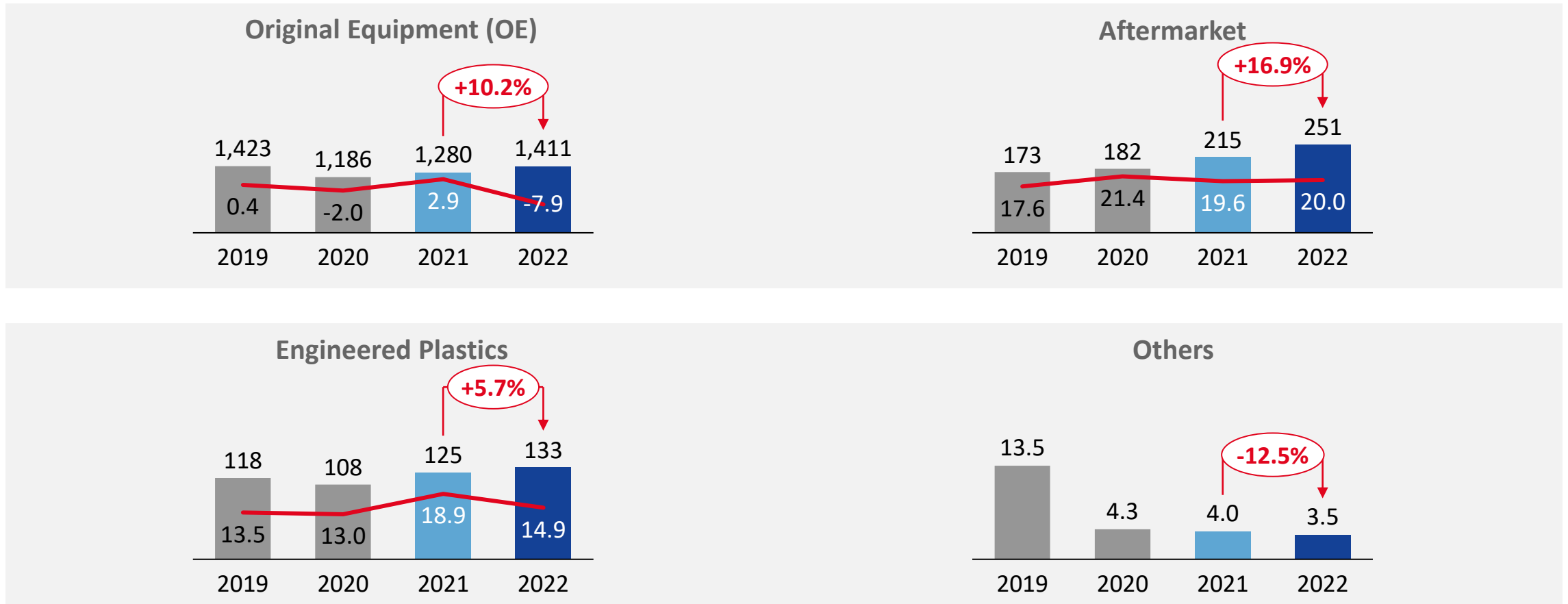
Equity – in EUR million
Equity ratio – in % of total assets



Segments

Aftermarket and Engineered Plastics deliver strong results

■ Sales – in EUR million
■ EBIT margin – in % of segmental sales



What's on the financial agenda of FY 2023 and beyond



Managing top-line growth

- Preparing for **top-line growth particularly in new technologies**
- **Aligning Group structure** with growth strategy
- **Capex** spending with **focus on new technologies**



Ensuring cost discipline

- Continuing strict cost discipline for **enhancing earnings quality**
- **Continued high price level for raw materials and wage cost inflation** to be factored in



Pushing digitization

- Preparing for **strong growth and new products**
- **Aiming at digital factory**
- Considering **data protection** and **cybersecurity**



Focusing on working capital management

- Supply chain bottlenecks and constrained availability of raw materials require **adequate inventory management**
- **Optimizing payment terms** for trade payables



Markets and Outlook

Dr. Stefan Wolf
CEO

Economic environment remains challenging

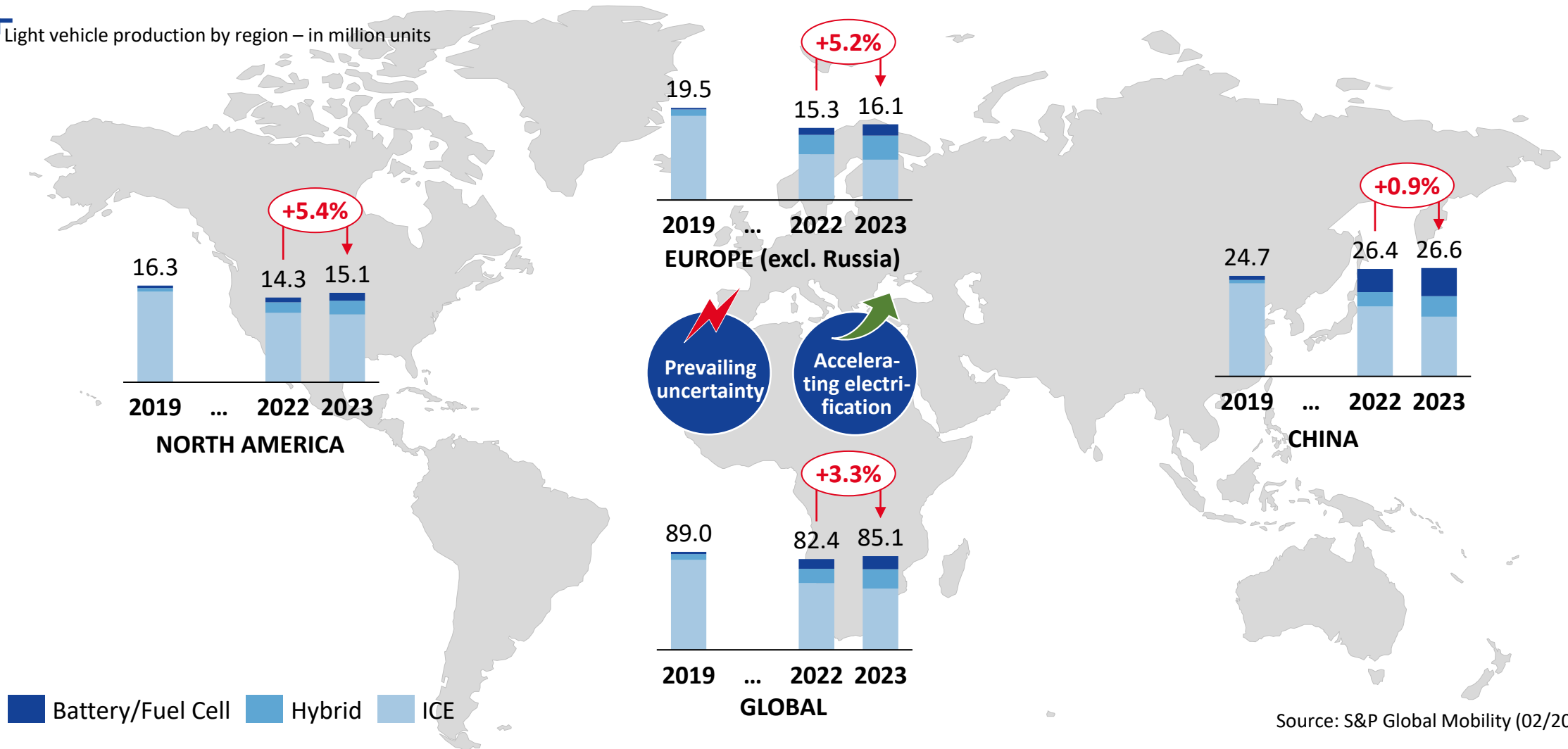


- **Modest growth** of global GDP expected for 2023
 - Inflation slowing down corporate and private spending
 - Central banks continue to increase interest rates
- **Geopolitical uncertainties**
 - War in Ukraine with unpredictable outcome
 - Tensions in other regions becoming evident, such as the Middle East and East Asia
- **Costs** for raw material, energy, and transportation **remain high**
- **Supply chain situation** expected to relax a bit, but still **vulnerable**

2023 will be another year with a number of influencing factors and a persistently high degree of uncertainty.

Global growth, but not really recovering after Covid drop

Light vehicle production by region – in million units



Source: S&P Global Mobility (02/2023)

Assessment of key figures

	2023	Mid-term	Actual 2022
Sales	Organic growth substantially above market level	Organic growth above market level	Organic growth of 7.4 %
EBIT margin (adjusted)	Approx. 5 % of Group revenue	Sustained improvement	3.8 %
Operating FCF	Slight year-on-year improvement	Positive	EUR 14.8m
ROCE	Approx. 7 to 8 %	Sustained improvement	-2.7 %
Net debt / EBITDA	Under 2.0		2.1
Net Working Capital	Slight year-on-year improvement	Approx. 20 % of Group revenue	25.3 %
Capex	Approx. 5 to 7 % of Group revenue		3.9 %
R&D costs	Approx. 5 to 6 % of Group revenue		5.1 %
Equity ratio	40% to 50% of total assets		43.8 %

The ElringKlinger Difference

1 With our strong technological orientation, we provide solutions for mobility demand.

2 We will utilize our strong market position in ICE business, but focus on new technologies.

3 We will market and further develop our already transformed product portfolio.

We will grow profitably by systems as well as components business. **4**

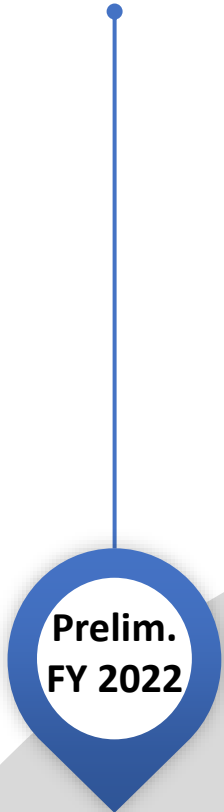
We will further shape key financial performance indicators. **5**

Sustainability is a key priority for the Group. **6**

Financial calendar

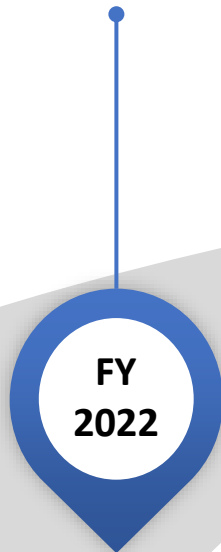
Preliminary figures FY 2022

February 21, 2023



Full figures FY 2022

March 28, 2023



Annual General Meeting

May 16, 2023



Q1 2023
May 9, 2023



Q2 2023
August 3, 2023



Q3 2023
November 7, 2023

Appendix



Structural overview

78%
of Group sales

Original Equipment

Sales: EUR 1,411 million
Employees: 7,959

**Lightweighting/
Elastomer Technology**

**Metal Sealing Systems &
Drivetrain Components**

**Metal Forming &
Assembly Technology**

E-Mobility

Fuel Cell Technology (EKPO)

Battery Technology

Drivetrain Technology

Differences due to rounding

14%
of Group sales

Aftermarket

Sales: EUR 251 million
Employees: 276

7%
of Group sales

Engineered Plastics

Sales: EUR 133 million
Employees: 1,028

<1%
of Group sales

Others

Sales: EUR 4 million
Employees: 277

All figures refer to FY 2022

Group – FY 2022



Consolidated income statement

	2022	2021
Sales revenue	1,798	1,624
Cost of sales	-1,460	-1,273
Gross profit	338	351
Gross margin	18.8	21.6
		in %
Selling expenses	-140	-121
General and administrative expenses	-90	-84
Research and development costs	-70	-65
Other operating income	18	33
Other operating expenses	-99*	-12
Operating result (EBIT)	-42	102
Finance income	34	31
Finance costs	-47	-29
Share of result of associates	-1	-3
Net finance costs	-14	-1
Earnings before taxes (EBT)	-56	101
Income tax expenses	-35	-46
Net income	-91	55
of which: attributable to non-controlling interests	-2	-1
of which: attributable to shareholders of ElringKlinger AG	-89	56
Basic and diluted earnings per share (EPS)	-1.41	0.88
		in EUR

All figures in EUR million unless otherwise describe, differences due to rounding

*incl. EUR 86.1m impairment on goodwill

Group – FY 2022

Consolidated statement of financial position

Assets	As of Dec 31, 2022	As of Dec 31, 2021	Liabilities and equity	As of Dec 31, 2022	As of Dec 31, 2021
Intangible assets	147	216	Share capital	63	63
Property, plant, and equipment	906	939	Capital reserves	118	118
Financial assets	14	16	Revenue reserves	641	740
Shares in associates	15	14	Other reserves	1	-18
Non-current income tax assets	1	1	Equity attr. to shareh. of ElringKlinger AG	824	904
Other non-current assets	22	42	Non-controlling interest in equity	73	79
Deferred tax assets	20	32	Equity	897	982
Contract performance costs	6	8	Provisions for pensions	97	141
Non-current contract assets	1	1	Non-current provisions	18	17
Non-current assets	1,131	1,267	Non-current financial liabilities	429	357
Inventories	414	354	Non-current contract liabilities	2	1
Current contract assets	8	9	Deferred tax liabilities	24	24
Trade receivables	265	233	Other non-current liabilities	10	7
Current income tax assets	5	16	Non-current liabilities	580	546
Other current assets	105	101	Current provisions	66	60
Cash and cash equivalents	119	110	Trade payables	224	186
Current assets	916	823	Current financial liabilities	73	136
Assets held for sale	0	0	Current contract liabilities	13	16
Total assets	2,047	2,090	Tax payable	22	19
			Other current liabilities	171	145
			Current liabilities	570	561
			Liabilities in connection with assets held for sale	0	0
			Total liabilities and equity	2,047	2,090

All figures in EUR million unless otherwise describe, differences due to rounding

Consolidated statement of cash flows

	2022	2021		2022	2021
Earnings before taxes (EBT)	-56	101	Proceeds from disposals of PPE, intangible assets and investment property	5	4
Depreciation/amortization (less write-ups) of non-current assets	217	114	Proceeds from disposals of financial assets	5	8
Net interest	15	9	Proceeds from the disposal of subsidiaries	0	14
Change in provisions	4	26	Payments for investments in intangible assets	-22	-18
Gains/losses on disposal of non-current assets	0	0	Payments for investments in PPE and investment property	-69	-70
Share of result of associates	1	3	Payments for investments in financial assets	-12	-11
Change in inventories, trade receivables and other assets not resulting from financing and investing activities	-91	-34	Payments for the purchase of shares in associates	-2	0
Change in trade payables and other liabilities not resulting from financing and investing activities	53	40	Net cash from investing activities	-95	-73
Income taxes paid	-22	-68	Payments received from non-controlling interests	30	30
Interest paid	-14	-9	Dividends paid to shareholders and to non-controlling interests	-14	-7
Interest received	1	2	Proceeds from addition of long-term loans	320	141
Other non-cash expenses and income	-5	-26	Payments for the repayment of long-term loans	-350	-252
Net cash from operating activities	101	156	Changes in current loans	19	-18
			Net cash from financing activities	5	-107
			Changes in cash	11	-24
			Effects of currency exchange rates on cash	-2	6
			Cash at beginning of the period	110	128
			Cash at end of period (as per financial statement)	119	110

All figures in EUR million unless otherwise describe, differences due to rounding

Key figures

	2022	2021	2020	2019	2018
Order intake	1,874	1,978	1,483	1,737	1,735
Order backlog	1,462	1,386	1,033	1,030	1,020
Sales	1,798	1,624	1,480	1,727	1,699
EBITDA	174	216	182	181	197
EBIT (reported)	-42	102	28	61	96
EBIT margin <i>in%</i>	-2.3	6.3	1.9	3.5	5.7
EBT	-56	101	-14	42	81
Net income attributable to shareholders	-89	56	-41	4	44
Earnings per share <i>in EUR</i>	-1.41	0.88	-0.64	0.06	0.69
Dividend per share <i>in EUR</i>	0.15 ¹	0.15	0.00	0.00	0.00
Capex	69	70	57	92	164
Operating free cash flow	15	72	165	176	-86
ROCE <i>in %</i>	-2.7	6.4	1.7	3.4	5.5
Net working capital	455	402	403	424	568
Equity ratio <i>in %</i>	43.8	47.0	41.4	41.5	42.8
Net financial debt	364	369	459	595	724
Employees (as at Dec. 31) ²	9,540	9,462	9,724	10,393	10,429

All figures in EUR million unless otherwise describe, differences due to rounding.

¹ Proposal to the Annual General Meeting 2022.

² The headcount includes all direct and indirect employees, the 2021 figure was adjusted in accordance with a uniform approach.

Group – Last 5 years

Segmental figures

		2022	2021	2020	2019	2018
Group	Sales	1,798	1,624	1,480	1,727	1,699
	EBIT (reported)	-42.2	102.0	28	61	96
	EBIT margin <i>in %</i>	-2.3	6.3	1.9	3.5	5.7
Original Equipment	Sales	1,411	1,280	1,186	1,423	1,408
	EBIT (reported)	-111	37	-24	5.1	51
	EBIT margin <i>in %</i>	-7.9	2.9	-2.0	0.4	3.6
Aftermarket	Sales	251	215	183	173	160
	EBIT (reported)	50	42	39	30	25
	EBIT margin <i>in %</i>	20.0	19.7	21.4	17.6	15.6
Engineered Plastics	Sales	133	125	108	118	118
	EBIT (reported)	20	24	14	16	20
	EBIT margin <i>in %</i>	14.9	18.9	13.0	13.5	16.6
Others	Sales	3.5	4.0	4.3	13.5	14.0
	EBIT (reported)	-1.2	-0.8	-1.6	9.9*	1.0
	EBIT margin <i>in %</i>	-34.3	-20.5	-37.2	73.3*	7.1

All figures in EUR million unless otherwise describe, differences due to rounding

*incl. EUR 8.6m from the sale of the industrial park in Hungary

Group – Last 5 quarters

Key figures

	Q4 2022	Q3 2022	Q2 2022	Q1 2022	Q4 2021
Order intake	466	377	453	578	485
Order backlog	1,462	1,465	1,553	1,530	1,386
Sales	469	464	431	435	406
EBITDA	57.7	47.0	26.7	42.8	33.5
EBIT	22.6	18.1	-97.1	14.1	3.6
EBIT margin <i>in %</i>	4.8	3.9	-22.5	3.3	0.9
EBT	6.1	17.7	-90.7	10.9	9.0
Net income attributable to shareholders	-2.3	3.3	-94.1	4.0	0.9
Earnings per share <i>in EUR</i>	-0.04	0.05	-1.49	0.06	0.01
Capex (in PPE)	24.6	18.1	13.8	12.8	32.3
Operating free cash flow ¹	41.0	-10.2	3.9	-19.8	-1.7
Net working capital ²	455	505	466	449	402
Equity ratio <i>in %</i>	43.8	42.7	44.0	46.3	47.0
Net financial debt ³	364	411	390	387	369
Employees (as at quarter-end)	9,540	9,523	9,489	9,396	9,462

All figures in EUR million unless otherwise describe, differences due to rounding

¹ Net cash from operating activities minus net cash from investing activities (excluding acquisitions/divestments and investments in financial assets)

² Inventories and trade receivables less trade payables

³ Financial liabilities less cash and cash equivalents and less short-term securities

⁴ The headcount includes all direct and indirect employees. The previous year's figures were adjusted in accordance with a uniform approach.

Group – Last 5 quarters

Segmental figures

		Q4 2022	Q3 2022	Q2 2022	Q1 2022	Q4 2021
Group	Sales	469	464	431	435	406
	EBIT (reported)	22.6	18.1	-97.1	14.1	3.6
	EBIT margin <i>in %</i>	4.8	3.9	-22.5	3.3	0.9
Original Equipment	Sales	378	360	338	335	325
	EBIT (reported)	10.3	-3.6	-112.7	-5.0	-9.3
	EBIT margin <i>in %</i>	2.7	-1.0	-33.4	-1.5	-2.9
Aftermarket	Sales	61	67	60	63	51
	EBIT (reported)	10.8	14.1	11.4	13.8	9.2
	EBIT margin <i>in %</i>	17.7	21.1	19.2	21.9	18.2
Engineered Plastics	Sales	29	36	32	35	30
	EBIT (reported)	2.0	7.3	4.7	5.6	4.3
	EBIT margin <i>in %</i>	6.8	20.4	14.9	16.0	14.5
Others	Sales	0.6	0.7	1.0	1.2	0.8
	EBIT (reported)	-0.5	0.1	-0.5	-0.3	-0.6
	EBIT margin <i>in %</i>	-73.7	20.1	-51.1	-22.8	-32.2

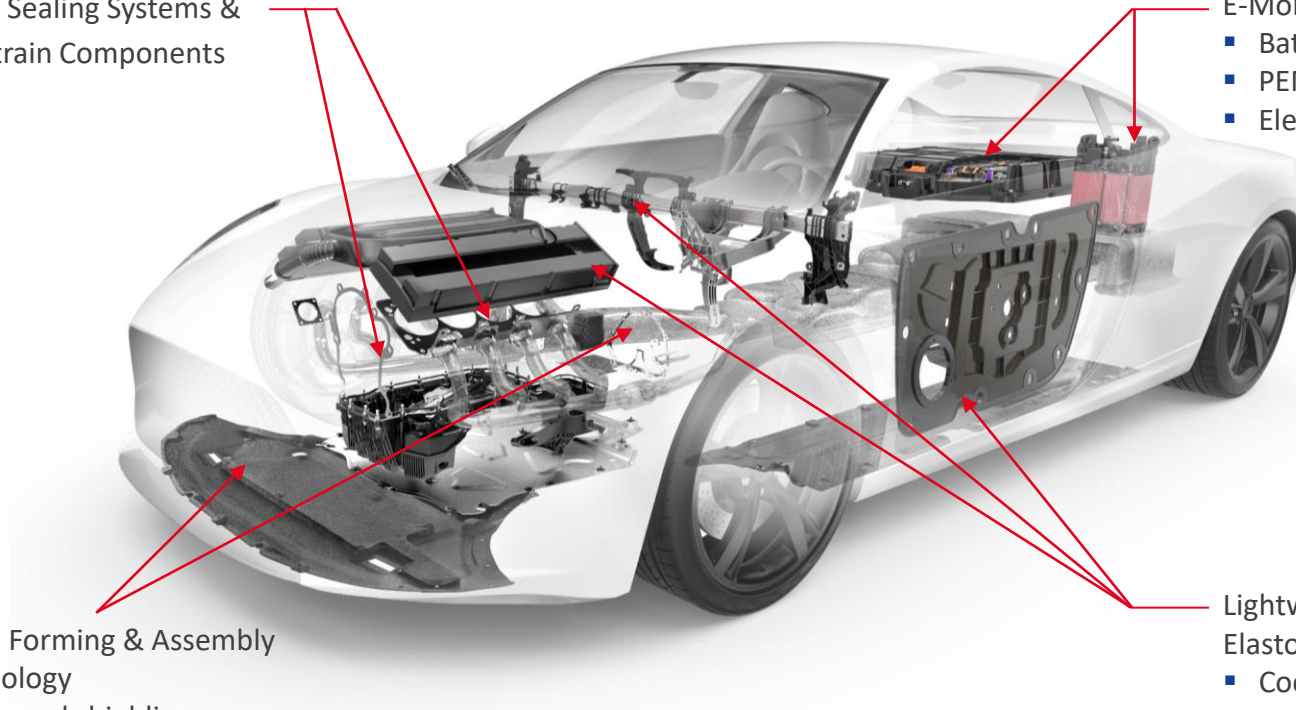
All figures in EUR million unless otherwise describe, differences due to rounding

Product portfolio

Metal Sealing Systems & Drivetrain Components

E-Mobility

- Battery module
- PEM fuel cell
- Electric drive unit (EDU)



Metal Forming & Assembly Technology

- Thermal shielding
- Acoustic shielding

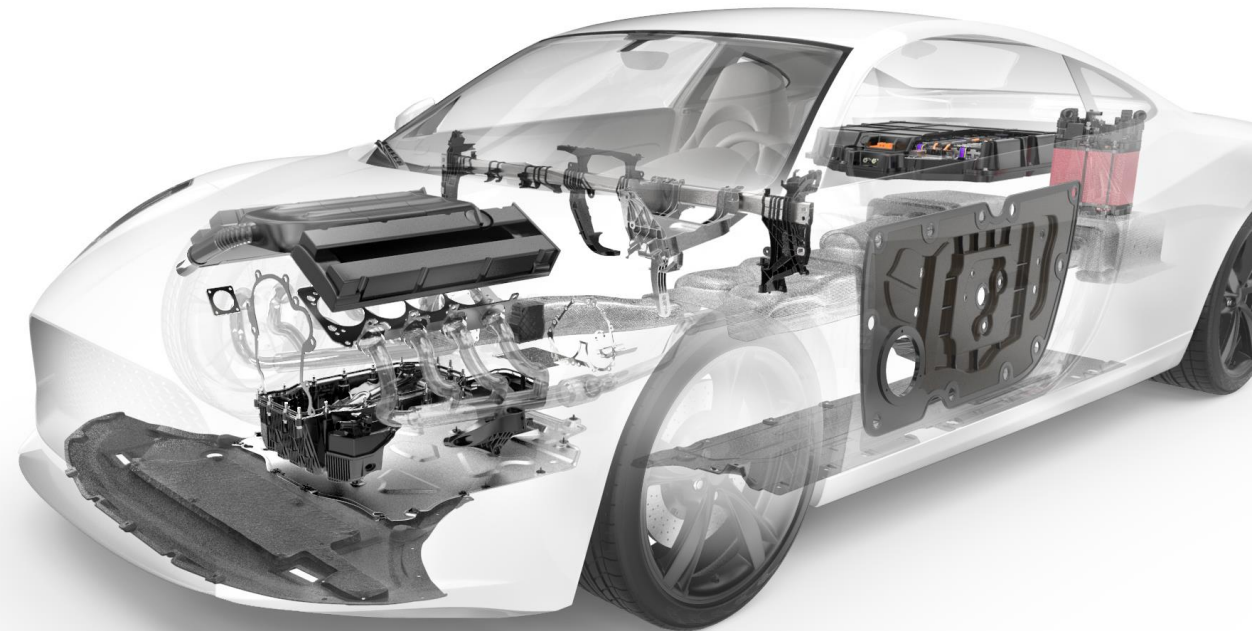
Lightweighting/
Elastomer Technology

- Cockpit cross-car beam
- Door module carrier
- Front-end module
- Plastic modules (cam cover)

Transformation and innovations push content per car

Selective indicative examples for ElringKlinger’s rising content per vehicle – in EUR

ICE		NON-ICE	
Cylinder-head gasket	3 - 12	Cell contacting system	100 - 300
Cylinder-head gasket	3 - 12	Bipolar plates*	350 - 600
Exhaust gas underbody shield	20 - 50	Underbody battery protection shield	100 - 200
Transmission control plate	2 - 12	Transmission disc carrier system	60 - 120
[No similar product]	n.a.	Electric drive unit*	1,000 - 4,000
[No similar product]	n.a.	Battery system*	2,000 - 10,000
[No similar product]	n.a.	Fuel cell stack*	2,000 - 10,000

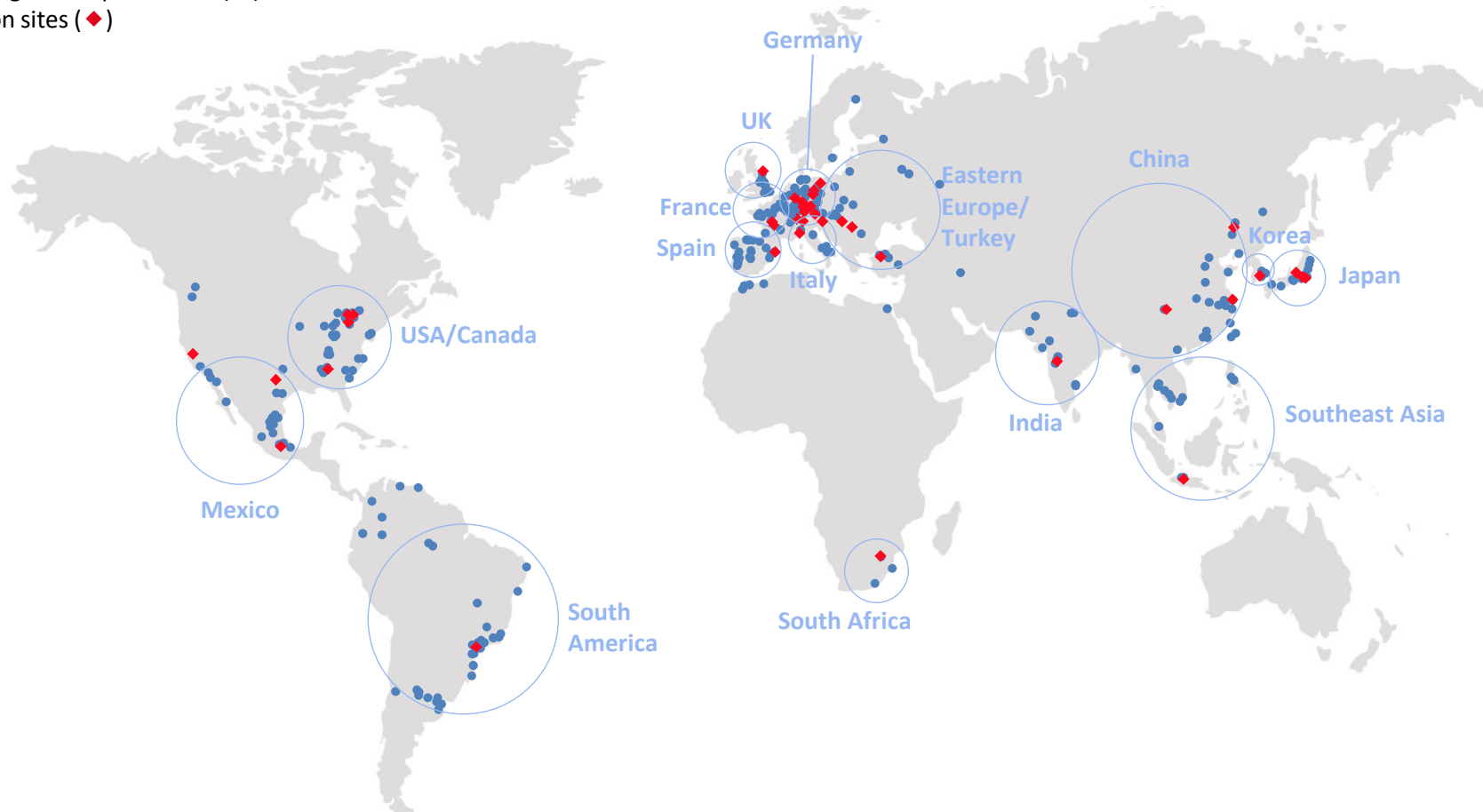


*Based on estimates for serial production in the second half of the decade

Group

ElringKlinger represented in all important auto regions

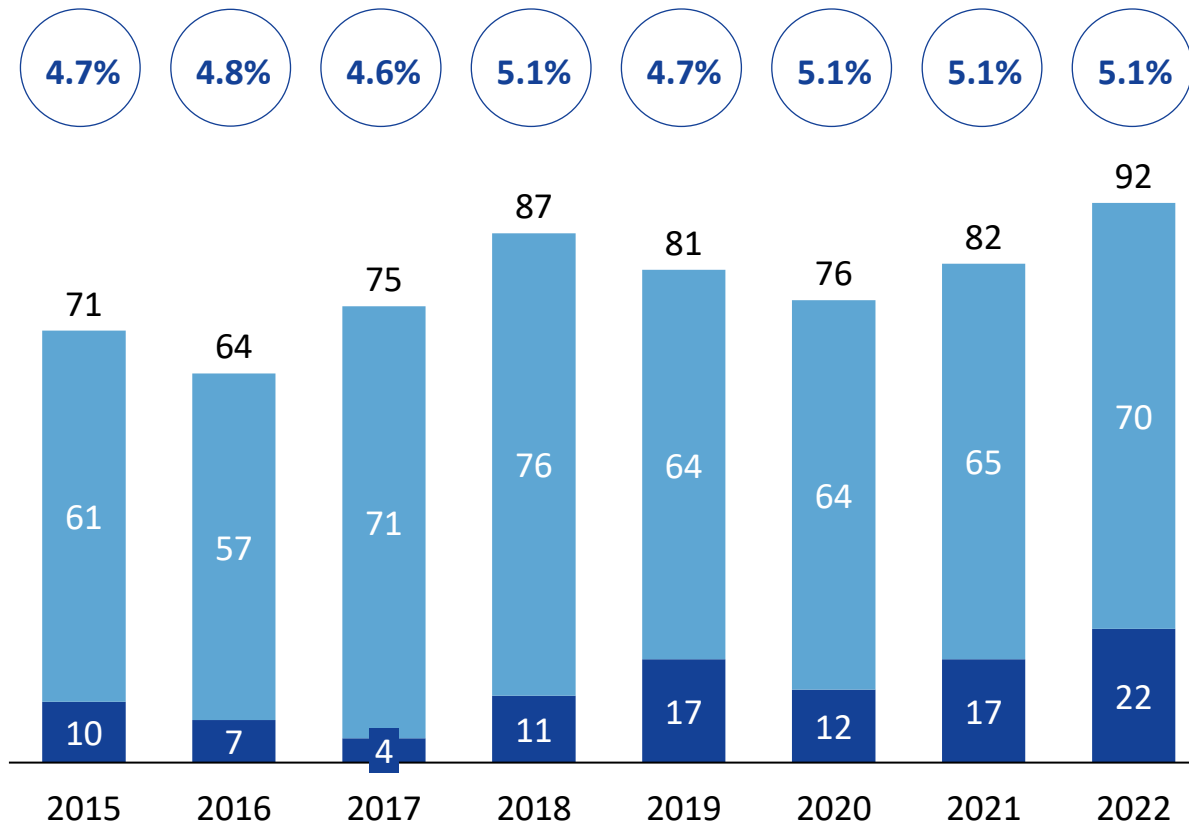
Production locations of global top 15 OEMs (●)
ElringKlinger production sites (◆)



Group

Focused R&D activities

R&D – in EUR million
R&D ratio – in % of total sales



- **Integration of tools implies a technologically leading position** in developing ideas
- **Main focus:** E-Mobility, Lightweighting components
- 609 R&D employees
- 95 new international patents in 2022
- **Target R&D ratio** (incl. capitalization): 5 to 6% of total sales, capitalization rate ~20%

thereof capitalized

Group

Senior management



From left to right:

Reiner Drews, COO (since 2018)

Corporate units
Production and Tooling
Product Risk Management
Quality & Sustainability Management
Real Estate & Facility Management

Business units
Lightweighting/Elastomer Technology
Metal Sealing Systems & Drivetrain Components
Metal Forming & Assembly Technology

Plants
in the OE segment

Dr. Stefan Wolf, CEO (since 2005)

Corporate units
Global Group Strategy
HR
Legal & Compliance
Marketing & Communications
Sales Original Equipment
Strategic Communications

Business units
Aftermarket

Group entities
EKPO Fuel Cell Technologies
Engineered Plastics segment
Aftermarket segment

Thomas Jessulat, CFO (since 2016)

Corporate units
Finance
Digital Transformation
Information Technology
M&A and Innovations
Procurement & Supply Chain Management

Business units
Electric Drive & Battery Technology

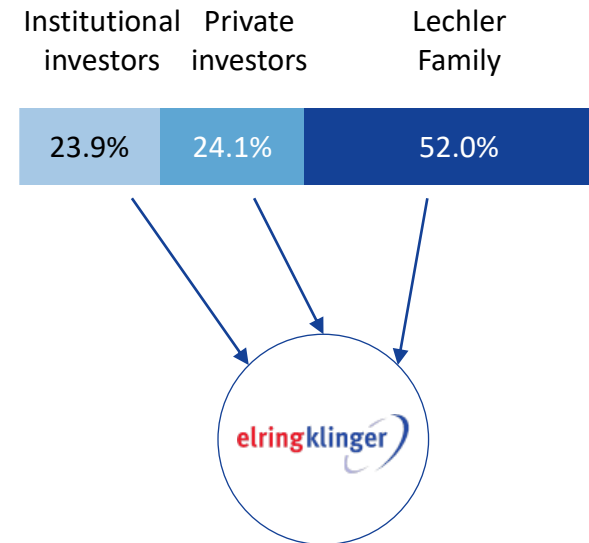
Group

More than 140 years of experience

History of ElringKlinger in very brief

- **1879** Paul Lechler establishes a merchandising business in Stuttgart for technical products and gaskets.
- **1885** Richard Klinger establishes an engineering office in Vienna.
- **1924** The first Lechler cylinder-head gaskets are produced.
- **1964** Elring production and development moves from Stuttgart to Dettingen/Erms.
- **1993** Elring goes to Asia: The joint venture Changchun Elring Gaskets Co. Ltd. has been founded.
- **1994** Elring GmbH merges with Automotive Division of Richard Klinger GmbH to ElringKlinger GmbH.
- **1997** ElringKlinger founds new plants in UK, Brazil, Mexico, and the U.S.
- **2000** ElringKlinger GmbH merges with parent company ZWL Grundbesitz- und Beteiligungs-AG and is renamed as ElringKlinger AG.
- **2001** ElringKlinger intensifies R&D work on fuel cell components, especially on its internal sealing.
- **2002** Registered shares of ElringKlinger AG are traded at Frankfurt and at Stuttgart Stock Exchange.
- **2010** ElringKlinger receives its first order for series production of cell contact systems used in lithium-ion batteries.
- **2013** ElringKlinger acquires tool maker Hummel Formen GmbH which enables the company to offer structural lightweight components.
- **2017** ElringKlinger extends its portfolio to alternative drive technologies by acquiring a stake in hofer.
- **2018** ElringKlinger sells interest in Hug and in new energyday.
- **2020** ElringKlinger enters into new strategic partnerships with Airbus and Plastic Omnium in fuel cell business.
- **2021** EKPO Fuel Cell Technologies begins business operations.
- **2022** ElringKlinger defines CO₂ targets and signs Climate Protection Agreement

Shareholder structure as at December 31, 2022



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Disclaimer

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This presentation contains statements about the future. These statements are based on current expectations, market evaluations and predictions by the Management Board, and on information that is currently available to them. The statements about the future should not be interpreted as guarantees of the future developments and results that they refer to. Whilst the Management Board is convinced that the statements that have been made, and the convictions and expectations on which they are based, are realistic, they rely on suppositions that may conceivably prove to be incorrect; future results and developments are dependent on a multitude of factors, they involve various risks and imponderabilities that can affect whether the ongoing development deviates from the expectations that have been expressed. These factors include, for example, changes to the general economic and business situation, variations of exchange rates and interest rates, poor acceptance of new products and services, and changes to business strategy.